

AMENDED ANNUAL PERFORMANCE PLAN 2020/2021

August 2020



cogta

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

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FOREWORD TO THE AMENDED 2020/2021 ANNUAL PERFORMANCE PLAN BY HONOURABLE. S.E. HLOMUKA KZN MEC FOR COOPERATIVE GOVERNANCE AND TRADITIONAL AFFAIRS

It gives me singular pleasure to present the Annual Performance Plan for the Department of Cooperative Governance and Traditional Affairs for the 2020/2021 financial year.

The start of the financial year in question has coincided with the greatest challenge we have had to face as a country and province since the advent of democracy in 1994 – the Covid-19 pandemic. This has necessitated a large-scale reprioritisation of available resources, first towards containing the spread of the novel coronavirus in our communities and subsequently towards minimising its impact on the sphere of local government and traditional institutions in our province.

In line with these developments, the national government has had to table an Adjusted Budget reflecting the new priorities and these adjustments have subsequently been cascaded to the provinces, including KZN. Our Adjusted Budget for 2020/2021 essentially puts forward a path towards restoring the sustainability of the fiscus, without compromising on our new priorities.

This is an ambitious goal given our difficult fiscal position and the enormity of the daily challenges we now face as a result of the Covid-19 pandemic but it is also the only viable way forward. We have had to reprioritise our spending towards the fight against the pandemic while ensuring that our basic services remain intact.

Underlying this revised APP are several key initiatives recently launched by the department, chief of them the Khawuleza campaign to expedite service delivery and the District Development Model which accords local government ever greater importance in government's joint planning, budgeting and service delivery for growth and development. This APP also speaks directly to the needs of our people which ultimately dictate everything we as a department do as we work to support and strengthen our municipalities and traditional institutions.

Throughout this document, we are specifically responding to the key policy priorities of the Sixth Administration as pronounced during the State of the Nation and the State of the Province Address, respectively. These include the most acute challenges facing the province, such as those linked to the delivery of water, or the stabilisation of our local government institutions. As we implement this APP, we will be making sure that we are simultaneously supporting municipalities to become viable and sustainable while equipping them to serve as vehicles for the growth of their respective local economies.

The department's key mandate, as set out in our Constitution, is the support we provide to municipalities and traditional institutions. Only when adequately supported can these institutions discharge their mandates in fulfilling the needs of our communities. Our support programmes are both comprehensive and specific to the needs of individual municipalities. For the purposes of this APP, they are based on the additional information obtained from the Report on the State of Local Government in KZN which we compiled, as the most extensive exercise of its kind to date, shortly after the 2019 local government elections.

We have in this APP also articulated plans that create a sound infrastructural base which is critical for the growth of our local economies and improving the lives of our communities. Of equal importance are plans for our targeted support to municipalities under intervention and issues of water and electricity, including the debt owed by municipalities to Eskom. We are confident that all of these initiatives, individually and collectively, will improve the volume and quality of service delivery and give our communities a positive experience as satisfied clients of local government.

Last but not least, this APP also strives to maintain the close and fruitful working relationship we have cultivated over time with our traditional leaders and their institutions. In our view, this is a prerequisite for advancing our government's developmental agenda in our rural areas and among traditional communities. The positive contribution of amakhosi to creating a better life for all within their respective traditional communities is now a universal phenomenon. Going forward, we pledge to promote meaningful participation of traditional leaders in our own work and that of our municipalities because such a relationship is ultimately of great benefit to all.

This APP is a proud reflection not only upon what we have achieved since 1994 but also upon our continued determination to manage in an exemplary fashion all the resources entrusted in our care as a public institution that is accountable to the people. We are determined to implement this revised APP in its entirety for the benefit of our communities as we continue to fight the spread of Covid-19 and as we lay the foundations for a return to normalcy in a post-Covid-19 era.

Ends.

HONOURABLE. S.E. HLOMUKA

KZN MEC FOR COOPERATIVE GOVERNANCE AND TRADITIONAL AFFAIRS

ACCOUNTING OFFICER STATEMENT

It is with commitment to the communities we serve that we hereby present and unveil the Annual Performance Plan 2020/2021 for the Department of Cooperative Governance and Traditional Affairs. The financial year 2020/2021 marks the first of the Administrative term 2020-2025. It is against that backdrop that we table bold interventions to roll-out in response to the adopted Programme of Action translate from the MTSF 2019-2024.

The last administrative term 2014-2019 was characterised by the collapse of the Local Government sphere with municipalities' affairs declining for the worse. The Department as charged with the mandate to support local government to manage own affairs were highly criticized for the collapse. The dawn of the new term presents an opportunity for the redemption of both the provincial government and local government working better. The plan commits on interventions to be implemented turn the tide and restore efficiency and effectiveness of the system of governance in line with the first priority of the Country, Building Capable, and Ethical and Developmental state.

In his SONA, the President said and I quote "This year, we fix the fundamentals. We pursue critical areas of growth. And we ensure excellence in planning and execution in government" The Department has identified IGR as a Game-Changer this term. Collaboration, Integration and Partnerships across government and different sectors, and entities regulated by the IGR Framework is an opportunity at our disposal as Cooperative Governance to exploit fully collective power to ensure that planned change is achieved and evident in municipalities and impactful to surrounding communities.

The development of Joined-up plans for all 10 districts plus one Metro will be finalised this year, and through these the efforts of all spheres of Government, All Sectors will channelled towards spatial developing municipalities as per their specific needs as determined by the profiles developed for each district. These plans become the basis for measuring development and impact of government on the lives of the citizens.

Furthermore, Good Governance becomes key to processes in pursuit of Operation Clean audit. The Department commits to improve on its audit outcomes and most importantly on the ever regressions of municipal audit outcomes. Experts in both Governance and Administration; and Finance matters will be deployed to build capacity of struggling Municipalities to better manage and institutionalise controls and compliance with legislation and prescripts.

The implementation of the Support Plans emanating from the Local Government Assessment conducted in 2019 continues with severity, frequent monitoring and reporting on the performance and response of the municipalities to the Developed to be reviewed.

A similar assessment was conducted on the functionality of Traditional Councils and implementation of the findings to establish functionality in chase for ensuring traditional communities' needs are catered for in the system of governance. And Rural Development is to be realised.

The spirit of innovation, excellence, efficiency will be harnessed to ensure maximum impact in light of the reality of scarce financial resources.

I wish the Management team of the Department, all members of staff charged with the responsibility to implement the Plan developed jointly success and triumph in speeding up transformation in the Local Government space and Traditional Affairs.

Mr. T. Tubane

Accounting Officer KZN Cooperative Governance and Traditional Affairs

OFFICIAL SIGN-OFF

It is hereby certified that this Annual Performance Plan:

- Was developed by the management of the KZN Department of Cooperative Governance and Traditional Affairs under the guidance of the Executive Authority, Mr. S. E. Hlomuka;
- Takes into account all the relevant policies, legislation and other mandates for which the KZN Department of Cooperative Governance and Traditional Affairs is responsible.
- Accurately reflects the Impact, Outcomes and Outputs which the KZN Department of Cooperative Governance and Traditional Affairs will endeavour to achieve over the period 2020/2021.



Ms. Y. Joyi

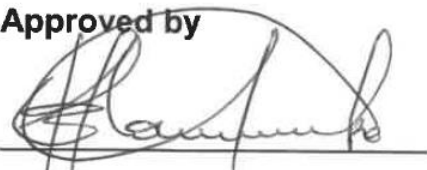
Acting Chief Financial Officer



Mr. T. Tubane

Accounting Officer

Approved by



Mr. S. E. Hlomuka, MPL

Executive Authority

PART A: OUR MANDATE

1. CONSTITUTIONAL MANDATE

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

- Section 139 provides for provincial intervention in local government. This intervention in municipalities, includes the issuing of directives, and managing interventions by the Provincial Executive Council in accordance with the provisions of section 139(1) (a), (b) and (c);
- Section 154 determines that provincial governments must provide support and strengthen the capacity of municipalities to manage their own affairs, to exercise their powers and to perform their functions in accordance with the provisions of section 154(1) and (2);
- Section 155(5) and (6) determines the types of municipalities in KwaZulu-Natal, and establishes municipalities in KwaZulu-Natal, thereafter the Municipalities, by legislative and other measures, must be monitored and supported, in addition to which the Department must promote the development of local government capacity, to enable municipalities to perform their functions and manage their own affairs; and
- Section 155 (7) stipulates that provincial governments have legislative and executive authority to see to the effective performance by municipalities of their functions in respect of matters listed in Schedules 4 and 5, by regulating the exercise by municipalities of their executive authority referred to in section 156(1).
- Chapter 12 of the Constitution of the Republic of South Africa, 1996 recognises the institution of traditional leadership and emphasises the significant role it plays in preserving the customs of traditional communities. It further defines the institution as an organ of state which justifies its place in the democratic dispensation especially in relation to governance issues.

2. LEGISLATIVE AND POLICY MANDATES

The following legislation is administered by the Department:

- Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000)
- Local Government: Municipal Structures Act, 1998 (Act No. 117 of 1998)
- Local Government: Municipal Financial Management Act, 2003 (Act No. 53 of 2003)
- Local Government: Municipal Property Rates Act, 2004 (Act No. 6 of 2004)
- Local Government Demarcation Act, 1998 (Act No. 6 of 2004)

- Local Government Municipal Electoral Act, 2000 (Act No. 27 of 2000)
- Traditional Leadership and Governance Framework Act, 2003 (Act No. 41 of 2003)
- The National House of Traditional Leaders Act 2009 (Act No. 22 of 2009)
- The KwaZulu-Natal Traditional Leadership and Governance Act 2005 (Act Np. 5 of 2005)
- The White Paper on Traditional Leadership
- Disaster Management Act, 2002 (Act No. 57 of 2002)
- Spatial Planning and Land Use Management Act, 2013: (Act No. 16 of 2013)
- Infrastructure Development Act, 2014 (Act No. 23 of 2014)
- Municipal Fiscal Powers and Functions Act, 2007 (Act No. 12 of 2007)
- Remuneration of Public Office Bearers Act, 1998 (Act No. 20 of 1998)
- KwaZulu-Natal Planning and Development Act, 2008 (Act No. 6 of 2008)
- KwaZulu-Natal Pounds Act, 2006 (Act No. 3 of 2006)
- KwaZulu-Natal Cemeteries and Crematoria Act, 1996 (Act No. 32 of 2000)
- KwaZulu-Natal Determination of Types of Municipalities Act, 2000 (Act No. 7 of 2000)
- KwaZulu-Natal Traditional Leadership and Governance Act, 2005 (Act No. 5 of 2005)
- Fire Brigade Services Act, 1987 (Act No. 99 of 1987)

3. INSTITUTIONAL POLICIES AND STRATEGIES OVER THE 2020-2025 PLANNING PERIOD

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.

3.1 Sustainable Development Goals (SDG)

Department contributes to the following SDGS: **SDG 1: End Poverty, SDG 5: Gender Equality, SDG 6: Clean water and sanitation, SDG 7: Affordable and clean energy, SDG 8: Decent work and economic growth, SDG 9: Infrastructure, industrialization and innovation, SDG 10: Reduce Inequality, SDG 11: Sustainable cities and communities, SDG 13: Climate action, SDG 16: Peace, justice and strong institutions and SDG 17: Strengthened partnerships for goals.**

3.2 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).

COGTA has an obligation toward goal 7 of the AU 2063, environmentally sustainable and climate resilient economies and communities and its **Priority Areas, that is, Water security, Climate resilience and natural disasters preparedness and prevention.**

3.3 National Development Plan

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.**

3.4 ANC 2019 Election Manifesto

The 2019 ANC Election Manifesto pursues the vision of the National Development Plan (NDP) and seeks to address the triple challenge of unemployment, poverty and inequality. The commitments contained in the manifesto are in the spirit of “*Thuma Mina*” and aims to provide a better life for all. The seven priorities of the manifesto have been categorised as follows:

- Transforming the economy to serve all the people
- Advancing social transformation
- Security and comfort for all
- Safe communities, Safe lives
- Capable, honest government
- A nation united in diversity
- South Africa, Africa and the world

The Strategic Plan has embraced the pronouncements made in the manifesto and have addressed them by developing targets to contribute towards their achievement.

3.5 Medium Term Strategic Framework (MTSF 2019-2024)

The 2019-2024 MTSF represent priorities derived from the Manifesto of the ruling party.

The MTSF identifies key areas, priorities, or goals for implementation by the 6th Administration.

The goals are as follows:

1. Capable, Developmental & Honest Government
2. Economy and Jobs
3. Education, Skills and Health
4. Social Wage
5. Spatial Development & Human Settlements, Local Government
6. Social Cohesion And Safe Communities
7. Africa & The World

The precondition for successful implementation or the inhibitors is highly anchored on the following:

- Energy Supply risk @ ESKOM and high cost of electricity
- Supply of water and high cost of Water
- Access to Rail particularly branch line network
- Access to good road infrastructure
- Good Governance at State Owned and Public Entities
- Implement Climate change Adaptation and Mitigation
- Establish Economic Regulators in Water &Transport Sectors

The MTSF further identifies the following groups as priority for the 6th Administration:

Women, Youth, People Living with disabilities

3.6 Provincial Growth and Development Plan (PGDP)

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 also expressed in the Provincial Growth and Development Plan as follows.

STRATEGIC GOALS	OBJECTIVES
Inclusive Economic Growth	<ul style="list-style-type: none"> • Develop and promote the agricultural potential of KZN • Enhance sectoral development through trade investment and business retention • Enhance spatial economic development • Improve the efficiency, innovation and variety of government-led job creation programmes • Promote SMME and entrepreneurial 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 • Enhance youth and adult skills development and life-long learning
Human And Community Development	<ul style="list-style-type: none"> • Eradicate poverty and improve social welfare services • Enhancing Health of Communities and Citizens • Safeguard Sustainable Livelihoods & Food Security • Promote Sustainable Human Settlements • Enhancing Safety & Security • Advance Social Cohesion and social capital • Promote Youth, Gender and Disability Advocacy & the Advancement of Women
Infrastructure Development	<ul style="list-style-type: none"> • Development of Ports and Harbours Seaports and Airports • Development of Road & Rail Networks • Development of ICT Infrastructure • Ensure availability and sustainable management of water and sanitation for all • Ensure access to affordable, reliable, sustainable and modern energy for all • Enhance KZN waste management capacity
Environmental Sustainability	<ul style="list-style-type: none"> • Enhance resilience of ecosystem services • Expand the application of green technologies • Adapt and respond to climate change
Governance and Policy	<ul style="list-style-type: none"> • Strengthen Policy, Strategy Co-ordination and IGR • Building Government Capacity

STRATEGIC GOALS	OBJECTIVES
	<ul style="list-style-type: none"> • Eradicate Fraud & Corruption • Promote Participative, Facilitative & Accountable Governance
Spatial Equity	<ul style="list-style-type: none"> • Enhance the resilience of new and existing cities, towns and rural nodes, ensuring equitable access to resources, social and economic opportunities • Ensure integrated land management use across the Province, ensuring equitable access to goods and services, attracting social and financial investment

3.7 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).

3.8 Back to Basics

The aim of 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.

The Back to Basics programme was launched with the objective of ensuring 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

4. RELEVANT COURT RULINGS

The Department has no relevant court ruling that has an impact on service delivery.

PART B: OUR STRATEGIC FOCUS

5. VISION

Capable and Cooperative Governance for Sustainable Service Delivery

6. MISSION

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

7. 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.

8. SITUATIONAL ANALYSIS

The Department is structured around four programmes.

Programme 1: Administration which is the support service for the other three programmes and ensures that they are capacitated to perform their functions.

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

Programme 3: Development and Planning is 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: Traditional Affairs 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).

The staff establishment of the Department consists of 1 888 posts. 65% of posts have been filled with 35% (662) posts being vacant. 26% of SMS posts are vacant (18 out of 70)

60% of SMS posts have been filled with females (32 of 53) 2.4% of the filled posts on the staff establishment have been filled with people with disabilities. The Department will continue to focus on the drive to achieve employment equity targets as stipulated in the Employment Equity Plan.

