

2017/2018
ANNUAL PERFORMANCE PLAN



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**LIST OF ACRONYMS**

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

Acronym	Definition
MTSF	Medium Term Strategic Framework
NACH	National Anti-Corruption Hotline
NDP	National Development Plan
NEC	National Executive Committee
NFK	North West-Free State-Kwazulu-Natal
NQF	National Qualifications Framework
OSD	Occupation Specific Dispensation
OTP	Office of the Premier
OSS	Operation Sukuma Sakhe
PAJA	Promotion of Administrative Justice Act
PAIA,	Promotion of Access to Information Act,
PDA	Planning and Development Act
PDMC	Provincial Disaster Management Centre
PERSAL	Personal Salary System
PFMA	Public Finance Management Act
PGDP	Provincial Growth and Development Plan
PGDS	Provincial Growth and Development Strategy
PLGESC	Provincial Local Government Election Steering Committee
PMDS	Performance Management and Development System
PMS	Performance Management System
PSA	Public Service Act
PSC	Project Steering Committee
PT	Provincial Treasury
OHSA	Occupational Health and Safety Act
OSD	Occupational Specific Dispensation
OSS	Operation Sukhuma Sakhe
RDP	Reconstruction and Development Programme
SALGA	South African Local Government Association
SASSA	South Africa Social Security Agency
SACPVP	South African Council for the Property Valuers Profession
SAWS	South African Weather Services
SCM	Supply Chain Management
Stats SA	Statistics South Africa
SDIP	Service Delivery Improvement Plan
SDBIP	Service Delivery Budget Improvement Plan
SDF	Spatial Development Framework
SHERQ	Safety, Health, Environment, Risk and Quality
SITA	State Information Technology Agency
SMME	Small, Medium and Micro Enterprise
SOP	Standard Operating Procedures
SPLUMA	Spatial Planning and Land Use Management Act
SDG	Sustainable Development Goals
TA	Traditional Authorities
TIS	Traditional Institutional Support
TOR	Terms of Reference
UAP	Universal Access Plan
VIP	Very Important Person
WSAs	Water Service Authorities



MEC FOREWORD

FOREWORD TO THE 2017/18 ANNUAL PERFORMANCE PLAN FOR DEPARTMENT OF COOPERATIVE GOVERNANCE AND TRADITIONAL AFFAIRS BY THE HONOURABLE MS. NOMUSA DUBE-NCUBE



This Annual Performance Plan serves as the blueprint of the KZN Department of Cooperative Governance and Traditional Affairs (Cogta) for the 2017/2018 financial year based on the department's resources and the province's Medium Term Expenditure Framework (MTEF).

Both the department's budget and the fiscal framework within which it unfolds are under tremendous pressure as a result of the difficult economic climate and the efforts to rationalise public expenditure at all levels of government. Despite this, KZN Cogta is managing to deliver first class support programmes to municipalities based on the principle that all its key service delivery initiatives remain ring-fenced while savings are only realised through improved efficiency.

To this end, KZN has restructured its operations to enhance the department's responsiveness to the needs of individual municipalities and the communities the department serves in conjunction with municipalities. This process is expected to extend into 2017/2018 to ensure - by way of a new departmental structure - that KZN Cogta's focus remains on frontline services.

In 2016, we facilitated another round of free and fair local government elections which have helped to renew the mandate of KZN's freshly minted 54 municipalities - seven less than during the previous term of local government due to continuous efforts to ensure municipal sustainability. The new municipalities are now reconstituted and their councillors are fast learning the ropes of effective service delivery and robust oversight.

The Back to Basics programme was launched in KZN in February 2015 to strengthen and transform the province's local government sector. It is underpinned by five pillars, namely: putting people first and engaging communities, delivering basic services, good governance, sound financial management and building institutional capability. The programme has just been relaunched to give all new councillors in KZN's municipalities to internalise these principles.

A 10-point plan has been developed and adopted as outlined by the Honourable President in his 2016 State of the Nation address. The 10-point plan aims to achieve the following:

- i. Improving community experiences of local government through the development of community feedback mechanisms and complaints management systems and efficient frontline offices;
- ii. Developing hands-on programmes to improve the audit opinions of the municipalities receiving disclaimers for more than three consecutive years;
- iii. Assisting municipalities to enhance their revenue collection and management capacity;
- iv. Appointment of senior managers in municipalities with minimum competencies;
- v. Increasing access to quality, reliable and sustainable basic level of needs in prioritised districts through the development and maintenance of infrastructure;
- vi. Implementation of forensic reports to improve accountability and consequence management in municipalities;
- vii. Development of metropolitan Back to Basics programme that takes into account urban needs and the role of metros in infrastructure investment that stimulates urban economies;
- viii. Impactful spatial development and integration initiatives;
- ix. Strengthening the roles of district municipalities; and
- x. Strengthening the capacity and role of provincial departments of Cogta.

I am pleased to report that significant progress has already been made in most of these areas and I am confident that the enthusiasm seen in the implementation of these goals among our own staff and that of various municipalities will stay with us in 2017/2018 and beyond.

The persistent global economic challenges faced by our country have significant impact on KZN's vulnerable communities. The department is actively looking at improving the financial health of municipalities to stimulate their local economies. Realising such ambitions will require efforts from various sectors of government, business and civil society. Municipalities remain at the forefront of local economic development in the province and our support will be focused on ensuring that we capacitate municipalities to perform this function adequately.

For the 2017/2018 financial year, the department has received an allocation of R1 585 226 billion. A majority of this funding will be geared towards the implementation of Back to Basics interventions in the areas of basic service delivery, municipal infrastructure development and strengthening institutional capacity, local economic development and job creation.

As we ponder the immediate future, we continue to appreciate and work with important stakeholders such as the KZN Auditor-General, the Provincial Treasury, SALGA and our 54 municipalities to ensure that all post-audit action plans are speedily implemented in municipalities requiring urgent attention.

As KZN Cogta, we are passionate about and absolutely committed to strengthening our working relations with provincial sector departments, the private sector, civil society and other key stakeholders in supporting our local government institutions including our traditional leaders to realise their broad developmental objectives. It is therefore with great pleasure that I present to the Provincial Legislature this Annual Performance Plan.



Hon. Nomusa Dube-Ncube- MPL

MEC for Cooperative Governance and Traditional Affairs
Executive Authority



OFFICIAL SIGN OFF

It is hereby certified that this Annual Performance Plan:

- Was developed by the management of the Department of Cooperative Governance and Traditional Affairs under the guidance of Ms. Nomusa Dube-Ncube;
- Was prepared in line with the current Strategic Plan of the Department of Cooperative Governance and Traditional Affairs;
- Accurately reflects the performance targets which the Department of Cooperative Governance and Traditional Affairs will endeavour to achieve given the resources made available in the budget for the 2017/2018 financial year.

Mr. B. Ndlovu
Chief Financial Officer

Mr. T. Tubane
Acting Accounting Officer

Approved by:

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

PART A: STRATEGIC OVERVIEW

Vision

COGTA envisages “People Centered Sustainable Cooperative Governance”.

Mission

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

VALUES

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



LEGISLATIVE MANDATE AND OTHER MANDATES

Constitutional Mandate

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

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

Legislative Mandates

The following legislation is administered by the Department:

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

POLICY MANDATES

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

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

Freedom Charter, 1961

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

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

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

National Development Plan and Medium Term Strategic Framework

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

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

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

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



increase adaptation to Climate Change impacts and improve Disaster Management by identifying and putting into effect appropriate policies and measures.

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

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

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

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

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

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

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

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

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

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

Provincial Growth and Development Plan (PGDP)

The KwaZulu-Natal Provincial Growth and Development Plan (PGDP) is a comprehensive document that addresses the enormous triple challenge of poverty, inequality and unemployment. This is a long-term plan which sets ambitious but achievable targets that will be realised by the year 2035. The PGDP espouses the Provincial vision that: KwaZulu-Natal will be a prosperous Province with a healthy, secure and skilled population, acting as a gateway to Africa and the World.

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

STRATEGIC GOALS	OBJECTIVES
Job Creation	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Development of Ports and Harbours • Development of Road & Rail Networks • Development of ICT Infrastructure • Improve Water Resource Management • Develop Energy Production Capacity
Environmental Sustainability	<ul style="list-style-type: none"> • Increase Productive Use of Land • Advance Alternative Energy Generation • Manage pressures on Biodiversity • Disaster Management
Governance and Policy	<ul style="list-style-type: none"> • Strengthen Policy, Strategy Co-ordination and IGR • Building Government Capacity • Eradicating Fraud & Corruption • Promote Participative, Facilitative & Accountable Governance
Spatial Equity	<ul style="list-style-type: none"> • Actively Promoting Spatial Concentration • Facilitate Integrated Land Management & Spatial Planning

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



ANC 2016 Local Government Manifesto

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

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

KZN Poverty Eradication Master Plan

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

In the State of the Province Address, 26 June 2014 KZN Premier, honourable Mr Senzo Mchunu declared "poverty as public enemy number one" (State of the Nation Address, 2014:1). In this regard, KZN is committed in throwing full weight behind poverty eradication. The government seek to intensify its support to vulnerable groups, in particular mother and children; the disabled; communities on commercial farms and informal settlements. It is fully aligned to national and provincial imperative namely, NDP, PGDP and ruling party policy pronouncements (RDP, Ready to Govern, Mangaung Conference Resolution and Manifestos (2014).

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

The 5 Game Changers are as follows:

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

Sustainable Development Goals (SDG)

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

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

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

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

SDG 7: Affordable and clean energy by 2030, ensure universal access and affordable, reliable and modern energy services and expand infrastructure and upgrade technology for supplying modern and sustainable energy services. The challenge is that Infrastructure is poorly located, inadequate and under-maintained. In its efforts to combat the challenge of addressing the demands municipalities face to maintain and expand the delivery of basic services, COGTA, as a strategic objective, provides support to municipalities by expanding infrastructure (new), upgrade and maintain existing infrastructure to raise the promotion and improving co-ordination of service delivery.

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

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

SDG 10: Reduce Inequality within and amongst countries. Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and action in this regard and ensure enhanced representation and voice for



all in decision-making. The Department's role in promoting equality is through facilitative and accountable governance that and supports municipalities to improve decision making through public participation. COGTA, through supporting municipalities to strengthen Inter-Governmental Relations, also reduces inequalities; IGR intends to meet the challenge of coherent and cooperative government in order to coordinate service delivery faster.

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

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

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

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

African Union Agenda 2063

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

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

- A prosperous Africa based on inclusive growth and sustainable development;
- An integrated continent politically united based on the ideals of Pan Africanism and the vision of Africa's Renaissance;
- An Africa of good governance, democracy, respect for human rights, justice and the rule of law;

- A peaceful and secure Africa;
- An Africa with a strong cultural identity, common heritage, values and ethics;
- An Africa, whose development is people-driven, relying on the potential of African people, especially its women and youth, and caring for children;
- Africa as a strong, united, resilient and influential global player and partner

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

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

Back to Basics

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

The 5 pillars of the programme have been outlined as:

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

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

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

- **Priority 1:** For those municipalities in a dysfunctional state aim will be for them to perform at the very least the basic functions of local government. This will be done through enforcement of current policies and legislation, systematically managing performance and accountability, and ensuring that there are consequences for underperformance. Minimum performance requirements include ensuring the proper functioning of council structures and council processes, the provision of basic services, and the appointment of competent staff.
- **Priority 2:** For those municipalities who are functional but are not doing enough in critical areas of service, they will be supported to progress to a higher path. Here the focus will be on building strong municipal administrative systems and processes, and ensuring that administrative positions are filled with competent and committed people whose performance is closely monitored. The oversight system for local government will be improved through creating real-time monitoring systems. Measures will be taken to ensure that municipalities engage properly with their communities.



- **Priority 3:** Municipalities that are performing well will be incentivised by giving them greater flexibility and control over their resources and grants, and encouraging them to move beyond the basics and transform the local space economy and integrate and densify communities to improve sustainability.
- **Priority 4:** There will be a target set and vigorous response to corruption and fraud, and a zero tolerance approach to ensure that these practices are rooted out. Supply chain management practices in municipalities will be closely scrutinized.

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

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

SITUATIONAL ANALYSIS

The Community Survey 2016 conducted by Stats SA indicates that the population of Kwazulu-Natal has increased from 10 267 300 in 2011 to 11 065 240 in 2016. KZN previously comprised of 1 Metropolis, 10 Districts, 50 Municipalities and 828 Wards. However, after the 2016 Local Government Elections this has been reduced to 43 municipalities and 870 wards respectively. Statistics indicate that the most densely populated areas (including fast growing informal settlements) are mainly concentrated in eThekweni, UMgungundlovu and UThungulu; they are considered to be the fast growing economic hubs in the Province. Newcastle area is also showing signs of rapid development.

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

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

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

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

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

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

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

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



Performance Delivery environment

a) Administration

The Office of the MEC provide strategic leadership and management support to both the department as well as the Ministry in line with the Department’s mandates. It ensures that the operations of the Department and those of the Ministry are not only streamlined, but also in harmony to enable the Department to achieve its administrative mandates in accordance with the MEC’s political mandates. Improved management and accountability of human resources in the Department is central to ensuring good governance. In this regard, 638 staff were capacitated in accordance with the Departmental Training Plan. Some of the training conducted related to Code of Conduct, Sexual Harassment, Fraud Prevention, Protocol, Breaking Barriers, Conflict Resolution, SMS Khaedu Course, Embracing Diversity, Leadership in Middle Management, Financial Management for SMS, Public Sector Skills and Orientation training for Interns. A skills audit was also undertaken in Department to augment the Training Plans of respective units. In terms of capacity development, 207 in-service bursaries and 173 out of service bursaries were awarded and 82 interns were appointed within the department. Twenty One (21) of the 82 appointed interns were student graduates who completed their qualifications through COGTA bursaries.

During the Financial year a Batho Pele Forum was continually used as a channel to mainstream the implementation of Batho Pele within the Department. The Department is fully committed to improving accountability and ensuring that systems and controls are in place, and adequately implemented. All audits planned for the 2016/2017 financial year were conducted to improve financial management mechanisms for the Department and Traditional Councils in order to achieve an unqualified audit opinion. In terms of Risk Management, a Risk Register was compiled and Risk Management reported on quarterly. In addition, based on Auditor General Findings, the Auditor General Action Plan was compiled to ensure that concerns are addressed. An Anti-Fraud and Corruption Strategy was workshopped during the financial year. An electronic reporting system and the Compliance System are maintained to monitor the performance information and the compliance of the Department with both the line function and transversal legislation.

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

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

In the 2015/2016 financial year, the Department was assessed against 37 standards, which consisted of the introduction of 4 new standards to the 33 standards used in the previous financial years. Each standard is assessed alongside set levels of performance, indicating the Department’s level of compliance. A new performance level known level 2+ was introduced in the 2015/2016 MPAT assessment process, to note performance that is above partial compliance.

The levels of performance are tables below.

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

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

Standard		12/13	13/14	14/15	15/16
KPA1: Strategic Management					
1.1	Strategic Planning	3	3	3	3
1.1.1 A	Strategic Plans				
1.1.1 B	Strategic Plans (New)	-	-	-	2
1.1.2 A	Annual Performance Plans	3	3	4	4
1.1.2 B	Annual Performance Plans (New)	-	-	-	2+
1.3	Monitoring	4	4	4	3
1.3.1	Monitoring				
1.3.2	Evaluations (New)	-	-	-	3
1.3.3	Planning of Implementation Programmes (New)	-	-	-	1
KPA2: Governance and Accountability					
2.1	Service Delivery Improvement	1	1	2	2
2.1.1	Service Delivery Charter, standards and SDIP				
2.2	Management structure	2	2	3	3
2.2.1	Functionality of management structure				
2.3	Accountability	3	1	4	3
2.3.2	Assessment of accountability mechanisms (Audit Committee)				
2.4	Ethics	3	3	3	3
2.4.1	Assessment of policies and systems to ensure professional ethics				
2.4.2	Fraud prevention	2	1	1	3
2.5	Internal Audit	2	1	4	3
2.5.1	Assessment of Internal audit arrangement				
2.6	Risk Management	2	1	4	3
2.6.1	Assessment of risk management arrangement				
2.8	Governance of ICT	4	1	1	3
2.8.1	Corporate Governance of ICT				
2.10	Access to information	1	1	2	2.5
2.10.1	Promotion of Access to information				
2.11	Promotion of Administrative Justice	-	1	2	1
2.11.1	Compliance with PAJA requirements				
KPA3: Human Resource Management					
3.1	HR Strategy and Planning	2	2	3	2
3.1.1	HR Planning				
3.1.2	Organisational design and implementation	3	3	3	2
3.1.3	Human Resource Development Planning, Implementation and Reporting	2	3	4	4
3.2	Human Resource Practices and Administration	1	1	3	3
3.2.2	Application of recruitment and retention practices				
3.2.4	Management of diversity	1	1	2	2.5
3.2.5	Employee Wellness	-	1	4	4
3.2.6	Delegation in terms of PSA	1	2	2	2
3.3	Management of Performance	3	3	2	3
3.3.1	Implementation of level 1-12 PDMS				
3.3.2	Implementation of SMS PMDS (excl HOD)	2	2	3	2
3.3.3	Implementation of SMS PMDS for HOD	3	2	2	2
3.4	Employee Relations	3	3	2	2
3.4.2	Management of disciplinary cases				
KPA4: Financial Management					
4.1	Supply Chain Management	3	3	2	3
4.1.1	Demand Management				
4.1.2	Acquisition Management	3	3	3	4
4.1.3	Logistics Management	3	2	3	3
4.1.4	Asset Management	3	3	3	3
4.2	Expenditure Management	3	4	4	4
4.2.1	Management of cash flow and expenditure vs. budget				
4.2.2	Payment of suppliers	2	2	2	2.5



Standard		12/13	13/14	14/15	15/16
4.2.3	Management of unauthorised, irregular, fruitless and wasteful expenditure	3	4	3	3
4.2.4	Payroll certification	2	3	4	4
4.3.6	Delegation in terms of PFMA	3	3	4	4

The MPAT scores received in the 2015/2016 assessment process indicate that 64% of the MPAT standards that the Department was assessed against received scores of full compliance and above.

In assessing the MPAT results over the last four financial years, the following was noted:

- **Standards where performance had improved to a level where the Department is working smartly:** Only 1 standard had reached a level of working smartly (level 4) compared to the 6 standards which reached this level in the 14/15 MPAT process. The standard in this category is the Acquisition Management.
- **Standards where performance had improved to a level of full compliance with legal/regulatory requirements:** 4 standards had improved in performance to a level of full compliance (level 3) compared to the 7 standards which reached this level in the 14/15 assessment process. The standards in this category consist of the Fraud prevention, Corporate Governance of ICT, PDMS for levels 1-12 and Demand Management standards.
- **Standards where performance has regressed to a level of partial compliance:** 3 standards have regressed in performance from full compliance (level 3) to partial compliance (level 2). This number has increased from 2 standards in the previous financial year. The standards in this category consist of the Human Resource Planning, Organisational Design and the Implementation of PMDS standards.
- **Standards where performance is at a constant trend of partial to non-compliance:** Performance trends of partial to non-compliance are seen in 6 standards. This is an improvement from the 8 standards in the previous financial year. The standards in this category consist of the Service Delivery, PAIA, Compliance with PAJA, Management of diversity, Delegations in terms of PSA, PMDS for the Head of Department, Management of disciplinary cases and the payment of suppliers standards.

b) Local Governance

The Municipal Demarcation Board (MDB) finalised the outer boundaries of municipalities and the number of municipalities in KZN have decreased from 61 to 54. The municipalities that were affected by major re-determinations which took effect in 2016 are: Vulamehlo (Split between Umdoni and Ethekwini), Ntambanana (Split between Mthonjaneni, Umhlatuze and Mfolozi) as well as 5 mergers (Imbabazane and Umtshezi, Indaka and Emnambithi, Hlabisa and Big 5 False Bay, Kwa Sani and Ingwe, and Ezinqoleni and Hibiscus Coast.

The implementation of the Restructuring Roadmap, issued by the MEC, was finalised and transitional arrangements in respect of the following issues, were monitored and supported post LGE2016: Appointment of staff, disposal and acquisition of assets, use of reserve capital, asset management, the budget and IDP processes to be followed by the affected municipalities; the appointment of acting municipal managers and managers directly responsible to municipal managers; and the validation of valuation rolls of disestablished municipalities after merging.

In SA, Local Government Elections are organized by the Independent Electoral Commission (IEC). CoGTA, Municipalities, other government departments and agencies play an important role in the organization of elections. The Department is entrusted with a mandate of monitoring and supporting the Local Government Election. All Business Units within the Department worked together in ensuring the success of the Local Government Election.

As part of monitoring and supporting the Local Government Election, the Department established the following structures:

- The Provincial Local Government Election Steering Committee (PLGESC) - The members included COGTA, South African Local Government Association (SALGA), Independent Electoral Commission (IEC) and the State Security Agency. The Committee monitored, supported, guided and oversaw the election process.

- The Provincial Infrastructure Task Team - The members included representatives COGTA as well as from Sector Departments whose public facilities were used as voting stations or could support and/or build the capacity of voting stations and the IEC. The Task Team evaluated the status of water, sanitation and electricity services available on-site at all voting stations and ensured that all voting stations were adequately equipped with basic services, thereby ensuring that the Elections were run smoothly.

A Post- Election plan was developed to address the following:-

- First Council meetings (The Department developed a generic proforma agenda for the first meeting of councils. In addition, the Department attended the first meeting of councils and provided support to municipalities at these meetings);
- COGTA's Election Helpline;
- Comprehensive database which contained the LG Election results;
- Exit strategy for councillors who were not re-elected;
- Comprehensive training programme for new councillors;
- Communication Strategy which was rolled out for voter awareness campaigns;
- Ward Committee establishment; and
- Rapid response teams to monitor and resolve service delivery protests.

The Department is committed to monitoring and supporting municipalities to maintain functional municipal structures.

A Strategic Framework on councillor oversight (including Standard reporting templates for municipal oversight structures) was reviewed and updated. This was implemented post local government elections 2016 to all 54 municipalities. The oversight structures include the Council, Executive Committees, Portfolio Committees and Municipal Public Accounts Committees (MPACs). Assessments are conducted which assists in informing challenged municipalities requiring support.

CoGTA supported newly elected Speakers to discharge their functions, as outlined in the Code of Conduct for councillors without fear or favour. CoGTA will monitor this aspect to ensure that required action is taken swiftly in order to hold councillors accountable for their actions. This will assist in ensuring that there is stability in municipal councils.

The IGR Framework was reviewed (including coordination model, powers and functions) and 10 District IGR Forums were re-established .

MuniMEC is an IGR structure established to be a consultative forum between Provincial CoGTA and the municipalities. Through the MuniMEC, stakeholders from all the spheres of government get an opportunity to interact with local government in the true expression of the concept of cooperative governance.

Although there has been an incremental improvement in Municipal Governance and Administration, many of the municipalities continue to experience certain challenges. These include:-

- Lack of skills and capacity of councillors and officials
- Core municipal systems not established/ out dated
- High staff turnover, including the dismissal, suspension and resignation of key section 57 officials, which impacts on the efficiency of municipalities

COGTA supports municipalities with municipal administrative services and administers municipal compliance, monitors and evaluates the efficacy of municipal management in terms of applicable legislation, and supports municipal HR matters.

The achievement of Clean Audits as an indicator of good governance remains a priority for government including our municipalities and the new political leadership of municipalities who took office following the elections of August 2016 must work toward improving the audit outcomes and number of clean audits following the fact that the 2015/2016 results noted an overall reduction in the number of clean audits from 18 municipalities to 11 municipalities. Although the number of qualified audits also reduced



from 7 to 5 as a positive indicator, there was an increase in the number of disclaimers for 1 to 2 (Mooi Mpfofana and Umtshezi) and 1 adverse opinion (Umkhanyakude District). However, an overall reduction was recorded in the quantum of audit issues raised by the Auditor General for 2015/2016 compared with the number of audit issues raised for 2014/2015. Five hundred and fourteen (514) matters were raised for 2015/2016 with five hundred and forty seven (547) for 2014/2015, a reduction by thirty four (34) or six (6) percent. Municipalities are required in accordance with the Municipal Finance Management Act to develop individual audit response plans and the MEC for Cooperative Governance and Traditional Affairs and her Department shall monitor municipal implementation of the corrective measures reflected in these plans on a quarterly basis. Targeted support based on the analysis of the audit outcomes will be provided to specific municipalities in the areas of budget, internal controls, expenditure and debt management amongst others. Audit Outcomes were assessed and a cohesive Department Strategy to address these was developed promoting a multi-disciplinary response to addressing municipal audit outcomes to sustain and improve results in the Province. The Department has through effective financial monitoring and assessment under the Back to Basics Programme enhanced financial management and reporting in municipalities against the Sound Financial Management Pillar. Departmental support was provided through various fora including the District Finance Forums which also served as the Finance Technical Committees in support of the Re-demarcation Change Management Committees and process with targeted support to municipalities affected by re-demarcation on Information and Communication Technology, Budget and Annual Financial processes. All municipalities received light to medium support on key financial management processes including annual financial statement and annual reporting processes.

Statutory compliance in terms of Section 131 reporting and Section 81 of the MPRA reporting was achieved. Municipalities continue to receive support in implementation of the Municipal Property Rates Act. Municipalities affected by the re-demarcation were specifically supported to align valuation cycles and the Department processed applications for extension of valuation roll validity to promote alignment of valuation rolls and the Department published specific provisions relating thereto in the section 14(5) notice under the Municipal Structures Act. The partnership with all valuation appeal boards in the Province have been established as required by the MPRA to ensure that ratepayer's objections and appeals are dealt with expeditiously. KZN Cogta has further formalised cooperation between DCOG, SACPVP, LGSETA and KZN CoGTA through the establishment of a National MPRA-Mass Appraisal Strategy Committee yielded success in producing a final draft of MPRA Standards for Valuation which were drafted by KZN CoGTA and submitted to the SACPVP for adoption to guide the valuation profession in MPRA implementation. In addition, in implementing the to develop and implement MPRA-Mass Appraisal-Valuation Education and Training programmes, and the Municipal Assessors Program was approved by the . Department of Higher Education and Training for the addition of an alternative occupation title Municipal Property Assessor via the LGSETA. The Department has further developed its own monitoring framework based on the amendment to the MPRA during the year.

A ward election process plan was developed. A task team on establishment of new ward committees made up of KZN COGTA representatives, all departments in the province and DCOG, all these stakeholders were fully involved in implementing the plan. In order to facilitate functional ward committees in the new term, a compliance framework, induction and training programmes are in place and are part of the plan.

It was anticipated that after the Local Government Election, there will arise both inter and intra-party tensions arising from the election of Municipal Office Bearers. This was likely to be followed by the tension which may arise out of the election of Ward Committees. The Rapid Response Team continued to monitor those developments. After the constitution of Councils, a process of establishing new Municipal Rapid Response Teams was supported by the COGTA RRT for the duration of the term of office of the new administrations.

In terms of strengthening the capacity of municipalities, a capacity building strategy has been developed and was consulted upon with stakeholders. The intention of the strategy is to ensure a coordinated

approach on all stakeholders' capacity building programmes. This approach alleviates duplication of resources and promotes alignment of programmes.

Transformation of the government institutions remains a critical objective of the democratic government. To this effect, the department supports municipalities with the implementation of the Gender Equity Policy Framework for Local Government. The intention is to promote the inclusion of the previously disadvantaged groups in all levels of the municipality; such as the women, the disabled and the youth. Municipalities were supported with training of the Employment Equity Forums as well as the development of Employment Equity Plans where they were not available.

Councillor development is imperative for service delivery and the Department has further developed a capacity building plan aimed at empowering councillors and municipal officials post local government elections in line with the Capacity Building Strategy. The Integrated Councillor Induction and Sector-based Orientation Programmes was conducted at the beginning of the new term for councillors, this was to provide councillors with first-hand information that they will require as newly elected councillors. Furthermore, in order to ensure that councillors are empowered to undertake their roles and responsibilities, portfolio based training will be rolled out to councillors after the Induction and Orientation Programme.

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

A Back to Basics Strategic Session was held with municipalities and sector partners to engage them on the business unit activity plans and to ensure their alignment with municipal support plans. A presentation on Back to Basics and a specific presentation per district outlining their support plans were presented by each team to all Councillors and Community Development Workers (CDWs). An Internal Stakeholder workshop was held with KZN COGTA staff to sensitize them on Back to Basics approach and the 10 Point Plan. Terms of Reference (TOR) were developed for Local Government Champions as per the alignment to the Operation Sukuma Sakhe (OSS) model that was adopted by the Cabinet. All municipalities adopted their Back to Basics support plans. A progress assessment was held with all 26 dysfunctional municipalities. Another workshop was held with all Municipal Managers (MMs) to introduce them to the OSS model as well as their role within the Back to Basics programme, the roll out of the KZN COGTA Back to Basics Activity plans and the Campaign Plan. All municipalities were visited with the focus of assessing the progress made and possible re-categorise based on the assessment findings. 26 Support Plans developed were initially developed, where after the programme was extended to cover all municipalities, each with a support plan developed. These support plans were reviewed and amended or redeveloped in line with the Back to Basics Phase 2 10 Point Plan. Quarterly assessments of municipalities are conducted, establishing the status of performance against its mandates and progress against the individual support plans. An additional requirement of Phase 2 of the Back to Basics Programme will be to develop a 5 year programme, with annual targets. The phase 2 approach will be utilised to increase the credibility of B2B monitoring and reporting system and to further develop a scientific measurement instrument and set of indicators for review of the categorization of municipalities and graduation model.

The IDP Coordination Unit envisages intensifying support to municipalities through the Development Shared Services. This initiative is aimed at assisting municipalities with low or lack of planning capacity to be able to develop credible IDPs. Furthermore, the IDP Coordination Unit shall continue facilitating



the Joint Service Delivery Forum with the intent of enhancing coordination of service delivery initiatives of various government departments and municipalities.

Moreover, the IDP Coordination Unit aims to ensure the development of legally compliant IDPs through effective and efficient management of the Provincial IDP Management and Support Plan which envisages being a catalyst between Community-Based Plans, IDPs and Operation Sukuma Sakhe.

c) Development and Planning

The Department ensured that all municipalities in the province were supported to produce Spatial Development Frameworks (SDF). A monitoring tool for implementation of the Density Framework was prepared and adopted. The density implementation tool was monitored in five municipalities (Umhlabuyalingana, Newcastle, Hibiscus Coast, Umzumbe and eThekweni). In working towards ensuring that 65% of the provincial geographical area with Land Use Management Schemes and systems, a concept document with definition of land use management schemes and systems support has been adopted. The identified municipalities are Umhlabuyalingana, Vulamehlo, Umvoti, Edumbe, uPhongola, Umhlabuyalingana, Greater Kokstad, Nkosi Langelibalele, Alfred Dlamini and Umhlabuyalingana.

The total geographic area of the Province that is under adopted Municipal Planning Schemes and Land Use Systems was tracked through mapping in GIS. This includes all schemes and systems that were adopted during the 2016-2017 financial year. A total of 38 local municipalities were supplied with an updated cadastral layer with ownership information. Municipalities are able to use this information to maintain their valuation rolls for full and sectional title ownership. This allows them to increase their revenue base by providing accurate and comprehensive utilities and rates bills per land owner. All disaster incidents in the Province were mapped in GIS and analysis was performed to determine if relevant early warnings were received from the South African Weather Services and passed on to the affected parties prior to their occurrence. This analysis helps to determine the degree of efficacy of the disaster early warning mechanisms that are being implemented in the Province.

The Department will continue to support municipalities with the implementation of SPLUMA. 51 municipalities were capacitated as per the prescribed structures required in terms of SPLUMA. A total of 26 municipalities have gazetted by-laws, and 25 are still in progress. Twenty one (21) Municipal Planning Tribunals covering all municipalities have been established but only five of these are operational. The Department will focus on assisting with the gazetting of outstanding by-laws and operationalizing the non-operational Municipal Planning Tribunals. The process of developing two sets of Planning Norms and Standards i.e. Rural Land Use and Protection / Enhancement of the Character of KwaZulu Natal Landscapes has commenced. The development of the KZN Spatial Planning and Land Use Management Bill also commenced in 2017.

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

The Department has successfully implemented the corridor development programme focusing on N3 and N2 (Durban to Richards Bay) Corridor plans and has identified new corridors including P700 and N2 (Port Shepstone to Port Edward) that still need to be developed. Programmes of support are also provided to rural nodes including Amahlubi, Babanango, Silutshane, Golela, Belgrade and Charlestown to promote growth of small towns.

Small Town Rehabilitation programmes receive continued support in the following areas: Umhlabuyalingana, Umlalazi, Umuziwabantu, UMzimkhulu, Emadlangeni, UMTshezi, Okhahlamba, Kokstad, Imbabazane, Umfolozi, Uphongolo, Endumeni, Umhlabuyalingana and Richmond. Municipalities are also supported with informal economy initiatives e.g. the construction of market stalls, SMME facilities, mini factories operationalisation and adherence to by laws. The following municipalities have been identified

for further support: UMhlatuze, Umuziwabantu, Mandeni, Ndwedwe, UMzimkhulu, UMTshezi, Greater Kokstad, Mthonjaneni, Nongoma, Maphumulo, Mvoti, Richmond, Jozini, Mpofana, Umdoni and EThekwini.

Programmes of support to be provided to the previously established fresh produce market are in place. This includes UThungulu Fresh Produce Markets, Newcastle Ingogo Fresh Produce Market, Msunduzi Fresh Produce Market, Okhahlamba Fresh Produce Market and Jozini Value Adding Centre. Work is being done to align the fresh produce markets to the Agri-parks concept to ensure sustainability. In supporting rural communities, the department will continue to implement and support Amakhosi Rural Economic Development programmes in UThukela, Okhahlamba, Msinga, Abaqulusi, and UMhlabuyaligana including identifying new projects. The Amakhosi projects focus on Fruit farming, vineyards, fish farming, fresh produce and tourism.

In building municipal capacity the department will continue to support the District Development Agency programme created for the facilitation and realisation of larger scale local economic development investment projects and programmes thereby unlocking the economic development potential of the district.

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

Through the CWP and EPWP programmes the department will continue to create work opportunities in municipalities. The Community Works Programme is based on community-driven partnerships and strives to provide an employment safety net in recognition of the fact that sustainable employment solutions will take time, and will reach the most marginalized last. It continues to contribute to Public Good in the development of public assets and services in poor communities. Upon assessing the budget allocation by the National Treasury, DCoG embarked on a process of assessing the possibility of probable work opportunities that could be created in the 2016/17 financial year. Having taken into consideration the budget cuts and the need to factor-in the issue of sustaining work opportunities in the entire MTEF period, a resolution had been taken to award large number of work opportunities (5700) within the North West- Free State- KwaZulu Natal (NFK) regional cluster to KwaZulu Natal Province. The decision was informed by the fact that KwaZulu-Natal is one of the highly performing Provinces in terms of successful implementation of Community Work Programme. These 5700 work opportunities were distributed across all municipalities without the programme, subsequently, qualifying the Province to be the first in the Country with 100% municipal coverage. This brought the total number of work opportunities through CWP in the Province to over 40 000.

In addition, the Department is also creating more work opportunities through EPWP interventions. A number of internal programmes aimed at creating work opportunities have been initiated as a way of responding to rapid and high rates of unemployment. These Departmental programmes include, UThukela Amakhosi Rural Development Programme, Beadwork Production and Waste Management Programme. These programmes have prioritised the vulnerable groups such as woman, youth and people living with disabilities, and have collectively created over 1200 work opportunities. Compliance with EPWP guidelines in terms of employment creation has seen the Department being awarded the incentive grant amounting to R3,471,000.00 in the 2014/15, R4,119,000.00 in the 2015/16 and R3,667,000.00 in the 2016/17 financial year.

Employment opportunities created through other LED interventions, such as Small Town Rehabilitation, Corridor Development, Community Service Centres, are also monitored to ensure compliance with EPWP guidelines. The Department through its EPWP technical support team has partnered with the Provincial Department of Public Works and the National Department of Public Works to support municipalities to institutionalise EPWP as a national umbrella of employment creation. The support rendered to Municipalities includes assisting them to develop EPWP policies, signing protocol and



incentive grant agreements and ensuring that local institutional arrangements such as district forums are facilitated and functional. This continued support has seen the Province's Municipalities sharing a total integrated incentive grant of R148,959,000.00 in 2015/16 and R165,490,000.00 in the 2016/17 financial year.

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

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

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

The recently opened Emondlo CSC is testimony to the inroads that is being made towards redress of past segregation, and now boasts fully functional SASSA and Home Affairs Service Offices. The cost burden of traveling to Vryheid, 25km away is now accessible within walking distance, a right that communities have longed for.

Several other new CSC infrastructure investment projects have been completed which include Xulu-Msiyane (Abaqulusi), Biyela (uMlalazi) and Ngwenya (Jozini). It is further noteworthy that the centres have a dual purpose, this is to create conducive service delivery points in addition to fostering functional relationships between Local Government and the Institution of Traditional Leadership, both pivotal role players in executing governments developmental mandate.

As alluded to earlier, the importance of infrastructure maintenance is also afforded high priority and total of 49 centres in prioritised locations of high social need have been refurbished, and this intervention will continue to receive support in the MTEF period.

The service delivery environment is presently dominated by the constant demand for acceleration of provision of services. Notwithstanding the great strides in providing services, in an election year the remainder of the backlog throughout the Province typically comes sharply into focus. As confirmed by the Citizen Satisfaction Survey conducted by the Provincial Executive, the main sources of frustration are employment, housing, electricity and water. These often manifest themselves in protest actions which are becoming increasingly prevalent.

Community frustrations emanate from two sources viz. those communities who do not yet have services and those who do have services but these have deteriorated into a state of dysfunctionality or at least, poor reliability. Over the last 20 years, backlog eradication has enjoyed high priority and there has certainly been a remarkable improvement in pursuit of universal access.

However, maintenance of the infrastructure has not kept pace and the deterioration of existing infrastructure requires immediate focus, from all spheres of government, as well as a substantial

increase in subsidization of infrastructure maintenance costs. Backlogs will not be eradicated if existing infrastructure is permitted to degenerate, creating “new” backlogs.

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

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

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

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

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

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

There are many deficiencies and anomalies in the provision of Free Basic Services, for example:

- Some municipalities indicate that 100 % of their households receive Free Basic Services. However the municipalities contain towns with relatively affluent areas, which ought not to be eligible for free services.
- Many municipalities submit that free services are provided to more households than the number reflected in their register of indigents.

It is concluded that there are substantial deficiencies in the indigent registers, possibly the indigent registration processes, as well as the records of who receives free services. The relationships /



agreements between municipalities and service authorities (e.g. Water Service Authorities and Eskom) need attention. As a matter of principle, local municipalities are responsible for the determination of Free Basic Services. It is they who should determine who is eligible, and provide such information to the relevant service authorities.

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

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

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

The construction of the Provincial Disaster Management Centre has been completed and the department took occupation of the stand-alone building situated in Mkondeni, Pietermaritzburg in May 2016. The PDMC has coordinated the management of the protracted drought situation conditions which was classified and declared a provincial disaster in 2015. As part of coordinating and managing the situation, the PDMC established a Drought War Room which met with representatives from national and provincial departments, district disaster management practitioners and other relevant stakeholders on a weekly basis. The PDMC also supported the establishment and working of district Joint Operation Committee (JOCs).

The PDMC has established sound working relations with all local and district municipalities as well as national and provincial departments and other relevant stakeholders involved in disaster management to ensure an integrated and multidisciplinary approach to disaster management. The PDMC continues to support municipalities to establish their own disaster management centres. The Ugu, Umkhanyakude, Ilembe and Harry Gwala disaster management centres have been completed with financial assistance from the PDMC. Currently the PDMC is giving financial assistance to Umzinyathi, Amajuba and Ulundi for the construction of their centres.

The PDMC continues to support needy municipalities with the training of fire-fighters in a separate programme. In order to assist the trainees, the PDMC has negotiated with the municipalities to ensure that the trained fire-fighters are employed on completion of the 1-year course.

The PDMC has been hard-hit by the cost containment measures which have delayed and even prevented it to fill the vacant posts and establishment of a fire unit as required. The province continues to witness the increasing frequency and magnitude of weather related incidents which is mainly due to climate change. The PDMC has thus initiated partnership and collaboration engagements with the tertiary institutions to conduct research on KZN specific weather related events.

Funding is still required to capacitate municipal officials, councillors and disaster management practitioners in the province. The province also needs to strengthen its understanding and implementation of climate change adaptation measures to cope with the new challenges and demands.

d) Traditional Institutional Management

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

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

The Department also supported the legislature in piloting the Bill on Traditional Leadership and Governance towards passing a new Act regulating traditional leadership matters in the province; in line with the national framework. To ensure peace and stability in traditional communities and to provide conducive environment for service delivery and development, the Department will continue to make professional interventions in cases of conflict in traditional communities, installation and recognition of amaKhosi. The Department is committed to continue engaging amaKhosi to advise them of the importance of updating genealogies, with the aim limiting the number of recognition disputes. The Department will continue providing supports to cultural events hosted by amaKhosi in their respective traditional communities as amaKhosi are custodians of culture.

The Department ensures that sufficient resources (human, financial and infrastructural) are provided to transform the landscape in the functional domain of Traditional Affairs. Furthermore, the Department rolled out a capacity building programme to ensure effective and efficient functioning of our Traditional Councils. The Department will continue to establish strategic partnerships with relevant stakeholders (National House of Traditional Leaders; Legislature and other government departments, both National and Provincial, Municipalities)

The participation of Traditional Leaders in the Municipal Councils in terms of Section 81 of the Municipal Structures Act 1998 (Act No.117 of 1998) remain one of the main areas of focus for the Department. Whilst the MEC has enabled the participation of traditional leaders in the proceedings of all municipal councils within the Province by publishing a Notice required in terms of Section 81(2)(a) of the Municipal Structures Act, attendance to respective municipal council meetings remains a challenge. In this regard, the Department will continue to provide necessary support including one to one engagements in pursuit of acceptable levels of attendance. The participation of Traditional institutions at Municipal Intergovernmental Forums is also critical towards the cooperation of municipal organs of state and local level service delivery and development coordination. The Department will facilitate platforms for engagements and participation of traditional institutions in District Intergovernmental Forums. Consultation required in terms of Section 81(3) of the Municipal Structures Act remains a challenge and the Department will prioritize it in its support initiatives as part of its obligation to support both Municipalities and Traditional institutions. Cooperation between Ward Committees and Traditional Councils remain critical towards optimum service delivery and development in traditional communities.

The Department continues to support Traditional Councils to identify and implement key strategic economic driven development initiatives aimed at unlocking vital job opportunities. Support continues in the form of comprehensive business plans for informed implementation of the development initiatives and towards obtaining support from potential stakeholders, especially private sector prevalent in these communities as part of their social responsibility.

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



Organisational Performance Environment

The Department is structured around four programmes.

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

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

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

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

As of 31 January 2017 COGTA had a total of 1592 permanent posts in its employ. Males constitute 40.77% (588) while females constitute 59.22% (854) of the workforce. At the senior management level males constitutes 47.37% (27) and females is 52.63% (30). The recruitment and selection processes of the Department will be categorically focused towards achieving the employment levels in accordance with the DPSA Transformation targets.

Going forward, the Department will focus on the following areas of employment policy or practice barriers, to drive the achievement of our employment equity targets as stipulated in the Employment Equity Plan; recruitment procedures, appointments, training and development, promotions, succession and experience planning, and retention of designated personnel.

RACE/GENDER PER SALARY LEVEL AS AT 31 JANUARY 2017										POST STATUS INFORMATION			
Salary Level	African		Coloured		Indian		White		Grand Total	Active Filled	Active Vacant	Total Posts	Disabled Employees
	Female	Male	Female	Male	Female	Male	Female	Male					
1	0	0	0	0	0	0	0	0	0	0	0	0	0
2	47	25	0	0	0	0	0	0	72	72	3	75	0
3	10	36	0	0	0	0	0	0	46	46	3	49	0
4	4	16	0	0	0	0	0	0	20	20	7	27	1
5	109	67	2	1	5	5	14	2	205	205	18	223	5
6	287	174	0	0	0	0	0	0	461	461	17	478	1
7	113	49	3	0	10	4	15	1	195	195	37	232	7
8	41	36	4	1	8	4	3	0	97	97	15	112	1
9	32	21	3	0	3	4	2	3	68	68	10	78	
10	26	17	2	0	7	4	2	4	62	62	10	72	1
11	25	24	1	0	5	6	2	4	67	67	10	77	0
12	27	39	1	1	10	7	1	6	92	92	13	105	2
13	17	10	0	0	4	1	2	5	39	39	4	43	1
14	6	6	0	0	1	0	0	1	14	14	1	15	0
15	0	4	0	0	0	0	0	0	4	4	1	5	0
16	0	0	0	0	0	0	0	0	0	0	1	1	0
TOTAL	744	524	16	3	53	35	41	26	1442	1442	150	1592	19

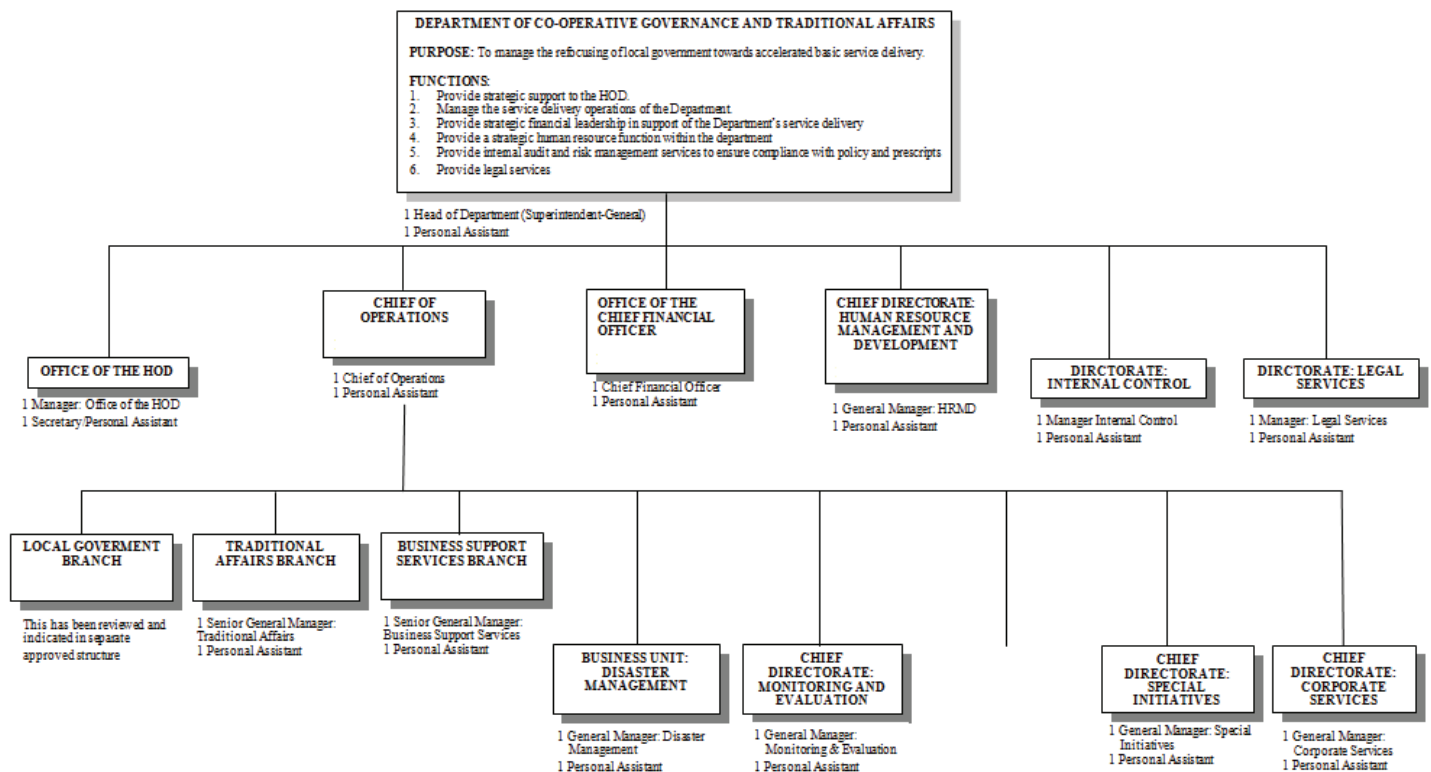
Statistical Target Data

Percentage Economically Active Population Group	KZN EAP
	QLFS 4-2015
African Female	46.90%
African Male	42.00%
Coloured Female	0.50%
Coloured Male	0.40%
Indian Female	3.60%
Indian Male	3.50%
White Female	1.60%
White Male	1.40%
Total	99.90%

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

It is the responsibility of the Department to organise itself in a manner that will maximise service delivery whilst fulfilling its mandate. The Department has examined its internal organizational environment and agree that it needs to reconfigure its working arrangement to enhance the responsibility of co-ordination within and outside the Department. This environmental change will have very significant impact in the next five years. With the new reconfigured arrangement, the Department anticipates becoming more vigorously responsive to the needs of its clients. In addition, filling of critical posts remains critical for COGTA. Continuous capacitating of employees as per Personal Development Plan will work towards improving the service delivery at COGTA.

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





DESCRIPTION OF THE APP PROCESS

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

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

STRATEGIC OBJECTIVES

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

STRATEGIC OBJECTIVE TARGETS											
STRATEGIC OBJECTIVE	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	BASELINE 13/14	AUDITED PERFORMANCE		ESTIMATED 16/17	ANNUAL TARGET 17/18	MEDIUM TERM TARGETS		
					14/15	15/16			18/19	19/20	20/21
1.1. Improved functionality of Inter-Governmental Relations	Number of district municipalities supported with functional IGR Structures	PGDP: Goal 6	10	10	10	10	10	10	10	10	10
2.1. Improved capacity of political and administrative governance (Local Government and Traditional Institution)	Number of municipalities supported to improve political and administrative governance	PGDP: Goal 6	54	New	-	61	54	54	54	54	54
	Number of traditional institutions (Provincial and Local Houses) supported to improve political and administrative governance	PGDP: Goal 6	12	New	-	12	12	12	12	12	12
2.2. Strengthened accountability of governance institutions (Local Government and Traditional Institution)	Number of municipalities supported to strengthen accountability	PGDP: Goal 6	54	New	-	New	54	54	54	54	54
	Number of traditional institutions supported to strengthen accountability	PGDP: Goal 6	12	New	-	12	12	12	12	12	12
2.3. Improved decision making through citizen participation	Number of municipalities supported to improve decision making through citizen participation	PGDP: Goal 6	44	New	-	54	44	44	44	44	44
3.1. Strengthened sectoral development	Number of District Agencies supported to drive LED	PGDP: Goal 3	10	New	-	10	10	10	10	10	10
3.2. Improved government led job creation programmes	Number of municipalities supported to implement LED projects	PGDP: Goal 7	10	New	-	10	10	10	10	10	10
4.1. Improved co-ordination of service delivery	Number of municipalities supported to improve co-ordination of service delivery	PGDP: Goal 4	54	New	-	51	54	54	54	54	54
5.1. Improved spatial hierarchy of services	Number of municipalities supported to improve spatial hierarchy of services	PGDP: Goal 7	54	New	-	54	54	54	54	54	54



STRATEGIC OBJECTIVE TARGETS												
STRATEGIC OBJECTIVE	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	BASELINE 13/14	AUDITED PERFORMANCE			ESTIMATED 16/17	ANNUAL TARGET 17/18	MEDIUM TERM TARGETS		
					14/15	15/16	16/17			18/19	19/20	20/21
6.2. Increased adaptation to climate change impacts.	Number of municipalities supported with Disaster Risk Management Planning	PGDP: Goal 5	11	New	-	-	11	11	11	11	11	11
6.2. Improved disaster management	Number of municipalities supported with functionality of Disaster Management Centres	PGDP: Goal 5	11	New	-	-	11	11	11	11	11	11

Alignment of Provincial Strategic Objectives and Sector Priorities to Government Outcomes

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

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



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

OVERVIEW OF THE 2016/2017 BUDGET AND MTEF ESTIMATES

Table 2.1 : Summary of payments and estimates by programme: Local Government And Traditional Affairs

R thousand	Outcome			Main appropriation	Adjusted appropriation 2016/17	Revised estimate	Medium-term estimates		
	2013/14	2014/15	2015/16				2017/18	2018/19	2019/20
1. 1. Administration	318 880	331 891	382 559	367 321	390 139	390 139	393 839	404 671	422 595
2. 2. Local Governance	222 739	217 377	228 491	249 953	267 280	267 280	291 385	317 595	339 363
3. 3. Development And Planning	430 891	699 251	641 708	643 650	600 961	600 961	338 735	358 431	386 009
4. 4. Traditional Institutional Manag	269 986	234 068	265 330	284 999	357 688	357 688	561 267	592 333	629 055
Total payments and estimates	1 242 496	1 482 587	1 518 088	1 545 923	1 616 068	1 616 068	1 585 226	1 673 030	1 777 022

Table 2.2 : Summary of provincial payments and estimates by economic classification: Local Government And Traditional Affairs

R thousand	Outcome			Main appropriation	Adjusted appropriation 2016/17	Revised estimate	Medium-term estimates		
	2013/14	2014/15	2015/16				2017/18	2018/19	2019/20
Current payments	835 562	910 219	995 720	1 403 000	1 431 296	1 390 466	1 519 975	1 606 272	1 707 789
Compensation of employees	523 274	557 676	607 298	674 446	645 665	645 125	1 086 644	1 172 252	1 253 113
Goods and services	312 288	352 543	388 422	728 554	785 631	745 341	433 331	434 020	454 676
Interest and rent on land	-	-	-	-	-	-	-	-	-
Transfers and subsidies to:	342 632	504 959	453 017	47 497	111 150	160 589	34 214	32 380	35 865
Provinces and municipalities	232 228	353 291	273 134	33 021	71 439	118 075	21 115	17 027	20 039
Departmental agencies and acc	1 278	20 231	6 150	-	14 550	14 550	-	-	-
Higher education institutions	-	-	-	-	-	-	-	-	-
Foreign governments and intern	-	-	-	-	-	-	-	-	-
Public corporations and private	-	33 254	45 100	-	7 526	10 110	-	-	-
Non-profit institutions	95 759	83 121	114 811	-	-	-	-	-	-
Households	13 367	15 062	13 822	14 476	17 635	17 854	13 099	15 353	15 826
Payments for capital assets	64 276	67 364	69 351	95 426	73 622	65 013	31 037	34 378	33 368
Buildings and other fixed structu	39 069	41 689	43 086	76 596	42 395	33 695	20 674	24 558	24 672
Machinery and equipment	21 104	24 244	25 847	16 518	29 571	29 597	10 213	9 670	8 471
Heritage Assets	-	-	-	-	-	-	-	-	-
Specialised military assets	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-
Land and sub-soil assets	-	-	-	-	-	-	-	-	-
Software and other intangible as	4 103	1 431	418	2 312	1 656	1 721	150	150	225
Payments for financial assets	26	45	-	-	-	-	-	-	-
Total economic classification	1 242 496	1 482 587	1 518 088	1 545 923	1 616 068	1 616 068	1 585 226	1 673 030	1 777 022



PROGRAMME 1

ADMINISTRATION





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

PART B: PROGRAMME AND SUB-PROGRAMME PLANS

PROGRAMME ONE: ADMINISTRATION

PROGRAMME PURPOSE

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

SUB-PROGRAMME: CORPORATE SERVICES

Progress Analysis

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

The Department also achieved the set 100% on compliance of building with Occupational Health and Safety Act (OHSA), having functional working environment aligned to the organisational structure and efficiently management of fleet. In addition, the

Department submitted 28 statutory reports, kept programmes expenditure with 2% variance, updated asset registers for 257 Traditional Administrative Centres and supported 267 Traditional Councils with financial management practice notes. The Department reviewed its Anti-fraud and corruption strategy, investigated 100% of fraud reported cases and issues on Auditor-General (AG) Management Action Plan.

Furthermore, the Department implemented the Service Delivery Improvement Plan, produced quarterly performance reports, conducted the set 6 evaluation studies, reviewed 3 policies, conducted 2 research projects and implemented a communication strategy. The Department, through the Corporate Communication unit,

supported all events including the 2016 Local Government Elections.

Analysis of constraints and measures planned to overcome them

The Department experienced the following challenges: Optimisation of Infrastructure was delayed due to challenges with SITA and with Business Units reporting on compliance with legislation. However, Business Units were alerted to meet the timeframes stipulated in the plan and developed action plan to enforce compliance with legislation. The Department will closely monitor its budget and align its expenditure to outcomes designed to improve financial management mechanisms, achieve service delivery targets and achievement of an unqualified audit opinion.



