



cogta

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

# ANNUAL PERFORMANCE PLAN **2013/2014**

People centered sustainable co-operative governance, which focuses on effective service delivery responsive to the needs of the community



**cogta**

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



Capacity Building



Job Creation



Disaster Management



Good Clean Governance

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## FOREWORD BY THE MEC FOR CO-OPERATIVE GOVERNANCE AND TRADITIONAL AFFAIRS



**THE HONOURABLE MS.  
NOMUSA DUBE**

**Failure to plan is to plan for failure.** For any endeavour to be a success there needs to be a clear cut and universally-accepted plan that guides the efforts of those tasked with achieving that particular mandate. In the absence of a plan, all our efforts in pursuit of our objectives will result in us achieving the opposite of the goals we have set for ourselves.

It is within the context of fundamental principle of project management that we present the Annual Performance Plan for the Fiscal Year 2013/2014 for the KwaZulu-Natal Department of Co-operative Governance and Traditional Affairs (COGTA).

Our 2013/2014 Annual Performance Plan is our lodestar towards the fulfilment of this mandate.

The Plan sets out the performance measures for the R1.2billion budget the Department has been allocated from the National Treasury. It sets out the respective programmes and projects that

our Department will undertake during the financial year to give effect to the Department's constitutional and various other legal and policy mandates.

This Annual Performance Plan takes its cue from the National Development Plan which calls for the country to **"write a different story in the years ahead. In this new story, every citizen is concerned about the wellbeing of all other citizens, and the development of South Africa means the development of everyone who lives in it"**

With the National Development Plan as our lodestar, we are even more certain that the lofty goal of a better life for all in our lifetime is within our reach! We are also acutely-aware that, as COGTA, we shoulder an enormous responsibility in writing this story.

In pursuit of this, the Department will address a number of key areas in this financial year.

We will move faster in creating a local governance system that is more capable, more professional and more responsive to the needs of its citizens.

We have already taken a few initiatives of our own towards the achievement of this goal. We are on course with our mandate to achieve clean administrations and nothing will deter our resolve to succeed in this initiative.

The need to improve the quality and pace of service delivery has never been more pressing. Our communities expect it of us, it is their Constitutional right. The Plan outlines how the efficient and effective implementation of the Provincial Massification Fund entrusted to the Department, as well as the management of the Municipal Infrastructure Grants will move towards achieving this. This will include dedicated support to assist municipalities in infrastructure planning and development as well as operation and maintenance programmes.

Creating decent employment opportunities and the provision of sustainable local economic development opportunities is also outlined in the Plan through the Small Town Rehabilitation and Corridor Development Programmes. The Department will support municipalities, more so those

vulnerable municipalities who do not have the capacity to draft business plans, to access this grant funding and to implement a range of projects targeted to achieve the objectives of this programme.

Critical to achieve the objectives of an efficient and effective governance system, the Plan outlines a number of initiatives that endeavour to support and build capacity in the local municipalities and traditional institutions. Strengthening the capabilities and capacities of municipal and traditional administrations and office bearers to efficiently discharge their duties is pivotal to the achievement of the many outcomes we have set at this level of government.

One of these outcomes is Clean Audits by 2014, a programme that is undermined by uncomplicated challenges such as a lack of basic book keeping and records management, challenges that we will work towards eradicating in this financial year through a specific support programme. A second outcome is synergistic partnerships between the municipal and traditional institutions. In the past year we have made great progress by getting the respective stakeholders to move forward. In 2013/2014 municipal councils, will have traditional leadership represented in them. This is not the end; the Plan includes dedicated support and a capacity building programme to nurture this relationship to grow.

In implementing these programmes through this Plan, we are focussed on meeting the objectives set out in the Department's Strategic Plan. The broader developmental context of the National and Provincial Development Plans and policy context of Outcome 9 specifically have also been considered in shaping the content of the Plan. The Department therefore, is obliged to play its co-operative governance role, as the single window of coordination, in a much stronger and involved manner to ensure that the impact of government programmes is practically reflected in the lives of our communities.

To this end, re-energised support to municipalities to align their municipal Integrated Development Planning processes to the National and Provincial Development Plans as well as Outcome 9 will be provided in the financial year. A specific support programme to strengthen community-based planning in municipalities will be further implemented to strengthen the relationships between municipal councils and their communities, but more importantly, their responses to the needs of communities.

We will continue to ensure we improve the Department's own administrative capabilities and capacities to increase efficiencies in order to effectively respond to the challenges and needs faced by our municipalities and traditional institutions.

We present this Plan before the Legislature confident that it will allow us to achieve our mandate and, in particular, it will enable all of our stakeholders and social partners to play a meaningful role in building a country fit for our children. The targets we have articulated in the Plan represent the minimum that we think we should achieve within the financial year. However, they, in no way, represent the ceiling of what we need to achieve. Indeed, we trust that, working with our partners, we will achieve even more than what we have in the Plan.

We commit to implementing this Plan to the letter and, hopefully, exceed some of the expectations contained in it for we believe that, as author Osborne Gabler said: "**What gets measured, gets done**".

**HON. NOMUSA DUBE, MPL**  
MEC for Cooperative Governance and Traditional Affairs  
KwaZulu-Natal Provincial Government

March 2013

Ms. Nomusa Dube – MPL  
MEC: Co-operative Governance and Traditional Affairs

March 2013

March 2013

## OFFICIAL SIGN OFF

**Ms. D. N. Qhobosheane**

*Date*

**Accounting Officer**

## **PART A: STRATEGIC OVERVIEW**

### **Vision**

"People centred sustainable co-operative governance, which focuses on effective service delivery responsive to the needs of the community"

### **Mission**

To strengthen cooperation amongst all spheres of government, support and build capacity of local governance institutions, facilitate and coordinate stakeholder engagement, in pursuance of people-centered, accelerated service delivery.

### **Values**

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

## LEGISLATIVE AND OTHER MANDATES

### LEGISLATIVE MANDATES

The legislative mandates of the Department of COGTA are derived from the Constitution of the Republic of South Africa as well as other appropriate legislation. The Constitution defines the functions for Provincial Departments responsible for Local Government as:

- Support (S154 and S155)
- Intervention (S139)
- Monitoring (S155)

These Constitutional Mandates are then taken forward in a number of legislation such as:

- Municipal Systems Act, 2000
- Municipal Structures Act, 1998
- Intergovernmental Relations Act, 2005
- Municipal Financial Management Act, 2003
- Traditional Leadership and Governance Act, 2005
- Disaster Management Act, 2002

Furthermore there are other specific legislation for KZN COGTA such as the new KwaZulu-Natal Planning and Development Act 2008. This Act establishes a statutory framework for the transformation of spatial planning and land use management policies, frameworks and systems throughout the Province.

### 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.

More recent policy mandates are associated with policy pronouncements following the election of the new President in April 2009: a new Medium Term Strategic Framework (MTSF) was presented, Provincial Growth and Development Plan (PGDP) the Local Government Turnaround Strategy, KZN Provincial Programme of Action and an enhanced mandate for Co-operative Governance. Each one of these is presented below.

#### Medium Term Strategic Framework

The MTSF will guide government's programmes over the period 2009 to 2014. It is mindful of the current global economic crisis and the implications that this will have on investment, employment, incomes and government revenue. Taking these into account, the main focus in the current period is "to minimise the impact of the economic downturn on the country's productive capacity as well as jobs and poverty reduction measures, to identify opportunities for new areas of growth and economic participation, and progressively to set the country on a new growth and development path." In addition, there is a strong focus on improving efficiencies to ensure that the resources that we do have are utilised in the most efficient manner possible. The following strategic objectives are identified in the MTSF:

- Halve poverty and unemployment by 2014.
- Improve the safety of citizens by reducing incidents of crime and corruption.
- Build a nation free of all forms of racism, sexism, tribalism and xenophobia.

- Ensure a more equitable distribution of the benefits of economic growth and reduce inequality.
- Improve the nation's health profile and skills base and ensure universal access to basic services.

The ten strategic priority areas to give effect to the above strategic objectives are:

- Massive programme to build economic and social infrastructure.
- Strengthen the skills and human resource base.
- Improve the health profile of all South Africans.
- Build cohesive, caring and sustainable communities.
- Sustainable Resource Management and use.
- Speeding up growth and transforming the economy to create decent work and sustainable livelihoods.
- Comprehensive rural development strategy linked to land and agrarian reform and food security.
- Intensify the fight against crime and corruption.
- Pursuing African advancement and enhanced international cooperation.
- Building a developmental state including improvement of public services and strengthening democracy.

Importantly, the role of planning and monitoring and evaluation has been significantly strengthened through the establishment of the new Ministries of Planning and Monitoring and Evaluation in the Presidency.

#### **Provincial Growth and Development Plan (PGDP)**

The Provincial Growth and Development Plan (PGDP) which is aligned to the National Development Plan will provide the overarching framework for the APP targets and projects. The Strategic Goals and Objectives of the PGDP are as follows:

<b>Strategic Goals</b>	<b>Objectives</b>
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 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 13/14 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.

### Cabinet Lekgotla September 2012

The resolutions taken at Cabinet Lekgotla held in September 2012 and February 2013 will be incorporated into the 13/14 APP

### Local Government Turnaround Strategy

As a result of an assessment of local government in each of the nine provinces, a State of Local Government Report and a Framework for the Local Government Turnaround Strategy was prepared. The purpose of the provincial assessments was to determine the key problems in different thematic areas and to establish the root causes for poor performance and dysfunctionality in municipalities. The findings from the assessments were translated into the actual Local Government Turnaround Strategy (LGTAS) which was approved by Cabinet in December 2009. The LGTAS has five strategic objectives:

- Ensure that municipalities meet the basic service needs of communities.
- Improve performance and professionalism in municipalities.
- Strengthen partnerships between local government, communities, civil society and other Organs of State.
- Build clean, effective, efficient, responsive and accountable local government.
- Improve national policy, oversight and support.

In addressing these objectives, there is a strong emphasis on mobilising government and society.

Key interventions to take these strategic objectives forward are:

- National Government (including state enterprises) will organise itself better in relation to Local Government.
- Municipalities will reflect on their own performance and identify their own tailor-made turnaround strategies.
- Political parties will promote and enhance the institutional integrity of municipalities.
- Provinces will improve their support and oversight responsibilities over Local Government.
- All three spheres of government will improve Inter-Governmental Relations in practice.

### **Provincial Programme of Action**

In line with the MTSF, ten provincial priorities have been identified in the Provincial Programme of Action. Four clusters oversee implementation in these areas: Economic, Social, Governance and Administration and Justice, Crime Prevention and Security.

- Rural development, agrarian reform (creating capacity for food security, income generation and export possibilities).
- Education and skills for all (in support of government priority programmes, building economy, and creating jobs and nation building).
- Creating decent work and ensuring economic growth: first economy interventions, integration of second economy, building small business and cooperative movement etc.
- Social and economic infrastructure.
- International co-operation.
- Fighting crime and creating safer communities.
- Health for all – focusing on primary health care, with the aim of reducing morbidity and mortality.
- Nation building and good governance – creation of inclusive government and compassionate, non-racial and integrated society; efficient administration and elimination of fraud and corruption.
- Cohesive and sustainable communities
- Sustainable resource management.

### **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 organisational performance environment refers to the environment/context within which the Department provides its services to its clients, especially to municipalities and traditional institutions.

### Programmes to support the Strategic Overview

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

#### **1. Local Government**

The Department will continue to focus on supporting vulnerable priority municipalities in the implementation of the Municipal Turnaround Strategies through their support plans. In terms of Municipal Finance, Operation Clean Audit still remains a key programme in ensuring all municipalities obtain Clean Audits by 2014.

The alignment of IDP, Budget and PMS processes remains a challenge in municipalities and the Department will continue to support the improvement in the functionality of performance management systems at municipal level and the alignment of the IDP, Budget and PMS processes.

In order to ensure that service delivery impacts at a community level, the functionality of ward committees and War Rooms have been prioritised within the Department. These programmes aim to strengthen Public Participation and enhance service delivery.

The difficulties experienced in terms of capacity constraints within municipalities which ultimately impacts on service delivery and municipal functionality is of concern. As a result Inter-municipal cooperation and Shared Services are programmes developed to address this challenge in the most economical and efficient manner.

#### **2. Development and Planning**

Universal access to services remains a serious challenge in all municipalities in the Province. The Department continues to support municipalities in the processes of infrastructure planning through the preparation of Universal Access Plans which will form the basis for infrastructure implementation in the future. The Department will also still support infrastructure implementation (specifically on the operation and maintenance implications) through Massification and MIG.

In order to provide an environment for job creation and enhancing economic growth opportunities, the Department has embarked on a programme to support municipalities with densification in urban areas and the formalisation of settlements. This is further augmented by the Department's Corridor Development and Small Towns Rehabilitation Programmes.

In order to improve Municipal coordination with other spheres of government and major stakeholders, the Department promotes the adoption of Credible IDPs and will support the development of District Service Delivery Plans which harness state wide service delivery within respective Districts.

Another key focus area will be the roll out of the Community Services Centres which act as the service delivery conduits to all the people, especially those in the rural areas.

In light of Climate Change and the implications thereof, the Department is focussed on support in respect of Disaster Management mitigation and reaction.

### **3. Traditional Institutional Management**

The purpose of the Department is to ensure that the Institution of Traditional Leadership in the Province is recognised, is transformed and that there is an enabling environment for the development of traditional communities.

To this end, the Department supports Traditional Institutions through capacity building, financial management and conflict resolution. The Department will intensify capacity building programmes for the Institution of Traditional Leadership in order to ensure the functionality of all the structures within the institution by enrolling more Amakhosi into the accredited Leadership Development Programmes.

Section 81 provides a platform for both the Institution of Traditional Leadership and Municipalities to engage in a formalised environment on issues of service delivery enabling traditional leaders to undertake their developmental role effectively.

Further, the Department also promotes integrated programmes for service delivery in nodal areas and partnerships with key stakeholders to support such initiatives

## **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 goal 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.

**The 13/14 APP reflects the amended budget structure where the number of programmes was reduced from six to four**

# OVERVIEW OF THE 2012/2013 BUDGET AND MTEF ESTIMATES

**Table 11.6:** Summary of payments and estimates by programme

R 000,	Audited Outcome		Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates	
	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
1. Administration	175 765	182 707	249 299	229 729	284 388	275 355	244 453
2. Local Governance	172 691	183 568	166 716	177 112	178 175	179 572	193 930
3. Development and Planning	518 483	476 780	451 194	566 441	633 817	550 817	583 603
4. Traditional Institutional Management	156 481	159 534	239 140	234 721	219 747	235 203	228 077
<b>Total</b>	<b>1 023 420</b>	<b>1 002 589</b>	<b>1106 349</b>	<b>1 208 003</b>	<b>1 316 127</b>	<b>1 240 947</b>	<b>1 250 063</b>
<i>Note: Programme 1 includes MEC remuneration: Salary: 1 566 089</i>							

**Table 11.7:** Summary of payments and estimates by economic classification

R 000,	Audited Outcome		Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates	
	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
<b>Current payments</b>	<b>558 780</b>	<b>586 791</b>	<b>712 234</b>	<b>1 152 655</b>	<b>894 373</b>	<b>1 008 811</b>	<b>1 210 693</b>
Compensation of employees	263 517	293 722	343 521	449 340	427 269	435 088	480 181
Goods and services	295 263	293 069	368 713	703 315	467 104	573 723	730 512
Interest and rent on land	-	-	-	-	-	-	757 508
<b>Transfers and subsidies to:</b>	<b>445 213</b>	<b>398 477</b>	<b>357 371</b>	<b>17 480</b>	<b>365 853</b>	<b>180 891</b>	<b>8 062</b>
Provinces and municipalities	438 911	394 813	348 281	15 140	352 347	163 673	6 251
Departmental agencies and accounts	2 800	-	1 700	-	1 000	1 000	-
Universities and technikons	-	-	-	-	-	-	-
Foreign governments and international organisations	-	-	-	-	-	-	-
Public corporations and private enterprises	-	-	-	-	558	658	-
Non-profit institutions	-	-	-	-	100	-	-
Households	3 502	3 664	7 390	2 340	4 740	4 912	1 811
<b>Payments for capital assets</b>	<b>18 134</b>	<b>16 456</b>	<b>36 569</b>	<b>37 868</b>	<b>55 901</b>	<b>51 245</b>	<b>31 308</b>
Buildings and other fixed structures	7 980	11 985	22 625	26 948	20 080	25 967	20 250
Machinery and equipment	10 138	4 461	13 914	10 920	31 702	21 159	11 058
Heritage assets	-	-	-	-	-	-	-
Specialised military assets	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-
Land and sub-soil assets	-	-	-	-	-	-	-
Software and other intangible assets	16	10	30	-	4 119	4 119	-
<b>Payments for financial assets</b>	<b>1 293</b>	<b>865</b>	<b>175</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total</b>	<b>1 023 420</b>	<b>1 002 589</b>	<b>1 106 349</b>	<b>1 208 003</b>	<b>1 316 127</b>	<b>1 240 947</b>	<b>1 250 063</b>

## 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'S GOALS	STRATEGIC OBJECTIVE NUMBER	DEPARTMENT'S STRATEGIC OBJECTIVES	OUTPUTS OF OUTCOME 9
1	Sustained performance of institutions of local governance	1.1	Effective support to Local Government and Traditional Institutions for strengthened governance	Output 6: Improved financial and administrative capabilities in municipalities and traditional institutions Output 5: Deepened democracy through a refined ward committee model Output 2: Improved access to basic services and economic opportunities
		1.2	Effective support to Local Government and Traditional Institutions for Clean Financial Management	Output 6: Improved financial and administrative capabilities in municipalities and traditional institutions
		1.3	Effective support to Local Government and Traditional Institutions towards sustained and accelerated service delivery	Output 2: Improved access to basic services and economic opportunities Output 3: Implementation of the community work programme
		1.4	Effective support to Local Government and Traditional Institutions for effective integrated planning	Output 1: Implement a differentiated approach to municipal planning, financing and support
2	Strengthened cooperative governance	2.1	Empowered stakeholder participation in government programmes at local level (stakeholders are communities including business and unions)	Output 5: Deepened democracy through a refined ward committee model
		2.2	Improve cooperative governance between Provincial and Local spheres for effective service delivery	Output 7: Single window of coordination established
		2.3	Improve participation of traditional institutions into the governance system	Output 7: Single window of coordination established Output 5: Deepened democracy through a refined ward committee model
3	Efficient and effective oversight	3.1	Improved oversight of Local Government and Traditional Institutions in respect of governance and service delivery	Output 6: Improved financial and administrative capabilities in municipalities and traditional institutions
		3.2	Effective Departmental monitoring, evaluation and reporting systems in respect of Local Government and Traditional Institutions	Output 6: Improved financial and administrative capabilities in municipalities and traditional institutions
		3.3	Improved accountability of Local Government and Traditional Institutions to communities in respect of governance and service delivery	Output 6: Improved financial and administrative capabilities in municipalities and traditional institutions
4	Improved organizational capacity and proficiency of the Department and Ministry	4.1	Improved management and accountability of financial, physical and human resources and systems for the Department and Ministry	

## PART B: PROGRAMME AND SUB-PROGRAMME PLANS

### OPERATION SUKUMA SAKHE

The incorporation of Operation Sukuma Sakhe (OSS) into the APP is upon the directive of the Provincial Executive. Within the Department, this programme will be driven by the Head of Department via the respective nominated District and Metro Champions (senior officials within the Department). These District and eThekweni representatives are to liaise with the respective Operation Sukuma Sakhe convenors to facilitate and support this programme. In addition to the facilitation support, the Department also provides "hands-on" support to the OSS through the Community Development Workers programme and the details can be found later in this document under sub-programme 2.3 Public Participation.

OBJECTIVE: To provide institutional and coordination support to Operation Sukuma Sakhe in delivering services to the people of KwaZulu-Natal						
OBJECTIVE STATEMENT	PERFORMANCE INDICATOR	OUTCOME 9 LINKAGE	BASELINE 09/10	AUDITED PERFORMANCE	ESTIMATED 12/13	ANNUAL TARGET 13/14
				10/11	11/12	MEDIUM TERM TARGETS
To create a presence of the Department in the Districts and Metro as well as a partner in providing coordination support to unblock service delivery challenges in the war rooms of the poorest wards in KZN	Number of Districts and Metros supported on OSS	Output 7: Single window of coordination established	-	New	10 Districts and 1 Metro	10 Districts and 1 Metro
					10 Districts and 1 Metro	10 Districts and 1 Metro

OBJECTIVE: To provide institutional and coordination support to Operation Sukuma Sakhe in delivering services to the people of KwaZulu-Natal						
OBJECTIVE STATEMENT	PERFORMANCE INDICATOR	ANNUAL TARGET 2013/2014	OUTCOME 9 LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS	
					1 <sup>ST</sup>	2 <sup>ND</sup>
To create a presence of the Department in the Districts and Metro as well as a partner in providing coordination support to unblock service delivery challenges in the war rooms of the poorest wards in KZN	Number of Districts and Metros supported on OSS	Output 7: Single window of coordination established	Quarterly	11 quarterly reports on war room operations and coordination	11 quarterly reports on war room operations and coordination	11 quarterly reports on war room operations and coordination

## 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 strategic goal of improved organisational capacity and proficiency for effective and efficient support services to the Department and Ministry, 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.

**STRATEGIC OBJECTIVE:** Improved management and accountability of financial, physical and human resources and systems for the Department and Ministry.

OBJECTIVE STATEMENT	PERFORMANCE INDICATOR	OUTCOME 9 LINKAGE	BASELINE 09/10	AUDITED PERFORMANCE	ESTIMATED 12/13	ANNUAL TARGET 13/14	MEDIUM TERM TARGETS		
							14/15	15/16	16/17
To provide a client orientated, economical, efficient and effective support service to the MEC and the Department	Number of Human Resource Plans reviewed	Output 8: To strengthen the capacity and capability of the Department to deliver on its mandate (from CoG APP)	1 Human Resource Plan	1	1 Human Resource Plan				

**STRATEGIC OBJECTIVE :**  
Improved management and accountability of financial, physical and human resources and systems for the Department and Ministry

OBJECTIVE STATEMENT	PERFORMANCE INDICATOR	ANNUAL TARGET 2013/2014	OUTCOME 9 LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
					1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>
To provide a client orientated, economical, efficient and effective support service to the MEC and the Department	Number of Human Resource Plans reviewed	1 Human Resource Plan	Output 8: To strengthen the capacity and capability of the Department to deliver on its mandate (from CoG APP)	Annually	HR Plan reviewed	-	Half year Report on Implementation of HR Plan	Annual Report on Implementation of HR Plan

## SUB-PROGRAMME: CORPORATE SERVICES (IT)

**STRATEGIC OBJECTIVE:** Improved management and accountability of financial, physical and human resources and systems for the Department and Ministry.

OBJECTIVE STATEMENT	PERFORMANCE INDICATOR	OUTCOME 9 LINKAGE	BASELINE 09/10	AUDITED PERFORMANCE 10/11	ESTIMATED 12/13	ANNUAL TARGET 13/14	MEDIUM TERM TARGETS		
							14/15	15/16	16/17
To provide a client orientated, economical, efficient and effective support service to the MEC and the Department	Number of Government-Wide Enterprise Architect developed	Output 8: To strengthen the capacity and capability of the Department to deliver on its mandate (from CoG APP)	1	1	1	1	1	1	1

## SUB-PROGRAMME: CORPORATE SERVICES (IT)

**STRATEGIC OBJECTIVE :**  
Improved management and accountability of financial, physical and human resources and systems for the Department and Ministry

OBJECTIVE STATEMENT	PERFORMANCE INDICATOR	ANNUAL TARGET 2013/2014	OUTCOME 9 LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			Annual Report on Implementation of Government-Wide Enterprise Architect
					1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	
To provide a client orientated, economical, efficient and effective support service to the MEC and the Department	Number of Government-Wide Enterprise Architect developed	1	Output 8: To strengthen the capacity and capability of the Department to deliver on its mandate (from CoG APP)	Annually	1 Government-Wide Enterprise Architect developed	Report on Implementation of Government-Wide Enterprise Architect	Report on Implementation of Government-Wide Enterprise Architect	Annual Report on Implementation of Government-Wide Enterprise Architect

## SUB-PROGRAMME: CORPORATE SERVICES (FINANCE)

### Progress Analysis: Financial Management

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 support 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.

**STRATEGIC OBJECTIVE:** Improved management and accountability of financial, physical and human resources and systems for the Department and Ministry.

OBJECTIVE STATEMENT	PERFORMANCE INDICATOR	OUTCOME 9 LINKAGE	BASELINE 09/10	AUDITED PERFORMANCE		ANNUAL TARGET 13/14	MEDIUM TERM TARGETS	
				10/	11/		14/15	15/16
	Number of programmes provided with financial services support	4	6	6	4	4	4	4
	% compliance of AFS submissions by 31 May in terms of Section 40(1)(b) and (c) of the PFMA	Output 8: To strengthen the capacity and capability of the Department to deliver on its mandate (from CoG APP)	100%	100%	100%	100%	100%	100%
To provide a client orientated, economical, efficient and effective support service to the MEC and the Department	Number of Budget Submissions Compiled in terms of the EPRE	New	New	1	1	1	1	1
	Number of Legislative Financial Reports compiled	New	New	24	24	24	24	24
	Number of SCM Plans reviewed	New	New	2	2	2	2	2
	Number of SCM compliance reports compiled	New	New	24	24	24	24	24

STRATEGIC OBJECTIVE : Improved management and accountability of financial, physical and human resources and systems for the Department and Ministry	OBJECTIVE STATEMENT	PERFORMANCE INDICATOR	ANNUAL TARGET 2013/2014	OUTCOME 9 LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
						1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>
To provide a client orientated, economical, efficient and effective support service to the MEC and the Department	Number of programmes provided with financial services support	4	Output 8: To strengthen the capacity and capability of the Department to deliver on its mandate (from CoG APP)	Quarterly	4 programmes supported				
	% compliance of AFS submissions by 31 May in terms of Section 40(1)(b) and (c) of the PFMA	100%		Annual	100% compliance into Section 40(1) (b) and (c) of the PFMA	-	-	-	-
	Number of Budget Submissions Compiled in terms of the EPRE	1		Annual	-	-	-	1	-
	Number of Legislative Financial Reports compiled	24		Quarterly	3 In-year monitoring expenditure reports 3 In-year monitoring revenue reports	3 In-year monitoring expenditure reports 3 In-year monitoring revenue reports	3 In-year monitoring expenditure reports 3 In-year monitoring revenue reports	3 In-year monitoring expenditure reports 3 In-year monitoring revenue reports	3 In-year monitoring expenditure reports 3 In-year monitoring revenue reports
	Number of SCM Plans reviewed	2		Annual	Asset Strategic Plan reviewed	Report on Implementation of Asset Strategic Plan			
	Number of SCM compliance reports compiled				Procurement Plan reviewed	Report on Implementation of Procurement Plan			
				Quarterly	3 purchasing statistics reports 3 payment reports				

## SUB-PROGRAMME: CORPORATE SERVICES (AUXILIARY)

STRATEGIC OBJECTIVE: Improved management and accountability of financial, physical and human resources and systems for the Department and Ministry.		MEDIUM TERM TARGETS					
OBJECTIVE STATEMENT	PERFORMANCE INDICATOR	OUTCOME 9 LINKAGE		AUDITED PERFORMANCE		ANNUAL TARGET 13/14	16/17
		BASELINE 09/10	2010/2011	ESTIMATED 2012/13	2011/2012		
To provide a client orientated, economical, efficient and effective support service to the MEC and the Department	<p>Number of Programmes supported with fleet management services</p> <p>Output 8: To strengthen the capacity and capability of the department to deliver on its mandate (from CoG APP)</p> <p>Number of Programmes supported with office services</p>	New	-	-	-	4	4

## SUB-PROGRAMME: CORPORATE SERVICES (COMMUNICATION)

STRATEGIC OBJECTIVE: Improved management and accountability of financial, physical and human resources and systems for the Department and Ministry								
OBJECTIVE STATEMENT	PERFORMANCE INDICATOR	OUTCOME 9 LINKAGE	BASELINE 09/10	AUDITED PERFORMANCE		ANNUAL TARGET 13/14	MEDIUM TERM TARGETS	
				2010/ 2011	2011/ 2012		14/15	15/16
To provide a client orientated, economical, efficient and effective support service to the MEC and the Department	Output 8: To strengthen the capacity and capability of the department to deliver on its mandate (from CoG APP)	Number of Communication Strategies developed	New	-	-	1 Corporate Communication Strategy developed	1 Corporate Communication Strategy developed	1 Corporate Communication Strategy developed

## SUB-PROGRAMME: INTERNAL CONTROL

### Progress Analysis: Internal Control

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.