RACE/GENDER PER SALARY LEVEL AS AT 30 JUNE 2020										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	34	12	0	0	0	0	0	0	46	46	20	66	0
3	7	28	0	0	0	0	0	0	35	35	21	56	0
4	3	15	0	0	0	0	0	0	18	18	12	30	1
5	96	56	2	1	4	4	7	1	171	171	86	257	13
6	266	146	0	0	0	0	0	0	412	412	88	500	1
7	89	36	3	0	10	3	8	1	150	150	146	296	6
8	29	28	4	1	6	4	1	0	73	73	79	152	2
9	41	20	4	0	3	6	3	3	80	80	73	153	3
10	17	6	0	0	8	1	2	4	38	38	46	84	2
11	26	29	1	1	3	5	4	5	74	74	34	108	1
12	20	34	0	1	9	8	0	4	76	76	39	115	1
13	14	12	1	0	4	1	3	2	37	37	14	51	0
14	6	4	0	0	1	0	1	0	12	12	3	15	0
15	2	1	0	0	0	0	0	0	3	3	1	4	0
16	0	1	0	0	0	0	0	0	1	1	0	1	0
TOTAL	650	428	15	4	48	32	29	20	1226	1226	662	1888	30

Employment Equity Targets Per Salary Level as at 30 June 2020

Salary Level KZN EAP QLFS 1-2019	African		Coloured		Indian		White		Grand Total
	Female	Male	Female	Male	Female	Male	Female	Male	
	42.80%	43.50%	0.70%	1.00%	3.20%	5.20%	1.30%	2.30%	
1	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0
2	28.25	28.71	0.46	0.66	2.11	3.43	0.86	1.52	66
3	23.97	24.36	0.39	0.56	1.79	2.91	0.73	1.29	56
4	12.84	13.05	0.21	0.30	0.96	1.56	0.39	0.69	30
5	110.00	111.80	1.80	2.57	8.22	13.36	3.34	5.91	257
6	214.00	217.50	3.50	5.00	16.00	26.00	6.50	11.50	500
7	126.69	128.76	2.07	2.96	9.47	15.39	3.85	6.81	296
8	65.06	66.12	1.06	1.52	4.86	7.90	1.98	3.50	152
9	65.48	66.56	1.07	1.53	4.90	7.96	1.99	3.52	153
10	35.95	36.54	0.59	0.84	2.69	4.37	1.09	1.93	84
11	46.22	46.98	0.76	1.08	3.46	5.62	1.40	2.48	108
12	49.22	50.03	0.81	1.15	3.68	5.98	1.50	2.65	115
13	21.83	22.19	0.36	0.51	1.63	2.65	0.66	1.17	51
14	6.42	6.53	0.11	0.15	0.48	0.78	0.20	0.35	15
15	1.71	1.74	0.03	0.04	0.13	0.21	0.05	0.09	4
16	0.43	0.44	0.01	0.01	0.03	0.05	0.01	0.02	1
TOTAL	808.07	821.31	13.23	18.88	60.41	98.17	24.55	43.43	1888

Disability Target : 2%

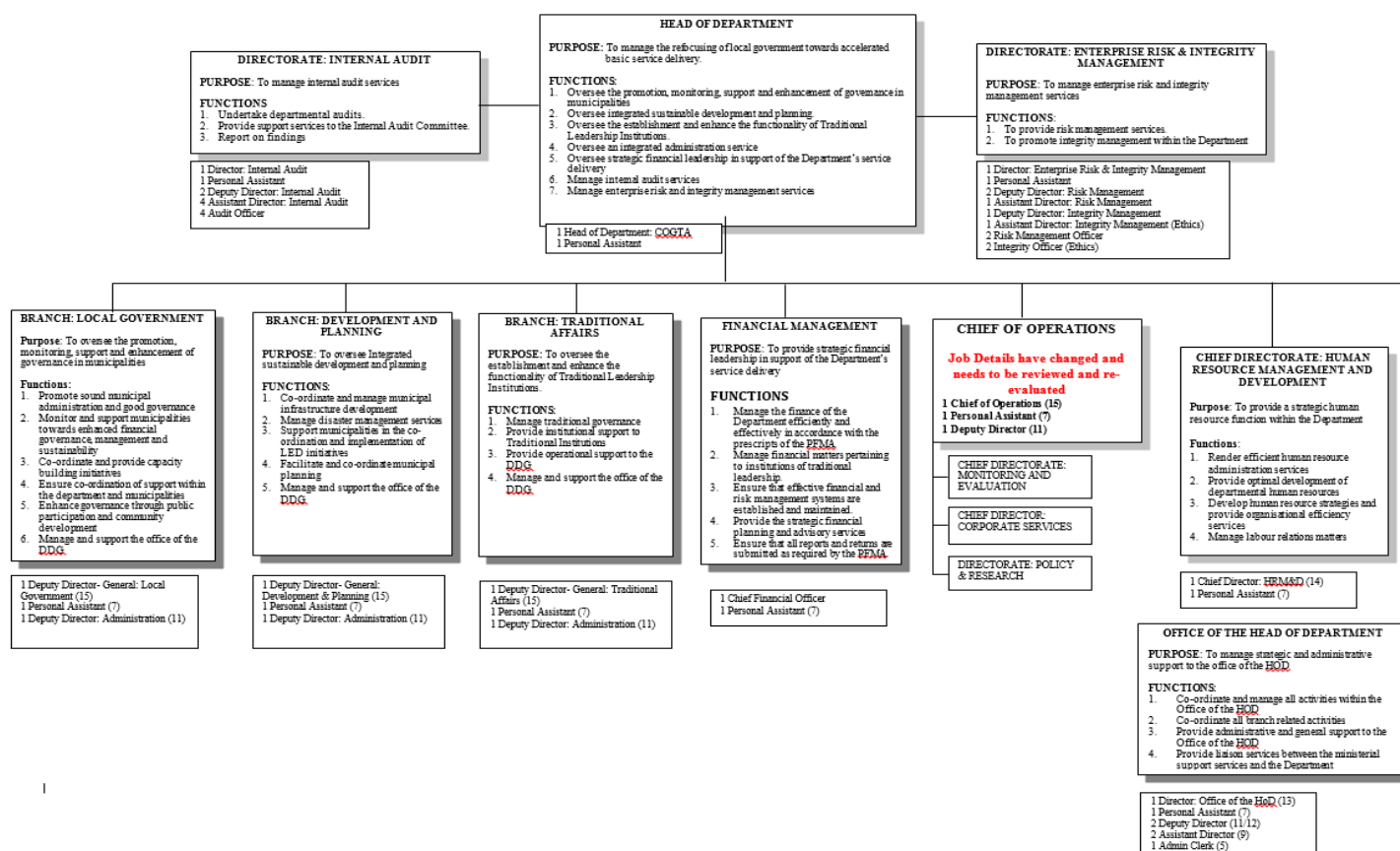
SMS Target for Female : 50%

All level Target for Female : 54%

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

Program One organogram is under review and the new structure is to be approved by the Minister for Public Service and Administration. The organogram below illustrates the configuration of the organisation.

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



The Department has a vacancy of the COO post in Administration, the new structure yet to be approved envisages for the post of the COO at a Deputy Director General for overall accountability, and coordination of the work of the branch for greater impact.

In the spirit of Batho-Pele in particular the principle of openness, the Department in 2017 conducted the Organisational Climate Study to test the satisfaction of its human resources. The study revealed varying degrees of perceptions the employees of the Department have about the environment they working in. The productivity and the efficiency of any institution is anchored on the morale of its human resources. Key findings of the study revealed couple of strengths and weaknesses about the organisation relating to job satisfaction, supervisory support, training, welfare and innovation and flexibility.

The findings mainly call for a shift in the way that CoGTA as an organisation operates, its culture, organisational environment, employer-employee relationships, communication, decision making model, employee interpersonal relations and support all of which impact adversely on the resultant organisational climate. A task team has been established to investigate the veracity of the finding and institutionalisation of the recommendations. In the pursuit to make a Department an employer of choice, caring for resources, the Administration branch houses programmes targeted at strengthening the capacity of employees and enhancing productivity, and favourable climate conditions.

The development of a capable public service is a commitment that the Department underpins through the implementation of varying skills development programmes. Such are skills gaps identification and are subsequently addressed through training programmes. In addition, each year employees are able to make application for participation in the department's bursary programme in order to further advance studies for both human and organisational benefit. There are currently 72 employees participating in the programme.

The country, the province and cities are dealing with scourge of various pandemics threatening the achievement of a capable state, these require deliberate efforts to manage in pursuit of greater productivity and this, in the Department is through the structured primary prevention wellness programmes to create a more healthy and productive workforce. More than 68 staff received professional support as part of the Employee Assistance Programme, 741 employees have been referred since the inception of the programme circa 2007.

COGTA is committed to the development of unemployed youth to ensure sustainability of the idea of a capable state. As part thereof COGTA offers bursaries to unemployed, disadvantaged youth particularly women and persons from rural areas. After graduation such youth are able to participate in the internship programme. There are currently 158 youth participating in the bursary programme. Furthermore, the Department has advertised an opportunity to 500 graduates to participate in an apprentice program in municipalities.

COGTA continues with its commitment to Persons Living with Disabilities and to redress the legacy of their marginalisation in our society. There have been challenges but these have been overcome. Of the 52 youth participating in the internship programme, 15 are persons living with disabilities.

The Department we heed the call and fully support economic transformation and job creation. We have prioritised youth employment and will be maintaining an implemented a graduate internship program for municipalities.

FINANCIAL ENVIRONMENT

The Auditor General has expressed his opinion on the audit 2018/2019 and the Department saw an improvement from a qualification expressed in 2017/ 2018 financial year. The qualification was attributable to lack of regulatory controls on the payment of Izinduna. The implementation and monitoring of the action plans was the focus of the department through the clean audit committee establishment.

In the 2019/2020 financial year the Department of Cooperative Governance and Traditional Affairs received a budget allocation of R1, 824, 879,000. The Department under-spent against the Provincial Disaster Recovery grant by R10.615 million and R675 000 has been approved for roll-over. The Department received a further R49.334 million with respect to purchasing equipment for municipalities, such as waste trucks, water tankers, vacuum sewerage tankers, etc., R20.000 million for Municipal Infrastructure Support Agent and R100.562 million for the Department to undertake a water, sanitation and electrification backlog study was mandated by Cabinet Lekgotla in August 2018. R4 million is suspended from the Department's budget and is allocated to the Office of the Premier. The Department's Budget has increased to R1, 991,450,000. As at the end of December 2019 the Department should have spent 75% of the budget. However, only 72.83% of the budget was spent. The under expenditure was as a result of the following:

- Delays with the filling of vacant posts and as well as the resignation of administrators and staff

- savings arising from the cost of events held as well as the delays with the payment of the backdated salaries for Izinduna and the number of municipal interns appointed, amongst others
- the late delivery of outstanding invoices for construction of the CSCs

The Department has instituted the following processes and procedures to ensure that under-expenditure/over expenditure is avoided in future:

- The Budget Committee will continue its functions of overseeing the budget.
- Early procurement will take place to ensure ample time to complete projects.
- The procurement plan is scrutinised on a monthly basis to ensure that where projects have not commenced and planned, the funding is re-allocated to other urgent projects.
- A revision of the vacant posts will be undertaken to determine if the posts should still be filled or not.
- The contract management unit within SCM will play a more active role in project management.
- The names of Departmental Project Managers are included in agreements to ensure more accountability.
- Contracts will be scrutinized to ensure that all requirements are met and penalties will be invoked when required.

In the 2019/20 financial year 43 Grants totalling R 134 475 000 have been transferred, with the majority transferred in the third quarter. Expenditure is R38 320.72.

The Department has a transfer manual in place. All municipalities have been workshopped on the requirements for transfers.

Monitoring on expenditure includes monthly submission of invoices and expenditure reports; correspondence to municipalities in breach of the conditions of the grant; recalling of unspent grants (historic and current) and suspending transfers to defaulting municipalities.

PERFORMANCE ENVIRONMENT

The MTsf calls for inclusive economic growth and further identifies SMMEs, Women, Rural Enterprises, Youth and people living with disabilities as priority focus groups for the 2020-2025 term of government. The Department in 2018/2019 met its target of and have further have allocated at least 35% of procurement budget to these priority groups of the KZN community.

Section 154 of the Constitution stipulates ***“The national government and provincial government, by legislative and other measures, must support and strengthen the capacity of municipalities to manage their own affairs, to exercise their powers and to perform their functions.”*** The recent assessment of the state of local government done by the department seeks to revive the above mentioned mandate. Subsequent to the assessment the department through the local government branch has since compiled support plans customized according to the findings in each municipality. This brings to appreciation the reality that the support provided is relevant if based on the needs of the customers/clients being serviced. To date all 54 support plans in pursuit of improvement have been developed and consulted with Municipal Managers for input. The Department will throughout the duration of the term do periodic assessments of the state of local government to supplement the Municipal Systems Act section 47 reports, which is a consolidated annual Municipal Performance report, and are criticized for not being current and 2 years behind.

The Department has the responsibility to monitor the performance of Local Government and intervene in cases of failure. The 4IR era provides the Department with the opportunity to explore a monitoring system which will serve as an early warning system of inefficiencies and ineffectiveness in any of the 54 municipalities which should prompt intensive support by the department. The department is currently using the CMET tool and this has not yielded the expected results in terms of monitoring municipal performance and the collapse of municipalities happened in spite of the application of the CMET tool. A more advanced technological tool is being pursued for effective results-based, integrated performance management tool.

Intergovernmental Relations has been identified as the “Game Changer” for this cycle and rigorous support will be provided to IGR structures to ensure that IGR forums effectively drive coordinated planning, monitor the alignment and implementation of the Integrated Development Plan (IDP), Service Delivery and Budget Implementation Plan (SDBIP), Budget and Business Plans. The IDP plays a pivotal role in local government and has to incorporate what will be implemented by other spheres of government in the municipal sphere.

In the Presidency Budget Policy Speech (2019) his Excellency President Ramaphosa says “For the effective implementation of our seven priorities, the structures of government will need to function with maximum coordination and cooperation as it is envisaged in our Constitution.

The truth is that lack of coordination between national and provincial governments, between departments and particularly at local government level, has not served us.

We have slid into a pattern of operating in silos.

This has led to lack of coherence in planning and implementation and has made monitoring and oversight of government's programme difficult.

It has become a significant deterrent to investment as businesspeople have had to move from pillar to post in search of support and services in what are essentially the same sectors.

At the heart of most service delivery protests is fragmented planning on our part as well as poor communication."

The President's Coordinating Council in August 2019 approved the District Approach Model which reinforces IGR as a game changer and the Department of Cooperative Governance's role to coordinate all organs and spheres of state. It is on the basis of IGR Framework that the model is adopted.

The model considers 44 Districts plus 8 Metros, in Kwazulu-Natal 10 Districts plus one metro as developmental spaces (IGR Impact Zones) can be the strategic alignment platforms for all three spheres of government where **One Plan** for each space guides and directs all strategic investments and projects for transparent accountability.

COGTA being the champion, through this model aims for the following objectives:

- a. Managing rural/urban migration, as well as sustainable growth and development;
- b. Determining and/or supporting local economic drivers;
- c. Determining and managing spatial form, land release and land development;
- d. Determining infrastructure investment requirements and ensure long-term infrastructure adequacy to support integrated human settlements, economic activity and provision of basic services, community and social services;
- e. Institutionalize long term planning whilst addressing 'burning' short term issues

Reinforcing the District Model Approach, the Department conducted evaluation studies were on Infrastructure projects. The Evaluation studies aimed to establish value for money in the projects implemented; the extent to which projects were compliant with the National Treasury Standard for Infrastructure Procurement and Delivery Management Framework of 2015; to establish if the Department has the Institutional Capacity to Manage Infrastructure Projects. The study in relation to the District Model Approach revealed amongst others the following:

- Project Funding Inadequacy resulting from delays in implementation leading to original projections being thrown off by inflation and increase in market prices
- Utilisation of projects deliverables by beneficiaries not optimal due to no feasibility studies being conducted and the relevance of projects not ascertained prior construction.
- Non- adherence to the project scope attributed to changes in design during implementation.