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

ANNUAL PERFORMANCE PLAN 2017/18

SUB-PROGRAMME: OFFICE OF THE MEC

OFFICE OF THE MEC												
STRATEGIC GOAL	2. Strengthened Governance											
STRATEGIC OBJECTIVE	2.1. Improved capacity of political and administrative governance											
INTERVENTION	Build the capacity and capability of the Department to promote clean, effective and efficient governance											
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	BASELINE 13/14	AUDITED PERFORMANCE		ESTIMATED 16/17	ANNUAL TARGET 17/18	MEDIUM TERM TARGETS			
					14/15	15/16			18/19	19/20	20/21	
Provide effective support services to the Department and the Ministry to promote good governance	Percentage of Cabinet matters implemented	-	100% of operational systems functional	New	-	-	100%	100%	100%	100%	100%	
	Number of strategic documents tabled to the legislature as per statutory requirements	PFMA PGDP: Goal 6 & Outcome 9: Sub Outcome 3	All strategic documents tabled as per statutory requirements	New	-	-	7	5	5	5	5	
	Number of Cabinet Sub-Committees supported	-	100% of operational systems functional	New	-	-	-	4	4	4	4	
	Percentage of Portfolio Committee Protocols implemented	-	100% of operational systems functional	New	-	-	-	100%	100%	100%	100%	
	Percentage of Parliamentary Protocols implemented	-	100% of operational systems functional	New	-	-	-	100%	100%	100%	100%	
	Percentage of ministerial projects supported	-	100% of ministerial projects supported	New	-	-	-	100%	100%	100%	100%	100%
	Number of security policies implemented	-	1 policy implemented	New	-	-	-	1	1	1	1	1



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

ANNUAL PERFORMANCE PLAN 2017/18

OFFICE OF THE MEC – QUARTERLY TARGETS

OFFICE OF THE MEC								
STRATEGIC GOAL	2. Strengthened Governance							
STRATEGIC OBJECTIVE	2.1. Improved capacity of political and administrative governance							
INTERVENTION	Build the capacity and capability of the Department to promote clean, effective and efficient governance							
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2017/2018	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
					1 ST	2 ND	3 RD	4 TH
Provide effective support services to the Department and the Ministry to promote good governance	Percentage of Cabinet matters implemented	100%	-	Quarterly	100% Cabinet Matters implemented	100% Cabinet Matters implemented	100% Cabinet Matters implemented	100% Cabinet Matters implemented
					100% Cabinet Memos/Mentions vetted prior submission to MEC	100% Cabinet Memos/Mentions vetted prior submission to MEC	100% Cabinet Memos/Mentions vetted prior submission to MEC	100% Cabinet Memos/Mentions vetted prior submission to MEC
					100% Cabinet Memos/Mentions submitted to MEC (on the day of HOD sign off)	100% Cabinet Memos/Mentions submitted to MEC (on the day of HOD sign off)	100% Cabinet Memos/Mentions submitted to MEC (on the day of HOD sign off)	100% Cabinet Memos/Mentions submitted to MEC (on the day of HOD sign off)
					100% Cabinet Memos/Mentions meeting Cabinet Submission time norms	100% Cabinet Memos/Mentions meeting Cabinet Submission time norms	100% Cabinet Memos/Mentions meeting Cabinet Submission time norms	100% Cabinet Memos/Mentions meeting Cabinet Submission time norms
					100% Cabinet files vetted and submitted to MEC (a day before cabinet)	100% Cabinet files vetted and submitted to MEC (a day before cabinet)	100% Cabinet files vetted and submitted to MEC (a day before cabinet)	100% Cabinet files vetted and submitted to MEC (a day before cabinet)
					100% Cabinet Decisions monitored and reported to cabinet	100% Cabinet Decisions monitored and reported to cabinet	100% Cabinet Decisions monitored and reported to cabinet	100% Cabinet Decisions monitored and reported to cabinet
					100% Cabinet Legislative dates adhered to (as per Cabinet Manual)	100% Cabinet Legislative dates adhered to (as per Cabinet Manual)	100% Cabinet Legislative dates adhered to (as per Cabinet Manual)	100% Cabinet Legislative dates adhered to (as per Cabinet Manual)
					Provincial Executive Council Lekgotla supported	Provincial Executive Council Lekgotla supported	Provincial Executive Council Lekgotla supported	Provincial Executive Council Lekgotla supported

OFFICE OF THE MEC										
2. Strengthened Governance										
2.1. Improved capacity of political and administrative governance										
Build the capacity and capability of the Department to promote clean, effective and efficient governance										
STRATEGIC GOAL	STRATEGIC OBJECTIVE	INTERVENTION	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2017/2018	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
							1ST	2ND	3RD	4TH
			Number of strategic documents tabled to the legislature as per statutory requirements	5	PFMA PGDP: Goal 6 & Outcome 9: Sub Outcome 3	Quarterly	4 strategic documents tabled (2017/2018 Annual Performance Plan, 2017/18 Budget Speech, Section 131 of MFMA Report, 1 Section 47 of MSA Report tabled)	1 Annual Report (2016/2017)	-	-
			Number of Cabinet Sub-Committees supported	4	-	Quarterly	Cabinet Sub Committee dates diarized and notifications distributed timeously Cabinet Sub Committee documentation submitted to Cabinet secretariat	Cabinet Sub Committee dates diarized and notifications distributed timeously Cabinet Sub Committee documentation submitted to Cabinet secretariat	Cabinet Sub Committee dates diarized and notifications distributed timeously Cabinet Sub Committee documentation submitted to Cabinet secretariat	Cabinet Sub Committee dates diarized and notifications distributed timeously Cabinet Sub Committee documentation submitted to Cabinet secretariat
			Percentage of Portfolio Committee protocols implemented	100%	-	Quarterly	100% Portfolio Committee protocols implemented Study Group convened prior to Portfolio Committee (minimum 4 days) 100% Logistical Arrangements finalised	100% Portfolio Committee protocols implemented Study Group convened prior to Portfolio Committee (minimum 4 days) 100% Logistical Arrangements finalised	100% Portfolio Committee protocols implemented Study Group convened prior to Portfolio Committee (minimum 4 days) 100% Logistical Arrangements finalised	100% Portfolio Committee protocols implemented Study Group convened prior to Portfolio Committee (minimum 4 days) 100% Logistical Arrangements finalised



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

ANNUAL PERFORMANCE PLAN 2017/18

OFFICE OF THE MEC								
STRATEGIC GOAL	2. Strengthened Governance							
STRATEGIC OBJECTIVE	2.1. Improved capacity of political and administrative governance							
INTERVENTION	Build the capacity and capability of the Department to promote clean, effective and efficient governance							
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2017/2018	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
					1 ST	2 ND	3 RD	4 TH
	Percentage of Parliamentary protocols implemented	100%	-	Quarterly	100% Parliamentary Protocols implemented	100% Parliamentary Protocols implemented	100% Parliamentary Protocols implemented	100% Parliamentary Protocols implemented
	Percentage of ministerial projects supported	100%	-	Quarterly	100% of ministerial projects supported (Youth Day)	100% of ministerial projects supported (Mandela Day & Women's Day)	100% of ministerial projects supported (Aids, 16 days of Activism & Elderly projects)	100% of ministerial projects supported (Back to School and International Women's day Projects)

OFFICE OF THE MEC								
STRATEGIC GOAL	2. Strengthened Governance							
STRATEGIC OBJECTIVE	2.1. Improved capacity of political and administrative governance							
INTERVENTION	Build the capacity and capability of the Department to promote clean, effective and efficient governance							
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2017/2018	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
					1 ST	2 ND	3 RD	4 TH
	Number of security policies implemented	1	-	Quarterly	1 security policy implemented 100% ministerial events supported with VIP Services	1 security policy implemented 100% ministerial events supported with VIP Services	1 security policy implemented 100% ministerial events supported with VIP Services	1 security policy implemented 100% ministerial events supported with VIP Services
					100% Departmental Buildings Compliant with security policy	100% Departmental Buildings Compliant with security policy	100% Departmental Buildings Compliant with security policy	100% Departmental Buildings Compliant with security policy



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

ANNUAL PERFORMANCE PLAN 2017/18

SUB-PROGRAMME: OFFICE OF THE HEAD OF DEPARTMENT

OFFICE OF THE HEAD OF DEPARTMENT											
2. Strengthened Governance											
2.2. Strengthened accountability of governance institutions											
Promote a culture of integrated planning, transparency and accountability that enhances the efficient and effective performance of the Department											
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	BASELINE 13/14	AUDITED PERFORMANCE		ESTIMATED 16/17	ANNUAL TARGET 17/18	MEDIUM TERM TARGETS		
					14/15	15/16			18/19	19/20	20/21
Align Planning with Budget processes, service delivery and organisational processes	Number of Budget and Annual performance plans implemented	PGDP Goal 6	Clean Audit Achieved	New	-	-	-	2 (1 APP and 1 Budget)	2 (1 APP and 1 Budget)	2 (1 APP and 1 Budget)	2 (1 APP and 1 Budget)
Conduct Internal Audits and implement remedial actions for non-compliance	Number of Internal Audit processes implemented	NDP Chapter 14	Enhanced Internal Control measures in place for all business processes	New	-	-	1	1	1	1	1

OFFICE OF THE HEAD OF DEPARTMENT											
2. Strengthened Governance											
2.1. Improved capacity of political and administrative governance											
Build the capacity and capability of the Department to promote clean, effective and efficient governance											
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	BASELINE 13/14	AUDITED PERFORMANCE		ESTIMATED 16/17	ANNUAL TARGET 17/18	MEDIUM TERM TARGETS		
					14/15	15/16			18/19	19/20	20/21
Facilitate change management and succession planning	Number of SMS mentoring processes implemented	PGDP Goal 6	100% Staff capable to perform their function	New	-	-	-	1	1	1	1
<ul style="list-style-type: none"> Promote inclusive and shared leadership amongst SMS Promote effective and speedy decision making for programme and project implementation 	Number of Departmental management structures functional	MPAT KPA 2 STD 2.2.1	Effective and speedy decision making	New	-	-	-	2 (MANCO & EXCO)	2 (MANCO & EXCO)	2 (MANCO & EXCO)	2 (MANCO & EXCO)
Implementation of MISS guidelines in order to comply with PAIA, Control of access to public premises and vehicles Act and OHS Act	Number of policies implemented in respect of information and physical security	PGDP: Goal 6	Department fully compliant in terms of MISS	New	-	-	1	1	1	1	1

OFFICE OF THE HEAD OF DEPARTMENT												
STRATEGIC GOAL	2. Strengthened Governance											
STRATEGIC OBJECTIVE	2.1. Improved capacity of political and administrative governance											
INTERVENTION	Ensure Intra-Departmental coordination											
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	BASELINE 13/14	AUDITED PERFORMANCE		ESTIMATED 16/17	ANNUAL TARGET 17/18	MEDIUM TERM TARGETS			
					14/15	15/16			18/19	19/20	20/21	
Coordinate service delivery-ensure that the affected sector departments and entities are fully represented in the multi sectoral task teams-OSS	Number of Districts and Metros supported on OSS	PGDP: Goal 6	10 Districts and 1 Metro supported on OSS	New	10 Districts and 1 Metro	10 Districts and 1 Metro	10 Districts and 1 Metro	10 Districts and 1 Metro	10 Districts and 1 Metro	10 Districts and 1 Metro	10 Districts and 1 Metro	10 Districts and 1 Metro



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

ANNUAL PERFORMANCE PLAN 2017/18

OFFICE OF THE HEAD OF DEPARTMENT QUARTERLY TARGETS

OFFICE OF THE HEAD OF DEPARTMENT								
STRATEGIC GOAL	2. Strengthened Governance							
STRATEGIC OBJECTIVE	2.2. Strengthened accountability of governance institutions							
INTERVENTION	Promote a culture of integrated planning, transparency and accountability that enhances the efficient and effective performance of the Department							
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2017/2018	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
					1 ST	2 ND	3 RD	4 TH
Align Planning with Budget processes, service delivery and organisational processes	Number of Budget and Annual performance plans implemented	2 (1 APP and 1 Budget)	PGDP GOAL 6	Quarterly	Remedial action plan monitored	1st Q budget and APP report for 17/18 reviewed and approved	2nd Q budget and APP report for 17/18 reviewed and approved	3rd Q budget and APP report for 17/18 reviewed and approved
					AG management Report reviewed and responded	AG management Report reviewed and approved	AG management Report actioned	100% AG management Report issues resolved
					1st draft APP and Budget for 2018/2019 submitted	1st draft APP and Budget for 2018/2019 submitted	2nd draft APP and Budget for 2018/2019 submitted	Final APP and Budget for 2018/2019 submitted
					Budget and Annual performance plans implemented	Budget and Annual performance plans implemented	Budget and Annual performance plans implemented	Budget and Annual performance plans implemented
					Inter programme, Directorate and Departmental cooperation and communication facilitated through appropriate structures	Inter programme, Directorate and Departmental cooperation and communication facilitated through appropriate structures	Inter programme, Directorate and Departmental cooperation and communication facilitated through appropriate structures	Inter programme, Directorate and Departmental cooperation and communication facilitated through appropriate structures
					1 Efficiency and value for money evaluation conducted on all major capital projects	1 Efficiency and value for money evaluation conducted on all major capital projects	1 Efficiency and value for money evaluation conducted on all major capital projects	1 Efficiency and value for money evaluation conducted on all major capital projects
					SDIP for 2017/2018 monitored and remedial action implemented	SDIP for 2017/2018 monitored and remedial action implemented	SDIP for 2017/2018 monitored and remedial action implemented	SDIP for 2017/2018 monitored and remedial action implemented
					Organisational Structure implemented	Organisational Structure implemented	Organisational Structure implemented	Organisational Structure implemented
								SDIP for 2018/2019 reviewed
								Organisational Structure implemented

OFFICE OF THE HEAD OF DEPARTMENT								
STRATEGIC GOAL	2. Strengthened Governance							
STRATEGIC OBJECTIVE	2.2. Strengthened accountability of governance institutions							
INTERVENTION	Promote a culture of integrated planning, transparency and accountability that enhances the efficient and effective performance of the Department							
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2017/2018	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
					1 ST	2 ND	3 RD	4 TH
Conduct Internal Audits and implement remedial actions for non-compliance	Number of Internal Audit processes implemented	1	NDP Chapter 14	Quarterly	Internal Audit conducted on Finance Remedial actions monitored External Audit Committee Resolutions implemented	Internal Audit conducted for Staff Verification(Head Count) Remedial actions monitored External Audit Committee Resolutions implemented	Internal Audit conducted on Performance Information Remedial actions monitored External Audit Committee Resolutions implemented	Internal Audit conducted on Supply Chain Management Remedial actions monitored External Audit Committee Resolutions implemented

OFFICE OF THE HEAD OF DEPARTMENT								
STRATEGIC GOAL	2. Strengthened Governance							
STRATEGIC OBJECTIVE	2.1. Improved capacity of political and administrative governance							
INTERVENTION	Build the capacity and capability of the Department to promote clean, effective and efficient governance							
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2017/2018	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
					1 ST	2 ND	3 RD	4 TH
Facilitate change management and succession planning	Number of SMS mentoring processes implemented	1	PGDP Goal 6	Quarterly	Change Management assessment and process plan (per programme) developed SMS Succession Planning and Mentorship Guideline developed and awareness campaigns held	1 SMS Assessment Committee (Moderation) convened Change Management processes initiated in the Department Succession Planning and Mentorship Guideline implemented in Programmes 1 & 4	Change Management processes monitored SMS Succession Planning and Mentorship Guideline implemented in Programme 2	1 Evaluation on Change Management implementation finalised SMS Succession Planning and Mentorship Guideline implemented in Programme 3

OFFICE OF THE HEAD OF DEPARTMENT														
2. Strengthened Governance														
2.1. Improved capacity of political and administrative governance														
Build the capacity and capability of the Department to promote clean, effective and efficient governance														
STRATEGIC GOAL	STRATEGIC OBJECTIVE	INTERVENTION	ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2017/2018	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS						
								1 ST	2 ND	3 RD	4 TH			
			<ul style="list-style-type: none"> Promote inclusive and shared leadership amongst SMS Promote effective and speedy decision making for programme and project implementation 	Number of Departmental management structures functional	2 (MANCO & EXCO)	PGDP Goal 6 MPAT KPA 2 STD 2.2.1	Monthly	Monthly MANCO and EXCO meetings held (Agendas, Approved Decision Matrix, Schedule, Minutes, Monitoring of the implementation of Strategic Direction and of interdepartmental reports/ resolutions)	Monthly MANCO and EXCO meetings held (Agendas, Approved Decision Matrix, Schedule, Minutes, Monitoring of the implementation of Strategic Direction and of interdepartmental reports/ resolutions)	Monthly MANCO and EXCO meetings held (Agendas, Approved Decision Matrix, Schedule, Minutes, Monitoring of the implementation of Strategic Direction and of interdepartmental reports/ resolutions)	Monthly MANCO and EXCO meetings held (Agendas, Approved Decision Matrix, Schedule, Minutes, Monitoring of the implementation of Strategic Direction and of interdepartmental reports/ resolutions)	2 Departmental Management Structures functional	Policy on information and physical security implemented	Departmental IT Security Systems assessed and updated as per ICT Policy
			Implementation of MISS guidelines in order to comply with PAIA, Control of access to public premises and vehicles Act and OHS Act	Number of policies implemented in respect of information and physical security	1	PGDP Goal 6	Quarterly	Policy on information and physical security implemented	Policy on information and physical security implemented	Policy on information and physical security implemented	Policy on information and physical security implemented	2 Departmental Management Structures functional	Policy on information and physical security implemented	Departmental IT Security Systems assessed and updated as per ICT Policy

OFFICE OF THE HEAD OF DEPARTMENT														
2. Strengthened Governance														
2.1. Improved capacity of political and administrative governance														
Build the capacity and capability of the Department to promote clean, effective and efficient governance														
STRATEGIC GOAL	STRATEGIC OBJECTIVE	INTERVENTION	ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2017/2018	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS						
								1 ST	2 ND	3 RD	4 TH			
			Coordinate service delivery-ensure that the affected sector departments and entities are fully represented in the multi sectoral task teams-OSS	Number of Districts and Metros supported on OSS	10 Districts and 1 Metro	PGDP: Goal 6	Quarterly	10 Districts and 1 Metro 100% Issues Facilitated	10 Districts and 1 Metro 100% Issues Facilitated	10 Districts and 1 Metro 100% Issues Facilitated	10 Districts and 1 Metro 100% Issues Facilitated	10 Districts and 1 Metro 100% Issues Facilitated	10 Districts and 1 Metro 100% Issues Facilitated	10 Districts and 1 Metro 100% Issues Facilitated



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

ANNUAL PERFORMANCE PLAN 2017/18

SUB-PROGRAMME: HUMAN RESOURCE MANAGEMENT

ORGANISATIONAL DEVELOPMENT AND EFFICIENCY SERVICES												
2. Strengthened Governance												
2.1. Improved capacity of political and administrative governance												
Build the capacity and capability of the Department to promote clean, effective and efficient governance												
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	BASELINE 13/14	AUDITED PERFORMANCE			ESTIMATED 16/17	ANNUAL TARGET 17/18	MEDIUM TERM TARGETS		
					14/15	15/16	16/17			18/19	19/20	20/21
Implement the MTEF HR Plan	Percentage of planned targets contained in MTEF HR plan achieved	MPAT KPA 3 STD 3.1.1	100% of MTEF HR Plan Targets Achieved	New	-	-	-	100%	100%	100%	100%	
Review organisational structure to be designed and aligned to the Strategic Plans in order to ensure that the Department delivers on its mandate	Number of Organisational Structures implemented	MPAT KPA 3 STD 3.1.2	Department 100% functional in accordance with the approved organisational structure	New	-	-	-	1	1	1	1	
	Number of Operations Management Frameworks implemented	Cabinet Lekgotla Resolution	1	New	-	-	-	1	1	1	1	

HUMAN RESOURCE ADMINISTRATION														
2. Strengthened Governance														
2.1. Improved capacity of political and administrative governance														
Build the capacity and capability of the Department to promote clean, effective and efficient governance														
STRATEGIC GOAL	STRATEGIC OBJECTIVE	INTERVENTION	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	BASELINE 13/14	AUDITED PERFORMANCE			ANNUAL TARGET 17/18	MEDIUM TERM TARGETS			
							14/15	15/16	16/17		18/19	19/20	20/21	
			Physically verify all staff on the establishment by conducting head counts. Salaries of all unverified staff to be frozen.	Number of headcounts undertaken	1 Physical verification process conducted for staff annually	New	-	-	-	4	4	4	4	4
			Internal capacity of the Department will be developed through a targeted recruitment process especially with regard to scarce skills (not limited to OSD)	Percentage of vacancies that is filled as per the priority vacant posts in accordance with Public Administration and Management Delegations	Department 100% functional in accordance with the approved organisational structure	New	-	-	-	100%	100%	100%	100%	100%
				Prescribed percentage of staff that can be held additional to establishment	Less than 5% of employees appointed additional to the establishment for a period not exceeding 12 months	New	-	-	-	Less than 5% of employees appointed additional to the establishment for a period not exceeding 12 months	Less than 5% of employees appointed additional to the establishment for a period not exceeding 12 months	Less than 5% of employees appointed additional to the establishment for a period not exceeding 12 months	Less than 5% of employees appointed additional to the establishment for a period not exceeding 12 months	Less than 5% of employees appointed additional to the establishment for a period not exceeding 12 months
			Develop and implement an electronic leave system	Number of electronic leave systems implemented	1	New	-	-	-	1	1	1	1	1
			Adhere to the diversity management requirements for SMS Female Members and Persons with disabilities within the department when recruiting	Number of diversity management strategies implemented	1	New	-	-	-	1	1	1	1	1

HUMAN CAPITAL DEVELOPMENT																				
2. Strengthened Governance																				
2.1. Improved capacity of political and administrative governance																				
Build the capacity and capability of the Department to promote clean, effective and efficient governance																				
STRATEGIC GOAL	STRATEGIC OBJECTIVE	INTERVENTION	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	BASELINE 13/14	AUDITED PERFORMANCE		ESTIMATED 16/17	ANNUAL TARGET 17/18	MEDIUM TERM TARGETS									
							14/15	15/16			18/19	19/20	20/21							
			Capability of existing staff needs to be augmented to respond externally to municipalities and traditional institutions.																	
			<ul style="list-style-type: none"> Undertake a skills audit including qualifications. Skills development plan for departmental staff. Skills levy Align training to Municipal and Traditional intuitions training. Training of staff also need to address their capability to perform their function within a municipal context. Structured orientation of new staff overview of the Department 	NDP Chapter 13	100% staff capable to perform their function within a municipal context	New	-	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
			Percentage staff capacitated in accordance with the Departmental Training Plan																	
			<ul style="list-style-type: none"> Alignment of Performance Management to the Strategic Plans of the Department. Assess staff performance and implement improvement plans for poor performance 	MPAT KPA 3 STD 3.3.1/2	100% of staff performance agreements aligned to Strategic Plans	New	-	-	-	1	1	1	1	1	1	1	1	1	1	1
			Number of Performance Management Systems implemented																	
			Implement an Employee Wellness programme which is aligned to the Employee Health and Wellness Strategic Framework for the Public Service	MPAT KPA 3 STD 3.2.5	Employee Wellness programme aligned to Health and Wellness Strategic Framework for the Public Service	New	-	-	-	3	3	3	3	3	3	3	3	3	3	3
			Number of Employee Health and Wellness Policies implemented																	



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HUMAN CAPITAL DEVELOPMENT														
2. Strengthened Governance														
2.1. Improved capacity of political and administrative governance														
Build the capacity and capability of the Department to promote clean, effective and efficient governance														
STRATEGIC GOAL	STRATEGIC OBJECTIVE	INTERVENTION	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	BASELINE 13/14	AUDITED PERFORMANCE		ESTIMATED 16/17	ANNUAL TARGET 17/18	MEDIUM TERM TARGETS			
							14/15	15/16			18/19	19/20	20/21	
Implement an Employee Wellness programme which is aligned to the Employee Health and Wellness Strategic Framework for the Public Service	Number of Employee Assistance Programmes undertaken	MPAT KPA 3 STD 3.2.5	Employee Wellness programme aligned to Health and Wellness Strategic Framework for the Public Service	New			-	-	-	1	1	1	1	1



HUMAN RESOURCE MANAGEMENT QUARTERLY TARGETS

ORGANISATIONAL DEVELOPMENT AND EFFICIENCY SERVICES									
2. Strengthened Governance									
2.1. Improved capacity of political and administrative governance									
Build the capacity and capability of the Department to promote clean, effective and efficient governance									
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2017/2018	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS				
					1 ST	2 ND	3 RD	4 TH	
Implement the MTEF HR Plan	Percentage of planned targets contained in MTEF HR plan achieved	100%	MPAT KPA 3 STD 3.1.1	Quarterly	Approved HR Implementation Report Submitted	100% of planned targets achieved as per HR Implementation Plan Progress report submitted to EXCO	100% of planned targets achieved as per HR Implementation Plan Progress report submitted to EXCO	100% of planned targets achieved as per HR Implementation Plan Progress report submitted to EXCO	100% of planned targets achieved as per HR Implementation Plan Progress report submitted to EXCO
Review organisational structure to be designed and aligned to the Strategic Plans in order to ensure that the Department delivers on its mandate	Number of Organisational Structures implemented	1	MPAT KPA 3 STD 3.1.2	Quarterly	90% of filled posts aligned to the approved structure	90% of filled posts aligned to the approved structure	90% of filled posts aligned to the approved structure	90% of filled posts aligned to the approved structure	90% of filled posts aligned to the approved structure
					KAIZEN teams established	Problematic units identified	Investigations per unit conducted	Recommendations from KAIZEN Team Implemented	Recommendations from KAIZEN Team Implemented
	Number of Operations Management Frameworks implemented	1	Cabinet Lekgolla Resolution	Quarterly		Change Management Interventions implemented	Change Management Interventions implemented	Change Management Interventions implemented	Change Management Interventions implemented

HUMAN RESOURCE ADMINISTRATION										
2. Strengthened Governance										
2.1. Improved capacity of political and administrative governance										
Build the capacity and capability of the Department to promote clean, effective and efficient governance										
STRATEGIC GOAL	STRATEGIC OBJECTIVE	INTERVENTION	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2017/2018	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
							1ST	2ND	3RD	4TH
		Physically verify all staff on the establishment by conducting head counts. Salaries of all unverified staff to be frozen.	Number of headcounts undertaken	4	PGDP Goal 6	Quarterly	1 head count undertaken Unverified employee details referred to Financial Management for freezing of salaries	1 head count undertaken Unverified employee details referred to Financial Management for freezing of salaries Security vetting process conducted	1 head count undertaken Unverified employee details referred to Financial Management for freezing of salaries	1 MEC head count undertaken Unverified employee details referred to Financial Management for freezing of salaries
		Internal capacity of the Department will be developed through a targeted recruitment process especially with regard to scarce skills (not limited to OSD)	Percentage of vacancies that is filled as per the priority vacant posts in accordance with Public Administration and Management Delegations	100%	MPAT KPA 3 STD 3.2.6	Quarterly	Trend analysis on recruitment, turnover, vacancy rate, duration to fill scarce skills posts for 16/17FY approved by EXCO Priority vacant posts approved by EXCO 100% of planned priority vacant posts filled 100% exit interviews conducted Progress report on filling of the approved priority posts submitted to EXCO	100% of planned priority vacant posts filled Employee satisfaction analysis submitted to EXCO Progress report on filling of the approved priority posts submitted to EXCO	100% of planned priority vacant posts filled Progress report on filling of the approved priority posts submitted to EXCO	100% of planned priority vacant posts filled Progress report on filling of the approved priority posts submitted to EXCO
			Prescribed percentage of staff that can be held additional to establishment	Less than 5% of employees appointed additional to the establishment for a period not exceeding 12 months	MPAT KPA 3 STD 3.1.2	Quarterly	Less than 5% of employees appointed additional to the establishment for a period not exceeding 12 months	Less than 5% of employees appointed additional to the establishment for a period not exceeding 12 months	Less than 5% of employees appointed additional to the establishment for a period not exceeding 12 months	Less than 5% of employees appointed additional to the establishment for a period not exceeding 12 months



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HUMAN RESOURCE ADMINISTRATION									
STRATEGIC GOAL	2. Strengthened Governance								
STRATEGIC OBJECTIVE	2.1. Improved capacity of political and administrative governance								
INTERVENTION	Build the capacity and capability of the Department to promote clean, effective and efficient governance								
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2017/2018	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS				
					1 ST	2 ND	3 RD	4 TH	
Develop and implement an electronic leave system	Number of electronic leave systems implemented	1	PGDP Goal 6	Quarterly	Electronic Leave System developed in conjunction with OTP	4 Programmes orientated on Electronic Leave System	4 Programmes utilising Electronic Leave System	4 Programmes utilising Electronic Leave System	1 Electronic leave systems implemented
Adhere to the diversity management requirements for SMS Female Members and Persons with disabilities within the department when recruiting	Number of diversity management strategies implemented	1	MPAT KPA 3 STD 3.2.4	Quarterly	Diversity Management Strategy approved	Diversity Management Strategy implemented	Diversity Management Strategy implemented	Diversity Management Strategy implemented	Diversity awareness campaign conducted 50% of women in SMS 2% of workforce being People With Disabilities Diversity Management targets for interns implemented (50% female and 2% People with Disabilities)



HUMAN CAPITAL DEVELOPMENT						
STRATEGIC GOAL	2. Strengthened Governance					
STRATEGIC OBJECTIVE	2.1. Improved capacity of political and administrative governance					
INTERVENTION	Build the capacity and capability of the Department to promote clean, effective and efficient governance					
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2017/2018	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS	
					1 ST	2 ND
<p>Capability of existing staff needs to be augmented to respond externally to municipalities and traditional institutions.</p> <ul style="list-style-type: none"> Undertake a skills audit including qualifications. Skills development plan for departmental staff. Skills levy Align training to Municipal and Traditional intuitions training. Training of staff also need to address their capability to perform their function within a municipal context. Structured orientation of new staff overview of the Department 	<p>Percentage staff capacitated in accordance with the Departmental Training Plan</p>	100%	NDP Chapter 13	Quarterly	<p>Departmental Training Plan implemented (100% of planned training interventions delivered)</p> <p>SMS Training Analysis as per DPSA requirements submitted to EXCO</p> <p>Training Trend Analysis conducted on Levels 1 - 12 (Performance vs PDP)</p> <p>Departmental Training Plan implemented (100% of planned training interventions delivered)</p> <p>Bursary Research Proposals analysed with relevance to COGTA needs</p> <p>Bursaries Awarded in relation to COGTA needs</p>	<p>100% of staff capacitated in accordance with the Departmental Training Plan</p>
<ul style="list-style-type: none"> Alignment of Performance Management to the Strategic Plans of the Department. Assess staff performance and implement improvement plans for poor performance 	<p>Number of Performance Management Systems implemented</p>	1	MPAT KPA 3 STD 3.3.1/2	Quarterly	<p>100% of Senior and Middle Management Performance Agreements aligned to Strategic Plans</p> <p>100% of Senior Management Financial disclosures submitted</p> <p>100% of Levels 1 to 12 Financial disclosures submitted</p> <p>100% Performance Agreements captured on PERSAL</p>	<p>Employee Performance Improvement plans implemented</p> <p>100% Annual assessment (16/17FY) results captured on PERSAL</p> <p>100% of half yearly assessments submitted</p> <p>Analysis of performance (Half Year 17/18)</p> <p>Employee Performance Improvement plans implemented</p> <p>1 Performance Management Systems implemented</p>



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HUMAN CAPITAL DEVELOPMENT															
STRATEGIC GOAL	2. Strengthened Governance														
STRATEGIC OBJECTIVE	2.1. Improved capacity of political and administrative governance														
INTERVENTION	Build the capacity and capability of the Department to promote clean, effective and efficient governance														
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2017/2018	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS										
					1 ST	2 ND	3 RD	4 TH							
Implement an Employee Wellness programme which is aligned to the Employee Health and Wellness Strategic Framework for the Public Service	Number of Employee Health and Wellness Policies implemented	3	MPAT KPA 3 STD 3.2.5	Quarterly	Wellness Awareness Campaigns conducted per programme	HIV/AIDS & TB Management Policy implemented	HIV/AIDS & TB Management Policy implemented	HIV/AIDS & TB Management Policy implemented	HIV/AIDS & TB Management Policy implemented	Health and Productivity Management Policy implemented	Health and Productivity Management Policy implemented	Wellness Management Policy implemented	Wellness Management Policy implemented	Operational Plan for 3 policies submitted to DPSA	Remedial Action implementation outcomes submitted to EXCO
					Absenteeism Trend Analysis and impact on service delivery submitted to EXCO	100% of Employee Referral Cases provided with support and progress reports submitted to EXCO	100% of Employee Referral Cases provided with support and progress reports submitted to EXCO	100% of Employee Referral Cases provided with support and progress reports submitted to EXCO	100% of Employee Referral Cases provided with support and progress reports submitted to EXCO	100% of Employee Referral Cases provided with support and progress reports submitted to EXCO	100% of Employee Referral Cases provided with support and progress reports submitted to EXCO	100% of Employee Referral Cases provided with support and progress reports submitted to EXCO	1 Employee Assistance Programme undertaken		



SUB-PROGRAMME: INFORMATION TECHNOLOGY

INFORMATION TECHNOLOGY

2. Strengthened Governance																		
2.1. Improved capacity of political and administrative governance																		
Build the capacity and capability of the Department to promote clean, effective and efficient governance																		
STRATEGIC GOAL	STRATEGIC OBJECTIVE	INTERVENTION	ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	BASELINE 13/14	AUDITED PERFORMANCE		ESTIMATED 16/17	ANNUAL TARGET 17/18	MEDIUM TERM TARGETS						
								14/15	15/16			18/19	19/20	20/21				
			Improve the delivery of IT Services within the Department through: <ul style="list-style-type: none"> • Uninterrupted and responsive IT system • Appropriately skilled staff • Security of information and storage of Business Continuity • Upgrading of information technology 	Number of ECM systems Implemented Number of ICT Governance Policies and Plans implemented Number of SITA Service Level Agreements enforced Number of Business Continuity Plans implemented Number of fully functional IT Services	-	1	New	-	-	-	1	1	1	1	1	1	1	1
				Number of ICT Governance Policies and Plans implemented	MPAT KPA 2 STD 2.8.1	5 (4 plans and 1 policy)	New	-	-	-	5 (4 plans and 1 policy)	5 (4 plans and 1 policy)	5 (4 plans and 1 policy)	5 (4 plans and 1 policy)	5 (4 plans and 1 policy)	5 (4 plans and 1 policy)	5 (4 plans and 1 policy)	5 (4 plans and 1 policy)
				Number of SITA Service Level Agreements enforced	-	1	New	-	-	-	1	1	1	1	1	1	1	1
				Number of Business Continuity Plans implemented	-	1	New	-	-	-	1	1	1	1	1	1	1	1
				Number of fully functional IT Services	-	Fully functional IT Service	New	-	-	1	1	1	1	1	1	1	1	1

INFORMATION TECHNOLOGY QUARTERLY TARGETS

INFORMATION TECHNOLOGY											
STRATEGIC GOAL	2. Strengthened Governance										
STRATEGIC OBJECTIVE	2.1. Improved capacity of political and administrative governance										
INTERVENTION	Build the capacity and capability of the Department to promote clean, effective and efficient governance										
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2017/2018	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS						
					1 ST	2 ND	3 RD	4 TH			
Improve the delivery of IT Services within the Department through: <ul style="list-style-type: none"> • Uninterrupted and responsive IT system • Appropriately skilled staff • Security of information • Business Continuity and storage of information • Upgrading of technology 	Number of ECM systems Implemented	1	-	Quarterly	100% of users uploaded	100% of users utilizing the system	100% of users utilizing the system	100% of users utilizing the system	1 ECM systems Implemented		
	Number of ICT Governance Policies and Plans implemented	5 (4 plans and 1 policy)	MPAT KPA 2 STD 2.8.1	Quarterly	1 Corporate Governance of ICT Policy implemented	1 Corporate Governance of ICT Policy implemented	1 Corporate Governance of ICT Policy implemented	1 Corporate Governance of ICT Policy implemented	1 Corporate Governance of ICT Policy implemented	1 Corporate Governance of IT Charter implemented	
	Number of SITA Service Level Agreements enforced	1	-	Quarterly	Progress on Service Level Agreement reported to EXCO	Remedial Action for non-compliance implemented	Penalty Clauses invoked for breach in contract	Progress on Service Level Agreement reported to EXCO	Remedial Action for non-compliance implemented	Penalty Clauses invoked for breach in contract	1 SITA Service Level Agreements enforced

INFORMATION TECHNOLOGY							
STRATEGIC GOAL	2. Strengthened Governance						
STRATEGIC OBJECTIVE	2.1. Improved capacity of political and administrative governance						
INTERVENTION	Build the capacity and capability of the Department to promote clean, effective and efficient governance						
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2017/2018	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS		
					1ST	2ND	3RD
Improve the delivery of IT Services within the Department through: <ul style="list-style-type: none"> • Uninterrupted and responsive IT system • Appropriately skilled staff • Security of information • Business Continuity and storage of information • Upgrading of technology 	Number of Business Continuity Plans implemented	1	-	Quarterly	Activation and execution of protocols affirmed by EXCO Disaster Recovery Plan implemented (including off site storage)	Activation and execution of protocols affirmed by EXCO Simulation testing completed	Activation and execution of protocols affirmed by EXCO 1 Business Continuity Plan implemented
	Number of fully functional IT Services	1	-	Quarterly	Fully functional Departmental Server (100% functionality in respect of downtime, security, storage capacity) Audit on IT Security System conducted Remedial Action on findings implemented Progress on implementation of Remedial actions submitted to EXCO User Passwords renewed every 30 days User credentials updated monthly Weekly back-up of server completed 2 hour turnaround time in respect of downtime Downtime analysis conducted Remedial Actions implemented Progress report on upgrading of software	Fully functional Departmental Server (100% functionality in respect of downtime, security, storage capacity) Audit on IT Security System conducted Remedial Action on findings implemented Progress on implementation of Remedial actions submitted to EXCO User Passwords renewed every 30 days User credentials updated monthly Weekly back-up of server completed 2 hour turnaround time in respect of downtime Downtime analysis conducted Remedial Actions implemented Progress report on upgrading of software	Fully functional Departmental Server (100% functionality in respect of downtime, security, storage capacity) Audit on IT Security System conducted Remedial Action on findings implemented Progress on implementation of Remedial actions submitted to EXCO User Passwords renewed every 30 days User credentials updated monthly Weekly back-up of server completed 2 hour turnaround time in respect of downtime Downtime analysis conducted Remedial Actions implemented Progress report on upgrading of software



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SUB-PROGRAMME: AUXILIARY SERVICES

AUXILIARY SERVICES																	
2. Strengthened Governance																	
2.1. Improved capacity of political and administrative governance																	
Build the capacity and capability of the Department to promote clean, effective and efficient governance																	
STRATEGIC GOAL	STRATEGIC OBJECTIVE	INTERVENTION	ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	BASELINE 13/14	AUDITED PERFORMANCE			ANNUAL TARGET 17/18	MEDIUM TERM TARGETS					
								14/15	15/16	16/17		18/19	19/20	20/21			
			<ul style="list-style-type: none"> Provide a functional working environment for departmental programmes in line with the Occupational Health and Safety Act. Provision of functional working environment aligned to the organisational structure and recruitment process. Context specific- develop needs and standards Cost effectiveness 	Percentage of Departmental Buildings compliant with the Occupational Health and Safety Act	-	100% Departmental Buildings compliant with the Occupational Health and Safety Act	98%	100%	100%	100%	100%	100%	100%	100%	100%		
			<ul style="list-style-type: none"> The Department follows the prescribed procedures for PAIA when granting requests of information (PAIA Act 2 of 2000) Effective and efficient management of fleet Enforcement of transport policies Tracking system 	Number of Safety, Health, Environment, Risk and Quality (SHERQ) Management policies implemented	MPAT KPA 3 STD 3.2.5	Safety, Health, Environment, Risk and Quality (SHERQ) Management policy implemented	New	-	-	1	1	1	1	1	1	1	
				Number of PAIA Manuals Implemented	MPAT KPA 2 STD 2.10.1	1	New	-	-	-	1	1	1	1	1	1	1
				Percentage of fleet efficiently managed	-	100% of fleet efficiently managed	New	-	100%	100%	100%	100%	100%	100%	100%	100%	100%



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AUXILIARY SERVICES QUARTERLY TARGETS

AUXILIARY SERVICES							
STRATEGIC GOAL	2. Strengthened Governance						
STRATEGIC OBJECTIVE	2.1. Improved capacity of political and administrative governance						
INTERVENTION	Build the capacity and capability of the Department to promote clean, effective and efficient governance						
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2017/2018	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS		
					1 ST	2 ND	3 RD
<ul style="list-style-type: none"> Provide a functional working environment for departmental programmes in line with the Occupational Health and Safety Act. Provision of functional working environment aligned to the organisational structure and recruitment process. <ul style="list-style-type: none"> Context specific- develop uniform standards Cost effectiveness 	Percentage of Departmental Buildings compliant with the Occupational Health and Safety Act	100% Departmental Buildings compliant with the Occupational Health and Safety Act	-	Quarterly	100% alignment of functional working environment to organisational structure Access systems at COGTA Buildings upgraded as per Information and Physical Security Policy	100% alignment of functional working environment to organisational structure	100% alignment of functional working environment to organisational structure
	Number of Safety, Health, Environment, Risk and Quality (SHERQ) Management policies implemented	1	MPAT KPA 3 STD 3.2.5	Quarterly	Safety, Health, Environment, Risk and Quality (SHERQ) Management policy implemented Inspections conducted on Departmental Buildings for compliance with SHERQ Remedial actions implemented for non-compliance Compliance Status report submitted to EXCO	Safety, Health, Environment, Risk and Quality (SHERQ) Management policy implemented Inspections conducted on Departmental Buildings for compliance with SHERQ Remedial actions implemented for non-compliance Compliance Status report submitted to EXCO	Safety, Health, Environment, Risk and Quality (SHERQ) Management policy implemented Inspections conducted on Departmental Buildings for compliance with SHERQ Remedial actions implemented for non-compliance Compliance Status report submitted to EXCO
The Department follows the prescribed procedures for PAIA when granting requests of information (PAIA Act 2 of 2000)	Number of PAIA Manuals Implemented	1	MPAT KPA 2 STD 2.10.1	Quarterly	PAIA Manual Implemented PAIA Report tabled at Management Structure	PAIA Manual Implemented PAIA Report tabled at Management Structure	PAIA Manual Implemented PAIA Report tabled at Management Structure

AUXILIARY SERVICES								
STRATEGIC GOAL	2. Strengthened Governance							
STRATEGIC OBJECTIVE	2.1. Improved capacity of political and administrative governance							
INTERVENTION	Build the capacity and capability of the Department to promote clean, effective and efficient governance							
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2017/2018	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
					1 ST	2 ND	3 RD	4 TH
Effective and efficient management of fleet <ul style="list-style-type: none"> • Enforcement of transport policies • Tracking system 	Percentage of fleet efficiently managed	100%	-	Quarterly	100% of fleet efficiently managed Report on fleet functionality (usage, abuse, fines etc. to be included) submitted to EXCO Vehicle Tracking System implemented Reports from Tracking System analysed Remedial actions implemented for abuse of fleet	100% of fleet efficiently managed Report on fleet functionality (usage, abuse, fines etc. to be included) submitted to EXCO Vehicle Tracking System implemented Reports from Tracking System analysed Remedial actions implemented for abuse of fleet	100% of fleet efficiently managed Report on fleet functionality (usage, abuse, fines etc. to be included) submitted to EXCO Vehicle Tracking System implemented Reports from Tracking System analysed Remedial actions implemented for abuse of fleet	100% of fleet efficiently managed Report on fleet functionality (usage, abuse, fines etc. to be included) submitted to EXCO Vehicle Tracking System implemented Reports from Tracking System analysed Remedial actions implemented for abuse of fleet



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ANNUAL PERFORMANCE PLAN 2017/18

SUB-PROGRAMME: FINANCIAL MANAGEMENT

FINANCIAL MANAGEMENT

2. Strengthened Governance																	
2.1. Improved capacity of political and administrative governance																	
Ensure Sound financial management																	
STRATEGIC GOAL	STRATEGIC OBJECTIVE	INTERVENTION	ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	BASELINE 13/14	AUDITED PERFORMANCE		ESTIMATED 16/17	ANNUAL TARGET 17/18	MEDIUM TERM TARGETS					
								14/15	15/16			18/19	19/20	20/21			
Clean audit	<ul style="list-style-type: none"> AG Action Plan to address audit outcomes All statutory reports compiled and submitted Effective and efficient expenditure management No unauthorised, irregular fruitless, and wasteful expenditure 	Ensure Sound financial management	Number of clean audits achieved	PGDP: Goal 6	Clean Audit achieved	1	-	1	1	1	1	1	1	1	1		
			Number of Traditional Entities with audited financial statements		Clean Audit achieved	New	-	-	-	-	-	1	1	1	1	1	
			Number of Statutory Reports submitted	MPAT KPA 4 STD 4.2.1	Clean Audit achieved	27	27	27	27	27	27	27	28	28	28	28	28
			Number of programme budgets spent in accordance with approved budget		Clean Audit achieved	New	-	-	-	-	-	-	4	4	4	4	4
In order to ensure an efficient SCM	<ul style="list-style-type: none"> The Department will procure goods and services based on the needs assessment and specification of goods and services linked to the Department al budget 	Ensure Sound financial management	Percentage of expenditure in line with the Departmental Procurement Plan	MPAT KPA 4 STD 4.2.1	No unauthorised, irregular, fruitless and wasteful expenditure	New	-	100%	100%	100%	100%	100%	100%	100%	100%		
			Percentage of suppliers paid within the thirty day period	MPAT KPA 4 STD 4.2.2	No unauthorised, irregular, fruitless and wasteful expenditure	New	-	-	-	-	-	100%	100%	100%	100%	100%	100%
Develop and monitor effective traditional financial management systems	<ul style="list-style-type: none"> The Department will implement efficient processes for management of logistics The Department will implement processes to effectively dispose unserviceable, redundant or obsolete goods 	Ensure Sound financial management	Number of Departmental Movable Asset Policies implemented	MPAT KPA 4 STD 4.1.4	Clean Audit achieved	New	-	-	-	-	1	1	1	1	1		
			Number of Traditional Administrative Centres with updated Movable Asset Registers	PGDP: Goal 6 & Outcome 9 Sub Outcome 3	All Traditional Administrative Centres with updated Movable Asset Registers	257	257	257	257	257	257	257	257	257	257	257	257

FINANCIAL MANAGEMENT QUARTERLY TARGETS

FINANCIAL MANAGEMENT											
2. Strengthened Governance											
2.1. Improved capacity of political and administrative governance											
Ensure Sound financial management											
STRATEGIC GOAL	STRATEGIC OBJECTIVE	INTERVENTION	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2017/2018	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			ACTIONS	
							1 ST	2 ND	3 RD		4 TH
			Number of clean audits achieved	1		Annually	Annual Financial Statements for 2016/2017 submitted to treasury	Clean audit on Financial Information achieved 1 st Quarter Interim Financial Statements for 2017/2018 submitted to Treasury	2 nd Quarter Interim Financial Statements for 2017/2018 submitted to Treasury	3 rd Quarter Interim Financial Statements for 2017/2018 submitted to Treasury	
			Number of Traditional Entities with audited financial statements	1	PGDP: Goal 6	Annually	257 TCs with audited financial statements (2016/2017) Consolidated financial statement submitted to Treasury for 2016/17	Clean audit on Traditional Entity achieved	Consolidated half yearly financial statement submitted to Treasury for 2017/18 (257 TCs)	-	
			Number of Statutory Reports submitted	28	MPAT KPA 4 STD 4.2.1	Quarterly	3 In-year monitoring expenditure reports 3 In-year monitoring revenue reports	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	1 Budget Submission on final EPRE (2018/19) 2 nd draft EPRE (2018/19)



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FINANCIAL MANAGEMENT												
2. Strengthened Governance												
2.1. Improved capacity of political and administrative governance												
Ensure Sound financial management												
STRATEGIC GOAL	STRATEGIC OBJECTIVE	INTERVENTION	ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2017/2018	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS				
								1 ST	2 ND	3 RD	4 TH	
			Clean audit <ul style="list-style-type: none"> AG Action Plan to address audit outcomes All statutory reports compiled and submitted Effective and efficient expenditure management No unauthorised, irregular fruitless, and wasteful expenditure 	Number of programme budgets spent in accordance with approved budget	4	MPAT KPA 4 STD 4.2.1	Annually	Annual report consolidated on 2% variance expenditure for 2016/17 Less than 2% movement of funds between main divisions of budget	4 Programmes expenditure monitored towards achieving 2% variance Less than 2% movement of funds between main divisions of budget	4 programme budgets spent in accordance with approved budget Less than 2% movement of funds between main divisions of budget	Supplier performance reviewed 100% suppliers paid within the thirty day period Exception reports submitted Asset Physical verification conducted 1 Asset Register updated Departmental Movable Asset Policies implemented	
			Efficient SCM <ul style="list-style-type: none"> The Department procures goods and services based on the needs assessment and specification of goods and services linked to the departmental budget The Department has processes in place for the effective and efficient management of the acquisition process Department has process in place for management of logistics The Department has a process in place to dispose of unserviceable, redundant or obsolete goods 	Percentage of expenditure in line with the Departmental Procurement Plan	100%	MPAT KPA 4 STD 4.2.1	Quarterly	Procurement Plan consolidated End user satisfaction reviewed 100% suppliers paid within the thirty day period Exception reports submitted	75% expenditure as per the Approved Procurement Plan 100% expenditure as per the Approved Procurement Plan 100% suppliers paid within the thirty day period Exception reports submitted	100% suppliers paid within the thirty day period Exception reports submitted Asset Physical verification conducted 1 Asset Register updated Departmental Movable Asset Policies implemented	Supplier performance reviewed 100% suppliers paid within the thirty day period Exception reports submitted Asset Physical verification conducted 1 Asset Register updated Departmental Movable Asset Policies implemented	
			<ul style="list-style-type: none"> The Department has a process in place to dispose of unserviceable, redundant or obsolete goods 	Percentage of suppliers paid within the thirty day period	100%	MPAT KPA 4 STD 4.2.2	Quarterly	100% suppliers paid within the thirty day period Exception reports submitted	100% suppliers paid within the thirty day period Exception reports submitted	100% suppliers paid within the thirty day period Exception reports submitted Asset Physical verification conducted 1 Asset Register updated Departmental Movable Asset Policies implemented	100% suppliers paid within the thirty day period Exception reports submitted Asset Physical verification conducted 1 Asset Register updated Departmental Movable Asset Policies implemented	100% suppliers paid within the thirty day period Exception reports submitted Asset Physical verification conducted 1 Asset Register updated Departmental Movable Asset Policies implemented
			Develop and monitor effective traditional financial management systems	Number of Traditional Administrative Centres with updated Movable Asset Registers	257	PGDP: Goal 6	Quarterly	25	85	90	57	57

TRADITIONAL FINANCE

TRADITIONAL FINANCE											
2. Strengthened Governance											
2.1. Improved capacity of political and administrative governance											
Ensure Sound financial management											
STRATEGIC GOAL											
STRATEGIC OBJECTIVE											
INTERVENTION											
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	BASELINE 13/14	AUDITED PERFORMANCE		ESTIMATED 16/17	ANNUAL TARGET 17/18	MEDIUM TERM TARGETS		
					14/15	15/16			18/19	19/20	20/21
Develop and monitor effective traditional financial management systems	Number of Traditional Councils supported to implement the financial management practice notes	PGDP: Goal 6 & Outcome 9 Sub Outcome 3	All Traditional Councils are implementing the financial management practice notes	267	267	267	267	267	267	267	267

TRADITIONAL FINANCE QUARTERLY TARGETS

TRADITIONAL FINANCE						
2. Strengthened Governance						
2.1. Improved capacity of political and administrative governance						
Ensure Sound financial management						
STRATEGIC GOAL						
STRATEGIC OBJECTIVE						
INTERVENTION						
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS		
				1 ST	2 ND	3 RD
		ANNUAL TARGET 2017/2018			4 TH	
Develop and monitor effective traditional financial management systems	Number of Traditional Councils supported to implement the financial management practice notes	PGDP: Goal 6 267	Quarterly	25	85	100
						57



SUB-PROGRAMME: INTERNAL CONTROL

INTERNAL CONTROL																
2. Strengthened Governance																
2.2. Strengthened accountability of governance institutions																
Create a culture within the Department, where all employees and stakeholders continuously behave ethically in dealing with the or on behalf of the Department																
STRATEGIC GOAL	STRATEGIC OBJECTIVE	INTERVENTION	ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	BASELINE 13/14	AUDITED PERFORMANCE			ANNUAL TARGET 17/18	MEDIUM TERM TARGETS				
								14/15	15/16	16/17		18/19	19/20	20/21		
			<ul style="list-style-type: none"> In order to eradicate the incidences of fraud within the Department the following needs to occur: <ul style="list-style-type: none"> Measures to act as a deterrent- <ul style="list-style-type: none"> Strengthen disciplinary action in the Department (see link with HR above) Measures to prevent fraud <ul style="list-style-type: none"> Systems and controls put in place for early detection of fraud Education- <ul style="list-style-type: none"> Creating awareness within the Department Encourage employees and stakeholders to report alleged fraudulent activity without fear of reprisals or recriminations Report criminal cases 	Number of anti-fraud and corruption strategies implemented	NDP Chapter 14 MPAT KPA 2 STD 2.4.2	Incidences of fraud in the Department eradicated	New	-	1	1	1	1	1	1	1	
				Percentage of reported fraud cases investigated	NDP Chapter 14 MPAT KPA 2 STD 2.4.2	Incidences of fraud in the Department eradicated	New	-	100%	100%	100%	100%	100%	100%	100%	
				Percentage of criminal cases reported on	NDP Chapter 14 MPAT KPA 2 STD 2.4.2	Incidences of fraud in the Department eradicated	New	-	100%	100%	100%	100%	100%	100%	100%	100%



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Cooperative Governance and Traditional Affairs
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INTERNAL CONTROL														
2. Strengthened Governance														
2.2. Strengthened accountability of governance institutions														
Promote a culture of integrated planning, transparency and accountability that enhances the efficient and effective performance of the Department														
STRATEGIC GOAL	STRATEGIC OBJECTIVE	INTERVENTION	ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	BASELINE 13/14	AUDITED PERFORMANCE			MEDIUM TERM TARGETS			
								14/15	15/16	16/17	ANNUAL TARGET 17/18	18/19	19/20	20/21
Strengthen internal control measures to minimise risk and act as an early warning system:	<ul style="list-style-type: none"> Internal Audit Plan Risk management Plan Compliance Auditing AG Management Action Plan 			Number of Internal Audit Improvement Strategies implemented	NDP Chapter 14	Enhanced Internal Control measures in place for all business processes	1	1	1	1	1	1	1	1
				Number of internal audits conducted	MPAT KPA 2 STD 2.5.1	All required audits conducted	New	-	-	-	4	4	4	4
				Percentage of Risks reduced from high to moderate and below	NDP Chapter 14 MPAT KPA 2 STD 2.6.1	100%	New	-	-	-	100% of high risks reduced to moderate and below	100% of high risks reduced to moderate and below	100% of high risks reduced to moderate and below	100% of high risks reduced to moderate and below
				Percentage of AG issues resolved	Chapter 14 MPAT KPA 2 STD 2.3.2	100%	New	-	-	100%	100%	100%	100%	100%

INTERNAL CONTROL QUARTERLY TARGETS

INTERNAL CONTROL								
STRATEGIC GOAL	2. Strengthened Governance							
STRATEGIC OBJECTIVE	2.2. Strengthened accountability of governance institutions							
INTERVENTION	Create a culture within the Department, where all employees and stakeholders continuously behave ethically in dealing with the or on behalf of the Department							
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2017/2018	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
					1ST	2ND	3RD	4TH
<p>In order to eradicate the incidences of fraud within the Department the following needs to occur:</p> <ul style="list-style-type: none"> Measures to act as a deterrent- Strengthen disciplinary action in the Department (see link with HR above) Measures to prevent fraud Systems and controls put in place for early detection of fraud Education- Creating awareness within the Department Encourage employees and stakeholders to report alleged fraudulent activity without fear of reprisals or recriminations Report criminal cases 	<p>Number of anti-fraud and corruption strategies implemented</p>	<p>1</p>	<p>NDP Chapter 14 MPAT KPA 2 STD 2.4.2</p>	<p>Quarterly</p>	<p>Investigation Methodology developed</p>	<p>Code of Conduct Customised Centralised Fraud Incident Report developed Whistle Blowing Policy reviewed</p>	<p>Provincial Framework on the acceptance of gifts customised Ethics Policy developed and workshopped</p>	<p>Data mining exercise of both Departmental officials and Service providers information conducted Annual Report on Fraud cases Fraud Red Flags formalised</p>
					<p>Fraud Red Flags formalised Fraud Risk Reviews conducted</p>	<p>Fraud Red Flags formalised Fraud Risk Reviews conducted</p>	<p>Fraud Red Flags formalised Fraud Risk Reviews conducted</p>	<p>100% of reported fraud cases investigated 100% of presidential hotline cases investigated</p>
	<p>Percentage of reported fraud cases investigated</p>	<p>100%</p>	<p>NDP Chapter 14 MPAT KPA 2 STD 2.4.2</p>	<p>Quarterly</p>	<p>100% of reported fraud cases investigated 100% of presidential hotline cases investigated</p>	<p>100% of reported fraud cases investigated 100% of presidential hotline cases investigated</p>	<p>100% of reported fraud cases investigated 100% of presidential hotline cases investigated</p>	<p>100% of reported fraud cases investigated 100% of presidential hotline cases investigated</p>
					<p>100%</p>	<p>100%</p>	<p>100%</p>	<p>100%</p>
	<p>Percentage of criminal cases reported on</p>	<p>100%</p>	<p>NDP Chapter 14 MPAT KPA 2 STD 2.4.2</p>	<p>Quarterly</p>	<p>100% of reported fraud cases investigated 100% of presidential hotline cases investigated</p>	<p>100% of reported fraud cases investigated 100% of presidential hotline cases investigated</p>	<p>100% of reported fraud cases investigated 100% of presidential hotline cases investigated</p>	<p>100% of reported fraud cases investigated 100% of presidential hotline cases investigated</p>
					<p>100%</p>	<p>100%</p>	<p>100%</p>	<p>100%</p>

INTERNAL CONTROL								
STRATEGIC GOAL	2. Strengthened Governance							
STRATEGIC OBJECTIVE	2.2. Strengthened accountability of governance institutions							
INTERVENTION	Promote a culture of integrated planning, transparency and accountability that enhances the efficient and effective performance of the Department							
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2017/2018	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
					1 ST	2 ND	3 RD	4 TH
Strengthen internal control measures to minimise risk and act as an early warning system: <ul style="list-style-type: none"> • Internal Audit Plan • Risk management Plan • Compliance Auditing • AG Management Action Plan 	Number of Internal Audit Improvement Strategies implemented	1	NDP Chapter 14 MPAT KPA 2 STD 2.5.1	Quarterly	1 strategy implemented Audit Improvement Strategy updated Action Plans implemented Improvement Strategy tabled at Management Structures	1 strategy implemented Audit Improvement Strategy updated Action Plans implemented Improvement Strategy tabled at Management Structures	1 strategy implemented Audit Improvement Strategy updated Action Plans implemented Improvement Strategy tabled at Management Structures 1 Audit on Supply Chain Management conducted Remedial actions monitored External audit committee Resolutions implemented	1 strategy implemented Audit Improvement Strategy updated Action Plans implemented Improvement Strategy tabled at Management Structures 1 Audit on Performance Information conducted Remedial actions monitored External audit committee Resolutions implemented
	Number of internal audits conducted	4		Quarterly	1 Audit on Finance conducted Remedial actions monitored External audit committee Resolutions implemented Top 20 Risks approved by EXCO	1 Audit on Staff Verification (Head Count) conducted Remedial actions monitored External audit committee Resolutions implemented	2016/2017 Risk Action/mitigation Plans monitored and verified 100% of high risks reduced to moderate and below	
	Percentage of Risks reduced from high to moderate and below	100% of high risks reduced to moderate and below		NDP Chapter 14 MPAT KPA 2 STD 2.6.1	Quarterly	2016/2017 Risk Action/mitigation Plans monitored and verified	2016/2017 Risk Action/mitigation Plans monitored and verified	2016/2017 Risk Action/mitigation Plans monitored and verified 100% of high risks reduced to moderate and below
	Percentage of AG Issues resolved	100%		NDP Chapter 14 MPAT KPA 2 STD 2.3.2	Quarterly	2016/2017 Risk Action/mitigation Plans monitored and verified	2016/2017 Risk Action/mitigation Plans monitored and verified	2016/2017 Risk Action/mitigation Plans monitored and verified 100% AG Issues resolved