### STRATEGIC OBJECTIVE: Improved management and accountability of financial, physical and human resources and systems for the Department and Ministry.

OBJECTIVE STATEMENT	PERFORMANCE INDICATOR	OUTCOME 9 LINKAGE	BASELINE 09/10	AUDITED PERFORMANCE		ANNUAL TARGET 14/15	MEDIUM TERM TARGETS		
				2011/ 2012	2012/ 2013		15/16	16/17	17/18
To provide a client orientated, economical, efficient and effective support service to the MEC and the Department	Number of audits implemented per Operational Plan Number of Quarterly Risk Management Reports Number of Quarterly AG Action Plan Reports	Output 8: to strengthen the capacity and capability of the department to deliver on its mandate (from CoG APP)	New New New	- - -	- - -	8 4 4	8 4 4	8 4 4	8 4 4

STRATEGIC OBJECTIVE : Improved management and accountability of financial, physical and human resources and systems for the Department and Ministry								
OBJECTIVE STATEMENT	PERFORMANCE INDICATOR	ANNUAL TARGET 2013/2014	OUTCOME 9 LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
					1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>
To provide a client orientated, economical, efficient and effective support service to the MEC and the Department	Number of audits implemented per Operational Plan	8	Output 8: To strengthen the capacity and capability of the Department to deliver on its mandate (from CoG APP)	Quarterly	2 Audits implemented	2 Audits implemented	2 Audits implemented	2 Audits implemented
	Number of Quarterly Risk Management Reports	4		Quarterly	Risk Management Report prepared			
	Number of Quarterly AG Action Plan Reports	4		Quarterly	AG Action plan report prepared			

## SUB-PROGRAMME: MONITORING AND EVALUATION

### Progress Analysis: Monitoring and Evaluation

As a Treasury requirement, the Department produced four (4) Quarterly Reports as well as the Annual Performance Report for the 2011/12 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, Job Creation Report, 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 OBJECTIVE: Improved management and accountability of financial, physical and human resources and systems for the Department and Ministry.

OBJECTIVE STATEMENT	PERFORMANCE INDICATOR	OUTCOME 9 LINKAGE	BASELINE 09/10	AUDITED PERFORMANCE		ESTIMATED 12/13	ANNUAL TARGET 13/14	14/15	15/16	16/17	MEDIUM TERM TARGETS
				10/	11/						
To improve quarterly and annual performance reporting of the Department and conduct periodic and systematic evaluation on the results of programme support as per the Departmental Monitoring and Evaluation Framework	Number of Annual Performance reports developed and approved		1	1	1	1	1	1	1	1	1
	Number of Quarterly Performance Reports produced in line with the M & E Framework	Output 8: To strengthen the capacity and capability of the Department to deliver on its mandate (from CoG APP)	4	4	4	4	4	4	4	4	4
	Number of M & E policies approved	New	-	-	-	-	1	-	-	-	-
	Number of Departmental Annual Performance Plans prepared in line with Treasury requirements.	New	-	-	-	-	1	1	1	1	1

STRATEGIC OBJECTIVE :		Improved management and accountability of financial, physical and human resources and systems for the Department and Ministry						
OBJECTIVE STATEMENT	PERFORMANCE INDICATOR	ANNUAL TARGET 2013/2014	OUTCOME 9 LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			4TH
					1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	
To improve quarterly and annual performance reporting of the Department and conduct periodic and systematic evaluation on the result of programme support as per the Departmental Monitoring and Evaluation Framework	Number of Annual Performance Reports developed and approved	1		Annual	-	-	-	1
	Number of Quarterly Performance Reports produced in line with the M & E Framework	4	Output 8: To strengthen the capacity and capability of the Department to deliver on its mandate (from CoG APP)	Quarterly	1	1	1	1
	Number of M & E policies approved	1		Annual	-	-	Draft Policy submitted to EXCO	1 M & E policy approved
	Number of Departmental Annual Performance Plans prepared in line with Treasury requirements	1		Annual	-	-	-	1

## SUB-PROGRAMME: POLICY AND RESEARCH

### Progress Analysis: Policy and Research

The Policy and Research Directorate was initiated during the 2011/2012 financial year in order to bring research closer to the work that the Department does. It provides a strategic direction for the department's research programme and sets a research agenda for the Department. It is also aimed at strengthening the scientific foundation of service delivery and risk management decisions that affect service delivery.

Since there is often a general lack of accurate empirical evidence to support government policies, the Directorate builds research across the entire Department and integrates knowledge management as much as possible.

The Mission of the sub-programme is to focus on the contribution of research to policies that are aimed at addressing service delivery issues. Research priorities are identified in consultation with the relevant Business Units, these are compared to existing research and thereafter relevant policies that guide the Department and its clients to achieve their mandates are reviewed and/or developed. The Directorate forms the basis for more detailed research plans and further provides a framework of research needs and priorities to guide departmental programmes over the next five years.

It is also aimed at publishing and documenting the Department's innovative, paradigm breaking works that impact on people's lives. The Directorate's research activities and structures are aligned to South Africa's national development priorities, notably poverty reduction, job creation, rural development and effective service delivery.

### Analysis of constraints and measures planned to overcome them

The main constraint in the implementation of the programme is lack of adequate resources (human, physical and financial). These constraints result in lack of the ability to identify, package, ratify and implement potential research initiatives timely. This in turn has a negative impact on the Directorate's ability to meet set targets. Some of the implications of these capacity constraints include: lengthy periods taken to finalise and agree on possible research initiatives, difficulty in collecting accurate up to date data for benchmarking purposes, difficulty in verifying the authenticity of readily available data which could result in wrong conclusions being reached and eventually ineffective service delivery.

### Description of planned quality improvement measures

To improve the capacity of the sub-programme, the Directorate intends to perform the following functions:

- To develop relevant business plans and Annual Performance Plans;
- To conduct research to formulate baseline information;
- To make a submission to Auxiliary Services for office accommodation.

OBJECTIVE STATEMENT	PERFORMANCE INDICATOR	OUTCOME 9 LINKAGE	BASELINE 09/10	AUDITED PERFORMANCE	ESTIMATED 12/13	ANNUAL TARGET 13/14	MEDIUM TERM TARGETS		
							14/15	15/16	16/17
To support the Department with research and policy development in line with the National Research, Development and Innovation Strategy, 2007-2013	Number of policies reviewed	Output 8: To strengthen the capacity and capability of the Department to deliver on its mandate (from CoG APP)	New	-	2	1	3	3	3
	Number of Research Projects packaged and initiated		New	-	1	2	2	3	3
	Number of Library surveys conducted		New	-	1	1	1	1	1
	Number of electronic Library services maintained		New	-	-	1	1	1	1

OBJECTIVE STATEMENT	PERFORMANCE INDICATOR	ANNUAL TARGET 2013/2014	OUTCOME 9 LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
					1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>
To support the Department with research and policy development in line with the National Research, Development and Innovation Strategy, 2007-2013	Number of Research Projects packaged and initiated	3	Output 8: To strengthen the capacity and capability of the Department to deliver on its mandate (from CoG APP)	Quarterly	Identify policy gaps for possible reviews	Consult relevant Units on identified policies	Conduct policy review sessions	Monitor and evaluate implementation of reviewed policies
	Number of Library surveys conducted	2		Quarterly	Identify possible research projects	Prepare Research proposals for approval	Establish research Steering Committees	Monitor and Evaluate the research project initiation and implementation
	Number of electronic Library services maintained	1		Annually	Review current Library survey	Prepare and circulate Questionnaires	Draft analysis report prepared	Submit draft report to Library Committee
				Annually	Monitor and evaluate the operation of the electronic library system	Monitor and evaluate the operation of the electronic library system	Monitor and evaluate the operation of the electronic library system	Monitor and evaluate the operation of the electronic library system

## OVERVIEW OF THE 2013/2014 BUDGET AND MTEF ESTIMATES FOR PROGRAMME 1

Table 11.15: Summary of payments and estimates by economic classification - Programme 1: Administration

R thousand	Audited Outcome		Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates	
	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
<b>Current payments</b>							
Compensation of employees	158 766	177 023	235 526	226 114	255 419	254 920	239 853
Goods and services	68 823	77 052	87 367	122 601	120 105	121 175	137 273
Interest and rent on land	-	-	-	-	-	-	154 117
<b>Transfers and subsidies to:</b>							
Provinces and municipalities	89 943	99 971	148 159	103 513	135 314	133 745	102 580
Departmental agencies and accounts	-	-	-	-	-	-	104 796
Universities and technikons	108	113	120	240	163	163	251
Foreign governments and international organisations	-	-	-	-	-	-	261
Public corporations and private enterprises	-	-	-	-	-	-	271
Non-profit institutions	-	-	-	-	-	-	-
Households	1 870	1 916	6 538	1 206	8 326	11 868	1 351
<b>Payments for capital assets</b>							
Buildings and other fixed structures	14 741	2 996	7 011	2 169	20 480	8 404	2 998
Machinery and equipment	6 745	2 986	6 981	2 169	20 480	8 404	2 998
Heritage assets	-	-	-	-	-	-	-
Specialised military assets	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-
Land and sub-soil assets	-	-	-	-	-	-	-
Software and other intangible assets	16	10	30	-	-	-	-
<b>Payments for financial assets</b>	280	659	104	-	-	-	-
<b>Total</b>	175 765	182 707	249 299	229 729	284 388	275 355	244 453
							262 854
							271 945

## PROGRAMME TWO: LOCAL GOVERNANCE

### PROGRAMME PURPOSE

The purpose of this programme is to implement institutional, administrative and financial municipal frameworks. 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.

### MONITORING OF CONDITIONAL GRANTS

Due to more than half of the Departments budget being transferred and the Auditor-General raising the lack of monitoring systems as a recurring finding, the Department will report on the conditional grants transferred per programme on a template designed by Ma and E unit.

OBJECTIVE STATEMENT	PERFORMANCE INDICATOR	OUTCOME 9 LINKAGE	BASELINE 09/10	AUDITED PERFORMANCE		ANNUAL TARGET 13/14	MEDIUM TERM TARGETS		
				10/11	11/12		14/15	15/16	16/17
To provide a client orientated, economical, efficient and effective support service to the MEC and the Department	Number of reports produced on conditional grants transferred to municipalities	Output 8: To strengthen the capacity and capability of the Department to deliver on its mandate	-	New	-	-	12	12	12

OBJECTIVE STATEMENT	PERFORMANCE INDICATOR	ANNUAL TARGET 2013/2014	OUTCOME 9 LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
					1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>
To provide a client orientated, economical, efficient and effective support service to the MEC and the Department	Number of reports produced on conditional grants transferred to municipalities	12	Output 8: To strengthen the capacity and capability of the Department to deliver on its mandate (from CoG APP)	Quarterly	3 Reports	3 Reports	3 Reports	3 Reports

## SUB-PROGRAMME 2.1: MUNICIPAL ADMINISTRATION

### Progress Analysis: Municipal Administration

The Business unit supported the Municipal Demarcation Board with its Municipal Capacity Assessment (MCA). Hands-on support was provided to those municipalities which experienced technical difficulties in completing the MCA. The Business Unit also supported the redetermination of municipal boundaries process.

### A total of 23 MTAS action plans were received

Municipal Governance and Administration skilled professionals were deployed to build capacity within district families of municipalities for a period of 12 months. The focus areas were to co-ordinate and promote the council decision-making processes by assisting 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, a MuniMEC Forum was established and meetings were held. In addition, a successful Summit on Inter-Municipal Co-operation was held in the Amajuba District.

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.

The Municipal Legal Forum (MLF) met on a regular basis and some of the issues discussed included the Unemployment Insurance Fund contributions by Councillors and the re-instatement of expelled Councillors. The MLF also assisted with resolving identified matters and relevant actions were taken with regard to all matters received.

As there was insufficient capacity in the Capacity Development Unit, this Business Unit rolled-out accredited training specifically for female councillors as well as other training on municipal finance and municipal governance to members of EXCOs, Speakers and finance portfolio committees. MPACs in the Province were also supported.

### Analysis of constraints and measures planned to overcome them

The Business Unit was unable to achieve the set target of capacitating municipalities through capacity building initiatives as SALGA conducted similar training and there was no need to duplicate the work. The Department in conjunction with LGSETA is in the process of assessing and accrediting modules.

OBJECTIVE STATEMENT	PERFORMANCE INDICATOR	OUTCOME 9 LINKAGE	BASELINE 09/10	AUDITED PERFORMANCE	ESTIMATED 12/13	ANNUAL TARGET 13/14	MEDIUM TERM TARGETS		
							14/15	15/16	16/17
Number of programmes to support the establishment of municipalities	New	-	-	-	-	1	1	1	1
Number of municipalities supported on LGTAS	New	New	36 Priority	36 Priority	23	24	24	24	24
Number of district municipalities supported to implement appropriate frameworks, policies and guidelines	12	14	8	7	10	10	10	10	10
To enhance municipal governance by municipalities applying appropriate frameworks, policies and guidelines	Output 6: Improved financial and administrative capabilities in municipalities and traditional institutions								
No of programmes supported on the strengthening of local government legislation	New	-	-	-	-	3	3	3	3
No of municipalities supported to in terms of legal competency	New	-	-	-	-	15	15	15	15
No of procedural and policy frameworks developed to implement formal interventions	New	-	-	-	-	1	1	1	1
No. municipalities supported to implement Admin policies, plans and frameworks	New	-	-	-	-	10	15	15	15

STRATEGIC OBJECTIVE: Effective support to Local Government Institutions for strengthened governance	OBJECTIVE STATEMENT	PERFORMANCE INDICATOR	OUTCOME 9 LINKAGE	BASELINE 09/10	AUDITED PERFORMANCE		ANNUAL TARGET 13/14	MEDIUM TERM TARGETS		
					10/11	11/12		14/15	15/16	16/17
To promote effective co-operative governance to improve coordination and communication within the 10 districts	Number of municipalities supported with functional District Inter-Governmental Relation structures and systems	Output 7: Single window of coordination established	2	4	4	4	10	Review IGR	Review IGR	Review IGR
	Number of platforms established for inter-municipal cooperation (National Conference on IMC, LG Summit, Munimec, Councillor Learning Network, International municipal relations)	New	-	-	-	-	5	5	5	5

STRATEGIC OBJECTIVE: Improved oversight of Local Government in respect of governance and service delivery	OBJECTIVE STATEMENT	PERFORMANCE INDICATOR	OUTCOME 9 LINKAGE	BASELINE 09/10	AUDITED PERFORMANCE		ANNUAL TARGET 13/14	MEDIUM TERM TARGETS		
					10/11	11/12		14/15	15/16	16/17
To improve Council or Oversight in 61 municipalities	Number of municipalities supported to implement functional council oversight structures	Output 6: Improved financial and administrative capabilities in municipalities and traditional institutions	New	-	-	-	15	15	15	15

<b>STRATEGIC OBJECTIVE: Improved oversight of Local Government in respect of governance and service delivery</b>							
<b>OBJECTIVE STATEMENT</b>	<b>PERFORMANCE INDICATOR</b>	<b>OUTCOME 9 LINKAGE</b>	<b>BASELINE 09/10</b>	<b>AUDITED PERFORMANCE</b>		<b>ANNUAL TARGET 13/14</b>	<b>MEDIUM TERM TARGETS</b>
				<b>ESTIMATED 12/13</b>	<b>10/11</b>	<b>11/12</b>	
To enhance municipal governance by municipalities applying appropriate frameworks, policies and guidelines	Number of formal councillor training programmes conducted	Output 6: Improved financial and administrative capabilities in municipalities and traditional institutions	New	-	-	-	2 2 2

<b>STRATEGIC OBJECTIVE: Effective support to Local Government for strengthened governance</b>						
<b>OBJECTIVE STATEMENT</b>	<b>PERFORMANCE INDICATOR</b>	<b>BASELINE</b>	<b>ANNUAL TARGET 2013/2014</b>	<b>OUTCOME 9 LINKAGE</b>	<b>REPORTING PERIOD</b>	<b>QUARTERLY TARGETS</b>
To enhance municipal governance by municipalities applying appropriate frameworks, policies and guidelines	Number of programmes to support the establishment of municipalities	New	1	Output 6: Improved financial and administrative capabilities in municipalities and traditional institutions	Quarterly	Finalise municipal outer boundaries Commence statutory obligations for major and technical boundary adjustments Conclude statutory obligations for major and technical boundary adjustments Commence the ward delimitation process
Number of municipalities supported on LGTAS	36 municipalities	23		Quarterly institutions	Quarterly report	Quarterly report
Number of district municipalities supported to implement appropriate frameworks, policies and guidelines	7 district municipalities	10		Quarterly	Monitor and Assess appointed skilled professionals	Monitor and Assess appointed skilled professionals Annual Report

Number of programmes supported on the strengthening of local government legislation	New	3	Bi-annual	-	Draft discussion document on Local Government	Consultation on and revision of draft discussion document	Annual Report on discussion document on local Government
	Quarterly	-	1 <sup>st</sup> draft by-laws	Consultation on and revision of draft standard by-laws	-	Promulgate standard by-laws	
Number of municipalities supported in terms of legal competency	Bi-annual	Finalise amendments to the National Legislative Framework	Submission to MinMEC of input into proposed amendments to the National Legislative Framework	Quarterly report	Quarterly report	Quarterly report	Annual Report on proposed amendments to the National Legislative Framework
	Quarterly	Research and develop policy framework	Consultation and revision of policy framework	Quarterly report	Quarterly report	Quarterly report	Annual report
No of procedural and policy frameworks developed to implement interventions	New	1	Support 3 municipalities with the filling of vacant Section 554/56 posts.	Support 4 municipalities with the filling of vacant Section 554/56 posts.	Support 3 municipalities with the filling of vacant Section 554/56 posts.	Support 3 municipalities with the filling of vacant Section 554/56 posts.	Annual report
	Bi-annual	Assess employment contracts in 3 municipalities	Assess employment contracts in 4 municipalities	Assess employment contracts in 3 municipalities	Assess employment contracts in 4 municipalities	Assess employment contracts in 3 municipalities	Annual report
Number of municipalities supported to implement Municipal Admin policies, plans and frameworks	New	10	Research and develop O&D framework for municipalities	Implementation in 5 municipalities	Implementation in 5 municipalities	Implementation in - 5 municipalities	Implementation in -
	Bi-annual	Implement 4 policies in 3 municipalities	Implement 4 policies in 2 municipalities	Implement 4 policies in 3 municipalities	Implement 4 policies in 2 municipalities	Implement 3 policies in 3 municipalities	Implement 3 policies in 3 municipalities

STRATEGIC OBJECTIVE: Effective support to Local Government for strengthened governance							QUARTERLY TARGETS			
OBJECTIVE STATEMENT	PERFORMANCE INDICATOR	BASELINE	ANNUAL TARGET 2013/2014	OUTCOME 9 LINKAGE	REPORTING PERIOD	1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>	
To promote effective co-operative governance to improve coordination and communication within the 10 districts	Number of municipalities supported with functional District Inter-Governmental Relation structures and systems	4	10	Output 7: Single window of coordination established	Quarterly	Review and support 3 districts	Review and support 3 districts	Review and support 4 districts	Annual report	
	Number of platforms established for inter-municipal cooperation ( LG Summit, MuniMEC Councillor Learning Network, International municipal relations)	New	5		Quarterly	1 summit held and implementation plan developed and actioned	3 summits held and implementation plans developed and actioned	1 summit held and implementation plan developed and actioned	Annual report	

STRATEGIC OBJECTIVE: Improved oversight of Local Government in respect of governance and service delivery							QUARTERLY TARGETS			
OBJECTIVE STATEMENT	PERFORMANCE INDICATOR	BASELINE	ANNUAL TARGET 2013/2014	OUTCOME 9 LINKAGE	REPORTING PERIOD	1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>	
To improve Councillor Oversight in 61 municipalities	Number of municipalities supported to implement functional Council Oversight structures	New	15	Output 6: Improved financial and administrative capabilities in municipalities and traditional institutions	Quarterly	4 municipalities assessed and supported	4 municipalities assessed and supported	4 municipalities assessed and supported	3 municipalities assessed and supported	

STRATEGIC OBJECTIVE: Improved oversight of Local Government in respect of governance and service delivery	QUARTERLY TARGETS					
	OBJECTIVE STATEMENT	PERFORMANCE INDICATOR	BASELINE	ANNUAL TARGET 2013/2014	OUTCOME 9 LINKAGE	REPORTING PERIOD
To enhance municipal governance by municipalities applying appropriate frameworks, policies and guidelines	Number of formal councillor training programmes conducted	New	2	Output 6: Improved financial and administrative capabilities in municipalities and traditional institutions	Quarterly	1 <sup>ST</sup> 2 <sup>ND</sup> 3 <sup>RD</sup> 4 <sup>TH</sup>

## SUB-PROGRAMME 2.2: MUNICIPAL FINANCE

### **Progress Analysis: Municipal Finance**

There has been a series of indirect support to the 61 municipalities to attempt to achieve unqualified audit reports including support of Audit Committees, MPAC workshops, support of Auditor-General (AG) programmes and financial assessments and recommendations to councils at the targeted municipalities. Financial assessments were undertaken at 8 municipalities. 4 Municipalities received unqualified audits.

Although medium support needed to be provided to the low capacity municipalities, all 61 municipalities timeously submitted their Annual Financial Statements to the AG.

### **Analysis of constraints and measures planned to overcome them**

Challenges were experienced with the appointment of a service provider to support MPRA and simplified revenue plan projects which impacted on the roll-out of these projects.

STRATEGIC OBJECTIVE: Effective support to Local Government Institutions for clean financial management	OBJECTIVE STATEMENT	PERFORMANCE INDICATOR	OUTCOME 9 LINKAGE	BASELINE 09/10	AUDITED PERFORMANCE		ESTIMATED 12/13	ANNUAL TARGET 13/14	MEDIUM TERM TARGETS		
					10/11	11/12			14/15	15/16	16/17
		Number of municipalities that are supported to achieve unqualified reports	New	6	20	20		20	61	61	61
		Number of municipalities that are supported to submit their AFS timeously	New	-	5	5		5	5	5	5
		Number of identified municipalities supported to fully implement simplified revenue plans	New	-	0	3		15	15	15	15
		Number of municipalities supported with expenditure management	New	-	0	3		10	10	20	20
		Number of frameworks developed to address unauthorised and fruitless expenditure	New	-	-	-		1	1	1	1
		Number of municipalities supported to implement legal compliance framework	New	-	-	-		20	20	-	-
		Number of CFO forums convened to support 61 municipalities	New	-	-	-		2	2	2	2
		Number of municipalities supported on LGTAS	New	-	-	-		23	23	23	23

OBJECTIVE STATEMENT	PERFORMANCE INDICATOR	OUTCOME 9 LINKAGE	BASELINE 09/10	AUDITED PERFORMANCE	ESTIMATED 12/13	ANNUAL TARGET 13/14	MEDIUM TERM TARGETS			
							10/11	11/12	14/15	15/16
To monitor and report on municipal legislative compliance in all 61 municipalities	Number of reports submitted on state of municipal finances in terms of Section 131 of MFMA		1	1	1	1	1	1	1	1
	Number of reports submitted on state of municipal finances in terms of Section 80 of the MPPA	Output 6: Improved financial and administrative capabilities in municipalities and traditional institutions		1	0	1	1	1	1	1
	To combat corruption, promote ethics and ensure accountability in all 61 municipalities in KwaZulu-Natal by 2014	Number of municipalities supported with the implementation of anti-corruption/fraud prevention strategies/plans	New	1	0	15	15	15	15	15

## SUB-PROGRAMME 2.2: MUNICIPAL FINANCE continued

STRATEGIC OBJECTIVE: Effective support to Local Government Institutions for clean financial management						QUARTERLY TARGETS			
OBJECTIVE STATEMENT	PERFORMANCE INDICATOR	BASELINE	ANNUAL TARGET 2013/2014	OUTCOME 9 LINKAGE	REPORTING PERIOD	1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>
Ensure sound financial management in all 61 municipalities in KwaZulu-Natal	Number of municipalities that are supported to achieve unqualified reports	New	20		Quarterly	Assess audit readiness and develop project plan	Support 20 municipalities with financial management activities	Municipalities supported with regard to audit response plan	Municipal audit outcome assessed.
	Number of municipalities that are supported to submit their AFS timeously	New	5		Quarterly	Assess AFS capacity and develop project plan	Support 5 municipalities on financial management activities and report	-	-
	Number of identified municipalities supported to fully implement simplified revenue plans	New	15	Output 6: Improved financial and administrative capabilities in municipalities and traditional institutions	Quarterly	Project plan developed	Consultation and implementation in 15 municipalities	Consultation and implementation in 15 municipalities	Close- out of project in 15 municipalities
	Number of municipalities supported with expenditure management	New	10		Quarterly	Project plan developed	Consultation and implementation in 10 municipalities	Consultation and implementation in 10 municipalities	Close- out of project in 10 municipalities
	Number of frameworks developed to address unauthorised and fruitless expenditure	New	1		Quarterly	1	1	1	1

STRATEGIC OBJECTIVE: Effective support to Local Government Institutions for clean financial management (Continued)						QUARTERLY TARGETS			
OBJECTIVE STATEMENT	PERFORMANCE INDICATOR	BASELINE	ANNUAL TARGET 2013/2014	OUTCOME 9 LINKAGE	REPORTING PERIOD	1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>
Number of municipalities supported to implement legal compliance framework	New	20		Quarterly	Support 20 municipalities				
Number of CFO forums convened to support 61 municipalities	New	1		Biannually	1 forum convened	-	-	1 forum convened	-
Number of municipalities supported on LGTAS	New	23		Quarterly	Quarterly report on support provided as per Municipalities' support plan	Quarterly report on support provided as per Municipalities' support plan	Quarterly report on support provided as per Municipalities' support plan	Quarterly report on support provided as per Municipalities' support plan	Quarterly report on support provided as per Municipalities' support plan

STRATEGIC OBJECTIVE: Improved oversight of Local Government Institutions in respect of delivery.						QUARTERLY TARGETS			
OBJECTIVE STATEMENT	PERFORMANCE INDICATOR	BASELINE	ANNUAL TARGET 2013/2014	OUTCOME 9 LINKAGE	REPORTING PERIOD	1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>
To monitor and report on municipal legislative compliance in all 61 municipalities.	Number of reports submitted on state of municipal finances in terms of Section 131 of the MFMA	1	1	Annual	1 Section 131 report prepared	-	-	-	-
	Number of reports submitted on state of municipal finances in terms of Section 80 of the MPRA			Output 6: Improved financial and administrative capabilities in municipalities and traditional institutions	Annual	-	-	-	1 Section 80 report on MPRA implementation
To combat corruption, promote ethics and ensure accountability in all 61 municipalities in KwaZulu-Natal by 2014	Number of municipalities supported with the implementation of anti-corruption/fraud prevention strategies/plans		15	municipalities implementing anti-corruption /fraud prevention strategies/ plans	Project plan developed	Consultation and implementation in 15 municipalities	Consultation and implementation in 15 municipalities	Close- out of project in 15 municipalities	

## SUB-PROGRAMME 2.3: PUBLIC PARTICIPATION

### Progress Analysis: Public Participation

The consultation process was undertaken with all municipalities on the Provincial Public and Community Participation Framework. The process of engaging other sector Departments regarding the integration of participatory structures is an ongoing activity. Further, the Department together with the Department of Transport has tabled a Cabinet Memorandum on aligning Transport Forums with Ward Structures.