- Poor relations between municipalities and role players such as ESKOM in providing good/services which are critical to the provision of project deliverables.

Furthermore, The Spatial Planning unit in the department is mandated to coordinate and regulate Spatial Equity and Integrated Land Use Management which guides the allocation and utilization of human and environmental resources towards sustainable growth and development. Inadequate Provincial horizontal and vertical co-ordination in provincial spatial planning and Land Use and Development regulations impacts municipal ability to effectively co-ordinate and integrate. There are proposed ways of measuring the effectiveness in addressing Spatial Equity and this includes spatially locating public services through Spatial Referencing, in an integrated and accessible manner. The Department's commitment remains on ensuring Spatial Development Framework is up to date and SPLUMA compliant and aligned to province and national SDF's; Land Use Schemes (LUS) aligned to SDF spatial equity strategies.

Spatial Equity addresses current spatial impediments to socio economic development in the main created by imbalances are, excess travel & congestion, cost of transport subsidies, cost of bulk infrastructure, overheated property markets/asset prices, adverse environmental impacts, cost of township disasters, weaker place attachment, asset investment, neglected township economic potential. COGTA has an enormous task of coordinating and marshaling all sectors towards a coordinated and integrated approach to development and offer a relief to the KZN community from the above. Rural economic development will also through spatial equity be expedited and the involvement of the Institution of Traditional Leadership becomes key to the success of any developmental agenda.

Traditional Leaders within the Province play an important role in the development of our rural communities and the Department will continue to support the development of this institution. To ascertain the support that would need to be provided, a comprehensive assessment will be undertaken of Traditional Institutions in order to provide the relevant and appropriate support that is required. Furthermore, we will endeavour to speed up the processes in respect of the recognition of Amakhosi to avoid any vacuum and to ensure that the service delivery to traditional communities is not disrupted. We will also accelerate the process to update all family trees of imiNdeni yobuKhosi and this would require the cooperation and full participation of amaKhosi in dispute resolution.

In 2013 the Department submitted the Traditional Leadership and Governance Bill to the Provincial Legislature for piloting in the Legislature. This Bill was later withdrawn in the Legislature in late 2017 just before its finalisation through the 2nd reading in the Legislature. The reason for the withdrawal of the Bill was to align the Bill with the national Traditional and Khoi-San Leadership Bill which was at the time due to be finalised. In December 2018 this Bill was passed. The Department is to resubmit the Bill to the Legislature and support the Legislature in having the Bill finalised during 2019-20.

KwaZulu-Natal, has a total of 3462 iziNduna. The 2014 Presidential determination on salaries of izinduna translated came at the time when the Department had not made the provision for the payment of all izinduna in the MTEF cycle. This then meant that the Department had to reprioritize and sacrifice other projects in order to fund half of the salary bill of izinduna while the rest was sourced from other Departments at 2% of the budget of each Department.

As per Proclamation No.4 of 2018, the salary scale of izinduna is R106 106.00 per annum. The Department has not effected the increments since 2017 and this has an effect of increasing the debt owed to izinduna. The globular provision was calculated at R 1,375 billion. The estimates are based on the number of izigodi in all traditional communities in the province.

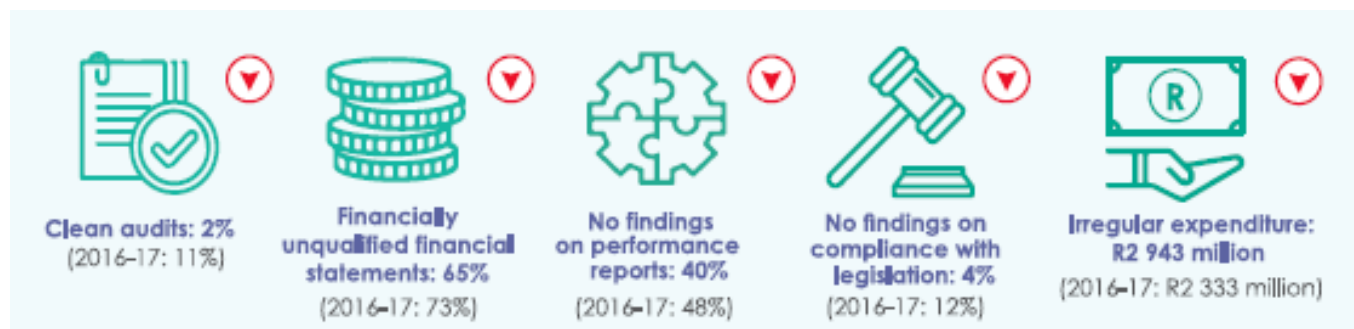
8.2. External Environment Analysis

Mid-Year Population Estimates released by Statistics South Africa (Stats SA) showed that KwaZulu-Natal is the second most populous province in South Africa, with slightly fewer residents than Gauteng. It is estimated that the Province has a population of 11, 289 086 citizens of which almost 3, 47 million (19,4%) are youth. The Province consists of 1 Metro (Ethekwini) and 10 District municipalities which are divided into 44 local municipalities. The Department has a constitutional mandate to support, monitor, capacitate and intervene in municipalities.

Local Government that works better is the priority of the 6th Administration. Section 154 of the Constitution of South Africa obligates COGTA to support this sphere of government to work better in managing own affairs. The Department prides itself in the recent production of comprehensive Assessment of the Local Government. This resulted from the rapid collapse of municipalities in Kwazulu-Natal with nine being under section 139 intervention , namely, Uthukela, Umzinyathi, Endumeni, Inkosi Langalibalele, Mpofana, Msunduzi, Richmond, Abaqulusi, and Mtubatuba and resulting in escalation costs for Administrators which the

Department has to incur. Furthermore, the regression of audit comes which left the province with only one municipality, Okhahlamba receiving clean audit.

Provincial Snapshot by the Auditor General South Africa – MFMA 2017-2018



The Auditor General of South Africa (AGSA) 2017/2018 Municipal Audit revealed that the Province deteriorated in respect of municipal audit outcomes for the second year post the election and appointment of new political and administrative leadership. The key reasons cited for this regression was slow or lack of management response to early warning risk signals and recommendations that were regularly communicated by the Auditor General. It was further revealed that municipal management failed to implement action plans, take accountability and comply with financial and performance reporting laws and regulations. 96% of municipalities had material findings on compliance with legislation on matters related to procurement, contract management, material misstatements in financial statements, unauthorised, irregular and fruitless, wasteful expenditure. The findings demonstrate that audit committees are not exercising oversight or direct the scope of audits. This resulted in a significant decrease in the number of clean audits in the Province.

The poor state of accountability by municipalities resulted in an increase of community dissatisfaction and service delivery protests. Targets for the provision of basic services such as water were not met by 57% of authorised municipalities due to poor performance of contractors and insufficient qualified engineering and technical staff. The Department intervened at 6 municipalities where cases of maladministration was found and appointed Administrators to turnaround these municipalities. Support to municipalities will be intensified and compliance with regulations will be enforced in order to ensure uninterrupted provision of services to the citizens. Municipalities will be provided with concentrated support to ensure that there will be no regression in audit outcomes but move towards the achievement of a clean audit opinion.

The Assessment of Local Government also has its undesired revelations about the state of all 54 municipalities around the following six focal areas:

- Political and administrative interference;
- Weak or dysfunctional oversight structures;
- Lack of accountability;
- Weak or non-existent public participation;
- Poor service delivery; and
- Lack of consequence management

A Summary of the State Of Local Government in the Province.

The Department in 2019 conducted a Local Government Assessment of all municipalities to measure viability and functionality of this sphere. The assessment unveiled a number of inefficiencies which led to a need for tailored support plans to be developed for each of the assessed. The findings were administrative, political and structural.

Political interference in the administration of municipalities has affected governance and functionality and needs to be addressed by political parties. The Department will conduct investigations into fraud, corruption and maladministration and ensure that consequence management is implemented. Oversight structures have not been fulfilling their role in the governance of municipalities and this has negatively impacted on service delivery. The Department will be developing minimum reporting requirements for municipal officials to report to the Portfolio Committees of council. These requirements will be gazetted and become a legal requirement. Intensive efforts will be made to capacitate councillors with the aim of improving political and administrative oversight in municipalities. Councillors will also be capacitated on finance, budgeting and technical skills as part of our endeavour to ensure that no councillor leaves without being capacitated.

The Local Government Assessment also found Intergovernmental Relations (IGR) structures to be dysfunctional and in some instances a lack of cooperation between the local and district municipalities. This again has a negative impact on service delivery. All available IGR platforms will be utilised to ensure that departments and entities provide resources for the programmes they committed themselves to on the IDP. Strategic oversight and guidance will be provided through the Departmental Provincial IGR Structures such as MuniMEC, TradsMEC, Speakers Forum, District engagements etc. as well as the monitoring of plans.

Senior Management vacancies within municipalities are also a contributing factor to the decline in functionality. The delay in the filling of critical positions affects the administration and has dire consequences on the delivery of much needed services. Going forward the Department will prioritise this area of support and enforce the legislated timeframes specified in the Municipal Systems Act. The Department aims to support all municipalities to fill critical vacant posts with competent and qualified officials by April 2020. Consequence management will also be prioritised with the aim of ensuring that officials found guilty of misconduct will face disciplinary action will not be eligible for appointment in other municipalities.

The financial health of municipalities has shown a weakening trend. A poor revenue and debt management practices have contributed to this and has placed enormous strain on the cash flow of municipalities. Consumers in the Province owe municipalities a total of 20.1 billion in outstanding debt. This can be apportioned into households owing 76%, business owing, 14% and government owing 8%. Twenty one of the twenty eight municipalities which have Ingonyama Trust Board rateable properties are owed R 535,437 million. Furthermore, as at May 2019, a total of R 4.3 billion in irregular, fruitless and wasteful expenditure, by municipalities, was reported. Under expenditure or no expenditure on Conditional Grants resulted in them being surrendered to the national fiscus and this has hampered the delivery of basic services to communities. KZNCOGTA will strengthen our efforts in the application of the legislative mechanisms to support municipalities and in doing so ensure that municipalities address unauthorised, irregular, fruitless and wasteful expenditure and closely monitor under-expenditure. We will also explore the option of making use of the Municipal Infrastructure Support Agency (MISA) to implement projects on behalf of municipalities where necessary so that no service delivery money should ever be returned to the national fiscus. Support will also be provided to enhance revenue and debt management practices to reduce consumer debt. To do this we will embark on a campaign to educate citizens and create awareness about the need to pay for services.

There a various source of information to compare to ascertain the effectiveness of operations at the local sphere other than the AG's reports.

The KZN Community Satisfaction Survey conducted by Stats SA in 2018 aimed at determining the perceptions, attitudes and opinions of the citizens regarding their level of satisfaction in respect of service delivery. The survey indicated that almost half (46.3%) of the respondents were "outright dissatisfied" with the general performance of their local municipality and about a third (39%) "outright dissatisfied" with the performance of Provincial Government. More than half (52.8%) of respondents feel that the Province is performing poorly on eradicating fraud and

corruption, promoting agriculture, 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 implement the principles of information, courtesy and value for money. Challenges in municipalities differ and the analysis of these challenges is crucial in order for services to be delivered efficiently and effectively.

Lack of service delivery by municipalities has seen an escalation in service delivery protests. Citizens are dissatisfied with the level of services being provided and take to the streets to voice their frustrations. The Department will continue to provide support to Rapid Response Teams to be more effective and efficient in defusing public protests. Furthermore, support will be provided to ensure the functionality of ward committees with the aim of strengthening public participation, and also establishment of service delivery war rooms. The status of functionality of ward committees has since improved and as at 2018 out of a total of 870 ward committees, 668 (77%) were reported functional and currently sitting at only 23% of non-functionality ward committees.

Water, Energy, Rail and Disaster and Climate change have been identified as preconditions/enablers of success of the Medium Term Strategic Framework's seven priorities.

It is unfortunate facts that Water is one of the biggest challenges facing our province due to the growing population and drought effects. There is a great battle to meet the demands. In the study done by National Department of Water Affairs it is reported that in the long-term water requirements of eThekweni MM, Msunduzi LM (Pietermaritzburg) and surrounding areas exceed the yield of the water resources of the integrated **Mgeni WSS** (*Midmar, Albert Falls, Nagle, Inanda and Spring Grove dams*).

The province has been providing piped drinking water to within 200m of a dwelling to an average of 44 000 households over the last five years and the backlog is still on the rise. The Department will continue to support the fourteen Water Service Authorities (WSA) with the implementation of projects with the aim of improving water and sanitation provision to households. A provincially coordinated approach will be used to address the water problem and appropriate interventions will be embarked on in collaboration with the technical team of experts and the National Department of Water and Sanitation as well as the Water Boards. The starting point is the development of the Water Master Plan coordinated by COGTA.

The Province has also eradicated the bucket system with the aim of ensuring that all households have access to decent levels of sanitation. The Municipal Infrastructure Grant (MIG) will be used to implement sanitation projects throughout the province.

Inadequate maintenance of infrastructure has resulted in a decline in service quality. Municipalities have not complied with the allocation of 8% of Property, Plant and Equipment budgets towards operations and maintenance. This poses a great threat for sustained service delivery. The Department will enforce this by reviewing the framework for grant funding so that more allocations can be set aside for operations and maintenance.

The Province has in recent years experienced a number of disasters as a result of Climate Change. The functionality of Disaster Management Centres is crucial in mitigating against disasters. Key infrastructure support has been provided by the Department, however, we are concerned that they are not adequately equipped and resourced to respond faster to local disaster incidents. It has been realised that municipalities do not budget for these centres as they are fully dependent on Provincial Government for support. The Department will ensure that Disaster Management Centres produce concrete strategies and plans that will be implemented to respond to emergencies and the saving of lives.

The Fourth Industrial Revolution (4IR) provides local government with an opportunity to utilise technology to enhance the way services are delivered to the people of the province. During the next term the Department will direct its attention to the creation of smart municipalities. We will explore the possibility of converting Traditional Administrative Centres, Community Service Centres and Thusong Centres into Smart Centres that are 4IR compliant. This will enable the youth of the Province the much needed resources in applying for jobs.

The construction of the Emondlo, Xulu, (Abaqulusi) Ngwenya (Jozini) and Biyela (uMlalazi) CSCs is complete. The Xulu, Ngwenya and Biyela centres will create conducive service delivery points in addition to enhancing functional relationships between Local Government and the Institution of Traditional Leadership structures.

Grant support funding has been provided to the Ndwedwe, Abaqulusi, Umlalazi, Emnambithi, Jozini (TBC, pending) and Imbabazane Municipalities towards CSC operations, functionality and management.

The KwaMbonambi CSCs is currently at construction stage and will be completed in the financial year 19/20.

Nineteen (19) Grade 2 CSCs (Traditional Administrative Centre) have been rehabilitated in support of conducive working environments for Traditional Councils in addition to 23 centres being provided with alternate energy solar solutions to circumvent grid electrification challenges.

This programme has seen over 2500 jobs created in addition to contractors being supported by skilled professional teams for their development. Furthermore job creation will be also be supported through the implementation of the Expanded Public Works Programme (EPWP) and the Community Works Programme (CWP).

Through IGR the Department is coordinating stakeholders/sector departments to maximise tenant occupation of these for more decentralised service delivery access for communities. The main challenge is capacity of the Departments to extend services to CSCs.

Traditional Leaders within the Province play an important role in the development of our rural communities and the Department will continue to support the development of this institution. To ascertain the support that would need to be provided, a comprehensive assessment will be undertaken of Traditional Institutions in order to provide the relevant and appropriate support that is required. Furthermore, we will endeavour to speed up the processes in respect of the recognition of Amakosi to avoid any vacuum and to ensure that the service delivery to traditional communities is not disrupted. We will also accelerate the process to update all family trees of imiNdeni yobuKhosi and this would require the cooperation and full participation of amaKhosi in dispute resolution.

The Department will continue to improve the capacity of Amakhosi by rolling out our programmes that would assist them in the execution of their duties. In the next Administrative cycle KZN COGTA endeavours to improve the situation in local government and for improved cooperative, integrated and coordinated government.