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ANNUAL PERFORMANCE PLAN 2017/18

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

STRATEGIC PLANNING AND SERVICE DELIVERY											
STRATEGIC GOAL	2. Strengthened Governance										
STRATEGIC OBJECTIVE	2.1. Improved capacity of political and administrative governance										
INTERVENTION	Build the capacity and capability of the Department to promote clean, effective and efficient governance										
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	BASELINE 12/13	AUDITED PERFORMANCE		ESTIMATED 15/16	ANNUAL TARGET 16/17	MEDIUM TERM TARGETS		
					13/14	14/15			17/18	18/19	19/20
Manage transformation Programmes- through determining service standards in accordance with the Batho Pele principles <ul style="list-style-type: none"> Develop a Service Delivery Improvement Plan 	Number of Service Delivery Improvement Plans implemented	NDP Chapter 13 MPAT KPA 2 STD 2.1.1	Improved Service Delivery in line with SDIP	New	-	-	1	1	1	1	1
	Number of stakeholder consultations held	NDP Chapter 13 MPAT KPA 2 STD 2.1.1	Improved Service Delivery in line with SDIP	New	-	-	-	12	12	12	12

STRATEGIC PLANNING AND SERVICE DELIVERY											
STRATEGIC GOAL	2. Strengthened Governance										
STRATEGIC OBJECTIVE	2.2. Strengthened accountability of governance institutions										
INTERVENTION	Promote a culture of integrated planning, transparency and accountability that enhances the efficient and effective performance of the Department										
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	BASELINE 13/14	AUDITED PERFORMANCE		ESTIMATED 16/17	ANNUAL TARGET 17/18	MEDIUM TERM TARGETS		
					14/15	15/16			18/19	19/20	19/21
Utilise a sound and responsive strategic planning processes that: <ul style="list-style-type: none"> Ensures alignment of National and Provincial legislative and policy imperatives (including Departmental mandate) Promotes consultation, participation and consensus Ensures it is client oriented Links Departmental performance to individual performance 	Number of Annual Performance Plans aligned to National and Provincial imperatives	PGDP Goal 6 MPAT KPA 1 STD 1.1.2	Strategic Plans aligned to National and Provincial Imperatives	1	1	1	1	1	1	1	1
	Percentage of Business Plans aligned to Strategic Plans	PGDP Goal 6 MPAT KPA 1 STD 1.1.2	100% Business Plans aligned to Strategic Plans	New	-	100%	100%	100%	100%	100%	100%



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ANNUAL PERFORMANCE PLAN 2017/18

MONITORING										
STRATEGIC GOAL	2. Strengthened Governance									
STRATEGIC OBJECTIVE	2.2. Strengthened accountability of governance institutions									
INTERVENTION	Promote a culture of integrated planning, transparency and accountability that enhances the efficient and effective performance of the Department									
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	BASELINE 13/14	AUDITED PERFORMANCE		ESTIMATED 16/17	ANNUAL TARGET 17/18	MEDIUM TERM TARGETS	
					14/15	15/16			18/19	19/20
Implement a transparent and accountable Monitoring system that will enhance programme performance through : <ul style="list-style-type: none"> • An early warning system • Reliable and valid performance information for decision making • Maintenance and encourage use of the performance information knowledge base 	Number of Clean Audits on performance information achieved	PGDP Goal 6 MPAT KPA 1 STD 1.3.1	Clean Audit on performance information	New	-	1	1	1	1	1
	Number of monitoring systems functional	PGDP Goal 6 MPAT KPA 1 STD 1.3.1	Monitoring performance information informs the preparation of Strategic Plans	1	1	1	1	1	1	1
	Number of knowledge sharing sessions conducted	PGDP Goal 6 MPAT KPA 1 STD 1.3.1	Monitoring performance information informs the preparation of Strategic Plans	New	-	16	16	16	16	16

EVALUATION												
2. Strengthened Governance												
2.2. Strengthened accountability of governance institutions												
Promote a culture of integrated planning, transparency and accountability that enhances the efficient and effective performance of the Department												
STRATEGIC GOAL	STRATEGIC OBJECTIVE	INTERVENTION	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	BASELINE 13/14	AUDITED PERFORMANCE			MEDIUM TERM TARGETS		
							14/15	15/16	ESTIMATED 16/17	ANNUAL TARGET 17/18	18/19	19/20
			Implement a transparent and accountable Evaluation system that will enhance programme performance through: <ul style="list-style-type: none"> An early warning system Efficient use of departmental resources Effectiveness of departmental programmes Maintenance and encourage use of the performance information knowledge base 	PGDP Goal 6 MPAT KPA 1 STD 1.3.2	Recommendations of evaluations implemented	New	-	100%	100%	100%	100%	100%
			Number of evaluation studies conducted on Departmental programmes to inform the Strategic Plans	PGDP Goal 6 MPAT KPA 1 STD 1.3.2	Recommendations of evaluations implemented	New	-	4	6	8	8	8
			Number of internal evaluations conducted	PGDP Goal 6 MPAT KPA 1 STD 1.3.2	Recommendations of evaluations implemented	New	-	-	-	16	21	21
			Ensure that the Department is Compliant with: <ul style="list-style-type: none"> MPAT requirements in respect of the four key result areas being: Strategic Management Governance and Accountability Financial Management Human Resource Management 	PGDP Goal 6 MPAT KPA 1,2,3 & 4	Department full compliance with MPAT requirements	New	-	-	1	4	4	4



MONITORING, EVALUATION, STRATEGIC PLANNING AND SERVICE DELIVERY QUARTERLY TARGETS

STRATEGIC PLANNING AND SERVICE DELIVERY								
STRATEGIC GOAL	2. Strengthened Governance							
STRATEGIC OBJECTIVE	2.1. Improved capacity of political and administrative governance							
INTERVENTION	Build the capacity and capability of the Department to promote clean, effective and efficient governance							
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2017/2018	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
Manage transformation Programmes- through determining service standards in accordance with the Batho Pele principles <ul style="list-style-type: none"> Develop a Service Delivery Improvement Plan 	Number of Service Delivery Improvement Plans implemented	1	NDP Chapter 13 MPAT KPA 2 STD 2.1.1	Quarterly	1 ST	2 ND	3 RD	4 TH
					SDIP for 2017/2018 monitored Remedial actions implemented	SDIP for 2017/2018 monitored Remedial actions implemented	SDIP for 2017/2018 monitored Remedial actions implemented	SDIP for 2017/2018 monitored Remedial actions implemented
	Number of stakeholder consultations	12	NDP Chapter 13 MPAT KPA 2 STD 2.1.1	Quarterly	3	3	3	3
								SDIP for 2017/2018 monitored Remedial actions implemented SDIP for 2018/2019 reviewed 1 Service Delivery Improvement Plan implemented

STRATEGIC PLANNING AND SERVICE DELIVERY								
STRATEGIC GOAL	2. Strengthened Governance							
STRATEGIC OBJECTIVE	2.2. Strengthened accountability of governance institutions							
INTERVENTION	Promote a culture of integrated planning, transparency and accountability that enhances the efficient and effective performance of the Department							
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2017/2018	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
Utilise a sound and responsive strategic planning processes that: <ul style="list-style-type: none"> Ensures alignment of National and Provincial legislative and policy imperatives (including Departmental mandate) Promotes consultation, participation and consensus Ensures it is client oriented Links Departmental performance to individual performance 	Number of Annual Performance Plans aligned to National and Provincial imperatives	1	PGDP Goal 6 MPAT KPA 1 STD 1.1.2	Quarterly	1 ST	2 ND	3 RD	4 TH
					-	First Draft Submitted	Second Draft Submitted	Final APP Submitted 1 APP aligned to National and Provincial imperatives
	Percentage of Business Plans aligned to Strategic Plans	100%	PGDP Goal 6 MPAT KPA 1 STD 1.1.2	Quarterly				

MONITORING											
2. Strengthened Governance											
2.2. Strengthened accountability of governance institutions											
Promote a culture of integrated planning, transparency and accountability that enhances the efficient and effective performance of the Department											
STRATEGIC GOAL	STRATEGIC OBJECTIVE	INTERVENTION	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2017/2018	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS				
							1ST	2ND	3RD	4TH	
		Implement a transparent and accountable Monitoring system that will enhance programme performance through : <ul style="list-style-type: none"> • An early warning system • Reliable and valid performance information for decision making • Maintenance and encourage use of the performance information knowledge base 	Number of Clean Audits on performance information achieved	1	PGDP Goal 6 MPAT KPA 1 STD 1.3.1	Quarterly	2016/17 Annual Performance Report produced	Clean audit on Performance Information achieved	2017/2018 2 nd Quarter Performance Report produced (based on monitoring system)	2017/2018 3 rd Quarter Performance Report produced (based on monitoring system)	2017/2018 4 th Quarter Performance Report produced (based on monitoring system)
			Number of monitoring systems functional	1	PGDP Goal 6 MPAT KPA 1 STD 1.3.1	Quarterly	2016/17 4th Quarter Performance Report produced (based on monitoring system)	2017/2018 1st Quarter Performance Report produced (based on monitoring system)	1 monitoring systems functional	1 monitoring systems functional	1 monitoring systems functional
			Number of knowledge sharing sessions conducted	16	PGDP Goal 6 MPAT KPA 1 STD 1.3.1	Quarterly			4 knowledge sharing sessions conducted	4 knowledge sharing sessions conducted	4 knowledge sharing sessions conducted



EVALUATION								
STRATEGIC GOAL	2. Strengthened Governance							
STRATEGIC OBJECTIVE	2.2. Strengthened accountability of governance institutions							
INTERVENTION	Promote a culture of integrated planning, transparency and accountability that enhances the efficient and effective performance of the Department							
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2017/2018	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
					1 ST	2 ND	3 RD	4 TH
Implement a transparent and accountable Evaluation system that will enhance programme performance through: <ul style="list-style-type: none"> • An early warning system • Efficient use of departmental resources • Effectiveness of departmental programmes • Maintenance and encourage use of the performance information knowledge base 	Percentage of confirmed evaluation recommendations monitored for implementation	100%	PGDP Goal 6 MPAT KPA 1 STD 1.3.2	Quarterly	Confirmed evaluation recommendations integrated to the planning (for 17/18 FY)	Implementation of evaluation recommendations monitored (for 16/17 FY)	Implementation of evaluation recommendations monitored (for 16/17 FY)	100% of confirmed recommendations monitored
	Number of evaluation studies conducted on Departmental programmes to inform the Strategic Plans	6	PGDP Goal 6 MPAT KPA 1 STD 1.3.2	Quarterly	Terms of Reference approved for 6 evaluation studies (including Back to Basics, Capital Projects, Programme Specific Evaluations)	Data collected and analysed for 6 evaluation studies	6 Evaluation Reports produced Evaluation Findings published on Departmental website	6 Evaluation studies conducted on Departmental programmes to inform the Strategic Plans
	Number of internal evaluations conducted	16	PGDP Goal 6 MPAT KPA 1 STD 1.3.2	Quarterly	1 Organisational Environment Evaluation finalised 1 Structure Evaluation conducted 1 Silo mentality Evaluation conducted	1 Organisational Environment Evaluation finalised 1 Structure Evaluation conducted 1 Silo mentality Evaluation conducted	1 Organisational Environment Evaluation finalised 1 Structure Evaluation conducted 1 Silo mentality Evaluation conducted	1 Organisational Environment Evaluation finalised 1 Structure Evaluation conducted 1 Silo mentality Evaluation conducted



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EVALUATION							
2. Strengthened Governance							
2.2. Strengthened accountability of governance institutions							
Promote a culture of integrated planning, transparency and accountability that enhances the efficient and effective performance of the Department							
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2017/2018	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS		
					1ST	2ND	3RD
Ensure that the Department is Compliant with: <ul style="list-style-type: none"> • MPAT requirements in respect of the four key result areas being: Strategic Management • Governance and Accountability • Financial Management • Human Resource Management 	Number of MPAT Key Performance Areas that fully comply level 4 rating	4	PGDP Goal 6 MPAT KPA 1,2,3 & 4	Quarterly	1.6 MPAT improvement plan developed and monitored	1.7 Self-Assessment MPAT information submitted to DPME	1.7 MPAT outstanding information submitted to DPME 4 MPAT 1.7 KPAs at level 4

SUB-PROGRAMME: POLICY AND RESEARCH

POLICY AND RESEARCH

2. Strengthened Governance															
2.1. Improved capacity of political and administrative governance															
Improve organisational proficiency															
STRATEGIC GOAL	STRATEGIC OBJECTIVE	INTERVENTION	ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	BASELINE 13/14	AUDITED PERFORMANCE		ESTIMATED 16/17	ANNUAL TARGET 17/18	MEDIUM TERM TARGETS			
								14/15	15/16			18/19	19/20	20/21	
			Support the Department with policy and research development <ul style="list-style-type: none"> Knowledge management, Determining trends and highlighting cutting edge information that impact on the Department Database of municipal and traditional institution statistical information Research to inform and be aligned to the Capacity Building Strategy Research on trends in Sector Departments' and its impact on municipalities Support the department to review of certified policies annually (inward looking and outward looking) 	Number of departmental policies reviewed	PGDP Goal 6	Research informs the preparation of Strategic Plans and policies	2	3	3	8	8	8	8	8	8
				Number of policies monitored	PGDP Goal 6	Research informs the preparation of Strategic Plans and policies	1	1	1	3	3	3	3	3	3
				Number of Departmental policy registers maintained	PGDP Goal 6	Research informs the preparation of Strategic Plans and policies	1	1	1	1	1	1	1	1	1
				Number of research projects conducted on KZN specific weather related patterns in partnership with relevant institutions	PGDP Goal 6	Research informs the preparation of Strategic Plans and policies	New	-	-	1 MOU signed	1	1	1	1	1
				Number of information hubs with data related to Municipalities and Traditional Institutions updated	PGDP Goal 6	Research informs the preparation of Strategic Plans and policies	0	0	1	1	1	1	1	1	1
				Number of sector knowledge management/ generation(Local Government or Traditional Affairs) research projects undertaken	PGDP Goal 6	Research informs the preparation of Strategic Plans and policies	New	-	-	-	1	1	1	1	1
			Establish a LG and TA archive and knowledge management/generation policy and implement this policy through the identification of historical information to be researched, documented, packaged, published and archived.												



POLICY AND RESEARCH											
2. Strengthened Governance											
2.1. Improved capacity of political and administrative governance											
Improve organisational proficiency											
STRATEGIC GOAL											
STRATEGIC OBJECTIVE											
INTERVENTION											
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	BASELINE 13/14	AUDITED PERFORMANCE		ESTIMATED 16/17	ANNUAL TARGET 17/18	MEDIUM TERM TARGETS		
					14/15	15/16			18/19	19/20	20/21
Continuously investigating, researching and distributing new/ cutting edge governance and administration methodologies and infrastructure/ LED/ sustainable settlement innovations	Number of sector innovation research projects undertaken	PGDP Goal 6	Research informs the preparation of Strategic Plans and policies	New	-	-	-	1	1	1	1



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POLICY AND RESEARCH QUARTERLY TARGETS

POLICY AND RESEARCH									
STRATEGIC GOAL	2. Strengthened Governance								
STRATEGIC OBJECTIVE	2.1. Improved capacity of political and administrative governance								
INTERVENTION	Improve organisational proficiency								
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2017/2018	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS				
					1 ST	2 ND	3 RD	4 TH	
Support the Department with policy and research development <ul style="list-style-type: none"> Knowledge management, Determining trends and highlighting cutting edge information that impact on the Department Database of municipal and traditional institution statistical information Research to inform and be aligned to the Capacity Building Strategy Research on trends in Sector Departments' and its impact on municipalities Support the department to review of certified policies annually (inward looking and outward looking) 	Number of departmental policies reviewed	8	PGDP Goal 6	Quarterly	Business units consulted on policies to be reviewed	Policy review sessions conducted	Final Departmental policy drafts submitted to Business Units to undergo certification	Policy review sessions conducted	8 departmental policies reviewed
	Number of policies monitored	3	PGDP Goal 6	Quarterly	Policy monitoring consultations conducted	Monitoring plan developed	Departmental Policy Register maintained	Policy monitoring plan rolled out	Feedback Sessions held and report produced
	Number of Departmental policy registers maintained	1	PGDP Goal 6	Quarterly	Departmental Policy Register maintained	Research proposal finalised	Departmental Policy Register maintained	Research conducted	Departmental Policy Register maintained
	Number of research projects conducted on KZN specific weather related patterns in partnership with relevant institutions	1 Research Project finalized	PGDP Goal 6	Quarterly	Research proposal collected	Data for 5 Districts and 1 Metro collected	Research conducted	Data for 10 Districts and 1 Metro classified and captured into the existing Amlib System	1 Research Project finalized
	Number of information hubs with data related to Municipalities and Traditional Institutions updated	1	PGDP Goal 6	Quarterly	Data for 5 Districts collected	Research proposal on application of Framework/ Guideline finalised	Research conducted	Draft Research Project presented to EXCO	Knowledge Sharing Session held
	Number of sector knowledge management/generation(Local Government or Traditional Affairs) research projects undertaken	1	PGDP Goal 6	Quarterly	Framework/ Guideline on management of historic data developed	Research conducted	Draft Research Project presented to EXCO	Research Project Finalized	1 sector knowledge management/ generation research project undertaken
Continuously investigating, researching and distributing new/ cutting edge governance and administration methodologies and infrastructure/ LED/ sustainable settlement innovations	Number of sector innovation research projects undertaken	1	PGDP Goal 6	Quarterly	Research proposal finalised	Research conducted	Draft Research Project presented to EXCO	Research Project Finalized	Research included in the APP



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SUB-PROGRAMME: LEGAL SERVICES

LEGAL SERVICES														
2. Strengthened Governance														
2.2. Strengthened accountability of governance institutions														
The Department is fully compliant with regard to legal prescripts														
STRATEGIC GOAL	STRATEGIC OBJECTIVE	INTERVENTION	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	BASELINE 13/14	AUDITED PERFORMANCE		ESTIMATED 16/17	ANNUAL TARGET 17/18	MEDIUM TERM TARGETS			
							14/15	15/16			18/19	19/20	20/21	
		<ul style="list-style-type: none"> Facilitate a process whereby the Department is fully compliant in terms of line function legislation (Municipal Systems Act, Planning and Development Act, IGR Framework Act, etc) Monitor compliance and take corrective action if required. 	Percentage compliance with all line function legislation	PGDP Goal 6	100% compliance with all line function legislation	New	-	100% compliance with all line function legislation	100% compliance with all line function legislation	100% compliance with all line function legislation	100% compliance with all line function legislation	100% compliance with all line function legislation	100% compliance with all line function legislation	100% compliance with all line function legislation
		<ul style="list-style-type: none"> Put procedures and processes in place for compliance of transversal legislation (PAIA, PAJA, etc) Monitor compliance and take corrective action if required. 	Percentage compliance with all transversal legislation	PGDP Goal 6	100% compliance with all transversal legislation	New	-	100% compliance with all transversal legislation	100% compliance with all transversal legislation	100% compliance with all transversal legislation	100% compliance with all transversal legislation	100% compliance with all transversal legislation	100% compliance with all transversal legislation	100% compliance with all transversal legislation
		<ul style="list-style-type: none"> Monitor compliance and take corrective action if required. 	Percentage of Service Delivery Decisions compliant with PAJA	MPAT KPA 2 STD 2.11.1	100% compliant with PAJA	New	-	-	100% compliance	100% compliance	100% compliance	100% compliance	100% compliance	

LEGAL SERVICES

LEGAL SERVICES													
2. Strengthened Governance													
2.1. Improve capacity of political and administrative governance													
Build the capacity and capability of the Department to promote clean, effective and efficient governance													
STRATEGIC GOAL	STRATEGIC OBJECTIVE	INTERVENTION	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	BASELINE 13/14	AUDITED PERFORMANCE		ESTIMATED 16/17	ANNUAL TARGET 17/18	MEDIUM TERM TARGETS		
							14/15	15/16			18/19	19/20	20/21
		<p>Strengthen Disciplinary practice in the Department.</p> <ul style="list-style-type: none"> Measures need to be put in place to expedite disciplinary cases. Measures need to be put in place to deal with criminal cases in the Department 	Percent of cases completed within 90 days in terms of MPAT Standards	MPAT KPA 3 STD 3.4.2	90% of cases completed within 90 days (in accordance to MPAT Standards)	-	-	100% Cases completed within 60 days	90% of cases completed within 90 days (in accordance to MPAT Standards)	90% of cases completed within 90 days (in accordance to MPAT Standards)	90% of cases completed within 90 days (in accordance to MPAT Standards)	90% of cases completed within 90 days (in accordance to MPAT Standards)	90% of cases completed within 90 days (in accordance to MPAT Standards)



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Cooperative Governance and Traditional Affairs
PROVINCE OF KWAZULU-NATAL

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LEGAL SERVICES QUARTERLY TARGETS

LEGAL SERVICES								
STRATEGIC GOAL	2. Strengthened Governance							
STRATEGIC OBJECTIVE	2.2. Strengthened accountability of governance institutions							
INTERVENTION	The Department is fully compliant with regard to legal prescripts							
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2017/2018	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
					1 ST	2 ND	3 RD	4 TH
<ul style="list-style-type: none"> Facilitate a process whereby the Department is fully compliant in terms of line function legislation (Municipal Systems Act, Planning and Development Act, IGR Framework Act, etc.) Monitor compliance and take corrective action if required. 	Percentage compliance with all line function legislation	100% compliance with all line function legislation	PGDP Goal 6	Quarterly	100% compliance with all line function legislation Quarterly report submitted to EXCO Remedial actions for non-compliance implemented	100% compliance with all line function legislation Quarterly report submitted to EXCO Remedial actions for non-compliance implemented	100% compliance with all line function legislation Quarterly report submitted to EXCO Remedial actions for non-compliance implemented	100% compliance with all line function legislation Quarterly report submitted to EXCO Remedial actions for non-compliance implemented
<ul style="list-style-type: none"> Put procedures and processes in place for compliance of transversal legislation (PAIA, PAJA, etc.) Monitor compliance and take corrective action if required. 	Percentage compliance with all transversal legislation	100% compliance with all transversal legislation	PGDP Goal 6	Quarterly	100% compliance with all transversal legislation Quarterly report submitted to EXCO Remedial actions for non-compliance implemented	100% compliance with all transversal legislation Quarterly report submitted to EXCO Remedial actions for non-compliance implemented	100% compliance with all transversal legislation Quarterly report submitted to EXCO Remedial actions for non-compliance implemented	100% compliance with all transversal legislation Quarterly report submitted to EXCO Remedial actions for non-compliance implemented
<ul style="list-style-type: none"> Put procedures and processes in place for compliance of transversal legislation (PAIA, PAJA, etc.) Monitor compliance and take corrective action if required. 	Percentage of Service Delivery Decisions compliant with PAJA	100% Compliance	MPAT KPA 2 STD 2.11.1	Annually	Administrative decisions register updated Decision implementation monitored Remedial actions for non-compliance implemented Awareness campaign conducted	Administrative decisions register updated Decision implementation monitored Remedial actions for non-compliance implemented Awareness campaign conducted	Administrative decisions register updated Decision implementation monitored Remedial actions for non-compliance implemented Awareness campaign conducted	Administrative decisions register updated Decision implementation monitored Remedial actions for non-compliance implemented Awareness campaign conducted 100% Service Delivery Decisions compliant with PAJA

LEGAL SERVICES							
STRATEGIC GOAL	2. Strengthened Governance						
STRATEGIC OBJECTIVE	2.1. Improve capacity of political and administrative governance						
INTERVENTION	Build the capacity and capability of the Department to promote clean, effective and efficient governance						
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2017/2018	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS		
					1 ST	2 ND	3 RD
Strengthen Disciplinary practice in the Department. <ul style="list-style-type: none"> Measures need to be put in place to expedite disciplinary cases. Measures need to be put in place to deal with criminal cases in the Department 	Percent of cases completed within 90 days in terms of MPAT Standards	90% of cases completed within 90 days (in accordance to MPAT Standards)	MPAT KPA 3 STD 3.4.2	Annually	Implementation of Disciplinary Code and Procedures on cases monitored	Implementation of Disciplinary Code and Procedures on cases monitored	90% of cases completed within 90 days (in accordance to MPAT Standards)

SUB-PROGRAMME: CORPORATE COMMUNICATION

CORPORATE COMMUNICATION											
STRATEGIC GOAL	2. Strengthened Governance										
STRATEGIC OBJECTIVE	2.2. Strengthened accountability of governance institutions										
INTERVENTION	Coherent, responsive and effective communication services for all Departmental programmes										
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	BASELINE 13/14	AUDITED PERFORMANCE		ESTIMATED 16/17	ANNUAL TARGET 17/18	MEDIUM TERM TARGETS		
					14/15	15/16			18/19	19/20	20/21
Implement Department Communication Strategy (Internal) <ul style="list-style-type: none"> Develop and maintain relations with the media Develop and maintain platforms to communicate departmental programmes both internally and externally. Put mechanisms in place to ensure the strength of the department as a brand. Promote a positive image of the MEC and the department To increase the public/stakeholders understanding on KZN COGTA policies, programmes and services To profile KZN COGTA as a driver for socio-economic development To strengthen local government communication Setting the agenda for communication- implement a proactive media management system Manage the communication implications of Parliamentary Questions Support campaigns on the national and provincial Government priorities Enhance the corporate identity for government 	Number of Communication Strategies implemented (Internal Focus)	PGDP Goal 6	100% communication on Departmental programmes and events	1	1	1	1	1	1	1	1



CORPORATE COMMUNICATION															
2. Strengthened Governance															
2.2. Strengthened accountability of governance institutions															
Improve Local government communication and coordinate a LGC system that ensures the public is informed of government programmes and policies															
STRATEGIC GOAL	STRATEGIC OBJECTIVE	INTERVENTION	ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	BASELINE 13/14	AUDITED PERFORMANCE		ESTIMATED 16/17	ANNUAL TARGET 17/18	MEDIUM TERM TARGETS			
								14/15	15/16			18/19	19/20	20/21	
			<ul style="list-style-type: none"> Implement the Back to Basics Communication Plan Support the Municipalities to develop and implement measures to effectively engage with communities 	Number of Local Government Communication Plans implemented	PGDP Goal 6 B2B 11 Point Plan: 11	Communities informed of progress on Departmental programmes	-	-	1	1	1	1	1	1	1

CORPORATE COMMUNICATION QUARTERLY REPORTS

CORPORATE COMMUNICATION								
STRATEGIC GOAL	2. Strengthened Governance							
STRATEGIC OBJECTIVE	2.2. Strengthened accountability of governance institutions							
INTERVENTION	Coherent, responsive and effective communication services for all Departmental programmes							
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2017/2018	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
Implement Department Communication Strategy (Internal) <ul style="list-style-type: none"> Develop and maintain relations with the media Setting the agenda for a proactive media management system Develop and maintain platforms to communicate departmental programmes both internally and externally Put mechanisms in place to ensure the strength of the department as a brand. Promote a positive image of the MEC and the department To increase the public/stakeholders understanding on KZN COGTA policies, programmes and services To profile KZN COGTA as a driver for socio-economic development Enhance the corporate identity for government To strengthen local government communication Manage the communication of Parliamentary Questions Support campaigns on the national and provincial Government priorities 	Number of Communication Strategies implemented (Internally focus)	1	PGDP Goal 6	Quarterly	1 ST Communicate departmental programmes via internal magazine and website Proactive Media Management System implemented (20 Speeches, 4 Opinion Pieces, 20 Press Statements, 15 Media Alerts, prepared) Corporate Identity of the Department enhanced Local government communication strengthened	2 ND Communicate departmental programmes via internal magazine and website Proactive Media Management System implemented (20 Speeches, 4 Opinion Pieces, 20 Press Statements, 15 Media Alerts, prepared) Corporate Identity of the Department enhanced Local government communication strengthened	3 RD Communicate departmental programmes via internal magazine and website Proactive Media Management System implemented (20 Speeches, 4 Opinion Pieces, 20 Press Statements, 15 Media Alerts, prepared) Corporate Identity of the Department enhanced Campaigns on Government priorities supported	4 TH Communicate departmental programmes via internal magazine and website Proactive Media Management System implemented (20 Speeches, 4 Opinion Pieces, 20 Press Statements, 15 Media Alerts, prepared) Corporate Identity of the Department enhanced Campaigns on Government priorities supported 1 Communication Strategy implemented

CORPORATE COMMUNICATION								
STRATEGIC GOAL	2. Strengthened Governance							
STRATEGIC OBJECTIVE	2.2. Strengthened accountability of governance institutions							
INTERVENTION	Improve Local government communication and coordinate a LGC system that ensures the public is informed of government programmes and policies							
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2017/2018	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
					1ST	2ND	3RD	4TH
<ul style="list-style-type: none"> Implement the Back to Basics Communication Plan Support the Municipalities to develop and implement measures to effectively engage with communities 	Number of Local Government Communication Plans implemented	1	PGDP Goal 6 B2B 11 Point Plan: 11	Quarterly	LG Back to Basics communication plan Monitored and remedial action plan presented at Munimec	LG Back to Basics communication plan Monitored and remedial action plan presented at Munimec	LG Back to Basics communication plan Monitored and remedial action plan presented at Munimec	LG Back to Basics communication plan Monitored and remedial action plan presented at Munimec
					Municipalities supported (through engagements with Local Government Communicators' Forum) to develop measures to effectively communicate with communities	Municipalities supported (through engagements with Local Government Communicators' Forum) to develop measures to effectively communicate with communities	Municipalities supported (through engagements with Local Government Communicators' Forum) to develop measures to effectively communicate with communities	Municipalities supported (through engagements with Local Government Communicators' Forum) to develop measures to effectively communicate with communities
					-	-	-	1 Local Government Communication Plans implemented



OVERVIEW OF THE 2016/2017 BUDGET AND MTEF ESTIMATES FOR PROGRAMME 1

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

R thousand	Outcome			Main appropriation	Adjusted appropriation 2016/17	Revised estimate	Medium-term estimates		
	2013/14	2014/15	2015/16				2017/18	2018/19	2019/20
1. Office Of The Mec	19 888	20 090	21 302	23 534	20 805	20 805	27 320	29 238	31 420
2. Corporate Services	298 992	311 801	361 257	343 787	369 334	369 334	366 519	375 433	391 175
Total payments and estimates	318 880	331 891	382 559	367 321	390 139	390 139	393 839	404 671	422 595

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

R thousand	Outcome			Main appropriation	Adjusted appropriation 2016/17	Revised estimate	Medium-term estimates		
	2013/14	2014/15	2015/16				2017/18	2018/19	2019/20
Current payments	291 652	300 157	358 677	342 399	363 648	363 648	379 639	389 852	407 404
Compensation of employees	141 556	151 237	160 671	181 992	171 748	171 748	205 148	216 929	230 099
Goods and services	150 096	148 920	198 006	160 407	191 900	191 900	174 491	172 923	177 305
Interest and rent on land	-	-	-	-	-	-	-	-	-
Transfers and subsidies to:	11 853	13 796	11 778	12 916	14 231	14 231	12 464	14 030	14 653
Provinces and municipalities	154	230	228	205	205	205	215	227	239
Departmental agencies and acco	1 278	1 381	-	-	-	-	-	-	-
Higher education institutions	-	-	-	-	-	-	-	-	-
Foreign gov ernments and interr	-	-	-	-	-	-	-	-	-
Public corporations and private	-	-	-	-	-	-	-	-	-
Non-profit institutions	-	-	-	-	-	-	-	-	-
Households	10 421	12 185	11 550	12 711	14 026	14 026	12 249	13 803	14 414
Payments for capital assets	15 365	17 914	12 104	12 006	12 260	12 260	1 736	789	538
Buildings and other fixed structu	-	-	936	4 000	4 000	4 000	-	-	-
Machinery and equipment	11 415	16 483	10 842	6 006	6 916	6 916	1 736	789	538
Heritage Assets	-	-	-	-	-	-	-	-	-
Specialised military assets	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-
Land and sub-soil assets	-	-	-	-	-	-	-	-	-
Software and other intangible as	3 950	1 431	326	2 000	1 344	1 344	-	-	-
Payments for financial assets	10	24	-	-	-	-	-	-	-
Total economic classification	318 880	331 891	382 559	367 321	390 139	390 139	393 839	404 671	422 595



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PROGRAMME 2

LOCAL GOVERNANCE





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PROGRAMME TWO: LOCAL GOVERNANCE

PROGRAMME PURPOSE

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

SUB-PROGRAMME: MUNICIPAL SERVICE DELIVERY

The Municipal Service Delivery Chief Directorate was born out of the necessity to be responsive to the planning, implementation and performance management issues and challenges in municipalities.

The Chief Directorate is an amalgamation of existing Directorates with the addition of the Local Government/Municipal champions. The reason for amalgamating the Directorates is to place these under one umbrella for better integration and response to municipal support and capacity building needs. The Chief Directorate includes IGR, IDP Municipal Performance. The Chief

Directorate does not include Capacity Building but must foster a very close working relationship in order to direct/drive the programmes needed in municipalities.

The main aims of this Chief Directorate, even though it has three distinct Directorates, is to totally dispose of internal "silo" approach and implement a seamless process plan for municipal strategic planning (IDP), the implementation thereof via municipal and sector departments (IGR etc.) and measuring performance of such implementation (PMS).

It must therefore be understood that the Chief Directorate's success will be measured in two ways; firstly on meeting the respective directorate targets set in the APP; and secondly, how it has integrated the respective processes mentioned to have one holistic support base to municipalities for developing IDPS, implementing it and measuring performance; as well as how it has influenced the Department's capacity building initiatives in response to challenging areas identified from the previously mentioned process as well as the municipal champions continuously feeding real-time information to the Department.



SUB-PROGRAMME: LOCAL GOVERNMENT SPECIALISTS

LOCAL GOVERNMENT SPECIALISTS											
STRATEGIC GOAL	1. Improved Co-operative Governance										
STRATEGIC OBJECTIVE	1.1. Improved functionality of Inter-Governmental Relations										
INTERVENTION	Strengthening oversight and functionality of IGR structures (such as Minmec, Munimec, PCF, Municipal IGR fora.)										
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	BASELINE 13/14	AUDITED PERFORMANCE		ESTIMATED 16/17	ANNUAL TARGET 17/18	MEDIUM TERM TARGETS		
					14/15	15/16			18/19	19/20	20/21
<ul style="list-style-type: none"> Implement Municipal Strategic Planning through coordination of sector departments and municipalities. Measure Performance on the implementation of IDP, B2B Support Plans and institutionalise PMS 	Number of municipalities supported with coordinated service delivery	PGDP Goal 6 Outcome 9 Sub Outcome 2 B2B 10 Point Plan : 8	Service Delivery coordinated at municipal level	New	-	-	-	54	54	54	54



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LOCAL GOVERNMENT SPECIALISTS QUARTERLY TARGETS

LOCAL GOVERNMENT SPECIALISTS												
STRATEGIC GOAL	1. Improved Co-operative Governance											
STRATEGIC OBJECTIVE	1.1. Improved functionality of Inter-Governmental Relations											
INTERVENTION	Strengthening oversight and functionality of IGR structures (such as Minimec, Munimec, PCF, Municipal IGR fora.)											
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2017/2018	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS							
					1 ST	2 ND	3 RD	4 TH				
<ul style="list-style-type: none"> Implement Municipal Strategic Planning through coordination of sector departments and municipalities. Measure Performance on the implementation of IDP, B2B Support Plans and institutionalise PMS 	Number of municipalities supported with coordinated service delivery	54	PGDP Goal 6 Outcome 9 Sub Outcome 2 B2B 10 Point Plan : 8	Quarterly	54 municipalities visited at least once per month Municipal Service Delivery Report validated by Municipal Managers Responsive support/ project plans to issues raised developed	54 municipalities visited at least once per month Municipal Service Delivery Report validated by Municipal Managers Responsive support/ project plans to issues raised developed	54 municipalities visited at least once per month Municipal Service Delivery Report validated by Municipal Managers Responsive support/ project plans to issues raised developed	54 municipalities visited at least once per month Municipal Service Delivery Report validated by Municipal Managers Responsive support/ project plans to issues raised developed	100% Service Delivery Issues Facilitated	100% Service Delivery Issues Facilitated	100% Service Delivery Issues Facilitated	100% Service Delivery Issues Resolved



SUB-PROGRAMME: INTER-GOVERNMENTAL RELATIONS

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

INTER-GOVERNMENTAL RELATIONS QUARTERLY TARGETS

INTER-GOVERNMENTAL RELATIONS										
STRATEGIC GOAL	1. Improved Co-operative Governance									
STRATEGIC OBJECTIVE	1.1. Improved functionality of Inter-Governmental Relations									
INTERVENTION	Strengthening oversight and functionality of IGR structures (such as Minmec, Munimec, PCF, Municipal IGR fora.)									
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2017/2018	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS					
					1 ST	2 ND	3 RD	4 TH		
<p>Improve functionality of IGR Structures and systems.</p> <ul style="list-style-type: none"> Cooperative decision making (including inter-municipal) Coordinate and align budget priorities and policies Coordination of service delivery issues outlined in the Integrated Provincial Service Delivery Plan. Flow of information within and between government and communities Prevention and resolution of conflict and disputes. Coordination of the implementation of decisions taken. 	<p>Number of IGR Structures functional in accordance with the IGR Framework.</p>	<p>10 Structures fully functional in accordance with the IGR Framework</p>	<p>PGDP: Goal 6</p> <p>Outcome 9: Sub Outcome 2</p> <p>B2B 10 Point Plan: 8</p>	Quarterly	<p>10 IGR Structures monitored and supported</p> <p>Report on remedial actions implemented in non-compliant structures</p> <p>Priority Projects, referrals, decisions and resolutions monitored</p> <p>1 meeting per district convened with Service Providers (aligned to IDP implementation)</p>	<p>10 IGR Structures monitored and supported</p> <p>Report on remedial actions implemented in non-compliant structures</p> <p>Priority Projects, referrals, decisions and resolutions monitored</p> <p>54 municipal IDPs presented at District Forums</p>	<p>10 IGR Structures monitored and supported</p> <p>Report on remedial actions implemented in non-compliant structures</p> <p>Priority Projects, referrals, decisions and resolutions monitored</p> <p>10 Structures functional</p>	<p>Partnership maintained</p>	<p>Partnership maintained</p>	<p>Partnership maintained</p>
	<p>Number of partnerships with SALGA maintained</p>	<p>1</p>	<p>PGDP: Goal 6</p> <p>Outcome 9: Sub Outcome 2</p>	Quarterly	<p>Partnership maintained</p>	<p>Partnership maintained</p>	<p>Partnership maintained</p>	<p>Partnership maintained</p>	<p>Partnership maintained</p>	



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SUB-PROGRAMME: IDP CO-ORDINATION

Progress Analysis:

The Department believes that effective integrated planning is crucial for the well-functioning of Local Government Institutions and acceleration of service delivery. In order to ensure that this happens 14 Provincial Departments Budgets were assessed to ensure alignment with the Draft IDPs. Provincial Departments were then provided with support in order to align Annual Performance Plans to Municipal IDPs. Municipalities were provided with support to ensure that IDPs are aligned with the NDP, PGDP and DGDP.

The Department in partnership with the Department of Human Settlements co-chaired the Joint Provincial Service Delivery Forum to coordinate sector Departments and municipalities in order to direct service delivery in the province. The Department has an on-going basis also assisted municipalities in building their municipal planning capacity through the concept of Development Planning Shared Services (DPSS). The DPSS equips municipalities with the requisite planning skills, which has enabled the municipalities to be in a better position to respond to the changing policy

environment in respect of the new legislations, namely; the Spatial Planning and Land Use Management Act (SPLUMA).

Analysis of constraints and measures planned to overcome them

A major constraint during the drafting of the IDPs is to find suitable dates and government venues to convene IDP meetings. Sector Departments and SOE's do not have sufficient capacity to support the Provincial IDP process and to attend IDP related meetings in Municipalities.

IDP CO-ORDINATION										
STRATEGIC GOAL	1. Improved Co-operative Governance									
STRATEGIC OBJECTIVE	1.1. Improved functionality of Inter-Governmental Relations									
INTERVENTION	Coordinate and lead Integrated Provincial Service Delivery Plan utilising the IDP as the single window of coordination.									
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	BASELINE 13/14	AUDITED PERFORMANCE		ESTIMATED 16/17	ANNUAL TARGET 17/18	MEDIUM TERM TARGETS	
					14/15	15/16			18/19	19/20
Implement an Integrated Provincial Service Delivery Plan based on MTEF of Provincial and National Departments and Municipal IDPs. <ul style="list-style-type: none"> Alignment of MTSF, PGDP and other government priorities with IDP Alignment of IDP with Sector Department budgets Alignment of cross border issues 	Percentage of public sector expenditure spent in accordance to the municipal IDP	PGDP Goal 6 Outcome 9 Sub Outcome 2	75% Public sector expenditure	New	-	60%	60%	65%	70%	80%
	Percentage of public sector capital expenditure within KZN spent in accordance with the PGDS identified/aligned projects	PGDP Goal 6 Outcome 9 Sub Outcome 2	70% public sector capital expenditure within KZN spent in accordance with the PGDS identified/aligned projects	New	-	50%	55%	60%	70%	75%
	Number of municipalities supported with development of legally compliant IDP	NT Indicator B2B 10 Point Plan: 8	54	61	61	61	54	54	54	54

IDP CO-ORDINATION										
1. Improved Co-operative Governance										
1.1. Improved functionality of Inter-Governmental Relations										
Co-ordinate service delivery through the Joint Provincial Forum										
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	BASELINE 13/14	AUDITED PERFORMANCE		ESTIMATED 16/17	ANNUAL TARGET 17/18	MEDIUM TERM TARGETS	
					14/15	15/16			18/19	19/20
Coordinate the establishment of a joint provincial forum addressing integrated development planning	Number of provincial service delivery IGR forums functional and maintained	B2B 10 Point Plan: 8	1 joint provincial service delivery forum supported	New	-	1	1 functional joint provincial service delivery forum	1 functional joint provincial service delivery forum	1 functional joint provincial service delivery forum	1 functional joint provincial service delivery forum

IDP CO-ORDINATION										
2. Strengthened Governance										
2.1. Improved capacity of political and administrative governance										
Build the capacity of District Municipalities to build resilient local municipalities										
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	BASELINE 13/14	AUDITED PERFORMANCE		ESTIMATED 16/17	ANNUAL TARGET 17/18	MEDIUM TERM TARGETS	
					14/15	15/16			18/19	19/20
<ul style="list-style-type: none"> Build capacity of critical skills in District Municipalities(pool of skills) Extend shared services to include local government- 	Number of districts shared services implemented	PGDP: Goal 6 & Outcome 9 Sub Outcome 3 B2B 10 Point Plan: 8	All Districts capacitated (people) with critical skills	10	10	10	10	10	10	10

IDP CO-ORDINATION QUARTERLY TARGETS

IDP CO-ORDINATION							
STRATEGIC GOAL	1. Improved Co-operative Governance						
STRATEGIC OBJECTIVE	1.1. Improved functionality of Inter-Governmental Relations						
INTERVENTION	Coordinate and lead Integrated Provincial Service Delivery Plan utilising the IDP as the single window of coordination.						
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2017/2018	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS		
					1ST	2ND	3RD
Implement an Integrated Provincial Service Delivery Plan based on MTEF of Provincial and National Departments and Municipal IDPs. <ul style="list-style-type: none"> • Alignment of MTSF, PGDP and other government priorities with IDP • Alignment of IDP with Sector Department budgets • Alignment of cross border issues 	Percentage of public sector expenditure spent in accordance to the municipal IDP	65%	PGDP: Goal 6 & Outcome 9; Sub Outcome 2	Annual	Assessment of 54 municipal Draft IDPs (17/18) Finalised Assessment and report on achievement of 65% expenditure in accordance with municipal IDP (15/16)	Assessment of 54 municipal budgets (17/18) to determine allocations to IDP Projects	-
	Percentage of public sector capital expenditure within KZN spent in accordance with the PGDS identified/aligned projects	60%	PGDP: Goal 6 & Outcome 9; Sub Outcome 2	Annual	Finalised Assessment and report on achievement of 60% expenditure aligned to the PGDS (15/16 Municipal Year)	-	-
	Number of municipalities supported with development of legally compliant IDP	54	NT Indicator B2B 10 Point Plan: 8	Quarterly	Draft IDPs and SDBIP Assessed 10 DGDPs and 54 Draft 2017/18 IDPs aligned to PGDP	Adopted IDPs and SDBIP assessed	10 District Framework Plans assessed in terms of Section 27 of MSA 10 DGDPs aligned with 54 Adopted 2017/18 IDPs 54 Process Plans assessed in terms of Section 27 of MSA 1 report produced regarding state of KZN IDP Credibility

IDP CO-ORDINATION								
STRATEGIC GOAL	1. Improved Co-operative Governance							
STRATEGIC OBJECTIVE	1.1. Improved functionality of Inter-Governmental Relations							
INTERVENTION	Co-ordinate service delivery through the Joint Provincial Forum							
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2017/2018	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
Coordinate the establishment of a joint provincial forum addressing integrated development planning	Number of Provincial Service Delivery IGR Forums functional and maintained	1 functional joint provincial service delivery forum	PGDP: Goal 6 B2B 10 Point Plan: 8	Quarterly	1 ST Provincial Service Delivery IGR Forum functional	2 ND Provincial Service Delivery IGR Forum functional	3 RD Provincial Service Delivery IGR Forum functional	4 TH Provincial Service Delivery IGR Forum functional

IDP CO-ORDINATION								
STRATEGIC GOAL	2. Strengthened Governance							
STRATEGIC OBJECTIVE	2.1. Improved capacity of political and administrative governance							
INTERVENTION	Build the capacity of District Municipalities to build resilient local municipalities							
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2017/2018	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
<ul style="list-style-type: none"> Build capacity of critical skills in District Municipalities (pool of skills) Extend shared services to include local government 	Number of district shared services implemented	10	PGDP: Goal 6 & Outcome 9 Sub Outcome 3 B2B 10 Point Plan: 8	Quarterly	1 ST 10 District Shared services implemented	2 ND 10 District Shared services implemented	3 RD 10 District Shared services implemented	4 TH 10 District Shared services implemented



SUB-PROGRAMME: MUNICIPAL PERFORMANCE, MONITORING REPORTING AND EVALUATION

Progress Analysis:

Functional municipal Organisational Performance Management Systems are crucial to give effect to the Municipal IDP's. The Department remains committed in supporting the municipalities to meet their basic delivery mandates through the Back to Basics programme. As a result, 54 Municipal Support Plans implemented in line with the B2B approach and 10 point plan. The Back to Basics reporting template was utilized to improve reporting for the municipalities. All municipalities were supported to ensure that they are complying with single reporting system as well as to institutionalise performance management

system through assessing the alignment of IDP with Scorecard and Service Delivery Budget Implementation Plan (SDBIP). 1 Evaluation was conducted on municipal administrations to assess performance.

Analysis of constraints and measures planned to overcome them

It was noticed that some of the support plans do not clearly identify desired results to be achieved, how they will be achieved, how they will be measured and that the provided support had little or no impact to the municipalities.

Assessment tool was used to monitor Back to Basics programme performance and found that some municipalities were regressing dysfunctional category. As a result, a Strategic Planning session was held in December 2016 to discuss the challenges on Back to Basics programme. This resulted on the assessment tool and support plans being amended for immediate implementation. There was a delay in the development of the electronic dashboard due to the change of project scope which further led to severe budget constraints

MUNICIPAL PERFORMANCE, MONITORING, REPORTING AND EVALUATION											
STRATEGIC GOAL	2. Strengthened Governance										
STRATEGIC OBJECTIVE	2.2. Strengthened accountability of governance institutions										
INTERVENTION	Monitoring, Evaluation & Reporting										
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	BASELINE 13/14	AUDITED PERFORMANCE		ESTIMATED 16/17	ANNUAL TARGET 17/18	MEDIUM TERM TARGETS		
					14/15	15/16			18/19	19/20	20/21
Support municipalities to establish an effective performance management system to ensure value for money	Number of municipalities supported to institutionalise performance management system		All municipalities have effective performance management systems	20	20	61	54	54	54	54	54
Report on progress of performance made by municipalities	Number of Municipal Performance Reports compiled as per the requirements of Section 47 of the MSA	PGDP: Goal 6 & Outcome 9: Sub Outcome 3 NT Indicator		1	1	1	1	1	1	1	1
Support municipalities enhance the oversight role of councillors in assessing the performance of administration.	Number of evaluations conducted		All municipalities evaluated on administrative performance and recommendation	New	-	-	-	1	1	1	1
<ul style="list-style-type: none"> Municipal Administrations evaluated and recommendations implemented 											

MUNICIPAL PERFORMANCE, MONITORING, REPORTING AND EVALUATION											
1. Improved Co-operative Governance											
1.1. Improved functionality of Inter-Governmental Relations											
INTERVENTION											
Implement a single mechanism to measure and report on performance of municipalities											
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	BASELINE 13/14	AUDITED PERFORMANCE		ESTIMATED 16/17	ANNUAL TARGET 17/18	MEDIUM TERM TARGETS		
					14/15	15/16			18/19	19/20	20/21
<ul style="list-style-type: none"> Capacitate municipalities on single reporting mechanism. Monitor the compliance of the municipalities with the reporting system. 	Number of municipalities complying with the single reporting mechanism	PGDP: Goal 6 & Outcome 9: Sub Outcome 2	All municipalities are complying with the single reporting mechanism	New	-	16	54	54	54	54	54
Develop an electronic dashboard that reflects the current status of municipalities	Number of electronic dashboards implemented			New	10	10 Developed	10 Implemented	10 implemented	10 implemented	10 implemented	10 implemented



MUNICIPAL PERFORMANCE, MONITORING, REPORTING AND EVALUATION																
1. Improved Co-operative Governance																
1.1. Improved functionality of Inter-Governmental Relations																
Integrated and sustainable support to Municipalities																
STRATEGIC GOAL	STRATEGIC OBJECTIVE	INTERVENTION	ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	BASELINE 13/14	AUDITED PERFORMANCE		ESTIMATED 16/17	ANNUAL TARGET 17/18	MEDIUM TERM TARGETS				
								14/15	15/16			18/19	19/20	20/21		
			<ul style="list-style-type: none"> Implementation of Back to Basics programmes through a functional Nerve Centre Develop an early warning system: <ul style="list-style-type: none"> Development of District and Municipal Profiles. Classification of municipalities and support Identification of challenges and co-ordination of support of key stakeholders (multi-disciplinary team) Co-ordinate basket of services to support Municipalities: <ul style="list-style-type: none"> Assessment of municipalities support and implementation Monitoring Performance to ensure sustainability 	Number of municipal Support Plans implemented in line with the 10 Point Plan	PGDP: Goal 6 B2B 10 Point Plan: 1-10		New	-	61	54	54	54	54	54	54	
				Percentage of COGTA issues resolved	PGDP: Goal 6	All municipalities are categorised as functional	New	-	-	100%	100%	100%	100%	100%	100%	100%
				Percentage of Sector issues facilitated	PGDP: Goal 6		New	-	-	100%	100%	100%	100%	100%	100%	100%



cogta

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

ANNUAL PERFORMANCE PLAN 2017/18

MUNICIPAL PERFORMANCE, MONITORING REPORTING AND EVALUATION QUARTERLY TARGETS

MUNICIPAL PERFORMANCE, MONITORING REPORTING AND EVALUATION								
STRATEGIC GOAL	2. Strengthened Governance							
STRATEGIC OBJECTIVE	2.2. Strengthened accountability of governance institutions							
INTERVENTION	Monitoring, Evaluation & Reporting							
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2017/2018	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
					1 ST	2 ND	3 RD	4 TH
Support municipalities to develop and implement PMS processes to manage institutional performance	Number of municipalities supported to institutionalise performance management system	54	PGDP: Goal 6 & Outcome 9: Sub Outcome 3 NT Indicator	Quarterly	54 municipalities annual performance reports compliant with guidelines for submission to municipal oversight structures and AG	54 municipalities assessed and supported on SMARTness of SDBIP and alignment with IDP	54 municipalities assessed and supported on SMARTness of SDBIP and alignment with IDP	54 municipalities assessed and supported on SMARTness of SDBIP and alignment with IDP
					54 municipalities validated internal quarterly performance reports submitted to municipal oversight structures	54 municipalities validated internal quarterly performance reports submitted to municipal oversight structures	54 municipalities validated internal quarterly performance reports submitted to municipal oversight structures	54 municipalities validated internal quarterly performance reports submitted to municipal oversight structures
					Internal Audit Structure functional	Predetermined Objectives/ Performance Information Audited	Remedial action plan implemented and monitored	External Audit Committee meetings adhered to
					Internal Audit Structure functional	Predetermined Objectives/ Performance Information Audited	Remedial action plan implemented and monitored	External Audit Committee meetings adhered to
					54 municipalities supported to implement response measures to AG Report on Performance Information/ Predetermined Objectives	54 municipalities supported to implement response measures to AG Report on Performance Information/ Predetermined Objectives	54 municipalities supported to implement response measures to AG Report on Performance Information/ Predetermined Objectives	54 municipalities supported to implement response measures to AG Report on Performance Information/ Predetermined Objectives
					-	-	-	-
					-	-	-	-
					54 municipalities supported to implement response measures to AG Report on Performance Information/ Predetermined Objectives	54 municipalities supported to implement response measures to AG Report on Performance Information/ Predetermined Objectives	54 municipalities supported to implement response measures to AG Report on Performance Information/ Predetermined Objectives	54 municipalities supported to implement response measures to AG Report on Performance Information/ Predetermined Objectives
					54 municipalities supported to institutionalise performance management system	54 municipalities supported to institutionalise performance management system	54 municipalities supported to institutionalise performance management system	54 municipalities supported to institutionalise performance management system

MUNICIPAL PERFORMANCE, MONITORING REPORTING AND EVALUATION								
STRATEGIC GOAL	2. Strengthened Governance							
STRATEGIC OBJECTIVE	2.2. Strengthened accountability of governance institutions							
INTERVENTION	Monitoring, Evaluation & Reporting							
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2017/2018	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
					1 ST	2 ND	3 RD	4 TH
Report on progress of performance made by municipalities	Number of Municipal Performance Reports compiled as per the requirements of Section 47 of the MSA	1		Annually	54 Municipal reports (2015/2016 FY) assessed for compliance	54 reports verified (2015/2016 FY) 1 Report compiled	1 Excellence Awards held Feedback provided to 54 municipalities and COGTA business units	Support plans for non-performing municipalities implemented
Support municipalities enhance the oversight role of councillors in assessing the performance of administration.	Number of evaluations conducted	1		Quarterly	1 evaluation plan developed for 54 municipalities	Data collected and analysed	Consultation conducted	1 Report consolidated for 54 municipalities 1 Evaluation conducted

MUNICIPAL PERFORMANCE, MONITORING REPORTING AND EVALUATION								
STRATEGIC GOAL	1. Improved Co-operative Governance							
STRATEGIC OBJECTIVE	1.1. Improved functionality of Inter-Governmental Relations							
INTERVENTION	Implement a single mechanism to measure and report on performance of municipalities							
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2017/2018	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
					1 ST	2 ND	3 RD	4 TH
<ul style="list-style-type: none"> Capacitate municipalities on single reporting mechanism. Monitor the compliance of the municipalities with the reporting system. 	Number of municipalities complying with the single reporting mechanism	54		Quarterly	54 municipalities compliant with the reporting mechanism	54 municipalities compliant with the reporting mechanism	54 municipalities compliant with the reporting mechanism	54 municipalities compliant with the reporting mechanism
Develop an electronic dashboard that reflects the current status of municipalities	Number of electronic dashboards implemented	10 Implemented	PGDP: Goal 6 & Outcome 9: Sub Outcome 2	Quarterly	Performance management system implemented 11 District Profiles updated	Performance management system implemented 11 District Profiles updated	Performance management system implemented 11 District Profiles updated	Performance management system implemented 11 District Profiles updated 10 electronic dashboards implemented

MUNICIPAL PERFORMANCE, MONITORING REPORTING AND EVALUATION													
1. Improved Co-operative Governance													
1.1. Improved functionality of Inter-Governmental Relations													
Integrated and sustainable support to Municipalities													
STRATEGIC GOAL	STRATEGIC OBJECTIVE	INTERVENTION	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2017/2018	LINKAGE	REPORTING PERIOD							
ACTIONS				54	PGDP: Goal 6 B2B 10 Point Plan : 1-10	QUARTERLY TARGETS							
						1 ST	2 ND	3 RD	4 TH				
<ul style="list-style-type: none"> Implementation of Back to Basics programmes through a functional Nerve Centre Develop an early warning system: <ul style="list-style-type: none"> Development of District and Municipal Profiles. Classification of municipalities and support Identification of challenges and co-ordination of support of key stakeholders (multi-disciplinary team) Co-ordinate basket of services to support Municipalities: <ul style="list-style-type: none"> Assessment of municipalities Consolidated support and implementation Monitoring Performance to ensure sustainability 						Number of municipal Support Plans implemented in line with the 10 Point Plan	100%	PGDP: Goal 6	Quarterly	54 priority municipal support plans implemented	54 priority municipal support plans implemented	54 priority municipal support plans implemented	54 priority municipal support plans implemented
						Percentage of COGTA issues resolved	100%	PGDP: Goal 6	Quarterly	100% of issues as per the 10 Point Plan resolved	100% of issues as per the 10 Point Plan resolved	100% of issues as per the 10 Point Plan resolved	100% of issues as per the 10 Point Plan resolved
			Percentage of Sector issues facilitated	100%	PGDP: Goal 6	Quarterly	100% of issues facilitated	100% of issues facilitated	100% of issues facilitated	100% of issues facilitated			



SUB-PROGRAMME: MUNICIPAL GOVERNANCE AND ADMINISTRATION

Progress Analysis:

To ensure that municipal structures are functional, the Department revised and updated the Guide on Municipal Oversight for Councillors to incorporate recent legislative and policy developments. Municipalities were capacitated on the revised Oversight Guide through sector based councillor training and individual sessions. Municipalities were assessed on compliance with Local Government Legislation and Policies and support was provided to municipalities through the implementation of Back to Basics support plans. Municipalities were also supported on the drafting of By-Laws and with the revision of the Standing Rules and Orders.