### Community Development Workers Programme

All Community Development Workers (CDWs) were trained on NISIS/OSS. Fourteen Case Studies on the Community Development Programme were showcased; of which twelve were published nationally and three provincially. CDWs were provided with Tools of Trade in order to improve their work and reporting. CDWs were involved in war rooms at ward level. In the wards where no war rooms were established, CDWs continued with their daily door- to- door activities while working hand-in- hand with Ward Councillor to establish war rooms. One hundred and fifty one (151) war rooms were established and household profiling was conducted. In some areas through the good working relations between CDW and Councillor, the Department managed to alleviate the problems experience by many households by ensuring the provision of social grants.

The increasing recognition of the CDWs has made an impact in the communities and various stakeholders. The CDWs are expected to play a pivotal role in the OSS structures as a supportive mechanism or platform to existing service delivery programmes. As part of the re-launching of Operation Sukuma Sakhe in 2011, the role of the CDWs was redefined and identified as being central to the operation of War Rooms at Ward level.

### Analysis of constraints and measures planned to overcome them

#### Ward Committees:

- High turnover rate of ward committee members.
- Lack of capacity impacts on the functionality of ward committees.
- Ward committees are not being utilised as they should.

#### Community Development Workers Programme:

- High vacancy rate within the programme.
- Lack of support from other stakeholders.

## SUB-PROGRAMME 2.3: PUBLIC PARTICIPATION

STRATEGIC OBJECTIVE: Effective support to Local Government Institutions for strengthened governance

OBJECTIVE STATEMENT	PERFORMANCE INDICATOR	OUTCOME 9 LINKAGE	BASELINE 09/10	AUDITED PERFORMANCE 10/11	ESTIMATED 12/13	ANNUAL TARGET 13/14	MEDIUM TERM TARGETS		
							14/15	15/16	16/17
	Number of municipalities supported with the maintenance of Functional Ward Committees	New	-	-	-	25	25	51	51
	Number of municipalities supported with the development of Community Participation Plans	New	-	-	-	25	25	51	51
The provision of support to municipal governance structures to improve community participation and accessibility	Output 5: Deepened democracy through a refined ward committee model	New	-	-	-	50	50	50	50
	Number of municipalities supported with the maintenance of functional ward rooms	New	-	-	-	1	1	1	1
	Number of procedural frameworks implemented to accommodate community awareness and dissatisfaction	New	-	-	-	20	20	20	20
	Number of municipalities supported on LGTAS	New	-	-	-				

## SUB-PROGRAMME 2.3: PUBLIC PARTICIPATION continued

STRATEGIC OBJECTIVE: Effective support to Local Government Institutions for strengthened governance				QUARTERLY TARGETS					
OBJECTIVE STATEMENT	PERFORMANCE INDICATOR	BASELINE	ANNUAL TARGET 2013/2014	OUTCOME 9 LINKAGE	REPORTING PERIOD	1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>
	Number of municipalities supported with the maintenance of Functional Ward Committees	New	25		Quarterly	Assess implementation into support plan	Assess implementation into support plan	Assess and Conduct Gap Analysis	Implement Remedial Action
	Number of municipalities supported with the development of Community Participation Plans	New	25	Output 5 : Deepened democracy through a refined Ward Committee Model	Quarterly	Monitor the implementation of Community Participation Support Plan	Monitor the implementation of Community Participation Support Plan	Review of municipal Community Participation Plans	
The provision of support to municipal governance structures to improve community participation and accessibility	Number of municipalities supported with the maintenance of functional war rooms	New	50		Quarterly	Assess the status of war rooms	Develop and implement CDW war room support plan	Monitor and support the functionality of war rooms	Monitor and support the functionality of war rooms
	Number of procedural frameworks implemented to accommodate community awareness and dissatisfaction	New	1		Quarterly	Framework developed	Framework rolled out	Framework rolled out	Framework rolled out
	Number of municipalities supported on LGTAS	New	20		Quarterly	Quarterly report on support provided as per Municipalities' support plan	Quarterly report on support provided as per Municipalities' support plan	Quarterly report on support provided as per Municipalities' support plan	Quarterly report on support provided as per Municipalities' support plan

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

### Progress Analysis: Municipal Performance Monitoring, Reporting and Evaluation

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 2012 and the Annual Municipal Performance Report was finalised 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

STRATEGIC OBJECTIVE: Effective Departmental monitoring, evaluation and reporting systems in respect of Local Government and Traditional Institutions	OBJECTIVE STATEMENT	PERFORMANCE INDICATOR	OUTCOME 9 LINKAGE	BASELINE 09/10	AUDITED PERFORMANCE			ESTIMATED 12/13	ANNUAL TARGET 13/14	MEDIUM TERM TARGETS		
					10/11	11/12	14/15			15/16	16/17	
	Number of municipalities supported to develop functional PMS systems	New		20	10	10	61	61	61	61	61	
	Number of municipalities supported to develop and submit annual performance reports in terms of Sec 46 of the MSA	Output 6: Improved financial and administrative capabilities in municipalities and traditional institutions			10	10	20	31	31	31	31	
	Number of Consolidated Annual Municipal Performance Reports prepared	1	1	1	1	1	1	1	1	1	1	
	Number of Municipal Excellence Awards held	New	-	-	1	1	1	1	1	1	1	
	Number of municipalities supported on LGTAS	New	-	-	-	5	5	5	5	5	5	

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

STRATEGIC OBJECTIVE: Effective Departmental monitoring, evaluation and reporting systems in respect of Local Government and Traditional Institutions							QUARTERLY TARGETS			
OBJECTIVE STATEMENT	PERFORMANCE INDICATOR	BASELINE	ANNUAL TARGET 2013/2014	OUTCOME 9 LINKAGE	REPORTING PERIOD	1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>	
Establishment and support of 61 functional municipal Organisational Performance Management Systems (OPMS) to report on progress with implementing Municipal IDP	Number of municipalities supported to develop functional PMS systems	New	20	Output 6: Improved financial and administrative capabilities in municipalities and traditional institutions	Quarterly	61 Municipalities assessed on Performance Management Systems (IDP/SDBIP/Budget alignment)	20 Municipalities supported on Performance Management Systems (IDP/SDBIP/Budget alignment)	20 Municipalities supported on Performance Management Systems (IDP/SDBIP/Budget alignment)	20 Municipalities supported on Performance Management Systems (IDP/SDBIP/Budget alignment)	
					Quarterly	61 Municipalities assessed to align Section 57 Individual Performance Agreements to Municipalities scorecards	20 Municipalities supported to align Section 57 Individual Performance Agreements to Municipalities scorecards	20 Municipalities supported to align Section 57 Individual Performance Agreements to Municipalities scorecards	20 Municipalities supported to align Section 57 Individual Performance Agreements to Municipalities scorecards	
					Quarterly	61 Municipalities assessed on Performance Audit Committees	20 Municipalities supported to attain functional Performance Audit Committees	Same 20 Municipalities supported to attain functional Performance Audit Committees	Same 20 Municipalities supported to attain functional Performance Audit Committees	
					Quarterly	61 Municipalities assessed on streamlining reporting requirements into IDPSDBIP, SCORECARD AND PA	20 Municipalities supported to streamline reporting requirements into IDPSDBIP, SCORECARD AND PA	Same 20 municipalities supported to streamline reporting requirements into IDPSDBIP, SCORECARD AND PA	Same 20 municipalities supported to streamline reporting requirements into IDPSDBIP, SCORECARD AND PA	

STRATEGIC OBJECTIVE: Effective Departmental monitoring, evaluation and reporting systems in respect of Local Government and Traditional Institutions (continued)							QUARTERLY TARGETS			
OBJECTIVE STATEMENT	PERFORMANCE INDICATOR	BASELINE	ANNUAL TARGET 2013/2014	OUTCOME 9 LINKAGE	REPORTING PERIOD	1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>	
Establishment and support of 61 functional municipal Organisational Performance Management Systems (OPMS) to report on progress with implementing Municipal IDP	Number of municipalities supported to develop and submit annual performance reports in terms of Section 46 of MSA	New	20	Quarterly	61 Municipalities assessed on conducting quarterly review	20	Municipalities supported on conducting quarterly review	20	Municipalities supported on conducting quarterly review	
Output 6: Improved financial and administrative capabilities in municipalities and traditional institutions	Number of Municipal Excellence Awards held	New	1	Annually	61 Municipal Reports collected	1	Consolidated Annual Performance Report tabled at Legislature	-	61 Municipalities assessed for Municipal Excellence Awards and awards function held for previous financial year	
Number of Municipalities supported on LGTAS	New	5	Quarterly	Quarterly Report on support provided as per Municipalities' support plan	Quarterly Report on support provided as per Municipalities' support plan	Quarterly Report on support provided as per Municipalities' support plan	Quarterly Report on support provided as per Municipalities' support plan	Quarterly Report on support provided as per Municipalities' support plan	Quarterly Report on support provided as per Municipalities' support plan	

## OVERVIEW OF THE 2012/2013 BUDGET AND MTEF ESTIMATES FOR PROGRAMME 2

**Table 11.18: Summary of payments and estimates by programme**

R 000,	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16		
Municipal Administration	79 780	80 862	58 673	37 235	31 893	30 271	34 376	36 556	36 038
Municipal Finance	21 226	24 395	16 746	31 407	21 592	26 009	38 662	44 200	42 670
Public Participation	64 734	72 794	85 684	93 918	113 493	112 095	100 464	108 099	114 082
Capacity Development	774	618	1 311	3 250	2 545	2 545	11 750	7 161	6 162
Municipal Performance Monitoring, Reporting & Evaluation	6 177	4 899	4 302	11 302	8 652	8 652	8 678	9 343	10 471
<b>Total</b>	<b>172 691</b>	<b>183 568</b>	<b>166 716</b>	<b>177 112</b>	<b>178 175</b>	<b>179 572</b>	<b>193 930</b>	<b>205 359</b>	<b>209 423</b>

**Table 11.19: Summary of payments and estimates by economic classification - Programme 2: Local Governance**

R 000,	Audited Outcome		Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates	
	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
<b>Current payments</b>							
Compensation of employees	102 862	122 583	134 790	174 956	170 941	173 697	192 665
Goods and services	75 985	86 476	102 203	118 828	122 970	120 348	124 993
Interest and rent on land	26 877	36 107	32 587	56 128	47 971	53 349	67 672
<b>Transfers and subsidies to:</b>							
Provinces and municipalities	-	-	-	-	-	-	-
Departmental agencies and accounts	68 904	60 599	31 348	750	5 216	4 216	100
Universities and technikons	68 408	60 143	30 920	-	3 260	2 260	-
Foreign governments and international organisations	-	-	-	-	-	-	-
Public corporations and private enterprises	-	-	-	-	158	158	-
Non-profit institutions	-	-	-	-	-	-	-
Households	496	456	428	750	1 798	1 798	100
<b>Payments for capital assets</b>							
Buildings and other fixed structures	145	331	573	1 406	2 018	1 659	1 165
Machinery and equipment	-	-	-	-	-	-	-
Heritage assets	145	331	573	1 406	2 018	1 659	1 165
Specialised military assets	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-
Land and sub-soil assets	-	-	-	-	-	-	-
Software and other intangible assets	-	-	-	-	-	-	-
<b>Payments for financial assets</b>	780	55	5	-	-	-	-
<b>Total</b>	172 691	183 568	165 716	177 112	178 175	179 572	193 930
							205 359
							209 423

## 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, Municipal Infrastructure, Municipal Development, Disaster Management and IDP Coordination.

### MONITORING OF CONDITIONAL GRANTS

Due to more than half of the Departments budget being transferred and the Auditor-General raising the lack of monitoring systems as a recurring finding, the Department will report on the conditional grants transferred per programme on a template designed by M and E unit.

OBJECTIVE: Improved management and accountability of financial, physical and human resources and systems for the Department and Ministry									
OBJECTIVE STATEMENT	PERFORMANCE INDICATOR	OUTCOME 9 LINKAGE	BASELINE 09/10	AUDITED PERFORMANCE	ANNUAL TARGET 13/14	MEDIUM TERM TARGETS			
				ESTIMATED 12/13	10/11	11/12	14/15	15/16	16/17
To provide a client orientated, economical, efficient and effective support service to the MEC and the Department	Number of reports produced on conditional grants transferred to municipalities	Output 8: To strengthen the capacity and capability of the Department to deliver on its mandate	-	New	-	-	12	12	12

STRATEGIC OBJECTIVE :		Improved management and accountability of financial, physical and human resources and systems for the Department and Ministry						
OBJECTIVE STATEMENT	PERFORMANCE INDICATOR	ANNUAL TARGET 2013/2014	OUTCOME 9 LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
					1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>
To provide a client orientated, economical, efficient and effective support service to the MEC and the Department	Number of reports produced on conditional grants transferred to municipalities	12	Output 8: To strengthen the capacity and capability of the Department to deliver on its mandate (from CoG APP)	Quarterly	3 Reports	3 Reports	3 Reports	3 Reports

## SUB-PROGRAMME 3.1: SPATIAL PLANNING

### Progress Analysis: Spatial Planning

Six Municipalities were identified for medium level support in respect of their Spatial Development Frameworks (SDFs). On-going discussions were held with municipalities on their SDFs. A report was produced in respect of SDF compliance including alignment of the SDF with PSEDS.

The Department rendered procedural (method) and technical (ToRs) support to 61 municipalities. High level of support was provided to KwaSani in respect of the preparation of legally compliant schemes.

In addition Town Planning Schemes updates have been done for 5 Municipalities namely: Okhahlamba, Umtshezi, Umvoti, Mkhambathini & Umlalazi. A report was also produced in respect of provincial scheme compliance framework.

### Analysis of constraints and measures planned to overcome them

Although support with developing SDFs was provided, it did not yield tangible deliverables for some municipalities. Hence it is credible to align the SDF process to that of the IDP process and intensify the support provided to municipalities.

STRATEGIC OBJECTIVE: Effective support to Local Government Institutions for effective integrated planning	OBJECTIVE STATEMENT	PERFORMANCE INDICATOR	OUTCOME 9 LINKAGE	BASELINE 09/10	AUDITED PERFORMANCE	ESTIMATED 12/13	ANNUAL TARGET 13/14	MEDIUM TERM TARGETS		
								14/15	15/16	16/17
To provide a Provincial Spatial Development Framework for improved and aligned Municipal Spatial Development Frameworks and Land Use Management Systems, so as to promote orderly development and investment confidence in 61 municipalities	Number of municipalities supported to produce legally compliant Spatial Development Frameworks (SDFs)	Output 1: Implement a differentiated approach to municipal planning, financing and support	New	6	6	30	12	12	16	
	Number of municipalities supported with developing a Densification Framework	Output 4: Support human settlement outcomes	New	New	2	2	2	2	2	
	Number of reports produced in respect of Spatial Development Framework compliance [incl SDF alignment with PGDS]	New	New	1	1	1	1	1	1	
	Number of municipalities supported to produce legally compliant schemes	Output 1: Implement a differentiated approach to municipal planning, financing and support	New	18	6	6	25	12	12	16
	Number of spatial planning initiatives undertaken	New	-	-	2	6	2	2	2	
	Number of reports produced in respect of Provincial scheme compliance framework [incl implementation of LUMS]	New	-	1	1	1	1	1	1	
	Number of municipalities supported on LGTAS	New	-	-	-	9	9	9	9	

## SUB-PROGRAMME 3.1: SPATIAL PLANNING continued

STRATEGIC OBJECTIVE: Effective support to Local Government Institutions for effective integrated planning						QUARTERLY TARGETS			
OBJECTIVE STATEMENT	PERFORMANCE INDICATOR	BASELINE	ANNUAL TARGET 2013/2014	OUTCOME 9 LINKAGE	REPORTING PERIOD	1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>
To provide a Provincial Spatial Development framework for improved and aligned Municipal Spatial Development Frameworks and Land Use Management Systems, so as to promote orderly development and investment confidence in 61 municipalities	Number of municipalities supported to produce legally compliant Spatial Development Frameworks (SDFs)	New	30	Output 1: Implement a differentiated approach to municipal planning, financing and support	Quarterly	Framework of support for SDFs	Support in 30 SDFs in progress.	Preparation of 30 SDFs in progress	Draft SDFs for 30 municipalities
	Number of municipalities supported with developing a Densification Framework	New	2	Output 4: Support human settlement outcomes	Quarterly	Consultation with identified municipalities finalised	Draft Densification Framework initiated	Draft Densification Framework in progress	Draft Densification Framework for 2 municipalities
	Number of reports produced in respect of Spatial Development Framework compliance [incl SDF alignment with PSED\$]	New	1	Output 1: Implement a differentiated approach to municipal planning, financing and support	Quarterly	Draft SDFs analysed as part of IDP analysis	SDF assessment process in progress	SDF assessment included as part of IDP letters to Municipalities	A report on SDF compliance
	Number of municipalities supported to produce legally compliant schemes	New	25	Output 1: Implement a differentiated approach to municipal planning, financing and support	Quarterly	Framework of support for Schemes	Support for Schemes in 25 Municipalities in progress	Scheme Preparation in 25 municipalities in progress	Draft schemes in 25 municipalities
	Number of spatial planning initiatives undertaken	New	6		Quarterly	ToR/Workplan for 6 Initiatives finalised	6 Initiatives commenced	6 Initiatives in progress	Final Products for 6 Initiatives in place
	Number of reports produced in respect of Provincial scheme compliance framework [incl implementation of LUMS]	New	1		Quarterly	Scheme compliance framework reviewed and confirmed	Status report on scheme preparation	Draft report	A report on scheme compliance
	Number of municipalities supported on LGTAS	New	9		Quarterly	Quarterly report on support provided as per Municipalities' support plan	Quarterly report on support provided as per Municipalities' support plan	Quarterly report on support provided as per Municipalities' support plan	Quarterly report on support provided as per Municipalities' support plan

## SUB-PROGRAMME 3.1: DEVELOPMENT INFORMATION SERVICES

### Progress Analysis: Development Information Services

Disaster Management has become a high priority area due to climate change and other factors. In order to support the disaster management processes from mitigation through to prevention by; among other things; mapping disaster prone areas in anticipation of floods and snow, a web-based Disaster Management System has been developed and commissioned to provide GIS and mapping support in this regard.

The 10 Development Planning Shared Services Centres that have been established in the province, have received technical support to establish GIS capacity at the municipalities that will ensure that GIS provides support to municipal activities.

Infrastructure and service backlogs are areas of prime focus for the Province and municipalities. In order to support service delivery a web-based GIS application has been developed to facilitate mapping and reporting on infrastructure and service backlogs across all District Municipalities in the province.

In pursuit of the ideal to have business information linked to GIS, a GIS Business Intelligence system has been acquired and implemented for roll out to the municipalities and other relevant stakeholders.

### Analysis of constraints and measures planned to overcome them

Lack of financial contributions of participating municipalities with the DPSS has resulted in limited purchases of GIS hardware and software resources. The Department has supported wherever possible, for example by enhancing freeware for municipal GIS functions.

STRATEGIC OBJECTIVE: Effective support to Local Government Institutions for effective integrated planning	OBJECTIVE STATEMENT	PERFORMANCE INDICATOR	OUTCOME 9 LINKAGE	BASELINE 09/10	AUDITED PERFORMANCE		ESTIMATED 12/13	ANNUAL TARGET 13/14	MEDIUM TERM TARGETS		
					10/11	11/12			14/15	15/16	16/17
		Number of mobile GIS systems developed with information dashboards to support COGTAs internal and external functions		New	New	New					
		Number of GIS programmes implemented to support spatial analysis of priority capital investment projects for the Department.		New	-				1	1	
	To provide spatial information management support to Province, Department, municipalities and traditional institutions to improve government services	Number of municipalities supported with spatial analysis of infrastructure and services backlog (electricity, water and sanitation)	Output 1: Implement a differentiated approach to municipal planning, financing and support				10 Districts and 1 Metro				
		Number of Provincial and Departmental initiatives supported with management of spatial information		New	-				5	5	5
		Number of Development Planning Shared Service Centres supported.		5	10	10	10	10	10	10	10
		Number of systems established to integrate provincial and municipal spatial data		New	-	-			1	1	1

## SUB-PROGRAMME 3.1: DEVELOPMENT INFORMATION SERVICES continued

STRATEGIC OBJECTIVE:	OBJECTIVE STATEMENT	PERFORMANCE INDICATOR	ANNUAL TARGET 2013/2014	OUTCOME 9 LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
						1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>
To provide spatial information management support to Province, Department, municipalities and traditional institutions to improve government services	Number of mobile GIS systems developed with information dashboards to support COGTA's internal and external functions	New	1	Output 1: Implement a differentiated approach to municipal planning, financing and support	Annually	Develop a programme (of URAs, data policies, standards, functionality and usability, GIS analysis tools and reports) that influences the end product of a mobile GIS systems with information dashboards for use by the Department and municipalities in KZN	Setup administrative and ICT frameworks for implementation of the programme	Implement the programme as per the timeframes and deliverables of the programme milestones	Implement the programme as per the timeframes and deliverables of the programme milestones
To provide spatial information management support to Province, Department, municipalities and traditional institutions to improve government services	Number of GIS programmes implemented to support spatial analysis of priority capital investment projects for the Department	New	1		Annually	Develop GIS programme to support spatial analysis of priority capital investment projects for the Department (including Small Town Rehabilitation, Corridor Development, SDFs, CSCs, MG)	Implement GIS programme to support spatial analysis of priority capital investment projects for the Department	Implement GIS programme to support spatial analysis of priority capital investment projects for the Department	Review GIS programme for 2014/15 implementation.

Number of municipalities supported with spatial analysis of infrastructure and services backlog (electricity, water and sanitation)	New	10 Districts and 1 Metro	Annually	Collect new data (including Census 2011) and analyse collected data to update 2012/13 dataset to produce tabular and spatial reports at a ward level for households, schools and clinics	Collect new data (including Census 2011) and analyse collected data to update 2012/13 dataset to produce tabular and spatial reports at a municipal level for households, schools and clinics	Report on backlog information disseminated to 10 Districts and 1 Metro	Report on website content updated
To provide spatial information management support to Province, Department, municipalities and traditional institutions to improve government services	Number of mobile GIS systems developed with information dashboards to support COGTA's internal and external functions	New	1	Output 1: Implement a differentiated approach to municipal planning, financing and support	Develop a programme (of URAs, data policies, standards, functionality and usability, GIS analysis tools and reports) that influences the end product of a mobile GIS systems with information dashboards for use by the Department and municipalities in KZN	Setup administrative and ICT frameworks for implementation of the programme	Implement the programme as per the timeframes and deliverables of the programme milestones
						Review programme for 2014/15 implementation	

<p>Number of Provincial and Departmental initiatives supported with management of spatial information</p>	<p>New 5</p>	<p>Annually</p>	<p>1 GIS support strategy developed to support Provincial and Departmental initiatives (including OSS, PSEDS and Disaster Management, Public Participation and Municipal Planning)</p>	<p>Implement strategy to support Provincial and Departmental initiatives</p>	<p>Implement strategy to support Provincial and Departmental initiatives</p>	<p>Review strategy for 2014/15 implementation</p>	<p>Implement strategy to support Provincial and Departmental initiatives</p>
<p>Number of Development Planning Shared Service Centres supported</p>	<p>5</p>	<p>10</p>		<p>Review 2012/13 operational plan and develop 2013/14 operational plan</p>	<p>M &amp; E of 10 DPSs as per 2013/14 operational plan</p>	<p>M &amp; E of 10 DPSs as per 2013/14 operational plan</p>	<p>M &amp; E of 10 DPSs as per 2013/14 operational plan</p>
<p>Number of Systems established to integrate provincial and municipal spatial data</p>	<p>New 1</p>	<p>Annually</p>		<p>Develop a strategy (data policies, websites, web maps or portals and GIS analysis tools) that integrates all existing GIS technologies within the Department and at municipalities in KZN</p>	<p>Setup administrative and ICT frameworks for implementation of the strategy</p>	<p>Implement the following as per the timeframes and deliverables of the strategy (data policies, websites, web maps or portals and GIS analysis tools)</p>	<p>Review strategy for 2014/15 implementation</p>

## SUB-PROGRAMME 3.2: LAND USE MANAGEMENT

### Progress Analysis: Land Use Management

Municipalities are monitored against the Gazetted Benchmark and statutory compliance. The Benchmark is reviewed annually based on assessment outcomes. A Performance Benchmark has been developed in order to monitor the Business Unit in respect of PDA applications received for assessment and processing of historic applications.