The pandemic of the coronavirus disease was first reported on 31 December 2019 by World Health Organisation following a breakout in China. To date the pandemic has become a global pandemic and South Africa was not exempted.

On 23 March 2020, President Cyril Ramaphosa announced measures intended to contain the spread of coronavirus in the country at large, a three week nationwide lockdown with severe restrictions if not shutting down completely economic and social activities. The lockdown was further extended by two weeks, to end on the 30th of April to avoid an enormous catastrophe among the population. On 06 May 2020 the cases recorded in South Africa were 7572, and in Kwazulu-Natal in particular to 1076.

It goes without saying that the impact of the lockdown on the public fiscus is devastating as it is a state of disaster that was not foreseen and planned for. The Department has implemented several lockdown interventions to curb the spread of Covid-19 at both a provincial and local level to provide precautionary measures to contain the spread. Overall, these intervention measures include:

- The monitoring of hotspot cases and potential threats;
- Provision of basic services, mostly water and sanitation to curb the spread of the coronavirus; drilling boreholes, provision of static tanks and dispatch of water tankers
- Sanitation of public facilities and spaces;
- Identification of Quarantine and Isolation sites;
- Identification of homeless shelters and provision of possible support;
- Awareness campaigns and distribution of hand sanitizers; and
- Capacity assessment of funeral parlours and cemeteries.
- Provision of PPEs for internal staff

This unfortunately hit the province and country when budgeting and planning had just been finalised and would require reprioritisation of funds to the execution of measures above. These would result in other planned interventions being unfunded and achievement of targets severely affected. In the 2020/2021 Financial Year, the Department was expected to implement a 408 million rand budget cut. 31 of the 120 indicators (approximately 26%) contained in the approved 2020/2021 APP have been affected by the Budget Cuts. COVID-19 has placed new stringent requirements on the finances of the Department. Substantial budget cuts are envisaged for the MTEF period in order to accommodate the COVID-19 requirements. It is therefore anticipated that service delivery will be negatively impacted and require the Department to be innovative in how it conducts its business whilst still fulfilling its mandate.

Budget provision for Covid-19

The Department has procured line items to intensify the fight against Covid-19 infection for its employees. R303 000 which covers the procurement of sanitizers, advertisement placed in the media as well the deep sanitization of Departmental Buildings has been spent. One of the areas identified by the Department for a budget cut was the transfers to municipalities (R14,150m) which would now be redirected towards the drilling of boreholes. The breakdown below reflects the expenditure on by Covid-19 as at the 30 June 2020.

No.	Description	Amount ('R000)
1.	Supply and Delivery of Static Tanks	22 500
2.	Water Tankers Purchase	7 500
3.	Hiring of Water tankers	9 900
4.	Personal Protective Equipment	1 000
5.	Sanitizing of Office buildings (including 307 Traditional Councils)	1 000
6.	Hand Sanitizers	70
7.	Thermometers	60
8.	Advertising and communications in the media	396
9.	Additional Staff to provide cleaning services	362
TOTAL COVID EXPENDITURE AS AT 30 JUNE 2020		42 788

The budget cuts have affected the following 2020/2021 high impact service delivery projects:

The infrastructure projects of R20.636m affected by budget cuts are as follows:

- Electrification project (Abaqulusi Ward 2, Jozini Ward 4) – R14.376m. This will affect the installation of 419 connections.
- Electrification project (Endumeni Fankomo Elect project) – R1.6m. This will affect the installation of 39 connections.
- Water Treatment Works (Ezakhani WTW) – R4.3m. The last Ladysmith unrest re service deliver led to the damaging of the current fencing. This national key point in this district will not be secured if this project does not continue

The following cuts will mainly affect job creation and poverty eradication:

- Amakhosi Rural Economic Projects (Transfer of ADA) –R13m, for the construction of greenhouse tunnels under KwaXolo TA (UGU District) and the construction of additional hydroponic tunnels and open field irrigation under Gumede TA (ILembe district)
- In Service training of Interns in municipalities as well as the procurement of tools of trade for municipal interns already deployed to municipalities

Other critical projects that have been affected include Rapid Response to Disaster Management Projects amounting to R11.595m – which is inclusive of lightning conductors and emergency relief stock.

Identified Stakeholder and Their Relations to COGTA

Purpose of Partnerships and IGR

To give effect to the framework of co-operative governance as contemplated in Chapter 3 of the Constitution. The Department will Improve Intergovernmental relations through coordinated value adding support and assistance to municipalities as a primary focus.

Partnerships to support municipalities towards the achievement of the NDP and the Provincial Growth and Development Plan

STAKEHOLDER	ROLE OF STAKEHOLDER	STATUS OF PARTNERSHIP
SALGA	Performs two key strategic roles within the system of government: as protector, robustly enforcing the rights of the local government sector; and constructively disrupting areas of existing systems that make it impossible for local government to deliver on its mandate	Currently finalising the MOU
MISA	To provide technical support to and building of capacity in municipalities towards effective infrastructure planning, delivery and operation and maintenance. MISA also played a pivotal role towards the transformation of our urban spaces by providing support to municipalities on their spatial planning and land use management processes.	MOU Finalised
Treasury	Sound financial management is integral to the success of local government partner with Treasury to support municipalities towards financial health and viability through dealing with municipalities adopting unfunded	MOU ready to be signed

STAKEHOLDER	ROLE OF STAKEHOLDER	STATUS OF PARTNERSHIP
	budgets, UIFW and financial statements	
ESKOM	A major challenge continues to be the high number of municipalities that are unable to pay their debts to Eskom due to poor revenue collection. Litigation would not serve as a sustainable solution to the problem and Partnership with the entity to come with lasting solutions to reduce debt and minimize service disruptions to be explored per struggling municipality is sought to adopt a binding cooperative approach in solving the high debt levels by municipalities.	Currently finalising the MOU
Department of Water and Sanitation	Certain municipalities and communities are experiencing severe water shortages and the delivery and relief of distress on the inability to deliver on this basic service by WSAs. The DWS is mandated to develop a knowledge base and implement effective policies, procedures and integrated planning strategies both for water resources and services. The partnership will involve amongst other things the Development of the Provincial Water Master Plan which will outline sustainable interventions to achieve universal access to water in our Province.	Currently in draft phase

DISCLAIMER

Due to the financial constraints impacting the country as a result of the COVID-19 pandemic, the 2020/2021 APP had to be amended with effect from the second quarter of the financial year. Therefore, the APP contained here below, reflects targets from the second quarter onwards. First quarter targets are contained in the March version of the 2020/2021 APP.

PART C: MEASURING OUR PERFORMANCE

9. INSTITUTIONAL PERFORMANCE INFORMATION

Table 11.1 : Summary by programmes							
R thousand	Main appropriation	Special adjustments appropriation				Total special adjustments appropriation	Adjusted appropriation
		Virements	Significant and unavoidable		Section 16 of the PFMA (use of funds in		
			Suspension of funds	Allocation of funds			
1. Administration	444 176	-	(55 139)	-	-	(55 139)	389 037
2. Local Governance	368 097	-	(74 014)	-	-	(74 014)	294 083
3. Development and Planning	486 722	-	(243 182)	-	-	(243 182)	243 540
4. Traditional Institutional Management	580 151	-	(35 829)	-	-	(35 829)	544 322
Total	1 879 146	-	(408 164)	-	-	(408 164)	1 470 982
Amount to be voted							(408 164)
of which: Unauthorised expenditure (First charge) not available for spending							-
Additional amount available for spending							(408 164)

Table 11.2 : Summary by economic classification							
R thousand	Main appropriation	Special adjustments appropriation				Total special adjustments appropriation	Adjusted appropriation
		Virements	Significant and unavoidable suspension of funds		Section 16 of the PFMA (use of funds in)		
			Suspension of funds	Allocation of funds			
Current payments	1 809 154	-	(381 686)	-	-	(381 686)	1 427 468
Compensation of employees	881 157	-	(84 096)	-	-	(84 096)	797 061
Goods and services	927 997	-	(297 590)	-	-	(297 590)	630 407
Interest and rent on land	-	-	-	-	-	-	-
Transfers and subsidies to:	24 883	-	(16 545)	-	-	(16 545)	8 338
Provinces and municipalities	14 704	-	(14 150)	-	-	(14 150)	554
Departmental agencies and accounts	-	-	-	-	-	-	-
Higher education institutions	-	-	-	-	-	-	-
Foreign governments and international organisations	-	-	-	-	-	-	-
Public corporations and private enterprises	-	-	-	-	-	-	-
Non-profit institutions	200	-	(200)	-	-	(200)	-
Households	9 979	-	(2 195)	-	-	(2 195)	7 784
Payments for capital assets	45 109	-	(9 933)	-	-	(9 933)	35 176
Buildings and other fixed structures	30 450	-	(8 353)	-	-	(8 353)	22 097
Machinery and equipment	14 494	-	(14 15)	-	-	(14 15)	13 079
Heritage assets	-	-	-	-	-	-	-
Specialised military assets	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-
Land and subsoil assets	-	-	-	-	-	-	-
Software and other intangible assets	165	-	(165)	-	-	(165)	-
Payments for financial assets	-	-	-	-	-	-	-
Total	1 879 146	-	(408 164)	-	-	(408 164)	1 470 982
Amount to be voted							(408 164)
of which: Unauthorised expenditure (First charge) not available for spending							-
Additional amount available for spending							(408 164)

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.

OUTCOMES, OUTPUTS, PERFORMANCE INDICATORS AND TARGETS

SUB-PROGRAMME: OFFICE OF THE MEC

OFFICE OF THE MEC								
Outcome	Improved institutional capacity							
Output	Output Indicator	Audited/ Actual Performance			Estimated Performance	MTEF PERIOD		
		2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023
Site inspections conducted	Number of Site inspections conducted	New	New	New	New	2	2	2

OFFICE OF THE MEC QUARTERLY TARGETS

OFFICE OF THE MEC				
Outcome	Improved institutional capacity			
Output Indicators	Annual Target	Quarter 2	Quarter 3	Quarter 4
Number of site inspections conducted	2	1	-	1

SUB-PROGRAMME: OFFICE OF THE HOD

OFFICE OF THE HOD								
Outcome	Improved institutional capacity							
Output	Output Indicator	Audited/ Actual Performance			Estimated Performance	MTEF PERIOD		
		2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023
Clean Audit Opinion achieved	Number of Departmental clean audit opinions achieved	0	0	0	1	1	1	1
Payment of suppliers within 30 days	Percentage of suppliers paid within the thirty day period	94%	90.4%%	100%	100%	100%	100%	100%

OFFICE OF THE HOD QUARTERLY TARGETS

OFFICE OF THE HOD				
Outcome	Improved institutional capacity			
Output Indicators	Annual Target	Quarter 2	Quarter 3	Quarter 4
Number of Departmental clean audit opinions achieved	1	1	-	-
Percentage of suppliers paid within the thirty day period	100%	100%	100%	100%

SUB-PROGRAMME: ORGANISATIONAL DEVELOPMENT AND EFFICIENCY SERVICES

ORGANISATIONAL DEVELOPMENT AND EFFICIENCY SERVICES								
Outcome	Improved institutional capacity							
Output	Output Indicator	Audited/ Actual Performance			Estimated Performance	MTEF PERIOD		
		2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023
Development of Standard Operating Procedures	Number of Standard Operating Procedures developed	New	New	New	4	9	12	12
Organisational Functionality Assessment	Number of Organisational Functionality Assessments undertaken	New	New	New	New	1	1	1

ORGANISATIONAL DEVELOPMENT AND EFFICIENCY SERVICES QUARTERLY TARGETS

ORGANISATIONAL DEVELOPMENT AND EFFICIENCY SERVICES				
Outcome	Improved institutional capacity			
Output Indicators	Annual Target	Quarter 2	Quarter 3	Quarter 4
Number of Standard Operating Procedures developed	9	3	3	3
Number of Organisational Functionality Assessments undertaken	1	-	-	1

SUB-PROGRAMME: HUMAN CAPITAL DEVELOPMENT

HUMAN CAPITAL DEVELOPMENT								
Outcome	Improved institutional capacity							
Output	Output Indicator	Audited/ Actual Performance			Estimated Performance	MTEF PERIOD		
		2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023
All employees disclosing financial interests	Percentage of employees compliant with financial disclosure submission	New	New	100%	100%	100%	100%	100%
Consequence management for under-performing staff	Percentage of underperforming staff Performance Improvement Plans monitored	New	New	New	New	100%	100%	100%

HUMAN CAPITAL DEVELOPMENT QUARTERLY TARGETS

HUMAN CAPITAL DEVELOPMENT				
Outcome	Improved institutional capacity			
Output Indicators	Annual Target	Quarter 2	Quarter 3	Quarter 4
Percentage of employees compliant with financial disclosure submission	100%	100%	-	-
Percentage of underperforming staff Performance Improvement Plans monitored	100%	-	100% (19/20 FY)	-

SUB-PROGRAMME: AUXILIARY SERVICES

AUXILIARY SERVICES								
Outcome	Improved institutional capacity							
Output	Output Indicator	Audited/ Actual Performance			Estimated Performance	MTEF PERIOD		
		2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023
Departmental Buildings compliant with the Occupational Health and Safety Act	Percentage of Departmental Buildings compliant with the Occupational Health and Safety Act	98.8%	98.8%	100%	100%	100%	100%	100%

AUXILIARY SERVICES QUARTERLY TARGETS

AUXILIARY SERVICES				
Outcome	Improved institutional capacity			
Output Indicators	Annual Target	Quarter 2	Quarter 3	Quarter 4
Percentage of Departmental Buildings compliant with the Occupational Health and Safety Act	100%	100%	100%	100%

SUB-PROGRAMME: INFORMATION COMMUNICATION TECHNOLOGY

INFORMATION COMMUNICATION TECHNOLOGY								
Outcome	Improved institutional capacity							
Output	Output Indicator	Audited/ Actual Performance			Estimated Performance	MTEF PERIOD		
		2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023
Provision of ICT Systems in relation to departmental needs	Percentage of compliance with ICT governance framework	New	New	New	New	100%	100%	100%

INFORMATION COMMUNICATION TECHNOLOGY QUARTERLY TARGETS

INFORMATION COMMUNICATION TECHNOLOGY				
Outcome	Improved institutional capacity			
Output Indicators	Annual Target	Quarter 2	Quarter 3	Quarter 4
Percentage of compliance with ICT governance framework	100%	100%	100%	100%

SUB-PROGRAMME: FINANCIAL MANAGEMENT

FINANCIAL MANAGEMENT								
Outcome	Improved institutional capacity							
Output	Output Indicator	Audited/ Actual Performance			Estimated Performance	MTEF PERIOD		
		2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023
Mitigation for financial mismanagement	Percentage reduction of UIFW	New	New	New	New	50%	50%	50%
Departmental Programmes spending in line with approved budget	Number of programme budgets spent in accordance with approved budget	New	New	New	4	4	4	4
Procurement awarded to vulnerable groups	Percentage of procurement awarded to SMMEs, Cooperatives, Townships/Rural Enterprises and people with disabilities	New	New	New	30%	30%	30%	30%
Implementation of Procurement Plan	Percentage compliance with the Procurement Plan	94%	90%	100%	100%	100%	100%	100%

FINANCIAL MANAGEMENT QUARTERLY TARGETS

FINANCIAL MANAGEMENT				
Outcome	Improved institutional capacity			
Output Indicators	Annual Target	Quarter 2	Quarter 3	Quarter 4
Percentage reduction of UIFW	50%	-	-	50%
Number of programme budgets spent in accordance with approved budget	4	4	4	4
Percentage of procurement awarded to SMMEs, Cooperatives, Townships/Rural Enterprises and people with disabilities	30%	15 %	25 %	30 %
Percentage compliance with the Procurement Plan	100%	50%	75%	100%

SUB-PROGRAMME: INTERNAL CONTROL

INTERNAL CONTROL								
Outcome	Improved institutional capacity							
Output	Output Indicator	Audited/ Actual Performance			Estimated Performance	MTEF PERIOD		
		2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023
Determination testing conducted on UIFW	Percentage of transactions subjected to determination tests on UIFW conducted	New	New	New	New	100%	100%	100%
Audits conducted on Bid Processes	Percentage of bid compliance audits conducted	New	New	New	New	100%	100%	100%
Financial transactions assessed to identify irregular expenditure	Percentage of transactions assessed to identify irregular expenditure	New	New	New	New	100%	100%	100%