The Department developed and implemented the 2016 Local Government Elections pre and post-election plans.

Change Management processes were supported at affected municipalities as a result of the splitting and amalgamation of municipalities. All municipalities were provided with support at First Council meetings. All new councils were capacitated on the Procedure Manual which included the revised Organisational Development Framework, Standard Operating Procedures Manual, Orientation and Integrated Councillor Induction.

All municipalities were provided with support on the participation of Traditional Leaders in municipal councils. A draft municipal Anti-Fraud and Anti-Corruption Strategy was developed. The Department convenes a Technical Working Group and issues relating to fraud and corruption are discussed as well as methods to resolve challenges that are experienced. The Department conducts

investigations on reported corruption and maladministration cases at municipalities.

Analysis of constraints and measures planned to overcome them

To enhance municipal administration and governance, a package of support programmes to municipalities will be developed and co-ordinated. The Department will intensify its support to municipalities in respect of municipal compliance with legislation and policies. All municipalities will be supported to review and update their of anti-fraud and anti-corruption strategies and their fraud risk registers.

MUNICIPAL GOVERNANCE AND ADMINISTRATION										
STRATEGIC GOAL	1. Improved Co-operative Governance									
STRATEGIC OBJECTIVE	1.1. Improved functionality of Inter-Governmental Relations									
INTERVENTION	Strengthening oversight and functionality of IGR structures (such as Minmec, Munimec, PCF, Municipal IGR fora.)									
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	BASELINE 13/14	AUDITED PERFORMANCE		ESTIMATED 16/17	ANNUAL TARGET 17/18	MEDIUM TERM TARGETS	
					14/15	15/16			18/19	19/20
Support municipalities to enhance the functionality of oversight structures	Number of municipalities with functional oversight structures	PGDP: Goal 6 & Outcome 9: Sub Outcome 3	All municipalities with functional oversight structures	10	10	61	54	54	54	54

MUNICIPAL GOVERNANCE AND ADMINISTRATION											
STRATEGIC GOAL	2. Strengthened Governance										
STRATEGIC OBJECTIVE	2.1. Improved capacity of political and administrative governance										
INTERVENTION	Enforcement of legislation and policy in local government										
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	BASELINE 13/14	AUDITED PERFORMANCE		ESTIMATED 16/17	ANNUAL TARGET 17/18	MEDIUM TERM TARGETS		
					14/15	15/16			18/19	19/20	20/21
Strengthen the institutional capacity of municipalities by monitoring compliance with local government legislation and policies.	Number of municipalities complying with local government legislation	PGDP: Goal 6 & Outcome 9: Sub Outcome 3	All municipalities comply with Local Government legislation and policies	New	-	61	54	54	54	54	54
	Number of municipalities complying with local government policies	Outcome 9: Sub Outcome 3		New	-	61	54	54	54	54	54
	Number of draft standard by-laws developed to support the municipalities with their legislative competency	NT indicator Outcome 9: Sub Outcome 3		New	-	-	5	5	5	5	5
	Number of municipalities supported to comply with MSA regulations	B2B 10 Point Plan: 4		New	-	61	54	54	54	54	54

MUNICIPAL GOVERNANCE AND ADMINISTRATION											
STRATEGIC GOAL	1. Improved Co-operative Governance										
STRATEGIC OBJECTIVE	1.1. Improved functionality of Inter-Governmental Relations										
INTERVENTION	Integrated and sustainable support to Municipalities										
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	BASELINE 13/14	AUDITED PERFORMANCE		ESTIMATED 16/17	ANNUAL TARGET 17/18	MEDIUM TERM TARGETS		
					14/15	15/16			18/19	19/20	20/21
Implementation of Back to Basics programmes through a functional Nerve Centre	Percentage of Municipal Governance and Administration COGTA B2B issues resolved	PGDP: Goal 6	All municipalities are categorised as functional	New	-	-	100%	100%	100%	100%	100%

MUNICIPAL GOVERNANCE AND ADMINISTRATION QUARTERLY TARGETS

MUNICIPAL GOVERNANCE AND ADMINISTRATION								
STRATEGIC GOAL	1. Improved Co-operative Governance							
STRATEGIC OBJECTIVE	1.1. Improved functionality of Inter-Governmental Relations							
INTERVENTION	Strengthening oversight and functionality of IGR structures (such as Minnec, Munimec, PCF, Municipal IGR fora.)							
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2017/2018	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
Support municipalities to enhance the functionality of oversight structures	Number of municipalities with functional oversight structures	54	PGDP: Goal 6 & Outcome 9: Sub Outcome 3	Quarterly	1 ST Municipalities supported on the implementation of the Strategic Framework	2 ND Municipalities supported on the implementation of the Strategic Framework	3 RD Municipalities supported on the implementation of the Strategic Framework	4 TH 54 municipalities with functional oversight structures

MUNICIPAL GOVERNANCE AND ADMINISTRATION								
STRATEGIC GOAL	2. Strengthened Governance							
STRATEGIC OBJECTIVE	2.1. Improved capacity of political and administrative governance							
INTERVENTION	Enforcement of legislation and policy in local government							
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2017/2018	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
Strengthen the institutional capacity of municipalities by monitoring compliance with local government legislation and policies.	Number of municipalities complying with local government legislation	54	PGDP: Goal 6 & Outcome 9: Sub Outcome 3	Quarterly	1 ST 54 municipalities monitored and assessed to comply with identified local government legislation 3 policies reviewed 1 Councillor Remuneration Guideline Policy developed Stakeholders consulted on the 4 policies Implementation of 3 Policies monitored Remedial Actions Implemented	2 ND Remedial actions identified and support plan implemented 54 municipalities capacitated on the 4 policies Implementation of 3 Policies monitored Remedial Actions Implemented	3 RD Remedial actions identified and support plan implemented 7 Policies monitored Remedial Actions Implemented	4 TH 54 municipalities complying with identified local government legislation 54 municipalities compliant with the 7 policies

MUNICIPAL GOVERNANCE AND ADMINISTRATION								
STRATEGIC GOAL	2. Strengthened Governance							
STRATEGIC OBJECTIVE	2.1. Improved capacity of political and administrative governance							
INTERVENTION	Enforcement of legislation and policy in local government							
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2017/2018	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
					1 ST	2 ND	3 RD	4 TH
	Number of draft standard by-laws developed to support the municipalities with their legislative competency	5		Quarterly	Research undertaken on 5 by-laws	Draft by-laws produced	Consultation conducted and by-laws revised	5 Standard by-laws Gazetted
	Number of municipalities supported to comply with MSA regulations	54	NT indicator Outcome 9: Sub Outcome 3 B2B 10 Point Plan: 4	Quarterly	Municipalities supported to comply with MSA regulations 100% MM and S56 Appointments received, responded to by the MEC within 14 days MM and S56 vacancy rate monitored	Municipalities supported to comply with MSA regulations 100% MM and S56 Appointments received, responded to by the MEC within 14 days MM and S56 vacancy rate monitored	Municipalities supported to comply with MSA regulations 100% MM and S56 Appointments received, responded to by the MEC within 14 days MM and S56 vacancy rate monitored	54 municipalities supported to comply with MSA regulations 100% MM and S56 Appointments received, responded to by the MEC within 14 days MM and S56 vacancy rate monitored

MUNICIPAL GOVERNANCE AND ADMINISTRATION								
STRATEGIC GOAL	1. Improved Co-operative Governance							
STRATEGIC OBJECTIVE	1.1. Improved functionality of Inter-Governmental Relations							
INTERVENTION	Integrated and sustainable support to Municipalities							
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2017/2018	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
					1 ST	2 ND	3 RD	4 TH
Implementation of Back to Basics programmes through a functional Nerve Centre	Percentage of Municipal Governance and Administration COGTA B2B issues resolved	100%	PGDP: Goal 6	Quarterly	100% of issues as per the 10 Point Plan resolved	100% of issues as per the 10 Point Plan resolved	100% of issues as per the 10 Point Plan resolved	100% of issues as per the 10 Point Plan resolved

SUB-PROGRAMME: SYNERGYSTIC PARTNERSHIPS

SYNERGYSTIC PARTNERSHIPS										
STRATEGIC GOAL	2. Strengthened Governance									
STRATEGIC OBJECTIVE	2.1. Improved capacity of political and administrative governance									
INTERVENTION	Stabilisation and strengthening of Traditional Leadership									
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	BASELINE 13/14	AUDITED PERFORMANCE		ESTIMATED 16/17	ANNUAL TARGET 17/18	MEDIUM TERM TARGETS	
					14/15	15/16			18/19	19/20
<ul style="list-style-type: none"> Support municipalities in improving participation of traditional leaders at municipal level. (Section 81) Create a mechanism for Traditional Institutions to engage with IGR Structures 	Number of municipalities with the participation of traditional leaders	PGDP: Goal 6 & Outcome 9 Output 7 Sub Output 2	All 54 municipalities with participation of AmaKhosi in Municipal Councils	New	-	58	54	54	54	54

SYNERGYSTIC PARTNERSHIPS										
STRATEGIC GOAL	1. Improved Co-operative Governance									
STRATEGIC OBJECTIVE	1.1. Improved functionality of Inter-Governmental Relations									
INTERVENTION	Integrated and sustainable support to Municipalities									
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	BASELINE 13/14	AUDITED PERFORMANCE		ESTIMATED 16/17	ANNUAL TARGET 17/18	MEDIUM TERM TARGETS	
					14/15	15/16			18/19	19/20
Implementation of Back to Basics programmes through a functional Nerve Centre	Percentage of Synergistic Partnerships COGTA B2B issues resolved	PGDP: Goal 6	All municipalities are categorised as functional	New	-	-	100%	100%	100%	100%

SYNERGYSTIC PARTNERSHIPS QUARTERLY TARGETS

SYNERGYSTIC PARTNERSHIPS								
STRATEGIC GOAL	2. Strengthened Governance							
STRATEGIC OBJECTIVE	2.1. Improved capacity of political and administrative governance							
INTERVENTION	Stabilisation and strengthening of Traditional Leadership							
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2017/2018	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
					1 ST	2 ND	3 RD	4 TH
<ul style="list-style-type: none"> Support municipalities in improving participation of traditional leaders at municipal level. (Section 81) Create a mechanism for Traditional Institutions to engage with IGR Structures 	Number of municipalities with the participation of traditional leaders	54	PGDP: Goal 6 & Outcome 9 Sub Outcome 2	Quarterly	54	54	54	54

SYNERGYSTIC PARTNERSHIPS								
STRATEGIC GOAL	1. Improved Co-operative Governance							
STRATEGIC OBJECTIVE	1.1. Improved functionality of Inter-Governmental Relations							
INTERVENTION	Integrated and sustainable support to Municipalities							
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2017/2018	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
					1 ST	2 ND	3 RD	4 TH
Implementation of Back to Basics programmes through a functional Nerve Centre	Percentage of Synergistic Partnerships COGTA B2B issues resolved	100%	PGDP: Goal 6	Quarterly	100% of issues as per the 10 Point Plan resolved	100% of issues as per the 10 Point Plan resolved	100% of issues as per the 10 Point Plan resolved	100% of issues as per the 10 Point Plan resolved



SUB-PROGRAMME: MUNICIPAL FORENSICS

MUNICIPAL FORENSICS												
STRATEGIC GOAL	2. Strengthened Governance											
STRATEGIC OBJECTIVE	2.2. Strengthened accountability of governance institutions											
INTERVENTION	Implement integrity management programmes in municipalities											
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	BASELINE 13/14	AUDITED PERFORMANCE		ESTIMATED 16/17	ANNUAL TARGET 17/18	MEDIUM TERM TARGETS			
					14/15	15/16			18/19	19/20	20/21	
In order to eradicate the incidences of fraud within Municipalities the following needs to occur: <ul style="list-style-type: none"> Measures to act a deterrent- <ul style="list-style-type: none"> Strengthen disciplinary action in municipalities Measures to prevent fraud <ul style="list-style-type: none"> Systems and controls put in place for early detection of fraud Education- <ul style="list-style-type: none"> Creating awareness within municipalities 	Number of municipalities with reviewed anti-fraud and anti-corruption strategies	NT indicator	No incidence of fraud in municipalities	New	-	-	-	54	54	54	54	54
	Percentage of fraud, corruption and maladministration cases investigated (Including NACH Cases)	NT Indicator B2B 10 point plan: 6	No incidence of fraud in municipalities	New	-	-	100%	100%	100%	100%	100%	100%
	Number of municipalities supported with the review of fraud risk registers	B2B 10 point plan: 6	No incidence of fraud in municipalities	New	-	-	54	54	54	54	54	54
	Percentage of COGTA forensic investigation recommendations monitored	B2B 10 point plan: 6	No incidence of fraud in municipalities	New	-	-	100%	100%	100%	100%	100%	100%



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

ANNUAL PERFORMANCE PLAN 2017/18

MUNICIPAL FORENSICS											
STRATEGIC GOAL	1. Improved Co-operative Governance										
STRATEGIC OBJECTIVE	1.1. Improved functionality of Inter-Governmental Relations										
INTERVENTION	Integrated and sustainable support to Municipalities										
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	BASELINE 13/14	AUDITED PERFORMANCE		ESTIMATED 16/17	ANNUAL TARGET 17/18	MEDIUM TERM TARGETS		
					14/15	15/16			18/19	19/20	20/21
Implementation of Back to Basics programmes through a functional Nerve Centre	Percentage of Municipal Forensics COGTA B2B issues resolved	PGDP: Goal 6	All municipalities are categorised as functional	New	-	-	100%	100%	100%	100%	100%



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PROVINCE OF KWAZULU-NATAL

MUNICIPAL FORENSICS QUARTERLY TARGETS

MUNICIPAL FORENSICS									
STRATEGIC GOAL	2. Strengthened Governance								
STRATEGIC OBJECTIVE	2.2. Strengthened accountability of governance institutions								
INTERVENTION	Implement integrity management programmes in municipalities								
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2017/2018	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS				
					1 ST	2 ND	3 RD	4 TH	
In order to eradicate the incidences of fraud within Municipalities the following needs to occur:	Number of municipalities with reviewed anti-fraud and anti-corruption strategies	54	NT indicator	Quarterly	1 report produced on the extent to which municipalities comply with the implementation of the anti-corruption measures (NT Requirement)	14 Municipalities supported with the reviewing of anti-fraud and anti-corruption strategies (NT Requirement)	14 municipalities implementing anti-fraud and anti-corruption strategies	14 municipalities implementing anti-fraud and anti-corruption strategies	54 municipalities with reviewed anti-fraud and anti-corruption strategies
<ul style="list-style-type: none"> • Measures to act a deterrent- <ul style="list-style-type: none"> ○ Strengthen disciplinary action in municipalities • Measures to prevent fraud <ul style="list-style-type: none"> ○ Systems and controls put in place for early detection of fraud • Education- <ul style="list-style-type: none"> ○ Creating awareness within municipalities 					1 report produced on the extent to which municipalities comply with the implementation of the anti-corruption measures (NT Requirement)	14 Municipalities supported with the reviewing of anti-fraud and anti-corruption strategies (NT Requirement)	14 municipalities implementing anti-fraud and anti-corruption strategies	14 municipalities implementing anti-fraud and anti-corruption strategies	54 municipalities with reviewed anti-fraud and anti-corruption strategies
	Percentage of fraud, corruption and maladministration cases investigated (Including NACH Cases)	100%	NT Indicator B2B 10 point plan: 6	Quarterly	One narrative report on all investigations reported and conducted (NT Requirement)	One narrative report on all investigations reported and conducted (NT Requirement)	One narrative report on all investigations reported and conducted (NT Requirement)	One narrative report on all investigations reported and conducted (NT Requirement)	One narrative report on all investigations reported and conducted (NT Requirement)
	Number of municipalities supported with the review of fraud risk registers	54	B2B 10 point plan: 6	Quarterly	14 municipalities assessed on the credibility of fraud risk registers	14 municipalities assessed on the credibility of fraud risk registers	14 municipalities assessed on the credibility of fraud risk registers	14 municipalities assessed on the credibility of fraud risk registers	12 municipalities assessed on the credibility of fraud risk registers

MUNICIPAL FORENSICS								
STRATEGIC GOAL	2. Strengthened Governance							
STRATEGIC OBJECTIVE	2.2. Strengthened accountability of governance institutions							
INTERVENTION	Implement integrity management programmes in municipalities							
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2017/2018	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
	Percentage of COGTA forensic investigation recommendations monitored	100%	B2B 10 point plan: 6	Quarterly	1 ST 100% of recommendations monitored	2 ND 100% of recommendations monitored	3 RD 100% of recommendations monitored	4 TH 100% of recommendations monitored

MUNICIPAL FORENSICS								
STRATEGIC GOAL	1. Improved Co-operative Governance							
STRATEGIC OBJECTIVE	1.1. Improved functionality of Inter-Governmental Relations							
INTERVENTION	Integrated and sustainable support to Municipalities							
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2017/2018	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
Implementation of Back to Basics programmes through a functional Nerve Centre	Percentage of Municipal Forensics COGTA B2B issues resolved	100%	PGDP: Goal 6	Quarterly	1 ST 100% of issues as per the 10 Point Plan resolved	2 ND 100% of issues as per the 10 Point Plan resolved	3 RD 100% of issues as per the 10 Point Plan resolved	4 TH 100% of issues as per the 10 Point Plan resolved



SUB-PROGRAMME: MUNICIPAL FINANCE

Progress Analysis:

Sound financial management in all municipalities is crucial for the functionality of local government institutions. The Auditor General's assessments over the last five years have reflected that financial management and compliance issues in our municipalities have improved significantly with a substantial reduction in the number of audit queries raised. The achievement of Clean Audits as an indicator of good governance remains a priority for government including our municipalities and the new political leadership of municipalities who took office following the elections of August 2016 must work toward improving the audit outcomes. The 2015/2016 municipal Audit Outcomes were as follows: 11 clean audits, 42 unqualified audits, 5 qualified audits, 1 adverse and 2 disclaimers.

The Department has through effective financial monitoring and assessment under the Back to Basics Programme enhanced financial management and reporting in municipalities against the Sound Financial Management Pillar. Departmental support was provided through various fora including the District Finance Forums which also served as the Finance Technical Committees, Provincial CFO forum, ICT and Internal Control fora. Significant support was provided to the 17 municipalities affected by re-demarcation prior and post local government elections in areas of Information and Communication Technology, Budget and Annual Financial Statement processes with a split model developed for distribution in respect of

Ntambana and Vulamehlo. All municipalities received light to medium support on key financial management processes including annual financial statement, mid-year budget, annual reporting, ICT and Internal Control processes. Guidance, advice and capacity building on municipal financial management was provided to Mayors and councillors as well as MPACs specifically post local government elections. In the area of debt management, the department ensured vertical and horizontal coordination to address government debt to municipalities through the establishment and convening of the Provincial Co-ordinating Forum of Government Debt and implemented standard reporting formats as well as mediated various disputes between government departments and municipalities on billing.

A partnership by KZN COGTA with DCOG, SACPVP and LGSETA through the National Municipal Property Rates Act (MPRA) - Mass Appraisal Strategy Committee yielded success in producing a final draft of MPRA Standards for Valuation which were drafted by KZN COGTA and submitted to the SACPVP for adoption to guide the valuation profession in MPRA implementation. The partnership also yielded positive results in the area of MPRA-Mass Appraisal-Valuation Education and Training programmes, and the Municipal Assessors Program was approved by the Department of Higher Education and Training with the addition of an alternative occupation title Municipal Property Assessor via the LGSETA providing for the development of a formal qualification to capacitate

and professionalise municipal officials. Municipalities were supported in preparation for the next General Valuation to be implemented on the 1st of July 2017. Municipalities affected by the re-demarcation were specifically supported to align valuation cycles and the Department processed applications for extension of valuation roll validity to promote alignment of valuation rolls and the Department published specific provisions relating thereto in the section 14(5) notice under the Municipal Structures Act (MSA). Statutory compliance in terms of the Section 131 of the MFMA and Section 81 of the MPRA reporting was achieved. Municipalities continue to receive support in implementation of the MPRA.

Analysis of constraints and measures planned to overcome them

Lack of funding and resources to support the complex and technical aspect of debt management resulted in a limited level of support to municipalities. Internal capacity constraints further hamper the delivery of intense support and whilst the realignment of the Department's Local Government Branch sought to enable the provision of targeted intense support rather than general support, the inability to fill posts and secure resources has impacted on the support provided to municipalities. Local Government elections impacted on the key processes and the risk of non-compliance and financial challenges in municipalities materialised in some municipalities despite the Department's Re-demarcation Financial Process Plan and mitigation processes.

MUNICIPAL FINANCE											
STRATEGIC GOAL	2. Strengthened Governance										
STRATEGIC OBJECTIVE	2.1. Improved capacity of political and administrative governance										
INTERVENTION	Implement programmes to support financial viability and management in local government and traditional institutions. (billing, overspending and underspending)										
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	BASELINE 13/14	AUDITED PERFORMANCE		ESTIMATED 16/17	ANNUAL TARGET 17/18	MEDIUM TERM TARGETS		
					14/15	15/16			18/19	19/20	20/21
<ul style="list-style-type: none"> Capacitate municipalities with expenditure on capital infrastructure. Monitor municipal expenditure on capital infrastructure. Monitor the 8% expenditure on Operations and Maintenance 	Number of municipalities assessed on budget allocated to capital infrastructure (new constructions, maintenance and operation)	PGDP: Goal 6 & Outcome 9: Sub Outcome 3	All municipalities with 30% expenditure on capital infrastructure	New	-	61 municipalities with 25% expenditure on capital infrastructure monitored	54 municipalities with 26% expenditure on capital infrastructure monitored	54	54	54	54
	Number of municipalities assessed on expenditure allocated to capital infrastructure spent (new constructions, maintenance and operation)		54 municipalities with 100% expenditure on Capital Infrastructure	New	-	61 municipalities with 100% expenditure allocated to capital infrastructure monitored	54 municipalities with 100% spend on municipal expenditure allocated to capital infrastructure monitored	54	54	54	54
<ul style="list-style-type: none"> Assist municipalities to implement revenue raising strategy. Monitor municipal revenue management (tariffs, billing system, debt collection etc.) 	Number of municipalities supported to improve revenue management and debt collection	NT Indicator B2B 10 Point Plan: 3	All municipalities with revenue raised	New	-	11 on Revenue Management	11 on Revenue Management	17	18	19	54
	Number of municipalities guided to comply with MPRA by target date		NT Indicator	All municipalities with supported implementation of MPRA	New	-	-	51	44	44	44

MUNICIPAL FINANCE																
2. Strengthened Governance																
2.1. Improved capacity of political and administrative governance																
Intervention: Implement programmes to support financial viability and management in local government and traditional institutions. (billing, overspending and underspending)																
STRATEGIC GOAL	STRATEGIC OBJECTIVE	INTERVENTION	ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	BASELINE 13/14	AUDITED PERFORMANCE		ESTIMATED 16/17	ANNUAL TARGET 17/18	MEDIUM TERM TARGETS				
								14/15	15/16			18/19	19/20	20/21		
			Section 81 and 131 (corrective actions based on the reports)	Number of Reports submitted on state of municipal finance in terms of section 131 of the MFMA	PGDP: Goal 6 & Outcome 9: Sub Outcome 3	Statutory reports submitted as per legislation requirements	1	1	1	1	1	1	1			1

MUNICIPAL FINANCE															
2. Strengthened Governance															
2.2. Strengthened accountability of governance institutions															
Intervention: Support municipalities to achieve clean audits															
STRATEGIC GOAL	STRATEGIC OBJECTIVE	INTERVENTION	ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	BASELINE 13/14	AUDITED PERFORMANCE		ESTIMATED 16/17	ANNUAL TARGET 17/18	MEDIUM TERM TARGETS			
								14/15	15/16			18/19	19/20	19/21	
			<ul style="list-style-type: none"> Ensure municipalities address all issues highlighted in the audit outcomes Specialisation of support staff to municipalities e.g. SCM, MPRA, and Audits. <ul style="list-style-type: none"> Aligning skills of staff to municipal functions 	Number of municipalities supported towards the achievement of clean audits Number of municipalities with functional audit committees Number of municipalities monitored on implementation of Audit Response Plan based on the 2015/2016 audit outcomes monitored	PGDP: Goal 6 & Outcome 9: Sub Outcome 3 B2B 10 Point Plan: 2 NT Indicator NT Indicator	All municipalities with clean audits	New	-	61 municipalities monitored and guided in the achievement of clean audit	54 municipalities monitored and guided in the achievement of clean audit	54	54	54	54	54

MUNICIPAL FINANCE											
STRATEGIC GOAL	1. Improved Co-operative Governance										
STRATEGIC OBJECTIVE	1.1. Improved functionality of Inter-Governmental Relations										
INTERVENTION	Integrated and sustainable support to Municipalities										
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	BASELINE 13/14	AUDITED PERFORMANCE		ESTIMATED 16/17	ANNUAL TARGET 17/18	MEDIUM TERM TARGETS		
					14/15	15/16			18/19	19/20	20/21
Implementation of Back to Basics programmes through a functional Nerve Centre	Percentage of Municipal Finance COGTA B2B issues resolved	PGDP: Goal 6	All municipalities are categorised as functional	New	-	-	100%	100%	100%	100%	100%



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Cooperative Governance and Traditional Affairs
PROVINCE OF KWAZULU-NATAL

MUNICIPAL FINANCE QUARTERLY TARGETS

MUNICIPAL FINANCE										
2. Strengthened Governance										
2.1. Improved capacity of political and administrative governance										
Implement programmes to support financial viability and management in local government and traditional institutions. (billing, overspending and underspending)										
STRATEGIC GOAL	STRATEGIC OBJECTIVE	INTERVENTION	ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2017/2018	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS		
								1 ST	2 ND	3 RD
• Capacitate municipalities with expenditure on capital infrastructure. • Monitor municipal expenditure on capital infrastructure. • Monitor the 8% expenditure on Operations and Maintenance				Number of municipalities assessed on budget allocated to capital infrastructure (new constructions, maintenance and operation)	54	PGDP: Goal 6 & Outcome 9: B2B 10 Point Plan: 3	Annual	Assessment of 54 municipalities budget allocation to capital infrastructure	Finalised assessment and Report on 54 municipalities budget allocation to capital infrastructure	-
				Number of municipalities assessed on expenditure allocated to capital infrastructure spent (new constructions, maintenance and operation)	54		Quarterly	54 municipalities assessed in respect of achieving 100% spend on municipal expenditure allocated to capital infrastructure (16/17 FY)	54 municipalities assessed in respect of achieving 100% spend on municipal expenditure allocated to capital infrastructure (17/18 FY)	54 municipalities assessed in respect of achieving 100% spend on municipal expenditure allocated to capital infrastructure (17/18 FY)
				Number of municipalities supported to improve revenue management and debt collection – NT Indicator	17 on Revenue Management and Debt Management		Quarterly	Revenue and Debt Steering Committee established in 17 municipalities	100% Cogta Issues resolved as per support plans	100% Cogta Issues resolved as per support plans
• Assist municipalities to implement revenue raising strategy. • Monitor municipal revenue management (tariffs, billing system, debt collection etc.) • Section 81 and 131 (corrective actions based on the reports)				Number of municipalities supported to improve revenue management and debt collection – NT Indicator	44		Quarterly	100% Sector Issues Facilitated as per support plans	100% Sector Issues Facilitated as per support plans	100% Sector Issues Facilitated as per support plans
				Number of municipalities guided to comply with MPRA by TARGETS date	1		Quarterly	100% Issues Facilitated as per support plans	100% Issues Facilitated as per support plans	100% Issues Facilitated as per support plans
Section 81 and 131 (corrective actions based on the reports)				Number of Reports submitted on state of municipal finance in terms of section 131 of the MFMA	1		Annual	1 Report submitted to the Provincial Legislature in terms of section 131 of the MFMA	1 Report submitted on compliance with MPRA in terms of section 81 of the MPRA	Annual Financial Statements, Audit Reports, Responses and compliance with MFMA analysed



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

ANNUAL PERFORMANCE PLAN 2017/18

MUNICIPAL FINANCE								
STRATEGIC GOAL	2. Strengthened Governance							
STRATEGIC OBJECTIVE	2.2. Strengthened accountability of governance institutions							
INTERVENTION	Support municipalities to achieve clean audits							
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2017/2018	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
					1 ST	2 ND	3 RD	4 TH
<ul style="list-style-type: none"> Ensure municipalities address all issues highlighted in the audit outcomes Specialisation of support staff to municipalities eg SCM, MPRA, and Audits. <ul style="list-style-type: none"> o Aligning skills of staff to municipal functions 	Number of municipalities supported towards the achievement of clean audits	54	PGDP: Goal 6 & Outcome 9: Sub Outcome 3 B2B 10 Point Plan: 2	Quarterly	Collective Audit Outcome Strategy coordinated and monitored (15/16 FY) Report on irregular expenditure produced	Collective Audit Outcome Strategy coordinated and monitored (15/16 FY) Report on irregular expenditure produced	Collective Audit Outcome Strategy coordinated and monitored (15/16 FY) Report on irregular expenditure produced	Audit outcome strategy developed (16/17FY) Audit outcomes for 16/17 FY analysed Report on irregular expenditure produced 48 municipalities with clean audits 4 with unqualified audits 2 with qualified audits 54 municipalities assessed on achievement of functional Audit Committees 54 municipalities with functional Audit Committees
	Number of municipalities with functional audit committees	54	NT Indicator	Quarterly	54 Audit Committees assessed on functionality and targeted support provided	54 Audit Committees assessed on functionality and targeted support provided	54 Audit Committees assessed on functionality and targeted support provided	Adequacy of Municipal Audit Response Plan 2016/17 assessed and feedback provided to Municipalities
	Number of municipalities monitored on implementation of Audit Response Plan based on the 2015/16 audit outcomes monitored	54	NT Indicator	Quarterly	Implementation of Municipal Audit Response Plan for 2015/16 monitored	Implementation of Municipal Audit Response Plan for 2015/16 monitored	-	

MUNICIPAL FINANCE								
STRATEGIC GOAL	1. Improved Co-operative Governance							
STRATEGIC OBJECTIVE	1.1. Improved functionality of Inter-Governmental Relations							
INTERVENTION	Integrated and sustainable support to Municipalities							
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2017/2018	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
					1 ST	2 ND	3 RD	4 TH
Implementation of Back to Basics programmes through a functional Nerve Centre	Percentage of Municipal Finance COGTA B2B issues resolved	100%	PGDP: Goal 6	Quarterly	100% of issues as per the 10 Point Plan resolved	100% of issues as per the 10 Point Plan resolved	100% of issues as per the 10 Point Plan resolved	100% of issues as per the 10 Point Plan resolved



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PROVINCE OF KWAZULU-NATAL

SUB-PROGRAMME: PUBLIC PARTICIPATION

Progress Analysis:

Public participation is a key facet in bridging the gap between government and the community. Various supports were provided to all 54 municipalities such as the development of Municipal schedules of community report back meetings, functionality of ward committees, development of ward based plans and with the development of ward level database with community concerns and remedial actions. In addition, ward committees were monitored on the implementation of ward operational plans. The Department provided supported municipalities post Local Government Elections in respect of establishment and induction of ward committees. The CDWs are expected to play a pivotal role in the OSS structures as a supportive

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

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

concerns is updated regularly and municipalities are monitored on the implementation of remedial actions for community concerns raised..

Analysis of constraints and measures planned to overcome them:

Public participation requires a collective effort and commitment from various stakeholders to be effective. However, there has been a lack of support from other stakeholders being unable to play their role. Efforts will be made to ensure that all stakeholders are engaged at all times and reminded on their various roles and responsibilities.

PUBLIC PARTICIPATION

STRATEGIC GOAL	2. Strengthened Governance									
STRATEGIC OBJECTIVE	2.3. Improved decision making of municipalities through citizen participation									
INTERVENTION	Strengthen functionality of Ward Committees									
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	BASELINE 13/14	AUDITED PERFORMANCE		ANNUAL TARGET 17/18	MEDIUM TERM TARGETS		
					14/15	15/16		18/19	19/20	20/21
Support municipalities in improving the functionality of ward committees as per municipal structures/systems act.	Number of municipalities with functional ward committees as per the municipal structures/systems act	PGDP: Goal 6 & Outcome 9: Sub Outcome 2 B2B 10 Point Plan: 1	All municipalities with functional ward committees	51	51	51	44	44	44	44
	Number of ward committees supported on implementation of ward operational plans									

PUBLIC PARTICIPATION														
2. Strengthened Governance														
2.3. Improved decision making of municipalities through citizen participation														
Strengthen Ward Based Planning														
STRATEGIC GOAL	STRATEGIC OBJECTIVE	INTERVENTION	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	BASELINE 13/14	AUDITED PERFORMANCE		ESTIMATED 16/17	ANNUAL TARGET 17/18	MEDIUM TERM TARGETS			
							14/15	15/16			18/19	19/20	20/21	
		Assist municipalities align budget with community needs.	Number of municipalities with ward based plans aligned to the IDP	PGDP: Goal 6 & Outcome 9: Sub Outcome 2	All municipalities with Ward Based Plans aligned to IDP	New	-	51	44	44	44	44	44	44

PUBLIC PARTICIPATION														
2. Strengthened Governance														
2.1. Improved capacity of political and administrative governance														
Implement a provincial capacity building strategy for local government and traditional institutions (include programmes within the department as well as sector departments)														
STRATEGIC GOAL	STRATEGIC OBJECTIVE	INTERVENTION	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	BASELINE 13/14	AUDITED PERFORMANCE		ESTIMATED 16/17	ANNUAL TARGET 17/18	MEDIUM TERM TARGETS			
							14/15	15/16			18/19	19/20	20/21	
		<ul style="list-style-type: none"> Capacitate municipalities in accordance to the capacity building strategy(in the context of the Back to Basics Approach) Monitor the implementation of the integrated capacity building strategy. (internal and external) 	Number of municipalities supported to roll-out gender policy framework	NT Indicator Outcome 9: Sub Outcome 3	All municipalities capacitated in line with the provincial capacity building strategy	New	-	61	54	54	54	54	54	54

PUBLIC PARTICIPATION											
STRATEGIC GOAL	2. Strengthened Governance										
STRATEGIC OBJECTIVE	2.3. Improved decision making of municipalities through citizen participation										
INTERVENTION	Early warning systems –service delivery protests										
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	BASELINE 13/14	AUDITED PERFORMANCE		ESTIMATED 16/17	ANNUAL TARGET 17/18	MEDIUM TERM TARGETS		
					14/15	15/16			18/19	19/20	20/21
Assist municipalities to enhance engagement of stakeholders and constant feedback in order to reduce service delivery protests	Number of municipalities supported on the development of ward level database with community concerns and remedial actions produced	NT Indicator B2B 10 Point Plan: 1	All municipalities are without service delivery protests	New	-	51	44	44	44	44	44
	Number of municipalities with functional rapid response teams in line with the strategy	Outcome 9: Sub Outcome 3	Functional response teams in all 54 municipalities	New	-	-	54	54	54	54	54

PUBLIC PARTICIPATION											
STRATEGIC GOAL	1. Improved Co-operative Governance										
STRATEGIC OBJECTIVE	1.1. Improved functionality of Inter-Governmental Relations										
INTERVENTION	Integrated and sustainable support to Municipalities										
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	BASELINE 13/14	AUDITED PERFORMANCE		ESTIMATED 16/17	ANNUAL TARGET 17/18	MEDIUM TERM TARGETS		
					14/15	15/16			18/19	19/20	20/21
Implementation of Back to Basics programmes through a functional Nerve Centre	Percentage of Public Participation COGTA B2B issues resolved	PGDP: Goal 6	All municipalities are categorised as functional	New	-	-	100%	100%	100%	100%	100%

PUBLIC PARTICIPATION QUARTERLY TARGETS

PUBLIC PARTICIPATION								
STRATEGIC GOAL	2. Strengthened Governance							
STRATEGIC OBJECTIVE	2.3. Improved decision making of municipalities through citizen participation							
INTERVENTION	Strengthen functionality of Ward Committees							
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2017/2018	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
					1 ST	2 ND	3 RD	4 TH
Support municipalities in improving the functionality of ward committees as per municipal structures/systems act.	Number of municipalities with functional ward committees as per the Municipal Structures/Systems Act (MSA)	44 municipalities with functional Ward committees	PGDP: Goal 6 & Outcome 9: Sub Outcome 2 B2B 10 Point Plan: 1	Quarterly	44 Municipalities supported on ward committee functionality	44 Municipalities supported on ward committee functionality	44 Municipalities supported on ward committee functionality	44 Municipalities with functional Ward Committees
					Remedial actions implemented in Municipalities with non-functional ward committees	Remedial actions implemented in Municipalities with non-functional ward committees	Remedial actions implemented in Municipalities with non-functional ward committees	Remedial actions implemented in Municipalities with non-functional ward committees
	Number of ward committees supported on implementation of ward operational plans	870 ward committees		Quarterly	870 Ward operational plans monitored	870 Ward operational plans monitored	870 Ward operational plans reviewed	870 ward operational plans implemented
					Remedial Actions implemented in non-compliant ward committees	Remedial Actions implemented in non-compliant ward committees	Remedial Actions implemented in non-compliant ward committees	Remedial Actions implemented in non-compliant ward committees

PUBLIC PARTICIPATION								
STRATEGIC GOAL	2. Strengthened Governance							
STRATEGIC OBJECTIVE	2.3. Improved decision making of municipalities through citizen participation							
INTERVENTION	Strengthen Ward Based Planning							
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2017/2018	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
					1 ST	2 ND	3 RD	4 TH
Assist municipalities align budget with community needs.	Number of municipalities with ward based plans aligned to the IDP	44 municipalities with Ward based plans aligned to the IDP	PGDP: Goal 6 & Outcome 9: Sub Outcome 2	Quarterly	44 Municipalities monitored to ensure alignment	22 municipalities supported to develop/ review Ward Based Plans	22 municipalities supported to develop/ review Ward Based Plans	44 Municipalities monitored to ensure alignment

PUBLIC PARTICIPATION								
STRATEGIC GOAL	2. Strengthened Governance							
STRATEGIC OBJECTIVE	2.1. Improved capacity of political and administrative governance							
INTERVENTION	Implement a provincial capacity building strategy for local government and traditional institutions (include programmes within the department as well as sector departments)							
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2017/2018	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
					1 ST	2 ND	3 RD	4 TH
<ul style="list-style-type: none"> Capacitate municipalities in accordance to the capacity building strategy(in the context of the Back to Basics Approach) Monitor the implementation of the integrated capacity building strategy. (internal and external) 	Number of municipalities supported to roll-out gender policy framework	54	NT Indicator Outcome 9: Sub Outcome 3	Quarterly	Implementation of Gender Policy Framework monitored and required support provided	Implementation of Gender Policy Framework monitored and required support provided	Implementation of Gender Policy Framework monitored and required support provided	Report on percentage of women and people with disabilities in municipalities
					Report on percentage of women and people with disabilities in municipalities	Report on percentage of women and people with disabilities in municipalities	Report on percentage of women and people with disabilities in municipalities	Report on percentage of women and people with disabilities in municipalities

PUBLIC PARTICIPATION								
STRATEGIC GOAL	2. Strengthened Governance							
STRATEGIC OBJECTIVE	2.3. Improved decision making of municipalities through citizen participation							
INTERVENTION	Early warning systems –service delivery protests							
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2017/2018	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
					1ST	2ND	3RD	4TH
Assist municipalities to enhance engagement of stakeholders and constant feedback in order to reduce service delivery protests	Number of municipalities supported on the development of ward level database with community concerns and remedial actions produced (NT Indicator)	44	PGDP: Goal 6 & Outcome 9: Sub Outcome 2 B2B 10 Point Plan – 1 Positive Community Experiences	Quarterly	44 Municipalities with an integrated complaints management system verified	Remedial actions implemented in Municipalities without the integrated complaints management system	Remedial actions implemented in Municipalities without the integrated complaints management system	44 Municipalities with integrated complaints management systems
	Number municipalities with functional rapid response teams in line with the strategy	54	PGDP: Goal 6 & Outcome 9 Sub-outcome 2	Quarterly	Proposed remedial actions on community concerns monitored Departmental database on service delivery protests reconciled with Department of Community Safety and Liaison Functionality of Rapid Response Teams monitored	Proposed remedial actions on community concerns monitored Departmental database on service delivery protests reconciled with Department of Community Safety and Liaison Functionality of Rapid Response Teams monitored	Proposed remedial actions on community concerns monitored Departmental database on service delivery protests reconciled with Department of Community Safety and Liaison Functionality of Rapid Response Teams monitored	44 Municipalities with ward level databases containing community concerns and proposed remedial actions Departmental database on service delivery protests reconciled with Department of Community Safety and Liaison 54 Municipalities with functional rapid response teams

PUBLIC PARTICIPATION								
STRATEGIC GOAL	1. Improved Co-operative Governance							
STRATEGIC OBJECTIVE	1.1. Improved functionality of Inter-Governmental Relations							
INTERVENTION	Integrated and sustainable support to Municipalities							
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2017/2018	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
					1ST	2ND	3RD	4TH
Implementation of Back to Basics programmes through a functional Nerve Centre	Percentage of Public Participation COGTA B2B issues resolved	100%	PGDP: Goal 6	Quarterly	100% of issues as per the 10 Point Plan resolved	100% of issues as per the 10 Point Plan resolved	100% of issues as per the 10 Point Plan resolved	100% of issues as per the 10 Point Plan resolved



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SUB-PROGRAMME: CAPACITY BUILDING

Progress Analysis:

The process of supporting municipalities with capacity building is central to the Department's philosophy. The Department ensured that all municipalities are capacitated in accordance to the provincial capacity building strategy, implemented capacity building interventions and monitored compliance with the Employment Equity Act in all the municipalities.

The Integrated Councillor Induction Programme was rolled out to the ten Districts and Ethekwini Metropolitan. The training targeted 1846 Councillors, however, 1776 Councillors attended the training.

Phase 1 of the Sector Based Councillor Orientation Workshops was conducted at the four Regions (ten Districts and Ethekwini Metropolitan). The training targeted 393 and 258 (66%) Councillors attended the training.

Phases 2 and 3 of the workshops targeting the remainder of the Councillors and the Amakhosi that participate in the Section 81 Committees were also conducted.

Municipalities were also provided with support in respect of skills audits. All identified gaps will be addressed

through the Workplace Skills Plans. All Skills Development Facilitators were trained on the tool used for the Skills Audit.

Analysis of constraints and measures to overcome them

The Department is engaging with stakeholders to source funding for the various initiatives. Strategic Partnerships have been forged with 2 partners i.e. Moses Kotane Institute and the National School of Government.

CAPACITY BUILDING										
STRATEGIC GOAL	2. Strengthened Governance									
STRATEGIC OBJECTIVE	2.1. Improved capacity of political and administrative governance									
INTERVENTION	Implement a provincial capacity building strategy for local government and traditional institutions (include programmes within the department as well as sector departments)									
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	BASELINE 13/14	AUDITED PERFORMANCE		ESTIMATED 16/17	ANNUAL TARGET 17/18	MEDIUM TERM TARGETS	
					14/15	15/16			18/19	19/20
<ul style="list-style-type: none"> Capacitate municipalities in accordance to the capacity building strategy (in the context of the Back to Basics Approach) Monitor the implementation of the integrated capacity building strategy. (internal and external) 	Number of provincial capacity building strategies coordinated	PGDP: Goal 6 & Outcome 9: Sub Outcome 3 B2B 10 Point Plan: 5 & 10	All municipalities capacitated in line with the provincial capacity building strategy	New	-	-	-	1	1	1
	Number of capacity building interventions conducted	NT Indicator Outcome 9: Sub Outcome 3	All municipalities and traditional institutions capacitated in line with the provincial capacity building strategy	New	1	1	2	3	3	3
	Number of strategic partnerships facilitated	NT Indicator Outcome 9: Sub Outcome 3		New	-	-	2	2	2	2
	Number of learnership programmes implemented in accordance to the provincial capacity building strategy	NT Indicator Outcome 9: Sub Outcome 3 B2B 10 Point Plan: 5.1		New	-	-	1	1	1	1

CAPACITY BUILDING											
STRATEGIC GOAL	1. Improved Co-operative Governance										
STRATEGIC OBJECTIVE	1.1. Improved functionality of Inter-Governmental Relations										
INTERVENTION	Integrated and sustainable support to Municipalities										
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	BASELINE 13/14	AUDITED PERFORMANCE		ESTIMATED 16/17	ANNUAL TARGET 17/18	MEDIUM TERM TARGETS		
					14/15	15/16			18/19	19/20	20/21
Implementation of Back to Basics programmes through a functional Nerve Centre	Percentage of Capacity Building COGTA B2B issues resolved	PGDP: Goal 6	All municipalities are categorised as functional	New	-	-	100%	100%	100%	100%	100%

CAPACITY BUILDING QUARTERLY TARGETS

CAPACITY BUILDING								
STRATEGIC GOAL	2. Strengthened Governance							
STRATEGIC OBJECTIVE	2.1. Improved capacity of political and administrative governance							
INTERVENTION	Implement a provincial capacity building strategy for local government and traditional institutions (include programmes within the department as well as sector departments)							
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2017/2018	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
					1 ST	2 ND	3 RD	4 TH
<ul style="list-style-type: none"> Capacitate municipalities in accordance to the capacity building strategy (in the context of the Back to Basics Approach) Monitor the implementation of the integrated capacity building strategy. (internal and external) 	Number of provincial capacity building strategies coordinated	1	PGDP: Goal 6 & Outcome 9: Sub Outcome 3 B2B 11 Point Plan 5 & 10	Quarterly	2017/2018 Capacity Building Plan developed in consultation with all departmental programmes Approved Capacity Building Plan presented to all programmes Implementation of the 2017/2018 Capacity Building Plan	Implementation of the 2017/2018 Capacity Building Plan	Implementation of the 2017/2018 Capacity Building Plan	Implementation of the 2017/2018 Capacity Building Plan
	Number of capacity building interventions conducted	3	NT Indicator Outcome 9: Sub Outcome 3	Quarterly	Capacity Building Programme for municipal officials implemented Capacity Building Programme for municipalities implemented (NT Requirement) Capacity Building Programme for Traditional Institutions implemented	Capacity Building Programme for municipal officials implemented Capacity Building Programme for municipalities implemented (NT Requirement) Capacity Building Programme for Traditional Institutions implemented	Capacity Building Programme for municipal officials implemented Capacity Building Programme for municipalities implemented (NT Requirement) Capacity Building Programme for Traditional Institutions implemented	Capacity Building Programme for municipal officials implemented Capacity Building Programme for municipalities implemented (NT Requirement) Capacity Building Programme for Traditional Institutions implemented
	Number of strategic partnerships facilitated	2	-	Quarterly	Strategic partners identified and engaged	Strategic partners identified and engaged	Strategic partners confirmed strategic partners finalised	Implementation plans for the 2018/2019 developed
	Number of learnership programmes implemented in accordance to the provincial capacity building strategy	1	Outcome 9: Sub Outcome 3 B2B 11 Point Plan: 5.1	Quarterly	1 Learnership Programme implementation monitored	MOU with existing partner renewed 1 Learnership Programme implementation monitored	1 Learnership Programme implementation monitored Learners for the 2018/2019 FY identified	1 Learnership Programme implemented Learners for the 2018/2019 FY finalised 2018/2019 FY Implementation Plan developed



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CAPACITY BUILDING								
STRATEGIC GOAL	1. Improved Co-operative Governance							
STRATEGIC OBJECTIVE	1.1. Improved functionality of Inter-Governmental Relations							
INTERVENTION	Integrated and sustainable support to Municipalities							
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2017/2018	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
					1ST	2ND	3RD	4TH
Implementation of Back to Basics programmes through a functional Nerve Centre	Percentage of Capacity Building COGTA B2B issues resolved	100%	PGDP: Goal 6	Quarterly	100% of issues as per the 10 Point Plan resolved	100% of issues as per the 10 Point Plan resolved	100% of issues as per the 10 Point Plan resolved	100% of issues as per the 10 Point Plan resolved

OVERVIEW OF THE 2016/2017 BUDGET AND MTEF ESTIMATES FOR PROGRAMME 2

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

R thousand	Outcome			Main appropriation	Adjusted appropriation 2016/17	Revised estimate	Medium-term estimates		
	2013/14	2014/15	2015/16				2017/18	2018/19	2019/20
1. Municipal Administration	30 823	35 522	47 303	43 281	53 540	53 540	55 704	59 661	62 856
2. Municipal Finance	36 444	32 772	25 824	32 017	25 890	25 890	32 264	35 890	37 899
3. Public Participation	139 870	127 668	139 888	144 868	162 001	162 001	168 206	183 039	197 121
4. Capacity Development	4 544	5 525	6 053	12 950	12 796	12 796	18 380	21 657	22 846
5. Municipal Performance, Reporting	11 058	15 890	9 423	16 837	13 053	13 053	16 831	17 348	18 641
Total payments and estimates	222 739	217 377	228 491	249 953	267 280	267 280	291 385	317 595	339 363

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

R thousand	Outcome			Main appropriation	Adjusted appropriation 2016/17	Revised estimate	Medium-term estimates		
	2013/14	2014/15	2015/16				2017/18	2018/19	2019/20
Current payments	217 138	210 231	226 960	248 091	259 131	258 946	290 090	316 613	338 928
Compensation of employees	148 830	161 148	180 463	201 802	201 485	200 945	242 275	268 350	289 349
Goods and services	68 308	49 083	46 497	46 289	57 646	58 001	47 815	48 263	49 579
Interest and rent on land	-	-	-	-	-	-	-	-	-
Transfers and subsidies to:	4 307	6 698	431	479	6 662	6 839	150	150	150
Provinces and municipalities	3 500	6 000	-	-	5 500	5 500	-	-	-
Departmental agencies and acc	-	-	-	-	-	-	-	-	-
Higher education institutions	-	-	-	-	-	-	-	-	-
Foreign governments and interr	-	-	-	-	-	-	-	-	-
Public corporations and private	-	-	-	-	-	-	-	-	-
Non-profit institutions	-	-	-	-	-	-	-	-	-
Households	807	698	431	479	1 162	1 339	150	150	150
Payments for capital assets	1 282	448	1 100	1 383	1 487	1 495	1 145	832	285
Buildings and other fixed structu	-	-	-	-	-	-	-	-	-
Machinery and equipment	1 282	448	1 100	1 383	1 487	1 495	1 145	832	285
Heritage Assets	-	-	-	-	-	-	-	-	-
Specialised military assets	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-
Land and sub-soil assets	-	-	-	-	-	-	-	-	-
Software and other intangible as	-	-	-	-	-	-	-	-	-
Payments for financial assets	12	-	-	-	-	-	-	-	-
Total economic classification	222 739	217 377	228 491	249 953	267 280	267 280	291 385	317 595	339 363



PROGRAMME 3

DEVELOPMENT AND PLANNING





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PROGRAMME THREE: DEVELOPMENT AND PLANNING

PROGRAMME PURPOSE

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

SUB-PROGRAMME: SPATIAL PLANNING

Progress Analysis:

Spatial mapping of the projects is critical in effective integrated planning and sustainable development. The Department ensured that all 54 municipalities in the province were supported in respect of their Spatial Development Frameworks (SDFs) aligned with Provincial Spatial Guidelines. The level of support offered differed from municipality to municipality due to different circumstances in municipalities and also because some municipalities developed their SDFs using appointed consultants whilst others used in-house capacity. All Spatial Development Frameworks for the 54 municipalities in KwaZulu-Natal (submitted as part of the adopted IDPs) were assessed.

Five municipalities were monitored on the implementation of the Provincial Densification Framework. The Department also monitored the increase in the population density within designated development areas to facilitate the achievement of 4.12 households per hectare.

In addition, municipalities were supported towards the development, review and implementation of Scheme towards achievement of wall-to-wall scheme coverage across the province. Further 6 municipalities were supported to develop a suite of plans. Identified Traditional Councils were supported with the development of Traditional Master Settlement plans.