Support was provided to ten (10) municipalities through the Land Use Municipal Support Programme in order to facilitate the roll-out of the Planning and Development Act. The following municipalities were supported:- EThekwini, Msunduzi, uMhlathuze, Newcastle, KwaDakuza, Hibiscus Coast, Umdoni, Greater Kokstad, Emnambithi and Abaqulusi.

### Analysis of constraints and measures planned to overcome them

The objective of having 3 PDA Norms and Standards did not materialise. Committees have now been established and an adjusted programme has been developed. Initially the Department did not meet the legal time frames due to capacity limitations and the absence of delegations, however, this has since been rectified and improvements in meeting the legal timeframes are now being achieved. Due to this being multi year targets the performance indicator has been amended to a programme.

STRATEGIC OBJECTIVE: Effective support to Local Government and Traditional Institutions towards sustained and accelerated service delivery	OBJECTIVE STATEMENT	PERFORMANCE INDICATOR	OUTCOME 9 LINKAGE	BASELINE 09/10	10/11	11/12	AUDITED PERFORMANCE	ESTIMATED 12/13	ANNUAL TARGET 13/14	MEDIUM TERM TARGETS		
										14/15	15/16	16/17
To implement the Planning and Development Act efficiently and effectively within the province of KZN	Number of municipalities evaluated against the LUM benchmark	New	-	-	-	-	-	-	51 Evaluated	51 Evaluated	51 Evaluated	51 Evaluated
	Number of municipalities supported by the LUM Municipal Support Programme	New	7	10	10	10	10	10	10	10	8	8
	Number of municipalities supported with the formalisation of settlements	New	2	6	6	12	12	12	12	12	12	12
	To Implement and monitor the effective implementation of Provincial Norms and Standards in development planning applications and approvals	Implement programme for the development and roll-out of Provincial Norms and Standards	New	-	-	-	-	-	1	1	1	1
	Number of municipalities supported with LGTAS	New	-	-	-	-	-	-	5	5	5	5

## SUB-PROGRAMME 3.2 LAND USE MANAGEMENT continued

STRATEGIC OBJECTIVE:		Effective support to Local Government and Traditional Institutions towards sustained and accelerated service delivery						
OBJECTIVE STATEMENT	PERFORMANCE INDICATOR	BASELINE	ANNUAL TARGET 2013/2014	OUTCOME 9 LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS		
						1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>
To implement the Planning and Development Act efficiently and effectively within the province of KZN	Number of municipalities evaluated against LUM benchmark	New	51	Quarterly	Report on Evaluation of 51 Municipalities against LUM Benchmark, including building plan approval and implementation of planning legislation	Quarterly Report on progress	Quarterly Report on progress	Annual report on progress against the LUM Benchmark
	Number of municipalities supported by the LUM Support Programme (MSP)	New	10	Output 1: Implement a differentiated approach to municipal planning, financing and support	Quarterly	Review of the MSP Quarterly Report on MSP	Quarterly Report on MSP	Annual report regarding 8 municipalities supported by the MSP.
	Number of municipalities supported with the formalisation of settlements	New	12	Quarterly	Project programme developed Quarterly Assessment reports against Programme	Quarterly Assessment reports against Programme	Quarterly Assessment reports against Programme	Quarterly Assessment reports against Programme and Annual Report
	Implement programme for the development and roll-out of Provincial Norms and Standards in development planning applications and approvals	New	1	Quarterly	Report on Implementation of Norms and Standards for 2012/13 and programme for 2013/14.	Quarterly report on progress against programme	Quarterly report on progress against programme	Annual report on progress against 2013/14 programme
	Number of municipalities supported on LGTAS	New	5	Quarterly	Quarterly report on support provided as per Municipalities' support plan	Quarterly report on support provided as per Municipalities' support plan	Quarterly report on support provided as per Municipalities' support plan	Quarterly report on support provided as per Municipalities' support plan

## SUB-PROGRAMME 3.3: LOCAL ECONOMIC DEVELOPMENT

### Progress Analysis: Local Economic Development

In terms of the Department's objective of creating decent employment opportunities through municipal local economic development initiatives in support of the Corridor Development Programme, 23 new corridor development projects were facilitated to attract private sector investment and to grow the economy.

Municipalities continuously implemented corridor projects to successful completion and 10 projects were successfully completed in line with the approved business plan. The close-out reports have been submitted and verified.

The Department secured counter funding from the IDC, DWA, Municipalities and the private sector which contributed towards projects. The following municipalities secured counter funding arrangements for their interventions: Ilembe, Ethekwini, uMgungundlovu, Hibiscus Coast, uMzumbe, Ingwe, KwaSani and Nquthu.

About 126 employment opportunities were created through the Small Town Rehabilitation Programme projects in the past financial year. Continuous support was provided to fast track implementation of projects in line with the approved implementation plans. Eleven projects were successfully completed with and close-out reports were received and verified.

Seven (7) new towns were approved for support in the 2012-2013 financial year. Mpemble, Weenen, Kokstad, Melmoth, Mbawana, Underberg and uMzimkhulu are the towns selected for support and have been approved. Municipalities were also supported to package LED projects in line with KZN priorities. 11 projects were packaged and approved.

### Analysis of constraints and measures planned to overcome them

Twenty five (25) projects received grants in the 2011-12 financial year. 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 benefited in the previous years that had shown high absorptive capacity were allowed to identify additional interventions i.e Ladysmith.

OBJECTIVE STATEMENT	PERFORMANCE INDICATOR	OUTCOME 9 LINKAGE	BASELINE 09/10	AUDITED PERFORMANCE			ESTIMATED 12/13	ANNUAL TARGET 13/14	MEDIUM TERM TARGETS		
				10/11	11/12	14/15			15/16	16/17	
Number of catalytic projects (aligned to PGDP economic cluster priorities) packaged for implementation	New	-	-	-	-	10	15	15	15	15	
Number of strategic infrastructure projects facilitated for implementation in priority nodes and corridors	New	-	-	-	-	2	2	2	2	2	
Create decent employment opportunities through municipal local economic development initiatives in support of the Corridor Development Programme	Output 2: Improved access to basic services and economic opportunities	New	-	-	-	1	2	2	2	2	
Number of direct employment opportunities secured through corridor projects implementation	200	380	250	250	250	250	250	250	250	250	
Number of urban renewal framework plans supported for implementation	New	-	-	-	-	3	3	3	3	3	
Number of green initiative projects facilitated in response to climatic change	New	-	-	-	-	2	2	2	2	2	

Number of macro regeneration plans developed for small town nodes to inform long term future growth	New	-	-	3	4	4	4
Number of direct employment opportunities secured through small town rehabilitation projects implementation	195	470	200	200	200	200	200
Support the revitalisation of towns through nodal regeneration plans, the rehabilitation of infrastructure and beautification of towns to enhance economic development.							
Number of rural nodes supported for revitalisation to attract investment and regenerate the economy	New	-	-	-	6	6	6
Number of projects facilitated to support further development of industrial and commercial sites	New	-	-	-	2	3	3
Number of Districts with functional LED Forums	0	10	10	10	10	10	10
Number of LED Capacity Building Programmes rolled out	New	-	-	-	2	2	2
Number of districts LED Plans aligned to PGDP and PSEDs	New	-	-	-	10	10	10
Number of people trained in LED Programmes	New	-	-	-	15	15	15
Number of LED initiatives facilitated in partnership with the Local Houses of Traditional Leadership	New	-	-	-	2	3	4
Number of Provincial LED Summits facilitated	0	-	1	5	1	1	1
Number of LED Summits facilitated in partnership with District Houses of Traditional Leadership	New	-	-	-	4	4	4
Number of municipalities supported with LGTAS	New	-	-	-	20	20	20

## SUB-PROGRAMME 3.3: LOCAL ECONOMIC DEVELOPMENT continued

**STRATEGIC OBJECTIVE:** Effective Departmental monitoring, evaluation and reporting systems in respect of governance and service delivery

OBJECTIVE STATEMENT	PERFORMANCE INDICATOR	OUTCOME 9 LINKAGE	BASELINE 09/10	10/11	11/12	12/13	AUDITED PERFORMANCE	ESTIMATED	ANNUAL TARGET 13/14	MEDIUM TERM TARGETS		
										14/15	15/16	16/17
Number of Municipalities supported with Grade 1 level CSC establishment established in line with CSC Framework	To support municipalities with the establishment of Community Service Centres within previously disadvantaged communities And ensure habitability of existing Community Service Centres	1 at 10%	5	1 at 10%	1	1 at 10%	2	2	2	2	2	
Number of Municipalities supported with Grade 2 level CSC establishment established in line with CSC Framework		New	-	-	3		5	4	4	4	4	
Number of CSCs refurbished and maintained	Output 2: Improved access to basic services and economic opportunities	42	0	42	22	22	20	20	20	20	20	
Number of Municipalities provided with CSC operational support to enable functionality		10	0	10	5	5	4	4	4	4	4	
Number of district CSC gap analysis reports developed	New	-	-	-	-	-	10	10	10	10	10	
Number of employment opportunities created through the implementation of the CSC programme	380	60	380	190	200	160	480	480	480	480	480	

## SUB-PROGRAMME 3.3: LOCAL ECONOMIC DEVELOPMENT continued

**STRATEGIC OBJECTIVE:** Improve co-operative governance between Provincial and Local spheres for effective service delivery.

OBJECTIVE STATEMENT	PERFORMANCE INDICATOR	OUTCOME 9 LINKAGE	BASELINE 09/10	AUDITED PERFORMANCE			ESTIMATED 12/13	ANNUAL TARGET 13/14	MEDIUM TERM TARGETS		
				10/11	11/12	14/15			15/16	16/17	
To support rural development in KwaZulu-Natal in line with the national comprehensive rural development programme and the provincial integrated rural development strategy	Number of Municipalities supported with implementation of CWP with the inclusion of Traditional Leadership in at least 2 wards per municipality		11	8	11	29	51	51	51	51	
	Number of work opportunities created through CWP also benefiting traditional communities	Output 3: Implementation of the community work programme	9400	8 500	9 400	29 500	51 000	55 000	60 000	60 000	
	Number of CWP site business plans developed		11	8	11	29	29	51	60	60	
	Number of CPW reference committees established		11	8	11	29	29	51	60	60	

STRATEGIC OBJECTIVE: Improve co-operative governance between Provincial and Local spheres for effective service delivery.	OBJECTIVE STATEMENT	PERFORMANCE INDICATOR	OUTCOME 9 LINKAGE	BASELINE 09/10	AUDITED PERFORMANCE			ESTIMATED 12/13	ANNUAL TARGET 13/14	MEDIUM TERM TARGETS		
					10/11	11/12	14/15			15/16	16/17	
		Number of Municipalities supported with successful implementation of the Food for Waste Programme	Output 3: Implementation of the Food for Waste Programme	7	0	7	7	7	7	7	-	
		Number of work opportunities created through FFVW Programme			604	0	700	700	700	700	-	
		Number of municipalities with approved EPWP policies		New	-	-	-	-	11	51	61	61
		Number of municipalities with signed EPWP protocol and incentive agreements		New	-	-	-	-	61	61	61	61
		Number of municipalities supported with reporting on EPWP work opportunities		New	-	-	-	-	51	61	61	61
		Number of EPWP job opportunities created through implementation of COGTA funded initiatives		New	-	-	-	-	1000	1500	2000	2500
		Number of municipalities reporting and accessing incentive grants for EPWP		New	-	-	-	-	51	61	61	61

## SUB-PROGRAMME 3.3: LOCAL ECONOMIC DEVELOPMENT continued

STRATEGIC OBJECTIVE : Effective support to Local Government and Traditional Institutions towards sustained and accelerated service delivery

OBJECTIVE STATEMENT	PERFORMANCE INDICATOR	BASELINE 09/10	ANNUAL TARGET 2013/2014	OUTCOME 9 LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
						1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>
Number of catalytic projects (aligned to PGDP economic cluster priorities) packaged for implementation	New	10		Annual	Identify & package projects	Submit projects for approval	Transfer funds to municipalities	Assist municipalities to develop implementation plans	Monitoring & implementation
Number of strategic infrastructure projects facilitated for implementation in priority nodes and corridors	New	2	Output 2: Improved access to basic services and economic opportunities	Annual	Set up meetings, Identify & package projects	Submit projects for approval	Transfer funds to municipalities	Assist municipalities to develop implementation plans	Monitoring & implementation
Number of corridor sub regional plans aligned to Strategic Infrastructure Programme (SIPs) developed.	New	2	Participate in SIP Steering Committee, Develop terms of reference for studies, identify budget	Annual	Finalise TORs and appointment of SP	Monitor project implementation	Monitor & implementation		
Number of direct employment opportunities secured through corridor projects implementation.	New	250		Identify projects with the potential to create employment opportunities	Develop schedule of projects with the potential to create employment opportunities	Monitor implementation	250 employment opportunities created		

	Number of urban renewal framework plans supported for implementation	New	3	Annual	Identify nodes for urban renewal support	Assist municipalities develop TORs for urban renewal framework plans	Support municipalities with the implementation of the plan	Monitor implementation
	Number of green initiative projects facilitated in response to climatic change	New	2	Annual	Identify & package projects	Submit projects for approval	Transfer funds to municipalities	Assist municipalities to develop implementation plans Monitoring & implementation
	Number of macro regeneration plans developed for small town nodes to inform long term future growth	New	4	Annual	Identify nodes for support	Assist municipalities develop TORs for framework plans	Support municipalities with the implementation	Monitor implementation of 4 plans
	Number of direct employment opportunities secured through small town rehabilitation projects implementation	195	200	Annual	Identify projects with the potential to create employment opportunities	Develop schedule of projects with the potential to create employment opportunities	100 additional employment opportunities created	
	Support the revitalisation of town through the rehabilitation of infrastructure and beautification of towns to enhance economic development.					Prepare and submit a submission for the approval of 6 additional towns Workshop new towns on the small town rehabilitation programme	Identify and package projects for implementation in the 2013/2014 financial year	Transfer grant for the implementation of projects
	Number of rural nodes supported for revitalisation to attract investment and regenerate the economy	New	6	Annual	Identify towns for support	Schedule of approved projects		
	Number of projects facilitated to support further development of industrial and commercial sites	New	3	Annual	Identify & package projects	Submit projects for approval	Transfer funds to municipalities	Assist municipalities to develop implementation plans Monitoring & implementation

## SUB-PROGRAMME 3.3: LOCAL ECONOMIC DEVELOPMENT continued

STRATEGIC OBJECTIVE: Effective support to Local Government and Traditional Institutions towards sustained and accelerated service delivery							QUARTERLY TARGETS			
OBJECTIVE STATEMENT	PERFORMANCE INDICATOR	BASELINE 09/10	ANNUAL TARGET 2013/2014	OUTCOME 9 LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS				
						1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>	
To provide Local Economic Development Capacity Support and institutional development	Number of Districts with functional LED Forums	10	10	Output 2: Improved access to basic services and economic opportunities	Annual	Conduct status quo assessment on the functionality of the District LED Forums	Identify Districts that require support to ensure functionality of their LED Forum	Support Municipalities ensure the functionality of their LED Forum	Support Municipalities ensure the functionality of their LED Forum	
	Number of LED Capacities Building Programmes rolled out	New	2		Annual	Conduct a needs assessment	Develop TORS for programmes to be rolled out	Implementation as per programme	Implementation as per programme	
	Number of districts LED Plans aligned to PGDP and PSEDS	New	10		Annual	Assess status of LED Plans during IDP Assessments	Send letters to municipalities commenting on gaps in LED Plans	Support preparation of credible LED Plans aligned to PGDS	Support finalisation of 10 District Plans	
	Number of people trained in LED Programmes	New	15		Annual	Conduct a needs assessment	Develop TORS for programmes to be rolled out	Identify people to be trained	Implement LED Training	
	Number of LED initiatives facilitated in partnership with the Local Houses of Traditional Leadership	New	2		Annual	Conduct meetings with local houses	Identify & package projects for support	Facilitate implementation	Assist and support the implementation of initiatives	
	Number of Provincial LED Summits facilitated	New	1		Annual	Develop summit background document	Secure dates for the summit	Conduct the growth and development Summit	Develop a summit report with action plan	
	Number of LED Summits facilitated in partnership with District Houses of Traditional Leadership	New	4		Annual	Develop summit background document in liaison with Traditional Affairs	Identify District Houses of Traditional leadership to be supported to host their summits	Secure dates for the summit	Develop summits reports with action plan	
	Number of municipalities supported on LGTAS	New	5		Quarterly	Quarterly report on support provided as per Municipalities' support plan	Quarterly report on support provided as per Municipalities' support plan	Quarterly report on support provided as per Municipalities' support plan	Quarterly report on support provided as per Municipalities' support plan	

## SUB-PROGRAMME 3.3: LOCAL ECONOMIC DEVELOPMENT continued

STRATEGIC OBJECTIVE:		Effective support to Local Government and Traditional Institutions towards sustained and accelerated service delivery								
OBJECTIVE STATEMENT	PERFORMANCE INDICATOR	BASELINE	ANNUAL TARGET 2013/2014	OUTCOME 9 LINKAGE	REPORTING PERIOD	1ST	2ND	3RD	4TH	QUARTERLY TARGETS
To support municipalities with the establishment of Community Service Centres within previously disadvantaged communities  And ensure habitability of existing Community Service Centres	Number of Municipalities supported with Grade 1 level CSC establishment established in line with CSC Framework	1 at 10%	2	Output 2: Improved access to basic services and economic opportunities	Annual	Identify priority areas as per SDFs	Facilitate Architectural Design approvals	Monitor project implementation in line with PIP & MOA	Monitor project implementation in line with PIP & MOA	Monitor project implementation in line with PIP & MOA
	Number of Municipalities supported with Grade 2 level CSC establishment established in line with CSC Framework	3	5		Annual	Project site assessment reports and packaged project	Monitor project implementation in line with PIP & MOA	Prepare infrastructure Implementation report	Prepare infrastructure Implementation report	Prepare infrastructure Implementation report

Number of CSCs refurbished and maintained	42	20	Annual	Appointment of Implementing Agent	Monitor project implementation in line with PIP & MOA	Monitor project implementation in line with PIP & MOA	Monitor project implementation in line with PIP & MOA	Monitor project implementation in line with PIP & MOA	20 projects completed
Number of Municipalities provided with CSC operational support to enable functionality	10	4	Annual	Prioritise Municipalities for operational support	Approval of Municipal Business Plans	Transfer funding	Implementation reports aligned to Business plans and MOAs	Implementation reports aligned to Business plans and MOAs	Implementation reports developed
Number of district CSC gap analysis reports developed	New	10	Annual	HOD Approval	Implementation as per MOA and project brief	Implementation as per MOA and project brief	10 district CSC gap analysis reports developed	Implementation as per MOA and project brief	10 district CSC gap analysis reports developed
Number of employment opportunities created through the implementation of the CSC programme	380	200	Annual	Appointment of Service providers	Appointments of contractors for projects	70 job opportunities created	130 job opportunities created	70 job opportunities created	130 job opportunities created

## SUB-PROGRAMME 3.3: LOCAL ECONOMIC DEVELOPMENT continued

**STRATEGIC OBJECTIVE:** Effective support to Local Government and Traditional Institutions towards sustained and accelerated service delivery

OBJECTIVE STATEMENT	PERFORMANCE INDICATOR	BASELINE	ANNUAL TARGET 2013/2014	OUTCOME 9 LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
						1ST	2ND	3RD	4TH
To support rural development in KwaZulu-Natal in line with the To support rural development in KwaZulu-Natal in line with the national comprehensive rural development programme and the provincial integrated rural development strategy	Number of Municipalities supported with implementation of CWP with the inclusion of traditional communities in at least 2 wards per municipality	11	51		Annual	Conduct status quo assessment and gap analysis	Establish reporting structures	Monitor implementation through monthly reports	51 municipalities supported
	Number of work opportunities created through CWP also benefiting traditional communities	9400	51 000	Output 3: Implementation of the community work programme	Annual	Develop annual work plan for the programme with site job targets	Engage relevant structures for involvement in the CWP	Monitor implementation through monthly reports	51 000 jobs created
	Number of CWP site business plans developed	29	29		Annual	Coordinate preparation of site business plans	Submit to DCOG	Monitor compliance	Monitor compliance
	Number of CWP reference committees established and functional	29	29		Annual	Conduct a status quo assessment of reference committees per site	Conduct workshops and sessions to establish reference committees	Conduct workshops and sessions to establish reference committees	29 reference committees in place

STRATEGIC OBJECTIVE: Effective support to Local Government and Traditional Institutions towards sustained and accelerated service delivery									
OBJECTIVE STATEMENT	PERFORMANCE INDICATOR	BASELINE	ANNUAL TARGET 2013/2014	OUTCOME 9 LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
						1ST	2ND	3RD	4TH
Number of Municipalities supported with successful implementation of the Food for Waste Programme	7	7			Annual	Do food for waste impact assessment and motivation for new sites	Finalise municipalities for support -	7 municipalities supported with implementation -	7 municipalities supported with implementation -
Number of work opportunities created through FFW Programme	604	700			Annual	Monitor sites and mobilise participation to reach target	Monitor sites and mobilise participation to reach target	Develop site job status report	700 job created and maintained
Number of municipalities with approved EPWP policies	New	11				Engage municipalities on the need for a policy	Assist municipalities prepare policies	Assist municipalities prepare policies	11 policies adopted
Create decent employment opportunities, through poverty alleviation food security programme in municipal local economic development initiatives	Number of municipalities with signed EPWP protocol and incentives agreements	61	Output 3: Implementation of the Food for Waste programme		Conduct audit and status quo assessment	Support and encourage outstanding municipalities to participate	Support and encourage outstanding municipalities to participate	61 municipalities with agreement in place	
	Number of municipalities supported with reporting on EPWP work opportunities	New	51		Conduct audit and status quo assessment	Engage DOT and DOPW on training needs	Monitor quarterly reporting	51 municipalities supported	
	Number of EPWP job opportunities created through implementation of COGTA funded initiatives	New	1000		Register new projects in MIS	Monitor implementation on the ground	Ensure monthly reporting on jobs	1000 jobs registered and reported	
	Number of municipalities reporting and accessing incentive grants for EPWP	New	51		Develop Report on municipalities accessing incentive grants	Meet with non complying municipalities	Conduct road shows on EPWP	Ensure 51 municipalities are reporting on EPWP	

## SUB-PROGRAMME 3.4: MUNICIPAL INFRASTRUCTURE

### Progress Analysis: Municipal Infrastructure

#### **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

OBJECTIVE STATEMENT	PERFORMANCE INDICATOR	OUTCOME 9 LINKAGE	BASELINE 09/10	AUDITED PERFORMANCE 10/11	ESTIMATED 12/13	ANNUAL TARGET 13/14	MEDIUM TERM TARGETS		
							14/15	15/16	16/17
Number of water service authorities supported in the development of UAPs	1	1	1	14 Draft UAPs	14 UAPs	14 revised UAPs	Annual review (report)	Annual review (report)	Annual review (report)
Number of water service authorities supported in the quantification of backlogs in water provision	New	-	-	-	13	Annual review (report)	Annual review (report)	Annual review (report)	Annual review (report)
Number of municipalities supported in developing infrastructure implementation plans (MIG)	New	New	23	20	24	21	18	18	15
Number of municipalities (WSAs) supported with operation and maintenance plans	New	New	1	3	3	3	3	3	-
Number of infrastructure development co-ordinating forums	New	-	-	-	5	5	5	5	5
Number of municipalities supported in implementation of LGTAS	New	-	-	-	23 (Maintain)	23 (Maintain)	23 (Maintain)	23 (Maintain)	23 (Maintain)
Number of municipalities supported on MIG implementation	New	New	23	23	25	20	17	17	14
Number of municipalities supported on the implementation of the Massification programme	New	New	12	12	14	12	12	12	12
Number of shared services for infrastructure development	New	-	-	-	1 (pilot)	2	3	4	-
Number of capacity building programmes implemented	New	-	-	-	2	1	-	-	-
Number of reports produced on infrastructure development and service delivery progress	New	New	1	1	2	2	2	2	2
Number of reports on water quality and waste water in terms of blue and green drop assessments	New	-	-	-	1	2	2	2	2
Number of municipalities evaluated against infrastructure benchmark	New	-	-	-	30	40	50	50	60

STRATEGIC OBJECTIVE: Improve co-operative governance between Provincial and Local spheres for effective service delivery	OBJECTIVE STATEMENT	PERFORMANCE INDICATOR	ANNUAL TARGET 2013/2014	BASELINE	OUTCOME 9 LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
							1ST	2ND	3RD	4TH
		Number of water service authorities supported in the development of UAPs	1	14 UAPs		Quarterly	1. Finalize TOR for appointment of service provider(s) 2. Procurement	1. Appointment of service providers 2. Review of WSDPs	Assessment of water and sanitation infrastructure	14 UAPs
		Number of water service authorities supported in the quantification of backlog in water provision	New	13		Quarterly	Collection and collation of backlog data in 13 WSAs	Collection and collation of backlog data in 13 WSAs	Analysis of backlog	Report on backlog
To manage and co-ordinate municipal infrastructure development through facilitating municipal infrastructure investment planning, infrastructure development programme implementation and appropriate operation and maintenance in 61 municipalities		Number of municipalities supported in developing infrastructure implementation plans	New	24		Bi-annual	1. Analysis of commitment levels 2. Support production of project priority lists 3. Develop payment schedule	1. Support development of project schedules and cash flows. 2. Support and process project registrations	Monitor implementation and provide support	24 priority municipalities supported in developing implementation plans
		Number of municipalities (WSAs) supported with operation and maintenance plans	New	3	Output 2: Improved access to basic services and economic opportunities	Quarterly	1. Finalize TOR for appointment of service provider(s) 2. Procurement	1. Programme manager appointed 2. Fund transfers	Development of O & M programme	Draft O & M programme for 3 districts
		Number of infrastructure development co-ordinating forums	-	5		Quarterly	Planning	2	2	1
		Number of municipalities supported in implementation of LGTAS	New	23		Quarterly	Quarterly report on support provided as per Municipalities' support plan	Quarterly report on support provided as per Municipalities' support plan	Quarterly report on support provided as per Municipalities' support plan	Quarterly report on support provided as per Municipalities' support plan
		Number of municipalities supported on MiG implementation	New	25		Quarterly	Analysis of specific support requirements	Provision of support on continuous basis	1. Provision of support on continuous basis 2. 10 District-wide workshops	25 priority municipalities supported on MiG implementation

Number of municipalities supported on the implementation of the Massification programme	New	14	Quarterly	1. Programme review. 2. Support municipalities with project scoping 3. Project approvals	1. Funding transferred 2. Business planning 3. Support project initiation	Monitor and support project implementation	14 priority municipalities supported through Massification programme
Number of shared services for infrastructure development	New	1 (pilot)	Quarterly	Planning	Municipal engagements	Municipal approval	Setup and implementation
Number of capacity building programmes implemented	New	2	Bi-annual	1. Conduct research 2. Programme scoping 3. Develop material	Research and development of material	Conduct capacity building workshops	Conduct capacity building workshops
Number of reports produced on infrastructure development and service delivery progress	New	2	Bi-annual	Data collection and collation	1. Data collection and collation 2. Bi-annual report	Data collection and collation	1. Data collection and collation 2. Bi-annual report
To monitor and evaluate municipal performance in respect of infrastructure development and delivery of basic services	New	1	Annual	-	Data collection and collation	1 Annual report	-
Number of reports on water quality and waste water in terms of blue and green drop assessments	New	30	Annual	-	Benchmark review / development	Data collection and collation	Report on evaluation of 30 municipalities
Number of municipalities evaluated against infrastructure benchmark	New	30					

## **SUB-PROGRAMME 3.5: DISASTER MANAGEMENT**

### **Progress Analysis: Disaster Management**

The Provincial Disaster Management Plan was developed. Input was sourced from municipalities and other stakeholders for incorporation into the plan.