INTERNAL CONTROL QUARTERLY TARGETS

INTERNAL CONTROL				
Outcome	Improved institutional capacity			
Output Indicators	Annual Target	Quarter 2	Quarter 3	Quarter 4
Percentage of transactions subjected to determination tests on UIFW conducted	100%	100%	100%	100%
Percentage of bid compliance audits conducted	100%	100%	100%	100%
Percentage of transactions assessed to identify irregular expenditure	100%	100%	100%	100%

SUB-PROGRAMME: STRATEGIC PLANNING AND SERVICE DELIVERY

STRATEGIC PLANNING AND SERVICE DELIVERY								
Outcome	Improved institutional capacity							
Output	Output Indicator	Audited/ Actual Performance			Estimated Performance	MTEF PERIOD		
		2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023
Annual Performance Plan developed in line with National and Provincial Imperatives	Number of Annual Performance Plans developed	1	1	1	1	1	1	1
Annual Operational Plans aligned to Strategic Plans	Number Annual Operational Plans aligned to Strategic Plans	New	New	New	New	1	1	1
Excellence Programme implemented	Number of excellence programmes implemented	New	1	1	1	1	1	1
SDIP Implementation Monitored	Number of SDIPs monitored	1	1	1	1	1	1	1

STRATEGIC PLANNING AND SERVICE DELIVERY QUARTERLY TARGETS

STRATEGIC PLANNING AND SERVICE DELIVERY				
Outcome	Improved institutional capacity			
Output Indicators	Annual Target	Quarter 2	Quarter 3	Quarter 4
Number of Annual Performance Plans developed	1	-	-	1
Number of Annual Operational Plans aligned to Strategic Plans	1	-	-	1
Number of excellence programmes implemented	1	1	1	1
Number of SDIPs monitored	1	1	1	1

SUB-PROGRAMME: MONITORING

MONITORING								
Outcome	Improved institutional capacity							
Output	Output Indicator	Audited/ Actual Performance			Estimated Performance	MTEF PERIOD		
		2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023
Performance of the Department compliant with Annual Performance Plan requirements	Number of Performance reviews conducted	4	4	4	4	3	4	4

MONITORING QUARTERLY TARGETS

MONITORING				
Outcome	Improved institutional capacity			
Output Indicators	Annual Target	Quarter 2	Quarter 3	Quarter 4
Number of Performance reviews conducted	3	1	1	1

SUB-PROGRAMME: EVALUATION

EVALUATION								
Outcome	Improved institutional capacity							
Output	Output Indicator	Audited/ Actual Performance			Estimated Performance	MTEF PERIOD		
		2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023
Evaluation of performance of departmental programmes	Number of evaluation studies conducted on Departmental programmes	6	6	6	1	3	4	4

EVALUATION QUARTERLY TARGETS

EVALUATION				
Outcome	Improved institutional capacity			
Output Indicators	Annual Target	Quarter 2	Quarter 3	Quarter 4
Number of evaluation studies conducted on Departmental programmes	3	1	1	1

SUB-PROGRAMME: POLICY AND RESEARCH

POLICY AND RESEARCH								
Outcome	Improved institutional capacity							
Output	Output Indicator	Audited/ Actual Performance			Estimated Performance	MTEF PERIOD		
		2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023
Review of Departmental Policies	Number of Policies reviewed	10	8	8	8	6	8	8
Implementation of departmental policies monitored	Percentage of policies monitored	New	New	New	New	100%	100%	100%
Research studies undertaken to improve service delivery and innovation	Number of research studies conducted	New	1	8	8	3	4	4

POLICY AND RESEARCH QUARTERLY TARGETS

POLICY AND RESEARCH				
Outcome	Improved institutional capacity			
Output Indicators	Annual Target	Quarter 2	Quarter 3	Quarter 4
Number of Policies reviewed	6	2	2	2
Percentage of policies monitored	100%	100%	100%	100%
Number of research studies conducted	3	1	1	1

SUB-PROGRAMME: LEGAL SERVICES

LEGAL SERVICES								
Outcome	Improved institutional capacity							
Output	Output Indicator	Audited/ Actual Performance			Estimated Performance	MTEF PERIOD		
		2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023
Department compliant with legislation, policies and prescripts	Percentage compliance with legislation	42%	99.55%	100%	100%	100%	100%	100%

LEGAL SERVICES QUARTERLY TARGETS

LEGAL SERVICES				
Outcome	Improved institutional capacity			
Output Indicators	Annual Target	Quarter 2	Quarter 3	Quarter 4
Percentage compliance with legislation	100%	100%	100%	100%

SUB-PROGRAMME: CORPORATE COMMUNICATION

CORPORATE COMMUNICATION								
Outcome	Improved institutional capacity							
Output	Output Indicator	Audited/ Actual Performance			Estimated Performance	MTEF PERIOD		
		2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023
Internal Communication Strategy implemented	Number of Communication Strategies Implemented	1	1	1	1	1	1	1
Local Government Communication Plan implemented	Number of Local Government Communication Plans implemented	1	1	1	1	1	1	1

CORPORATE COMMUNICATION QUARTERLY TARGETS

CORPORATE COMMUNICATION				
Outcome	Improved institutional capacity			
Output Indicators	Annual Target	Quarter 2	Quarter 3	Quarter 4
Number of Communication Strategies Implemented	1	-	-	1
Number of Local Government Communication Plans implemented	1	-	-	1

Programme One Resource Considerations

Table 11.3 : Programme 1: Administration

Table 10: Programme Administration							
R thousand	Main appropriation	Special adjustments appropriation				Total special adjustments appropriation	Adjusted appropriation
		Virements	Significant and unavoidable		Section 16 of the PFMA (use of funds in		
			Suspension of funds	Allocation of funds			
1. Office of the MEC	20 078		(3 727)			(3 727)	16 351
2. Corporate Services	424 098		(514 12)			(514 12)	372 686
Total	444 176	-	(55 139)	-	-	(55 139)	389 037
Amount to be voted							(55 139)
of which: Unauthorised expenditure (First charge) not available for spending							
Additional amount available for spending							(55 139)

Table 11.4 : Summary by economic classification

Table A11.4 Summary by economic classification							
R thousand	Main appropriation	Special adjustments appropriation				Total special adjustments appropriations	Adjusted appropriation
		Virements	Significant and unavoidable suspension of funds	Allocation of funds	Section 16 of the PFMA (use of funds in)		
Current payments	427 574	-	(53 614)	-	-	(53 614)	373 960
Compensation of employees	224 367					-	224 367
Goods and services	203 207		(53 614)			(53 614)	149 593
Interest and rent on land						-	-
Transfers and subsidies to:	9 208	-	(1 525)	-	-	(1 525)	7 683
Provinces and municipalities	554					-	554
Departmental agencies and accounts						-	-
Higher education institutions						-	-
Foreign governments and international organisations						-	-
Public corporations and private enterprises						-	-
Non-profit institutions						-	-
Households	8 654		(1 525)			(1 525)	7 129
Payments for capital assets	7 394	-	-	-	-	-	7 394
Buildings and other fixed structures						-	-
Machinery and equipment	7 394					-	7 394
Heritage assets						-	-
Specialised military assets						-	-
Biological assets						-	-
Land and subsoil assets						-	-
Software and other intangible assets						-	-
Payments for financial assets						-	-
Total	444 176	-	(55 139)	-	-	(55 139)	389 037
Amount to be voted							(55 139)
of which: Unauthorised expenditure (First charge) not available for spending							-
Additional amount available for spending							(55 139)

PROGRAMME TWO: LOCAL GOVERNANCE

Programme Purpose

The purpose of the programme is to co-ordinate, support, promote and enhance governance, administration and public participation in local government. The programme consists of the following sub-programmes which are detailed below, namely Local Government Specialists, Inter-Governmental Relations, IDP Coordination, Municipal Performance Monitoring, Reporting and Evaluation, Municipal Governance and Administration, Municipal Forensics, Synergistic Partnerships, Municipal Finance, Public Participation and Capacity Building.

OUTCOMES, OUTPUTS, PERFORMANCE INDICATORS AND TARGETS

SUB-PROGRAMME: LOCAL GOVERNMENT SPECIALISTS

LOCAL GOVERNMENT SPECIALISTS								
Outcome	Improved municipal and traditional institutional capacity							
Output	Output Indicator	Audited/ Actual Performance			Estimated Performance	MTEF PERIOD		
		2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023
Distressed municipalities supported	Percentage of distressed municipalities supported	New	New	New	New	100%	100%	100%

LOCAL GOVERNMENT SPECIALISTS QUARTERLY TARGETS

LOCAL GOVERNMENT SPECIALISTS				
Outcome	Improved municipal and traditional institutional capacity			
Output Indicators	Annual Target	Quarter 2	Quarter 3	Quarter 4
Percentage of distressed municipalities supported	100%	100%	100%	100%

SUB-PROGRAMME: INTERGOVERNMENTAL RELATIONS

INTERGOVERNMENTAL RELATIONS								
Outcome	Improved coordination of service delivery							
Output	Output Indicator	Audited/ Actual Performance			Estimated Performance	MTEF PERIOD		
		2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023
District & Metro Hubs operational	Number of Districts and Metro Development Hubs operational	New	New	New	New	11	11	11
Technical Clusters operational	Number of Technical Clusters supported	New	New	New	New	44	44	44

INTERGOVERNMENTAL RELATIONS QUARTERLY TARGETS

INTERGOVERNMENTAL RELATIONS				
Outcome	Improved coordination of service delivery			
Output Indicators	Annual Target	Quarter 2	Quarter 3	Quarter 4
Number of Districts and Metro Development Hubs operational	11	11 operational Districts and Metro Development Hubs	11 operational Districts and Metro Development Hubs	11 operational Districts and Metro Development Hubs
Number of Technical Clusters supported	44	44	44	44

SUB-PROGRAMME: INTEGRATED DEVELOPMENT PLANNING

INTEGRATED DEVELOPMENT PLANNING								
Outcome	Improved coordination of service delivery							
Output	Output Indicator	Audited/ Actual Performance			Estimated Performance	MTEF PERIOD		
		2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023
Support provided to Traditional Authorities to participate in IDP formulation and implementation	Number of Traditional Authorities supported to participate in IDP process	New	New	New	11	9	11	11

INTEGRATED DEVELOPMENT PLANNING QUARTERLY TARGETS

INTEGRATED DEVELOPMENT PLANNING				
Outcome	Improved coordination of service delivery			
Output Indicators	Annual Target	Quarter 2	Quarter 3	Quarter 4
Number of Traditional Authorities supported to participate in IDP process	9	2	4	3

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

MUNICIPAL PERFORMANCE, MONITORING, REPORTING AND EVALUATION								
Outcome	Improved coordination of service delivery							
Output	Output Indicator	Audited/ Actual Performance			Estimated Performance	MTEF PERIOD		
		2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023
Municipalities supported with Performance Management Systems	Number of municipalities supported to institutionalise performance management systems	54	54	54	54	54	54	54
Municipal Evaluations conducted	Number of evaluation studies conducted	1	1	1	1	1	2	3
Quarterly Municipal Performance assessments conducted in monitoring implementation of municipal IDPs & SDBIP's	Number of assessments conducted on municipal performance	New	New	New	New	3	4	4

MUNICIPAL PERFORMANCE, MONITORING, REPORTING AND EVALUATION QUARTERLY TARGETS

MUNICIPAL PERFORMANCE, MONITORING, REPORTING AND EVALUATION				
Outcome	Improved coordination of service delivery			
Output Indicators	Annual Target	Quarter 2	Quarter 3	Quarter 4
Number of municipalities supported to institutionalise performance management systems	54	54	54	54
Number of evaluation studies conducted	1	-	-	1
Number of assessments conducted on municipal performance	3	1	1	1

SUB-PROGRAMME: MUNICIPAL GOVERNANCE AND ADMINISTRATION

MUNICIPAL GOVERNANCE AND ADMINISTRATION								
Outcome	Improved municipal and traditional institutional capacity							
Output	Output Indicator	Audited/ Actual Performance			Estimated Performance	MTEF PERIOD		
		2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023
Administration support provided to municipalities	Number of municipalities supported to comply with the legal requirements for appointment of senior managers	New	New	New	New	54	54	54
Oversight Structures Functional	Number of Municipalities supported to maintain functional oversight structures	New	New	New	New	54	54	54
Municipalities under intervention monitored in line with the municipal turn around plans	Percentage of municipalities under intervention monitored in line with recovery plan	New	New	New	New	100%	100%	100%

MUNICIPAL GOVERNANCE AND ADMINISTRATION QUARTERLY TARGETS

MUNICIPAL GOVERNANCE AND ADMINISTRATION				
Outcome	Improved municipal and traditional institutional capacity			
Output Indicators	Annual Target	Quarter 2	Quarter 3	Quarter 4
Number of municipalities supported to comply with the legal requirements for appointment of senior managers	54	-	-	54
Number of Municipalities supported to maintain functional oversight structures	54	-	-	54
Percentage of municipalities under intervention monitored in line with recovery plan	100%	100%	100%	100%

SUB-PROGRAMME: MUNICIPAL FORENSICS

MUNICIPAL FORENSICS								
Outcome	Improved municipal and traditional institutional capacity							
Output	Output Indicator	Audited/ Actual Performance			Estimated Performance	MTEF PERIOD		
		2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023
Municipal accountability, consequence management, legislation and policies implemented	Percentage of fraud, corruption and maladministration cases investigated	New	100%	100%	100%	100%	100%	100%
	Percentage of forensic investigation findings implemented	New	100%	100%	100%	100%	100%	100%

MUNICIPAL FORENSICS QUARTERLY TARGETS

MUNICIPAL FORENSICS				
Outcome	Improved municipal and traditional institutional capacity			
Output Indicators	Annual Target	Quarter 2	Quarter 3	Quarter 4
Percentage of fraud, corruption and maladministration cases investigated	100%	100%	100%	100%
Percentage of forensic investigation findings monitored for implementation	100%	100%	100%	100%

SUB-PROGRAMME: SYNERGISTIC PARTNERSHIPS

SYNERGISTIC PARTNERSHIPS								
Outcome	Improved municipal and traditional institutional capacity							
Output	Output Indicator	Audited/ Actual Performance			Estimated Performance	MTEF PERIOD		
		2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023
Participation of Traditional Leaders in municipal councils	Number of municipalities with the participation of traditional leaders	New	54	52	52	52	52	52

SYNERGISTIC PARTNERSHIPS QUARTERLY TARGETS

SYNERGISTIC PARTNERSHIPS				
Outcome	Improved municipal and traditional institutional capacity			
Output Indicators	Annual Target	Quarter 2	Quarter 3	Quarter 4
Number of municipalities with the participation of traditional leaders	52	52	52	52

SUB-PROGRAMME: MUNICIPAL FINANCE

MUNICIPAL FINANCE								
Outcome	Improved municipal and traditional institutional capacity							
Output	Output Indicator	Audited/ Actual Performance			Estimated Performance	MTEF PERIOD		
		2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023
Reduction of UIFW in municipalities	Percentage reduction in UIFW	New	New	New	New	10%	10%	10%
Municipalities achieving unqualified audit outcomes	Number of municipalities supported to achieve unqualified audit outcomes	New	New	New	New	54	54	54
Reduction of Eskom debt owed by municipalities	Percentage reduction of Eskom Debt owed by municipalities	New	New	New	New	10%	15%	20%
Reduction in consumer debt through active citizen participation (Masakhane Campaign)	Percentage reduction in consumer debt	New	New	New	New	10%	15%	20%
Reduction in Government Debt	Number of municipalities supported to reduce government debt	New	New	New	54	54	54	54
Section 131 of the MFMA submitted	Number of Reports submitted on state of municipal finance in terms of section 131 of the MFMA	1	1	1	1	1	1	1