Analysis of constraints and measures planned to overcome them

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



SPATIAL PLANNING											
STRATEGIC GOAL	5. Well Integrated Spatial Planning System										
STRATEGIC OBJECTIVE	5.1. Improved spatial hierarchy of services										
INTERVENTION	Support municipalities to improve spatial location of services (government, social and basic) in line with Provincial Spatial Planning (guidelines/frameworks & regulatory framework)										
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	BASELINE 13/14	AUDITED PERFORMANCE		ESTIMATED 16/17	ANNUAL TARGET 17/18	MEDIUM TERM TARGETS		
					14/15	15/16			18/19	19/20	20/21
Align SDFs of municipalities with Spatial Planning Guidelines including (SDGS, Vision 2063, NDP, IUDF and PGDP) <ul style="list-style-type: none"> Reforms to the current planning system for improved co-ordination. Develop a strategy for densification of cities and resource allocation to promote better located housing and settlements. Introduce spatial development framework and norms, including improving the balance between location of jobs and people; and Provide incentives for local citizen activity for local planning and development of spatial compacts. Support the review of the Provincial SDF Assist and monitor municipal implementation of Projects identified in the Densification Frameworks 	Number of municipal SDFs aligned with Spatial Planning Guidelines	PGDP: Goal 7 B2B 10 Point Plan: 9	All municipal SDFs aligned with Provincial Spatial Planning Guidelines and IUDF	6	61	61	61	54	54	54	54
	Number of municipalities supported with the development of Densification Strategies	PGDP: Goal 3 & 7	Investment of public funds responding to Municipal SDFs	New	-	5	5	10	10	10	10
	Number of provincial spatial planning norms and standards on spatial equity implemented	PGDP: Goal 3 & 7	All municipal SDFs aligned with Provincial Spatial Planning Guidelines and IUDF	New	-	-	-	1	-	-	-

SPATIAL PLANNING											
STRATEGIC GOAL	5. Well Integrated Spatial Planning System										
STRATEGIC OBJECTIVE	5.1. Improved spatial hierarchy of services										
INTERVENTION	Implementation of SPLUMA and PDA										
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	BASELINE 13/14	AUDITED PERFORMANCE		ESTIMATED 16/17	ANNUAL TARGET 17/18	MEDIUM TERM TARGETS		
					14/15	15/16			18/19	19/20	20/21
<ul style="list-style-type: none"> Assist municipalities in implementing Land Use Management Schemes and systems Development of a suite of plans. Implement a strategy for new town development e.g. Ndumo, Emaclangeni. Urban Development Frameworks <ul style="list-style-type: none"> - Shape and design - Targeted public/private Sector investment - Phased development approach - Increased population density 	Number of municipalities supported to implement Land Use Schemes	PGDP: Goal 7	100% of total provincial geographical area with Land Use Management Systems	New	-	-	-	44	44	44	44
	Number of provincial hierarchy of plans model developed	PGDP: Goal 7	All municipalities are implementing the suite of plans	New	-	-	-	1	1	1	1
	Number of municipalities supported to produce precinct plans.	PGDP: Goal 7 B2B 10 Point Plan: 9			New	-	-	-	5	5	5
	Number of Traditional Master Settlement Plans developed	PGDP: Goal 7		New	5	8	5	8	8	8	8
	Number of nodal development plans developed to promote growth of small towns	PGDP: Goal 3 & Outcome 9 Sub Outcome 4	Corridor development plans and new town development strategies Implemented	New	-	2	4	4	5	6	7
Development and implementation of key corridor development plans.	Number of Corridor Development Plans developed	PGDP: Goal 7 & Outcome 9 Sub Outcome 4	Corridor development plans and new town development strategies Implemented	1	-	1	1	1	1	1	1

SPATIAL PLANNING											
STRATEGIC GOAL	1. Improved Co-operative Governance										
STRATEGIC OBJECTIVE	1.1. Improved functionality of Inter-Governmental Relations										
INTERVENTION	Integrated and sustainable support to Municipalities										
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	BASELINE 13/14	AUDITED PERFORMANCE		ESTIMATED 16/17	ANNUAL TARGET 17/18	MEDIUM TERM TARGETS		
					14/15	15/16			18/19	19/20	20/21
Implementation of Back to Basics programmes through a functional Nerve Centre	Percentage of Spatial Planning COGTA B2B issues resolved	PGDP: Goal 6	All municipalities are categorised as functional	New	-	-	100%	100%	100%	100%	100%



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SPATIAL PLANNING QUARTERLY TARGETS

SPATIAL PLANNING								
STRATEGIC GOAL	5. Well Integrated Spatial Planning System							
STRATEGIC OBJECTIVE	5.1. Improved spatial hierarchy of services							
INTERVENTION	Support municipalities to improve spatial location of services (government, social and basic) in line with Provincial Spatial Planning (guidelines/frameworks & regulatory framework)							
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2017/2018	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
					1 ST	2 ND	3 RD	4 TH
<p>Align SDFs of municipalities with Spatial Planning Guidelines including (SDGS, Vision 2063, NDP, IUDF and PGDP)</p> <ul style="list-style-type: none"> Reforms to the current planning system for improved co-ordination. Develop a strategy for densification of cities and resource allocation to promote better located housing and settlements. Introduce spatial development framework and norms, including improving the balance between location of jobs and people; and Provide incentives for local planning and development of spatial compacts. Support the review of the Provincial SDF Assist and monitor municipal implementation of Projects identified in the Densification Frameworks 	<p>Number of municipal SDFs aligned with Spatial Planning Guidelines</p> <p>54</p>	<p>PGDP: Goal 7</p> <p>B2B 10 Point Plan: 9</p>	<p>Quarterly</p>	<p>54 municipal SDFs analysed for compliance</p> <p>Municipalities engaged on gaps identified in the assessment phase</p> <p>Gap Remedial Action Plan implemented</p> <p>Business plans for identified municipalities completed</p>	<p>54 municipal SDFs assessed in terms of compliance based on remedial actions implemented</p> <p>Compliance Status Report produced</p>	<p>54 Municipal SDFs aligned with Spatial Planning Guidelines</p>	<p>54 municipal SDFs analysed for compliance</p> <p>Municipalities engaged on gaps identified in the assessment phase</p> <p>Gap Remedial Action Plan implemented</p> <p>Spatial Development Strategies developed</p> <p>Project Plan for development of Spatial development Strategies in place</p>	
<ul style="list-style-type: none"> Support the review of the Provincial SDF Assist and monitor municipal implementation of Projects identified in the Densification Frameworks 	<p>Number of municipalities supported with the development of Densification Strategies</p> <p>10</p>	<p>PGDP: Goal 3, 7</p>	<p>Quarterly</p>	<p>Densification strategy reviewed to accommodate reviewed PGDS/P and integrated housing spatial plan</p>	<p>Remedial actions for non-alignment implemented</p>	<p>5 municipalities densification strategies assessed on alignment with the Provincial Densification Framework based on Q1 Remedial Actions</p> <p>Remedial actions for non-alignment implemented</p>	<p>5 municipalities densification strategies assessed on alignment with the Provincial Densification Framework based on Q2 Remedial Actions</p> <p>Remedial actions for non-alignment implemented</p> <p>5 municipalities aligned to the Provincial Densification Framework</p> <p>5 municipalities densification strategies developed and approved</p>	

SPATIAL PLANNING							
STRATEGIC GOAL	5. Well Integrated Spatial Planning System						
STRATEGIC OBJECTIVE	5.1. Improved spatial hierarchy of services						
INTERVENTION	Support municipalities to improve spatial location of services (government, social and basic) in line with Provincial Spatial Planning (guidelines/frameworks & regulatory framework)						
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2017/2018	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS		
					1 ST	2 ND	3 RD
<p>Align SDFs of municipalities with Spatial Planning Guidelines including(SDGS, Vision 2063, NDP, IUDF and PGDP)</p> <ul style="list-style-type: none"> Reforms to the current planning system for improved co-ordination. Develop a strategy for densification of cities and resource allocation to promote better located housing and settlements. Introduce spatial development framework and norms, including improving the balance between location of jobs and people; and Provide incentives for citizen activity for local planning and development of spatial compacts. Support the review of the Provincial SDF Assist and monitor municipal implementation of Projects identified in the Densification Frameworks 	<p>Number of provincial spatial planning norms and standards on spatial equity implemented</p>	1	PGDP: Goal 3 & 7	Quarterly	<p>Provincial Spatial Equity Norms and Standards Project Plan Developed</p> <p>Development of Provincial Framework for Spatial Equity Norms and Standards in progress</p> <p>Spatial Equity Report presented at Lekgota (Geo referencing spatial equity and interventions to drive spatial equity in the province)</p>	<p>Development of Provincial Framework for Spatial Equity Norms and Standards in progress</p> <p>Spatial Equity Report presented at Lekgota (Geo referencing spatial equity and interventions to drive spatial equity in the province)</p>	<p>1 Provincial Framework for Spatial Equity Norms and Standards implemented</p> <p>Spatial Equity Report presented at Lekgota (Geo referencing spatial equity and interventions to drive spatial equity in the province)</p>



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SPATIAL PLANNING									
STRATEGIC GOAL	5. Well Integrated Spatial Planning System								
STRATEGIC OBJECTIVE	5.1. Improved spatial hierarchy of services								
INTERVENTION	Implementation of SPLUMA and PDA								
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2017/2018	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS				
					1 ST	2 ND	3 RD	4 TH	
<ul style="list-style-type: none"> Assist municipalities in implementing Land Use Management Schemes and systems 	Number of municipalities supported to implement Land Use Schemes	44	PGDP: Goal 7	Quarterly	44 assessed on compliance with Land Use Guidelines Remedial Actions implemented in non-compliant municipalities	Non-Compliant municipalities monitored on implementation of Land Use Guidelines Funding transferred to identified municipalities	Non-Compliant municipalities monitored on implementation of Land Use Guidelines	44 municipalities supported to implement Land Use Schemes (7 municipalities with wall to wall schemes maintained, 11 municipalities with wall to wall schemes finalised, 26 municipalities with urban schemes [formal towns and settlements] finalised)	
	Number of provincial hierarchy of plans model developed	1	PGDP: Goal 7	Quarterly	Draft Provincial Hierarchy of Plans Model developed	Consultation on Draft Provincial Hierarchy of Plans Model conducted	1 provincial hierarchy of plans model developed Capacity building programme rolled out on the Provincial Hierarchy of Plans Model	Capacity building programme rolled out on the Provincial Hierarchy of Plans Model Implementation Plan developed	
	Number of municipalities supported to produce precinct plans	5	PGDP: Goal 7 B2B 10 Point Plan: 9	Quarterly	5 Project Plans developed	8 TSMP engagement sessions held to confirm plans and obtain buy-in	8 TSMPs in progress as per process plans	5 precinct plans developed for implementation 8 TSMPs developed and approved	
	Number of Traditional Master Settlement Plans developed	8	PGDP Goal 7	Quarterly	8 Process Plans (Traditional Settlement Master Plans) Developed	Engagement session undertaken with prioritised nodes/small towns	Development of plan monitored	4 Nodal plans developed for implementation	
Development and implementation of key corridor development plans.	Number of Corridor Development Plans developed	1	PGDP: Goal 3 & Outcome 9 Sub Outcome 4	Quarterly	Number of Corridor Development Plans developed	Plan preparation monitored	Draft framework Plan in place	Final Corridor Plan in place	

SPATIAL PLANNING								
STRATEGIC GOAL	1. Improved Co-operative Governance							
STRATEGIC OBJECTIVE	1.1. Improved functionality of Inter-Governmental Relations							
INTERVENTION	Integrated and sustainable support to Municipalities							
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2017/2018	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
					1 ST	2 ND	3 RD	4 TH
Implementation of Back to Basics programmes through a functional Nerve Centre	Percentage of Spatial Planning COGTA B2B issues resolved	100%	PGDP: Goal 6	Quarterly	100% of issues as per the 10 Point Plan resolved	100% of issues as per the 10 Point Plan resolved	100% of issues as per the 10 Point Plan resolved	100% of issues as per the 10 Point Plan resolved



SUB-PROGRAMME: DEVELOPMENT INFORMATION SERVICES

Progress Analysis:

The Department continued to provide support to Local Government Institutions for effective integrated planning through implementing GIS programmes. In support of the Municipal Property Rate Act (MPRA) implementation, the Municipal Property Rates System was introduced to ensure that 45 Local Municipalities get access to their property rates information, namely; cadastral, ownership and valuation related information. This obviates the need for financially constrained

municipal entities to have to pay for access to this critical information.

GIS mapping supported and customized GIS applications continue to be provided in support of the Departmental initiatives (i.e. Disaster Management). GIS support was rendered in terms of the municipal outer and inner boundary demarcation processes which were critical for the Local Government elections.

Analysis of constraints and measures planned to overcome them

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

DEVELOPMENT INFORMATION SERVICES										
STRATEGIC GOAL	6. Adaptation to Climate Change									
STRATEGIC OBJECTIVE	6.1. Increased adaptation to Climate Change impacts.									
INTERVENTION	Early Warning systems									
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	BASELINE 13/14	AUDITED PERFORMANCE		ESTIMATED 16/17	ANNUAL TARGET 17/18	MEDIUM TERM TARGETS	
					14/15	15/16			18/19	19/20
Disaster Monitoring (GIS to record events and disasters with early warning and effectiveness thereof, response, impact, frequency of disasters)	Percentage of incidents data mapped	PGDP: Goal 5	100%	New	-	-	100% of incidents data received mapped	100% of incidents data received mapped	100% of incidents data received mapped	100% of incidents data received mapped
	Percentage of incidents, where early warning messages were disseminated mapped				-	100% of incidents mapped	100% of incidents mapped (where early warning was disseminated)	100% of incidents mapped (where early warning was disseminated)	100% of incidents mapped (where early warning was disseminated)	

DEVELOPMENT INFORMATION SERVICES											
STRATEGIC GOAL	5. Well Integrated Spatial Planning System										
STRATEGIC OBJECTIVE	5.1. Improved spatial hierarchy of services										
INTERVENTION	Implementation of SPLUMA and PDA										
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	BASELINE 13/14	AUDITED PERFORMANCE		ESTIMATED 16/17	ANNUAL TARGET 17/18	MEDIUM TERM TARGETS		
					14/15	15/16			18/19	19/20	20/21
Assist municipalities in implementing Land Use Management Schemes and systems	Percentage of adopted municipal schemes in the Province mapped	PGDP: Goal 7 B2B 10 Point Plan: 9	100% of total provincial geographical area with Land Use Management Systems	New	-	100% adopted municipal schemes mapped	100% of adopted municipal schemes mapped	100% of adopted municipal schemes mapped	100% of adopted municipal schemes mapped	100% of adopted municipal schemes mapped	100% of adopted municipal schemes mapped
	Percentage of PGDP Projects mapped		100% PGDP Projects Mapped	New	-	-	-	100% PGDP Projects Mapped	100% PGDP Projects Mapped	100% PGDP Projects Mapped	100% PGDP Projects Mapped

DEVELOPMENT INFORMATION SERVICES											
STRATEGIC GOAL	2. Strengthened Governance										
STRATEGIC OBJECTIVE	2.1. Improved capacity of political and administrative governance										
INTERVENTION	Implement programmes to support financial viability and management in local government and traditional institutions. (billing, overspending and underspending)										
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	BASELINE 13/14	AUDITED PERFORMANCE		ESTIMATED 16/17	ANNUAL TARGET 17/18	MEDIUM TERM TARGETS		
					14/15	15/16			18/19	19/20	20/21
Source, produce and disseminate updated municipal property registers (i.e. cadastral layer with ownership information); and analysis municipal rate data for revenue gaps (where applicable)	Number of municipalities supported with MPRA implementation	PGDP: Goal 6 & Outcome 9: Sub Outcome 3 B2B 10 Point Plan: 3	All municipalities with supported implementation of MPRA	45	45	45	38	38	38	38	38

DEVELOPMENT INFORMATION SERVICES QUARTERLY TARGETS

DEVELOPMENT INFORMATION SERVICES							
STRATEGIC GOAL	6. Adaptation to Climate Change						
STRATEGIC OBJECTIVE	6.1. Increased adaptation to Climate Change impacts.						
INTERVENTION	Early Warning systems						
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2017/2018	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS		
Disaster Monitoring (GIS to record events and disasters with early warning and effectiveness thereof, response, impact, frequency of disasters)	Percentage of incidents data mapped	100% of incidents data received mapped	PGDP: Goal 5	Quarterly	1 ST	100% of incidents data received mapped	100% of incidents data received mapped
	Percentage of incidents, where early warning messages were disseminated mapped	100% of incidents mapped (where early warning was disseminated)		100% of incidents mapped (where early warning was disseminated)	Quarterly	2 ND	100% of incidents mapped (where early warning was disseminated)
					3 RD	100% of incidents mapped	100% of incidents mapped
					4 TH	100% of incidents data received mapped	100% of incidents data received mapped

DEVELOPMENT INFORMATION SERVICES

DEVELOPMENT INFORMATION SERVICES							
STRATEGIC GOAL	5. Well Integrated Spatial Planning System						
STRATEGIC OBJECTIVE	5.1. Improved spatial hierarchy of services						
INTERVENTION	Implementation of SPLUMA and PDA						
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2017/2018	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS		
Assist municipalities in implementing Land Use Management Schemes and systems	Percentage of adopted municipal schemes in the Province mapped	100% of adopted municipal schemes mapped	PGDP: Goal 7 B2B 11 Point Plan: 9	Quarterly	1 ST	100% of adopted municipal schemes mapped	100% of adopted municipal schemes mapped
	Percentage of PGDP Projects mapped	100% PGDP Projects Mapped		100% PGDP Projects Mapped	Quarterly	2 ND	100% of adopted municipal schemes mapped
					3 RD	100% of adopted municipal schemes mapped	100% of adopted municipal schemes mapped
					4 TH	100% of adopted municipal schemes mapped	100% of adopted municipal schemes mapped

DEVELOPMENT INFORMATION SERVICES							
STRATEGIC GOAL	2. Strengthened Governance						
STRATEGIC OBJECTIVE	2.1. Improved capacity of political and administrative governance						
INTERVENTION	Implement programmes to support financial viability and management in local government and traditional institutions. (billing, overspending and underspending)						
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2017/2018	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS		
					1 ST	2 ND	3 RD
Source, produce and disseminate updated municipal property registers (i.e. cadastral layer with ownership information); and analysis municipal rate data for revenue gaps (where applicable)	Number of municipalities supported with MPRA implementation	38	PGDP: Goal 6 & Outcome 9: Sub Outcome 3 B2B 10 Point Plan: 3	Quarterly	38 Municipal Property Registers updated	38 Municipal Property Registers updated	38 municipalities supported with MPRA implementation

SUB-PROGRAMME: LAND USE MANAGEMENT

Progress Analysis:

The process of supporting municipalities on accelerating service delivery is very central to the Department. Municipalities were monitored against time norms and standards for development applications in terms of the planning legislation. All municipalities were supported to implement Spatial Planning Land Use Management Act, 2013 (SPLUMA). Support provided to municipalities included SPLUMA related by-laws and the establishment and/or functionality of the Appeal Tribunals.

Twelve municipalities were supported with the land use management formalisation of towns project which entails the determination of outside figures, signing of Memorandum of understanding, finalisation of land rights

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

Analysis of constraints and measures planned to overcome them

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

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

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

LAND USE MANAGEMENT										
STRATEGIC GOAL	2. Strengthened Governance									
STRATEGIC OBJECTIVE	2.1. Improved capacity and political and administrative governance in municipalities									
INTERVENTION	Improve the response time for processing of development applications									
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	BASELINE 13/14	AUDITED PERFORMANCE 14/15 15/16	ESTIMATED 16/17	ANNUAL TARGET 17/18	MEDIUM TERM TARGETS 18/19 19/20 20/21		
Support municipalities to meet the time norms for processing of development applications	Number of municipalities supported to achieve 76% development applications that meet time norms for processing	PGDP: Goal 6	80% of development applications processed within time norms	New	-	-	44	44	44	44



LAND USE MANAGEMENT											
STRATEGIC GOAL	5. Well Integrated Spatial Planning System										
STRATEGIC OBJECTIVE	5.1. Improved spatial hierarchy of services										
INTERVENTION	Implementation of SPLUMA and PDA										
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	BASELINE 13/14	AUDITED PERFORMANCE		ESTIMATED 16/17	ANNUAL TARGET 17/18	MEDIUM TERM TARGETS		
					14/15	15/16			18/19	19/20	20/21
Assist municipalities in implementing Land Use Management Schemes.	Number of municipalities supported with the implementation of SPLUMA	PGDP: Goal 7	100% of total provincial geographical area with Land Use Management Systems	7	10	51	44	44	44	44	44
	Number of municipalities supported with the Formalisation of Towns	PGDP: Goal 7		12	12	12	12	13	15	15	15

LAND USE MANAGEMENT											
STRATEGIC GOAL	5. Well Integrated Spatial Planning System										
STRATEGIC OBJECTIVE	5.1. Improved spatial hierarchy of services										
INTERVENTION	Support municipalities to improve spatial location of services (government, social and basic) in line with Provincial Spatial Planning (guidelines/frameworks & regulatory framework)										
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	BASELINE 13/14	AUDITED PERFORMANCE		ESTIMATED 16/17	ANNUAL TARGET 17/18	MEDIUM TERM TARGETS		
					14/15	15/16			18/19	19/20	20/21
<ul style="list-style-type: none"> Align SDFs of municipalities with Spatial Planning Guidelines including(SDGS, Vision 2063, NDP, IUDF and PGDP) Reforms to the current planning system for improved co-ordination. Develop a strategy for densification of cities and resource allocation to promote better located housing and settlements. Introduce spatial development framework and norms, including improving the balance between location of jobs and people; and Provide incentives for local citizen activity for local planning and development of spatial compacts. Support the review of the Provincial SDF Assist and monitor municipal implementation of Projects identified in the Densification Frameworks 	Number of Provincial Development Norms and Standards developed	PGDP: Goal 7	5	New	-	-	-	2	1	1	1



LAND USE MANAGEMENT (TRADITIONAL LAND ADMINISTRATION)															
2. Strengthened Governance															
2.1. Improved capacity of political and administrative governance in municipalities															
Revive and activate support of Traditional Institution to promote socio-economic programmes															
STRATEGIC GOAL	STRATEGIC OBJECTIVE	INTERVENTION	ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	BASELINE 13/14	AUDITED PERFORMANCE		ESTIMATED 16/17	ANNUAL TARGET 17/18	MEDIUM TERM TARGETS			
								14/15	15/16			18/19	19/20	20/21	
			Undertake cadastral survey work for the provision and maintenance of property descriptions of the areas of jurisdiction of Traditional Institutions	Percentage of received boundary description requests attended to		100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
				Number of izigodi mapped		240	New	-	-	228	232	240	-	-	-

LAND USE MANAGEMENT QUARTERLY TARGETS

LAND USE MANAGEMENT								
STRATEGIC GOAL	2. Strengthened Governance							
STRATEGIC OBJECTIVE	2.1. Improved capacity and political and administrative governance in municipalities							
INTERVENTION	Improve the response time for processing of development applications							
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2017/2018	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
					1ST	2ND	3RD	4TH
Support municipalities to meet the time norms for processing of development applications	Number of municipalities supported to achieve 76% development applications that meet time norms for processing	44	PGDP: Goal 6	Quarterly	76% of development applications at municipalities meet time norms for processing Remedial actions implemented in non-compliant municipalities	76% of development applications at municipalities meet time norms for processing Remedial actions implemented in non-compliant municipalities	76% of development applications at municipalities meet time norms for processing Remedial actions implemented in non-compliant municipalities	76% of development applications at municipalities meet time norms for processing Remedial actions implemented in non-compliant municipalities
					-	Guidelines on measures for expediting the processing and determination of development applications developed	-	Guidelines on procedures pertaining to public involvement, notification, advertising and circulation of development applications developed
					-	-	-	44 municipalities supported to achieve 76% development applications that meet time norms for processing

LAND USE MANAGEMENT								
STRATEGIC GOAL	5. Well Integrated Spatial Planning System							
STRATEGIC OBJECTIVE	5.1. Improved spatial hierarchy of services							
INTERVENTION	Implementation of SPLUMA and PDA							
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2017/2018	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
					1 ST	2 ND	3 RD	4 TH
Assist municipalities in implementing Land Use Management Schemes	Number of municipalities supported with the implementation of SPLUMA	44 municipalities	PGDP: Goal 7	Quarterly	44 Municipalities assessed on Municipal readiness in terms of the implementation of SPLUMA and support plan developed	Municipalities supported with the implementation of SPLUMA in accordance with the support plan	Municipalities supported with the implementation of SPLUMA in accordance with the support plan	44 Municipalities supported with the implementation of SPLUMA Status Report on municipal compliance with SPLUMA submitted to AWG
	Number of municipalities supported with the Formalisation of Towns	13	PGDP: Goal 7	Quarterly	Outside figures determined for 13 municipalities	Land Audits conducted on 13 municipalities	13 Working Plans compiled	Land Right Enquiries conducted 13 General Plans compiled Support plan for the 18/19 FY developed 13 municipalities supported with the Formalisation of Towns

LAND USE MANAGEMENT						
STRATEGIC GOAL	5. Well Integrated Spatial Planning System					
STRATEGIC OBJECTIVE	5.1. Improved spatial hierarchy of services					
INTERVENTION	Support municipalities to improve spatial location of services (government, social and basic) in line with Provincial Spatial Planning (guidelines/frameworks & regulatory framework)					
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2017/2018	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS	
					1 ST	2 ND
<p>Align SDFs of municipalities with Spatial Planning Guidelines including (SDGS, Vision 2063, NDP, IUDF and PGDP)</p> <ul style="list-style-type: none"> Reforms to the current planning system for improved co-ordination. Develop a strategy for densification of cities and resource allocation to promote better located housing and settlements. Introduce spatial development framework and norms, including improving the balance between location of jobs and people; and Provide incentives for citizen activity for local planning and development of spatial compacts. Support the review of the Provincial SDF Assist and monitor municipal implementation of Projects identified in the Densification Frameworks 	<p>Number of Provincial Development Norms and Standards developed</p>	2	PGDP: Goal 7	Quarterly	<p>Draft consultation paper for 2 Provincial Development Norms and Standards developed</p> <p>Final consultation paper for 2 Provincial Development Norms and Standards approved</p> <p>Public consultation sessions conducted</p> <p>2 Provincial Development Norms and Standards developed</p>	

LAND USE MANAGEMENT (TRADITIONAL LAND ADMINISTRATION)								
STRATEGIC GOAL	2. Strengthened Governance							
STRATEGIC OBJECTIVE	2.1. Improved capacity of political and administrative governance in municipalities							
INTERVENTION	Revive and activate support of Traditional Institution to promote socio-economic programmes							
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2017/2018	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
					1 ST	2 ND	3 RD	4 TH
Undertake cadastral survey work for the provision and maintenance of property descriptions of the areas of jurisdiction of Traditional Institutions	Percentage of received boundary description requests attended to	100%		Quarterly	100%	100%	100%	100%
	Number of izigodi mapped	232		Quarterly	66	66	50	50



SUB-PROGRAMME: LOCAL ECONOMIC DEVELOPMENT

Progress analysis

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

During the year under review, the Department supported 10 District Agencies to drive LED in the Province in order to improve LED Capacity in municipalities as well as enhance the impact of projects.

A Draft Framework Plan on Strategic Corridor Plan for uMhlatuze - Ulundi - Vryheid Secondary Corridor was developed and stakeholder engagements were held. Under the small town rehabilitation programme the Department continued to provide support to small town and rural nodes to the following areas: Amahlubi, Babanango, Belgrade, Charlestown, Golela and Silutshane.

Municipalities were provided with support to implement Local Economic Development projects in line with municipal LED strategies. Support included the monitoring the Implementation of twenty two support

plans for specific projects such as SMME facility and Scottsbrugh CBD upgrade at Ugu; Upgrade of iXopo Bus Rank, Bulkworks and subsoil drainage as well as Kokstad main and Groom street upgrade at Harry Gwala; Road rehabilitation project at Umgungundlovu; Ziga Sithole Endumeni Phase 3 at Umzinyathi; Ndumo market stalls for Jozini at Umkhanyakude; Weenen storm water drainage project at Uthukela; LED projects at King Cetshwayo; Vineyards, Kwashushu Road, Agri Hubs Phase 1&2 and Maphumulo Town Beautification at Ilembe.

As part of the Amakhosi Rural Economic Development Programme, support was provided for the following projects: Okhahlamba Peak Winery Project; Manguzi fish farming; Empangisweni Citrus fruit production; Imbabazane Pack House for the ongoing projects under the eight Amakhosi in UThukela Local House; Msinga Asisukume Maize Mill Project; Phongolo Isilo initiative – Imbube Cultural village and Emadungeni Piggery Project.

AgriHub Projects were monitored through Project Steering Committee meetings. Projects monitored included: Bergville Agripark, King Cetshwayo Fresh Produce Market, Jozini Value Adding Centre, Ingogo Fresh Produce and RASET Ethekwini incubator.

The Community Service Centres (CSC) programme aims to strengthen the capacity of the Traditional

Institutions to be able to play a critical role in accelerating service delivery in partnership with the municipalities and sector departments. The department successfully implemented the CSC programme for the construction/rehabilitation Community Service Centres. The construction of Amahlubi and Sonkombo CSC were monitored. Twenty Five rehabilitation projects were monitored in line with the project plan

Under the Expanded Public Works (EPWP) programme, 1987 work opportunities were created in the KZN COGTA grant funded construction projects. The Community Works (CWP) programme received a major boost with an additional 5000 work opportunities allocated to 8 new sites in the province. The KZN province now boasts of a total of 33 municipalities benefitting from the CWP programme.

Analysis of constraints and measures planned to overcome them

Municipalities have limited LED capacity as well as project management skills to effectively monitor implementation of projects. Most municipalities have weak LED units and require support. Ongoing training is provided to municipalities.

Challenges still exist in relation to EPWP reporting and expenditure especially of the incentive grants. Training and workshops will continue to be rolled out to capacitate municipalities on the principles of EPWP.

LOCAL ECONOMIC DEVELOPMENT – SPECIAL INITIATIVES										
STRATEGIC GOAL	3. Increased economic opportunities									
STRATEGIC OBJECTIVE	3.1. Strengthened sectoral development									
INTERVENTION	Co-ordination of public and private stakeholders to drive economic potential in each district									
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	BASELINE 13/14	AUDITED PERFORMANCE		ESTIMATED 16/17	ANNUAL TARGET 17/18	MEDIUM TERM TARGETS	
					14/15	15/16			18/19	19/20
Establish District Agencies to drive LED and Investment	Number of District Agencies supported to effectively drive LED	PGDP: Goal 1 & Outcome 9 Sub Outcome 4	10 District Agencies established to drive LED	New	-	10	10	10	10	10
Provide Support to informal economy	Number of districts/metro supported with informal economy initiatives	Outcome 9 Sub Outcome 4		New	-	11	11	11	11	11

LOCAL ECONOMIC DEVELOPMENT – SPECIAL INITIATIVES											
STRATEGIC GOAL	3. Increased economic opportunities										
STRATEGIC OBJECTIVE	3.2. Improved government led job creation programmes										
INTERVENTION	Create employment opportunities through: Corridor Development and Small Town Rehabilitation										
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	BASELINE 13/14	AUDITED PERFORMANCE		ESTIMATED 16/17	ANNUAL TARGET 17/18	MEDIUM TERM TARGETS		
					14/15	15/16			18/19	19/20	19/21
Establish agri-hubs/fresh produce market facilities aligned to institutional markets (schools, prisons, hospitals)	Number of municipalities with agri-hubs/fresh produce market facilities aligned to the institutional markets	PGDP: Goal 1 & Outcome 9 Sub Outcome 4	10 Districts with agri-hubs/fresh produce market facilities aligned to the institutional market (schools, hospitals and prisons)	New	-	2	2	2	3	4	5
Implementation of Local Economic Development projects in line with municipal LED strategies	Number of municipalities supported to implement Local Economic Development projects in line with updated municipal LED strategies	NT Indicator	50 municipalities implementing LED plans	-	-	10 Districts	10 Districts	10 Districts	10 Districts	10 Districts	10 Districts



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LOCAL ECONOMIC DEVELOPMENT – SPECIAL INITIATIVES											
STRATEGIC GOAL	3. Increased economic opportunities										
STRATEGIC OBJECTIVE	3.2. Improved government led job creation programmes										
INTERVENTION	Create employment opportunities through: Corridor Development and Small Town Rehabilitation										
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	BASELINE 13/14	AUDITED PERFORMANCE		ESTIMATED 16/17	MEDIUM TERM TARGETS			
					14/15	15/16		18/19	19/20	19/21	
	Number of Municipalities supported to implement the Red Tape Reduction programme	NT Indicator		-		-	10 Districts and 1 Metro	10 Districts and 1 Metro	10 Districts and 1 Metro	10 Districts and 1 Metro	10 Districts and 1 Metro

LOCAL ECONOMIC DEVELOPMENT – SPECIAL INITIATIVES											
STRATEGIC GOAL	3. Increased economic opportunities										
STRATEGIC OBJECTIVE	3.2. Improved government led job creation programmes										
INTERVENTION	Revive and activate support of traditional institutions to promote socio-economic programmes										
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	BASELINE 31/14	AUDITED PERFORMANCE		ESTIMATED 16/17	MEDIUM TERM TARGETS			
					14/15	15/16		18/19	19/20	20/21	
<ul style="list-style-type: none"> Establish development support initiatives in Traditional communities to enable development 	Number of TCs supported with Development Initiatives	PGDP: Goal 1 & Outcome 9 Sub Outcome 4	Traditional Institution supported to promote socio-economic programmes	3	3	3	6	2	4	5	6



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LOCAL ECONOMIC DEVELOPMENT – SPECIAL INITIATIVES													
2. Strengthened Governance													
2.3. Improved decision making of municipalities through citizen participation													
Coordination of interfaith to promote social cohesion and nation building.													
STRATEGIC GOAL	STRATEGIC OBJECTIVE	INTERVENTION	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	BASELINE 13/14	AUDITED PERFORMANCE		ESTIMATED 16/17	ANNUAL TARGET 17/18	MEDIUM TERM TARGETS		
							14/15	15/16			18/19	19/20	20/21
		<ul style="list-style-type: none"> Establish and support Traditional and Interfaith leadership forums at District levels An inaugural district interfaith forum launch/summit would be staged to explore the spiritual and traditional diversity of the District and open a dialogue on the questions of belief, meaning and values. Participants would be Amakhosi, izinduna, traditional healers, osonkondo (izinyosi), maskandi artists, gospel singers and other artists who make and sell artworks. Interfaith calendar to be implemented and monitored at a district level 	Number of dialogues held to support social cohesion and nation building	PGDP: Goal 1	All District Forums functional	New	-	3	4	6	8	8	8

LOCAL ECONOMIC DEVELOPMENT - SPECIAL INITIATIVES QUARTERLY TARGETS

LOCAL ECONOMIC DEVELOPMENT – SPECIAL INITIATIVES								
STRATEGIC GOAL	3. Increased economic opportunities							
STRATEGIC OBJECTIVE	3.1. Strengthened sectoral development							
INTERVENTION	Co-ordination of public and private stakeholders to drive economic potential in each district							
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2017/2018	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
					1 ST	2 ND	3 RD	4 TH
Establish District Agencies to drive LED and Investment	Number of District Agencies supported to drive LED	10	PGDP: Goal 1 & Outcome 9 Sub Outcome 4	Quarterly	Status Quo Assessment of 10 Districts	Action plan developed and Rolled Out	Action plan implementation monitored	10 District Agencies supported to drive LED and Investment
Provide Support to informal economy	Number of districts/metro supported with informal economy initiatives	11	PGDP: Goal 1 & Outcome 9 Sub Outcome 4	Quarterly	Support Programme reviewed	Engagements with 10 Districts and 1 Metro on reviewed support plans	Roll out of support programme	10 Districts and 1 Metro supported with informal economy initiatives

LOCAL ECONOMIC DEVELOPMENT – SPECIAL INITIATIVES								
STRATEGIC GOAL	3. Increased economic opportunities							
STRATEGIC OBJECTIVE	3.2. Improved government led job creation programmes							
INTERVENTION	Create employment opportunities through: Corridor Development and Small Town Rehabilitation							
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2017/2018	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
					1 ST	2 ND	3 RD	4 TH
Establish agri-hubs/fresh produce market facilities aligned to institutional markets (schools, prisons, hospitals)	Number of municipalities with agri-hubs/fresh produce market facilities aligned to the institutional markets	2	PGDP: Goal 1 & Outcome 9 Sub Outcome 4	Quarterly	Review Programme of support	2 Action Plans developed	Action-Plans rolled out	2 municipalities with agri-hubs/fresh produce market facilities aligned to the institutional markets
Implementation of Local Economic Development projects in line with municipal LED strategies	Number of municipalities supported to implement Local Economic Development projects in line with updated municipal LED strategies	10 Districts	NT Indicator	Quarterly	Review District Support Plans	Engagements with 10 Districts and 1 Metro on reviewed support plans	Implementation monitored	10 districts supported
<ul style="list-style-type: none"> Formal and informal sector 	Number of Municipalities supported to implement the Red Tape Reduction programme	10 Districts and 1 Metro	NT Indicator	Quarterly	Challenges of red tape identified in each District Municipality	Workshop conducted on Red Tape intervention	Action plans for 10 District Municipalities and 1 Metro developed	10 Districts and 1 Metro supported to implement the Red Tape Reduction programme

LOCAL ECONOMIC DEVELOPMENT – SPECIAL INITIATIVES								
STRATEGIC GOAL	3. Increased economic opportunities							
STRATEGIC OBJECTIVE	3.2. Improved government led job creation programmes							
INTERVENTION	Revive and activate support of traditional institutions to promote socio-economic programmes							
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2017/2018	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
					1 ST	2 ND	3 RD	4 TH
<ul style="list-style-type: none"> Establish development support initiatives in Traditional communities to enable development 	Number of TCs supported with Development Initiatives	2	PGDP: Goal 1 & Outcome 9 Sub Outcome 4	Quarterly	TCs engaged and Feasibility Studies concluded	Business Plans developed	Implementation of business plans monitored	2 TCs supported with development initiatives

LOCAL ECONOMIC DEVELOPMENT – SPECIAL INITIATIVES									
STRATEGIC GOAL	2. Strengthened Governance								
STRATEGIC OBJECTIVE	2.3. Improved decision making of municipalities through citizen participation								
INTERVENTION	Coordination of interfaith to promote social cohesion and nation building.								
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2017/2018	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS				
					1 ST	2 ND	3 RD	4 TH	
<ul style="list-style-type: none"> Establish and support Traditional and Interfaith leadership forums at District levels An inaugural district interfaith forum launch/summit would be staged to explore the spiritual and traditional diversity of the District and open a dialogue on the questions of belief, meaning and values. Participants would be Amakhosi, izinduna, traditional healers, osonkondo (izinyosi), maskandi artists, gospel singers and other artists who make and sell artworks. Interfaith calendar to be implemented and monitored at a district level 	Number of dialogues held to support social cohesion and nation building	6	PGDP: Goal 1	Quarterly	Programme for social cohesion conversations developed	2 social cohesion conversation held	2 social cohesion conversation held	1 social cohesion conversation held	Consolidated report and lessons learnt



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LOCAL ECONOMIC DEVELOPMENT – COMMUNITY SERVICE CENTRES

LOCAL ECONOMIC DEVELOPMENT – COMMUNITY SERVICE CENTRES												
STRATEGIC GOAL	5. Well Integrated Spatial Planning System											
STRATEGIC OBJECTIVE	5.1. Improved Spatial Hierarchy of services											
INTERVENTION	Support municipalities to improve spatial location of services (government, social and basic) in line with Provincial Spatial Planning (guidelines/frameworks & regulatory framework)											
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	BASELINE 12/14	AUDITED PERFORMANCE		ESTIMATED 15/16	ANNUAL TARGET 17/18	MEDIUM TERM TARGETS			
					14/15	15/16			18/19	19/20	20/21	
Establishment of CSCs in Key Nodes aligned to Provincial Framework	Number of CSC Construction programmes implemented	PGDP: Goal 7 & Outcome 9 Sub Outcome 5		New	6	1	1	1	1	1	1	1
	Number of CSC Rehabilitation programmes implemented	PGDP: Goal 7 & Outcome 9 Sub Outcome 5	All established CSCs functional	New	-	-	-	1	1	1	1	1
	Number of municipalities supported with Grade 1 CSCs Functionality	PGDP: Goal 7 & Outcome 9 Sub Outcome 5		New	-	25	25	20	21	21	21	21
	Number of Grade 2 CSCs supported for Functionality	PGDP: Goal 7 & Outcome 9 Sub Outcome 5		New	-	20	20	30	35	35	35	35

LOCAL ECONOMIC DEVELOPMENT – COMMUNITY SERVICE CENTRES – QUARTERLY TARGETS

LOCAL ECONOMIC DEVELOPMENT – COMMUNITY SERVICE CENTRES							
STRATEGIC GOAL	5. Well Integrated Spatial Planning System						
STRATEGIC OBJECTIVE	5.1. Improved Spatial Hierarchy of services						
INTERVENTION	Support municipalities to improve spatial location of services (government, social and basic) in line with Provincial Spatial Planning (guidelines/frameworks & regulatory framework)						
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2017/2018	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS		
					1 ST	2 ND	3 RD
Establishment of CSCs in Key Nodes aligned to Provincial Framework	Number of CSC programmes implemented	1	PGDP: Goal 7 & Outcome 9 Sub Outcome 5	Quarterly	Implementation of Plans developed for 2 new infrastructure projects Implementation of previous FY CSC Construction projects monitored in line with PIP	Designs, BoQs and Building Plans prepared Implementation of previous FY CSC Construction projects monitored in line with PIP	2 Contractors appointed Implementation of previous FY CSC Construction projects monitored in line with PIP 2 Infrastructure projects at construction phase
	Number of CSC Rehabilitation programmes implemented	1	PGDP: Goal 7 & Outcome 9 Sub Outcome 5	Quarterly	Rehabilitation programme developed and contractors appointed	Rehabilitation projects at implementation phase	Rehabilitation projects closed out 1 CSC Rehabilitation programme implemented
	Number of municipalities supported with Grade 1 CSCs Functionality	20	PGDP: Goal 7 & Outcome 9 Sub Outcome 5	Quarterly	Status quo analysis conducted	Support plans developed	Implementation of support plans monitored 20 municipalities supported with Grade 1 CSCs functionality
	Number of Grade 2 CSCs supported for Functionality	30	PGDP: Goal 7 & Outcome 9 Sub Outcome 5	Quarterly	Status quo analysis conducted	Engagements with Sector Departments at Provincial and National Fora towards services provision	Service provision for Grade 2 CSCs coordinated Status quo analysis conducted 30 Grade 2 CSCs supported with functionality

LOCAL ECONOMIC DEVELOPMENT – COMMUNITY WORKS PROGRAMME

LOCAL ECONOMIC DEVELOPMENT – COMMUNITY WORKS PROGRAMME												
STRATEGIC GOAL	3. Increased economic opportunities											
STRATEGIC OBJECTIVE	3.2. Improved government led job creation programmes											
INTERVENTION	Create employment opportunities through Corridor Development and Small Town Rehabilitation											
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	BASELINE 13/14	AUDITED PERFORMANCE		ESTIMATED 16/17	ANNUAL TARGET 17/18	MEDIUM TERM TARGETS			
					14/15	15/16			18/19	19/20	20/21	
Maintain EPWP and CWP employment opportunities	Number of work opportunities created through the CWP in municipalities	PGDP: Goal 1 & Outcome 9 Sub Outcome 5	30 500 employment opportunities maintained through CWP inclusive of all sectors	New	30 500	31 500	34 500	40 500	40 500	40 500	40 500	40 500

LOCAL ECONOMIC DEVELOPMENT – COMMUNITY WORKS PROGRAMME QUARTERLY TARGETS

LOCAL ECONOMIC DEVELOPMENT – COMMUNITY WORKS PROGRAMME									
STRATEGIC GOAL	3. Increased economic opportunities								
STRATEGIC OBJECTIVE	3.2. Improved government led job creation programmes								
INTERVENTION	Create employment opportunities through Corridor Development and Small Town Rehabilitation								
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2017/2018	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS				
					1 ST	2 ND	3 RD	4 TH	
Maintain EPWP and CWP employment opportunities	Number of work opportunities created through the CWP in municipalities	40 500	PGDP: Goal 1 & Outcome 9 Sub Outcome 5	Quarterly	Annual CWP Review conducted	Action plan to address challenges developed	CWP Action Plan rolled out	40 500 work opportunities maintained	
					Quarterly Provincial steering committee meeting held	Quarterly Provincial steering committee meeting held	Quarterly Provincial steering committee meeting held	Quarterly Provincial steering committee meeting held	
					Management coordinating forum meeting held	Management coordinating forum meeting held	Management coordinating forum meeting held	Management coordinating forum meeting held	

LOCAL ECONOMIC DEVELOPMENT – EXPANDED PUBLIC WORKS PROGRAMME

LOCAL ECONOMIC DEVELOPMENT – EXPANDED PUBLIC WORKS PROGRAMME												
STRATEGIC GOAL	3. Increased economic opportunities											
STRATEGIC OBJECTIVE	3.2. Improved government led job creation programmes											
INTERVENTION	Create employment opportunities through Corridor Development and Small Town Rehabilitation											
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	BASELINE 13/14		AUDITED PERFORMANCE		ESTIMATED 16/17	ANNUAL TARGET 17/18	MEDIUM TERM TARGETS		
				14/15	15/16	14/15	15/16			18/19	19/20	20/21
Maintain EPWP and CWP employment opportunities	Number of employment opportunities created through EPWP inclusive of all sectors (FFW, Corridor, Small town, CSC Construction)	PGDP: Goal 1 & Outcome 9 Sub Outcome 5	4000 employment opportunities created through EPWP	New	1500	-	1500	2000	1500	2000	2500	3000
	Number of municipalities supported to comply with EPWP principles	PGDP: Goal 1 & Outcome 9 Sub Outcome 5	inclusive of all sectors	New	-	-	-	-	54	54	54	54

LOCAL ECONOMIC DEVELOPMENT – EXPANDED PUBLIC WORKS PROGRAMME QUARTERLY TARGETS

LOCAL ECONOMIC DEVELOPMENT – EXPANDED PUBLIC WORKS PROGRAMME										
STRATEGIC GOAL	3. Increased economic opportunities									
STRATEGIC OBJECTIVE	3.2. Improved government led job creation programmes									
INTERVENTION	Create employment opportunities through Corridor Development and Small Town Rehabilitation									
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2017/2018	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS					
					1 ST	2 ND	3 RD	4 TH		
Maintain EPWP and CWP employment opportunities	Number of employment opportunities created through EPWP inclusive of sub-programmes	1500	PGDP: Goal 1 & Outcome 9 Sub Outcome 5	Quarterly	MIS database updated with all registered projects	Status quo schedule of projects with employment opportunities compiled	Draft employment creation monitoring report compiled	1500 employment opportunities created		
	Number of municipalities supported to comply with EPWP principles	54	PGDP: Goal 1 & Outcome 9 Sub Outcome 5	Quarterly	Site visits conducted	Site visits conducted	Site visits conducted	Site visits conducted		
					Draft Agreements and Project lists prepared	Agreements and Project lists submitted	EPWP workshop convened	54 municipalities supported to comply with EPWP principles		



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

SUB-PROGRAMME: MUNICIPAL INFRASTRUCTURE

Progress Analysis

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

The Department assessed 53 municipalities against service delivery benchmarks, supported 31 municipalities with service delivery programmes and 30 municipalities on the implementation of indigent policies. In addition, 13 municipalities were supported in yard water connections, basic level of sanitation services and

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

9 municipalities in increasing households with a source of electricity supply. Water and Energy fora were convened quarterly for co-ordination and supporting purposes. Municipalities were supported in implementing Operation and Maintenance plans. There is a focus on increasing levels of service, particularly water, with monitoring and support instituted in respect of the quantity of water supplied per capita per day and in increasing the number of households with water supply in the yard. The Back to Basics programme has, inter alia, focused service authorities on fundamental service delivery matters – water loss and immediate attention to leaks, immediate attention to sewer spillages, roads maintenance and pothole repair, electricity theft, refuse removal and the management of solid waste disposal.

Analysis of constraints and measures planned to overcome them.

The challenges relating to service delivery have been adequately summarized above. The Business Unit's

MUNICIPAL INFRASTRUCTURE											
STRATEGIC GOAL	4. Strengthened delivery of Basic services										
STRATEGIC OBJECTIVE	4.1. Improved co-ordination of service delivery										
INTERVENTION	Co-ordinate service delivery utilising IGR Fora										
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	BASELINE 13/14	AUDITED PERFORMANCE		ESTIMATED 16/17	ANNUAL TARGET 17/18	MEDIUM TERM TARGETS		
					14/15	15/16			18/19	19/20	20/21
Functionality of IGR forums to promote the coordination of service delivery	Number of functional coordinating structures for infrastructure development and service delivery	NT Indicator		New	8	8	11	11	11	11	11
	Number of municipalities supported with service delivery programmes	NT Indicator	Coordinated planning for service delivery	New	30	38	31	31	31	31	31
	Number of municipalities supported to implement indigent policies	NT Indicator		New	20	31	31	53	53	53	53

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

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

MUNICIPAL INFRASTRUCTURE										
STRATEGIC GOAL	4. Strengthened delivery of Basic services									
STRATEGIC OBJECTIVE	4.1. Improved co-ordination of service delivery									
INTERVENTION	Adopt a holistic approach to service delivery to address provision of new as well as the operation, maintenance and upgrade of existing infrastructure (through the development of UAPs)									
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	BASELINE 14/13	AUDITED PERFORMANCE		ESTIMATED 16/17	ANNUAL TARGET 17/18	MEDIUM TERM TARGETS	
					14/15	15/16			18/19	19/20
<ul style="list-style-type: none"> Support municipalities in implementing operations and maintenance plans Support municipalities in implementing infrastructure plans Strengthen the capacity of municipalities to efficiently deliver infrastructure services as per required standards Establish and maintain appropriate technical capacity at municipal level Improve Departmental technical capacity to respond to provincial and municipal service delivery matters 	Number of municipalities implementing operation and maintenance plans	PGDP: Goal 4 & Outcome 9 Sub Outcome 1 B2B 10 Point Plan: 5	All municipalities have 8% of budgets allocated and spent on operations and maintenance	New	-	-	54	53	53	53
	Number of municipalities monitored on the delivery of infrastructure as per required standards	PGDP: Goal 4 & Outcome 9 Sub Outcome 1 B2B 10 Point Plan: 5	All municipalities with 100% expenditure on capital budgets (incl MIG)	New	-	-	54	53	53	53



MUNICIPAL INFRASTRUCTURE										
STRATEGIC GOAL	1. Improved Co-operative Governance									
STRATEGIC OBJECTIVE	1.1. Improved functionality of Inter-Governmental Relations									
INTERVENTION	Integrated and sustainable support to Municipalities									
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	BASELINE 13/14	AUDITED PERFORMANCE		ESTIMATED 16/17	ANNUAL TARGET 17/18	MEDIUM TERM TARGETS	
					14/15	15/16			18/19	19/20
Implementation of Back to Basics programmes through a functional Nerve Centre	Percentage of Municipal Infrastructure COGTA B2B issues resolved	PGDP: Goal 6	All municipalities are categorised as functional	New	-	-	100%	100%	100%	100%

MUNICIPAL INFRASTRUCTURE QUARTERLY TARGETS

MUNICIPAL INFRASTRUCTURE									
STRATEGIC GOAL	4. Strengthened delivery of Basic services								
STRATEGIC OBJECTIVE	4.1. Improved co-ordination of service delivery								
INTERVENTION	Co-ordinate service delivery utilising IGR Fora								
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2017/2018	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS				
					1 ST	2 ND	3 RD	4 TH	
Functionality of IGR Fora to promote the co-ordination of service delivery	Number of functional coordinating structures for infrastructure development and service delivery	11		Quarterly	3 infrastructure forums convened	4 infrastructure forums convened	3 infrastructure forums convened	1 infrastructure forum convened	
	Number of municipalities supported with service delivery programmes	31	NT Indicator	Quarterly	Support municipalities with project scoping (MIG) Communicate revised DORA framework to 53 municipalities Support expenditure	Business planning (MIG) Project registration supported	Project registration supported	31 municipalities supported	
	Number of municipalities supported to implement indigent policies	53		Quarterly	10	15	15	13	

MUNICIPAL INFRASTRUCTURE									
STRATEGIC GOAL	4. Strengthened delivery of Basic services								
STRATEGIC OBJECTIVE	4.1. Improved co-ordination of service delivery								
INTERVENTION	Support municipalities to improve the delivery of basic services								
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2017/2018	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS				
					1 ST	2 ND	3 RD	4 TH	
Support municipalities on the delivery of basic services	Number of municipalities supported with increasing yard water connections	13		Quarterly	Data collection and collation	Report on supported municipalities produced	Project registered	13 municipalities supported	
	Number of municipalities supported in provision of basic level of sanitation services	13		Quarterly	Data collection and collation	Report on support municipalities produced	Project registered	13 municipalities supported	

MUNICIPAL INFRASTRUCTURE							
STRATEGIC GOAL	4. Strengthened delivery of Basic services						
STRATEGIC OBJECTIVE	4.1. Improved co-ordination of service delivery						
INTERVENTION	Support municipalities with improvement in the production and supply of energy (including alternate energy)						
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2017/2018	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS		
					1 ST	2 ND	3 RD
Municipalities with the supply of energy	Number of municipalities supported with increasing households with a source of electrical supply	9	PGDP: Goal 4 & Outcome 9 Sub Outcome 1 B2B 10 Point Plan: 5	Quarterly	Municipalities supported	Implementation monitored	9 municipalities supported with a source of electrical supply

MUNICIPAL INFRASTRUCTURE							
STRATEGIC GOAL	4. Strengthened delivery of Basic services						
STRATEGIC OBJECTIVE	4.1. Improved co-ordination of service delivery						
INTERVENTION	Adopt a holistic approach to service delivery to address provision of new as well as the operation, maintenance and upgrade of existing infrastructure (through the development of UAPs)						
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2017/2018	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS		
					1 ST	2 ND	3 RD
<ul style="list-style-type: none"> Support municipalities in implementing operations and maintenance plans Support municipalities in implementing infrastructure plans Strengthen the capacity of municipalities to efficiently deliver infrastructure services as per required standards Establish and maintain appropriate technical capacity at municipal level Improve Departmental technical capacity to respond to provincial and municipal service delivery matters 	Number of municipalities implementing operation and maintenance plans	53	PGDP: Goal 4 & Outcome 9 Sub Outcome 1 B2B 10 Point Plan 5:	Quarterly	Municipalities assessed on the status of O & M Plans	Remedial Action Plan for O & M Roll-out	53 municipalities implementing Operation and Maintenance Plans
	Number of municipalities monitored on the delivery of infrastructure as per required standards	53	PGDP: Goal 4 & Outcome 9 Sub Outcome 1 B2B 10 Point Plan 5:	Quarterly	Data collection and collation	Mid-year assessment report produced	Year-end assessment report produced 53 municipalities monitored on the delivery of infrastructure as per required standards

MUNICIPAL INFRASTRUCTURE								
STRATEGIC GOAL	1. Improved Co-operative Governance							
STRATEGIC OBJECTIVE	1.1. Improved functionality of Inter-Governmental Relations							
INTERVENTION	Integrated and sustainable support to Municipalities							
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2017/2018	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
					1 ST	2 ND	3 RD	4 TH
Implementation of Back to Basics programmes through a functional Nerve Centre	Percentage of Municipal Infrastructure COGTA B2B issues resolved	100%	PGDP: Goal 6	Quarterly	100% of issues as per the 10 Point Plan resolved	100% of issues as per the 10 Point Plan resolved	100% of issues as per the 10 Point Plan resolved	100% of issues as per the 10 Point Plan resolved



SUB-PROGRAMME: DISASTER MANAGEMENT

Progress Analysis:

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

The refurbishment of the Provincial Disaster Management Centre (PDMC) was completed in the 2016/17 financial year and is now operational. The Department monitored the implementation of Disaster Risk Management Legislation through the Provincial Disaster Advisory Management Forums. Winter and Summer Contingency Plans were developed and implemented through awareness campaigns. The

Department also handed over a 5000 litres water tanker as part of support to the Umzinyathi District in dealing with drought post the summer awareness campaign.

PDMC continues to roll out the Capacity Building Programme to municipalities. The Capacity Building Programme includes volunteer training on fire and rescue operations, community fire safety workshops, disaster risk management workshops and the disaster management volunteer programme.

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

Analysis of constraints and measures planned to overcome them

The Provincial cost containment strategy has had an impact in the process of establishing the Provincial Fire and Rescue Service Unit within the PDMC as a National Imperative.

The lack of proper institutional arrangement at a municipal level to deal with disaster management as well as fire and rescue services continues to be a challenge; hence the PDMC opted to undertake training throughout the 2016/17 financial year. The Province of KwaZulu-Natal has been declared as the Drought Disaster Area due to water shortages emanating from the drying up of water resources (dams, rivers etc.). The PDMC, together with the National Disaster Management Centre (NDMC) and other Sector Departments, is working tirelessly to deal with the scourge of this drought situation.