The Provincial Disaster Management Centre (PDMC) was not established as set out due to delays beyond the control of the Department. Department of Public Works was addressed on the requirements for the refurbishment of the PDMC through the Departmental Auxiliary Services.

### **Analysis of constraints and measures planned to overcome them**

The Provincial Disaster Management Centres were not established due to delays in the appointment of the contractor by the Department of Public Works. In collaboration with the Department of Public Works, CoGTA will ensure fast-tracking of the process of appointing a service provider.

## SUB-PROGRAMME 3.5: DISASTER MANAGEMENT

**STRATEGIC OBJECTIVE:** Improve co-operative governance between Provincial and Local spheres for effective service delivery

OBJECTIVE STATEMENT	PERFORMANCE INDICATOR	OUTCOME 9 LINKAGE	BASELINE 09/10	AUDITED PERFORMANCE		ESTIMATED 12/13	ANNUAL TARGET 13/14	MEDIUM TERM TARGETS		
				10/11	11/12			14/15	15/16	16/17
Number of risk profile and trend analysis reports produced	New	-	-	-	-	-	1	1	1	1
Number of Provincial Contingency Plans developed (Winter, Summer, Events etc)	New	-	-	-	-	-	2	2	2	2
Number of Cabinet Sub-Committee meetings on Disaster Management facilitated for sector alignment	New	-	-	-	-	-	4	4	4	4
To co-ordinate and manage the development and effective functioning of provincial disaster management institutions	Output 7: Single window of coordination established	New	-	-	-	-	4	4	4	4
Number of Joint Operations Committee meetings activated in response to predicated risks and incidents occurred (ad hoc)	New	-	-	-	-	-	2	2	2	2
Number of District Disaster Management Advisory Forums supported for effective coordination of disaster management at municipal level	New	-	-	-	-	-	10 Districts + 1 Metro			

## SUB-PROGRAMME 3.5: DISASTER MANAGEMENT continued

**STRATEGIC OBJECTIVE:** Effective support to Local Government and Traditional Institutions for strengthened governance

OBJECTIVE STATEMENT	PERFORMANCE INDICATOR	OUTCOME 9 LINKAGE	BASELINE 09/10	PERFORMANCE 10/11	AUDITED PERFORMANCE 11/12	ESTIMATED 12/13	ANNUAL TARGET 13/14	MEDIUM TERM TARGETS		
								14/15	15/16	16/17
	Number of buildings (Nkondeni) refurbished into a suitable Provincial Disaster Management Centre	New	-	-	-	-	1	1	N/A	N/A
	Number of sector Department Disaster Risk Management plans facilitated	New	-	-	-	-	7	7	7	7
To develop and improve disaster management capacity of stakeholders in order to deal with disaster occurrences in the Province	Output7: Single Window of coordination established	11	-	-	-	-	10	10	10	10 Districts + 1 Metro
	Number of municipal Disaster Risk Management Plans supported for alignment with IDPs	New	-	-	-	-	3	3	3	10 Districts + 1 Metro
	Number of stakeholders Disaster Risk Management Plans facilitated for alignment with Provincial Plan	New	-	-	-	-	3	3	3	1 Metro
	Number of municipalities supported with grant funding for the district Disaster Management Centres	3	-	-	-	-	3	3	3	
	Number of municipalities provided with technical support for operationability of the district Disaster Management Centres (compliance; IGR structures & operations)	New	-	-	-	-	10	10	10	10 Districts + 1 Metro
	Number of structures activated to mainstream DRM (Trads, OSS, CDWs etc)	New	-	-	-	-	3	3	3	1 Metro

	New	-	-	-	10 Districts + 1 Metro				
Number of municipalities facilitated to establish and operate DRM volunteers (each district)	New	-	-	-	1	1	1	1	1
Number of Standard Operating procedures for weather intelligence and early warning systems developed	New	-	-	-	2	2	2	2	2
Number of disaster risk management public awareness campaigns conducted	New	-	-	-	12	12	12	12	12
Number of monthly incidents reports consolidated and processed	New	-	-	-	10 Districts + 1 Metro				
Number of municipalities supported with mobilisation of emergency relief measures	New	-	-	-	4	4	4	4	4
Number of quarterly disaster rehabilitation reports facilitated	New	-	-	-	1	1	1	1	1
Number of fire services capacity assessment reports compiled	1	-	-	-	31	-	30	30	30
Number of Fire fighters trained from needy municipalities	31	-	-	-	1	1	1	1	1
Number of Provincial Annual reports submitted to the NDMC	1	-	-	-	4	4	4	4	4
Number of quarterly National Disaster Management Advisory Forum meetings attended by the PDMC for alignment	4	-	-	-	-	9	9	9	9
Number of municipalities supported with LGTAS	New	-	-	-	-	-	-	-	-

STRATEGIC OBJECTIVE: Improve co-operative governance between Provincial and Local spheres for effective service delivery						QUARTERLY TARGETS			
OBJECTIVE STATEMENT	PERFORMANCE INDICATOR	BASELINE 09/10	ANNUAL TARGET 2013/2014	OUTCOME 9 LINKAGE	REPORTING PERIOD	1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>
	Number of risk profile and trend analysis reports produced	New	1		Quarterly	Template on risk profile and analysis workshoped and distributed to all relevant stakeholders	Consolidation of data received from stakeholders	Draft report on risk profile & trend analysis compiled	Final Report on risk profile and trend analysis produced
	Number of Provincial Contingency Plans developed (Winter, Summer, Events etc)	New	2		Quarterly	Winter Season contingency plan developed	-	Summer Season Community contingency plan developed	-
To co-ordinate and manage the development and effective functioning of provincial disaster management institutions	Number of Cabinet Sub-committee meetings on Disaster Management facilitated for sector alignment	New	4	Output 7: Single window of coordination established	Quarterly	1	1	1	1
	Number of Provincial Disaster Management Advisory Forum meetings held for sector co-ordination	New	4		Quarterly	1	1	1	1
	Number of Joint Operations Committee meetings activated in response to predicated risks and incidents occurred (ad hoc)	New	2		Quarterly	-	Winter Season JOC meeting held	-	Summer Season JOC meeting held
	Number of District Disaster Management Advisory Forums supported for effective coordination of disaster management at municipal level	New	11		Quarterly	10 Districts + 1 Metro	10 Districts + 1 Metro	10 Districts + 1 Metro	10 Districts + 1 Metro

## SUB-PROGRAMME 3.5: DISASTER MANAGEMENT continued

STRATEGIC OBJECTIVE: Effective support to Local Government and Traditional Institutions for strengthened governance						QUARTERLY TARGETS			
OBJECTIVE STATEMENT	PERFORMANCE INDICATOR	BASELINE 09/10	ANNUAL TARGET 2013/2014	OUTCOME 9 LINKAGE	REPORTING PERIOD	1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>
	Number of buildings (Mkondeni) refurbished into a suitable Provincial Disaster Management Centre	New	1		Quarterly	Monitor implementation of the project as per the signed MOA	Monitor implementation of the project as per the signed MOA	Monitor implementation of the project as per the signed MOA	Monitor implementation of the project as per the signed MOA
Number of sector Departmental Disaster Risk Management plans facilitated	Number of sector Departmental Disaster Risk Management plans facilitated	New	7		Quarterly	Guidelines developed and circulated	Progress reports compiled	Draft report on departments supported	Final report on departments supported
	Number of municipal Disaster Risk Management Plans supported for alignment with IDPs	New	11		Quarterly	Participate in the IDP Review sessions	Analysis report compiled and submitted	Compile report provided to district municipalities for alignment of DM Sector plans with municipal IDPs	-
	Number of stakeholders Disaster Risk Management Plans facilitated for alignment with Provincial Plan	New	3	Output 7: Single window of coordination established	Quarterly	Guidelines developed and circulated developed	Progress reports compiled	Draft report on stakeholders supported	Final report on stakeholders supported
	Number of municipalities supported with grant funding for the district Disaster Management Centres	3	3		Quarterly	Gazette submission prepared for approval	Approval letters disseminated to municipalities benefiting from grant funding	Transfers done	-
To co-ordinate and manage the development and effective functioning of provincial disaster management institutions.	Number of municipalities provided with technical support for operationability of the district Disaster Management Centres (compliance: IGR structures & operations)	New	11		Quarterly	Report on technical support provided	Report on technical support provided	Report on technical support provided	Report on technical support provided
	Number of structures activated to mainstream DRM (Trads, OSS, CDWs etc)	New	3		Quarterly	Logistics on workshops finalised	Report on workshops conducted finalised	-	Report on support provided by structures in mainstreaming DRM

	Number of municipalities facilitated to establish and operate DRM volunteers (each district)	New	11	Quarterly	Workshop 10 districts + 1 Metro on Volunteer Programme	Recruitment and training of volunteers in 10 Districts + 1 Metro	Draft report on support provided to 10 Districts + 1 metro on the Volunteer Programme compiled
	Number of Standard Operating procedures for weather intelligence and early warning systems developed	New	1	Quarterly	Draft Standard Operating Procedures presented to practitioners	SOP finalised and disseminated to all stakeholders	Monitor implementation of the SOP
	Number of disaster risk management public awareness campaigns conducted	New	2	Quarterly	Winter Season Campaign conducted	-	Monitor implementation of the SOP
	Number of monthly incidents reports consolidated and processed	New	12	Quarterly	3	3	Summer Season Campaign conducted
	Number of municipalities supported with mobilisation of emergency relief measures	New	11	Quarterly	10 Districts + 1 Metro	-	-
	Number of quarterly disaster rehabilitation reports facilitated	New	4	Quarterly	1	1	10 Districts + 1 Metro
	Number of fire services capacity assessment reports compiled	New	1	Quarterly	Audit conducted on municipal fire services	Critical needs assessment report compiled	Business Plan submitted to mobilise resources
	Number of Fire fighters trained from needy municipalities	New	30	Quarterly	Service Provider to conduct training appointed	30 People registered for fire-fighting training	Training conducted in terms of the Fire Brigade Services Act
	Number of Provincial Annual reports submitted to the NDMC	New	1	Annually	Annual report submitted to the NDMC	Sourcing of quarterly reports to inform the Annual report	30 People accredited in terms of the Fire Brigade Services Act
	Number of quarterly National Disaster Management Advisory Forum meetings attended by the PDMC for alignment	New	4	Quarterly	1	1	Sourcing of quarterly reports to inform the Annual report
	Number of municipalities supported on LGTAS	New	9	Quarterly	Quarterly report on support provided as per Municipalities' support plan	Quarterly report on support provided as per Municipalities' support plan	Quarterly report on support provided as per Municipalities' support plan

## SUB-PROGRAMME 3.6: IDP CO-ORDINATION

### Progress Analysis: IDP Co-Ordination

The Provincial IDP Management Support Plan was revised and adopted by municipalities and was further implemented to improve the IDP credibility.

The following municipalities were identified as the six lowest ranking IDPs in need of support: Umhlabuyalingana, Nongoma, Big 5 False Bay, Mtubatuba, Mthonjaneni and Mfolozzi. The support provided included developing the IDP in line with the COGTA IDP Format Guide and training of Councillors and senior officials on the IDP process to improve the quality of the IDPs.

IDP assessment week was held. Provincial Treasury, Human Settlements, Land Reform, Department of Economic Development, Agriculture & KZN COGTA were present for entire week. The report produced on the credibility framework reflects improved Departmental participation in credible IDPs's.

### STRATEGIC OBJECTIVE: Effective support to Local Government Institutions for effective integrated planning

OBJECTIVE STATEMENT	PERFORMANCE INDICATOR	OUTCOME 9 LINKAGE	BASELINE 09/10	AUDITED PERFORMANCE 10/11	ESTIMATED 11/12	ANNUAL TARGET 13/14	MEDIUM TERM TARGETS		
							14/15	15/16	16/17
To promote improved alignment through implementation of a Provincial IDP assessment framework and annual support and assessment plan in order to improve the credibility rating of 61 municipal IDPs and improved service delivery	Number of Provincial IDP Management and Support Plan adopted	1	1	1	1	1	1	1	1
	Number of municipal IDPs supported with capacity building initiatives	5	-	5	8	10	10	10	10
	Output 1: Implement a differentiated approach to municipal planning, financing and support								
	Number of Sector Departments supported with Integrated Development Planning capacity building initiatives	5	-	6	8	8	11	11	11
	Number of reports produced in respect of IDP Credibility Framework	1	-	1	1	1	1	1	1

STRATEGIC OBJECTIVE: Improve cooperative governance between Provincial and Local spheres for effective service delivery											
To build the development planning capacity of municipalities to facilitate improved municipal strategic planning, spatial planning and performance management through the establishment of 10 District Wide Development Planning Shared Services	Number of Districts supported to maintain planning capacity in the form of District Development Planning Shared Services	7	9	10	10	10	10	10	10	10	10
	Output 6: Improved financial and administrative capabilities in municipalities and traditional institutions										
	Number of District Growth and Development Plans supported										
	New	-	-	-	-	10	10	10	10	10	10
	Number of municipalities supported with LGTAS										
	Output 1: Implement a differentiated approach to municipal planning, financing and support										
	New	-	-	-	-	14	14	14	14	14	14

## SUB PROGRAMME 3.6: IDP CO-ORDINATION continued

STRATEGIC OBJECTIVE: Effective support to Local Government Institutions for effective integrated planning							QUARTERLY TARGETS			
OBJECTIVE STATEMENT	PERFORMANCE INDICATOR	BASELINE	ANNUAL TARGET 2013/2014	OUTCOME 9 LINKAGE	REPORTING PERIOD	1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>	
	Number of Provincial IDP Management and Support Plan adopted	1	1		Quarterly	Identification of Broad timelines	Draft Management Plan	1 plan adopted		
	Number of municipal IDPs supported with capacity building initiatives								Five low capacity municipal IDPs supported with capacity building initiatives including application of segmentation model	
To promote improved alignment through implementation of a Provincial IDP assessment framework and annual support and assessment plan in order to improve the credibility rating of 61 municipal IDPs and improved service delivery					Quarterly	Assessment of draft IDPs One Feedback Report	-	Special support intervention undertaken in 5 municipalities		
		5	10	Output 1: Implement a differentiated approach to municipal planning, financing and support			61 Municipalities supported with IDPs that are in accordance with developmental outcomes		Five Municipal Sessions on Provincial and National Development Outcomes	
	Number of Sector Departments supported with Integrated Development Planning capacity building initiatives				Quarterly			Identification of priority departments	Four Sector Departments supported with Integrated Development Planning capacity building initiatives	
	Number of reports produced in respect of IDP Credibility Framework	1	1					MEC Panel Assembled	One report produced in respect of IDP Credibility Framework	

## SUB PROGRAMME 3.6: IDP CO-ORDINATION continued

**STRATEGIC OBJECTIVE:** Improve cooperative governance between Provincial and Local spheres for effective service delivery.

OBJECTIVE STATEMENT	PERFORMANCE INDICATOR	BASELINE	ANNUAL TARGET 2013/2014	OUTCOME 9 LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS		
						1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>
To build the development planning capacity of municipalities to facilitate improved municipal strategic planning, spatial planning and performance management through the establishment of 10 District Wide Development Planning Shared Services	Number of Districts supported to maintain planning capacity in the form of District Development Planning Shared Services (DPSS)	7	10	Output 6: Improved financial and administrative capabilities in municipalities and traditional institutions	Quarterly	10 quarterly reports on the state of DPSS	10 quarterly reports on the state of DPSS	10 quarterly reports on the state of DPSS
	Number of District Growth and Development Summits supported	New	10		Quarterly	10 quarterly reports on the state of DGD Plans	10 quarterly reports on the state of DGD Plans	10 quarterly reports on the state of DGD Plans
	Number of municipalities supported on LGTAS	New	14		Quarterly	Quarterly report on support provided as per Municipalities' support plan	Quarterly report on support provided as per Municipalities' support plan	Quarterly report on support provided as per Municipalities' support plan

## OVERVIEW OF THE 2012/2013 BUDGET AND MTEF ESTIMATES FOR PROGRAMME 3

**Table 11.22:** Summary of payments and estimates by programme

R 000,	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
	2009/10	2010/11	2011/12				2012/13	2013/14	2014/15
Spatial Planning	10 544	18 445	20 665	39 137	26 406	29 254	39 649	40 391	42 149
Land Use Management	13 623	15 740	14 267	21 580	20 963	16 841	23 903	23 816	24 080
Local Economic Development	236 913	252 564	244 788	284 946	327 678	284 591	303 675	316 978	332 376
Municipal Infrastructure	214 436	130 060	118 371	145 266	159 738	131 173	147 587	155 591	162 658
Disaster Management	22 336	47 802	40 081	51 443	81 806	67 947	47 664	38 481	40 250
IDP Co-ordination	15 032	10 756	13 022	24 069	17 226	21 011	21 125	23 913	22 524
PPDC	5 599	1 413	-	-	-	-	-	-	-
<b>Total</b>	<b>518 483</b>	<b>476 780</b>	<b>451 194</b>	<b>566 441</b>	<b>633 817</b>	<b>550 817</b>	<b>583 603</b>	<b>599 170</b>	<b>624 037</b>

**Table 11.21: Summary of payments and estimates by economic classification - Programme 3: Development and Planning**

R 000,	Audited Outcome		Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates
	2009/10	2010/11	2011/12			
<b>Current payments</b>						
102 862	122 583	134 790	174 956	170 941	173 697	192 665
Compensation of employees	75 985	86 476	102 203	118 828	122 970	120 348
Goods and services	26 877	36 107	32 587	56 128	47 971	53 349
Interest and rent on land	-	-	-	-	-	-
<b>Transfers and subsidies to:</b>						
Provinces and municipalities	68 904	60 599	31 348	750	5 216	4 216
Departmental agencies and accounts	68 408	60 143	30 920	-	3 260	2 260
Universities and technikons	-	-	-	-	-	-
Foreign governments and international organisations	-	-	-	-	-	-
Public corporations and private enterprises	-	-	-	-	158	158
Non-profit institutions	-	-	-	-	-	-
Households	32	510	-	-	-	-
<b>Payments for capital assets</b>	<b>2 362</b>	<b>888</b>	<b>1 871</b>	<b>6 285</b>	<b>16 348</b>	<b>13 564</b>
Buildings and other fixed structures	-	392	475	5 250	12 250	8 268
Machinery and equipment	2 362	496	1 396	1 035	4 098	5 296
Heritage assets	-	-	-	-	-	-
Specialised military assets	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-
Land and sub-soil assets	-	-	-	-	-	-
Software and other intangible assets	-	-	-	-	-	-
<b>Payments for financial assets</b>	<b>28</b>	<b>105</b>	-	-	-	-
<b>Total</b>	<b>518 483</b>	<b>476 780</b>	<b>451 194</b>	<b>566 441</b>	<b>633 817</b>	<b>550 817</b>
					<b>583 603</b>	<b>599 170</b>
						<b>624 037</b>

## PROGRAMME FOUR: TRADITIONAL INSTITUTIONAL MANAGEMENT

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, Traditional Development Facilitation and Traditional Land Administration

### MONITORING OF CONDITIONAL GRANTS

Due to more than half of the Departments budget being transferred and the Auditor-General raising the lack of monitoring systems as a recurring finding, the Department will report on the conditional grants transferred per programme on a template designed by Ma and E unit.

OBJECTIVE:		Improved management and accountability of financial, physical and human resources and systems for the Department and Ministry							
OBJECTIVE STATEMENT	PERFORMANCE INDICATOR	OUTCOME 9 LINKAGE	BASELINE 09/10	AUDITED PERFORMANCE		ESTIMATED 12/13	ANNUAL TARGET 13/14	MEDIUM TERM TARGETS	
				10/11	11/12			14/15	15/16
To provide a client orientated, economical, efficient and effective support service to the MEC and the Department	Number of reports produced on conditional grants transferred to municipalities	Output 8: To strengthen the capacity and capability of the Department to deliver on its mandate	-	New	-	-	12	12	12

STRATEGIC OBJECTIVE :	Improved management and accountability of financial, physical and human resources and systems for the Department and Ministry								
	OBJECTIVE STATEMENT	PERFORMANCE INDICATOR	ANNUAL TARGET 2013/2014	OUTCOME 9 LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
						1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>
To provide a client orientated, economical, efficient and effective support service to the MEC and the Department	Number of reports produced on conditional grants transferred to municipalities	12	Output 8: To strengthen the capacity and capability of the Department to deliver on its mandate (from CoG APP)	Quarterly	3 Reports	3 Reports	3 Reports	3 Reports	

## SUB PROGRAMME 4.1: TRADITIONAL INSTITUTIONAL ADMINISTRATION (TRADITIONAL GOVERNANCE AND FINANCE)

### Progress Analysis: Traditional Institutional Administration

To capacitate our Traditional Councils, a capacity building programme was developed for Traditional Council Secretaries. To date, 30 Amakhosi were enrolled for the leadership programme. It is pleasing to note that thus far, 21 Amakhosi graduated in the 2012-2013 financial year.

Terms of reference have been reviewed for the panels of experts whom shall assist the Department in resolving disputes.

The Department successfully managed the elections of traditional council. This enabled the smooth transition of Traditional Councils and their formalisation as per the KwaZulu-Natal Traditional Leadership and Governance Act of 2005. An induction manual was developed to ensure that the new Traditional Council members are aware of their roles and functions.

To ensure the safekeeping of Departmental records, the Department developed an UBukhosi database. The database will be periodically maintained as it contains information on existing and former Amakhosi of the Province.

### Analysis of constraints and measures planned to overcome them

Due to National process delays, challenges were experienced with the drafting of the Parliamentary Bill and this prompted the Province to draft its own law.

STRATEGIC OBJECTIVE: Effective support to Local Government and Traditional Institutions for strengthened governance	OBJECTIVE STATEMENT	PERFORMANCE INDICATOR	OUTCOME 9 LINKAGE	BASELINE 09/10	10/11	11/12	AUDITED PERFORMANCE	ESTIMATED 12/13	ANNUAL TARGET 13/14	MEDIUM TERM TARGETS		
										14/15	15/16	16/17
To implement financial management tools aimed at improving financial management of 300 traditional institutions	Number of Traditional Administrative Centres with updated Movable Asset Registers	257	257	257	257	267	257	257	257	257	257	257
To implement Financial Practice Notes in traditional institutions.	Number of consolidated Financial Statement for Traditional Councils	New	New	0	1	1	1	1	1	1	1	1
To enhance traditional institutional governance by supporting traditional institutions in the application of appropriate legislation, policies and frameworks	Number of Traditional Councils supported to implement the financial management practice notes	New	33	99	267	267	267	267	267	267	267	267
Number of dispute resolution and conflict management frameworks implemented	Number of Governance Manuals implemented	New	0	0	-	1	1	1	1	1	1	1
Number of Amakhosi recognised	Number of Amakhosi installed	4	6	6	6	6	7	7	7	7	7	7
Number of dispute resolution and conflict management frameworks implemented	Framework Developed	New	New	10	10	10	10	10	10	10	10	10

## SUB PROGRAMME 4.1: TRADITIONAL INSTITUTIONAL ADMINISTRATION (TRADITIONAL GOVERNANCE AND FINANCE) continued

OBJECTIVE STATEMENT	PERFORMANCE INDICATOR	BASELINE	ANNUAL TARGET 2013/2014	OUTCOME 9 LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS		
						1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>
To implement financial management tools aimed at improving financial management of 300 traditional institutions	Number of Traditional Administrative Centres with updated Movable Asset Registers	257	257		Quarterly	25	85	90
	Number of consolidated Financial Statement for Traditional Councils	New	1		Quarterly	Consolidated financial statement produced and submitted to Treasury for the 12/13 FY	-	Consolidated half yearly financial statement produced and submitted to Treasury for 13/14
To implement Practice Notes & Policy on collection of taxes and levies to enhance financial accountability in traditional institutions.	Number of Traditional Councils supported to implement the financial management practice notes	New	267	Output 6: Improved financial and administrative capabilities in municipalities and traditional institutions	Quarterly	25	85	100
	Number of Governance Manuals implemented	New	1		Quarterly	Report on implementation Rolled out in 20	Quarterly report on implementation Rolled out in 20	Quarterly report on implementation Rolled out in 20
To enhance traditional institutional governance by supporting traditional institutions in the application of appropriate legislation, policies and frameworks	Number of Amakhosi installed	6	7		Quarterly	2	2	1
	Number of Amakhosi recognised	New	10		Quarterly	2	3	3
	Number of dispute resolution and conflict management frameworks implemented	New	1		Quarterly	Report on implementation in line with the framework	Quarterly report on implementation in line with the framework	Quarterly report on implementation in line with the framework

## SUB-PROGRAMME 4.2: TRADITIONAL RESOURCE ADMINISTRATION (TRADITIONAL INSTITUTIONAL SUPPORT)

### Progress Analysis: Traditional Resource Administration

In the 2012/2013 financial year, emphasis was placed in the preparation of a Consolidated GRAP compliant Asset Register for Annual Financial Statements and the Department managed to prepare 6 GRAP compliant assets registers. 263 Traditional Councils were supported on the compilation of asset registers as well as the maintenance of asset inventories. About 120 Traditional Councils received support on the implementation of financial Practice Notes, however, it is recommended that support be provided to all Traditional Councils as they are all required to implement Practice Notes. In 2013/14 financial year, the Department will provide ongoing support to Traditional Councils with the implementation of Practice Notes and Asset Registers as this will ensure that Traditional Councils are fully compliant with the PFMA regulations.

A Capacity Development Plan was developed and implemented. A total number of 100 Traditional Council Secretaries were workshopped on the Plan whilst 30 Amakhosi enrolled for the leadership programme in the year 2012 and 21 of the 30 Amakhosi have graduated.

### Analysis of constraints and measures planned to overcome them

Continuous support is being provided to Traditional Councils as the conditions of assets were noted to be poor and this resulted in an inflated assets listing. However, the unutilised assets will be written off and donated to non-profit organisations or institutions i.e.: churches, schools and management to adopt a systematic approach when purchasing new assets for Traditional Councils.