MUNICIPAL FINANCE QUARTERLY TARGETS

MUNICIPAL FINANCE				
Outcome	Improved municipal and traditional institutional capacity			
Output Indicators	Annual Target	Quarter 2	Quarter 3	Quarter 4
Percentage reduction in UIFW	10%	-	-	10%
Number of municipalities supported to achieve unqualified audit outcomes	54	-	-	54
Percentage reduction of Eskom Debt owed by municipalities	10%	-	-	10%
Percentage reduction in consumer debt	10%	-	-	10%
Number of municipalities supported to reduce government debt	54	-	-	54
Number of Reports submitted on state of municipal finance in terms of section 131 of the MFMA	1	1	-	-

SUB-PROGRAMME: CAPACITY BUILDING

CAPACITY BUILDING								
Outcome	Improved municipal and traditional institutional capacity							
Output	Output Indicator	Audited/ Actual Performance			Estimated Performance	MTEF PERIOD		
		2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023
Capacity Building strategy developed and implemented	Number of integrated capacity building strategy for local government implemented	1	1	1	1	1	1	1
Local Government Toolkit implemented	Number of municipalities capacitated on the Local Government Toolkit	New	New	New	New	54	54	54
Capacity Assessment conducted on District municipalities to implement District Development Model	Number of Districts assessed on capacity to implement the District Development Model	New	New	New	New	10	10	10
Skills Audit conducted on municipalities	Number of skills audit conducted in municipalities	New	New	New	New	1	1	1

CAPACITY BUILDING QUARTERLY TARGETS

CAPACITY BUILDING				
Outcome	Improved municipal and traditional institutional capacity			
Output Indicators	Annual Target	Quarter 2	Quarter 3	Quarter 4
Number of integrated capacity building strategy for local government implemented	1	1	1	1
Number of municipalities capacitated on the Local Government Toolkit	54	-	-	54
Number of Districts assessed on capacity to implement the District Development Model	10	-	-	10
Number of skills audits conducted in municipalities	1	-	-	1

SUB-PROGRAMME: PUBLIC PARTICIPATION

PUBLIC PARTICIPATION								
Outcome	Improved coordination of service delivery							
Output	Output Indicator	Audited/ Actual Performance			Estimated Performance	MTEF PERIOD		
		2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023
Ward Committees functional	Number of municipalities supported with functional ward committees	44	44	44	44	44	44	44
	Number of War Rooms with CDWs functional	New	New	New	New	240	400	400
Municipal Rapid Response Teams functional	Number of municipal Rapid Response Teams functional	54	51	54	54	44	44	44

PUBLIC PARTICIPATION QUARTERLY TARGETS

PUBLIC PARTICIPATION				
Outcome	Improved coordination of service delivery			
Output Indicators	Annual Target	Quarter 2	Quarter 3	Quarter 4
Number of municipalities supported with functional ward committees	44	44	44	44
Number of War Rooms with CDWs functional	240	80	80	80
Number of municipal Rapid Response Teams functional	44	44	44	44

Programme Two Resource Considerations

Table 11.5 : Programme 2: Local Governance

R thousand		Main appropriation	Special adjustments appropriation				Total special adjustments appropriation	Adjusted appropriation
			Virements	Significant and unavoidable		sect. 16 of the PFM A (use of funds in		
				Suspension of funds	Allocation of funds			
1. Municipal Administration	70 896		(18 294)			(18 294)	52 602	
2. Municipal Finance	25 785					-	25 785	
3. Public Participation	201800		(26 284)			(26 284)	175 516	
4. Capacity Development	19 954		(8 917)			(8 917)	11037	
5. Municipal Perf. Monitoring, Reporting and E	49 662		(20 519)			(20 519)	29 143	
Total	368 097	-	(74 014)	-	-	(74 014)	294 083	
Amount to be voted								(74 014)

Table 11.6 : Summary by economic classification

R thousand	Main appropriation	Special adjustments appropriation				Total special adjustments appropriation	Adjusted appropriation
		Virements	Significant and unavoidable		sect. 16 of the PFMA (use of funds in		
			Suspension of funds	Allocation of funds			
Current payments	363 786	-	(69 949)	-	-	(69 949)	293 837
Compensation of employees	290 724		(44 298)			(44 298)	246 426
Goods and services	73 062		(25 651)			(25 651)	47 411
Interest and rent on land						-	-
Transfers and subsidies to:	2 825	-	(2 650)	-	-	(2 650)	175
Provinces and municipalities	2 650		(2 650)			(2 650)	-
Departmental agencies and accounts						-	-
Higher education institutions						-	-
Foreign governments and international organisations						-	-
Public corporations and private enterprises						-	-
Non-profit institutions						-	-
Households	175					-	175
Payments for capital assets	1 486	-	(1 415)	-	-	(1 415)	71
Buildings and other fixed structures						-	-
Machinery and equipment	1486		(1415)			(1415)	71
Heritage assets						-	-
Specialised military assets						-	-
Biological assets						-	-
Land and subsoil assets						-	-
Software and other intangible assets						-	-
Payments for financial assets						-	-
Total	368 097	-	(74 014)	-	-	(74 014)	294 083
Amount to be voted							(74 014)

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.

OUTCOMES, OUTPUTS, PERFORMANCE INDICATORS AND TARGETS

SUB-PROGRAMME: LOCAL ECONOMIC DEVELOPMENT – SPECIAL INITIATIVES

LOCAL ECONOMIC DEVELOPMENT – SPECIAL INITIATIVES								
Outcome	Improved coordination of service delivery							
Output	Output Indicator	Audited/ Actual Performance			Estimated Performance	MTEF PERIOD		
		2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023
Support functionality of DDAs	Number of District Development Agencies supported to achieve 80% functionality	New	New	New	New	7	10	10
Support the establishment of DDAs	Number of District Development Agencies supported with establishment	New	New	New	New	3	-	-
Monitor implementation of Municipal LED Strategies	Number of municipal LED Strategies monitored for implementation	New	54	54	54	54	54	54
Implementation of	Number of municipalities	New	54	54	54	41	54	54

LOCAL ECONOMIC DEVELOPMENT – SPECIAL INITIATIVES

LOCAL ECONOMIC DEVELOPMENT – SPECIAL INITIATIVES								
Outcome	Improved coordination of service delivery							
Output	Output Indicator	Audited/ Actual Performance			Estimated Performance	MTEF PERIOD		
		2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023
Red Tape reduction framework	monitored on the implementation of the Red Tape Reduction Framework							
Rehabilitated Towns	Number of small towns rehabilitated	New	New	New	New	2	3	3
Township/Village economies – facilitate Municipal alignment to the Township/ Village economy strategy	Number of municipalities supported with alignment to the Township/Village economy strategy	New	New	New	New	44	54	54

LOCAL ECONOMIC DEVELOPMENT – SPECIAL INITIATIVES QUARTERLY TARGETS

LOCAL ECONOMIC DEVELOPMENT – SPECIAL INITIATIVES				
Outcome	Improved coordination of service delivery			
Output Indicators	Annual Target	Quarter 2	Quarter 3	Quarter 4
Number of District Development Agencies supported to achieve 80% functionality	7	7	7	7
Number of District Development Agencies supported with establishment	3	-	-	3
Number of municipal LED Strategies monitored for implementation	54	18	18	18
Number of municipalities monitored on the implementation of the Red Tape Reduction Framework	41	-	-	41
Number of small towns rehabilitated	2	-	-	2
Number of municipalities supported with alignment to the Township/Village economy strategy	44	-	-	44

SUB-PROGRAMME: LOCAL ECONOMIC DEVELOPMENT – COMMUNITY WORKS PROGRAMME

LOCAL ECONOMIC DEVELOPMENT – COMMUNITY WORKS PROGRAMME								
Outcome	Improved coordination of service delivery							
Output	Output Indicator	Audited/ Actual Performance			Estimated Performance	MTEF PERIOD		
		2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023
Municipalities supported to implement the Community Works Programme	Number of Municipalities supported to implement the Community Works Programme	New	-	-	-	44	44	44

LOCAL ECONOMIC DEVELOPMENT – COMMUNITY WORKS PROGRAMME QUARTERLY TARGETS

LOCAL ECONOMIC DEVELOPMENT – COMMUNITY WORKS PROGRAMME				
Outcome	Improved coordination of service delivery			
Output Indicators	Annual Target	Quarter 2	Quarter 3	Quarter 4
Number of Municipalities supported to implement the Community Works Programme	44	44	44	44

SUB-PROGRAMME: LOCAL ECONOMIC DEVELOPMENT - EXPANDED PUBLIC WORKS PROGRAMME

LOCAL ECONOMIC DEVELOPMENT – EXPANDED PUBLIC WORKS PROGRAMME								
Outcome	Improved coordination of service delivery							
Output	Output Indicator	Audited/ Actual Performance			Estimated Performance	MTEF PERIOD		
		2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023
Increase participation in public employment programmes	Number of EPWP work opportunities created	2017	1537	1500	1500	250	1500	1500
Utilisation of Yellow Plant Monitored	Percentage of Yellow Plant fleet monitored on utilisation	New	New	New	New	100%	100%	100%
Municipalities supported with Waste Management through EPWP	Number of Municipalities supported with Waste Management	New	New	New	New	44	44	44

LOCAL ECONOMIC DEVELOPMENT – EXPANDED PUBLIC WORKS PROGRAMME QUARTERLY TARGETS

LOCAL ECONOMIC DEVELOPMENT – EXPANDED PUBLIC WORKS PROGRAMME				
Outcome	Improved coordination of service delivery			
Output Indicators	Annual Target	Quarter 2	Quarter 3	Quarter 4
Number of EPWP work opportunities created	250	-	-	250
Percentage of Yellow Plant fleet monitored on utilisation	100%	-	-	100%
Number of Municipalities supported with Waste Management	44	-	-	44

SUB-PROGRAMME: LOCAL ECONOMIC DEVELOPMENT – COMMUNITY SERVICE CENTRES

LOCAL ECONOMIC DEVELOPMENT – COMMUNITY SERVICE CENTRES								
Outcome	Improved coordination of service delivery							
Output	Output Indicator	Audited/ Actual Performance			Estimated Performance	MTEF PERIOD		
		2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023
CSCs rehabilitated/ maintained	Number of identified CSCs Rehabilitated/ maintained	18	2	21	30	11	60	60
	Number of CSCs constructed	0	1	3	1	2	0	0
Imizi Yezizwe rehabilitated/ maintained	Number of Imizi Yezizwe rehabilitated	0	0	0	0	2	12	27
Municipalities and TCs supported with functionality	Number of municipalities supported with Grade 1 CSCs Functionality	21	21	21	21	22	21	21
	Number of Traditional Councils supported with Grade 2 CSCs Functionality	30	30	30	30	30	30	30
Municipalities supported with digitized service delivery	Number of CSCs digitized	New	New	New	New	2	2	2

LOCAL ECONOMIC DEVELOPMENT – COMMUNITY SERVICE CENTRES QUARTERLY TARGETS

LOCAL ECONOMIC DEVELOPMENT – COMMUNITY SERVICE CENTRES				
Outcome	Improved coordination of service delivery			
Output Indicators	Annual Target	Quarter 2	Quarter 3	Quarter 4
Number of identified CSCs Rehabilitated/ maintained	11	-	-	11
Number of CSCs constructed	2	-	-	2
Number of Imizi Yezizwe rehabilitated	2	-	-	2
Number of municipalities supported with Grade 1 CSCs Functionality	22	22	22	22
Number of Traditional Councils supported with Grade 2 CSCs Functionality	30	30	30	30
Number of CSCs digitized	2	-	-	2

SUB-PROGRAMME: SPATIAL PLANNING

SPATIAL PLANNING								
Outcome	Improved coordination of service delivery							
Output	Output Indicator	Audited/ Actual Performance			Estimated Performance	MTEF PERIOD		
		2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023
Draft Provincial SDF developed	Number of Draft Provincial SDFs developed	New	New	1	1	1	1	1
Municipal SDFs comply with SPLUMA Provisions	Number of municipal SDFs compliant with SPLUMA development principle provisions	54	54	54	54	54	54	54
Strengthened municipal enforcement of SPLUMA principles in Land Use Schemes	Number of Land Use Schemes compliant with SPLUMA development principle provisions	New	New	New	New	17	44	44
District and Metro joined up Plan developed	Number of District and Metro Joined-Up Plans developed	New	New	New	New	11	11	11

SPATIAL PLANNING QUARTERLY TARGETS

SPATIAL PLANNING				
Outcome	Improved coordination of service delivery			
Output Indicators	Annual Target	Quarter 2	Quarter 3	Quarter 4
Number of Draft Provincial SDFs developed	1	-	-	1
Number of municipal SDFs compliant with SPLUMA development principle provisions	54	-	-	54
Number of Land Use Schemes compliant with SPLUMA development principle provisions	17	-	-	17
Number of District and Metro Joined-Up Plans developed	11	-	-	11

SUB-PROGRAMME: DEVELOPMENT INFORMATION SERVICES

DEVELOPMENT INFORMATION SERVICES								
Outcome	Improved coordination of service delivery							
Output	Output Indicator	Audited/ Actual Performance			Estimated Performance	MTEF PERIOD		
		2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023
Provincial Integrated Land Information System established	Number of functional Integrated Land Information Systems implemented	New	New	New	New	1	1	1
Spatial Equity Monitoring and Planning Tool maintained	Number of functional Spatial Equity Monitoring and Planning Tool maintained	New	New	New	New	1	1	1
Institutional GIS capacity strengthened	Number of institutional GIS capacity strengthening programmes implemented	New	New	New	New	3	4	4

DEVELOPMENT INFORMATION SERVICES QUARTERLY TARGETS

DEVELOPMENT INFORMATION SERVICES				
Outcome	Improved coordination of service delivery			
Output Indicators	Annual Target	Quarter 2	Quarter 3	Quarter 4
Number of functional Integrated Land Information Systems implemented	1	-	-	1
Number of functional Spatial Equity Monitoring and Planning Tool maintained	1	1	1	1
Number of institutional GIS capacity strengthening programmes implemented	3	1	1	1

SUB-PROGRAMME: LAND USE MANAGEMENT

LAND USE MANAGEMENT								
Outcome	Improved coordination of service delivery							
Output	Output Indicator	Audited/ Actual Performance			Estimated Performance	MTEF PERIOD		
		2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023
Co-ordinated awareness programmes on the importance and impact of land use management and planning	Number of awareness programmes on the importance and impact of land use management and planning conducted	New	New	New	New	3	4	4
Municipal development applications monitored	Number of Municipalities monitored in terms of development applications	New	New	New	New	44	44	44
Draft Norms and Standards developed to regulate and guide land use management and planning on areas of provincial interest	Number of Draft Provincial Norms and Standards developed	New	New	New	New	1	2	2

LAND USE MANAGEMENT QUARTERLY TARGETS

LAND USE MANAGEMENT				
Outcome	Improved coordination of service delivery			
Output Indicators	Annual Target	Quarter 2	Quarter 3	Quarter 4
Number of awareness programmes on the importance and impact of land use management and planning conducted	3	1	1	1
Number of Municipalities monitored in terms of development applications	44	44	44	44
Number of Draft Provincial Norms and Standards developed	1	-	-	1

SUB-PROGRAMME: SURVEY SERVICES

SURVEY SERVICES								
Outcome	Improved coordination of service delivery							
Output	Output Indicator	Audited/ Actual Performance			Estimated Performance	MTEF PERIOD		
		2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023
TCs supported to have clearly demarcated boundaries enabling integrated Land Use Management Systems	Percentage of TCs supported with boundary applications	100%	100%	100%	100%	100%	100%	100%

SURVEY SERVICES QUARTERLY TARGETS

SURVEY SERVICES				
Outcome	Improved coordination of service delivery			
Output Indicators	Annual Target	Quarter 2	Quarter 3	Quarter 4
Percentage of TCs supported with boundary applications	100%	100%	100%	100%