DISASTER MANAGEMENT										
STRATEGIC GOAL	6. Adaptation to climate change									
	6.1. Increased adaptation to Climate Change impacts.									
STRATEGIC OBJECTIVE	Planning for Disaster Risk Management: Policy frameworks, plans and strategies to reduce risks									
INTERVENTION	Planning for Disaster Risk Management: Policy frameworks, plans and strategies to reduce risks									
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	BASELINE 13/14	AUDITED PERFORMANCE		ESTIMATED 16/17	ANNUAL TARGET 17/18	MEDIUM TERM TARGETS	
					14/15	15/16			18/19	19/20
<ul style="list-style-type: none"> Internalise Disaster Management planning in relevant structures (Mainstream disaster management function within relevant stakeholders) <ul style="list-style-type: none"> Facilitate and assist municipalities to factor disaster management in the municipal IDP together with budget. Implementation of Disaster Risk Reduction Plans by sector Departments and stakeholders 	Number Districts and Metro supported with Disaster Risk Management Planning	PGDP: Goal 5	All municipalities with disaster management featured in the IDP	New	-	-	10 Districts and 1 Metro	10 Districts and 1 Metro	10 Districts and 1 Metro	10 Districts and 1 Metro
	Number of Sector Departments and stakeholders supported with Disaster Risk Management Planning	PGDP: Goal 5	New	-	-	4 Sector Departments and 2 Stakeholders	4 Sector Departments and 2 Stakeholders	4 Sector Departments and 2 Stakeholders	4 Sector Departments and 2 Stakeholders	4 Sector Departments and 2 Stakeholders

DISASTER MANAGEMENT											
STRATEGIC GOAL	6. Adaptation to climate change										
STRATEGIC OBJECTIVE	6.1. Increased adaptation to Climate Change impacts.										
INTERVENTION	Response to Climate Change										
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	BASELINE 13/14	AUDITED PERFORMANCE		ESTIMATED 16/17	ANNUAL TARGET 17/18	MEDIUM TERM TARGETS		
					14/15	15/16			18/19	19/20	20/21
Disseminate early warning systems, impact, frequency and response plan.	Percentage of disaster incidents where prior warning was disseminated	PGDP: Goal 5	100% Regular forecast of anticipated impacts of climate change and response plan	New	-	100%	100%	100%	100%	100%	100%
	Percentage of disaster events responded to within 6 hours	PGDP: Goal 5	Average time taken to respond to disaster events (72 hours co-ordination from the Department)	New	-	72hrs	6hrs	100%	100%	100%	100%

DISASTER MANAGEMENT											
STRATEGIC GOAL	6. Adaptation to climate change										
STRATEGIC OBJECTIVE	6.2. Improved Disaster Management										
INTERVENTION	Integrated Institutional Arrangements for Disaster Risk Management										
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	BASELINE 13/14	AUDITED PERFORMANCE		ESTIMATED 16/17	ANNUAL TARGET 17/18	MEDIUM TERM TARGETS		
					14/15	15/16			18/19	19/20	20/21
Provincial and District Disaster Management IGR Structures operational	Number of Provincial Disaster Management Advisory Forums held	PGDP: Goal 5	All Provincial and District Disaster Management IGR Structures operational	New	-	-	-	4	4	4	4
	Number of Municipal Disaster Management Advisory Forums supported	PGDP: Goal 5		New	-	-	-	11	11	11	11

DISASTER MANAGEMENT										
STRATEGIC GOAL	6. Adaptation to climate change									
STRATEGIC OBJECTIVE	6.2. Improved Disaster Management									
INTERVENTION	Capacity Building for Disaster Risk Management									
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	BASELINE 13/14	AUDITED PERFORMANCE		ESTIMATED 16/17	ANNUAL TARGET 17/18	MEDIUM TERM TARGETS	
					14/15	15/16			18/19	19/20
Capacitate municipalities on Disaster Risk Management.	Provincial Fire brigade services established by target date (2018)	National Technical Indicator	1	New	-	1	1	1	-	-
<ul style="list-style-type: none"> Implement Seasonal Awareness Programmes (including risk reduction measures for climate change) - Communities made aware of potential risks, hazards and vulnerability. Capacitate municipalities on Disaster Risk Management. 	<ul style="list-style-type: none"> Number of Disaster Risk Management public awareness campaigns conducted Number of municipalities supported with Disaster Risk Management 	PGDP: Goal 5	10 Districts and 1 metro monitored on the implementation of Disaster Risk Management Strategy	-	-	2 awareness campaigns	2 awareness campaigns	2 awareness campaigns	2 awareness campaigns	2 awareness campaigns
						10 Districts plus 1 Metro (11)	10 Districts plus 1 Metro (11)	10 districts plus 1 metro (11)	10 districts plus 1 metro (11)	10 districts plus 1 metro (11)

DISASTER MANAGEMENT										
STRATEGIC GOAL	6. Adaptation to climate change									
STRATEGIC OBJECTIVE	6.2. Improved Disaster Management									
INTERVENTION	Monitoring and Evaluation									
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	BASELINE 13/14	AUDITED PERFORMANCE		ESTIMATED 16/17	ANNUAL TARGET 17/18	MEDIUM TERM TARGETS	
					14/15	15/16			18/19	19/20
Monitor the implementation of Disaster Risk Reduction Legislation by Municipalities, Sector Departments and stakeholders	<ul style="list-style-type: none"> Number of Districts and Metro monitored on the implementation of Disaster Risk Management Legislation Number of sector departments and Stakeholders monitored on the implementation of Disaster Risk Management Legislation Number of functional Municipal Disaster Management Centres 	PGDP: Goal 5	100% Share of development applications addressing disaster risk management (where applicable) Average time taken to respond to disaster events (72 hours co-ordination from the Department)	New	-	-	10 Districts plus 1 Metro (11)	10 Districts plus 1 Metro (11)	10 Districts plus 1 Metro (11)	10 Districts plus 1 Metro (11)
						10 Districts plus 1 Metro (11)	10 Districts plus 1 Metro (11)	10 Districts plus 1 Metro (11)	10 Districts plus 1 Metro (11)	10 Districts plus 1 Metro (11)



DISASTER MANAGEMENT QUARTERLY TARGETS

DISASTER MANAGEMENT									
STRATEGIC GOAL	6. Adaptation to climate change								
STRATEGIC OBJECTIVE	6.1. Increased adaptation to Climate Change impacts.								
INTERVENTION	Planning for Disaster Risk Management: Policy frameworks, plans and strategies to reduce risks								
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2017/2018	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS				
					1 ST	2 ND	3 RD	4 TH	
<ul style="list-style-type: none"> Internalise Disaster Management planning in relevant structures (Mainstream disaster management function within relevant stakeholders) <ul style="list-style-type: none"> Facilitate and assist municipalities to factor disaster management in the municipal IDP together with budget. Implementation of Disaster Risk Reduction Plans by sector Departments and stakeholders 	Number Districts and Metro supported with Disaster Risk Management Planning Number of Sector Departments and stakeholders supported with Disaster Risk Management Planning	10 districts plus 1 metro (11)	PGDP: Goal 5	Quarterly	Disaster Management Plans Audited	Municipalities supported to review Disaster Management Plans	Municipalities supported to review Disaster Management Plans	Municipalities supported to review Disaster Management Plans	10 Districts and 1 Metro supported with Disaster Risk Management Planning
					Winter contingency plan developed	Winter contingency plan implemented Summer contingency plan developed	Winter contingency plan implemented Summer contingency plan developed	Summer contingency plan implemented	Sector departments and stakeholders Disaster Management plans audited

DISASTER MANAGEMENT								
STRATEGIC GOAL	6. Adaptation to climate change							
STRATEGIC OBJECTIVE	6.1. Increased adaptation to Climate Change impacts.							
INTERVENTION	Response to Climate Change							
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2017/2018	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
Disseminate early warning systems, impact, frequency and response plan.	Percentage of disaster incidents where prior warning was disseminated	100%	PGDP: Goal 5	Quarterly	1 ST	2 ND	3 RD	4 TH
	Percentage of disaster events responded to within 6 hours	100%	PGDP: Goal 5	Quarterly	100% weather warnings disseminated	100% weather warnings disseminated	100% disaster events responded to within 6 hours	100% disaster events responded to within 6 hours

DISASTER MANAGEMENT								
STRATEGIC GOAL	6. Adaptation to climate change							
STRATEGIC OBJECTIVE	6.2. Improved Disaster Management							
INTERVENTION	Integrated Institutional Arrangements for Disaster Risk Management							
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2017/2018	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
Provincial and District Disaster Management IGR Structures operational	Number of Provincial Disaster Management Advisory Forums held	4	PGDP: Goal 5	Quarterly	1	1	1	1
	Number of Municipal Disaster Management Advisory Forums supported	11	PGDP: Goal 5	Quarterly	11 Municipal Disaster Management Advisory Forums supported	11 Municipal Disaster Management Advisory Forums supported	11 Municipal Disaster Management Advisory Forums supported	11 Municipal Disaster Management Advisory Forums supported

DISASTER MANAGEMENT								
STRATEGIC GOAL	6. Adaptation to climate change							
STRATEGIC OBJECTIVE	6.2. Improved Disaster Management							
INTERVENTION	Capacity Building for Disaster Risk Management							
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2017/2018	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
					1 ST	2 ND	3 RD	4 TH
Capacitate municipalities on Disaster Risk Management.	Provincial Fire brigade services established by target date (2018)	1	National Technical Indicator	Quarterly	Functional structure submitted for MEC approval	Staff appointed to perform tasks	Staff appointed to perform tasks	1 Fire Brigade Services established and functional
<ul style="list-style-type: none"> Implement Seasonal Awareness Programmes (including risk reduction measures for climate change) - Communities made aware of potential risks, hazards and vulnerability. Capacitate municipalities on Disaster Risk Management. 	Number of Disaster Risk Management public awareness campaigns conducted	2 awareness campaigns	PGDP: Goal 5	Quarterly	Winter Seasonal awareness campaign conducted	-	Summer Seasonal awareness campaign conducted	-
	Number of municipalities supported with Disaster Risk Management	10 districts plus 1 metro (11)	PGDP: Goal 5	Quarterly	10 districts plus 1 metro (11)	10 districts plus 1 metro (11)	10 districts plus 1 metro (11)	10 districts plus 1 metro (11)

DISASTER MANAGEMENT								
STRATEGIC GOAL	6. Adaptation to climate change							
STRATEGIC OBJECTIVE	6.2. Improved Disaster Management							
INTERVENTION	Monitoring and Evaluation							
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2017/2018	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
					1 ST	2 ND	3 RD	4 TH
Monitor the implementation of Disaster Risk Reduction Legislation by Municipalities, Sector Departments and stakeholders	Number of Districts and Metro monitored on the implementation of Disaster Risk Management Legislation	10 districts plus 1 metro (11)	PGDP: Goal 5	Quarterly	Implementation of Disaster Management Legislation monitored	Implementation of Disaster Management Legislation monitored	Implementation of Disaster Management Legislation monitored	10 Districts and 1 Metro monitored on the implementation of Disaster Risk Management Legislation
	Number of sector departments and Stakeholders monitored on the implementation of Disaster Risk Management Legislation	7 Sector Departments and 3 Stakeholders			Implementation of Disaster Management Legislation monitored	Implementation of Disaster Management Legislation monitored	Implementation of Disaster Management Legislation monitored	7 sector departments and 3 Stakeholders monitored on the implementation of Disaster Risk Management Legislation
	Number of functional Municipal Disaster Management Centres	Province, 10 districts plus 1 metro (11)			Province, 10 districts plus 1 metro functional	Province, 10 districts plus 1 metro functional	Province, 10 districts plus 1 metro functional	Province, 10 districts plus 1 metro functional

OVERVIEW OF THE 2016/2017 BUDGET AND MTEF ESTIMATES FOR PROGRAMME 3

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

R thousand	Outcome			Main appropriation	Adjusted appropriation 2016/17	Revised estimate	Medium-term estimates		
	2013/14	2014/15	2015/16				2017/18	2018/19	2019/20
1. Spatial Planning	33 519	38 163	34 175	48 250	35 516	35 516	42 220	49 764	54 103
2. Land Use Management	17 353	17 697	18 596	19 271	22 538	22 538	24 694	23 702	25 153
3. Local Economic Development	221 473	337 806	174 748	230 033	224 541	224 541	120 205	115 650	128 112
4. Municipal Infrastructure	76 071	196 151	295 101	85 884	102 007	102 007	76 268	85 431	87 745
5. Disaster Management	64 530	88 860	105 033	241 044	200 804	200 804	56 207	61 674	65 418
6. Idp Co-Ordination	17 945	20 574	14 055	19 168	15 555	15 555	19 141	22 210	25 478
7. Ppdc	-	-	-	-	-	-	-	-	-
Total payments and estimates	430 891	699 251	641 708	643 650	600 961	600 961	338 735	358 431	386 009

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

R thousand	Outcome			Main appropriation	Adjusted appropriation 2016/17	Revised estimate	Medium-term estimates		
	2013/14	2014/15	2015/16				2017/18	2018/19	2019/20
Current payments	183 689	254 237	251 149	538 491	453 746	413 157	289 629	309 763	333 664
Compensation of employees	94 545	101 964	109 684	114 595	99 856	99 856	122 072	135 671	146 260
Goods and services	89 144	152 273	141 465	423 896	353 890	313 301	167 557	174 092	187 404
Interest and rent on land	-	-	-	-	-	-	-	-	-
Transfers and subsidies to:	229 425	399 286	336 300	33 302	88 276	137 496	21 000	17 000	19 800
Provinces and municipalities	228 574	347 061	272 906	32 816	65 734	112 370	20 900	16 800	19 800
Departmental agencies and acc	-	18 850	6 150	-	14 550	14 550	-	-	-
Higher education institutions	-	-	-	-	-	-	-	-	-
Foreign governments and interr	-	-	-	-	-	-	-	-	-
Public corporations and private	-	33 254	45 100	-	7 526	10 110	-	-	-
Non-profit institutions	-	-	11 536	-	-	-	-	-	-
Households	851	121	608	486	466	466	100	200	-
Payments for capital assets	17 774	45 728	54 259	71 857	58 939	50 308	28 106	31 668	32 545
Buildings and other fixed structu	12 899	39 342	42 150	64 596	38 395	29 695	20 674	24 558	24 672
Machinery and equipment	4 722	6 386	12 109	7 061	20 344	20 348	7 282	6 960	7 648
Heritage Assets	-	-	-	-	-	-	-	-	-
Specialised military assets	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-
Land and sub-soil assets	-	-	-	-	-	-	-	-	-
Software and other intangible as	153	-	-	200	200	265	150	150	225
Payments for financial assets	3	-	-	-	-	-	-	-	-
Total economic classification	430 891	699 251	641 708	643 650	600 961	600 961	338 735	358 431	386 009



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PROGRAMME 4

TRADITIONAL INSTITUTIONAL MANAGEMENT





PROGRAMME FOUR: TRADITIONAL INSTITUTIONAL MANAGEMENT

Programme Purpose:

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

SUB-PROGRAMME: TRADITIONAL INSTITUTIONAL ADMINISTRATION

Progress Analysis:

The Department is striving towards ensuring that good governance in the Traditional Institutions is strengthened through providing effective support. In partnership with the Office of His Majesty the King, 1 amaKhosi was installed and 26 recognised in order to continue with the restoration of the dignity of the Institution of Traditional Leadership. The Department also successfully supported the legislature in the piloting the Bill on Traditional Leadership and Governance towards passing a new Act regulating traditional leadership matters in the province in line with the national framework and

continued to make professional interventions in cases of conflict to ensure peace and stability in the traditional communities. Once the Bill is passed, the Department will devise a programme to implement the new legislation, and will still include recognitions and installations of amaKhosi and attending to cases of conflict and disputes.

The Department will continue to support cultural platforms to enable the traditional communities the opportunity to share their cultures, customs,

celebrations, family tree and profiling of to ensure that their dignity is restored.

Analysis of constraints and measures planned to overcome them

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

TRADITIONAL INSTITUTIONAL ADMINISTRATION										
STRATEGIC GOAL	2. Strengthened Governance									
STRATEGIC OBJECTIVE	2.1. Improved capacity of political and administrative governance									
INTERVENTION	Implementation of policies, legislation and regulations towards transformation and regulation of the sector.									
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	BASELINE 13/14	AUDITED PERFORMANCE		ESTIMATED 16/17	ANNUAL TARGET 17/18	MEDIUM TERM TARGETS	
					14/15	15/16			18/19	19/20
To enhance traditional institutional governance by supporting traditional institutions in the application of appropriate legislation, policies and frameworks	Number of programmes implemented to support Traditional Institutions	PGDP: Goal 6 & Outcome 9 Sub Outcome 3	Cultural and customary programmes promoted in the Institution of Traditional Leadership and in our communities	New	-	1	1	1	1	1
	Number of Provincial and Local Houses reconstituted				-	-	-	-	-	1 Provincial House and 11 Local Houses

TRADITIONAL INSTITUTIONAL ADMINISTRATION																
2. Strengthened Governance																
2.1. Improved capacity of political and administrative governance																
Promotion of cultural and customary way of life which conforms to the Bill of Rights, Constitutional and democratic principles																
STRATEGIC GOAL	STRATEGIC OBJECTIVE	INTERVENTION	ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	BASELINE 13/14	AUDITED PERFORMANCE		ESTIMATED 16/17	ANNUAL TARGET 17/18	MEDIUM TERM TARGETS				
								14/15	15/16			18/19	19/20	20/21		
To enhance traditional institutional governance by supporting traditional institutions in the application of appropriate legislation, policies and frameworks			Number of Amakhosi installed			Cultural and customary programmes promoted in the Institution of Traditional Leadership and in our communities	7	10	10	5	5	5	7	7	7	
							10	10	7	10	15	15	15	15	15	
							100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
							New	-	100%	100%	100%	100%	100%	100%	100%	
Support platforms for sharing traditional cultures and indigenous knowledge at provincial and district levels			Percentage of approved cultural platforms supported		PGDP: Goal 6	100% of approved cultural platforms supported	New	-	100%	100%	100%	100%	100%	100%	100%	
							New	-	100%	100%	100%	100%	15	15	15	
			Number of Iizizwe with updated family trees								15					

TRADITIONAL INSTITUTIONAL ADMINISTRATION QUARTERLY TARGETS

TRADITIONAL INSTITUTIONAL ADMINISTRATION								
STRATEGIC GOAL	2. Strengthened Governance							
STRATEGIC OBJECTIVE	2.1. Improved capacity of political and administrative governance							
INTERVENTION	Implementation of policies, legislation and regulations towards transformation and regulation of the sector.							
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2017/2018	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
To enhance traditional institutional governance by supporting traditional institutions in the application of appropriate legislation, policies and frameworks	Number of programmes implemented to support Traditional Institutions	1	PGDP: Goal 6 & Outcome 9 Sub Outcome 3	Quarterly	1 ST	2 ND	3 RD	4 TH
	Number of Provincial and Local Houses reconstituted	1 Provincial House and 11 Local Houses		Quarterly	Programme to support Provincial and Local Houses developed	Support programme rolled out to Provincial House and 3 Local Houses	Support programme rolled out to 4 Local Houses	Support programme rolled out to 4 Local Houses
				Quarterly	Reconstitution Timelines and Programme finalised	11 Local Houses reconstituted	1 Provincial House reconstituted	-

TRADITIONAL INSTITUTIONAL ADMINISTRATION								
STRATEGIC GOAL	2. Strengthened Governance							
STRATEGIC OBJECTIVE	2.1. Improved capacity of political and administrative governance							
INTERVENTION	Promotion of cultural and customary way of life which conforms to the Bill of Rights, Constitutional and democratic principles							
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2017/2018	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
To enhance traditional institutional governance by supporting traditional institutions in the application of appropriate legislation, policies and frameworks	Number of AmaKhosi installed	5	PGDP: Goal 6	Quarterly	1 ST	2 ND	3 RD	4 TH
	Number of AmaKhosi recognised	15		Quarterly	1	2	5	1
	Percentage of Dispute claims finalised	100%		Quarterly	2	5	100% dispute claims finalised	100% dispute claims finalised
				Quarterly	Dispute Resolution and Reconciliation Manual Implemented	Dispute Resolution and Reconciliation Manual Implemented	Dispute Resolution and Reconciliation Manual Implemented	Dispute Resolution and Reconciliation Manual Implemented

TRADITIONAL INSTITUTIONAL ADMINISTRATION								
STRATEGIC GOAL	2. Strengthened Governance							
STRATEGIC OBJECTIVE	2.1. Improved capacity of political and administrative governance							
INTERVENTION	Promotion of cultural and customary way of life which conforms to the Bill of Rights, Constitutional and democratic principles							
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2017/2018	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
					1 ST	2 ND	3 RD	4 TH
Support platforms for sharing traditional cultures and indigenous knowledge at provincial and district levels	Percentage of approved cultural platforms supported	100%	PGDP: Goal 6	Quarterly	100% approved cultural platforms supported	100% approved cultural platforms supported	100% approved cultural platforms supported	100% approved cultural platforms supported
	Number of Iizizwe with updated family trees	15	PGDP: Goal 6	Quarterly	5	5	5	-



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SUB-PROGRAMME: TRADITIONAL RESOURCE ADMINISTRATION

Progress Analysis:

The process of sustaining the support to the Traditional Leadership and Traditional Institutions remained the main focus of the Department as a strategy to strengthen good governance. The Department

implemented Capacity Building Programmes for AmaKhosi for all Local Houses and the Provincial House aligned to Provincial Capacity Building Strategy. Amakosi benefitted from the training on Judicial Skills,

Sexual Reproductive Health Rights and Gender Based Violence, Visionary Leadership and Rural Housing Development. One seminar was held on the Institutions of Traditional Leadership.

TRADITIONAL RESOURCE ADMINISTRATION											
STRATEGIC GOAL	2. Strengthened Governance										
STRATEGIC OBJECTIVE	2.1. Improved capacity of political and administrative governance										
INTERVENTION	Stabilisation and strengthening of Traditional Leadership										
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	LINKAGE	5 YEAR TARGET	BASELINE 13/14	AUDITED PERFORMANCE		ESTIMATED 16/17	ANNUAL TARGET 17/18	MEDIUM TERM TARGETS		
					14/15	15/16			18/19	19/20	20/21
<ul style="list-style-type: none"> Audit skills levels of traditional leadership institutions Capacitate traditional institutions in accordance to the Provincial capacity building strategy Provide support to Houses of Traditional Leaders to ensure that they are established and functional 	Number of capacity building programmes implemented in line with the Provincial Capacity Building Strategy			New	-	-	1	1	1	1	1
	Number of seminars held on the Institutions of Traditional Leadership		One Provincial House and eleven Local Houses capacitated in line with the capacity building strategy	New	-	-	-	2	2	2	2
	Number of Houses of Traditional Leaders supported with functionality	PGDP: Goal 6 & Outcome 9 Sub Outcome 3		New	-	12	12	12	12	12	12
	Number of Traditional Councils supported with functionality			New	-	-	-	257	257	257	257
	Number of head counts conducted on izinduna			-	-	-	-	4	4	4	4



TRADITIONAL RESOURCE ADMINISTRATION QUARTERLY TARGETS

TRADITIONAL RESOURCE ADMINISTRATION								
STRATEGIC GOAL	2. Strengthened Governance							
STRATEGIC OBJECTIVE	2.1. Improved capacity of political and administrative governance							
INTERVENTION	Stabilisation and strengthening of Traditional Leadership							
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2017/2018	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
					1 ST	2 ND	3 RD	4 TH
<ul style="list-style-type: none"> Audit skills levels of traditional leadership institutions Capacitate traditional institutions in accordance to the Provincial capacity building strategy Provide support to Houses of Traditional Leaders to ensure that they are established and functional 	Number of capacity building programmes implemented in line with the Provincial Capacity Building Strategy	1		Quarterly	Consolidated capacity building programme developed and implemented	Capacity building programme implemented	Capacity building programme implemented	1 Capacity building programme implemented
	Number of seminars held on the Institutions of Traditional Leadership	2		Quarterly	Logistics for the 1 st seminar finalized	1 st seminar held	Logistics for the 2 nd seminar finalized	2 nd seminar held
	Number of Houses of Traditional Leaders supported with functionality	12	PGDP: Goal 6 & Outcome 9 Sub Outcome 3	Quarterly	Provincial House Opened Functionality Criteria finalised Assessment Tool developed 12 Houses assessed Remedial actions produced 12 meetings held (1 PH and 11LHs) Decisions taken at meetings monitored	Implementation of Remedial actions monitored 12 meetings held (1 PH and 11LHs) Decisions taken at meetings monitored	Implementation of Remedial actions monitored 12 meetings held (1 PH and 11LHs) Decisions taken at meetings monitored	Implementation of Remedial actions monitored 12 Houses of Traditional Leaders supported with functionality
	Number of Traditional Councils supported with functionality	257		Quarterly	Functionality Criteria finalised Assessment Tool developed 257 TCs assessed Physical conditions assessed Remedial actions produced 100% of Cash Books Reviewed monthly	Implementation of Remedial actions monitored Physical conditions assessed 100% of Cash Books Reviewed monthly	Implementation of Remedial actions monitored Physical conditions assessed 100% of Cash Books Reviewed monthly	Implementation of Remedial actions monitored Physical conditions assessed 100% of Cash Books Reviewed monthly 257 Traditional Councils supported with functionality

TRADITIONAL RESOURCE ADMINISTRATION								
STRATEGIC GOAL	2. Strengthened Governance							
STRATEGIC OBJECTIVE	2.1. Improved capacity of political and administrative governance							
INTERVENTION	Stabilisation and strengthening of Traditional Leadership							
ACTIONS	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET 2017/2018	LINKAGE	REPORTING PERIOD	QUARTERLY TARGETS			
					1 ST	2 ND	3 RD	4 TH
	Number of head counts conducted on izinduna	4		Quarterly	1 head count conducted on 11 Districts	1 head count conducted on 11 Districts	1 head count conducted on 11 Districts	1 head count conducted on 11 Districts

OVERVIEW OF THE 2016/2017 BUDGET AND MTEF ESTIMATES FOR PROGRAMME 4

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

R thousand	Outcome			Main appropriation	Adjusted appropriation 2016/17	Revised estimate	Medium-term estimates		
	2013/14	2014/15	2015/16				2017/18	2018/19	2019/20
1. Traditional Institutional Administration	128 985	118 297	152 811	160 676	250 367	250 367	440 852	464 836	494 225
2. Traditional Resource Administration	106 600	80 558	76 391	83 386	72 076	72 076	82 207	83 207	87 783
3. Rural Development Facilitation	15 880	18 195	17 594	19 426	17 862	17 862	20 410	24 722	26 101
4. Traditional Land Administration	18 521	17 018	18 534	21 511	17 383	17 383	17 798	19 568	20 946
Total payments and estimates	269 986	234 068	265 330	284 999	357 688	357 688	561 267	592 333	629 055

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

R thousand	Outcome			Main appropriation	Adjusted appropriation 2016/17	Revised estimate	Medium-term estimates		
	2013/14	2014/15	2015/16				2017/18	2018/19	2019/20
Current payments	143 083	145 594	158 934	274 019	354 771	354 715	560 617	590 044	627 793
Compensation of employees	138 343	143 327	156 480	176 057	172 576	172 576	517 149	551 302	587 405
Goods and services	4 740	2 267	2 454	97 962	182 195	182 139	43 468	38 742	40 388
Interest and rent on land	-	-	-	-	-	-	-	-	-
Transfers and subsidies to:	97 047	85 179	104 508	800	1 981	2 023	600	1 200	1 262
Provinces and municipalities	-	-	-	-	-	-	-	-	-
Departmental agencies and accounts	-	-	-	-	-	-	-	-	-
Higher education institutions	-	-	-	-	-	-	-	-	-
Foreign governments and international organisations	-	-	-	-	-	-	-	-	-
Public corporations and private entities	-	-	-	-	-	-	-	-	-
Non-profit institutions	95 759	83 121	103 275	-	-	-	-	-	-
Households	1 288	2 058	1 233	800	1 981	2 023	600	1 200	1 262
Payments for capital assets	29 855	3 274	1 888	10 180	936	950	50	1 089	-
Buildings and other fixed structures	26 170	2 347	-	8 000	-	-	-	-	-
Machinery and equipment	3 685	927	1 796	2 068	824	838	50	1 089	-
Heritage Assets	-	-	-	-	-	-	-	-	-
Specialised military assets	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-
Land and sub-soil assets	-	-	-	-	-	-	-	-	-
Software and other intangible assets	-	-	92	112	112	112	-	-	-
Payments for financial assets	1	21	-	-	-	-	-	-	-
Total economic classification	269 986	234 068	265 330	284 999	357 688	357 688	561 267	592 333	629 055



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PART C: LINKS TO OTHER PLANS

LINKS TO THE LONG-TERM INFRASTRUCTURE AND OTHER CAPITAL PLANS

Project No.	Project name	Project Status	Municipality / Region	Economic Classification (Buildings and Other fixed Structures, Goods & Services, Plant, machinery & Equipments, COE)	Type of infrastructure School - primary/ secondary specialised; admin block; water; electricity; sanitation/toilet; fencing etc	Project duration		Source of funding	Budget programme name	Delivery Mechanism (Individual project or Packaged Program)	Total project cost	Total Expenditure to date from previous years	Total available		
						Date: Start	Date: Finish						MTEF 2017/18	MTEF 2018/19	
R thousands															
1. New and replacement assets															
1	Provincial Disaster Management Centre	Additional Works	Maunduzi	Buildings and Other fixed Structures	Disaster Management Centre	26/2/2014	30/11/2014	Equitable Share	Programme 3	Individual project		5448	0	0	
2	District Offices (Pak. Homes)	Final Delivery	Ethekezi & Harry Gwala	Buildings and Other fixed Structures	Admin Block	30/4/2018	30/4/2019	Equitable Share	Programme 1	Individual project		4000	0	0	
3	Bulwer	Construction	Dr Nkomo/Dlamini Zuma	Buildings and Other fixed Structures	Community Service Centre	19/08/2016	31/03/2017	Equitable Share	Programme 3	Packaged Programme	1573	708	665	0	
4	Amahlabi	Construction	uMvoti	Buildings and Other fixed Structures	Community Service Centre	6/11/2016	31/01/2017	Equitable Share	Programme 3	Packaged Programme	14659	2365	7243	1635	1000
5	Amahlabi	Construction	Ikosi Langalibalele	Buildings and Other fixed Structures	Community Service Centre	14/9/2016	31/7/2017	Equitable Share	Programme 3	Packaged Programme	16893	0	4846	2000	9608
6	Ngwenya (Final account)	Complete	Jozini	Buildings and Other fixed Structures	Community Service Centre	24/6/2013	30/8/2016	Equitable Share	Programme 3	Packaged Programme	8248	7887	361	0	0
7	Byela (Final account)	Complete	uMlalazi	Buildings and Other fixed Structures	Community Service Centre	28/7/2013	15/8/2016	Equitable Share	Programme 3	Packaged Programme	8219	8137	82	0	0
8	Xulu-Misyane (Final account)	Complete	Abaqulusi	Buildings and Other fixed Structures	Community Service Centre	11/2/2014	22/7/2016	Equitable Share	Programme 3	Packaged Programme	8015	7673	342	0	0
9	Silushane	Bid Adjudication	Nquthu	Buildings and Other fixed Structures	Community Service Centre	31/03/2017	30/08/2017	Equitable Share	Programme 3	Packaged Programme	6435	0	126	1000	1000
10	Shiyabane Completion	Bid Adv erfsement	Ubulhebezwe	Buildings and Other fixed Structures	Community Service Centre	31/03/2017	30/06/2017	Equitable Share	Programme 3	Packaged Programme	2102	0	0	750	750
11	Madebe completion	Bid Adv erfsement	uMhlathuze	Buildings and Other fixed Structures	Community Service Centre	31/03/2017	30/06/2017	Equitable Share	Programme 3	Packaged Programme	1763	0	0	750	750
12	Shange (Old works Final account)	Complete	uMlalazi	Buildings and Other fixed Structures	Community Service Centre	6/10/2011	26/11/2016	Equitable Share	Programme 3	Packaged Programme	8104	6924	690	0	0
13	Mvuzane	Development Approval	Maphumulo	Buildings and Other fixed Structures	Community Service Centre	31/05/2017	31/03/2018	Equitable Share	Programme 3	Packaged Programme	15000	0	395	1000	1000
14	Nongoma Imizi	Bid adjudication	Nongoma	Buildings and Other fixed Structures	House	28/02/2017	31/05/2017	Equitable Share	Programme 3	Individual project	4200	0	2000	2200	0
Total New infrastructure assets															
2. Upgrades and additions															
1											95011	33694	25733	10000	14108
...															
n															
Total Upgrades and additions															



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3. Rehabilitation, renovations and refurbishments															
1	Shabalala-Thelwane	Practical Completion	Emadingseni	Buildings and Other fixed Structures	Traditional Administrative Centre	15/09/2016	31/03/2017	Equitable Share	Programme 3	Packaged Programme	1300	0	1300	0	0
2	Isuli Sub Clan	Practical Completion	Umsiwhathi	Buildings and Other fixed Structures	Traditional Administrative Centre	15/09/2016	31/03/2017	Equitable Share	Programme 3	Packaged Programme	935	0	935	0	0
3	Byela Inzisi	Practical Completion	uMlalazi	Buildings and Other fixed Structures	House	15/09/2016	31/03/2017	Equitable Share	Programme 3	Packaged Programme	375	0	375	0	0
4	Nenizi Inzisi Alternat Energy	Construction	Umsiwhathi	Buildings and Other fixed Structures	House	10/02/2017	31/03/2017	Equitable Share	Programme 3	Packaged Programme	300	0	300	0	0
5	ibonoloshile Alternat Energy	Construction	Dr Nkcaszana Dlamini Zuma	Buildings and Other fixed Structures	Traditional Administrative Centre	10/02/2017	31/03/2017	Equitable Share	Programme 3	Packaged Programme	300	0	300	0	0
6	Gule Alternat Energy	Construction	Dannhauser	Buildings and Other fixed Structures	Traditional Administrative Centre	10/02/2017	31/03/2017	Equitable Share	Programme 3	Packaged Programme	125	0	125	0	0
7	Mbaszy ana (Final account)	Complete	Umlabuyaligana	Buildings and Other fixed Structures	Traditional Administrative Centre	1/03/2015	15/12/2015	Equitable Share	Programme 3	Packaged Programme	549	475	74	0	0
8	Macala Gwala (Final account)(old works)	Complete	Dr Nkcaszana Dlamini Zuma	Buildings and Other fixed Structures	Traditional Administrative Centre	1/03/2015	15/12/2015	Equitable Share	Programme 3	Packaged Programme	711	686	26	0	0
9	Ngcobo (Final account)(old works)	Complete	Kwadiuzza	Buildings and Other fixed Structures	Traditional Administrative Centre	1/03/2015	15/12/2015	Equitable Share	Programme 3	Packaged Programme	680	646	34	0	0
10	Vitani	Construction	Ubuhlebezwe	Buildings and Other fixed Structures	Traditional Administrative Centre	15/02/2017	15/05/2017	Equitable Share	Programme 3	Packaged Programme	1665	0	200	400	200
11	Memela	Construction	Dr Nkcaszana Dlamini Zuma	Buildings and Other fixed Structures	Traditional Administrative Centre	15/02/2017	15/05/2017	Equitable Share	Programme 3	Packaged Programme	1509	0	200	400	909
12	Embo	Construction	Ubuhlebezwe	Buildings and Other fixed Structures	Traditional Administrative Centre	15/02/2017	15/05/2017	Equitable Share	Programme 3	Packaged Programme	1939	0	200	400	200
13	Mboho	Construction	Umuziwabantu	Buildings and Other fixed Structures	Traditional Administrative Centre	15/02/2017	15/05/2017	Equitable Share	Programme 3	Packaged Programme	1424	0	200	400	824
14	Thokozane Madumisa	Construction	Umuziwabantu	Buildings and Other fixed Structures	Traditional Administrative Centre	15/02/2017	15/05/2017	Equitable Share	Programme 3	Packaged Programme	1460	0	200	400	860
15	Kwa Fodo	Construction	Umuziwabantu	Buildings and Other fixed Structures	Traditional Administrative Centre	15/02/2017	15/05/2017	Equitable Share	Programme 3	Packaged Programme	1574	0	200	400	974
16	Owabe P	Construction	Umzumbi	Buildings and Other fixed Structures	Traditional Administrative Centre	15/02/2017	15/05/2017	Equitable Share	Programme 3	Packaged Programme	1799	0	200	400	200
17	Mhuli	Construction	Umsiwhathi	Buildings and Other fixed Structures	Traditional Administrative Centre	15/02/2017	15/05/2017	Equitable Share	Programme 3	Packaged Programme	1191	0	200	400	200
18	Mkokotobomvu	Construction	Nquthu	Buildings and Other fixed Structures	Traditional Administrative Centre	15/02/2017	15/05/2017	Equitable Share	Programme 3	Packaged Programme	1336	0	200	400	100
19	Pigwe	Construction	Alfred Duma	Buildings and Other fixed Structures	Traditional Administrative Centre	15/02/2017	15/05/2017	Equitable Share	Programme 3	Packaged Programme	884	0	200	400	284
20	Qodi	Construction	Ethekwini	Buildings and Other fixed Structures	Traditional Administrative Centre	15/02/2017	15/05/2017	Equitable Share	Programme 3	Packaged Programme	1669	0	200	400	100
21	Owabe Mhlandeni	Construction	Maghamulo	Buildings and Other fixed Structures	Traditional Administrative Centre	15/02/2017	15/05/2017	Equitable Share	Programme 3	Packaged Programme	1267	0	200	400	667
22	Anamhlabu	Construction	Maghamulo	Buildings and Other fixed Structures	Traditional Administrative Centre	15/02/2017	15/05/2017	Equitable Share	Programme 3	Packaged Programme	1150	0	200	400	550
23	Magwaza	Construction	Ndwedwe	Buildings and Other fixed Structures	Traditional Administrative Centre	15/02/2017	15/05/2017	Equitable Share	Programme 3	Packaged Programme	1437	0	200	400	100
24	Makhasi	Construction	Big Five False Bay	Buildings and Other fixed Structures	Traditional Administrative Centre	15/02/2017	15/05/2017	Equitable Share	Programme 3	Individual Project	1145	0	200	400	545
25	Nxamasala	Bid Adjudication	Nkandla	Buildings and Other fixed Structures	Community Service Centre	15/02/2017	15/05/2017	Equitable Share	Programme 3	Packaged Programme	1718	0	200	400	100
26	Natride	Bid Adjudication	Jozini	Buildings and Other fixed Structures	Community Service Centre	15/02/2017	15/05/2017	Equitable Share	Programme 3	Packaged Programme	1892	0	200	400	100
27	Khuzi Bhejane	Bid Adjudication	Mhlatuze	Buildings and Other fixed Structures	Community Service Centre	15/02/2017	15/05/2017	Equitable Share	Programme 3	Packaged Programme	818	0	200	400	218
28	Hlabidola	Bid Adjudication	Abaqulusi	Buildings and Other fixed Structures	Community Service Centre	15/02/2017	15/05/2017	Equitable Share	Programme 3	Packaged Programme	984	0	200	400	384
29	Mandakazi	Bid Adjudication	Nongoma	Buildings and Other fixed Structures	Community Service Centre	15/02/2017	15/05/2017	Equitable Share	Programme 3	Packaged Programme	1482	0	200	400	882
30	Buhlebezwe	Bid Adjudication	Dannhauser	Buildings and Other fixed Structures	Community Service Centre	15/02/2017	15/05/2017	Equitable Share	Programme 3	Packaged Programme	2180	0	200	400	100
31	Ekwitweni	Bid Adjudication	Alfred Duma	Buildings and Other fixed Structures	Community Service Centre	31/03/2017	31/05/2017	Equitable Share	Programme 3	Packaged Programme	500	0	50	300	150
32	Kwamkhasane	Bid Adjudication	Dannhauser	Buildings and Other fixed Structures	Community Service Centre	31/03/2017	31/05/2017	Equitable Share	Programme 3	Packaged Programme	500	0	50	300	150
33	Ihlabizuka	Bid Adjudication	Richmond	Buildings and Other fixed Structures	Community Service Centre	31/03/2017	31/05/2017	Equitable Share	Programme 3	Packaged Programme	500	0	50	300	150
34	Lindela	Bid Adjudication	Nkandla	Buildings and Other fixed Structures	Community Service Centre	31/03/2017	31/05/2017	Equitable Share	Programme 3	Packaged Programme	500	0	50	300	150
35	Lugela Ferry	Bid Adjudication	Misinga	Buildings and Other fixed Structures	Community Service Centre	31/03/2017	31/05/2017	Equitable Share	Programme 3	Packaged Programme	500	0	50	274	176
36	Makhe	Bid Adjudication	Nquthu	Buildings and Other fixed Structures	Community Service Centre	31/03/2017	31/05/2017	Equitable Share	Programme 3	Packaged Programme	500	0	43	200	257
37	Jama	Bid Adjudication	Nquthu	Buildings and Other fixed Structures	Community Service Centre	31/03/2017	31/05/2017	Equitable Share	Programme 3	Packaged Programme	500	0	0	200	300
38	Mbaszy ana	Bid Adjudication	Umlabuyaligana	Buildings and Other fixed Structures	Community Service Centre	31/03/2017	31/05/2017	Equitable Share	Programme 3	Packaged Programme	500	0	0	200	300
39	Hphhals	Bid Adjudication	Ubuhlebezwe	Buildings and Other fixed Structures	Community Service Centre	31/03/2017	31/05/2017	Equitable Share	Programme 3	Packaged Programme	500	0	0	200	300
Total Rehabilitation, renovations and refurbishments											40318	1807	7942	10674	10450



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4. Maintenance and repairs														
1														
...														
n														
Total Maintenance and repairs														
5. Infrastructure transfers - current														
1														
...														
n														
Total Infrastructure transfers - current														
6. Infrastructure transfers - capital														
1	Bulwer	Construction	Dr Nkuzama Dlamini Zuma	Buildings and Other fixed Structures	Community Service Centre	19/08/2016	31/03/2017	Conditional	Programme 3	Individual project	12500	0	0	0
2	Sonkomo	Construction	Maphumulo	Buildings and Other fixed Structures	Community Service Centre	18/01/2017	30/06/2017	Conditional	Programme 3	Individual project	5000	0	0	0
3	Bergville	Contract appointment	Okhahlamba	Buildings and Other fixed Structures	Community Service Centre	10/02/2017	10/02/2018	Conditional	Programme 3	Individual project	15000	0	7500	0
Total Infrastructure transfers - capital														
Total Roads and Transport Infrastructure														
											32500	7500	7500	0



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CONDITIONAL GRANTS

Name of Grant	Purpose	Performance Indicator	Continuation	Motivation
Construction of TSC's and CSC's	Construction of a CSC in Okhahlamba Municipality	Number of CSC construction programmes implemented	2016/17	Ensuring that CSC's become catalytic to development leading to the possible emergence of sustainable small towns contributing to socio-economic upliftment in addition to service interventions within areas of high social need as identified within the PGDS.
Scheme Support	Support for implementation of Land Use Schemes in Ray Nkonyeni Municipality	Number of Municipalities supported to implement Land Use Schemes	-	Facilitate the preparation and implementation of Land Use Management Schemes by municipalities. Support includes: development of Land Use Guidelines, development of terms of reference for scheme development and financial support
Scheme Support	Support for implementation of Land Use Schemes in Umshwathi Municipality	Number of Municipalities supported to implement Land Use Schemes	-	Facilitate the preparation and implementation of Land Use Management Schemes by municipalities. Support includes: development of Land Use Guidelines, development of terms of reference for scheme development and financial support
Scheme Support	Support for implementation of Land Use Schemes in Msunduzi Municipality	Number of Municipalities supported to implement Land Use Schemes	-	Facilitate the preparation and implementation of Land Use Management Schemes by municipalities. Support includes: development of Land Use Guidelines, development of terms of reference for scheme development and financial support
Scheme Support	Support for implementation of Land Use Schemes in uPhongolo Municipality	Number of Municipalities supported to implement Land Use Schemes	-	Facilitate the preparation and implementation of Land Use Management Schemes by municipalities. Support includes: development of Land Use Guidelines, development of terms of reference for scheme development and financial support
Scheme Support	Support for implementation of Land Use Schemes in Ulundi Municipality	Number of Municipalities supported to implement Land Use Schemes	-	Facilitate the preparation and implementation of Land Use Management Schemes by municipalities. Support includes: development of Land Use Guidelines, development of terms of reference for scheme development and financial support
Scheme Support	Support for implementation of Land Use Schemes in Umhlabuyalingana Municipality	Number of Municipalities supported to implement Land Use Schemes	-	Facilitate the preparation and implementation of Land Use Management Schemes by municipalities. Support includes: development of Land Use Guidelines, development of terms of reference for scheme development and financial support
Scheme Support	Support for implementation of Land Use Schemes in Mandeni Municipality	Number of Municipalities supported to implement Land Use Schemes	-	Facilitate the preparation and implementation of Land Use Management Schemes by municipalities. Support includes: development of Land Use Guidelines, development of terms of reference for scheme development and financial support
Development Planning Shared Service	Implementation of DPSS in uThukela District Municipality	Number of District Shared Services implemented	2014/15; 2015/16 & 2016/17	Support Districts to maintain planning capacity in the form of District Development Planning Shared Services (DPSS).
Development Planning Shared Service	Implementation of DPSS in Umzinyathi District Municipality	Number of District Shared Services implemented	2012/13; 2014/15 & 2015/16;	Support Districts to maintain planning capacity in the form of District Development Planning Shared Services (DPSS).
Development Planning Shared Service	Implementation of DPSS in Amajuba District Municipality	Number of District Shared Services implemented	2014/15; 2015/16 & 2016/17	Support Districts to maintain planning capacity in the form of District Development Planning Shared Services (DPSS).
Development Planning Shared Service	Implementation of DPSS in King Cetshwayo District Municipality	Number of District Shared Services implemented	2014/15; 2015/16 & 2016/17	Support Districts to maintain planning capacity in the form of District Development Planning Shared Services (DPSS).
Development Planning Shared Service	Implementation of IDP Projects in Inkosi Langalibalele Municipality	Number of municipalities supported with development of legally compliant IDP	2016/17	Support to municipalities in the development of the implementable IDPs through capacity building sessions, workshops, IDP Forums and IDP assessments. A legally compliant IDP should be developed according to the requirements of applicable legislation.
Development Planning Shared Service	Implementation of IDP Projects in Alfred Duma Municipality	Number of municipalities supported with development of legally compliant IDP	2016/17	Support to municipalities in the development of the implementable IDPs through capacity building sessions, workshops, IDP Forums and IDP assessments. A legally compliant IDP should be developed according to the requirements of applicable legislation.
Development Planning Shared Service	Implementation of IDP Projects in eDumbe Municipality	Number of municipalities supported with development of legally compliant IDP	2016/17	Support to municipalities in the development of the implementable IDPs through capacity building sessions, workshops, IDP Forums and IDP assessments. A legally compliant IDP should be developed according to the requirements of applicable legislation.
Spatial Development Framework Support	Spatial Development Framework Support to Dannhauser Municipality	Number of municipal SDFs aligned with Provincial Spatial Planning Guidelines	-	Support Municipalities in the alignment of the SDFs with Provincial Spatial Planning Guidelines (Provincial Spatial Development Framework and IUDF)
Spatial Development Framework Support	Spatial Development Framework Support to Jozini Municipality	Number of municipal SDFs aligned with Provincial Spatial Planning Guidelines	-	Support Municipalities in the alignment of the SDFs with Provincial Spatial Planning Guidelines (Provincial Spatial Development Framework and IUDF)
Spatial Development Framework Support	Spatial Development Framework Support to Mfobozi Municipality	Number of municipal SDFs aligned with Provincial Spatial Planning Guidelines	-	Support Municipalities in the alignment of the SDFs with Provincial Spatial Planning Guidelines (Provincial Spatial Development Framework and IUDF)

ANNEXURE D: CHANGES TO THE 2015-2020 STRATEGIC PLAN

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

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

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



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

PROGRAMME ONE

Amendment	Sub-Programme	Action	Indicator
<p>Addition of an action to Strategic Goal 2: Strengthened Governance, administrative governance, Strategic Objective: 2.1. Improved capacity of political and administrative governance, Intervention: Build the capacity and capability of the Department to promote clean, effective and efficient governance</p>	Office of the MEC	Provide effective support services to the Department and the Ministry to promote good governance	<p>Number of strategic documents tabled to the legislature as per statutory requirements</p> <p>Percentage of functional operational systems implemented in the Ministry</p> <p>Percentage of ministerial projects supported</p> <p>Percentage of ministerial events supported with VIP services</p> <p>Percentage of Departmental buildings compliant with security policy</p>
<p>Addition of an action to Strategic Goal 2: Strengthened Governance, administrative governance, Strategic Objective: 2.1. Improved capacity of political and administrative governance, Intervention: Build the capacity and capability of the Department to promote clean, effective and efficient governance</p>	Office of the Head of Department	Implementation of MISS guidelines in order to comply with PAIA, Control of access to public premises and vehicles Act and OHS Act	Number of policies implemented in respect of Information and physical security
<p>Addition of an action to Strategic Goal 2: Strengthened Governance, administrative governance, Strategic Objective: 2.2. Improved capacity of political and administrative governance, Intervention: Promote a culture of integrated planning, transparency and accountability that enhances the efficient and effective performance of the Department</p>	Office of the Head of Department	<p>Ensure that the Department is Compliant with:</p> <ul style="list-style-type: none"> PFMA regulations MPAT requirements in respect of the four key result areas being: <ul style="list-style-type: none"> Strategic Management Governance and Accountability Financial Management Human Resource Management 	<p>Number of Departmental Clean Audit achieved</p> <p>Number of MPAT Key Performance Areas that fully comply with level 4 rating</p>
<p>Addition of an action to Strategic Goal 2: Strengthened Governance, administrative governance, Strategic Objective: 2.2. Improved capacity of political and administrative governance, Intervention: Promote a culture of integrated planning, transparency and accountability that enhances the efficient and effective performance of the Department</p>	Office of the Head of Department	Align Planning with Budget processes, service delivery and organisational processes	Number of Budget and Annual performance plans implemented
<p>Addition of an action to Strategic Goal 2: Strengthened Governance, administrative governance, Strategic Objective: 2.1. Improved capacity of political and administrative governance, Intervention: Promote a culture of integrated planning, transparency and accountability that enhances the efficient and effective performance of the Department</p>	Office of the Head of Department	Conduct Internal Audits and implement remedial actions for non-compliance	Number of Internal Audit processes implemented
<p>Addition of an action to Strategic Goal 2: Strengthened Governance, administrative governance, Strategic Objective: 2.1. Improved capacity of political and administrative governance, Intervention: Build the capacity and capability of the Department to promote clean, effective and efficient governance</p>	Office of the Head of Department	Facilitate change management and succession planning	Number of SMS mentoring processes implemented

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



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Amendment	Sub-Programme	Action	Indicator
<p>Removal of action to Strategic Goal 2: Strengthened Governance, Strategic Objective: 2.1. Improved capacity of political and administrative governance, Intervention: Ensure sound financial Management</p> <p>Addition of action to Strategic Goal 2: Strengthened Governance, Strategic Objective: 2.1. Improved capacity of political and administrative governance, Intervention: Build the capacity and capability of the Department to promote clean, effective and efficient governance</p> <p>Addition of action to Strategic Goal 2: Strengthened Governance, Strategic Objective: 2.1. Improved capacity of political and administrative governance, Intervention: Improve Organisational Proficiency</p> <p>Addition of action to Strategic Goal 2: Strengthened Governance, Strategic Objective: 2.1. Improved capacity of political and administrative governance, Intervention: Improve Organisational Proficiency</p>	<p>Financial Management</p> <p>Auxiliary Services</p> <p>Policy and Research</p> <p>Policy and Research</p>	<p>Removal of action: Provide support to municipalities in respect of Financial Administration</p> <p>The Department follows the prescribed procedures for PAIA when granting requests of information (PAIA Act 2 of 2000)</p> <p>Establish a LG and TA archive and knowledge management/generation policy and implement this policy through the identification of historical information to be researched, documented, packaged, published and archived.</p> <p>Continuously investigating, researching and distributing new/ cutting edge governance and administration methodologies and infrastructure/ LED/ sustainable settlement innovations</p>	<p>Indicator removed</p> <p>Number of PAIA Manuals Implemented</p> <p>Number of sector knowledge management/ generation research projects undertaken</p> <p>Number of sector innovation research projects undertaken</p>



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PROGRAMME TWO

Amendment	Sub-Programme	Action	Indicator
<p>Addition of Actions to Strategic Goal 1: Improved Co-operative Governance, Strategic Objective 1.1. Improved functionality if Inter-Governmental Relations. Intervention: Strengthening oversight and functionality of IGR structures (such as Minmec, Munimec, PCF, Municipal IGR fora.)</p> <p>Movement of interventions and actions from Strategic Goal 2: Strengthened Governance, Strategic Objective: 2.1. Improved capacity of political and administrative governance.</p> <p>Intervention: Stabilisation and strengthening of Traditional Leadership from Programme 4: Rural Development Facilitation to Programme 2: Municipal Governance and Administration</p> <p>Amendment of action from Strategic Goal 2: Strengthened Governance, Strategic Objective: 2.1. Improved capacity of political and administrative governance,</p> <p>Intervention: Stabilisation and strengthening of Traditional Leadership Programme 4: Rural Development Facilitation – Amend Establishment of IGR Structures on Traditional Affairs to Create a mechanism for Traditional Institutions to engage with IGR Structures</p> <p>Removal of Actions from Strategic Goal 1: Improved Co-operative Governance, Strategic Objective 1.1. Improved functionality if Inter-Governmental Relations. Intervention: Coordinate and lead Integrated Provincial Service Delivery Plan utilising the IDP as the single window of coordination from Programme 2: Municipal Finance Removal of actions:</p> <ul style="list-style-type: none"> Monitor public sector expenditure in line with the Municipal IDP. Monitor public sector capital expenditure within KZN in line with the identified/aligned projects in the PGDS <p>Movement of the Sub Programme: IDP Co-ordination from Programme 3: Development and Planning to Programme 2: Local Governance in the Annual Performance Plan</p> <p>Additional Action under Strategic Goal 2: Strengthened Governance, Strategic Objective: 2.2: Strengthened accountability of governance institutions,</p> <p>Intervention: Monitoring, Evaluation & Reporting</p>	<p>Local Government Specialists</p> <p>Municipal Governance and Administration</p> <p>Municipal Governance and Administration</p> <p>Municipal Finance</p> <p>IDP Co-ordination</p> <p>Municipal Performance, Monitoring, Reporting and Evaluation</p>	<ul style="list-style-type: none"> Implement Municipal Strategic Planning through coordination of sector departments and municipalities. Measure Performance on the implementation of IDP, B2B Support Plans and institutionalise PMS Support municipalities in improving participation of traditional leaders at municipal level. (Section 81) Establishment of IGR Structures on Traditional Affairs Support municipalities in improving participation of traditional leaders at municipal level. (Section 81) Create a mechanism for Traditional Institutions to engage with IGR Structures Monitor public sector expenditure in line with the Municipal IDP. Monitor public sector capital expenditure within KZN in line with the identified/aligned projects in the PGDS <p>No amendment to actions contained in the Strategic Plan</p> <p>Add Action: Report on progress of performance made by municipalities</p>	<p>Number of municipalities supported with coordinated service delivery</p> <p>Number of municipalities with the participation of traditional leaders</p> <p>Number of municipalities with the participation of traditional leaders</p> <p>All indicators removed</p> <p>All Indicators moved</p> <p>Number of Municipal Performance Reports compiled as per the requirements of Section 47 of the MSA</p>



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PROGRAMME THREE

Amendment	Sub-Programme	Action	Indicator
<p>Amendment to the action from Strategic Goal 5: Well Integrated Spatial Planning System, Strategic Objective 5.1. Improved Spatial Hierarchy of services, Intervention: Support municipalities to improve spatial location of services, Action Align SDFs of municipalities with Provincial Spatial Planning Guidelines and IUDF.</p> <ul style="list-style-type: none"> Reforms to the current planning system for improved co-ordination. Develop a strategy for densification of cities and resource allocation to promote better located housing and settlements. Introduce spatial development framework and norms, including improving the balance between location of jobs and people; and Provide incentives for citizen activity for local planning and development of spatial compacts. Support the review of the Provincial SDF Assist and monitor municipal implementation of Projects identified in the Densification Frameworks 	Spatial Planning	<p>Align SDFs of municipalities with Spatial Planning Guidelines including (SDGS, Vision 2063, NDP, IUDF and PGDP)</p> <ul style="list-style-type: none"> Reforms to the current planning system for improved co-ordination. Develop a strategy for densification of cities and resource allocation to promote better located housing and settlements. Introduce spatial development framework and norms, including improving the balance between location of jobs and people; and Provide incentives for citizen activity for local planning and development of spatial compacts. Support the review of the Provincial SDF Assist and monitor municipal implementation of Projects identified in the Densification Frameworks 	Number of municipal SDFs aligned with Provincial Spatial Planning Guidelines
<p>Movement of action from Strategic Goal 3: Increased Economic Opportunities, Strategic Objective: 3.2. Improved government led job creation programmes</p> <p>Intervention: Create employment opportunities through: Corridor Development and Small Town Rehabilitation</p> <p>Actions moved to Goal 5: Well Integrated Spatial Planning System, Strategic Objective: 5.1. Improved spatial hierarchy of services, Intervention: Implementation of SPLUMA and PDA</p> <p>Moved from Local Economic Development-Special Initiatives to Spatial Planning</p>	Local Economic Development – Special Initiatives	<ul style="list-style-type: none"> Implement a strategy for new town development e.g. Ndumo, Emadlangeni, Urban Development Frameworks <ul style="list-style-type: none"> Shape and design Targeted public/private sector investment Phased development approach Increased population density 	Number of nodal development plans developed to promote growth of small towns
<p>Movement of action from Strategic Goal 3: Increased Economic Opportunities, Strategic Objective: 3.2. Improved government led job creation programmes</p> <p>Intervention: Create employment opportunities through: Corridor Development and Small Town Rehabilitation</p> <p>Actions moved to Goal 5: Well Integrated Spatial Planning System, Strategic Objective: 5.1. Improved spatial hierarchy of services, Intervention: Implementation of SPLUMA and PDA</p> <p>Moved from Local Economic Development-Special Initiatives to Spatial Planning</p>	Local Economic Development – Special Initiatives	<ul style="list-style-type: none"> Development and implementation of key corridor development plans 	Number of Corridor plans developed
<p>Amendment of actions from Strategic Goal 2: Strengthened Governance, Strategic Objective: 2.1. Improved capacity of political and administrative governance, Intervention: Revive and activate support of Traditional Institutions to promote socio-economic programmes</p> <p>Replacement of intervention and actions from Strategic Goal 4: Strengthened delivery of Basic Services, Strategic Objective: 4.1. Improved co-ordination of service delivery, Programme 3: Municipal Infrastructure: Replace Intervention: Co-ordinate with DWA for the roll out of 75</p>	Land Use Management (Traditional Land Administration)	<ul style="list-style-type: none"> Add an action : Undertake cadastral survey work for the provision and maintenance of property descriptions the areas of jurisdiction of Traditional Institutions 	Percentage of received boundary description requests received
<p>Replacement of intervention and actions from Strategic Goal 4: Strengthened delivery of Basic Services, Strategic Objective: 4.1. Improved co-ordination of service delivery, Programme 3: Municipal Infrastructure: Replace Intervention: Co-ordinate with DWA for the roll out of 75</p>	Municipal Infrastructure	<ul style="list-style-type: none"> Co-ordinate with DWA for the roll out of 75 litres of water per person per day Monitor the implementation of 75 litres of water per person per day 	Number of municipalities supported in increasing percentage of yard connections Number of municipalities



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

Removal of all Interventions and movement of actions to newly developed interventions within **Strategic Goal 6: Adaptation to Climate Change, Programme 3: Disaster Management.**

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



Removal of all Interventions and movement of actions to newly developed interventions within **Strategic Goal 6: Adaptation to Climate Change, Programme 3: Disaster Management**.
Revisions as per table below

Strategic Objective	New Intervention	Action	Indicators
			Management Legislation Number of sector departments and stakeholders monitored on the implementation of Disaster Risk Management Legislation Number of functional municipal Disaster Management Centres



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PROGRAMME FOUR

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



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ANNEXURE E: TECHNICAL INDICATOR DESCRIPTIONS – 2017/2018 ANNUAL PERFORMANCE PLAN

PROGRAMME ONE: ADMINISTRATION

PROGRAMME (Sub-Programme)	PERFORMANCE INDICATOR	DEFINITION	PURPOSE/IMPORTANCE	SOURCE/ COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATIONS	TYPE OF KPI	CALCULATION TYPE	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
Office of The MEC	Percentage of Cabinet matters implemented	Coordinate cabinet matters within the department that support the MEC's Role at the Provincial Executive Council	To ensure legislative compliance of the Department and the MEC to achieve the departmental and MEC's mandate to the Legislature	Critical dates, Cabinet Memos/Matters, Cabinet Files, Cabinet Decisions, Cabinet Manual	Count the number of cabinet matters implemented and divide it by the total number of cabinet matters, then multiply by 100	None	Output	Non-Cumulative	Quarterly	Yes	All Cabinet matters implemented	Director: Operations
Office of The MEC	Number of strategic documents tabled to the legislature as per statutory requirements	Coordinate specific legislated strategic documents to be tabled at the legislature as per the relevant statutory requirements. These include the tabling of the Annual Performance Plans, Annual Performance Reports, Budget Speech, Section 47 of MSA Report, Section 131 of MFMA Report	To ensure legislative compliance of the Department and the MEC to achieve the departmental and MEC's mandate to the Legislature	Annual Performance Plans, Annual Reports, Budget Speech, Section 47 of MSA Report, Section 131 of MFMA Report	Count the number of strategic documents tabled at the legislature during the current financial year	None	Output	Cumulative	Quarterly	No	Strategic Documents tabled timeously as prescribed by the relevant regulations and circulars	Director: Operations
Office of The MEC	Number of Cabinet Sub-Committees supported	Support the MEC's to fulfill her role at Cabinet Sub Committees: 1. Water and Energy Forum 2. Provincial Disaster Management Sub-Committee 3. Task Team on Ingonyama Trust Taxes Levies 4. Water Crisis Task Team	To ensure legislative compliance of the Department and the MEC to achieve the departmental and MEC's mandate to the Legislature	Dates for Cabinet Sub Committees, Documentation for Cabinet Sub-Committees	Count the number of Cabinet Sub Committees supported	None	Output	Non-Cumulative	Quarterly	Yes	4 Cabinet Sub-Committees supported	Director: Operations
Office of The MEC	Percentage of Portfolio Committee protocols implemented	Implement portfolio committee protocols	To ensure legislative compliance of the Department and the MEC to achieve the departmental and MEC's mandate to the Legislature	Agendas, Minutes, Action Lists	Count the number of portfolio committee protocols implemented divide it by the total number of portfolio committee protocols, then multiply by 100	None	Output	Non-Cumulative	Quarterly	Yes	All Portfolio Committee protocols implemented	Director: Operations
Office of The MEC	Percentage of Parliamentary Protocols implemented	Implement parliamentary protocols	To ensure legislative compliance of the Department and the MEC to achieve the departmental and MEC's mandate to the Legislature	Parliamentary questions, Oversight Visit Reports, Youth, Disabled, Women's and Senior Citizen Parliamentary reports	Count the number of parliamentary protocols implemented, divide it by the total number of parliamentary protocols, then multiply by 100	None	Output	Non-Cumulative	Quarterly	Yes	All Parliamentary Protocols implemented	Director: Operations
Office of The MEC	Percentage of ministerial projects supported	Provide executive support to the MEC and the Department in the coordination of ministerial projects	Promotion of social cohesion and to address community needs	Attendance Registers, Minutes, Letters of request, Event approval by the MEC	Total number of ministerial projects supported divided by the total number of approved ministerial projects then multiply by 100	None	Output	Non-Cumulative	Quarterly	Yes	All ministerial projects within the department coordinated	Director: Ministerial Projects