OBJECTIVE STATEMENT	PERFORMANCE INDICATOR	OUTCOME 9 LINKAGE	BASELINE 09/10	AUDITED PERFORMANCE		ESTIMATED 12/13	ANNUAL TARGET 13/14	MEDIUM TERM TARGETS		
				10/11	11/12			14/15	15/16	16/17
To develop and implement a skills capacity building programme for 300 traditional institutions	Number of Capacity Building Programmes implemented for Amakhosi	Output 6: Improved financial and administrative capabilities in municipalities and traditional institutions	New	0	1	1	1	1	1	1
	Number of Capacity Building programmes implemented for PH and LH		New	New	11	11 LH and 1 PH	1	1	1	1
	Number of Capacity Building programmes implemented for TCs		New	New	-	-	1	1	1	1
	Number of research initiatives undertaken for the establishment of a traditional learning institution		New	New	-	-	1	1	1	1
To enhance functionality of Provincial, Local houses and Traditional councils (TC)	Number of Imizi Yezizwe constructed		New	4	8	5	5	5	5	5
To ensure habitability of TACs through construction and rehabilitation	Number of Traditional Administrative Centres refurbished and maintained		42	0	42	22	20	20	20	20

## SUB-PROGRAMME 4.2: TRADITIONAL RESOURCE ADMINISTRATION (TRADITIONAL INSTITUTIONAL SUPPORT) continued

STRATEGIC OBJECTIVE: Effective support to Traditional Institutions for strengthened governance										
OBJECTIVE STATEMENT	PERFORMANCE INDICATOR	BASELINE	ANNUAL TARGET 2013/2014	OUTCOME 9 LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS				
						1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>	
To develop and implement a skills capacity building programme for 300 traditional institutions Facilitate the provision of infrastructural support to the Traditional institutions	Number of Capacity Building Programmes implemented for Amakhosi	1	1	Output 6: Improved financial and administrative capabilities in municipalities and traditional institutions	Quarterly	Consultation with Amakhosi on programme	Identify programmes (AET, Secondary, Higher Education) and enter into an agreement with an institution	Confirm Amakhosi in identified programme	-	
	Number of Capacity Building programmes implemented for PH and LH	New	1		Quarterly	2 workshops held	4 workshops held	4 workshops held	2 workshops held	
	Number of Capacity Building programmes implemented for TCS	New	1		Quarterly	Identify programme and enter into agreement with Service Provider	1 workshop held	1 workshop held	1 workshop held	
	Number of research initiatives undertaken for the establishment of a traditional learning institution	New	1		Quarterly	Research proposal agreement between Traditional Affairs and Policy & Research unit	Consult with relevant Stakeholders on identified issues	Draft concept paper prepared	Final concept document	
To enhance functionality of Provincial, Local houses and Traditional councils (TC)	Number of Imizi Yezizwe constructed	New	5		Quarterly	Signed MOU reviewed and confirmed	5 Imizi Yezizwe at foundation level	5 Imizi Yezizwe at wall level	5 Imizi Yezizwe completed	
To ensure habitability of TACs through construction and rehabilitation	Number of Traditional Administrative Centres refurbished and maintained	42	20		Quarterly	Verification reports of refurbishments	Refurbishment of 5 TACs	Refurbishment of 10 TACs	Refurbishment of 10 TACs	

## SUB-PROGRAMME 4.3: RURAL DEVELOPMENT FACILITATION

### **Progress Analysis: Rural Development Facilitation**

Rural Development Facilitation is a new Programme within the Department. During the financial year 2012/2013 the Framework/Guidelines and 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. Within the context of the said Documents prioritised municipalities and the Provincial and Local Houses, are ready for the implementation of the Act. As a new programme in the Departmental structure, Rural Development Facilitation is making steady progress in terms of facilitating the functionality of the Institution of Traditional Leadership viz the promotion and/or support of development initiatives and as well as social cohesion and moral regeneration in traditional communities.

### **Analysis of constraints and measures planned to overcome them**

The implementation of Section 81 was characterised by a number of challenges including logistical arrangements for the participation of Amakhosi in municipal councils. The implementation of Framework/Guidelines and Regulations will be closely monitored by the Department to militate against any challenges. Critical positions could not be filled following the need for structural re-alignment. The Department is in the process of re-aligning its HR structure.

### **STRATEGIC OBJECTIVE: Improve participation of traditional institutions in government systems**

OBJECTIVE STATEMENT	PERFORMANCE INDICATOR	OUTCOME 9 LINKAGE	BASELINE 09/10	AUDITED PERFORMANCE		ESTIMATED 12/13	ANNUAL TARGET 13/14	MEDIUM TERM TARGETS		
				10/11	11/12			14/15	15/16	16/17
Formalise and strengthen synergistic partnerships in 11 District Houses within the province	Number of municipalities with Amakhosi participating in terms of Section 81 of Municipal Structures Act 1998	Output 5: Deepen democracy through a refined Ward Committee model	New	-	-	20	41	61	61	61

STRATEGIC OBJECTIVE: Improve co-operative governance between Provincial and Local spheres for effective service delivery	OBJECTIVE STATEMENT	PERFORMANCE INDICATOR	OUTCOME 9 LINKAGE	BASELINE 09/10	AUDITED PERFORMANCE	ESTIMATED 12/13	ANNUAL TARGET 13/14	MEDIUM TERM TARGETS		
								14/15	15/16	16/17
To support rural development in KwaZulu-Natal in line with the national Comprehensive Rural Development Programme and the Provincial Integrated Rural Development Strategy	Number of development initiatives supported in traditional communities	Output 2: Improving Access to Basic Services	New	10/11	11/012	-	-	3	15	20
	Number of PHs and LHs supported to promote Social Cohesion		New			-	-	12 (1 PH and 11 LH)	12 (1 PH and 11 LH)	12 (1 PH and 11 LH)

## SUB-PROGRAMME 4.3: RURAL DEVELOPMENT FACILITATION continued

### STRATEGIC OBJECTIVE: Improve participation of traditional institutions in government systems

OBJECTIVE STATEMENT	PERFORMANCE INDICATOR	BASELINE	ANNUAL TARGET 2013/2014	OUTCOME 9 LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
						1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>
Formalise and strengthen synergistic partnerships in 11 District Houses within the province	Number of municipalities in which Amakhosi participate in terms of Section 81 of Municipal Structures Act 1998	New	41	Output 5: Deepen democracy through a refined Ward Committee model	Quarterly	5	15	15	6

### STRATEGIC OBJECTIVE: Improve co-operative governance between Provincial and Local spheres for effective service delivery

OBJECTIVE STATEMENT	PERFORMANCE INDICATOR	BASELINE	ANNUAL TARGET 2013/2014	OUTCOME 9 LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
						1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>
To support rural development in KwaZulu-Natal in line with the national Comprehensive Rural Development Programme and the Provincial Integrated Rural Development Strategy	Number of development initiatives supported in traditional communities	New	3	Annually	Annually	Consultation and project scoping	Develop a Business support plan for each project	1 Development Initiative supported	2 Development Initiative supported
				Output 2: Improving Access to Basic Services		Status quo report on social cohesion (Research, identify topics, consultation with stakeholders)	4 Conversations on social cohesion	4 Conversations on social cohesion	4 Conversations on social cohesion

## SUB PROGRAMME 4.4: TRADITIONAL LAND ADMINISTRATION

### Progress Analysis: Traditional Council Land Administration

In conjunction with the Ingonyama Trust Board (ITB), the Department processed and demarcated residential, commercial and institutional land rights applications for various developments in communal land.

Support was provided to 260 Traditional Councils with their alignment of land allocation processes to Land Use Management Systems (LUMS) with 248 supported with the establishment and maintenance of their land database.

The Department also managed to resolve 68 land boundary disputes in the 2012/2013 financial year.

STRATEGIC OBJECTIVE: Effective support to Local Government and Traditional Institutions for strengthened governance						
OBJECTIVE STATEMENT	PERFORMANCE INDICATOR	OUTCOME 9 LINKAGE	BASELINE 09/10	AUDITED PERFORMANCE 10/11	ESTIMATED 12/13	ANNUAL TARGET 13/14
						14/15
To develop and implement a land utilisation capacity building programme for Traditional Councils	Number of Capacity Building Programmes undertaken to support TCs with Land Allocation processes	Output 6: Improved financial and administrative capabilities in municipalities and traditional institutions	New	-	-	1
	Number of Izizwe supported with alignment of land allocation processes to Municipal LUMs	194	250	251	263	286
	Number of land rights applications processed	Output 2: Improved access to basic services and economic opportunities	1 600	1 600	2 000	2 960
To develop and maintain a database of uBukhos and izinduna in terms of Provincial Directives	Number of Izizwe with Izigodi surveyed	16	54	44	56	40
	Number of Izizwe covered in the collection of land utilisation information towards the development of a database	101	101	232	250	280
						296
						296

## SUB PROGRAMME 4.4: TRADITIONAL LAND ADMINISTRATION continued

STRATEGIC OBJECTIVE: Effective support to Local Government and Traditional Institutions for strengthened governance

OBJECTIVE STATEMENT	PERFORMANCE INDICATOR	BASELINE	ANNUAL TARGET 2013/2014	OUTCOME 9 LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
						1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>
To develop and implement a land utilisation capacity building programme for Traditional Councils	Number of Capacity Building Programmes undertaken to support TCS with Land Allocation processes	New	-	Output 6: Improved financial and administrative capabilities in municipalities and traditional institutions	Quarterly	3 workshops held	-	-	-
	Number of Izizwe supported with alignment of land allocation processes to Municipal LUMs	194	286		Quarterly	71	71	71	73
	Number of land rights applications processed	1600	2 000	Output 2: Improved access to basic services and economic opportunities	Quarterly	500	500	500	500
To develop and maintain a database of uBukhos and Izinduna in terms of Provincial Directives	Number of Izizwe with Izigodi surveyed	16	40		Quarterly	10	10	10	10
	Number of Izizwe covered in the collection of land utilisation information towards the development of a database	101	280		Quarterly	70	70	70	70

## OVERVIEW OF THE 2012/2013 BUDGET AND MTEF ESTIMATES FOR PROGRAMME 4

Table 11.24: Summary of payments and estimates by programme

R 000,	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates
	2009/10	2010/11	2011/12				
Traditional Institutional Administration	85 898	86 532	129 974	96 849	119 040	114 934	94 326
Traditional Resource Administration	43 674	45 702	56 308	76 476	65 979	76 476	89 082
Rural Development Facilitation	16 119	14 121	36 636	40 245	17 149	25 024	23 829
Traditional Land Administration	10 790	13 179	16 222	21 151	17 579	18 769	20 840
<b>Total</b>	<b>156 481</b>	<b>159 534</b>	<b>239 140</b>	<b>234 721</b>	<b>219 747</b>	<b>235 203</b>	<b>228 077</b>
						<b>244 310</b>	<b>252 882</b>

Table 11.25: Summary of payments and estimates by economic classification - Programme 4: Traditional Institutional Management

R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates
	2009/10	2010/11	2011/12				
<b>Current payments</b>	<b>154 286</b>	<b>146 465</b>	<b>206 286</b>	<b>201 429</b>	<b>200 868</b>	<b>205 591</b>	<b>207 307</b>
Compensation of employees	85 186	90 496	105 929	125 446	126 243	129 571	130 354
Goods and services	69 100	55 969	100 357	75 983	74 625	76 020	76 953
Interest and rent on land	-	-	-	-	-	-	-
<b>Transfers and subsidies to:</b>	<b>1 104</b>	<b>782</b>	<b>5 674</b>	<b>5 284</b>	<b>1 824</b>	<b>1 994</b>	<b>360</b>
Provinces and municipalities	-	-	5 250	4 900	-	-	-
Departmental agencies and accounts	-	-	-	-	-	-	-
Universities and technikons	-	-	-	-	-	-	-
Foreign governments and international organisations	-	-	-	-	-	-	-
Public corporations and private enterprises	-	-	-	-	-	100	-
Non-profit institutions	-	-	-	-	100	-	-
Households	1 104	782	424	384	1 724	1 894	360
<b>Payments for capital assets</b>	<b>886</b>	<b>12 241</b>	<b>27 114</b>	<b>28 008</b>	<b>17 055</b>	<b>27 618</b>	<b>20 410</b>
Buildings and other fixed structures	-	11 593	22 150	21 698	7 830	17 699	15 000
Machinery and equipment	886	648	4 964	6 310	5 106	5 800	5 410
Heritage assets	-	-	-	-	-	-	-
Specialised military assets	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-
Land and sub-soil assets	-	-	-	-	-	-	-
Software and other intangible assets	-	-	-	-	4 119	4 119	-
<b>Payments for financial assets</b>	<b>205</b>	<b>46</b>	<b>66</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<b>156 481</b>	<b>159 534</b>	<b>239 140</b>	<b>234 721</b>	<b>219 747</b>	<b>235 203</b>	<b>228 077</b>
						<b>244 310</b>	<b>252 882</b>

## ANNEXURE A: TECHNICAL INDICATOR DESCRIPTIONS

PROGRAMME (Sub- Programme)	PERFORMANCE INDICATOR	DEFINITION	PURPOSE/ IMPORTANCE	SOURCE/ COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATIONS	TYPE OF KPI	CALCULATION TYPE	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
1. Administration	Number of Districts and Metros supported on OSS	Support 10 Districts and 1 Metro on Operation Sukuma Sakhe	Support 10 Districts and 1 Metro on the implementation of Operation Sukuma Sakhe	documentary (reports/ spreadsheets etc)	Count the Number of Districts and Metros supported on Operation Sukuma Sakhe	Nil	Output	Non Cumulative	Monthly	New	10 Districts and 1 Metro	Head of Department
1. Administration 1.2. Corporate Services	Number of Human Resource Plans reviewed	The HR plan seeks to build on the existing strengths of the workforce, and to enhance the development of a highly professional and expert workforce for the future.	Provision of services to enable line functions to concentrate on their specific functionalities and support them in their responsibilities with regards to corporate services functions	documentary (reports/ spreadsheets etc)	Count the number of HR plans reviewed at the end of the financial year	Nil	Output	Non Cumulative	Monthly	No	1 HR Plan	General Manager: Human Resource Management
1. Administration 1.2. Corporate Services	Number of Government-Wide Enterprise Architect developed	Project Portfolio Office procured and implemented within Special Initiatives Business Unit	Aligning the IT Strategy to the department's strategic objectives will enable the ICT unit to support the business with the right amount of capacity, solutions and IT support at the right time.	documentary (reports/ spreadsheets etc)	Count the number of Master Systems Plans reviewed and implemented annually	Nil	Output	Non Cumulative	Monthly	No	1	Information Communication and Technology
1. Administration 1.3. Financial Management	Number of programmes provided with financial services support	On a monthly basis, a 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 application of public funds and the results of implementing programmes on communities.	documentary (reports/ spreadsheets etc)	Count the number of programmes achieving 2% variance in terms of financial expenditures	Nil	Output	Non Cumulative	Monthly	No	4	Manager Financial Management
1. Administration 1.3. Financial Management	% compliance of AFS submissions by 31 May in terms of Section 40(1)(b) and (c) of the PFMA											

PROGRAMME (Sub-Programme)	PERFORMANCE INDICATOR	DEFINITION	PURPOSE/ IMPORTANCE	SOURCE/ COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATIONS	TYPE OF KPI	CALCULATION TYPE	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
1. Administration 1.3. Financial Management	Number of Budget Submissions Compiled in terms of the EPRE											
1. Administration 1.3. Financial Management	Number of Legislative Financial Reports compiled											
1. Administration 1.3. Financial Management	Number of SCM Plans reviewed											
1. Administration 1.3. Financial Management	Number of SCM compliance reports compiled											
1. Administration 1.2. Corporate Services	Number of Programmes supported with fleet management services											
1. Administration 1.2. Corporate Services	Number of Programmes supported with office services											
1. Administration 1.4. Internal Control	Number of audits implemented per Operational Plan											
1. Administration 1.4. Internal Control	Number of Quarterly Risk Management Reports											

PROGRAMME (Sub- Programme)	PERFORMANCE INDICATOR	DEFINITION	PURPOSE/ IMPORTANCE	SOURCE/ COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATIONS	TYPE OF KPI	CALCULATION TYPE	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
	Number of Quarterly AG Action Plan Reports											Manager Internal Control
1. Administration 1.5 Monitoring and Evaluation	Number of Annual Performance Reports developed and approved	To provide input to the Annual Report regarding performance information of the Department	There is an increased demand for performance information by Government to review and improve service delivery strategy and implementation of plans.	documentary (reports/ spreadsheets etc)	Count the number of Departmental Annual Performance Reports developed and approved	Nil	Output	Non Cumulative	Annually	No	1	Manager Monitoring & Evaluation
1. Administration 1.5 Monitoring and Evaluation	Number of Quarterly Reports produced in line with the M & E Framework	To produce quarterly reports measuring the performance of Business units within the Department	There is an increased demand for performance information by Government to review and improve service delivery strategy and implementation of plans.	documentary (reports/ spreadsheets etc)	Count the number of Quarterly Reports produced in line with the M & E Framework	Nil	Output	Non Cumulative	Quarterly	No	4	Manager Monitoring & Evaluation
1. Administration 1.5 Monitoring and Evaluation	Number of M & E policies approved	To prepare a M and E policy for 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 policies developed and approved	Nil	Output	Non Cumulative	Annually	No	1	Manager Monitoring & Evaluation
1. Administration 1.5 Monitoring and Evaluation	Number of Departmental Annual Performance Plans prepared in line with Treasury requirements	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.		Count the number of Departmental Annual Performance Plans developed and approved	Nil	Output	Non Cumulative	Annually	No	1	Manager Monitoring & Evaluation

PROGRAMME (Sub- Programme)	PERFORMANCE INDICATOR	DEFINITION	PURPOSE/ IMPORTANCE	SOURCE/ COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATIONS	TYPE OF KPI	CALCULATION TYPE	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
1. Administration 1.6 Policy and Research	Number of policies reviewed	To review the research policy of the Department	Provision of services to enable line functionaries to concentrate on their specific functionalities and support them in their responsibilities with regards to corporate services functions.	documentary (reports/ spreadsheets etc)	Count the number of policies reviewed	Nil	Output	Non Cumulative	Quarterly	New	1	Manager Policy and Research
1. Administration 1.6 Policy and Research	Number of research projects packaged and initiated	To package and implement Research projects within the Department	See above	documentary (reports/ spreadsheets etc)	Count the number of research projects packaged and implemented	Nil	Output	Non Cumulative	Quarterly	New	2	Manager Policy and Research
1. Administration 1.6 Policy and Research	Number of library surveys conducted	To conduct Library surveys with the Department	See above	documentary (reports/ spreadsheets etc)	Count the number of Library Surveys conducted	Nil	Output	Non Cumulative	Annually	New	1	Manager Policy and Research
1. Administration 1.6 Policy and Research	Number of electronic Library services installed	To install an electronic library service within the department.	See above	documentary (reports/ spreadsheets etc)	Count the number of Electronic Library services installed	Nil	Output	Non Cumulative	Annually	New	1	Manager Policy and Research

PROGRAMME (Sub- Programme)	PERFORMANCE INDICATOR	DEFINITION	PURPOSE/ IMPORTANCE	SOURCE/ COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATIONS	TYPE OF KPI	CALCULATION TYPE	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
			In terms of s.21 of the Municipal Demarcation Act the Municipal Demarcation Board (the Board) must determine municipal boundaries and in accordance with s. 22 can do this on its own initiative or on request by the	In terms of the current constitutional and legal framework the next local government elections are scheduled to be held in 2016, following the National and Provincial elections in 2014, which requires all changes to municipal boundaries being finalised at the beginning of 2013, prior to the National and Provincial elections, to ensure that the national voters roll can be segmented according to confirmed and final municipal boundaries.	Count the number of municipalities supported	Nil	Output	Non Cumulative	Quarterly	No	1	Manager Municipal Governance & Administration

PROGRAMME (Sub- Programme)	PERFORMANCE INDICATOR	DEFINITION	PURPOSE/ IMPORTANCE	SOURCE/ COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATIONS	TYPE OF KPI	CALCULATION TYPE	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
2. Local Governance 2.1. Municipal Administration	Number of municipalities supported on LGTAS	To produce council adopted action plans per MTAS priority	The provision of municipal support to municipal structures will improve governance. With diminishing skills and high staff turn-over in most municipalities, the department will provide a range of support programmes which promote the transfer of skills to municipalities and assist municipalities.	Count the number of council adopted action plans	Nil	Output	Non Cumulative	Quarterly	No	36	Manager Municipal Governance & Administration	
2. Local Governance 2.1. Municipal Administration	Number of district municipalities supported to implement appropriate frameworks, policies and guidelines	Deploy skilled professionals to enhance municipal governance in municipalities	The provision of municipal support to municipal structures will improve governance. With diminishing skills and high staff turn-over in most municipalities, the department will provide a range of support programmes which promote the transfer of skills to municipalities and assist municipalities.	Count the number of local administrative and governance experts deployed	Nil	Output	Non Cumulative	Quarterly	No	7	Manager Municipal Governance & Administration	
2. Local Governance 2.1. Municipal Administration	Number of programmes supported on the strengthening of local government legislation											
2. Local Governance 2.1. Municipal Administration	Number of municipalities supported to in terms of legal competency											

PROGRAMME (Sub- Programme)	PERFORMANCE INDICATOR	DEFINITION	PURPOSE/ IMPORTANCE	SOURCE/ COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATIONS	TYPE OF KPI	CALCULATION TYPE	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
2. Local Governance 2.1. Municipal Administration	Number of procedural and policy frameworks developed to implement formal interventions		The provision of municipal support to municipal structures will improve governance. With diminishing skills and high staff turn-over in most municipalities, the department will provide a range of support programmes which promote the transfer of skills to municipalities and assist municipalities.	Count the number of municipalities supported in respect of implementation of municipal Admin policies, plans and frameworks (skills plans)	documentary (reports/ spreadsheets etc.)	Nil	Output	Non Cumulative	Quarterly	No	7	Manager Municipal Governance & Administration
2. Local Governance 2.1. Municipal Administration	Number of municipalities supported to implement Admin policies, plans and frameworks		Support municipalities in the implementation of municipal Gov and Admin policies, plans and frameworks	Count the number of municipalities supported in respect of implementation of municipal Admin policies, plans and frameworks (skills plans)	documentary (reports/ spreadsheets etc.)	Nil	Output	Non Cumulative	Quarterly	No	4	Manager Municipal Governance & Administration
2. Local Governance 2.1. Municipal Administration	Number of municipalities supported with functional District Inter Governmental Relation structures and systems		To improve intergovernmental relations and inter-municipal co-operation	Count the number of municipalities supported with functional District Inter Governmental Relation structures and systems	documentary (reports/ spreadsheets etc.)	Nil	Output	Non Cumulative	Quarterly	No	4	Manager Municipal Governance & Administration
2. Local Governance 2.1. Municipal Administration	Number of platforms established for inter-municipal cooperation (National Conference on IMC, LG Summit, Munimec, Councillor Learning Network, International municipal relations)		To improve intergovernmental relations and inter-municipal co-operation	Support municipalities with functional District Inter Governmental Relation structures and systems								

PROGRAMME (Sub- Programme)	PERFORMANCE INDICATOR	DEFINITION	PURPOSE/ IMPORTANCE	SOURCE/ COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATIONS	TYPE OF KPI	CALCULATION TYPE	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
2. Local Governance 2.1. Municipal Administration	Number of municipalities supported with functional oversight structures.	Support municipalities with the establishment of Portfolio committees, MPACs and the implementation of standardised reporting	To enhance the oversight role of councillors over the Executive and Administrative arms of a municipality.	Count the number of municipalities supported with the establishment of Portfolio committees, SCOPAs and the implementation of standardised reporting	documentary (reports/ spreadsheets etc)	Nil	Output	Non Cumulative	Quarterly	No	10	Manager Municipal Governance & Administration
2. Local Governance 2.1. Municipal Administration	Number of formal councillor training programmes conducted	Support councillors with empowerment programmes and accredited training	To build and enhance the capacity of councillors and to promote good governance	Count the number of municipalities that are supported to achieve unqualified reports	documentary (reports/ spreadsheets etc)	Nil	Output	Non Cumulative	Monthly	No	20	Manager Municipal Finance
2. Local Governance 2.2. Municipal Finance	Number of municipalities that are supported to achieve unqualified reports	Support 20 municipalities identified to achieve clean audit due to the minimum audit findings (2010/11)	Sound financial management is necessary for effective, efficient and economical service delivery	Count the number of municipalities that are supported to submit their AFS timeously	documentary (reports/ spreadsheets etc)	Nil	Output	Non Cumulative	Monthly	No	5	Manager Municipal Finance
2. Local Governance 2.2. Municipal Finance	Number of municipalities that are supported to submit their AFS timeously	Number of municipalities that have complied with MFMA by submitting the 2011/12 AFS to the AG by 31 August and in the case of parent municipalities by 30 September	Sound financial management is necessary for effective, efficient and economical service delivery	Count the number of municipalities that are supported to submit their AFS timeously	documentary (reports/ spreadsheets etc)	Nil	Output	Non Cumulative	Monthly	No	15	Manager Municipal Finance

PROGRAMME (Sub- Programme)	PERFORMANCE INDICATOR	DEFINITION	PURPOSE/ IMPORTANCE	SOURCE/ COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATIONS	TYPE OF KPI	CALCULATION TYPE	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
2. Local Governance 2.2. Municipal Finance	Number of municipalities supported with expenditure management	Support municipalities with expenditure management	Sound financial management is necessary for effective, efficient and economical service delivery	documentary (reports/ spreadsheets etc)	Count the number of municipalities that are supported with expenditure management	Nil	Output	Non Cumulative	Monthly	No	10	Manager Municipal Finance
.Local Governance 2.2. Municipal Finance	Number of frameworks developed to address unauthorised and fruitless expenditure	Develop a framework to support municipalities to address unauthorised, irregular, fruitless and wasteful expenditure in terms of the MFMA	Sound financial management is necessary for effective, efficient and economical service delivery	documentary (reports/ spreadsheets etc)	Count the number of frameworks	Nil	Output	Non Cumulative	Monthly	New	1	Manager Municipal Finance
.Local Governance 2.2. Municipal Finance	Number of municipalities supported to implement legal compliance framework	Support municipalities with legal prescripts towards achieving clean audit	Sound financial management is necessary for effective, efficient and economical service delivery	documentary (reports/ spreadsheets etc)	Count the number of municipalities that are supported with legal compliance	Nil	Output	Non Cumulative	Monthly	New	20	Manager Municipal Finance
.Local Governance 2.2. Municipal Finance	Number of CFO forums convened to support 61 municipalities	Support municipal finance knowledge sharing with CFOs of 61 municipalities	Sound financial management is necessary for effective, efficient and economical service delivery	Minutes of meetings	Count the number of CFO forums convened	Nil	Output	Non Cumulative	Monthly	New	2	Manager Municipal Finance
2. Local Governance 2.2. Municipal Finance	Number of reports submitted on state of municipal finances in terms of Section 131 of the MFMA	Compliance with the relevant sections of the MFMA i.e. section 131	Statutory reporting obligations of the MEC and Department in terms of Section 131 of the MFMA;	documentary (reports/ spreadsheets etc)	Count the number of reports submitted on state of municipal finances in terms of Section 131 of the MFMA	Nil	Output	Non Cumulative	Monthly	No	1	Manager Municipal Finance
2. Local Governance 2.2. Municipal Finance	Number of reports submitted on state of municipal finances in terms of Section 80 of the MPRA	Compliance with the relevant sections of the MPRA i.e. section 80	Statutory reporting obligations of the MEC and Department in terms of Section 80 of the MPRA	documentary (reports/ spreadsheets etc)	Count the number of reports submitted on state of municipal finances in terms of Section 80 of the MPRA	Nil	Output	Non Cumulative	Monthly	No	1	Manager Municipal Finance