SUB-PROGRAMME: MUNICIPAL INFRASTRUCTURE

MUNICIPAL INFRASTRUCTURE								
Outcome	Improved coordination of service delivery							
Output	Output Indicator	Audited/ Actual Performance			Estimated Performance	MTEF PERIOD		
		2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023
Infrastructure coordinating structures functional (Water, Sanitation Task Team, Electricity Task Team, MIG Forum)	Number of Infrastructure coordinating structures achieving 80% functionality	New	New	New	New	3	3	3
Consolidated Provincial Water Master Plan	Number of Provincial Water Master Plans developed	New	New	New	New	1	-	-
Water Service Authorities monitored on implementation of the Operation and Maintenance	Number of WSAs monitored on the implementation of Operation and Maintenance	New	New	New	New	14	14	14
Municipalities supported to increase yard water connections	Number of municipalities supported with increasing yard water connections	New	13	13	13	13	13	13
Municipalities supported to increase provision of basic level of sanitation services	Percentage of sanitation projects monitored of implementation	New	New	New	New	100%	100%	100%

MUNICIPAL INFRASTRUCTURE

MUNICIPAL INFRASTRUCTURE								
Outcome	Improved coordination of service delivery							
Output	Output Indicator	Audited/ Actual Performance			Estimated Performance	MTEF PERIOD		
		2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023
Maintenance and refurbishment of municipal electricity networks supported	Number of licensed electricity distributors (LEDs) assessed on state of electricity infrastructure supported	New	New	New	New	24	24	24
Municipalities supported with the implementation of electrification programmes	Number of municipalities supported with the implementation of electrification programmes	New	New	New	New	15	15	15
Gauging stations Monitored on refurbishment	Percentage of gauging stations monitored for refurbishment	New	New	New	New	100%	100%	100%
Reduce delays in water use licenses	Percentage of water use licence applications monitored for approval	New	New	New	New	100%	100%	100%
Energy Masterplans developed	Number of Energy Masterplans developed	New	New	New	New	1	1	1
Annual assessment of all WSAs	Number of WSAs assessed on the state of water infrastructure	New	New	New	New	13	13	13
Bulk water supply projects monitored for Implemented	Number of regional bulk infrastructure projects Monitored for implementation	New	New	New	New	10	10	10

MUNICIPAL INFRASTRUCTURE								
Outcome	Improved coordination of service delivery							
Output	Output Indicator	Audited/ Actual Performance			Estimated Performance	MTEF PERIOD		
		2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023
Alternative water resource supplies provided to municipalities	Number of alternative water resource supply programmes implemented in municipalities	New	New	New	New	2	3	3
Districts monitored on the spending of National Grants	Number of Districts monitored on the spending of National Grants	New	New	New	New	10	10	10
Electricity Asset Management Framework developed	Number of Electricity Asset Management Frameworks developed	New	New	New	New	1	-	-

MUNICIPAL INFRASTRUCTURE QUARTERLY TARGETS

MUNICIPAL INFRASTRUCTURE				
Outcome	Improved coordination of service delivery			
Output Indicators	Annual Target	Quarter 2	Quarter 3	Quarter 4
Number of Infrastructure coordinating structures achieving 80% functionality	3	3	3	3
Number of Provincial Water Master Plans developed	1	-	1	-
Number of WSAs monitored on the implementation of Operation and Maintenance	14	14	14	14
Number of municipalities supported with increasing yard water connections	13	13	13	13
Percentage of sanitation projects monitored of implementation	100%	100%	100%	100%
Number of licensed electricity distributors (LEDs) assessed on state of electricity infrastructure	24	24	-	-
Number of municipalities supported with the implementation of electrification programmes	15	5	5	5
Percentage of gauging stations monitored for refurbishment	100%	100%	100%	100%
Percentage of water use licence applications monitored for approval	100%	100%	100%	100%
Number of Energy Masterplans developed	1	-	-	1
Number of WSAs assessed on the state of water infrastructure	13	-	13	-
Number of regional bulk infrastructure projects monitored for implementation	10	10	10	10
Number of alternative water resource supply programmes implemented in municipalities	2	-	-	2
Number of Districts monitored on the spending on National Grants	10	-	-	10

MUNICIPAL INFRASTRUCTURE				
Outcome	Improved coordination of service delivery			
Output Indicators	Annual Target	Quarter 2	Quarter 3	Quarter 4
Number of Electricity Asset Management Frameworks developed	1	-	-	1

SUB-PROGRAMME: DISASTER MANAGEMENT

DISASTER MANAGEMENT								
Outcome	Improved coordination of service delivery							
Output	Output Indicator	Audited/ Actual Performance			Estimated Performance	MTEF PERIOD		
		2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023
Municipalities supported to maintain functional Disaster Management Centres	Number of municipalities supported to maintain functional Disaster Management Centres	11	11	11	11	11	11	11
Disaster Management Advisory Forums held	Number Provincial Disaster Management Advisory Forums held	4	4	4	4	3	4	4
Municipalities supported on Fire Brigade Services	Number of municipalities supported on Fire Brigade Services	New	-	-	11	11	11	11
Districts and Metro supported with the development of Disaster Management Policies	Number of Districts and Metro supported with the development of Disaster Management Policies	-	-	-	-	11	11	11

DISASTER MANAGEMENT QUARTERLY TARGETS

DISASTER MANAGEMENT				
Outcome	Improved coordination of service delivery			
Output Indicators	Annual Target	Quarter 2	Quarter 3	Quarter 4
Number of municipalities supported to maintain functional Disaster Management Centres	11	11	11	11
Number Provincial Disaster Management Advisory Forums held	3	1	1	1
Number of municipalities supported on Fire Brigade Services	11	4	4	3
Number of Districts and Metro supported with the development of Disaster Management Policies	11	4	4	3

Programme Three Resource Considerations

Table 11.7 : Programme 3: Development and Planning						
	Main appropriation	Special adjustments appropriation			Total special adjustments appropriation	Adjusted appropriation
		Virements	Significant and unavoidable suspension of funds	Allocation of funds	Section 16 of the PFM A (use of funds in)	
R thousand						
1. Spatial Planning	68 069		(39 109)		(39 109)	28 960
2. Land Use Management	35 878		(5 144)		(5 144)	30 734
3. Local Economic Development	183 741		(86 482)		(86 482)	97 259
4. Municipal Infrastructure	148 147		(81 124)		(81 124)	67 023
5. Disaster Management	50 887		(31 323)		(31 323)	19 564
Total	486 722	-	(243 182)	-	(243 182)	243 540
Amount to be voted						(243 182)
Table 11.8 : Summary by economic classification						
	Main appropriation	Special adjustments appropriation			Total special adjustments appropriation	Adjusted appropriation
		Virements	Significant and unavoidable suspension of funds	Allocation of funds	Section 16 of the PFM A (use of funds in)	
R thousand						
Current payments	443 496	-	(223 164)	-	(223 164)	220 332
Compensation of employees	183 641		(39 798)		(39 798)	143 843
Goods and services	259 855		(183 366)		(183 366)	76 489
Interest and rent on land					-	-
Transfers and subsidies to:	11 550	-	(11 500)	-	(11 500)	50
Provinces and municipalities	11 500		(11 500)		(11 500)	-
Departmental agencies and accounts					-	-
Higher education institutions					-	-
Foreign governments and international organisations					-	-
Public corporations and private enterprises					-	-
Non-profit institutions					-	-
Households	50				-	50
Payments for capital assets	31 676	-	(8 518)	-	(8 518)	23 158
Buildings and other fixed structures	30 450		(8 353)		(8 353)	22 097
Machinery and equipment	1061				-	1061
Heritage assets					-	-
Specialised military assets					-	-
Biological assets					-	-
Land and subsoil assets					-	-
Software and other intangible assets	165		(165)		(165)	-
Payments for financial assets					-	-
Total	486 722	-	(243 182)	-	(243 182)	243 540
Amount to be voted						(243 182)

PROGRAMME FOUR: TRADITIONAL AFFAIRS

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.

OUTCOMES, OUTPUTS, PERFORMANCE INDICATORS AND TARGETS

SUB-PROGRAMME: TRADITIONAL INSTITUTIONAL SUPPORT

TRADITIONAL INSTITUTIONAL SUPPORT								
Outcome	Improved municipal and traditional institutional capacity							
Output	Output Indicator	Audited/ Actual Performance			Estimated Performance	MTEF PERIOD		
		2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023
Regulations to strengthen the regulatory environment within the traditional leadership institution developed	Number of regulations/guidelines/policies developed	New	New	New	New	15	-	-
Performance management system developed	Number of performance management system developed	New	New	New	New	1	-	-
Resolution of succession claims/disputes	Percentages of succession claims/disputes resolved	100%	100%	100%	100%	100%	100%	100%

TRADITIONAL INSTITUTIONAL SUPPORT

TRADITIONAL INSTITUTIONAL SUPPORT								
Outcome	Improved municipal and traditional institutional capacity							
Output	Output Indicator	Audited/ Actual Performance			Estimated Performance	MTEF PERIOD		
		2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023
Functionality of the Provincial and Local House(s) and its sub-committees monitored	Number of Provincial Houses monitored for functionality	New	New	New	New	1	1	1
	Number of Local Houses monitored for functionality	New	New	New	New	11	11	11
Maintained consolidated data base of support given to Amakhosi (Provincial House)	Number of databases of coordinated government support maintained	New	New	New	New	1	1	1
Maintained database of Izinduna	Number of Izinduna Databases maintained	New	New	New	New	1	1	1
Amakhosi recognized	Percentages recognitions Amakhosi concluded within 18 months of becoming vacant	New	New	New	New	100%	100%	100%
Family Trees updated	Percentage of recognised Amakhosi with updated family trees	New	New	New	100%	100%	100%	100%
Participation of Amakhosi in Municipal Councils supported	Percentage of Amakhosi supported to participate in municipal councils	New	New	New	New	100%	100%	100%
Traditional Affairs turn around strategies implemented	Number of Traditional Affairs turn around strategies implemented	New	New	New	New	1	1	1

TRADITIONAL INSTITUTIONAL SUPPORT QUARTERLY TARGETS

TRADITIONAL INSTITUTIONAL SUPPORT				
Outcome	Improved municipal and traditional institutional capacity			
Output Indicators	Annual Target	Quarter 2	Quarter 3	Quarter 4
Number of regulations/guidelines/policies developed	15	6	6	3
Number of performance management system developed	1	-	1	-
Percentages of succession claims/disputes resolved	100%	100%	100%	100%
Number of Provincial Houses monitored for functionality	1	1	1	1
Number of Local Houses monitored for functionality	11	11	11	11
Number of databases of coordinated government support maintained	1	-	-	1
Number of Izinduna Databases maintained	1	-	-	1
Percentages recognitions Amakhosi concluded within 18 months of becoming vacant	100%	100%	100%	100%
Percentage of recognised Amakhosi with updated family trees	100%	100%	100%	100%
Percentage of Amakhosi supported to participate in municipal councils	100%	100%	100%	100%
Number of Traditional Affairs turn around strategies implemented	1	-	-	1

Programme Four Resource Considerations

Table 11.9 : Programme 4: Traditional Institutional Management						
	Main appropriation	Special adjustments appropriation			Total special adjustments appropriation	Adjusted appropriation
		Virements	Significant and unavoidable suspension of funds	Allocation of funds	Section 16 of the PFMA (use of funds in)	
R thousand						
1. Traditional Institutional Administration	485 891		(23 221)		(23 221)	462 670
2. Traditional Resource Administration	94 260		(12 608)		(12 608)	81 652
Total	580 151	-	(35 829)	-	(35 829)	544 322
Amount to be voted						(35 829)

Table 11.10 : Summary by economic classification						
	Main appropriation	Special adjustments appropriation			Total special adjustments appropriation	Adjusted appropriation
		Virements	Significant and unavoidable suspension of funds	Allocation of funds	Section 16 of the PFMA (use of funds in)	
R thousand						
Current payments	574 298	-	(34 959)	-	(34 959)	539 339
Compensation of employees	182 425				-	182 425
Goods and services	391 873		(34 959)		(34 959)	356 914
Interest and rent on land					-	-
Transfers and subsidies to:	1 300	-	(870)	-	(870)	430
Provinces and municipalities					-	-
Departmental agencies and accounts					-	-
Higher education institutions					-	-
Foreign governments and international organisations					-	-
Public corporations and private enterprises					-	-
Non-profit institutions	200		(200)		(200)	-
Households	100		(670)		(670)	430
Payments for capital assets	4 553	-	-	-	-	4 553
Buildings and other fixed structures					-	-
Machinery and equipment	4 553				-	4 553
Heritage assets					-	-
Specialised military assets					-	-
Biological assets					-	-
Land and subsoil assets					-	-
Software and other intangible assets					-	-
Payments for financial assets					-	-
Total	580 151	-	(35 829)	-	(35 829)	544 322
Amount to be voted						(35 829)

1. Explanation of planned performance over the medium term period

The MTSF has prioritized: “Priority One: A Capable, Ethical and Developmental State” as key to achieving the seven priorities. KZNCOGTA heeds this call and is committed to ensure that Local Government and Traditional Institutions improve their functionality. Our aim is to achieve the impact of “Sustainable, responsive and accountable Local Government and Traditional Institutions” which would ultimately result in the effective and efficient delivery of services to the community of KwaZulu-Natal. At the conclusion of the 6th Administration we wish to realize the outcomes mentioned on the previous page by building capacity internally(The Department) as well as externally(Local Government and Traditional Institutions) to contribute to the vision of the Priority 1 of strong leadership, a focus on people and improved implementation capacity.

In order for us to realise the intended impact and outcomes we will be placing importance on providing hands on support to our clients with: integrated planning, financial management, performance management and compliance with legislation and prescripts. The current state of local government has prompted us to ensure that all municipalities improve their audit opinions, municipalities who have been placed under statutory intervention improve in terms of governance and management, traditional institutions function optimally so that rural communities are provided with proficient government services and through improving coordination of service delivery, there will be an increase in households having access to basic services. Internally, the Department will develop professional capabilities and make radical shifts to correct deficiencies, promote honesty, ethics and integrity.

Local Government that works better is the priority of the 6th Administration - In order for this to happen the Department has decided to decentralise support to municipalities through Local Government Specialists. This will improve coordination and facilitate the resolution of service delivery issues.

Furthermore, some of the following outputs are anticipated:

- Appointment of suitably skilled qualified finance and governance professionals/ companies who will be deployed to municipalities for a period agreed upon to provide hands on support;
- Improved revenue collection at municipalities through the Masakhane Campaign;

- Reduction in Unauthorised, Irregular, Fruitless, and Wasteful Expenditure Enforcement of consequence management in Municipalities;
- Improving the functionality of Community Service Centres by digitising and making them compliant with 4th Industrial Revolution;
- Disaster Management - to coordinate and support municipalities and organs of state dealing with incidents irrespective of whether a provincial state of disaster has been declared;
- Water Crisis Management - Development of Water Master Plan for KwaZulu-Natal, which takes cognizance of current and future demand, and which identifies short, medium and long term interventions, to ensure water security in KZN;
- Monitoring Water Service Authorities on the implementation of Municipal Priority Action Plans;
- Entrench participation of amaKhosi in the development of IDPs to contribute towards building a peaceful province;
- Implement Social Cohesion programmes in partnership with Interfaith Sector, Municipalities and Traditional Leadership to address social ills in Municipalities through special Programmes of the Municipal IDPs;
- Develop and implement Traditional Affairs Policies and Guidelines to ensure that there are standardized processes are adhered to in the execution of duties; and;
- The Development of the Performance management system for the institution of traditional leadership.

Listed above are some of the outputs that are contained in the 2020/2021 APP that will contribute towards the outcomes and impact the Department aims to achieve.