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PROGRAMME (Sub-Programme)	PERFORMANCE INDICATOR	DEFINITION	PURPOSE/IMPORTANCE	SOURCE/ COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATIONS	TYPE OF KPI	CALCULATION TYPE	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
Office of The MEC	Number of security policies implemented	Provide VIP services to the Executive Authority at all events. Provide physical security at all Departmental buildings to ensure that staff, assets and information safety.	To ensure personal safety and security of the Executive Authority To ensure safety and security of staff, assets and information	Executive Diary, Directives from the Protocol Unit Security policy, Site inspection reports	Count the number of security policies implemented Total number of ministerial events supported divided by the total number of ministerial events attended then multiply by 100 Total number of Departmental Buildings compliant with the Security policy divided by the total number of Departmental Buildings then multiply by 100	Yes Unclear information provided for events Unclear Incident reports/ Registers	Output	Non-Cumulative	Quarterly	Yes	All ministerial events provided with VIP Services All Departmental Buildings to be fully compliant with the security policy	Director: Security Services
Office of The Head of Department	Number of Budget and Annual performance plans implemented	To produce and APP which responds to the mandate of the Department in line with Treasury Guidelines, Provincial and National Priorities, coupled with a SDIP and Accountability measures on budget and non-financial performance. This includes the measurement of methods to promote intra and inter departmental cooperation and integration of different programmes to ensure maximum implementation results. In order to ensure competitive prices and the delivery of quality services/goods at least 4 evaluations must be conducted. (project with a value of more than R5million) To support business units within the department with the implementation of SDIP and Batho Pele. Alignment of Organisational Structure to Strategic Plan, align the structure to the Peral posts. Reduce additional to structure appointments. Reduce/ address the large secondments to other directorates (appoint people to posts)	The success of the Provincial Government Programmes hinges on adhering to the principles of good governance which are, inter alia, service delivery in line with Batho Pele principles, responsiveness, citizen empowerment, public participation, communication and accountability. The organizational operations should be encouraged, but must be subject to appropriate checks and balances to ensure that management is, at all times, acting in the interests of the organization and its stakeholders. Promote accountability and corrective counselling amongst the senior officials in to implementing the plans and strategies This includes the evaluations being done to determine the improvement in the practice of the Departmental Values and Organisational	Draft APPs, Budget Reports, Quarterly Reports, SDIP Implementation Reports, Evaluation Reports, Organisational Structure reports,	Count the number of plans implemented Count the number of EXCOs convened Count the number of SMS MANCOs convened Count the number of Evaluations conducted Count the number of SDIPs implemented Count the number of Organisational Structures implemented	None	Output	Non-Cumulative	Quarterly	Yes	Annual Performance Plan and Budget aligned in order to improve service delivery and promote accountability	Head of Department
Office of The Head of Department	Number of Internal Audit processes implemented	Internal Audit programme implemented and remedial action plan monitored	The organizational operations should be encouraged, but must be subject to appropriate checks and balances to ensure that management is, at all times, acting in the interests of the organization and its stakeholders. Promote accountability and corrective counselling amongst the senior officials in to implementing the plans and strategies This includes the evaluations being done to determine the improvement in the practice of the Departmental Values and Organisational	Internal Audit Reports, Remedial Action Plans, Monitoring Reports, Implementation Reports	Count the number of internal audit processes conducted	None	Output	Non-Cumulative	Quarterly	Yes	Internal control measures implemented within the Department	Head of Department
Office of The Head of Department	Number of SMS mentoring processes implemented	To implement a change management process in the department which includes succession planning and mentorship	The organizational operations should be encouraged, but must be subject to appropriate checks and balances to ensure that management is, at all times, acting in the interests of the organization and its stakeholders. Promote accountability and corrective counselling amongst the senior officials in to implementing the plans and strategies This includes the evaluations being done to determine the improvement in the practice of the Departmental Values and Organisational	Assessments, Mentorship Guidelines, Evaluation Reports	Count the number of SMS mentoring processes implemented	None	Output	Non-Cumulative	Quarterly	Yes	Succession planning and mentoring implemented in the department	Head of Department



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PROGRAMME (Sub-Programme)	PERFORMANCE INDICATOR	DEFINITION	PURPOSE/IMPORTANCE	SOURCE/ COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATIONS	TYPE OF KPI	CALCULATION TYPE	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
Office of The Head of Department	Number of Departmental management structures functional	EXCO and MANCO are functional. This includes - SMS meeting agenda focuses on strategic objectives and priorities of department as described in the Strategic Plan and APP. SMS also discuss IGR/ interdepartmental reports/resolutions such as clusters, outcomes implementation fora and assign responsibility for implementation. Liaison between Department and Ministry	The Department has formalised structures that make decisions, and monitoring the implementation of decisions.	Minutes, Attendance Registers, Decision Matrix, Reports	Count the number of Departmental management structures functional	None	Output	Non-Cumulative	Quarterly	Yes	Both structures (EXCO and MANCO) functional	Head of Department
Office of The Head of Department	Number of policies implemented in respect of information and physical security	Implement a policy taking cognisance of Minimum Information Security Standards (MISS) and other security matters	Ensure compliance with MISS	Quarterly Reports	Count the number of policies implemented	None	Output	Non-Cumulative	Quarterly	No	Department compliant with the requirements in the policy on information and physical security	Head of Department
Office of The Head of Department	Number of Districts and Metros supported on OSS	Coordinate and monitor service delivery to the 10 Districts and the Metro on Operation Sukuma Sakhe	Ensure sustained functionality of Operation Sukuma Sakhe in the Province	Reports from District OSS Champions	Count the number of OSS Reports	None	Output	Non-Cumulative	Quarterly	No	Service delivery on OSS in the 10 Districts and Metro coordinated and monitored	Head of Department
Human Resource Management: Organisational Development and Efficiency Services	Percentage of planned targets contained in MTEF HR plan achieved	The Department complies with, and implements, the human resource planning requirements. The MTEF Human Resource Plan must be approved by the relevant authority.	To achieve organizational objectives	HR MTEF Plan, Approved HR Implementation Plan, Minutes of Meetings, Employees Satisfaction Survey, EXCO Approvals	Count the number of planned targets achieved for the FY then divide it by the total number of planned targets for the FY and multiply by 100	None	Output	Non-Cumulative	Quarterly	Yes	All planned targets for the FY within the HR Implementation Plan achieved	Director: ODES
Human Resource Management: Organisational Development and Efficiency Services	Number of Organisational Structures implemented	The Department complies with the requirements for consultation, approval and funding of the organisational structure (Organisational Structure Implementation - Report on Total number of posts on approved organisational structure, Total number of posts on PERSAL, Approved MTEF budget allocations for compensation of employees, Full year cost of the approved organisational Structure)	An approved organisational structure that defines the purpose and functions that are aligned to the department's strategic goals and objectives	Approved Organisational Structure, Staff establishment reports	Count the number of organisational Structures implemented Count the number of filled posts aligned to the organisational structure, divide it by the total number of posts on the organisational structure, then multiply by 100	None	Output	Non-Cumulative	Quarterly	Yes	Organisational structure fully implemented	Director: ODES
Human Resource Management: Organisational Development and Efficiency Services	Number of Operations Management Frameworks implemented	To implement the Operations Management Framework as per the Cabinet Lekgotla Resolution	To ensure effective and efficient service delivery by the Department	Operations Management Framework, Minutes of KAIZEN meetings, Reports	Count the number of Operations Management Frameworks implemented	None	Output	Non-Cumulative	Quarterly	Yes	Effective and efficient service delivery by the Department	Director: ODES



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Human Resource Management: Human Resource Administration	Number of headcounts undertaken	Physical verification of all staff within the department.	Internal capacity of the Department will be developed through a targeted recruitment process especially with regard to scarce skills (not limited to OSD)	Signed Verification Registers and Identity Documents of Staff	Count the number of staff verifications(Head Counts) conducted	None	Output	Non-Cumulative	Quarterly	Yes	All Staff verified	Director: Human Resource Administration
Human Resource Management: Human Resource Administration	Percentage of vacancies that is filled as per the priority vacant posts in accordance with Public Administration and Management Delegations	Recruitment of staff in accordance to procedures and standards, these include scarce skills.	To achieve organizational objectives	Recruitment plan and recruitment report Recruitment procedures and Standards, Approved Recruitment Requests	Count the number of priority vacant posts filled divided by the total number of priority vacant posts then multiply by 100	None	Output	Non-Cumulative	Quarterly	No	All priority vacancies filled within necessary timeframes in order to prevent a compromise on service delivery	Director: Human Resource Administration
Human Resource Management: Human Resource Administration	Prescribed percentage of staff that can be held additional to establishment	Recruitment of staff in accordance to procedures and standards	To achieve organizational objectives	Organisational Structure, Persal Reports	Count the total number of employees appointed additional to the establishment divide it by the total number of employees on the establishment then multiply by 100	None	Output	Non-Cumulative	Quarterly	Yes	Less than 5% of employees appointed additional to the establishment for a period not exceeding 12 months	Director: Human Resource Administration
Human Resource Management: Human Resource Administration	Number of electronic leave systems implemented	Implement an electronic leave system which allows personnel to submit leave forms, supervisors to approve leave forms and to have accurate leave balances reflected.	Up to date Leave Records available	Functionality reports from leave system	Count the number of electronic leave systems implemented	None	Output	Non-Cumulative	Quarterly	Yes	All Staff have an accurate reflection of leave records	Director: Human Resource Administration
Human Resource Management: Human Resource Administration	Number of diversity management strategies implemented	Management practices that support the management of diversity within the department.	Department to reflect the communities that we serve by meeting equity targets set by government. It is also intended to improve working relationships of the diverse workforce.	Diversity Management, Strategy, Workforce Profile	Count the number of diversity management strategies implemented	None	Output	Non-Cumulative	Quarterly	Yes	50% of women in SMS 2% of workforce being People With Disabilities 20% of workforce being youth	Director: Human Resource Administration
Human Resource Management: Human Capital Development	Percentage staff capacitated in accordance with the Departmental Training Plan	Implement a plan indicating training & development of departmental staff as well as to report on deviations from the plan	To consolidate training & development to provide departmental staff with skills	Skills audit and the training implementation plan	Count the number of staff trained, then divide it by the number of employees who required training as per the training plan, then multiply the total by 100	None	Output	Non-Cumulative	Quarterly	No	All staff have the skills required to perform their duties effectively and efficiently	Director: Human Capital Development
Human Resource Management: Human Capital Development	Number of Performance Management Systems implemented	Departments implement their PMDS policy in terms of all employees. Performance Management System constitutes: 1. Performance Agreements 2. Employee Performance Improvement Plans 3. Performance Assessments(Half Yearly and Annual) 4. Financial Disclosures	The aim of performance management is to optimise every employee's output in terms of quality and quantity, thereby improving the department's overall performance and service delivery.	Strategic Plan, APP, Performance Agreements, Financial Disclosures, Employee Performance Improvement Plans	Count the number of Performance Management systems implemented	Yes Non Compliance of employees	Output	Non-Cumulative	Quarterly	No	Ensure full compliance with MPAT	Director: Human Capital Development



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Human Resource Management: Human Capital Development	Number of Employee Health and Wellness Policies implemented	The Department has management practices that support the implementation of Employee Health and Wellness Strategic Framework (EHWSF) for the Public Service.	To provide an integrated approach to employee health and wellness by recognising the importance of individual health and wellness, safety, and organisational wellness for productivity and improved service delivery outcomes.	HIV/Aids and TB Management Policy, Health and Productivity Management Policy, Management and Wellness Policy, Wellness Management Policy, Systems Monitoring Tool, Annual Report, Operational Plan	Count the number of Employee Health and Wellness Policies implemented	None	Output	Non-Cumulative	Quarterly	Yes	Ensure full compliance with MPAT	Director: Human Capital Development
Human Resource Management: Human Capital Development	Number of Employee Assistance Programmes undertaken	Implement a programme which supports staff to deal with challenging areas	Improve productivity of staff within the department	Trend Analysis, Progress Reports	Count the number of Employee Assistance Programmes implemented	None	Output	Non-Cumulative	Quarterly	Yes	All employee referral cases supported	Director: Human Capital Development
Information Technology	Number of ECM systems implemented	The Department has already initiated the implementation of Enterprise Content Management system for business workflows and document management	To improve document management processes within the department by introducing electronic system	Project Status reports and Sign Off documents	Count the number of business units utilising the new system	Yes dependency on buy-in from end-users	Output	Non-Cumulative	Quarterly	Yes	All business units using utilising the system to its best	Director : Information Technology
Information Technology	Number of ICT Governance Policies and Plans implemented	Department has implemented: - Corporate Governance of ICT Policy - ICT Plan (IT Strategic Plan) - ICT Implementation Plan (IT Annual Performance Plan) - ICT Operational Plan (IT Annual Operational Plan)	Improved corporate governance of ICT leads to: effective public service delivery through ICT-enabled access to government information and services, ICT implementation of business, improved quality of ICT service, stakeholder communication, trust between ICT, the business and citizens, lowering of costs, increased alignment of investment towards strategic goals, protection and management of the departmental and employee information.	Draft Policies and Plans, and Sign Off documents	Count the number of policies implemented	Yes Availability of Policy and Research unit and Legal Services to certify	Output	Non-Cumulative	Quarterly	Yes	Compliance to all ICT policies	Director : Information Technology
Information Technology	Number of SITA Service Level Agreements enforced	Enforce all aspects of the SITA Level Agreement in respect of IT systems within the Department	To ensure that the department has a functional and effective IT system to enable service delivery	SITA Service Level Agreement, Reports	Count the number of SITA Service level agreements enforced	None	Output	Non-Cumulative	Quarterly	Yes	Compliance with the SITA Service Level Agreement	Director: Information Technology
Information Technology	Number of Business Continuity Plans implemented	Implementation of the Business Continuity Plan	To ensure that critical operations continue to be functional even during a disaster	Reports on Simulation and Testing, Updated Recovery Team information	Count the number of Business Continuity Plans implemented Count the number of simulation and testing conducted	Yes Availability and commitment of EXCO members to conduct simulation, Finalisation of the Provincial DR site by Office of the Premier	Output	Non-Cumulative	Quarterly	Yes	Business Continuity Management embedded across the Department	Director : Information Technology



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Information Technology	Number of fully functional IT Services	To provide an information communications technology with minimum downtime, secured information access and storage, upgrade of software, infrastructure and implement disaster recovery plan if necessary.	<ul style="list-style-type: none"> To improve the delivery of IT Services within the Department through: <ul style="list-style-type: none"> - Uninterrupted and responsive IT system. - Appropriately skilled staff - Security of information - Business Continuity and Disaster Recovery Plan. - Upgrading of technology 	<ul style="list-style-type: none"> Server Functionality Reports. Equipment Sign Offs, Software Licensing, User Sign Offs, Business Continuity Plans, Disaster Recovery Plan, Tipping Point Monthly Reports 	Count the number of fully functional IT services	Yes Dependence on SITA	Output	Non-Cumulative	Quarterly	No	IT Services within the department fully functional and operational	Director: Information Technology
Auxiliary Services	Percentage of Departmental Buildings compliant with the Occupational Health and Safety Act	On a continuous basis, to evaluate, assess and upgrade Departmental buildings. Compliance with Occupational Health and Safety Act. Building inspected and appointing safety reps.	To ensure compliance with the Occupational Health and Safety Act, and thereby achieve a safe working environment for all staff of the Department.	Inspection Reports	Count the number of Departmental Buildings that are compliant with OHS Act, then divide it by the Total number of buildings, then multiply by 100 This is done through utilising a spreadsheet to evaluate OHS compliance at all buildings against specific criteria in order to achieve an overall percentage compliance.	None	Output	Non-Cumulative	Quarterly	No	All Departmental buildings compliant with the requirements contained in the Occupational Health and Safety Act	Director: Auxiliary Services
Auxiliary Services	Number of Safety, Health, Environment, Risk and Quality (SHERQ) Management policies implemented	The Department has management practices that support the implementation of the Safety, Health, Environment, Risk and Quality (SHERQ) Management policy	Departmental Buildings are compliant with the Safety, Health, Environment, Risk and Quality (SHERQ) Management Policy	Safety, Health, Environment, Risk and Quality (SHERQ) Management Policy, Monitoring Tool, Annual Report	Count the number of Safety, Health, Environment, Risk and Quality (SHERQ) Management policies implemented	None	Output	Non-Cumulative	Quarterly	Yes	Department is compliant with the Safety, Health, Environment, Risk and Quality (SHERQ) Management policy	Director: Auxiliary Services
Auxiliary Services	Number of PAIA Manuals implemented	The department follows the prescribed procedures of PAIA when granting requests of information	To encourage openness and to establish voluntary and mandatory mechanisms or procedures which give effect to the right of access to information in a speedy, inexpensive and effortless manner as reasonably possible, striving towards transparency, accountability and effective governance in the public sector.	Requests received from the public	Count the number of PAIA manuals implemented	None	Output	Non-Cumulative	Quarterly	Yes	Full compliance with PAIA	Director: Auxiliary Services
Auxiliary Services	Percentage of fleet efficiently managed	On a continuous basis, monitor the utilisation of the fleet. (Including but not limited to: Log returns analysed, vehicle abuse investigations, holding of Local Transport Officers' Forums and monitoring the utilisation of subsidised vehicles)	To ensure the availability and roadworthiness of vehicles to the Department in order that the Business Units are suitably equipped to be in a position to concentrate on their specific functionalities and to support them in their responsibilities with regards to Corporate Services functions	Log Sheets (Govt Fleet and Sub), Traffic Fines, Satellite Tracking Reports, Managed Maintenance Service Provider Reports for Govt Fleet, Management Reports from Sub Vehicle Maintenance Service Provider, Minutes of	Count the number of fleet that are effectively managed, divide it by total number of fleet in the Department, then multiply by 100 This is done through utilising policies, fleet management reports and tracking system to evaluate the	Yes Non-Receipt of Log Sheets Non-Receipt of Managed Maintenance Service Provider Reports	Output	Non-Cumulative	Quarterly	No	All Departmental vehicles managed efficiently to ensure a reduction of abuse and misuse of state resources	Director: Auxiliary Services



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Financial Management	Number of clean audits achieved	Financial Statements are free from material misstatements and there are no material findings on reporting on performance objectives on non-compliance to legislation	To report on the financial performance and financial position of the department	Meetings Templates provided by PT, BAS Reports, HR Stats, SCM Stats, Financial Reports	effectiveness and efficiency of the fleet in support of the Department Count the number of clean audit opinion received	Yes Information from business units	Output	Non-Cumulative	Quarterly and Annually	No	Department is fully compliant with financial requirements of the Auditor General of South Africa	General Manger: Finance Director: Traditional Finance Accounting Officer / CFO
Financial Management	Number of Traditional Entities with audited financial statements	This Indicator will measure the financial accountability arrangements of TCs as per the provincial legislation and also their legal status in complying with the process of reconstitution	To report on the financial performance and financial position of the Traditional Councils	Cashbooks, Copies of Deposits, Receipts, Requisition Books	Count the number of financial statements produced	Yes Lack of submission of information from TCs	Output	Non-cumulative	Annually and half yearly	No	Clean Audit achieved on Traditional Entity	Director: Traditional Finance
Financial Management	Number of Statutory Reports submitted	On a monthly basis complete the IYM and Revenue Reports that reflect the expenditure and revenue for the Department. On an annual basis the MTEF input of each programme is checked and revised in line with the priorities of the department. The EPRE and Adjustment Estimates format as provided by PT is completed and submitted by deadline as per the Budget Time Table.	Monitor the financial performance of the Department. PPFMA requirement. Provision of an integrated financial administration services and to provide a client oriented, economical, efficient and effective support services to the MEC and the Department. The EPRE reflects the Budget for the Department for the next 3 financial years. All spending must be in terms of the approved budget.	Templates as provided by PT as well as spreadsheet compiled by department, input from Programme Managers, Treasury, Guideline Documents, Indicative Budget	Count the number of reports submitted Count the number of submissions	Yes Input from Programme Managers Final Approval from Accounting Officer and Executive Authority	Output	Cumulative	Monthly (IYM) and Annually (EPRE, ADJ,AFS)	No	28 required statutory reports submitted as prescribed by relevant regulations and circulars	Director: Budget Control and Planning
Financial Management	Number of programme budgets spent in accordance with approved budget	On a monthly basis, financial report is prepared per programme and discussed with Programme/Responsibility managers to ensure that each programme remains within its allocated budget	Further, Government is to adhere to the legislative prescripts of being accountable and transparent on the applications of public funds and the results of implementing programmes on communities	IYM T emulate from PT, BAS Reports, Input from Responsibility Managers	Count the number of programme budgets spent in accordance with the approved budget	Yes Input from Programme Managers Access to BAS	Output	Non-Cumulative	Annually	Yes	All programmes within the Department achieve a 2% variance on expenditure for the financial year.	Director: Budget Control and Planning
Financial Management	Percentage of expenditure in line with the Departmental Procurement Plan	This relates to the Department having a Consolidated Procurement Plan and the expenditure being in line with the Approved Procurement Plan	Monitor the financial performance of the department to ensure that spending is in line with the approved budget	Procurement Plan, BAS Reports for Expenditure	Count the number of actual expenditure incurred, divide it by an approved amount on Procurement Plan, then multiply by 100	None	Output	Non-Cumulative	Quarterly	No	Department spends in line with the Approved Procurement Plan	Director: Supply Chain Management
Financial Management	Percentage of suppliers paid within the thirty day period	This relates to the payment of suppliers within thirty days of receipt of invoices	To ensure that suppliers are paid within 30 days as per SCM requirements	Payments Register/BAS Reports, Invoice Tracking System	Count the number of suppliers paid within the thirty day period, divide it by the total number of suppliers who were due to be paid and multiply the total by 100	None	Output	Non-Cumulative	Quarterly	No	All suppliers paid within thirty days of receipt of the invoice	Director: Supply Chain Management



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Financial Management	Number of Departmental Movable Asset Policies implemented	This relates to the updating of the Departmental Movable Assets Register	To address weaknesses in accountability and governance systems in the Department	Departmental Assets Registers, Stock Take Sheets	Count the number of Departmental Movable Asset Policies implemented	None	Output	Non-Cumulative	Quarterly	Yes	Movable Asset Register reflects all assets of the department	Director: Supply Chain Management
Financial Management	Number of Traditional Administrative Centres with updated Movable Asset Registers	This relates to creating an asset inventories listing which will enable the business unit to generate a fixed asset register in terms of GRAP 17	To address weaknesses in accountability and governance systems of traditional institutions	Traditional Administrative Movable asset register	Count the number of Traditional Administrative Centre Asset Inventories compiled and updated	None	Output	Cumulative	Quarterly	No	All Traditional Administrative Centres Asset Registers reflect all the assets of the TAC	Manager: Finance Director: Supply Chain Management
Traditional Finance	Number of Traditional Councils supported to implement the financial management practice notes	To capacitate TC members to ensure compliance with financial management practice notes	To address weaknesses in accountability and governance systems of traditional institutions	Attendance Registers, Presentations, Practice Notes	Count the number of Traditional Councils supported to implement the financial management practice notes	None	Output	Cumulative	Quarterly	No	267 Traditional Councils implementing financial management practice notes	Director Traditional Finance
Internal Control	Number of anti-fraud and corruption strategies implemented (Risk Management)	Refers to the implementation of fraud prevention plan.	To prevent, detect and control fraud and corruption	Fraud Prevention Plan, Documentary Evidence from Business Units, Audit Methodology to test controls	Count the number of anti-fraud and corruption strategies implemented	Yes Non-Submission of evidence from Business Units EXCO and Risk Committee not meeting	Output	Non-Cumulative	Quarterly	No	No incidences of fraud and corruption within the department	Director: Internal Control
Internal Control	Percentage of reported fraud cases investigated (Risk Management)	Investigate all allegations that are reported to internal control	To ensure that the stance of zero tolerance to fraud and corruption is enforced.	Reported Allegations, Fraud Database	Count the number of fraud cases investigated, then divide it by the total number of fraud cases reported, then multiply by 100	Yes Insufficient information on allegations	Output	Non-Cumulative	Quarterly	No	All reported fraud cases investigated	Director: Internal Control
Internal Control	Percentage of criminal cases reported on (Risk Management)	Compile a report on all criminal cases (fraud as well as other offences committed by employees of the Department). Confirm that these are being investigated by the SAPS and MEC/HOD is aware of these.	To ensure that criminal cases are investigated further.	Data from Lexis Nexis	Count the number of criminal cases reported on, then divide it by total number of criminal cases for the employees in the Department, then multiply by 100	Yes Access to information from Crime Databases	Output	Non-Cumulative	Quarterly	No	All criminal cases investigated and reported on	Director: Internal Control
Internal Control	Number of Internal Audit Improvement Strategies implemented (Internal Control)	On a quarterly basis to conduct follow ups on the implementation management action plan.	To ensure that internal controls are put in place as per the management action plans.	Enquiries (discussions held with officials) Documentary (policies, procedure manuals, reports, records etc.) Audit Methodology to test controls	Count the number of Audit Improvement Strategies implemented	Yes Non-Submission of evidence from Business Units	Output	Non-Cumulative	Quarterly	No	Internal control measures implemented within the Department	Director: Internal Control



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Internal Control	Number of Internal Audits conducted	On a quarterly basis internal control and risk assignments are executed.	To ensure that there are effective internal control systems within the Department and to recommend improvements for all weaknesses identified.	Audit Reports, Resolutions	Count the number of Internal audits conducted	Yes Lack of cooperation of business units	Output	Cumulative	Quarterly	Yes	Internal control measures implemented within the Department	Director: Internal Control
Internal Control	Percentage of risks reduced from high to moderate and below	Conduct quarterly follow ups on actions plans implemented as per the risk register. Conduct quarterly consultation sessions with Business Units to update Risk Register On a quarterly basis internal control and risk assignments are executed	To ensure that action plans are implemented and emerging risks are identified, analysed and responded to.	Consultation Session Minutes, Attendance Registers, Risk Register	Total number of risks reduced from high to moderate and below divided by Total number of high risks then multiply by 100	Yes Lack of cooperation of business units	Output	Non-Cumulative	Quarterly	Yes	Departmental Risk Register updated in order to mitigate possible risks	Director: Internal Control
Internal Control	Percentage of AG issues resolved	On a quarterly basis to conduct follow ups on the AG management action plan.	To ensure that management's action plans were implemented.	Enquiries (discussions held with officials), Documentary (policies, procedure manuals, reports, records etc.), Audit Methodology to test controls	Total number of AG issues resolved divided by the total number of AG issues then multiply by 100	Yes Lack of cooperation of business units AG Report not presented timeously	Output	Non-Cumulative	Quarterly	Yes	AG Improvement Strategy to address AG queries from previous audits implemented	Director: Internal Control
Monitoring, Evaluation, Strategic Planning and Service Delivery – Strategic Planning and Service Delivery	Number of Service Delivery Improvement Plans implemented	To support business units within the department with the implementation of SDIP and Batho Pele	To improve the means in which the Department delivers services to its clients	Attendance Registers, Minutes, Service Charter, Service Delivery Improvement Plan	Count the number of Service Delivery Improvement Plans implemented	Yes Lack of co-operation from Business Units	Output	Non-Cumulative	Quarterly	No	SDIP Implemented and an improvement in service delivery evident	Director: Strategic Planning and Service Delivery
Monitoring, Evaluation, Strategic Planning and Service Delivery – Strategic Planning and Service Delivery	Number of stakeholder consultations	Consult with stakeholders on operations of the department	To improve the means in which the Department delivers services to its clients	Attendance Registers, Minutes	Count the number of stakeholder consultations held	Yes Lack of cooperation/ response from stakeholders	Output	Cumulative	Quarterly	Yes	SDIP Implemented and an improvement in service delivery evident	Director: Strategic Planning and Service Delivery
Monitoring, Evaluation, Strategic Planning and Service Delivery – Strategic Planning and Service Delivery	Number of Annual Performance Plans aligned to National and Provincial imperatives	To coordinate and produce the APP of the Department	There is an increased demand for performance information by Government to review and improve service delivery strategy and implementation of plans.	Attendance Registers, Draft Annual Performance Plan, Strategic Plan	Count the number of Departmental Annual Performance Plans developed	None	Output	Non-Cumulative	Annually	No	Department implements National and Provincial Imperatives through the implementation of the Annual Performance Plan	Director: Strategic Planning and Service Delivery
Monitoring, Evaluation, Strategic Planning and Service Delivery – Strategic Planning and Service Delivery	Percentage of Business Plans aligned to Strategic Plans	To support business units to align their business plans to the Annual Performance Plan and Strategic Plan	Alignment of business plans is crucial as this will enable the Department meet the goals and objectives set out in the Strategic Plan	Draft Business Plans, Approved Business Plans	Count the number of Business Plans aligned to Strategic Plans, divide it by the total number of business plans then multiply by 100	Yes Non Submission of Business Plans from Business Units	Output	Non-Cumulative	Annually	No	All Business Plans aligned to Strategic Plans	Director: Strategic Planning and Service Delivery



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Monitoring, Evaluation, Strategic Planning and Service Delivery - Monitoring	Number of Clean Audits on performance information achieved	To manage performance information in the Department that will result in a clean audit	To align with Government's programme on operation Clean Audit	Quarterly Reports, Business Unit Portfolio Of Evidence, Annual Report	Count the number of clean audits on performance information received	Yes Cooperation from Business Units	Output	Non-Cumulative	Quarterly	No	To meet all requirements of the AG in respect of Performance Information	Director: Monitoring
Monitoring, Evaluation, Strategic Planning and Service Delivery - Monitoring	Number of monitoring systems functional	To maintain a system that houses performance information from all sub programmes in the Department	To have a single storage facility for easy access and reduces data manipulation	M & E System Reports	Count the number of monitoring systems functional	Yes Stability of Departmental Network	Output	Non-Cumulative	Quarterly	No	Electronic monitoring system implemented to monitor performance of the department	Director: Monitoring
Monitoring, Evaluation, Strategic Planning and Service Delivery - Monitoring	Number of knowledge sharing sessions conducted	To either create or use existing platforms to inform business units of the quarterly performance moderation process, reporting shortcomings and action planning.	To increase contact with performance information and the use of it to correct planning and programme implementation	Attendance Registers, Agendas, Presentations	Count the number of knowledge sharing sessions conducted	None	Output	Non-Cumulative	Quarterly	No	16 Sessions held to improve quality of reporting and performance information	Director: Monitoring
Monitoring, Evaluation, Strategic Planning and Service Delivery - Evaluation	Percentage of confirmed evaluation recommendations monitored for implementation	Refers to monitoring of the implementation of confirmed recommendations by business units planned for the current financial year through departmental plans (APP and Business Plans)	To ensure that the confirmed evaluation recommendations are implemented to improve the departmental support to municipalities and institution of traditional leadership	Signed off Recommendation Report	Count the number of confirmed recommendations implemented and divide it by the total number of confirmed recommendations and multiply by 100.	None	Output	Non-Cumulative	Quarterly	No	All confirmed evaluation recommendations implemented by respective business units	Director: Evaluation
Monitoring, Evaluation, Strategic Planning and Service Delivery - Evaluation	Number of evaluation studies conducted on Departmental programmes to inform the Strategic Plans	It refers to the number of evaluations that were conducted to inform the Departmental planning, and budgeting process	To provide feedback and assist during the planning and budgeting processes	Questionnaires/ Notes from interview sessions/ Photos	Count the number of evaluations studies conducted on departmental programmes to inform the Strategic Plans.	None	Output	Non-Cumulative	Quarterly	No	6 Evaluation conducted and findings inform planning for the next financial year	Director: Evaluation
Monitoring, Evaluation, Strategic Planning and Service Delivery - Evaluation	Number of internal evaluations conducted	Conduct evaluations on specific areas within the Department	To inform planning and to act as an early warning system to the department	Questionnaires, Notes from interviews	Count the number of internal evaluations conducted	None	Output	Non-Cumulative	Quarterly	Yes	Improve performance of the department	Director: Evaluation
Monitoring, Evaluation, Strategic Planning and Service Delivery - Evaluation	Number of MPAT Key Performance Areas that fully comply with level 4 rating	Relates to supporting programme one with MPAT on self-assessment, validation, submission, monitoring trends and improvement plans	To ensure that the Department is compliant with MPAT requirements on 4 Key Results areas – Strategic Management, Governance and accountability, Financial management and Human Resources management	MPAT Self-Assessment Scores	Count the Number of MPAT Key Performance Areas that fully comply with level 3 rating	Yes Non-compliance by business units Access to DPME MPAT System	Output	Non-Cumulative	Quarterly	No	Department fully complies with the MPAT level 4 rating requirements	Director: Evaluation



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Policy and Research	Number of departmental policies reviewed	Relates to the reviewing (inclusive of development) of the identified policies and submission of the final draft to Business Units.	Policies create an enabling environment by ensuring that the department complies with relevant legislation, manages possible risks and achieves operational efficiency.	Policies, Policy Register	Count the number of departmental policies reviewed	None	Output	Non-Cumulative	Quarterly	No	Policies that are reviewed and developed comply with legislation	Director: Policy and Research
Policy and Research	Number of policies monitored	Relates to monitoring of policy implementation.	Through monitoring of policies risks and improve operational efficiency.	Policies, Policy Register	Count the number of policies monitored	None	Output	Non-Cumulative	Quarterly	No	Operational efficiency of the department improved	Director: Policy and Research
Policy and Research	Number of Departmental policy registers maintained	Update Policy Register in line with new policies and policy status change	A departmental policy register identifies gaps for policy development and reviewing to ensure compliance	Policies, Policy Register	Count the number of Policy Registers maintained	None	Output	Non-cumulative	Quarterly	No	Policy Register updated regularly and gaps identified	Director Policy and Research
Policy and Research	Number of research projects conducted on KZN specific patterns in partnership with relevant institutions	Relates to starting a process of conducting a research project with identified academic institution on specific weather related patterns. This will include the signing of the MOU with the relevant institution	To ensure that specific weather related trends are documented and shared to minimize the weather related disasters in the province.	Research proposals from academic institutions and the MOU	Count the number of Research projects completed	Yes Non-availability of baseline information required to conduct the research	Output	Non-Cumulative	Quarterly	No	Research Project completed on KZN specific patterns in partnership with relevant institutions	Director: Policy and Research
Policy and Research	Number of information hubs data related to Municipalities and Traditional Institutions updated	Promote the Departmental knowledge systems and avail up-to-date information on all Municipal and Traditional Institutions within KZN. The information hub will be centrally located.	To ensure that the information hub serves as a central repository of up-to-date information for the Department and other external stakeholders.	Data from Departmental Business Units	Count the number of information hubs updated and promoted	Yes Poor coordination of information	Output	Non-Cumulative	Quarterly	No	A data hub which contains up to date information on municipalities and traditional institutions	Director: Policy and Research
Policy and Research	Number of sector knowledge management/Local Government or Traditional Affairs research projects undertaken	Knowledge management/ generation refers to collecting historic data on the sectors and referencing it into an archive system Sector refers to either Local Government and or Traditional Affairs Undertaken refers to data analysis, research conducted and the work published on at least the Dept. website/ other media	To retain and maintain historic data in the Local Government and Traditional Affairs Sectors	Data collected from Sectors, Guide/line/ Framework	Count the number of sector knowledge management/ generation research projects undertaken	None	Output	Non-Cumulative	Quarterly	Yes	Historic data retained and maintained	Director: Policy and Research
Policy and Research	Number of sector innovation research projects undertaken	To undertake research on cutting edge/latest trends in Local Government and Traditional Affairs	To ensure that the department implements cutting edge/latest innovations to our clients	Research data collected	Count the number of sector innovation research projects undertaken	None	Output	Non-Cumulative	Quarterly	Yes	Implementation of cutting edge/latest innovations to our clients	Director: Policy and Research
Legal Services	Percentage compliance with all line function legislation	To monitor compliance in terms of legislation that line function business units need to adhere to in performing their function and provide support in respect of legal opinions, certification of policies, legal support and administrative services	To ensure that all business units operate within the legal mandate of the Department	Line F function Legislation, Progress Reports from Business Units via System	Count the number business units have complied divided by the total number of actions that is required to be complied with (as per Compliance System) and multiply by 100	Yes Non-Submission of progress by Business Units Reliance on and access to Compliance System Stability of Network	Output	Non-Cumulative	Quarterly	No	Department compliant with all line function legislation	Director: Legal Services



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Legal Services	Percentage compliance with all transversal legislation	To monitor compliance in terms of transversal legislation that Department needs to adhere to and provide support in respect of legal opinions, certification of policies, legal support and administrative services	To ensure that the Department complies with the legal precepts of the Provincial Government	Transversal Legislation, Progress Reports from Business Units via System	Count the number of actions that the Department has complied with divided by the total number of actions that is required to be complied with (as per Compliance System) and multiply by 100	Yes Non-Submission of progress by Business Units Reliance on and access to Compliance System Stability of Network	Output	Non-Cumulative	Quarterly	No	Department compliant with all transversal legislation	Director: Legal Services
Legal Services	Percentage of Service Delivery Decisions compliant with PAJA	To ensure that service delivery decisions are compliant with the requirements of PAJA	To promote efficient and good governance, and create a culture of accountability, openness and transparency in the public administration or in the exercise of a public power or function, by giving effect to the right to just administrative action	Service Delivery Decisions, PAJA requirements	Count the number of a service delivery decisions compliant with PAJA divide by the total number of service delivery decisions then multiply by 100	None	Output	Non-Cumulative	Quarterly	Yes	Department compliant with PAJA requirements	Director: Legal Services
Legal Services	Percent of cases completed within 90 days in terms of MPAT Standards	Ensure compliance on completion of cases with the prescribed timeframe from DPSA from the day the hearing has been set	Ensure speedy administration of justice	Register of Reported cases, Reports from Presiding Officers	Count the number of cases completed within 90 days, then divide it by the total number of cases (completed and not completed), then multiply the total by 100	None	Output	Non-Cumulative	Quarterly	No	All reported cases investigated and completed with the timeframes stipulated by MPAT	Director: Legal Services
Corporate Communication	Number of Communication Strategies implemented	Implement the Communication Strategy to guide PR, Marketing and Media Liaison for the Department and the MEC	The strategy guides the profiling of the MEC and the Department	Documentary (reports /spread sheets, etc.)	Count the number of Communication Strategies implemented	None	Output	Non-Cumulative	Quarterly	No	Effective communication and profiling of the Department	Director: Corporate Communication
Corporate Communication	Number of Local Government Communication Plans implemented	Implement the Local Government Communication Plan to ensure that communities informed of the Back to Basics programme	To ensure that the public is informed of the Departments Back to Basics programmes and policies.	Documentary (reports /spread sheets, etc.)	Count the number of Local Government Communication Plans implemented	None	Output	Non-Cumulative	Quarterly	No	Public is informed of developments and progress on Back to Basics	Director: Corporate Communication



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PROGRAMME TWO: LOCAL GOVERNMENT

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Municipal Service Delivery: Local Government Specialists	Number of municipalities supported with coordinated service delivery	Supporting municipalities to resolve/unblock/address challenges that hamper service delivery. This will be implemented through the Local Government Champions who will identify challenges, in collaboration with the municipality, and facilitate the resolution thereof. This will be integrated with the B2B programme reporting. The Service Delivery Report refers to issues/challenges that municipalities are experiencing that are hampering service delivery. These reports are produced monthly and validated by the Municipal Managers.	To coordinate service delivery at municipal level and to dispose of the silo mentality.	Municipal visitation Reports, Project Plans, Action Reports, Status Reports, B2B Programme	Count the number of municipalities provided with support to coordinate service delivery Count the number of issues resolved then divide by the total number of issues identified in Service Delivery report and multiply by 100	None	Output	Non-Cumulative	Quarterly	Yes	A coordinated approach in dealing with service delivery issues at all municipalities	Chief Director: Municipal Service Delivery
Municipal Service Delivery: Inter-Governmental Relations	Number of IGR Structures functional in accordance with the IGR Framework.	Facilitate and co-ordinate information and decisions across the spheres of government through appropriate IGR structures. Support municipalities with functional District Inter-Governmental Relation structures and systems. Functionality refers to Section 26 (1 a-h and 2 a-b) and 27 of the IGR ACT 13 of 2005. Consideration of all these issues must be demonstrated	To improve Inter-governmental relation in compliance with the IGR Framework Act	Notice of Meetings, Agendas, Minutes, Resolutions, Progress on Resolutions	Count the Number of IGR Structures functional in accordance with the IGR Framework.	Yes Lack of co-operation from IGR Structures	Output	Non-Cumulative	Quarterly	No	10 IGR structures fully functional within the province	Director: Inter-Governmental Relations
Municipal Service Delivery: Inter-Governmental Relations	Number of partnerships with SALGA maintained	To maintain a partnership with SALGA	To develop partnerships with strategic stakeholders in order to provide a high quality support to municipalities	Notice of Meetings, Agendas, Minutes, Resolutions, Progress on Resolutions	Count the number of partnerships maintained	None	Output	Non-Cumulative	Quarterly	No	A partnership with SALGA in place and maintained	Director: Inter-Governmental Relations
Municipal Service Delivery: IDP Coordination	Percentage of public sector expenditure spent in accordance to the municipal IDP	1. Assess Municipal IDPs to identify specific Public Sector allocations within the IDP (Provincial and National allocations) 2. Categorise and collate information on public sector allocations reflected in municipal IDPs and compile consolidated schedule 3. Confirm municipal budgetary allocations on public sector allocations 4. Report on spend against allocations	To assess whether public sector expenditure is in accordance with the needs of the community as defined in a municipal IDP	1. Municipal IDPs 2. Municipal Budgets 3. Municipal Annual Reports 4. Annual Financial Statements	Percentage Funded Projects: confirmed Budgeted Allocation/IDP Allocation X 100 Percentage Spent: Amount Spent off Budgetary Allocation /IDP Allocation X 100 1. Sum of allocations by National and Provincial Sector Departments as reflected on municipal IDPs and categories defined 2. Confirm IDP allocations on capital project budgets per municipality and sum totals per sector/departments (National and Provincial)	Yes 1. Municipal IDPs vague/incomplete 2. Sector Department allocations not included in municipal IDPs 3. Figures not included in IDPs 4. Municipal expenditure not reported in accordance with allocations 5. Incomplete and inaccurate municipal information	Output	Non-Cumulative	Annually	No	Public sector expenditure is in line with community as defined in the IDP	Director: IDP Coordination

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Municipal Service Delivery: IDP Coordination	Percentage of public sector capital expenditure within KZN spent in accordance with the PGDS identified/aligned projects	<p>1. Assess Municipal IDPs (including Capital Investment Plans) to identify specific public sector (National and Provincial) capital projects aligned to the PGDS</p> <p>2. Categorise and collate information on public sector IDPs and compile consolidated schedule of capital projects funded by National and Provincial sector Departments</p> <p>3. Assess project alignment to PGDS indicators</p> <p>4. Confirm municipal budgetary allocations on PGDS aligned projects</p> <p>5. Report on spend against allocations</p>	To assess whether public sector expenditure on municipal IDPs is in accordance with the KZN PGDS priorities	<p>1. Municipal IDPs</p> <p>2. Municipal Budgets</p> <p>3. Municipal Annual Reports</p> <p>4. Annual Financial Statements</p>	<p>3. Compare IDP allocation to budgetary allocation and compute percentage spent in accordance with IDP</p> <p>% spent against total allocation = Confirmed Budgetary Allocation /IDP - PGDS Project Allocation X 100</p> <p>1. Sum of allocations by National and Provincial Sector Departments as reflected on municipal IDPs and categories defined included in PGDS</p> <p>2. Confirm IDP capital project allocations on budgets per municipality and sum totals per sector/department (National and Provincial) which are aligned to PGDS</p> <p>3. Compare IDP (PGDS aligned projects) allocation to budgetary allocation and compute percentage spent in accordance with PGDS</p>	<p>Yes</p> <p>1. Municipal IDPs vague/incomplete</p> <p>2. Sector Department allocations not included in municipal IDPs</p> <p>4. Figures not included in IDPs</p> <p>3. Municipal expenditure not reported in accordance with allocations</p> <p>4. Incomplete and inaccurate municipal information</p>	Output	Non-Cumulative	Annually	No	Municipal IDPs are aligned with KZN PGDS priorities and allocations spent accordingly	Director: IDP Coordination
Municipal Service Delivery: IDP Coordination	Number of municipalities supported with development of legally compliant IDP	Support to municipalities in the development of the implementable IDPs through capacity building sessions, workshops, IDP forums and IDP assessments. A legally compliant IDP should be developed according to the requirements of applicable legislation AND MUST CONTAIN a spatially referenced (georeferenced) implementation plan for at least 3 years at a minimum of ward level spatially referenced. This links squarely with the Spatial Planning Directorate in Programme 3 where an SDF must contain a spatially referenced CAPEX budget. Municipal Finance and Municipal Performance input is needed on SDBIP	Municipalities developing community responsive IDPs within legislated framework	Municipal IDPs, PMS Reports, SDBIPs, Agendas of IGR/OSS and JDSF and minutes of meeting	Count the number of municipalities supported with development of legally compliant IDPs	<p>Yes</p> <p>Political Instability</p> <p>Timeous Submission of IDPs with supporting documentation</p> <p>Outdated Sector Plans</p>	Output	Non-cumulative	Quarterly	No	All municipalities develop legally compliant IDPs	Director: IDP Coordination



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Municipal Service Delivery: IDP Coordination	Number of provincial service delivery GR forums functional and maintained	A forum facilitating joint planning and implementation between sector departments and municipalities in line with IDP priorities. Functionality_ means meeting 80% of the performance indicators described in the Forums TOR	Joint planning across the 3 spheres of government.	Minutes, Attendance Registers	Count the number of Forums Functional	Yes Incorrect information submitted Structure of the Forum Incorrect Terms of Reference	Output	Non-cumulative	Quarterly	No	Functional Forum which addresses and resolves service delivery matters	Director: IDP Coordination
Municipal Service Delivery: IDP Coordination	Number of district shared services implemented	Support districts to maintain planning capacity in the form of District Development Planning Shared Services (DPSS) Implementation- Means 60% adherence to an agreed business plans	Municipalities will improve their development planning capacity and be more effective in implementing planning legislation	Business Plans, Monitoring Reports, Financial Reporting	Count the number of district families participating in DPSS	Yes Lack of submission of reports and updated business plans Inability to transfer funds	Output	Non-cumulative	Quarterly	No	Improved planning capacity	Director: IDP Coordination
Municipal Service Delivery - Municipal Performance, Monitoring, Reporting and Evaluation	Number of municipalities supported to institutionalise performance management system	Assists municipalities to develop and implement PMS core components to manage institutional performance. A municipality must by law establish a PMS that is in line with the priorities, objectives, indicators and targets contained in its IDP	Improve service delivery and accountability in terms of Chapter 6 of MSA and Municipal planning and performance regulations of 2001. By law municipalities are required to report on how well they are performing in delivering services. An effective PMS will provide the municipality with the information necessary to make intelligent decisions to improve performance.	Reports from municipalities PMS audit reports Annual Municipal Performance Reports IDPs, SDBIPs, Stats SA census, AG Findings, COGTA Business Unit reports	Count the number of municipalities with effective performance management systems	Yes Lack of submission of documents by municipalities Incomplete data	Output	Non - Cumulative	Quarterly	No	All municipalities implementing functional PMS	Director: Municipal Performance, Monitoring, Reporting and Evaluation
Municipal Service Delivery - Municipal Performance, Monitoring, Reporting and Evaluation	Number of Municipal Performance Reports compiled as per the requirements of Section 47 of the MSA	The MEC must annually compile and submit to the Provincial Legislatures and the Minister a consolidated report on the performance of municipalities in the province. The report must: identify municipalities that under-performed during the year; propose remedial action to be taken; and Be published in the Provincial Gazette	To put in place provincial mechanisms to organise, consolidate and interpret primary data collected from municipalities or secondary data sources to develop a consolidated municipal report and to monitor municipal performance in order to identify gaps, interventions and support on municipal performance. To provide holistic integrated performance information of municipalities against key indicators to enable strategic leadership by Council and to provide evidence base for providing support and intervention measures to municipalities	Annual Municipal Performance Reports Annual Financial statements IDPs SDBIPs Stats SA census AG Findings Cogta BU reports	Count the number of consolidated Annual Municipal Performance Reports prepared	Yes Lack of submission of documents by municipalities Incomplete data	Output	Non - Cumulative	Quarterly	No	Improved performance of Local Government in KZN	Director: Municipal Performance, Monitoring, Reporting and Evaluation
Municipal Service Delivery - Municipal Performance, Monitoring, Reporting and Evaluation	Number of evaluations conducted	Conduct evaluations on municipalities and provide them with recommendations to improve their administrative performance	To provide feedback that will assist municipalities to improve their administrative performance	Evaluation Questionnaires, Annual Municipal Performance Reports, Annual Financial statements, IDPs SDBIPs, Stats SA census, AG Findings, Cogta BU Reports	Count the number of evaluations conducted	Yes Lack of submission of documents by municipalities Incomplete data	Output	Non - Cumulative	Quarterly	Yes	Improved administrative performance of municipalities	Director: Municipal Performance, Monitoring, Reporting and Evaluation



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Municipal Service Delivery - Municipal Performance, Monitoring, Reporting and Evaluation	Number of municipalities complying with the single reporting mechanism	To enable the development of an integrated monitoring, evaluation and reporting system that will guide the provision of technical support to municipalities by various units within the Department. The tool must contain a minimum of 30 KPIs with thresholds and standards.	There is a need for consistent and integrated set of key performance data on municipalities that brings together various pieces of information to form an integrated and holistic picture of the municipality. This will assist in crafting coordinated responses, be it in terms of support or other interventions	Municipal quarterly report, Support Plans	Count the number of municipalities complying with the single reporting mechanism	Yes Lack of submission of documents by municipalities Incomplete data	Output	Non-Cumulative	Quarterly	No	Effective and efficient reporting system by municipalities	Director: Municipal Performance, Monitoring, Reporting and Evaluation
Municipal Service Delivery - Municipal Performance, Monitoring, Reporting and Evaluation	Number of electronic dashboards implemented	Using the reporting mechanism, ensure the development and implementation of an automated performance management system that reflects the reporting of municipal information on dashboards for all municipalities	Assist in implementing a standardised performance management process; Provide mechanisms to monitor and evaluate the achievements against set targets through dashboards; provide mechanisms for early warning signals of non-achievement of Targets	Dashboard Reports	Count the number of municipalities submitting reports in terms of the electronic system Count the number of validated district profiles	Yes Lack of submission of documents by municipalities Incomplete data	Output	Non-Cumulative	Quarterly	No	Improved municipal performance	Director: Municipal Performance, Monitoring, Reporting and Evaluation
Municipal Service Delivery - Municipal Performance, Monitoring, Reporting and Evaluation	Number of municipal Support Plans implemented in line with the 10 point plan	Implement municipal support plans and monitor the performance of municipalities in line with the 10 point plan. Implement municipal support plans in 26 municipalities and monitor and sustain the performance of 35 municipalities.	To categorise, resource and track monthly progress on issues (activities) identified in support plans of the priority municipalities. To make all stakeholders aware of the progress and issues needing attention. Performance will be monitored against the number of issues categorised, resourced and receiving attention in the support plan. Validation = evidence based, not mere municipal sign off. It also refers to sustaining and adapted monitoring practices in the remaining well performing municipalities	Support plans, Report back from municipalities	Count the number of municipal Support Plans implemented in line with the 10 point plan Count the number of Reports on Remedial Actions implemented in non-compliant municipalities Count the number of reports on implementation of back to basics support plans	Yes Lack of submission of documents by municipalities Incomplete data	Output	Non-Cumulative	Quarterly	No	Service delivery is enhanced through the implementation of support plans	Director: Municipal Performance, Monitoring, Reporting and Evaluation
Municipal Service Delivery - Municipal Performance, Monitoring, Reporting and Evaluation	Percentage of COGTA issues resolved	Co-ordinate the provision of support which is responsive to the B2B issues in order to finalise the matter as per the targeted dates	Resolve issues in order to ensure smooth service delivery	Reports from COGTA Business Units	Count the number of COGTA issues resolved, divide by the total number of issues falling within the targeted date, then multiply by 100	Yes Lack of submission of documents by business units Incomplete data	Output	Non-Cumulative	Quarterly	No	Department resolves all COGTA related issues raised at municipal level	Director: Municipal Performance, Monitoring, Reporting and Evaluation
Municipal Service Delivery - Municipal Performance, Monitoring, Reporting and Evaluation	Percentage of Sector issues facilitated	Co-ordinate the facilitation for the response to sector B2B issues in order to finalise the matter as per the targeted dates	Resolve issues in order to ensure smooth service delivery	Reports from Sector Departments and Business Units	Count the number of sector issues facilitated, divide by the total number of issues falling within the targeted date, then multiply by 100	Yes Lack of submission of documents by business units and sector departments Incomplete data	Output	Non-Cumulative	Quarterly	No	Sector Departments resolve all COGTA sector issues raised at municipal level	Director: Municipal Performance, Monitoring, Reporting and Evaluation
Municipal Governance & Administration	Number of municipalities with functional oversight structures	Support municipalities with functional municipal Oversight processes (processes refer to reporting to Section 80 Portfolio Committees, Council/in terms of Section 44 of the MSA) and other Section 79 Committees Functionality = Quorate meetings convened as per the adopted calendar, Municipal Departments	To improve oversight capacity of municipalities	Notice of Meetings, Agendas, Minutes, Resolutions, Progress on Resolutions	Count the number of municipalities supported with functional oversight structures	Yes Lack of co-operation from municipalities	Output	Non-Cumulative	Quarterly	No	All municipalities with improved oversight capacity through functional oversight structures	Directors: Municipal Governance and Administration



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Municipal Governance & Administration	Number of municipalities complying with local government legislation	provide credible performance reports to Portfolio Committees, Administration complete resolution registers for monitoring, Monitor quarterly reporting of councillors to communities The implementation of a monitoring mechanism to measure municipalities' compliance with local government legislation. (MFMA, MPRA, MSA Systems, MSA Structures)	To strengthen the institutional capacity of municipalities by monitoring compliance with local government legislation	Assessments conducted by business units	Count the number of municipalities supported to comply with local government legislation	Yes Lack of co-operation from municipalities	Output	Non-Cumulative	Quarterly	No	All municipalities to comply with identified legislation	Director: Municipal Governance
Municipal Governance & Administration	Number of municipalities complying with local government policies	The implementation of a monitoring mechanism to measure municipalities' compliance with municipal policies: 1. Municipal Delegations System (of Political Structures: Political Office Bearers, Municipal Managers and Chief Financial Officers) 2. Roles & responsibilities of Political Structures: Political Office Bearers, Municipal Managers and Chief Financial Officers) 3. Municipal Policy on councillor remuneration, benefits and Tools of Trade 4. Municipal S&T Policy for Councillors and S56 Managers 5. Recruitment policy monitored 6. Leave Policy Monitored 7. Standard Municipal Delegations Framework monitored.	To strengthen the institutional capacity of municipalities by monitoring compliance with local government policies	Documentary (reports, copies of action plans) Monitoring Tool, Minutes of Meetings with SALGA, Attendance Registers, Assessment tool	Count the number of municipalities supported to comply with local government policies	Yes Lack of co-operation by municipalities	Output	Non-Cumulative	Quarterly	No	All municipalities to comply with identified local government policies	Directors: Municipal Governance and Administration
Municipal Governance & Administration	Number of draft standard by-laws developed to support the municipalities with their legislative competency	Review identified standard draft by-laws and promulgate after conducting consultations as per the legislative framework. 1. Beaches By Law 2. Municipal Buildings and Facilities By Law 3. Fire By Law 4. Property Encroachment By Law 5. Electricity By Law	To assist the capacity of municipalities to exercise their legislative competence	Gazetted Standard Draft By Laws	Count the number of standard draft by-laws developed	None	Output	Non-Cumulative	Quarterly	No	By laws in place in identified municipalities	Director: Municipal Governance
Municipal Governance & Administration	Number of municipalities complying with MSA regulations	Issue a circular/notice/guideline to the respective municipality detailing steps to be undertaken in the filling of the Director positions. Develop a report on compliance of municipalities with the Regulations on appointment of senior management (S54A & S56). Assist and support municipalities through meetings and workshops to interpret and apply the Regulations. Intervene where municipalities do not comply and provide support	To promote the appointment of competent and suitably qualified Senior Management	Municipal Applications,	Count the number of municipalities supported	Yes Lack of co-operation by municipalities	Output	Non-Cumulative	Quarterly	No	Improve institutional and administrative capability in all municipalities to effectively perform and deliver services	Director: Municipal Administration



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Municipal Governance & Administration	Percentage of Municipal Governance and Administration COGTA B2B issues resolved	Provide support which is responsive to the B2B issues in order to finalise the matter as per the targeted dates	Resolve issues in order to ensure smooth service delivery	Attendance Registers, Minutes, Municipal Sign offs	Count the number of Municipal Governance and Administration COGTA B2B issues resolved, divide by the total number of Municipal Governance and Administration COGTA B2B issues falling within the targeted date, then multiply by 100	Yes Lack of submission of documents by business units Incomplete data	Output	Non-Cumulative	Quarterly	Yes	Municipal Governance and Administration COGTA B2B issues raised at municipal level resolved	Directors: Municipal Governance and Administration
Municipal Governance & Administration – Synergistic Partnerships	Number of municipalities with the participation of traditional leaders	Maintenance of MSA Section 81(2) notice by reporting vacancies and facilitating the filling of vacancies, provide quarterly reports on the actual attendance of traditional leaders in the Municipal Councils. Tracking and reporting on the status of Ubukhosi existence in the other two municipalities will be done. Supporting DfGR Structures to engage with Traditional Leaders.	Complementing government representative government with a system of participatory governance for sustainable service delivery and development in traditional communities. To ensure that the objectives of the White Paper of Local Government are realised.	Attendance registers from municipalities, Letters of newly recognised traditional leaders	Count the number of municipalities with the participation of traditional leaders	Yes Lack of co-operation from municipalities in submitting registers Access to recognition letters	Output	Non-cumulative	Quarterly	No	Improve the participation of traditional leaders in municipalities	Director: Synergistic Partnerships
Municipal Governance & Administration – Synergistic Partnerships	Percentage of Synergistic Partnerships COGTA B2B issues resolved	Provide support which is responsive to the B2B issues in order to finalise the matter as per the targeted dates	Resolve issues in order to ensure smooth service delivery	Attendance Registers, Minutes, Municipal Sign offs	Count the number of Synergistic Partnerships COGTA B2B issues resolved, divide by the total number of Synergistic Partnerships COGTA B2B issues falling within the targeted date, then multiply by 100	Yes Lack of submission of documents by business units Incomplete data	Output	Non-Cumulative	Quarterly	Yes	Synergistic Partnerships COGTA B2B issues raised at municipal level resolved	Director: Synergistic Partnerships
Municipal Governance & Administration – Municipal Forensics	Number of municipalities with reviewed anti-fraud and anti-corruption strategies	Assessment of anti-corruption measures in municipalities and monitoring them to determine what anti-corruption measures are required.	To strengthen and support municipalities with anti-fraud and corruption measures	Assessment Survey, Findings from assessment, Support Plan	Count the number of Consolidated reports produced on the extent to which municipalities comply with the implementation of the Anti-corruption measures Count the number of municipalities with reviewed anti-fraud and anti-corruption strategies	Yes Municipal responses to assessment	Output	Cumulative	Quarterly	Yes	Anti-corruption measures implemented in all municipalities	Director: Forensic Auditing
Municipal Governance & Administration – Municipal Forensics	Percentage of fraud, corruption and maladministration cases investigated (Including NACH Cases)	Reports on cases reported, investigated and concluded that allege possible maladministration, fraud and/or corruption in municipalities	To ensure consequence management for fraud, corruption and maladministration	Investigation database	Count the number of reports on maladministration, fraud, and corruption investigated Count the number of maladministration, fraud and corruption cases	None	Output	Non-Cumulative	Quarterly	Yes	All fraud, corruption and maladministration cases investigated and appropriate action taken	Director: Forensic Auditing