PROGRAMME (Sub-Programme)	PERFORMANCE INDICATOR	DEFINITION	PURPOSE/ IMPORTANCE	SOURCE/ COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATIONS	TYPE OF KPI	CALCULATION TYPE	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
2. Local Governance 2.2. Municipal Finance	Number of municipalities supported with the implementation of anti-corruption/ fraud prevention strategies/plans	15 municipalities implementing Anti-corruption/fraud prevention strategies/ plans	Statutory reporting of obligations of the MEC and Department in terms of • Section 131 of the MFMA; and • Section 80 of the MPRA	documentary (reports/ spreadsheets etc)	Count the number of municipalities supported with the implementation of anti-corruption/ fraud prevention strategies/plans	Nil	Output	Non Cumulative	Monthly	No	15	Manager Municipal Finance
2. Local Governance 2.3. Public Participation	Number of municipalities supported with the maintenance of Functional Ward Committees	To assist municipalities to develop plans for providing the necessary support to Ward Committees to enable them to perform their functions and exercise the powers effectively.	Section 73(4) of the Municipal Structures Act requires municipalities to make administrative arrangements to perform their functions and exercise their powers effectively.	documentary (reports/ spreadsheets etc)	Count the number of municipalities supported to successful functioning of Ward Committee	Nil	Output	Non Cumulative	Monthly	No	18 municipalities supported	Senior Manager Public Participation
2. Local Governance 2.3. Public Participation	Number of municipalities supported with the development, review and implementation of Community Participation Plan as per Chapter 2 and 4 of the Municipal Systems Act	To assist municipalities to develop plans for broader community participation within the respective municipalities	In terms of Section 16 of the Municipal Systems Act, a municipality must develop a culture of community participation that complements formal representative government with a system of participatory governance, and must for this purpose encourage, and create conditions for, local community to participate in the affairs of the municipality	documentary (reports/ spreadsheets etc)	Count the number of municipalities supported to successful completion of Community Participation Plans	Nil	Output	Non Cumulative	Monthly	No	61 municipalities supported	Senior Manager Public Participation

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			Cabinet Lekgotla of August 2011 resolved that the Department should facilitate the "Development of an Integrated Ward Development Programme where the focus will be on:	Count the number of wards supported by CDWs with the establishment of war rooms in line with the Cabinet Lekgotla resolution	documentary (reports/ spreadsheets etc)	Nil	Output	Non Cumulative	Monthly	No	300 wards where CDWs are deployed	Senior Manager CDWP
2. Local Governance 2.3. Public Participation		To support ward councillors with the establishment of war rooms within their wards	• Supporting all Ward Councillors to have an identified office space within the Ward from where they will operate and where the community will know they can interact with the Ward Committee and alignment with War Rooms in the Wards”									
	2. Local Governance 2.3. Public Participation	Number of municipalities supported with the maintenance of functional war rooms	Number of procedural frameworks implemented to accommodate community awareness and dissatisfaction									

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	"to ensure the 10 identified municipalities have a functional PMS in place" To measure this indicator the sub-output indicators are as follows;	Accountability and clean governance are critical to ensure sound financial management and the consequent improvement in service delivery for all communities in the Province.	1. Training on the "Performance management made simple document. 2. OPMs Benchmark criteria as an assessment tool to measure PMS structures and functionality 3. District Technical advisory committee meetings (DTAC) The measurement will be based on the frequency of meeting and issues discussed as the platform to share and discuss PMS issues	Count the number of municipalities supported to develop functional PMS systems	documentary (reports/ spreadsheets etc)	Nil	Output	Non Cumulative	No	20	Manager Municipal Performance
	2. Local Governance 2.5. Municipal Performance Monitoring, Reporting and Evaluation	Number of municipalities supported to develop functional PMS systems	Support 10 identified municipalities to develop and submit Annual Performance Reports in terms of section 46 of the MSA.	Count the number of municipalities supported to develop and submit annual performance reports in terms of Sec 46 of the MSA	documentary (reports/ spreadsheets etc)	Nil	Output	Non Cumulative	No	20	Manager Municipal Performance
	2. Local Governance 2.5. Municipal Performance Monitoring, Reporting and Evaluation	Number of municipalities supported to develop functional PMS systems	Accountability and clean governance are critical to ensure sound financial management and the consequent improvement in service delivery for all communities in the Province.	Count the number of municipalities supported to develop and submit annual performance reports in terms of Sec 46 of the MSA	documentary (reports/ spreadsheets etc)	Nil	Output	Non Cumulative	No	20	Manager Municipal Performance

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2. Local Governance 2.5. Municipal Performance Monitoring, Reporting and Evaluation	This indicator talks to the legal requirement in the Municipal Systems Act under section 47 which requires the MEC for local government to compile and submit to the provincial legislatures and the Minister a consolidated report on the Performance of municipalities in the province.	Accountability and clean governance are critical to ensure sound financial management and the consequent improvement in service delivery for all communities in the Province.	Count the number of Consolidated Annual municipal Performance Reports prepared	documentary (reports/ spreadsheets etc)	Nil	Output	Non Cumulative	Quarterly	No	1	Manager Municipal Performance		
2. Local Governance 2.5. Municipal Performance Monitoring, Reporting and Evaluation	Number of Municipal Excellence Awards held	Recognition of outstanding performance and excellence in municipalities	Motivate municipalities to enhance their performance and productivity to improve service delivery	Documentary (photos, videos)	Awards function held	Nil	Output	Non Cumulative	Annually	No	1	Manager Municipal Performance	
3. Development and Planning 3.1. Spatial Planning	Number of municipalities supported to produce legally compliant Spatial Development Frameworks (SDFs)	The Spatial Planning Directorate will support 30 municipalities in the preparation and/or review of their SDFs ensuring that the SDFs are legally compliant.	This objective is fundamental to most investment initiatives in the Province, and forms the basis for sound economic development in KZN	documentary (reports/ spreadsheets etc)	Nil	Output	Non Cumulative	Quarterly	No	30	Manager Spatial Planning		
3. Development and Planning 3.1. Spatial Planning	Number of municipalities supported with developing a Densification Framework	Support municipalities in developing a densification framework	This objective is fundamental to most investment initiatives in the Province, and forms the basis for sound economic development in KZN	documentary (reports/ spreadsheets etc)	Nil	Output	Non Cumulative	Quarterly	New	2	Manager Spatial Planning		

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3. Development and Planning 3.1. Spatial Planning	Number of reports produced in respect Spatial Development Framework compliance [incl SDF alignment with PGDS]	The Spatial Planning Directorate will produce a report which will be an outcome of assessment of whether the Municipal SDFs are complying with the relevant legislation.	This objective is fundamental to most investment initiatives in the Province, and forms the basis for sound economic development in KZN	documentary (reports/ spreadsheets etc)	Count the number of reports produced in respect Spatial Development Framework compliance [incl SDF alignment with PSEDs]	Nil	Output	Non Cumulative	Quarterly	No	Manager Spatial Planning
3. Development and Planning 3.1. Spatial Planning	Number of municipalities supported to produce legally compliant schemes	The Spatial Planning Directorate will support 25 municipalities in the preparation and/or reviewing of schemes in line with the KZN Planning & Development Act	This objective is fundamental to most investment initiatives in the Province, and forms the basis for sound economic development in KZN	documentary (reports/ spreadsheets etc)	Count the number of municipalities supported to produce legally compliant schemes	Nil	Output	Non Cumulative	Quarterly	No	Manager Spatial Planning
3. Development and Planning 3.1. Spatial Planning	Number of spatial planning initiatives undertaken	The Spatial Planning Directorate will undertake six spatial planning initiatives		documentary (reports/ spreadsheets etc)	Count the number of spatial planning initiative undertaken	Nil	Output	Non Cumulative	Quarterly	New	Manager Spatial Planning
3. Development and Planning 3.1. Spatial Planning	Number of reports produced in respect of Provincial scheme compliance framework [incl implementation of LUMS]	The Spatial Planning Directorate will produce a report which will be an outcome of assessment of whether the Municipal schemes are complying with the relevant legislation.	This objective is fundamental to most investment initiatives in the Province, and forms the basis for sound economic development in KZN	documentary (reports/ spreadsheets etc)	Count the number of reports produced in respect of Provincial scheme compliance framework [incl implementation of LUMS]	Nil	Output	Non Cumulative	Quarterly	No	Manager Spatial Planning
										1 report	Manager Spatial Planning

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3. Development and Planning 3.1 Development Information Services	Number of mobile GIS systems developed with information dashboards to support COGTA's internal and external functions	There is an increased demand for spatially referenced information by Government to align to Provincial Strategies. The user-friendly and mobility to display and report on information is central to development of this system.	Digitalization of Development Information & promoting ease of access to GIS resources	Documentary (reports/ spreadsheets etc.)	Count the number of systems developed to support COGTA's internal and external functions	Nil	Output	Non-Cumulative	Annually	New	1	Senior Manager Development Information Services
3. Development and Planning 3.1 Development Information Services	Number of GIS programmes implemented to support spatial analysis of priority capital investment projects for the Department.	Support Departmental budget programmes with GIS Data and mapping of budget information vs. project deliverables.	Government is to adhere to the legislative prescripts of being accountable and transparent on the application of public funds and are guided by the recently implemented legislation guiding development within the municipal area of jurisdiction.	Documentary (reports/ spreadsheets etc.)	Count the number of GIS programmes implemented to support spatial analysis of priority capital investment projects for the Department.	Nil	Output	Non-Cumulative	Annually	New	1	Senior Manager Development Information Services
3. Development and Planning 3.1 Development Information Services	Number of municipalities supported with spatial analysis of infrastructure and services backlogs (electricity, water and sanitation)	Provide support to District Municipalities and Metros with the mapping of infrastructure and services backlogs	All the District family having GIS capacity within Development Planning Shared Service centres and providing GIS support services to municipal officials on various municipal projects particularly development planning related projects.	Documentary (reports/ spreadsheets etc.)	Count the number of District Municipalities and Metros supported with the mapping of infrastructure and services backlogs	Nil	Output	Non-Cumulative	Annually	No	11	Senior Manager Development Information Services

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	<b>3. Development and Planning 3.1 Development Information Services</b>	Number of Provincial and Departmental initiatives supported with management of spatial information	There is an increased demand for spatially referenced information by Government to align to Provincial Strategies such as PSEDs. Further, Government is to adhere to the legislative precepts of being accountable and transparent on the application of public funds and are guided by the recently implemented legislation guiding development within the municipal area of jurisdiction.	Count the number of Provincial Projects supported with GIS data and mapping	Documentary (reports/ spreadsheets etc.)	Nil	Output	Non-Cumulative	Annually	New 5	Senior Manager Development Information Services
	<b>3. Development and Planning 3.1 Development Information Services</b>	Number of Development Shared Service supported	Municipalities have to keep track and share information on national, provincial and local projects. 10 DIMS functional and utilised by municipalities. Operational aspects of the portal, whether it is functioning and whether it is being used to access information from the municipal DIMs.	All the District family having GIS capacity within Development Planning Shared Service centres and providing GIS support services to municipal officials on various municipal projects particularly development planning related projects.	Documentary (reports/ spreadsheets etc.)	Nil	Output	Non-Cumulative	Quarterly	No 10	Senior Manager Development Information Services

PROGRAMME (Sub- Programme)	PERFORMANCE INDICATOR	DEFINITION	PURPOSE/ IMPORTANCE	SOURCE/ COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATIONS	TYPE OF KPI	CALCULATION TYPE	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
3. Development and Planning 3.1 Development Information Services	Number of systems established to integrate provincial and municipal spatial data	Development of a single window for access to all Provincial spatial information for use by the Department and municipalities.	This system will make available a single database of collated public sector information that is accessible by all planners and decision makers in KZN. All SDFs, LUMS and other strategic documents and frameworks will be compiled from similar datasets managed by mandated data custodians.	Documentary (reports/ spreadsheets etc.)	Count the number of systems developed to integrate provincial and municipal spatial data	Nil	Output	Non-Cumulative	Annually	New	1	Senior Manager Development Information Services
3. Development and Planning 3.2. Land Use Management	Number of municipalities evaluated against the LUM benchmark	The evaluation will indicate the effectiveness of the implementation of the Planning and Development Act, 2008 (Act 6 of 2008) (PDA) within the province of KZN	To build the development planning capacity of municipalities	documentary (reports/ spreadsheets etc)	Count the number of reports produced on the Development Administration benchmark	Nil	Output	Non Cumulative	Quarterly	No	One report produced on the Development Administration Benchmark	Manager Land Use Management
3. Development and Planning 3.2. Land Use Management	Number of municipalities supported by the LUM Municipal Support Programme	To provide development planning municipal support to facilitate the processing of PDA application and improved Development Administration functions in municipalities in terms of the Municipal Support Programme.	Within the urban core of larger towns, upgrading and rehabilitating infrastructure and public land is needed to enhance economic development and address urban decay.	documentary (reports/ spreadsheets etc)	Count the number of municipalities supported by the Development Administration Municipal Support Programme	Nil	Output	Non Cumulative	Annually	No	10 Municipalities supported by the Development Administration Municipal Support Programme	Manager Land Use Management
3. Development and Planning 3.2. Land Use Management	Number of municipalities supported with the formalisation of settlements	Provide support to municipalities with the formalisation of settlements	Within the urban core of larger towns, upgrading and rehabilitating infrastructure and public land is needed to enhance economic development and address urban decay.	documentary (reports/ spreadsheets etc)	Count the number of municipalities supported with the formalisation of settlements	Nil	Output	Non Cumulative	Annually	No	6	Manager Land Use Management

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3. Development and Planning 3.2. Land Use Management	Number of Provincial Norms and Standards developed	The number of norms and standards documents produced by the Provincial Development Committees.	To build the development planning capacity of municipalities	documentary (reports/ spreadsheets etc)	Count the number of Provincial Norms and Standards developed	Nil	Output	Non Cumulative	Annually	No	Three Provincial Norms and Standards developed	Manager Land Use Management
3. Development and Planning 3.3. Local Economic Development	Number of catalytic projects (aligned to PGDP economic cluster priorities) packaged for implementation	Assist municipalities package catalytic projects aligned to the PGDP economic cluster priorities for implementation in the current financial year to stimulate economic activities	The province is facing job losses due to the economic turnaround and hence public sector initiatives that will promote job creation are encouraged	documentary (reports/ spreadsheets etc)	Count the number of catalytic projects packaged and implemented	Nil	Output	Not cumulative	Annually	Yes	10 catalytic projects (aligned to PGDP economic cluster priorities) packaged for implementation	Manager: Special Initiatives
3. Development and Planning 3.3. Local Economic Development	Number of strategic infrastructure projects facilitated for implementation in priority nodes and corridors	Assist municipalities package strategic infrastructure projects for implementation in priority nodes and corridors	Strategic Infrastructure Projects will attract investment into the corridors and various nodes and open up opportunities for private sector investment and employment creation	documentary (reports/ spreadsheets etc)	Count the number of strategic infrastructure projects packaged and implemented	Nil	Output	Not cumulative	Annually	Yes	2 strategic infrastructural projects packaged for implementation in priority nodes and corridors	Manager: Special Initiatives
3. Development and Planning 3.3. Local Economic Development	Number of corridor sub regional plans aligned to Strategic Infrastructure Programme (SIPs) developed.	Ensure alignment between corridor sub regional plans and Strategic Infrastructure Programme (SIPs)	There is currently no alignment between corridor sub regional plans and strategic infrastructure programme plans, which delays high impact projects in the corridors that require high infrastructure investment	documentary (reports/ spreadsheets etc)	Count the number of corridor sub regional plans aligned to Strategic Infrastructure Programme	Nil	Output	Not cumulative	Annually	Yes	1 corridor sub regional plan aligned to Strategic Infrastructure programme	Manager: Special Initiatives

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3. Development and Planning 3.3. Local Economic Development	Number of direct employment opportunities secured through corridor projects implementation.	Identified, packaged and approved projects should have the potential to create employment opportunities in the priority corridors	The province is facing job losses due to the economic downturn and hence public sector initiatives that will promote job creation are encouraged	documentary (reports/ spreadsheets etc)	Count the number of direct employment opportunities secured through corridor projects implementation.	Nil	Output	Non Cumulative	Annually	No	250 direct employment opportunities secured through Corridor Development	Manager : Local Economic Development
3. Development and Planning 3.3. Local Economic Development	Number of urban renewal framework plans supported for implementation	Identify nodes for priority support and assist municipalities develop and implement urban renewal framework plans	Ensure nodal renewal plan is in place to guide future developments and priority nodes	documentary (reports/ spreadsheets etc)	Count the number of urban renewal framework plans supported for implementation	Nil	Output	Non cumulative	Annually	Yes	2 urban renewal framework plans supported for implementation	Manager: Special Initiatives
3. Development and Planning 3.3. Local Economic Development	Number of green initiative projects facilitated in response to climatic change	Assist municipalities package green initiative projects facilitated in response to climatic change	Strategic Infrastructure Projects will attract investment into the corridors and various nodes and open up opportunities for private sector investment and employment creation	documentary (reports/ spreadsheets etc)	Count the number of green initiative projects facilitated in response to climatic change	Nil	Output	Non cumulative	Annually	Yes	2 green initiative projects facilitated in response to climatic change	Manager: Special Initiatives
3. Development and Planning 3.3. Local Economic Development	Number of macro regeneration plans developed for small town nodes to inform long term future growth	Assist small town municipalities develop macro regeneration plans for small town nodes to inform long term future growth	Macro regeneration plans for small town nodes will assist to inform long term future growth	documentary (reports/ spreadsheets etc)	Count the number of macro regeneration plans developed for small town nodes	Nil	Output	Non cumulative	Annually	Yes	4 Macro regeneration plans for small town nodes will assist to inform long term future growth	Manager: Special Initiatives

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3. Development and Planning 3.3. Local Economic Development	Number of direct employment opportunities secured through small town rehabilitation projects implementation	Identified, packaged and approved projects should have the potential to create employment opportunities in the priority nodes	The province is facing job losses due to the economic turndown and hence public sector initiatives that will promote job creation are encouraged	documentary (reports/ spreadsheets etc)	Count the number of direct employment opportunities secured through projects implementation.	Nil	Output	Non Cumulative	Annually	No	200 direct employment opportunities secured through small town rehabilitation programme	Manager : Local Economic Development
3. Development and Planning 3.3. Local Economic Development	Number of Districts with functional LED Forums	Assist district municipalities establish function LED forums	LED initiatives are not coordinated, forums will assist foster alignment	Documentary (ToRs/ Schedule of meetings etc)	Count the number of functional District LED forums	nil	Output	Non Cumulative	Annually	Yes	10 Function District LED Forums	Manager: Special Initiatives
3. Development and Planning 3.3. Local Economic Development	Number of LED Capacity Building Programmes rolled out	Identify and roll -out capacity building training programmes	There is a shortage of suitable qualified personnel in LED. Rolling out of these programmes will address skills shortages and eliminate the gaps that exist in the market in terms of LED	Documentary (ToRs/ Schedule of meetings etc	Count the number of LED Capacity Building Programmes rolled out	nil	Output	Non Cumulative	Annually	Yes	2 LED Capacity Building programmes rolled out	Manager: Special Initiatives
3. Development and Planning 3.3. Local Economic Development	Number of districts LED Plans aligned to PGDP and PSEDS	Ensure that LED Plans are aligned to PGDS and PSEDS	LED Plans are often not aligned to PGDP and PSEDS. Alignment of the plans will ensure that government priorities and strategies talk to municipal LED plans and priorities	Documentary (ToRs/ Schedule of meetings etc	Count the number of districts LED Plans aligned to PGDP and PSEDS	nil	Output	Non Cumulative	Annually	Yes	10 LED Plans aligned to PGDP and PSEDS	Manager: Special Initiatives
3. Development and Planning 3.3. Local Economic Development	Number of people trained in accredited LED Programmes	Identity candidates to partake in the LED accredited training programme	There is a shortage of skills at municipal level. There is often a lack of suitable qualified personnel in LED and these leads to poor identification and packaging of catalytic projects	Documentary (Schedule of trained personnel etc)	Count the number of people trained in accredited LED Programmes	nil	Output	Non Cumulative	Annually	Yes	15 of people trained in accredited LED Programmes	Manager: Special Initiatives

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3. Development and Planning 3.3. Local Economic Development	Number of LED Initiatives facilitated in partnership with the Local Houses of Traditional Leadership	Identify, package and implement a certain number of LED projects at a municipal level to promote the local economy	The province is facing job losses due to the economic turndown and hence public sector initiatives that will promote job creation are encouraged.	Count the number of LED initiatives facilitated in partnership with the Local Houses of Traditional Leadership	Documentary (business plans, reports etc)	nil	Output	Non Cumulative	Annually	Yes	2 LED initiatives facilitated in partnership with the Local Houses of Traditional Leadership	Manager: Special Initiatives
3. Development and Planning 3.3. Local Economic Development	Number of Provincial LED Summits facilitated	Facilitate and Conduct a Provincial Growth and Development Summit	Promotes the transformation of South African city form through the development of structured urban development initiatives by enhancing corporate partnerships and creating decent work and sustainable livelihoods	Count the number of Provincial Growth & Development Summits facilitated	documentary (reports/ spreadsheets etc)	Nil	Output	Non-Cumulative	Annually	No	1	Manager : Local Economic Development
3. Development and Planning 3.3. Local Economic Development	Number of LED Summits facilitated in District Houses of Traditional Leadership	Facilitate and Conduct LED Summits through Local Houses	Promotes the transformation of South African city form through the development of structured urban development initiatives by enhancing corporate partnerships and creating decent work and sustainable livelihoods	Count the number of LED Summits facilitated in partnership with District Houses of Traditional Leadership	documentary (reports/ spreadsheets etc)	Nil	Output	Non-Cumulative	Annually	yes	4 LED Summits facilitated in partnership with District Houses of Traditional Leadership	Manager : Local Economic Development
3. Development and Planning 3.3. Local Economic Development	Number of Municipalities supported with Grade 1 level CSC establishment established in line with CSC Framework	This KPI relates to the physical construction of new Grade 1 CSCs	Ensuring that CSCs become catalysts to development leading to the possible emergence of sustainable small towns contributing to socio-economic upliftment	Number of Municipalities supported in line with the CSC Framework	documentary (reports/ spreadsheets etc)	Nil	Output	Non-Cumulative	Monthly	No	2	Manager: Community Service Centres

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3. Development and Planning 3.3. Local Economic Development	Number of Municipalities supported with Grade 2 level CSC establishment established in line with CSC Framework	This KPI relates to the physical construction of new Grade 2 CSCs	Bringing socio-economic services to previously disadvantaged communities. Providing conducive working environments for Traditional Councils.	documentary (reports/ spreadsheets etc)	Number of Municipalities supported in line with the CSC Framework	Nil	Output	Non-Cumulative	Monthly	No	5	Manager: Community Service Centres
3. Development and Planning 3.3. Local Economic Development	Number of Municipalities provided with community services centre operational support to enable functionality	This KPI related to the provision of Grant Funding to Municipalities	Assist Municipalities towards the sustained functionality of CSCs by providing grant funding support for outreach programmes, operational tools, security, minor renovations, human resources at CSCs				Output					Manager: Community Service Centres
3. Development and Planning 3.3. Local Economic Development	Number of district CSC gap analysis reports developed	This KPI relates to the development of CSC spatial establishment frameworks	Investigate and ascertain correct spatial establishment of CSCs within the Province to promote maximum benefit to communities accessing services		Documentary	Nil	Output	Non-Cumulative	Monthly	Yes	10	Manager: Community Service Centres
3. Development and Planning 3.3. Local Economic Development	Number of Community Service Centres refurbished and maintained	This KPI relates to the physical rehabilitation to existing CSCs; Grade 2 that are in need for renovation.	Providing conducive working environments for Traditional Councils.	documentary (reports/ spreadsheets etc)	Number of Grade 2 CSCs rehabilitated	Nil	Output	Non-Cumulative	Monthly	No	20	Manager: CSC

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	<b>3. Development and Planning 3.3. Local Economic Development</b>	The intention of the indicator is to identify and support municipalities for CWP implementation in the most deprived wards. To also assist with the co-ordination and integration of the CWP with other departmental programmes through established co-ordinating forums	Promotes the transformation of South African city form through the development of structured urban development initiatives by enhancing corporate partnerships and creating decent work and sustainable livelihoods	Count the Number of Municipalities supported with implementation of CWP in at least 2 wards per municipality	documentary (reports/ spreadsheets etc)	Nil	Output	Non-Cumulative	Monthly	No	29	Manager Rural Connectivity
	<b>3. Development and Planning 3.3. Local Economic Development</b>	Number of work opportunities created through CWP also benefiting traditional communities	Promotes the transformation of South African city form through the development of structured urban development initiatives by enhancing corporate partnerships and creating decent work and sustainable livelihoods	Count the Number of municipalities assisted in developing functional co-operatives	documentary (reports/ spreadsheets etc)	Nil	Output	Non-cumulative	Monthly	No	29 5 00	Manager Rural Connectivity
	<b>3. Development and Planning 3.3. Local Economic Development</b>	Number of CWP site business plans developed	Promotes the transformation of South African city form through the development of structured urban development initiatives by enhancing corporate partnerships and creating decent work and sustainable livelihoods	Count the Number of Municipalities supported with implementation of CWP in at least 2 wards per municipality	documentary (reports/ spreadsheets etc)	Nil	Output	Non-Cumulative	Monthly	No	29	Manager Special Projects

PROGRAMME (Sub- Programme)	PERFORMANCE INDICATOR	DEFINITION	PURPOSE/ IMPORTANCE	SOURCE/ COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATIONS	TYPE OF KPI	CALCULATION TYPE	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
3. Development and Planning 3.3. Local Economic Development	Number of CPW reference committees established	The intention is to create job opportunities	Promotes the transformation of South African city form through the development of structured urban development initiatives by enhancing corporate partnerships and creating decent work and sustainable livelihoods	Count the Number of municipalities assisted in developing functional co-operatives	documentary (reports/ spreadsheets etc)	Nil	Output	Non-cumulative	Monthly	No	29 5 00	Manager: Special Projects
3. Development and Planning 3.3. Local Economic Development	Number of Municipalities supported with successful implementation of the Food for Waste Programme	The intention is to create a business plan for each site informing the activities to be prioritised	To promote sustainable livelihoods	Count number of sites reports	documentary (reports/	nil	Output	Non-cumulative	Monthly	Yes	29	Manager: Special Projects
3. Development and Planning 3.3. Local Economic Development	Number of work Opportunities created through FFW Programme	The intention is to establish coordinating structures that will assist in the roll out of the programme and monitoring implementation	To promote coordinated implementation of the programme and alignment with other provincial initiatives	Count number of reference committees in place	documentary (reports/	nil	Output	Non-cumulative	Monthly	Yes	29	Manager: Special Projects
3. Development and Planning 3.3. Local Economic Development	Number of food security initiatives implemented	The intention is to motivate municipalities to co-fund and participate in the programme as a contribution to the cleanliness of towns that are participating in the small town rehabilitation programme	To promote participation in the programme by the small town rehabilitation beneficiaries	Count number of reference committees in place	documentary (reports/	nil	Output	Non-cumulative	Monthly	Yes	7	Manager: Special Projects
3. Development and Planning 3.3. Local Economic Development	Number of municipalities with approved EPWP policies	The intention is to reach the target of 100 participants per site in line with the EPWP Policy	Policy on FFW requires 100 participants per site	Count number of municipalities supported	documentary (reports/	nil	Output	Non-cumulative	Monthly	Yes	700	Manager: Special Projects

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3. Development and Planning 3.3. Local Economic Development	Number of municipalities with signed EPWP protocol and incentive agreements	EPWP policy assists in ensuring EPWP is mainstreamed into municipal programmes and job creation is prioritised.	Adoption of policy results in buy in of the programme	documentary (reports/	Count number of reference committees in place	nil	Output	Non-cumulative	Monthly	Yes	11	Manager Urban Development
3. Development and Planning 3.3. Local Economic Development	Number of municipalities supported with reporting on EPWP work Opportunities	Signing of protocol agreements makes a municipality eligible incentive grants scheme. Protocol agreements binds the municipality to the reporting requirements for EPWP	Agreements bind the municipalities to operate within the policy framework and report accordingly	documentary (reports/	Count number of municipalities with signed agreements for participation	nil	Output	Non-cumulative	Monthly	Yes	61	Manager Urban Development
3. Development and Planning 3.3. Local Economic Development	Number of EPWP job opportunities created through implementation of COGTA funded initiatives	Municipalities lack capacity and fail to adhere to the reporting requirements for EPWP. In the process they lose the eligibility for the grant. Capacity building sessions for EPWP database and reporting champions per municipality are required occasionally to ensure monthly reports are submitted	Non reporting results in ineligibility for incentives and distorts the number of jobs created	documentary (reports/	Count number of municipalities that have complied with reporting requirements	nil	Output	Non-cumulative	Monthly	Yes	61	Manager Urban Development
3. Development and Planning 3.3. Local Economic Development	Number of municipalities reporting and accessing incentive grants for EPWP	This relates to projects that are directly funded and in some cases implemented directly by the municipality. These are registered on the MIS and reported on throughout the year on a monthly basis	The Dept receives a number of grants for implementation of projects. Registering these projects and reporting is a cabinet requirement. The Dept is also eligible for the incentive grant funding if reports are submitted	documentary (reports/	Count number of jobs reported	nil	Output	Non-cumulative	Monthly	Yes	1000	Manager Urban Development

PROGRAMME (Sub-Programme)	PERFORMANCE INDICATOR	DEFINITION	PURPOSE/ IMPORTANCE	SOURCE/ COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATIONS	TYPE OF KPI	CALCULATION TYPE	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
3. Development and Planning 3.4. Municipal Infrastructure	Number of water service authorities supported in the development of UAPs	Support water service authorities with the development of the 1 <sup>st</sup> Draft Universal Access Plan	Accelerated service delivery and achievement of targets i.t.o. Millennium Development Goals are National priorities which will be comprised by poor municipal service delivery	documentary (reports/ spreadsheets etc)	Count the number of Municipalities supported with the development of the Universal Access Plan	Nil	Output	Non Cumulative	Annually	No	3	Manager Municipal Infrastructure
3. Development and Planning 3.4 Municipal Infrastructure	Number of water service authorities supported in the quantification of backlogs in water provision											
3. Development and Planning 3.4 Municipal Infrastructure	Number of municipalities supported in developing infrastructure implementation plans	Support municipalities in developing infrastructure implementation plans	As above	documentary (reports/ spreadsheets etc)	Count the number of municipalities supported in developing infrastructure implementation plans	Nil	Output	Non Cumulative	Annually	No	20	Manager Municipal Infrastructure
3. Development and Planning 3.4 Municipal Infrastructure	Number of municipalities supported with operational and maintenance plans	Support municipalities with operational and maintenance plans	As above	documentary (reports/ spreadsheets etc)	Count the number of municipalities supported with operational and maintenance plans	Nil	Output	Non Cumulative	Annually	No	3	Manager Municipal Infrastructure
3. Development and Planning 3.4 Municipal Infrastructure	Number of infrastructure development co-ordinating Forums											
3. Development and Planning 3.4 Municipal Infrastructure	Number of municipalities supported in implementation of Lg/M turn around strategies											
3. Development and Planning 3.4 Municipal Infrastructure	Number of municipalities supported on MIG implementation	Support municipalities on the implementation of MIG	As above	documentary (reports/ spreadsheets etc)	Count the number of municipalities supported on the implementation of MIG	Nil	Output	Non Cumulative	Annually	No	22	Manager Municipal Infrastructure

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3. Development and Planning 3.4 Municipal Infrastructure	Number of municipalities supported on the implementation of the Massification Programme	Support municipalities on the implementation of the Massification Programme	As above	documentary (reports/ spreadsheets etc)	Count the number of municipalities supported on the implementation of the Massification Programme	Nil	Output	Non Cumulative	Annually	No	13	Manager Municipal Infrastructure
3. Development and Planning 3.4 Municipal Infrastructure	Number of shared services for infrastructure development											
3. Development and Planning 3.4 Municipal Infrastructure	Number of capacity building programmes implemented											
3. Development and Planning 3.4 Municipal Infrastructure	Number of reports produced on infrastructure development and service delivery progress	Produce a report on infrastructure development and service delivery	As above	documentary (reports/ spreadsheetsetc)	Count the number of reports produced on infrastructure development and service delivery (HH service delivery and FBS)	Nil	Output	Non Cumulative	Annually	No	1	Manager Municipal Infrastructure
3. Development and Planning 3.4 Municipal Infrastructure	Number of reports on water quality and waste water in terms of blue and green drop assessments											
3. Development and Planning 3.4 Municipal Infrastructure	Number of municipalities evaluated against infrastructure benchmark											

PROGRAMME (Sub- Programme)	PERFORMANCE INDICATOR	DEFINITION	PURPOSE/ IMPORTANCE	SOURCE/ COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATIONS	CALCULATION TYPE	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
3. Development and Planning 3.5. Disaster Management	Number of risk profile and trend analysis reports produced	To use data in developing Disaster Risk Management response plans	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 Risk profile and trend analysis reports produced.	Nil	Output	Non- cumulative	Quarterly	Yes	1 report	Senior Manager: Planning & Policy
3. Development and Planning 3.5. Disaster Management	Number of Provincial Contingency Plans developed (Winter, Summer, Events etc)	To have the Provincial Contingency Plan that is informed by the District Plans, this is done by carefully understanding Disasters and incidents within the province and plans put in place to address them	Count the number of Provincial Contingency Plans developed.	Nil	Output	Non Cumulative	Quarterly	Yes	2 plans	Senior Manager: Planning & Policy	
3. Development and Planning 3.5. Disaster Management	Number of Cabinet Sub-committee meetings on Disaster Management facilitated for sector alignment	To report to the Provincial executive and ensure sector alignment	As above	Documentary reports / minutes/ presentations etc)	Count the number of Sub-committee meetings held .	Nil	Output	Non Cumulative	Quarterly	Yes	Senior Manager: Operations

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3. Development and Planning 3.5. Disaster Management	Number of Provincial Disaster Management Advisory Forum meetings held for sector coordination	To ensure that there is proper coordination within the province and that there is uniform approach	As above	Documentary (reports/ minutes etc)	Count the number Provincial Disaster Management Advisory Forum meetings held	Nil	Output	Non-cumulative	Quarterly	Yes	4	Senior Manager: Operations
3. Development and Planning 3.5. Disaster Management	Number of Joint Operations Committee meetings activated in response to predicted risks and / incidents occurred (ad hoc)	To manage major incidents when they occur/ threaten to occur	As above	Documentary (reports / minutes etc)	Count the number of JOCs activated	Nil	Output	Non- cumulative	Quarterly	Yes	2	Senior Manager: Operations
3. Development and Planning 3.5. Disaster Management	Number of District Disaster Management Advisory Forums supported for effective coordination of disaster management at local level	To participate at District Advisory Forums and provide support and ensure that there is proper coordination of Disaster Management	As above	Documentary (reports/ minutes etc)	Count the number District Disaster Management Advisory Forums attended	Nil	Output	Non- cumulative	Quarterly	Yes	11	Senior Manager: Operations
3. Development and Planning 3.5. Disaster Management	Number of buildings (Mhondeni) refurbished into a suitable Provincial Disaster Management Centre	This is so crucial in order to give effect to the principles of co-operative governance and to make provision for all relevant role players and stakeholders in disaster risk management in the province of KwaZulu-Natal to integrate and co-ordinate their actions on matters relating to disaster risk management as prescribed for in Section 30(1)(b) of the Disaster Management Act, Act No. 57 of 2002	To have a Provincial Disaster Management Centre that will be fully equipped for effective Disaster Management	documentary (reports/ spreadsheets etc)	Count the number of Provincial Disaster Management Centres established, enhanced and maintained.	Nil	Output	Non Cumulative	Annually	No	1	Manager Disaster Management

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3. Development and Planning 3.5. Disaster Management	Number of vacant positions filled in line with structural demands (24hr call centre , fire services unit etc)	To augment capacity within the Business Unit	As above	documentary ( reports/ spreadsheets etc)	Count the number of vacant positions filled	Nil	Output	Non-cumulative	Quarterly	Yes	45	Senior Manager: Operations
3. Development and Planning 3.5. Disaster Management	Number of sector Departmental disaster risk management plans facilitated	To ensure alignment with sector departments throughout the province	As above	documentary (reports/ spreadsheets etc)	Count the sector departmental DRM plans facilitated	Nil	Output	Non-cumulative	Quarterly	Yes	7	Senior Manager: Planning & Policy
3. Development and Planning 3.5. Disaster Management	Number of municipal Disaster Risk Management Plans facilitated for alignment with IDPs's	To ensure that aspects of Disaster Management are integrated into the Municipal IDPs for proper allocation of budget and other resources.	As above	documentary (reports/ spreadsheets etc)	Count the number of Municipalities supported with the preparation and review of Disaster Management Plans aligned to IDPs.	Nil	Output	Non Cumulative	Annually	No	11	Senior Manager : Planning & Policy
3. Development and Planning 3.5. Disaster Management	Number of stakeholders Disaster Risk Management Plans facilitated for alignment with Provincial Plan	To ensure alignment with critical stakeholders throughout the province	As above	documentary (reports/ spreadsheets etc)	Count the number of stakeholder DRM plans facilitated	Nil	Output	Non-cumulative	Quarterly	Yes	3	Senior Manager: Planning & Policy
3. Development and Planning 3.5. Disaster Management	Number of municipalities supported with grant funding for the district Disaster Management Centres	To have District Management Centres for proper co-ordination of disaster management at a municipal level. Through grant transfers, we monitor grant usage and ensure that business plan deliverables are met	As above	documentary (reports/ spreadsheets etc)	Count the number of municipalities supported with grant funding	Nil	Output	Non Cumulative	Annually	No	11	Senior Manager: Operations

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3. Development and Planning 3.5. Disaster Management	Number of municipalities provided with technical support for operationalability of the Disaster Management Centres (compliance: IGR structures & operations)	To enhance capacity of municipalities	As above	Count the number of municipalities provided with technical support	documentary (reports/ spreadsheets etc)	Nil	Output	Non-cumulative	Quarterly	Yes	11	Senior Manager: Operations
3. Development and Planning 3.5. Disaster Management	Number of structures activated to mainstream DRM (Trads, OSS, CDWs etc)	To mobilise community structures including Amakhosi, CDWs and War Rooms	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 structures activated	documentary (reports/ spreadsheets etc)	Nil	Output	Non-cumulative	Quarterly	Yes	3	Senior Manager: Operations
3. Development and Planning 3.5. Disaster Management	Number of municipalities facilitated to establish and operate DRM volunteers (each district)	To have volunteers in all municipalities in order to be able to respond to incidents promptly	As above	Count the number of municipalities supported in disaster management volunteer programme	documentary (reports/ spreadsheets etc)	Nil	Output	Non Cumulative	Annually	No	11	Senior Manager: Operations
3. Development and Planning 3.5. Disaster Management	Number of standard operating procedures for weather intelligence and early warning systems developed	To activate early warning systems to relevant communities	As above	Count the number of weather warning systems developed	documentary (reports/ spreadsheets etc)	Nil	Output	Non-cumulative	Quarterly	Yes	1	Senior Manager; Planning & Policy

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3. Development and Planning 3.5. Disaster Management	Number of disaster risk management public awareness campaigns conducted	To conduct number of Awareness Campaigns to educate community members about Disaster Risk Management	As above	documentary (reports/ spreadsheets etc)	Count the number of awareness campaigns conducted	Nil	Output	Non Cumulative	Annually	No	4	Manager Disaster Management
3. Development and Planning 3.5. Disaster Management	Number of monthly incidents reports consolidated and processed	To capture incidents logged and develop response plan	As above	documentary (reports/ spreadsheets etc)	Count the number of monthly incident reports processed	Nil	Output	Non-cumulative	Quarterly	Yes	12	Senior Manager; Operations
3. Development and Planning 3.5. Disaster Management	Number of municipalities supported with mobilisation of emergency relief measures	To that municipalities have relief measures to support affected communities at speed	As above	documentary (reports/ spreadsheets etc)	Count the number of municipalities supported with mobilization of emergency relief measures	Nil	Output	Non-cumulative	Quarterly	Yes	11	Senior Manager; Operations
3. Development and Planning 3.5. Disaster Management	Number of quarterly disaster rehabilitation reports facilitated	To monitor rehabilitation projects and account to the National Treasury	As above	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, Att No. 57 of 2002.	documentary (reports/ spreadsheets etc)	Nil	Output	Non Cumulative	Quarterly	Yes	4	Senior Manager; Planning & Policy
3. Development and Planning 3.5. Disaster Management	Number of fire services capacity assessment Report compiled	To identify gaps and develop response plan	As above	documentary (reports/ spreadsheets etc)	Count the number of assessment reports compiled	Nil	Output	Non Cumulative	Quarterly	Yes	1	Senior Manager; Planning & Policy

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3. Development and Planning 3.5. Disaster Management	Number of Fire fighters trained from needy municipalities	To augment capacity of needy municipalities	As above	documentary (reports/ spreadsheets etc)	Count the number of people trained on fire-fighting	Nil	Output	Non Cumulative	Quarterly	No	30	Senior Manager : Operations
3. Development and Planning 3.5. Disaster Management	Number of Provincial Annual reports submitted to the NDMC	To comply with the Disaster Management Act 57 of 2002	As above	documentary (reports/ spreadsheets etc)	Count the number of Provincial Annula reports submitted to the NDMC	Nil	Output	Non Cumulative	Quarterly	Yes	1	Senior Manager: Planning & Policy
3. Development and Planning 3.5. Disaster Management	Number of quarterly National Disaster Management Advisory Forum meetings attended by the PDMC for alignment	For peer knowledge sharing and compliance	As above	documentary (reports/ spreadsheets etc)	Count the number of NDMAF meetings attended	Nil	Output	Non Cumulative	Quarterly	Yes	4	Senior Manager: Operations
3. Development and Planning 3.6 IDP Co-ordination	Number of Provincial IDP Management and Support Plan adopted	The Plan is also known as the Provincial IDP Management that guides and support the Provincial and municipal IDP formulation and assessment process.	Cooperative governance is seriously compromised in the absence of a credible IDP to guide and direct integration and will therefore also compromise service delivery	documentary (reports/ spreadsheets etc)	Count the number of Provincial IDP Management and Support Plan adopted	Nil	Output	Non Cumulative	Annually	No	1	Manager IDP Co-ordination
3. Development and Planning 3.6 IDP Co-ordination	Number of municipal IDPs supported with capacity building initiatives	MEC Panel identify the five weakest IDPs that need specialist support	Cooperative governance is seriously compromised in the absence of a credible IDP to guide and direct integration and will therefore also compromise service delivery	documentary (reports/ spreadsheets etc)	Count the number of municipal IDPs supported with capacity building initiatives	Nil	Output	Non Cumulative	Annually	No	8	Manager IDP Co-ordination

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3. Development and Planning 3.6 IDP Co-ordination	Number of Sector Departments supported with Integrated Dev Planning capacity building initiatives	Six Sector Departments are to be trained on IDPs	Cooperative governance is seriously compromised in the absence of a credible IDP to guide and direct integration and will therefore also compromise service delivery	documentary (reports/ spreadsheets etc)	Count the number of Sector Departments supported with Integrated Dev Planning capacity building initiatives	Nil	Output	Non Cumulative	Annually	No	8	Manager IDP Co-ordination
3. Development and Planning 3.6 IDP Co-ordination	Number of reports produced iro IDP Credibility Framework	Monitoring and evaluation of annual IDP process	Cooperative governance is seriously compromised in the absence of a credible IDP to guide and direct integration and will therefore also compromise service delivery	documentary (reports/ spreadsheets etc)	Count the number of reports produced iro IDP Credibility Framework	Nil	Output	Non Cumulative	Annually	No	1	Manager IDP Co-ordination
3. Development and Planning 3.6 IDP Co-ordination	Number of Districts supported to maintain planning capacity in the form of District DP Shared Services	Support Districts to maintain planning capacity in the form of District DP Shared Services	Cooperative governance is seriously compromised in the absence of a credible IDP to guide and direct integration and will therefore also compromise service delivery	documentary (reports/ spreadsheets etc)	Count the number of districts supported to maintain planning capacity in the form of District DP Shared Services	Nil	Output	Non Cumulative	Monthly	New	10	Manager IDP Co-ordination
3. Development and Planning 3.6 IDP Co-ordination	Number of District Growth and Development Plans supported	Support Districts to draft District Growth and Development Plans based on the Provincial Development Plan	Economic growth in Districts will be enhanced	documentary (reports/ spreadsheets etc)	Count the number of DGD Summits supported	Nil	Output	Non Cumulative	Monthly	New	10	Manager IDP Co-ordination

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4. Traditional Institutional Management 4.1. Traditional Institutional Administration	Number of Traditional Administrative Centre with updated Movable 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	267	Manager Traditional Governance and Finance
4. Traditional Institutional Management 4.1. Traditional Institutional Administration	Number of consolidated Financial Statement for Traditional Councils	To develop a consolidated financial statement of Traditional councils	To establish the status of Traditional Council finances	Physical: Consolidated 6 month financial statements and Consolidated Annual Financial statements	Count the number of Consolidated Annual Financial statements of Traditional councils	Nil	Output	Non-Cumulative	Monthly	Yes	1	Manager traditional Finance
4. Traditional Institutional Management 4.1. Traditional Institutional Administration	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	Manager Traditional Governance and Finance
4. Traditional Institutional Management 4.1. Traditional Institutional Administration	Number of Governance Manuals implemented	To capacitate TC members to effectively carry-out their duties	To ensure the efficient and effective running of the Institution of Traditional leadership	Physical Governance manual Documentary reports	Count the number of Governance manuals and policies implemented	Nil	Output	Non-Cumulative	Monthly	Yes	One governance manual and policy implemented in Tcs	Manager: Traditional Institutional Administration
4. Traditional Institutional Management 4.1. Traditional Institutional Administration	Number of Amakhosi installed	To measure the number of amakhosи who have been customarily installed	To establish the number of existing and newly created Traditional councils	Physical Photos and programme of the event Documentary: Planning minutes	Count the number of amakhosи installed	Nil	Output	No-cumulative	Monthly	No	6	Manager: Traditional Governance
4. Traditional Institutional Management 4.1. Traditional Institutional Administration	Number of Amakhosи recognised	To establish the number of amakhosи recognised as per legislation	To establish the number of existing and newly created Traditional councils	Physical : Signed copy of the cabinet memo	Count the number of amakhosи recognised	Nil	Output	No-cumulative	Monthly	No	10	Manager: Traditional Governance

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4. Traditional Institutional Management 4.1. Traditional Institutional Administration	Number of dispute resolution and conflict management framework implemented	To develop a Framework which guides on the resolution of conflicts	To ensure that conflicts are managed in a just manner	Physical: Conflict Management Framework	Count the number of conflict management frameworks developed	Nil	Output	Non-Cumulative	Monthly	No	1	Manager: Traditional Institutional Administration
4. Traditional Institutional Management 4.2. Traditional Resource Administration	Number of Capacity Building Programmes implemented for Amakhosi	Workshops and training programmes attended	Lack/inadequate skills impacts on governance within traditional institutions	Documentary: Post workshop report and minutes and Physical: Workshop notes, photos and facilitation schedule	Count the number of Capacity Building Programmes implemented for the Amakhosi	Nil	Output	Non-Cumulative	Monthly	No	1	Manager Traditional Resource Administration
4. Traditional Institutional Management 4.2. Traditional Resource Administration	Number of Capacity Building programmes implemented for PH and LH	Training/workshops undertaken	Lack/inadequate skills impacts on governance within traditional institutions	Documentary: Post workshop report and minutes and Physical: Workshop notes, photos and facilitation schedule	Count the no. of training/capacity building programmes undertaken for the Provincial, Local Houses and TC's	Nil	Output	Non-Cumulative	Monthly	No	11	Manager Traditional Resource Support
4. Traditional Institutional Management 4.2. Traditional Resource Administration	Number of Capacity Building programmes implemented for TCs	To conduct capacity building programmes for traditional council members	To enhance the functionality of traditional councils	Documentary: Post workshop/course reports	Count the number of capacity building programmes implemented for traditional councils	Nil	Output	Non-cumulative	Monthly	No	1	Manager Traditional Resource Administration
4. Traditional Institutional Management 4.2. Traditional Resource Administration	Number of research initiatives undertaken for the establishment of a traditional learning institution	To conduct research on the leadership programme for Amakhosi	Ensuring the development of skills capacity building programme for Amakhosi	Written Research report	Count the number of research reports prepared	Nil	Output	Non-cumulative	Quarterly	No	1	General Manager : Traditional Institutional Support
4. Traditional Institutional Management 4.2. Traditional Resource Administration	Number of Imizi Yezizwe constructed	Imizi Yezizwe constructed	Ensuring that traditional institutions are compliant and functional in terms of application of legislation, policies and frameworks	Physical: Reports with photographs	Count the no. of Imizi Yezizwe constructed	Nil	Output	Non-Cumulative	Monthly	No	4	Manager Traditional Institutional Support

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<b>4. Traditional Institutional Management</b> <b>4.2. Traditional Resource Administration</b>	Number of Traditional Administrative Centres refurbished and maintained	Traditional Administrative Centres	To enhance the administrative capacity of Traditional Councils by providing suitable administrative building	Written reports and photographs of the administrative buildings	Count the no. of traditional administrative centres refurbished and maintained	Nil	Output	Non-cumulative	Monthly	No	20	General Manager : Traditional Institutional Support
<b>4. Traditional Institutional Management</b> <b>4.3. Rural Development Facilitation (Rural Connectivity)</b>	Number of municipalities in which senior traditional leaders are represented in terms of Section 81 of Municipal Structures Act 1998.	To establish the number of municipal councils which have traditional leaders represented	To ensure synergistic partnerships are formed between local government and the institution of Traditional Leadership	Gazetted list of Amakhosi to participate, Council resolutions and Minutes	Count the number of municipal councils which have representation of traditional leaders	Nil	Output	Non-cumulative	Monthly	No	61	Senior Manager Synergistic Partnerships
<b>4. Traditional Institutional Management</b> <b>4.3. Rural Development Facilitation (Rural Connectivity)</b>	Number of development initiatives supported in traditional communities	To support rural development initiatives in traditional communities	To facilitate coordination towards implementation of projects in traditional communities	Status quo reports and business support plans	Count the number of projects coordinated	Nil	Output	Non-cumulative	Monthly	Yes	3	Senior Manager Rural Development
<b>4. Traditional Institutional Management</b> <b>4.3. Rural Development Facilitation (Rural Connectivity)</b>	Number of PHS and LHs supported to promote Social Cohesion	To support PHS and LHs with the promotion of social cohesion	To facilitate conversations within the PH and LHs on social cohesion	Reports	Count the number of conversations held with Houses	Nil	Output	Non- cumulative	Monthly	Yes	12	Senior Manager Rural Development
<b>4. Traditional Affairs</b> <b>4.4. Land Administration</b>	Number of Capacity Building Programmes undertaken to support TCS with Land Allocation processes	To conduct capacity building programmes for traditional council members	To enhance the functionality of traditional councils	Documentary: Post workshops/ course reports	Count the number of capacity building programmes implemented for traditional councils	Nil	Output	Non-cumulative	Quarterly	No	1	Manager Traditional Land Administration

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4. Traditional Affairs 4.4. Land Administration	Number of izizwe supported with alignment of land allocation processes to Municipal LUMs	To align land allocation processes with LUMs	Ensure alignment processes	Maps	Count the number of izizwe supported	Nil output	Non-Cumulative	Monthly	No			Manager Traditional Land Administration
4. Traditional Affairs 4.4. Land Administration	Number of land rights applications processed	To process land rights applications	Ensure land right applications comply with land allocation guidelines	Schedule, diagram	Count the number of applications processed	Output	Non-Cumulative	Monthly	No			Manager Traditional Land Administration
4. Traditional Affairs 4.4. Land Administration	Number of izizwe with izigodi surveyed	To demarcate internal boundaries/izigodi.	Ensure izinduna are allocating land within their izigodi	Maps and images	Count the number of izizwe supported to demarcate izigodi	Nil output	Non-Cumulative	Monthly	No			Manager Traditional Land Administration
4. Traditional Affairs 4.4. Land Administration	Number of izizwe covered in the collection of land utilisation information towards the development of a database	To determine izizwe which need support for generating income and for future planning and support of their areas.	Ensuring that traditional institutions are compliant and functional in terms of application of legislation, policies and frameworks	Physical: Database	Count the number of izizwe supported with establishment and maintenance of land database.	Nil output	Non-Cumulative	Monthly	No	250		Manager Traditional Land Administration

## Notes



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



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