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					Investigated divided by the number of municipalities, fraud and corruption cases received, then multiply by 100							
Municipal Governance & Administration – Municipal Forensics	Number of municipalities supported with the review of fraud risk registers	Support municipalities to review fraud risk registers and to ensure credible fraud risk registers	To eliminate Fraud within municipalities	Fraud Risk Registers	Count the number of municipalities supported to review fraud risk registers	None	Output	Cumulative	Quarterly	Yes	Municipalities have credible fraud risk registers in place	Director: Forensic Auditing
Municipal Governance & Administration – Municipal Forensics	Percentage of COGTA forensic investigation recommendations monitored	Monitoring of the implementation of tabled recommendations on a quarterly basis	Ensure that municipalities implement forensic reports	Feedback from municipalities	Count the number of recommendations monitored divided by the total number of tabled recommendations then multiply by 100	Yes Lack of co-operation by municipalities Non-implementation of recommendations	Output	Non-Cumulative	Quarterly	Yes	All recommendations being implemented	Director: Forensic Auditing
Municipal Governance & Administration – Municipal Forensics	Percentage of COGTA B2B issues resolved	Provide support which is responsive to the B2B issues in order to finalise the matter as per the targeted dates	Resolve issues in order to ensure smooth service delivery	Attendance Registers, Minutes, Municipal Sign offs	Count the number of Municipal Forensics COGTA B2B issues resolved, divide by the total number of Municipal Forensics COGTA B2B issues falling within the targeted date, then multiply by 100	Yes Lack of submissions by business units Incomplete data	Output	Non-Cumulative	Quarterly	Yes	Municipal Forensics COGTA B2B issues raised at municipal level resolved	Director: Forensic Auditing
Municipal Finance	Number of municipalities assessed on budget allocated to capital infrastructure (new constructions, maintenance and operation)	1. Assess municipal draft budgets and provide feedback to municipalities 2. Analyse final approved municipal budgets and determine allocation to Capital 3. Compile consolidated schedule and report on percentage budgetary allocation to capital	To determine investment in service delivery priorities	1. Municipal Draft Budgets 2. Municipal Final Budgets	Count the number of municipalities assessed on budget allocation to capital infrastructure (new constructions, maintenance and operation)	Yes 1. Municipal budgets may not be complete with the relevant information for the calculations to be computed 2. Non submission of budgets by municipalities	Output	Non-cumulative	Quarterly	Yes	Municipalities allocate funding to capital infrastructure	Director: Municipal Finance
Municipal Finance	Number of municipalities assessed on municipal expenditure allocated to capital infrastructure (New constructions, Maintenance and Operation)	1. Determine actual capital expenditure from grants and own revenue spent on new construction, maintenance and operations per municipality 2. Compile consolidated schedule and report on capital projects funded from municipal grant (MIG and INEP) and own revenue allocations	Timely implementation of capital projects and adequate expenditure on conditional grants for infrastructure	1. Budget analysis Report (indicator above re-allocations) 2. Municipal Procurement Plans 3. Municipal Operations and maintenance plans 3. Grants Registers/Reconstructions 4. Section 71	Count the number of municipalities assessed on municipal expenditure allocated to capital infrastructure spent (New constructions, Maintenance and Operation)	Yes 1. Lack of approved municipal procurement plans and operations & maintenance plans 2. Non responsiveness by municipalities 3. Incomplete and inaccurate	Output	Non-cumulative	Quarterly	Yes	Municipalities spend funding allocated to capital infrastructure	Director: Municipal Finance

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Municipal Finance	Number of municipalities supported to improve Revenue Management and Debt Collection	17 Municipalities supported in the establishment of Revenue and Debt Steering Committees Provincial Co-ordinating Forum on Government Debt Convened	To monitor municipal credit control and debt collection in order to improve revenue collection and debt management	Quarterly MF Compliance Assessment Report Minutes, Agendas and documents from Provincial Co-ordinating Forum on Government Debt	Count the number of municipalities supported to improve Revenue Management and Debt Collection Count the number of municipal Revenue and Debt Steering Committees established Count the number of COGTA issues resolved divide it by the total number of COGTA issues due then multiply by 100 Count the number of sector issues facilitated divide it by the total number of sector issues due then multiply by 100	Yes 1. Non responsiveness by municipalities 2. Incomplete and inaccurate municipal information	Output	Non-Cumulative	Quarterly	No	Municipalities improve their financial status through revenue management and debt collection	Director: Municipal Finance
Municipal Finance	Number of municipalities guided to comply with MPRA by target date	Municipalities monitored, assessed and guided to comply with the MPRA through MPRA Steering Committees and general communication to all municipalities. Targeted municipalities with specific plans developed and supported	To monitor and assess municipal compliance with the MPRA and provide guidance with respect to non-compliance	MPRA, Municipal Valuation information	Count the number of MPRA steering committee meetings convened and correspondence issued to municipalities providing guidance to comply with MPRA Count the number of municipal plans developed and supported	Yes 1. Non responsiveness by municipalities 2. Incomplete and inaccurate municipal information	Output	Non-Cumulative	Quarterly	No	Municipalities comply with critical aspects of the MPRA and its regulations	Chief Director: Municipal Finance
Municipal Finance	Number of Reports submitted on state of municipal finance in terms of section 131 of the MFMA	Report prepared by MEC in accordance with section 131 of the MFMA for submission to the Provincial Legislature	Legislative Compliance	Municipal Annual Reports Assessment reports and schedules of Municipal Finance Unit	Count the number of Reports produced	None	Output	Non-cumulative	Annually	No	A report submitted which reflects the state of municipal finances in terms of Section 131 of the MFMA	Chief Director: Municipal Finance



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Municipal Finance	Number of municipalities supported towards the achievement of clean audits	Annual report on achievement of clean audits by municipalities Quarterly report on financial management per municipality (54). Municipalities to improve their previous financial year audit status i.e. Movement from: Disclaimer/Adverse to qualified, Qualified to unqualified, Unqualified to clean audit and Maintenance of clean audit (Based on the 15/16 Audit Outcomes) Merged municipalities will use the most onerous of the two as the basis for the audit outcome improvement	To ensure sound financial management and reporting	Municipal Financial Reports and Systems Municipal Finance Business Unit CMET Tools	Count the number of reports on the achievement of clean audits Count the number of Municipal quarterly assessments (54)	Yes 1. Non responsiveness by municipalities 2. Incomplete and inaccurate municipal information	Output	Non-cumulative	Quarterly	Yes	Strengthened capacity of municipalities to ensure efficient financial management, accountability, transparency and value for money	Director: Municipal Finance
Municipal Finance	Number of municipalities with functional audit committees	Municipal Audit Committee in place and functional in accordance with section 166 of the MFMA	To strengthen the municipal council oversight responsibility.	Agendas, Minutes and reports of Municipal Audit Committee Meetings Municipal Finance Consolidated Report on Status of Audit Committees	Count the number of municipalities with functional Audit Committees	Yes 1. Non responsiveness by municipalities 2. Incomplete and inaccurate municipal information	Output	Non-cumulative	Quarterly	No	All municipal Internal Audit Activity and Audit Committees are functional in terms of the MFMA section 165 and 166	Director: Municipal Finance
Municipal Finance	Number of municipalities monitored on implementation of Audit Response Plan based on the 2015/16 audit outcomes monitored	Adequacy of Municipal Audit response plans assessed and feedback provided. Municipalities monitored and supported to implement audit response plans.	To improve municipal audit outcomes by addressing previous findings	Audit reports & quarterly reports on the implementation of audit response plans.	Count the number of municipalities monitored on implementation of Audit Response Plan based on previous audit outcomes	Yes 1. Non responsiveness by municipalities 2. Incomplete and inaccurate municipal information	Output	Non-cumulative	Quarterly	No	Improved audit outcome of municipalities	Director: Municipal Finance
Municipal Finance	Percentage of Municipal Finance COGTA B2B issues resolved	Provide support which is responsive to the B2B issues in order to finalise the matter as per the targeted dates	Resolve issues in order to ensure smooth service delivery	Attendance Registers, Minutes, Municipal Sign offs	Count the number of Municipal Finance COGTA B2B issues resolved, divide by the total number of Municipal Finance COGTA B2B issues falling within the targeted date, then multiply by 100	Yes Lack of submission of documents by business units Incomplete data	Output	Non-Cumulative	Quarterly	Yes	Municipal Finance COGTA B2B issues raised at municipal level resolved	Director: Municipal Finance
Public Participation	Number of municipalities with functional ward committees as per the municipal structures/ systems act	To support the maintenance of functional ward committees and implementation of intervention plans for non-functional ward committees Functionality refers to: 1. Ward Committee Meetings held 2. Ward committee meetings chaired by the Ward Councillor 3. 50% +1 Quorum at Ward Committee Meeting 4. Community Feedback Meetings 5. Reports submitted by ward committee 6. 50% ward committee members participating in war rooms 7. Submission of ward reports on planned activities	Section 73(4) of the Municipal Structures Act requires Municipalities to make administrative arrangements to perform their function and exercise their powers effectively	Documentary/ward committee functionality assessment report/ spread sheets etc.)	Count the number of municipalities verified on the functionality of ward committees	None	Output	Non-cumulative	Quarterly	No	All ward committees within the Province functional	Director: Public Participation



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		Strengthening community feedback mechanisms by municipal councillors Assist municipalities in developing a schedule of community feedback meetings and monitor the implementation thereof. (convened by Councillors in each ward per quarter)										
Public Participation	Number of ward committees supported on the implementation of ward operational plans	Functionality of ward committees in relation to the implementation of ward operational plans in municipal wards that include basic ward level issues (potholes, non-functioning traffic lights, service interruptions, billing queries, etc. to be addressed) Monitor implementation of ward operational plans by municipalities	To strengthen ward committee functionality and enhance community participation	Ward level operational plans and ward committee functionality reports	Count the number of ward committees supported on the implementation of ward operational plans	None	Output	Non-cumulative	Quarterly	Yes	Structured ward committee operations which improves the accountability of ward committees and municipal structures to the communities they serve	Director: Public Participation
Public Participation	Number of municipalities with ward based plans aligned to the IDP	Functionality of ward committees in relation to the development of ward based plans	To strengthen ward committee functionality and enhance community participation	Ward level operational plans and ward committee functionality reports	Count the number of municipalities with ward based plans aligned to the IDP	None	Output	Cumulative	Quarterly	No	Ward committees function in relation to ward based plans and improve community participation	Director: Public Participation
Public Participation	Number of municipalities supported to roll-out gender policy framework	Guide municipalities on gender policy to achieve the 50/50 representation of women in senior management positions	Responding to a more racist, more sexist society	Minutes of engagement sessions, Attendance Registers	Count the number of municipalities supported to roll-out gender policy framework	None	Output	Non-cumulative	Quarterly	No	Gender equity in municipalities	Director: Public Participation
Public Participation: CDWP	Number of municipalities supported on the development of ward level database with community concerns and remedial actions produced	Relates to the establishment of processes to register and respond to community concerns	To ensure a structured two way communication between municipalities and communities on service delivery concerns to act as an early warning system to address issues at an early stage	Database on community concerns	Count the number of municipalities supported on the development of ward level database with community concerns and remedial actions produced	None	Output	Non-Cumulative	Quarterly	No	Functional complaints management system that shows ward level information	Director: CDWs
Public Participation: CDWP	Number municipalities with functional rapid response teams in line with the strategy	Relates to reviewing of the strategy for addressing service delivery protests stakeholders consultations and establishment of Rapid Response Teams in the municipalities as a mechanism to deal with service delivery protests	To strengthen the institutional and administrative capacity of the municipalities to deal service delivery protests	Documentary (reports/ spreadsheets etc.	Count the number of municipalities with Rapid Response Teams	None	Output	Non-Cumulative	Quarterly	Yes	Improved rate of response to community concerns by municipalities	Director: CDWs
Public Participation	Percentage of Public Participation COGTA B2B issues resolved	Provide support which is responsive to the B2B issues in order to finalise the matter as per the targeted dates	Resolve issues in order to ensure smooth service delivery	Attendance Registers, Minutes, Municipal Sign offs	Count the number of Public Participation COGTA B2B issues resolved, divide by the total number of Public Participation COGTA B2B issues falling within the targeted date, then multiply by 100	Yes Lack of submission of documents by business units Incomplete data	Output	Non-Cumulative	Quarterly	Yes	Public Participation COGTA B2B issues raised at municipal level resolved	Directors: Public Participation & CDWs

PROGRAMME (Sub-Programme)	PERFORMANCE INDICATOR	DEFINITION	PURPOSE/IMPORTANCE	SOURCE/ COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATIONS	TYPE OF KPI	CALCULATION TYPE	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
Capacity Building	Number of provincial capacity building strategies coordinated	Each stakeholder's capacity building initiatives must take guidance from the developed strategy, which will give guidance on how individual municipality's and traditional institutions' challenges are to be addressed	To ensure that differentiated support is provided to each municipality based on its unique needs	Capacity Building Plan/Database	Count the number of municipalities capacitated in accordance to the provincial capacity building strategy	None	Output	Non-Cumulative	Quarterly	No	Improved municipal and traditional institution capacity	Director: Capacity Building Strategy
Capacity Building	Number of capacity building interventions conducted	Implement capacity building programmes (interventions) for municipalities, traditional institutions and municipal institutions (soft skills and accredited training) to enable them to fulfil their governance obligations.	Institutionalise capacity building for municipalities and traditional institutions so that officials meet the prescribed minimum competency requirements and councillors are able to fulfil their governance obligations. The intervention also identifies strategic partners to support COGTA's capacity building programme to support municipalities and traditional institutions.	Attendance Registers, Evaluation Reports, Training Manuals, Certificates of Competency and Statement of Results	Count the number of capacity building interventions conducted	None	Output	Non-Cumulative	Quarterly	No	Strengthened capability and ability of officials in municipalities and traditional institutions accomplish their governance responsibilities	Director: Capacity Building – Operations and Implementation
Capacity Building	Number of strategic partnerships facilitated	Facilitating partnerships for funding and training programmes to support municipalities	Institutionalise capacity building for municipalities so that officials meet the prescribed minimum competency requirements and councillors are able to fulfil their governance obligations	Implementation Plans, Concept Documents, MOUs	Count the number of strategic partnerships facilitated	None	Output	Non-Cumulative	Quarterly	No	Improved municipal capacity	Director: Capacity Building – Operations and Implementation
Capacity Building	Number of learnership programmes implemented in accordance to the provincial capacity building strategy	Facilitating the implementation of learnership programmes that will address the shortage of scarce skills in municipalities	To ensure that there are appropriately skilled officials available to meet the demands of the current development priorities and equipping citizens with requisite skills	Capacity Building Database, MOU, Implementation Plans, List of Identified Learners	Count the number of learnership programmes implemented	None	Output	Non-Cumulative	Quarterly	No	Improved municipal capacity	Director: Capacity Building – Operations and Implementation
Capacity Building	Percentage of Capacity Building COGTA B2B issues resolved	Provide support which is responsive to the B2B issues in order to finalise the matter as per the targeted dates	Resolve issues in order to ensure smooth service delivery	Attendance Registers, Minutes, Municipal Sign offs	Count the number of Capacity Building COGTA B2B issues resolved, divide by the total number of Capacity Building COGTA B2B issues falling within the targeted date, then multiply by 100	Yes Lack of submission of documents by business units Incomplete data	Output	Non-Cumulative	Quarterly	Yes	Capacity Building COGTA B2B issues raised at municipal level resolved	Directors: Capacity Building – Strategy and Operations and Implementation



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PROGRAMME THREE: DEVELOPMENT AND PLANNING

PROGRAMME (Sub- Programme)	PERFORMANCE INDICATOR	DEFINITION	PURPOSE/IMPORTANCE	SOURCE/ COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATIONS	TYPE OF KPI	CALCULATION TYPE	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
Spatial Planning	Number of municipal SDFs aligned with Provincial Spatial Planning Guidelines	Support municipalities in the alignment of their SDFs with Provincial Spatial Planning Guidelines (Provincial Spatial Development Framework and IUDF)	This indicator is fundamental to most investment initiatives in the Province, and forms the basis for sound economic development in KZN	Municipal SDFs, SPLUMA, MSA, IDPs, Sector Plans	Calculate the number of Municipal SDFs aligned with Provincial Spatial Planning Guidelines	Yes Availability of Reviewed SDFs Lack of dedicated municipal SDF Staff Financial resources	Output	Non-Cumulative	Quarterly	No	All SDFs aligned with Provincial Spatial Planning Guidelines	Director: Spatial Planning
Spatial Planning	Number of municipalities supported with the development of Denitification Strategies	Support municipalities on the development and alignment to the provincial denitification framework	This indicator is fundamental in supporting human settlements outcomes as well as achieving the strategic objective of the PGDS of actively promoting spatial concentration	Municipal Denitification Framework, Municipal Development Applications, Housing Projects, Eskom Household Data, Economic Stats	Calculate the number of municipalities supported with the development Denitification Strategies	Yes Non Submission of Development Applications on ITB Slow progress on Development Application approvals due to SPLUMA Implementation, Unavailability of Stats/data	Output	Non-Cumulative	Quarterly	No	Identified municipalities implementing denitification framework	Director: Spatial Planning
Spatial Planning	Number of provincial spatial planning norms and standards on spatial equity implemented	Development Spatial Equity Norms and Standards as part of refinement of the PGDP accessibility index/ model. Spatial interventions for improved access to land and equitable access to goods/ social service standards and development opportunities.	This indicator is fundamental for achieving spatial transformation outcomes as highlighted by the PGDS strategic objective and Goal 7 of the PGDP of Spatial Equity	Spatial Datasets, Spatial Equity 2015 Model base information, Statistical data for projected improvement to 2035.	Count the number of provincial spatial planning norms and standards on spatial equity implemented	None	Output	Non-Cumulative	Quarterly	Yes	Enhancing equitable access to resources, social and economic opportunities	Director: Spatial Planning
Spatial Planning	Number of municipalities supported to implement Land Use Schemes	Facilitate the preparation and implementation of Land Use Management Schemes by municipalities. Support includes: development of Land Use Guidelines, development of terms of reference for scheme development and financial support	This indicator is fundamental to achieve legal compliance with SPLUMA.	Approved Land Use Schemes and Approved Systems, Council Resolutions	Count the number of municipalities supported to implement Land Use Schemes	Yes Reliance on a secondary source to provide information. Information is historic	Output	Non-Cumulative	Quarterly	No	Effective spatial planning and land use management schemes are applied across the province	Director: Spatial Planning
Spatial Planning	Number of provincial hierarchy of plans model developed	Development of a Provincial Hierarchy of Plan Model and workshoping the model to all municipalities as part of capacity building	Provincial Hierarchy of Plan model is fundamental for the achievement of PGDS strategic objective of concentration of public and private investment in locations with maximum development potential.	Municipal strategic/ spatial/ structure plans,	Count the number of provincial hierarchy of plans model developed	None	Output	Non-Cumulative	Quarterly	Yes	Increased percentage of development nodes meeting hierarchy of plans standards	Director: Spatial Planning
Spatial Planning	Number of municipalities supported to produce precinct plans	To support municipalities to promote the development of compact, connected and coordinated secondary towns and cities in line with IUDF	This indicator is fundamental to achieve the implementation of IUDF and NDP spatial vision	Monthly Progress Reports, PSC Minutes, Attendance Registers	Count the number of municipalities supported to develop precinct plans	None	Output	Non-Cumulative	Quarterly	Yes	Development of liveable, safe, resource efficient cities and towns	Director: Spatial Planning



PROGRAMME (Sub- Programme)	PERFORMANCE INDICATOR	DEFINITION	PURPOSE/IMPORTANCE	SOURCE/ COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATIONS	TYPE OF KPI	CALCULATION TYPE	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
Spatial Planning	Number of Traditional Master Settlement Plans developed	Plans will be drafted in consultation with Amakosi to achieve orderly planning in rural areas. Plans to be approved by identified Amakosi.	Plans aim to improve land use management thereby improving the quality of life in rural areas	Monthly Progress Reports, PSC Minutes, Attendance Registers	Count the number of plans developed	None	Output	Non-Cumulative	Quarterly	No	Effective spatial planning and land use management system applied across the province	Director: Spatial Planning
Spatial Planning	Number of nodal development plans developed to promote growth of small towns	Assist municipalities to develop nodal plans for new towns and to accommodate growth in small town nodes [Special Initiative]	The purpose is to attract investment in new towns, hence create more employment to enhance economy	Monthly Progress Reports, PSC Minutes, Attendance Registers	Count the number of nodal development plans/strategies developed to promote growth of new/small towns	None	Output	Non-Cumulative	Quarterly	No	Identified municipalities with nodal plans in place	Director: Spatial Planning
Spatial Planning	Number of Corridor Plans Developed	Support the development of specific corridor plans for implementation [Special Initiative]	Ensure catalytic projects are aligned across municipal boundaries	Monthly Progress Reports, PSC Minutes, Attendance Registers	Count the number of corridor plans developed	None	Output	Non-Cumulative	Quarterly	No	1 Corridor Plan developed	Director: Spatial Planning
Spatial Planning	Percentage of Spatial Planning COGTA B2B issues resolved	Provide support which is responsive to the B2B issues in order to finalise the matter as per the targeted dates	Resolve issues in order to ensure smooth service delivery	Attendance Registers, Municipal Sign offs	Count the number of Spatial Planning COGTA B2B issues resolved, divide by the total number of Spatial Planning COGTA B2B issues falling within the targeted date, then multiply by 100	Yes Lack of submission of documents by business units Incomplete data	Output	Non-Cumulative	Quarterly	No	Spatial Planning COGTA B2B issues raised at municipal level resolved	Director: Spatial Planning
Development Information Services	Percentage of incidents data mapped	Relates to the mapping of all reported incidents	The reported incidents that have been mapped will enable future trend analyses to be carried out.	Disaster Management beneficiary list	Total number of incidents that have been mapped, divide it by the total number of incidents received, multiply by 100	Yes Unavailability of the beneficiary list. Incomplete beneficiary list, Quality of information captured	Output	Non-Cumulative	Quarterly	No	All reported disaster incidents mapped	Director: DIS
Development Information Services	Percentage of incidents, where early warning messages were disseminated mapped	Relates to incidents with early warning messages reported that have been mapped.	The reported incidents that have been mapped will enable future trend analyses to be carried out to enhance response to climate change.	Disaster Management beneficiary list	Total number of incidents that have been mapped divided by the total number received, multiply by 100	Yes Unavailability of the beneficiary list. Incomplete beneficiary list, Quality of information captured	Output	Non-Cumulative	Quarterly	Yes	Affected communities given prior warning of disaster incidents	Director: DIS
Development Information Services	Percentage of adopted municipal schemes in the Province mapped	Relates to the adopted municipal schemes that have been mapped in the Province	To determine the geographic extent under adopted Land Use Schemes and Systems (gives effect to the related Cabinet Legkolla resolution)	Spatial Planning municipal schemes compliance report	Total Number of municipal schemes mapped, divide it by the total number of municipal schemes adopted, then multiply by 100	Yes Unavailability of the Spatial Planning municipal schemes compliance report	Output	Non-Cumulative	Quarterly	No	Mapping of all adopted municipal schemes in the Province	Director: DIS



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Development Information Services	Percentage of PGDP Projects mapped	Relates to the mapping of PGDP projects. These projects include but is not limited to where investment is made, expenditure against the IDPs, infrastructure projects are undertaken etc.	To be able to record and view where investment is taking place, expenditure is occurring and where projects are being undertaken	Municipal Finance Records, Infrastructure Records, Planning Records	Count the number of PGDP projects mapped, divide it by the total number of projects implemented received then multiply by 100	Yes Unavailability of data from business units as well as the location of implemented projects	Output	Non-Cumulative	Quarterly	Yes	Mapping of all PGDP Projects in order to reflect where investment is taking place in KZN	Director: DIS
Development Information Services	Number of municipalities supported with MPRA implementation	Relates to the maintenance of the municipal valuation rolls	Provide municipalities with updated property registers for municipal valuation roll maintenance	Surveyor General Office approved cadastral layers, Deeds ownership information	Count the number of municipalities supported with updated property registers.	Yes Unavailability of source date	Output	Non-Cumulative	Quarterly	No	Municipalities provided with updated property registers	Director: DIS
Land Use Management	Number of municipalities supported to achieve 76% development applications that meet time norms for processing	Assessment of compliance of development applications with time norms. This considers each application received against the stipulated time norms for processing	To achieve legislative compliance with respect to processing of development applications and improve municipal service delivery	Municipal Development Monitoring Template Decisions of finalised applications	Count the number of municipalities supported Percentage Total number of applications that have compiled divided by the Total number of the applications received then multiply the result by 100	Yes Capacity constraints at municipalities Lack of co-operation from municipalities	Output	Non-Cumulative	Quarterly	No	All municipalities meet the time norms for processing development applications	Director: Land Use Management
Land Use Management	Number of municipalities supported with the implementation of SPLUMA	Support municipalities (as per the Business Plan) on the effective implementation of SPLUMA.	To achieve legislative compliance with new legislation and improve municipal service delivery	Attendance Registers, Minutes, Land Audit Reports, Land Rights Enquiry Report, Presentations	Count the number of municipalities supported with the implementation of SPLUMA	None	Output	Non-Cumulative	Quarterly	No	Municipalities implement and are compliant with SPLUMA	Director: Land Use Management
Land Use Management	Number of municipalities supported with the Formalisation of Towns	Support municipalities in unlocking development potential of identified towns	This indicator is fundamental to improve economic development of rural towns through formalisation.	Attendance Registers, Minutes, Land Audit Reports, Land Rights Enquiry Report, Presentations	Count the number of municipalities supported with the formalisation of towns	None	Output	Non-Cumulative	Quarterly	No	Development potential of identified rural towns unlocked	Director: Land Use Management
Land Use Management	Number of Provincial Development Norms and Standards developed	Development Norms and Standards are required by legislation which assist municipalities with decision making	The norms and standards are a tool to standardize decision making in respect of development administration in the province.	Consultation papers, Norms and Standards Guideline, Minutes of Steering Committee meetings	Count the number of Provincial Development Norms and Standards developed	Yes Unavailability of National Development Norms and Standards to use as a benchmark	Output	Non-Cumulative	Quarterly	Yes	Provincial norms and standards developed	Director: Land Use Management
Land Use Management (TLA)	Percentage of boundary description requests attended to	Each Traditional Institution must have certainty regarding their area of jurisdiction. The Department attends to requests regarding boundary description from TCS.	To facilitate rural development, there must be certainty regarding the areas of jurisdiction (boundaries) of all Traditional Institutions	Survey requests from TCS	Count the number of the boundary requests attended to divided by requests received multiplied by 100.	None	Output	Non-Cumulative	Quarterly	No	All boundary description requests received attended to	Director: Traditional Council Land Administration Support
Land Use Management (TLA)	Number of izigodi mapped	Each Traditional Institution must have alignment between recognised izinduna and izigodi. Identification of areas of jurisdiction of izinduna and mapping of the boundaries.	To facilitate rural development and governance, there must be certainty regarding the areas covered by each of the izinduna.	Attendance Registers of Consultation Sessions with TCS, List of izigodi, Field Data	Count the number of izigodi mapped	None	Output	Cumulative	Quarterly	No	Alignment between recognised izinduna and izigodi	Director: Traditional Council Land Administration Support



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Local Economic Development- Special Initiatives	Number of District Agencies supported to effectively drive LED	Facilitate the establishment of new agencies and the realignment of existing local agencies to be at district level [LED project]	To establish special purpose vehicles to support with implementation of high impact LED initiatives	Site Visit Reports, Attendance Registers	Count the number of districts supported	Yes Lack of co-operation from District Agencies	Output	Non-Cumulative	Quarterly	No	District Agencies effectively drive LED	Director: LED – Special Initiatives
Local Economic Development- Special Initiatives	Number of districts/metro supported with informal economy initiatives	Provision of capacity support to municipalities in relation to the informal economy sector [LED project]	To ensure the informal economy sector regularisation and infrastructure support through training, provision of trading facilities and policy development	Monthly Progress Reports, Site/PSC Visit Reports,	Count the number of municipalities supported with informal economy initiatives	None	Output	Non-Cumulative	Quarterly	No	Municipalities capacitated on informal economy initiatives	Director: LED – Special Initiatives
Local Economic Development- Special Initiatives	Number of municipalities supported to establish agri-hubs/fresh produce Markets aligned to institutional markets	Operationalization, Construction or acquisition of property utilized as agri-hubs of markets [LED project]	The intention is to support municipalities to establish Agri-hubs that will act as collection points for fresh produce which can be redistributed to institutional markets.	Monthly Progress Reports, PSC Minutes, Attendance Registers	Count the number of municipalities supported to establish agri-hubs/fresh produce Markets aligned to institutional markets	None	Output	Non-Cumulative	Quarterly	No	Identified municipalities with established Agri-hubs	Director: LED – Special Initiatives
Local Economic Development- Special Initiatives	Number of municipalities supported to implement Local Economic Development projects in line with updated municipal LED strategies	Guide municipalities to develop/ review Local Economic Development Strategies with high impact and sustainable programmes aligned to the national LED framework, approved by the council. Funded projects in the municipal strategies implemented, monitored and key stakeholders coordinated. Prioritization of 27 district municipalities (country-wide). Sustainable LED Projects generate own revenue/income without dependency on grant funding in long term [LED project]	To improve medium term economic development planning, aligned to national and provincial plans and promote job creation at local level	Municipal quarterly report on LED and provincial quarterly reports	Count the Number of municipalities supported to implement Local Economic Development projects in line with municipal LED strategies	Yes Lack of co-operation from municipalities	Output	Non-Cumulative	Quarterly	No	Municipalities implementing LED projects in line with LED Strategies	Director: LED – Special Initiatives
Local Economic Development- Special Initiatives	Number of Municipalities supported to implement the Red Tape Reduction programme	Provision support to municipalities with regard to the implementation of red tape reduction programme to ensure investment attraction and retention at local level. Support to be provided through facilitation of municipal-business partnership for red tape reduction in targeted municipalities [LED project]	To improve investment attraction and retention and SMME developments	Municipal and Provincial Quarterly reports	Count the number of Municipalities supported to implement the Red Tape Reduction programme	Yes Unavailability of prescripts compelling municipalities to comply	Output	Non-Cumulative	Quarterly	No	Municipalities implement the red tape reduction programme	Director: LED – Special Initiatives
Local Economic Development- Special Initiatives	Number of TOCs supported with Development Initiatives	Professional support provided to undertake scoping analysis and business support plans through the establishment of Project Steering Committees [LED project]	This will ensure that vital development initiatives are undertaken in traditional communities that are aimed at promoting socio-economic development towards job creation at a local level	Business plans, scoping reports, attendance registers, spreadsheets etc	Count the number of traditional communities supported	None	output	Non-Cumulative	Quarterly	No	Development Initiatives undertaken in Traditional Communities	Managers: Rural Development Facilitation



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Local Economic Development- Special Initiatives	Number of dialogues held to support social cohesion and nation building	Support to PH & LH's to implement Social Cohesion conversations to create awareness and deliberate around social ills [LED project]	The SC conversations will allow for consultation community members to create awareness and find solutions to social ills	Monthly reports and attendance registers	Count the number of Provincial and Local Houses SC conversations held	None	output	Cumulative	Quarterly	No	Provincial and Local Houses implement Social Cohesion conversations	Managers: Rural Development Facilitation
Local Economic Development- Community Service Centres	Number of CSC construction programmes implemented	The KPI relates to the physical construction of CSCs	Ensuring that CSCs become catalysts to development leading to the possible emergence of sustainable small towns contributing to socio-economic upliftment in addition to service interventions within areas of high social need as identified within the PGDS	Professional Team Reports, Verification Reports (DOGTA), Practical Completion Certificates	Count the number of CSC construction programmes implemented Count number of CSCs at construction phase	None	Output	Non-Cumulative	Quarterly	No	Identified Community Service Centres constructed	Director: LED – Community Service Centres
Local Economic Development- Community Service Centres	Number of CSC Rehabilitation programmes implemented	The KPI relates to the rehabilitation of CSCs	Ensuring that CSCs become catalysts to development leading to the possible emergence of sustainable small towns contributing to socio-economic upliftment in addition to service interventions within areas of high social need as identified within the PGDS	Professional Team Reports, Verification Reports (DOGTA), Practical Completion Certificates	Count the number of CSC Rehabilitation programmes implemented Count number of CSCs rehabilitation at works stage	None	Output	Non-Cumulative	Quarterly	Yes	Identified Community Service Centres rehabilitated	Director: LED – Community Service Centres
Local Economic Development- Community Service Centres	Number of municipalities supported with Grade 1 CSC Functionality	The KPI relates to supporting municipalities and/or Traditional Institutions in ensuring Grade 1 CSCs functionality as per the CSC Functionality Framework	Ensure that Grade 1 CSCs fulfil their potential in providing qualitative services through sound centre management, operations, adequate resources provision and tenant centre occupation	Support plans	Count number of municipalities supported with Grade 1 CSC functionality	None	Output	Non-Cumulative	Quarterly	No	Identified Grade 1 CSCs functional	Director: LED – Community Service Centres
Local Economic Development- Community Service Centres	Number of Grade 2 CSCs supported for Functionality	The KPI relates to supporting Grade 2 CSCs in enhancing the centres in becoming functional and viable service delivery access points.	Ensuring that Grade 2 CSCs serve as viable and accessible service delivery points for the benefit of marginalised communities in terms of the Provincial Hierarchy of Nodes	Status Quo Reports	Count number of Grade 2 CSCs supported	None	Output	Non-Cumulative	Quarterly	No	Identified Grade 2 CSCs functional	Director: LED – Community Service Centres
Local Economic Development- Community Works Programme	Number of work opportunities created through the CWP in municipalities	To support municipalities on coordinating the creation (provision) of work opportunities in line with CWP implementation manual	To provide employment safety nets, alleviate poverty and community development	System Generated Reports	Count the number of work opportunities created and maintained through CWP	Yes Credibility of the System Reliability of the system	Output	Non-Cumulative	Quarterly	No	Job Creation through the CWP	Director: LED – Expanded Public Works Programme
Local Economic Development- Expanded Public Works Programme	Number of employment opportunities created through EPWP inclusive of sub-programmes (FFW, Concor, Small town, CSC Construction etc.)	This KPI relates to the number of jobs created/maintained through the implementation of COGTA funded programmes	Ensuring that COGTA programmes are labour intensive and create job opportunities.	Project reports/ implementation plans, Site Visit Reports	Count the number of employment opportunities created and verified	None	Output	Non-Cumulative	Quarterly	No	Job Creation through the EPWP	Director: LED – Expanded Public Works Programme



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Local Economic Development- Expanded Public Works Programme	Number of municipalities supported to comply with EPWP principles	Provision of support to municipalities to comply with EPWP guidelines	To ensure that municipalities comply with EPWP Principles/Guidelines for EPWP implementation	Site Visit Reports, System Generated Reports, Reports from National Public Works	Count the number of municipalities supported to comply with EPWP principles	Yes Lack of co-operation from municipalities	Output	Non-Cumulative	Quarterly	Yes	All municipalities compliant with EPWP principles	Director: LED – Expanded Public Works Programme
Municipal Infrastructure	Number of functional coordinating structures for infrastructure development and service delivery	Joint initiative to deliver basic services	Continuous coordination of municipal services delivery	Minutes, Attendance Registers, Resolutions	Count the number of functional coordinating structures for infrastructure development and service delivery	None	Output	Cumulative	Quarterly	No	Infrastructure Coordinating Forums functional	Chief Director: Municipal Infrastructure
Municipal Infrastructure	Number of municipalities supported with service delivery programmes – NT Indicator	Assist municipalities to plan, implement, operate and maintain infrastructure programmes and projects (MIC)	Functional infrastructure	MIG, MIS (Systems), DORA Reports	Count the number of municipalities implementing a long term service delivery plan	Yes Inadequate data from reports submitted	Output	Non-Cumulative	Quarterly	No	Identified municipalities implementing service delivery programmes	Chief Director: Municipal Infrastructure
Municipal Infrastructure	Number of municipalities supported to implement indigent policies	Provide guidance to municipalities in developing/reviewing indigent policies and updating indigent registers aligned to the national policy framework	Provision of free basic services to indigent households	Municipal reports, Minutes, Attendance Registers	Count the number of municipalities supported to implement indigent policies	Yes Inadequate data from reports submitted	Output	Cumulative	Quarterly	No	Municipalities implementing indigent policies	Chief Director: Municipal Infrastructure
Municipal Infrastructure	Number of municipalities supported in increasing percentage of yard water connections	Monitoring mechanism for improved level of services	Ongoing monitoring of community development	WSAs, DWS, Water Boards	Count the number of municipalities supported in increasing percentage of yard water connections	Yes Inaccurate data, Non-reporting	Output	Non-Cumulative	Quarterly	No	Water Service Authorities increase the percentage of yard water connections	Chief Director: Municipal Infrastructure
Municipal Infrastructure	Number of municipalities supported in provision of basic level of sanitation services	Monitoring mechanism for provision of adequate sanitation	Ongoing monitoring of provision of sanitation facilities	WSAs, DWS, Water Boards	Count the number of municipalities supported in provision of basic level of sanitation services	Yes Inaccurate data, Non-reporting	Output	Non-Cumulative	Quarterly	No	Water Service Authorities provide basic level of sanitation services	Chief Director: Municipal Infrastructure
Municipal Infrastructure	Number of municipalities supported in increasing percentage of households with a source of electrical supply	Monitoring mechanism for provision of electricity – support include planning, SCM process, project cycle processes and Project Steering Committee meetings	Ongoing monitoring of extent to which energy needs are met	Municipalities, Eskom, DOE	Count the number of municipalities supported in increasing percentage of households with a source of electrical supply	Yes Inaccurate data, Non-reporting	Output	Non-Cumulative	Quarterly	No	Identified municipalities increasing percentage of households with a source of electrical supply	Chief Director: Municipal Infrastructure

PROGRAMME (Sub-Programme)	PERFORMANCE INDICATOR	DEFINITION	PURPOSE/IMPORTANCE	SOURCE/ COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATIONS	TYPE OF KPI	CALCULATION TYPE	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
Municipal Infrastructure	Number municipalities implementing operation and maintenance plans	To support municipalities to implement operation and maintenance plans	To ensure that municipalities are compliant with regards to operation and maintenance	Municipal Reports	Count the number of municipalities implementing operation and maintenance plans	Yes Inaccurate data, Non-reporting	Output	Non-Cumulative	Quarterly	Yes	Municipalities implementing operation and maintenance plans	Chief Director: Municipal Infrastructure
	Number of municipalities monitored on the delivery of infrastructure as per required standards	To monitor municipalities delivery of infrastructure to ensure that they meet the required standards (such as national building act)	To ensure that municipalities construct infrastructure in accordance to required standards	Municipal Reports, DWS, Eskom, DOE	Count the number of municipalities monitored on the delivery of infrastructure as per required standards	Yes Inaccurate data, Non-reporting	Output	Non-Cumulative	Quarterly	Yes	Municipalities deliver infrastructure as per required standards	Chief Director: Municipal Infrastructure
	Percentage of Municipal Infrastructure COGTA B2B issues resolved	Provide support which is responsive to the B2B issues in order to finalise the matter as per the targeted dates	Resolve issues in order to ensure smooth service delivery	Attendance Registers, Minutes, Municipal Sign offs	Count the number of Municipal Infrastructure COGTA B2B issues resolved, divide by the total number of Municipal Infrastructure COGTA B2B issues falling within the targeted date, then multiply by 100	Yes Lack of submission of documents by business units Incomplete data	Output	Non-Cumulative	Quarterly	No	Municipal Infrastructure COGTA B2B issues raised at municipal level resolved	Chief Director: Municipal Infrastructure
Disaster Management	Number Districts and Metro supported with Disaster Risk Management Planning	Relates to the development of disaster management plans as well as the seasonal contingency plans in line with the anticipated seasonal hazards.	This is so crucial in order to give effect to the principles of co-operative governance and to make provision for all relevant role players and stakeholders in disaster risk management in the province 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. Section 26(g) of the Municipal Systems Acts (32 of 2000) requires the incorporation Disaster Management Sector Plan into the IDP. To ensure uniform and coordinated approach to incidents response.	Audit of municipal plans, Updated risk assessment, Mapping, DRR programs.	Count the number of Municipalities supported with Disaster Risk Management Planning	Yes Lack of Municipal capacity and support	Output	Non-Cumulative	Quarterly	No	All Districts and Metro with a Disaster Management Plans in place	Director: Risk Reduction & Planning
	Number of Sector Departments and stakeholders supported with Disaster Risk Management Planning	Relates to the development of disaster management plans by sector departments and stakeholders in accordance with their line-function responsibilities	This is crucial in order to give effect to the principles of co-operative governance and to make provision for all relevant role players and stakeholders in disaster risk management in the province of KwaZulu-Natal to integrate and co-ordinate their actions on matters relating to disaster risk management as prescribed for in Section 30(1)(b) of the Disaster Management Act, Act No. 57 of 2002. To ensure uniform and coordinated approach to incidents response.	Sector departments and stakeholders plans available considering the provincial priority risk profile and DRR programs.	Count the number of Sector Departments and stakeholders supported with Disaster Risk Management Planning	Yes Lack of capacity and support	Output	Non-Cumulative	Quarterly	Yes	4 identified departments and 2 identified stakeholders with Disaster Management plans in place	Director: Risk Reduction & Planning



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Disaster Management	Percentage of disaster incidents where prior warning was disseminated	Relates to stakeholders being updated on anticipated weather forecasts and that they have relief measures to support affected communities at speed	This is so crucial in order to give effect to the principles of co-operative governance and to make provision for all relevant role players and stakeholders in 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.	Severe weather alerts issued by SAWS	Number of weather alerts distributed divided by the number of weather alerts received then multiply by 100	Yes Unreliable means of communication	Output	Non-Cumulative	Quarterly	Yes	Stakeholders updated with all anticipated disasters	Director: Risk Reduction & Planning
Disaster Management	Percentage of disaster events responded to within 6 hours	Relates to rapid response and coordination of relief measures to normalise and improve situation within a defined period (6 hours).	This is so crucial in order to give effect to the principles of co-operative governance and to make provision for all relevant role players and stakeholders in disaster risk management in the province of KwaZulu-Natal to integrate and co-ordinate their actions on matters relating to disaster risk management as prescribed for in Section 30(1)(b) of the Disaster Management Act, Act No. 57 of 2002.	Municipal incident reports	Total number of disaster events responded to within 6 hours divided by the total number of disaster incidents then multiply by 100	Yes Non-submission of incident reports by municipalities	Output	Non-cumulative	Quarterly	Yes	Response time of 6 hours for all disaster events	Director: Disaster Management Operations
Disaster Management	Number of Provincial Disaster Management Advisory Forums held	The provincial advisory forum is a body in which provincial government and other relevant role-players consult one another and coordinate their actions on matters relating to disaster management in the province	Section 37 of the Disaster Management Act No. 57 of 2002 & section 13 of the Amendment Act provide for an integrated and coordinated approach to disaster management in the province with special emphasis on prevention and mitigation. To make provision for the integration and coordination of disaster management activities and to give effect to the principle of co-operative governance	Attendance register and Minutes	Count the number Provincial Disaster Management Advisory Forums held	Yes Poor attendance and reporting by stakeholders	Output	Cumulative	Quarterly	Yes	4 Forums held to capacitate provincial government and relevant role players on Disaster Management	Director: Disaster Management Operations
Disaster Management	Number of Municipal Disaster Management Advisory Forums supported	The municipal advisory forum is a body in which municipal and relevant role-players consult one another and coordinate their actions on matters relating to disaster management in the municipality	Section 51 of the Disaster Management Act No. 57 of 2002 & section 19 of the Amendment Act provide for an integrated and coordinated approach to disaster management in municipal areas, with special emphasis on prevention and mitigation. To make provision for the integration and coordination of disaster management activities and to give effect to the principle of co-operative governance	Attendance register and Minutes	Count the number Municipal Disaster Management Advisory Forums supported	Yes Poor attendance and reporting by stakeholders	Output	Non-cumulative	Quarterly	Yes	11 Forums held to capacitate municipalities and role players on Disaster Management	Director: Disaster Management Operations
Disaster Management	Provincial Fire brigade services established by TARGETS date (2018) • Personnel assigned to perform Fire & Emergency Rescue services functions	Provincial Fire Brigade services unit established to coordinate fire services activities in the province in terms of legislative requirements	To ensure effective and efficient oversight and support of the management of fires in the province	Approval of the structure and appointment of staff	Count the number of Provincial Fire brigade services established by target date	Yes Non-approval of structure	Output	Non-Cumulative	Quarterly	No	Provincial Fire Brigade Services Structure approved and staff appointed	Director: Disaster Management Operations



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Disaster Management	<ul style="list-style-type: none"> Municipalities supported with establishment of Fire & Emergency Rescue Services 	Conduct number of awareness campaigns to educate community members about Disaster Risk Management	This is so crucial in order to give effect to the principles of co-operative governance and to make provision for all relevant role players and stakeholders in 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	Approval of submission to conduct awareness campaigns	Count the number of awareness campaigns conducted	Yes Non-availability of the MEC to preside over the events	Output	Cumulative	Quarterly	No	Communities educated on Disaster Risk Management	Director: Risk Reduction & Planning
Disaster Management	Number of municipalities supported with Disaster Risk Management	To support municipalities with various programmes as part of capacity building	This is so crucial in order to give effect to the principles of co-operative governance and to make provision for all relevant role players and stakeholders in 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	Attendance registers of training conducted	Count the number of municipalities provided with support on capacity building	Yes Non-attendance and drop-outs	Output	Non-Cumulative	Quarterly	No	Municipalities capacitated on Disaster Risk Management	Director: Risk Reduction & Planning
Disaster Management	Number of Districts and Metro monitored on the implementation of Disaster Risk Management Legislation	Monitor compliance with the Disaster Management Act and its Policy Frameworks and provide required support Chapter 5 of the DM Act read in conjunction with Amendment Act (16 of 2015)	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	Updated monitoring tool quarterly	Count the number of Municipalities monitored with the implementation of the Disaster Risk Management Legislation	Yes Non-submission of information by district municipalities	Output	Non-Cumulative	Quarterly	No	10 districts and 1 metro implementing Disaster Risk Management Legislation	Director: Risk Reduction & Planning
Disaster Management	Number of Sector stakeholders monitored on the implementation of Disaster Risk Management Legislation	Monitor compliance with the Disaster Management Act and its Policy Frameworks and provide required support Applicable sections in Chapter 4 of the Disaster Management Act read in conjunction with relevant section in the Amendment Act (16 of 2015)	This is crucial in order to give effect to the principles of co-operative governance and to make provision for all relevant role players and stakeholders in disaster risk management in the province of KwaZulu-Natal to integrate and co-ordinate their actions on matters relating to disaster risk management as prescribed for in Section 30(1)(b) of the Disaster Management Act, Act No. 57 of 2002	Updated monitoring tool quarterly	Count the number of Sector Departments and stakeholders monitored on the implementation of Disaster Risk Management Legislation	Yes Non-submission of information by sector department and stakeholders	Output	Non-Cumulative	Quarterly	Yes	7 Sector Departments and 3 Stakeholders implementing Disaster Risk Management Legislation	Director: Risk Reduction & Planning



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Disaster Management	Number of functional Municipal Disaster Management Centres	All the Disaster Management Centres (Provincial/Metro/District) in the province have been established and is functional in terms of the Disaster Management Act, 2002. Chapter 5 of the DM Act read in conjunction with Amendment Act (16 of 2015)	To ensure an efficient, effective, integrated and coordinated approach to all aspects of disaster management in the province with special emphasis on prevention and mitigation as well as ensuring the co-ordination and management of provincial disasters that occur in the province	Municipal quarterly reports	Count the number of functional Municipal Disaster Management Centres	Yes Non-submission of quarterly reports by municipalities	Output	Non-Cumulative	Quarterly	No	All disaster management centres functional	Director: Disaster Management Operations



PROGRAMME FOUR: TRADITIONAL INSTITUTIONAL ADMINISTRATION

PROGRAMME (Sub-Programme)	PERFORMANCE INDICATOR	DEFINITION	PURPOSE/IMPORTANCE	SOURCE/ COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATIONS	TYPE OF KPI	CALCULATION TYPE	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
Traditional Institutional Management	Number of programmes implemented to support Traditional Institutions	To undertake activities that will support the implementation of the legislation, policies and frameworks to the Traditional Institutions (1 Provincial House and 11 Local Houses supported)	Ensure compliance with legislation, policies and frameworks	Legislature approval, Attendance Registers, Training Material	Count the number of programmes undertaken to support the implementation of the legislation, policies and frameworks to the Traditional Leadership	None	Output	Non – cumulative	Quarterly	No	Traditional Institutions comply with legislation, policies and frameworks	Director: Traditional Governance
Traditional Institutional Management	Number of Provincial and Local Houses reconstituted	To implement the process of reconstitution of the Provincial House and Local Houses	To ensure that the Provincial House and Local Houses are established and function as per the prerequisites of legislation	Memos, Reports, Reconstitution documents, minutes, agendas	Count the number of provincial and local houses reconstituted	None	Output	Cumulative	Quarterly	Yes	1 Provincial House and 11 Local houses established and functioning as per the prerequisites of legislation	Director: Traditional Governance
Traditional Institutional Management	Number of AmaKhosi installed	This relates to the number of AmaKhosi who have been installed	To officially install Inkosi to the traditional community by His Majesty The King	Physical : photographs of the event, Recognition Certificates	Count the number of amaKhosi installed	Yes Provincial Executive Council not approving recognitions	Output	Cumulative	Quarterly	No	5 AmaKhosi installed	Director: Traditional Governance
Traditional Institutional Management	Number of AmaKhosi recognised	This relates to the number of amaKhosi recognised by the Provincial Executive Committee as per Legislation	To legally recognise amaKhosi	Physical: Cabinet decision matrix & Cabinet resolution	Count the number of amaKhosi recognised	None	Output	Cumulative	Quarterly	No	15 AmaKhosi recognised	Director: Traditional Governance
Traditional Institutional Management	Percentage of Dispute claims finalised	This relates to the finalisation of traditional leadership disputes and conflicts in the province and also the implement the resolution reconciliation manual	To resolve traditional leadership and land/ boundary dispute	Claims received, Reconciliations attended	Total number of disputes resolved divided by the total number of disputes received, then multiply the result by 100	Yes Non Receipt of disputes that need reconciliation	Output	Non – cumulative	Quarterly	No	All dispute claims received finalised	Director Dispute Resolution
Traditional Institutional Management	Percentage of approved cultural platforms supported	Support approved cultural and customary programmes (financial and non-financial support – logistics) Restoration of the Dignity: • Izizwe Profiling • Customs • Culture • Family Tree • Celebration • Recognition	Promote cultural and customary way of life	Photos, Requests and Invoices	Total number of cultural platforms supported divided by the total number of cultural platforms approved, then multiply by 100	None	Output	Non – cumulative	Quarterly	No	All approved cultural platforms provided with support	Director: Traditional Governance



PROGRAMME (Sub- Programme)	PERFORMANCE INDICATOR	DEFINITION	PURPOSE/IMPORTANCE	SOURCE/ COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATIONS	TYPE OF KPI	CALCULATION TYPE	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
Traditional Institutional Management	Number of Izizwe with updated family trees	This involves conducting verification and updating of family trees for all recognized Izizwe in the province.	The updating of family trees will provide clear frame of reference to deal with succession disputes.	Attendance Registers	Count the number of Izizwe with updated family trees	Yes Reluctance by Amakhosi to update Family Trees	Output	Non – cumulative	Quarterly	No	15 Izizwe with updated family trees	Director Traditional Governance
Traditional Resource Administration	Number of capacity building programmes implemented in line with the Provincial Capacity Building Strategy	Relates to the implementation of the Capacity Building Programme in line with the Provincial Strategy	To capacitate traditional institutions in line with the Provincial Capacity building strategy	Training Modules, Service Level Agreement, Training Programme, Provincial Capacity Building Strategy	Count the number of capacity building programmes implemented in line with the Provincial Capacity Building Strategy	None	Output	Non – cumulative	Quarterly	No	Traditional Institutions capacitated on identified areas	Director Traditional Resource Administration
Traditional Resource Administration	Number of seminars held on the Institutions of Traditional Leadership	This involves holding seminars with Institutions of Traditional Leadership for knowledge sharing and building capacity among Amakhosi and Traditional councils	To share knowledge on matters related to the traditional community	Outcomes of the National Traditional Leadership Conference, Consultation Records, Skills Audit Report	Count the number of seminars held	None	Output	Non – cumulative	Quarterly	No	2 seminars held to share knowledge with Traditional Institutions	Director Traditional Resource Administration
Traditional Resource Administration	Number of Houses of Traditional Leaders supported with functionality	To support the Houses of Traditional Leaders in accordance with the Traditional Leadership and Governance Framework Act of 2005	To ensure that Houses of Traditional Leaders are able to carry out the functions assigned to them in terms of the act	Traditional Leadership and Governance Framework Act of 2005, Assessment Results	Count the number of Houses of Traditional Leaders supported	None	Output	Non – cumulative	Quarterly	No	Provincial and Local Houses functional	Director Traditional Resource Administration
Traditional Resource Administration	Number of Traditional Councils supported with functionality	To support Traditional Councils in accordance with the Traditional Leadership and Governance Framework Act of 2005 as well as with physical conditions	To ensure that Traditional Councils are able to carry out the functions assigned to them in terms of the act	Traditional Leadership and Governance Framework Act of 2005, Assessment Results	Count the number of Traditional Councils supported with functionality	None	Output	Non – cumulative	Quarterly	Yes	Traditional Councils functional	Director Traditional Resource Administration
Traditional Resource Administration	Number of head counts conducted on Izinduna	Physical verification of all Izinduna	Verification of the 11 Districts will result in the elimination of fraud	Signed Verification Registers and Identity Documents	Count the number of head counts conducted	None	Output	Cumulative	Quarterly	Yes	11 Districts verified	Director Traditional Resource Administration



PROGRAMME THREE: DEVELOPMENT AND PLANNING

PROGRAMME (Sub- Programme)	PERFORMANCE INDICATOR	DEFINITION	PURPOSE/IMPORTANCE	SOURCE/ COLLECTION OF DATA	METHOD OF CALCULATION	DATA LIMITATIONS	TYPE OF KPI	CALCULATION TYPE	REPORTING CYCLE	NEW INDICATOR	DESIRED PERFORMANCE	INDICATOR RESPONSIBILITY
Spatial Planning	Number of municipal SDFs aligned with Provincial Spatial Planning Guidelines	Support municipalities in the alignment of their SDFs with Provincial Spatial Planning Guidelines (Provincial Spatial Development Framework and IUDF)	This indicator is fundamental to most investment initiatives in the Province, and forms the basis for sound economic development in KZN	Municipal SDFs, SPLUMA, MSA, IDPs, Sector Plans	Calculate the number of Municipal SDFs aligned with Provincial Spatial Planning Guidelines	Yes Availability of Reviewed SDFs Lack of dedicated municipal SDF Staff Financial resources	Output	Non-Cumulative	Quarterly	No	All SDFs aligned with Provincial Spatial Planning Guidelines	Director: Spatial Planning
Spatial Planning	Number of municipalities supported with the development of Denitification Strategies	Support municipalities on the development and alignment to the provincial denitification framework	This indicator is fundamental in supporting human settlements outcomes as well as achieving the strategic objective of the PGDS of actively promoting spatial concentration	Municipal Denitification Framework, Municipal Development Applications, Housing Projects, Eskom Household Data, Economic Stats	Calculate the number of municipalities supported with the development Denitification Strategies	Yes Non Submission of Development Applications on ITB Slow progress on Development Application approvals due to SPLUMA Implementation, Unavailability of Stats/data	Output	Non-Cumulative	Quarterly	No	Identified municipalities implementing denitification framework	Director: Spatial Planning
Spatial Planning	Number of provincial spatial planning norms and standards on spatial equity implemented	Development Spatial Equity Norms and Standards as part of refinement of the PGDP accessibility index/ model. Spatial interventions for improved access to land and equitable access to goods/ social service standards and development opportunities.	This indicator is fundamental for achieving spatial transformation outcomes as highlighted by the PGDS strategic objective and Goal 7 of the PGDP of Spatial Equity	Spatial Datasets, Spatial Equity 2015 Model base information, Statistical data for projected improvement to 2035.	Count the number of provincial spatial planning norms and standards on spatial equity implemented	None	Output	Non-Cumulative	Quarterly	Yes	Enhancing equitable access to resources, social and economic opportunities	Director: Spatial Planning
Spatial Planning	Number of municipalities supported to implement Land Use Schemes	Facilitate the preparation and implementation of Land Use Management Schemes by municipalities. Support includes: development of Land Use Guidelines, development of terms of reference for scheme development and financial support	This indicator is fundamental to achieve legal compliance with SPLUMA.	Approved Land Use Schemes and Approved Systems, Council Resolutions	Count the number of municipalities supported to implement Land Use Schemes	Yes Reliance on a secondary source to provide information. Information is historic	Output	Non-Cumulative	Quarterly	No	Effective spatial planning and land use management schemes are applied across the province	Director: Spatial Planning
Spatial Planning	Number of provincial hierarchy of plans model developed	Development of a Provincial Hierarchy of Plan Model and workshoping the model to all municipalities as part of capacity building	Provincial Hierarchy of Plan model is fundamental for the achievement of PGDS strategic objective of concentration of public and private investment in locations with maximum development potential.	Municipal strategic/ spatial/ structure plans,	Count the number of provincial hierarchy of plans model developed	None	Output	Non-Cumulative	Quarterly	Yes	Increased percentage of development nodes meeting hierarchy of plans standards	Director: Spatial Planning
Spatial Planning	Number of municipalities supported to produce precinct plans	To support municipalities to promote the development of compact, connected and coordinated secondary towns and cities in line with IUDF	This indicator is fundamental to achieve the implementation of IUDF and NDP spatial vision	Monthly Progress Reports, PSC Minutes, Attendance Registers	Count the number of municipalities supported to develop precinct plans	None	Output	Non-Cumulative	Quarterly	Yes	Development of liveable, safe, resource efficient cities and towns	Director: Spatial Planning