UPDATED KEY RISKS

Outcome	Key Risk	Risk Mitigation
Improved municipal and traditional institutional capacity	<ul style="list-style-type: none"> • Inadequate Institutional capability within COGTA • Inadequate, skilled and competent officials within local and traditional institutions • Inadequate implementation of anti-fraud and corruption strategy • Undue Political interference • Resistance to Change 	<ul style="list-style-type: none"> • COGTA to build internal capability to support municipalities • Facilitated and ongoing capacitation • Capacitate and support municipalities and traditional institutions through standardized organograms • Provide support on anti-fraud and corruption mechanisms • Political and administrative interface (adoption of code of conduct for Councillors and Traditional Leaders) • Change management intervention for all stakeholders
Improved coordination of service delivery	<ul style="list-style-type: none"> • Lack of buy-in and participation in the roll-out of District service delivery model • Poor co-ordination between COGTA and other stakeholders • Inadequate financial and human resources 	<ul style="list-style-type: none"> • Adoption of model by Provincial Executive, Provincial SALGA, Provincial House of Traditional Leaders • Facilitate the Implementation of the district service delivery model • Improve internal and external coordination • Support functionality of IGR structures • Capacitate and support municipalities with financial modelling
Improved institutional capacity	<ul style="list-style-type: none"> • Inadequate capacity to support department • National fiscal constraints (reduction in budget 	<ul style="list-style-type: none"> • Build institutional capacity • Utilise existing resources effectively and

Outcome	Key Risk	Risk Mitigation
	<p>allocation)</p> <ul style="list-style-type: none"> • Inadequate financial planning often resulting in under expenditure • Delays in the supply of services 	<p>efficiently</p> <ul style="list-style-type: none"> • Review financial planning model and prevent silo budgeting approach • Integrated budgeting process • Introduce mechanisms that will improve the time-frame in which services are delivered

2. Infrastructure Projects

No.	Project name	Programme	Project description	Outputs	Project start date	Project completion date	Total Estimated cost	Current year Expenditure
01	Matimatolo	Programme 3	New Community Service Centre	Community Service Centre	08/10/2019	30/06/2020	14 001	5 676
02	Madlebe	Programme 3	New Community Service Centre	Community Service Centre	01/04/2021	30/09/2021	3500	-
03	Shiyabane	Programme 3	New Community Service Centre	Community Service Centre	01/04/2021	30/09/2021	3500	60 000
04	Xaba	Programme 3	New Park Home and Ablution	Park Home and Ablution	01/04/2021	30/09/2021	1500	
05	Shozi	Programme 3	New Park Home and Ablution	Park Home and Ablution	01/04/2021	30/09/2021	1500	-
06	Groenvlei	Programme 3	New Community Service Centre	Community Service Centre	01/05/2021	31/03/2022	12500	-
07	Muden	Programme 3	New Community Service Centre	Community Service Centre	01/04/2022	31/03/2023	13500	-
08	Matiwana	Programme 3	New Community Service Centre	Community Service Centre	01/04/2022	31/03/2023	14500	-
09	Khabazela	Programme 3	Refurbishment - Traditional Administrative Centre	Refurbished - Traditional Administrative Centre	07/02/2020	30/06/2020	902	125
10	Isimahle	Programme 3	Refurbishment - Traditional Administrative Centre	Refurbished - Traditional Administrative Centre	07/02/2020	30/06/2020	861	125
11	Thoyana	Programme 3	Refurbishment - Traditional Administrative Centre	Refurbished - Traditional Administrative Centre	07/02/2020	30/06/2020	2 966	125
12	Ximba	Programme 3	Refurbishment - Traditional Administrative Centre	Refurbished - Traditional Administrative Centre	07/02/2020	30/06/2020	1 605	125
13	Maphumulo	Programme 3	Refurbishment - Traditional Administrative Centre	Refurbished - Traditional Administrative Centre	07/02/2020	30/06/2020	2 058	125
14	Umnini Trust	Programme 3	Refurbishment - Traditional Administrative Centre	Refurbished - Traditional Administrative Centre	07/02/2020	30/06/2020	1 007	125
15	Cele P	Programme 3	Refurbishment - Traditional	Refurbished - Traditional	13/03/2020	30/07/2020	1 500	125

No.	Project name	Programme	Project description	Outputs	Project start date	Project completion date	Total Estimated cost	Current year Expenditure
			Administrative Centre	Administrative Centre				
16	Chwezi	Programme 3	Refurbishment - Traditional Administrative Centre	Refurbished - Traditional Administrative Centre	13/03/2020	30/07/2020	1 000	137
17	Amangwane	Programme 3	Refurbishment - Traditional Administrative Centre	Refurbished - Traditional Administrative Centre	13/03/2020	30/07/2020	1 000	137
18	Manyavu	Programme 3	Refurbishment - Traditional Administrative Centre	Refurbished - Traditional Administrative Centre	13/03/2020	30/07/2020	1 000	137
19	Khumalo	Programme 3	Refurbishment - Traditional Administrative Centre	Refurbished - Traditional Administrative Centre	30/04/2020	30/08/2020	1 500	137
20	Molefe	Programme 3	Refurbishment - Traditional Administrative Centre	Refurbished - Traditional Administrative Centre	01/04/2021	30/09/2021	950	-
21	Nxamalala (Implendle)	Programme 3	Refurbishment - Traditional Administrative Centre	Refurbished - Traditional Administrative Centre	01/04/2021	30/09/2021	950	—
22	Masihabisani	Programme 3	Refurbishment - Traditional Administrative Centre	Refurbished - Traditional Administrative Centre	01/04/2021	30/09/2021	950	—
23	Mhlungwini	Programme 3	Refurbishment - Traditional Administrative Centre	Refurbished - Traditional Administrative Centre	01/04/2021	30/09/2021	950	—
24	Mthembu	Programme 3	Refurbishment - Traditional Administrative Centre	Refurbished - Traditional Administrative Centre	01/04/2021	30/09/2021	950	—
25	Mcunu	Programme 3	Refurbishment - Traditional Administrative Centre	Refurbished - Traditional Administrative Centre	01/04/2021	30/09/2021	950	—
26	Nibela	Programme 3	Refurbishment - Traditional Administrative	Refurbished - Traditional Administrative	01/04/2021	30/09/2021	950	—

No.	Project name	Programme	Project description	Outputs	Project start date	Project completion date	Total Estimated cost	Current year Expenditure
			Centre	Centre				
27	Mbila	Programme 3	Refurbishment - Traditional Administrative Centre	Refurbished - Traditional Administrative Centre	01/04/2021	30/09/2021	950	–
28	Vusathinamazulu	Programme 3	Refurbishment - Traditional Administrative Centre	Refurbished - Traditional Administrative Centre	01/04/2021	30/09/2021	950	–
29	Mondi	Programme 3	Refurbishment - Traditional Administrative Centre	Refurbished - Traditional Administrative Centre	01/04/2021	30/09/2021	950	–
30	Khoza	Programme 3	Refurbishment - Traditional Administrative Centre	Refurbished - Traditional Administrative Centre	01/04/2021	30/09/2021	950	–
31	Nobamba	Programme 3	Refurbishment - Traditional Administrative Centre	Refurbished - Traditional Administrative Centre	01/04/2021	30/09/2021	950	–
32	Minor Rehabilitation of TACs & Imizi Yezizwe	Programme 3	Refurbishment Traditional Administrative Centre & Imizi Yezizwe	Refurbished Traditional Administrative Centre & Imizi Yezizwe	01/04/2021	30/06/2021	7000	–
33	Ntshangase	Programme 3	Refurbishment - Traditional Administrative Centre	Refurbished - Traditional Administrative Centre	01/04/2022	30/09/2022	950	–
34	Cele K	Programme 3	Refurbishment - Traditional Administrative Centre	Refurbished - Traditional Administrative Centre	01/04/2022	30/09/2022	950	–
35	Hlongwa	Programme 3	Refurbishment - Traditional Administrative Centre	Refurbished - Traditional Administrative Centre	01/04/2022	30/09/2022	950	–
36	Macambini	Programme 3	Refurbishment - Traditional Administrative Centre	Refurbished - Traditional Administrative Centre	01/04/2022	30/09/2022	950	–
37	Amantungwa	Programme 3	Refurbishment - Traditional Administrative	Refurbished - Traditional Administrative	01/04/2022	30/09/2022	950	–

No.	Project name	Programme	Project description	Outputs	Project start date	Project completion date	Total Estimated cost	Current year Expenditure
			Centre	Centre				
38	MangweButhanani	Programme 3	Refurbishment - Traditional Administrative Centre	Refurbished - Traditional Administrative Centre	01/04/2022	30/09/2022	950	–
39	Emandleni	Programme 3	Refurbishment - Traditional Administrative Centre	Refurbished - Traditional Administrative Centre	01/04/2022	30/09/2022	950	–
40	Shabalala (Matiwana)	Programme 3	Refurbishment - Traditional Administrative Centre	Refurbished - Traditional Administrative Centre	01/04/2022	30/09/2022	950	–
41	Shabalala (Nkosi)	Programme 3	Refurbishment - Traditional Administrative Centre	Refurbished - Traditional Administrative Centre	01/04/2022	30/09/2022	950	–
42	Hlongwa	Programme 3	Refurbishment - Traditional Administrative Centre	Refurbished - Traditional Administrative Centre	01/04/2022	30/09/2022	950	–
43	Mgomezulu	Programme 3	Refurbishment - Traditional Administrative Centre	Refurbished - Traditional Administrative Centre	01/04/2022	30/09/2022	950	–
44	Minor Rehabilitation of TACs & Imizi Yezizwe	Programme 3	Refurbishment Traditional Administrative Centre & Imizi Yezizwe	Refurbished Traditional Administrative Centre & Imizi Yezizwe	01/04/2022	30/07/2022	7000	–
45	Removal of Carpets/Painting/Ceiling replacement in passages at Natalia Building	Programme 1	Office Building	Office Building	01/04/2020	31 June 2021	1 000	–
46	Purchase of House no. 42 at Temple Street to accommodate excess staff at Wadley	Programme 1	House	House	01/04/2020	30/09/2020	750	–
47	Umzinyathi District Office Renovation To The House At Karrel Landman ,Dundee	Programme 1	Office Building	Office Building	01/04/2019	31/03/2021	2 500	–
48	Water Proofing To Roof In Mayville	Programme 1	Office Building	Office Building	01/02/2020	30/09/2020	500	–

No.	Project name	Programme	Project description	Outputs	Project start date	Project completion date	Total Estimated cost	Current year Expenditure
49	Day to Day maintenance at various building and houses	Programme 1	Office Building	Office Building	01/04/2020	31/03/2023	16 800	22 020
50	Refurbishment of Mayville Buildings	Programme 1	Office Building	Office Building	01/02/2020	30/09/2020	2 000	–
51	Southern Life Plaza	Programme 1	Office Building maintenance	Office Building maintained	01/04/2020	31/03/2023	42 454	55 230
52	Umzinyathi District Office	Programme 1	Office Building maintenance	Office Building maintained	01/04/2020	31/03/2023	3 320	5 001
53	Amajuba District Office	Programme 1	Office Building maintenance	Office Building maintained	01/04/2020	31/03/2023	2 171	3 316
54	Ilembe District Office	Programme 1	Office Building maintenance	Office Building maintained	01/04/2020	31/03/2023	3 945	6 630
55	Harry Gwala District Office	Programme 1	Office Building maintenance	Office Building maintained	01/04/2020	31/03/2022	1 859	3 197
56	Richards Bay District Office	Programme 1	Office Building maintenance	Office Building maintained	01/04/2020	31/03/2023	2 903	2 838

PART D: TECHNICAL INDICATOR DESCRIPTIONS (TID)

PROGRAMME ONE: ADMINISTRATION

OFFICE OF THE MEC											
Indicator Title	Definition	Source Data	Method of Calculation/ Assessment	Means of Verification	Assumptions	Disaggregation of Beneficiaries (where applicable)	Spatial Transformation (where applicable)	Calculation Type	Reporting Cycle	Desired performance	Indicator Responsibility
Number of site inspections conducted	This refers to the unannounced visits conducted by the MEC to the COGTA workplaces and/or municipalities	MEC Diary	Count the number of site visited conducted	Site visit Reports	Availability of Executive Authority	N/A	N/A	Cumulative (Year-End)	Bi-Annually	Unannounced site visited conducted	Head of Ministry

OFFICE OF THE HOD											
Indicator Title	Definition	Source Data	Method of Calculation/ Assessment	Means of Verification	Assumptions	Disaggregation of Beneficiaries (where applicable)	Spatial Transformation (where applicable)	Calculation Type	Reporting Cycle	Desired performance	Indicator Responsibility
Number of Departmental clean audit opinions achieved	This refers to the outcome of AG audit on the Annual Report being free from material misstatements and no material findings on the Annual Financial Statements, performance information and compliant with legislation.	Templates provided by PT, BAS Reports, HR Stats, SCM Stats, Financial Reports, Performance Reports	Count the number of clean audit opinions achieved	AG Report	Department functions in accordance to prescripts	N/A	N/A	Non-Cumulative	Annual	Clean Audit achieved	Head of Department
Percentage of suppliers paid within the thirty day period	This relates to the payment of suppliers within thirty days of receipt of invoices. Submit exception reports to Provincial Treasury on a monthly basis which contains an explanation on deviation. Reconcile Departmental Records with Treasury Records	Orders, Invoice, Exception Reports, Reconciled Records	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	Monthly Reports, Consolidated Quarterly reports, Treasury Response	Supplier Invoices submitted to the Department timeously	N/A	N/A	Cumulative (Year-End)	Quarterly	All suppliers paid within thirty days of receipt of the invoice	Head of Department

ORGANISATIONAL DEVELOPMENT AND EFFICIENCY SERVICES											
Indicator Title	Definition	Source Data	Method of Calculation/ Assessment	Means of Verification	Assumptions	Disaggregation of Beneficiaries (where applicable)	Spatial Transformation (where applicable)	Calculation Type	Reporting Cycle	Desired performance	Indicator Responsibility
Number of Standard Operating Procedures developed	This refers to developing Standard Operating Procedures that define the steps in performing specific services of the business unit signed by the Head of the Business Units	Data/processes and services rendered from Business Units, APP	Count the number of Standard Operating Procedures developed	Signed Standard Operating procedures, Attendance Registers of consultations	Information obtained from respective business unit is reliable and correct	N/A	N/A	Cumulative (Year-End)	Quarterly	SOP's developed and approved	Director: ODES
Number of Organisational Functionality Assessments undertaken (OFA)	Assessment of the effectiveness of the identified business unit's internal systems and processes	Annual Performance Plan, Departmental Systems information, Assessment Criteria	Count the number of OFA's undertaken	Functionality Assessment report Completed assessment tool	DPSA designing of an OFA tool, Credible performance and systems information, Capacity to design an assessment tool	N/A	N/A	Non-Cumulative	Annually	Assessed effectiveness of the identified unit's internal systems and processes	Director: ODES and Director: Strategic Planning & Service Delivery

HUMAN CAPITAL DEVELOPMENT											
Indicator Title	Definition	Source Data	Method of Calculation/ Assessment	Means of Verification	Assumptions	Disaggregation of Beneficiaries (where applicable)	Spatial Transformation (where applicable)	Calculation Type	Reporting Cycle	Desired performance	Indicator Responsibility
Percentage of employees compliant with financial disclosure submission	It relates to financial disclosures expected to be rendered but excludes employees on suspension, maternity leave, incapacity, ill health or labour relations matters.	Staff financial disclosure submissions	Number of expected financial disclosures submitted divided by the total number of expected financial disclosures and multiply by 100	Disclosures documents and data base of disclosures Status Report	Staff submit accurate information in respect of financials	N/A	N/A	Non-Cumulative	Annual	All staff are compliant with submission of financial disclosures	Director: Human Capital Development
Percentage of underperforming staff Performance Improvement Plans monitored	This refers monitoring the implementation of individual staff performance improvement plans in relation to staff who achieved a score below 3 during the performance assessments	Data base of employees under PIP review	Count the Number of PIPs monitored divided by the total number of staff in PIPs then multiply by 100	Status Report on staff Performance Improvement Plans Database of employees on PIP	PIPs are implemented and supervisor reports that progress is being made to improve performance	N/A	N/A	Non-Cumulative	Annual	Performance Improvement Plans are implemented	Director: Human Capital Development

AUXILIARY SERVICES											
Indicator Title	Definition	Source Data	Method of Calculation/ Assessment	Means of Verification	Assumptions	Disaggregation of Beneficiaries (where applicable)	Spatial Transformation (where applicable)	Calculation Type	Reporting Cycle	Desired performance	Indicator Responsibility
Percentage of Departmental Buildings compliant with the Occupational Health and Safety Act	Monitoring the compliance of Departmental Buildings to the Occupational Health and Safety Act and the COVID-19 safety measures in workplaces as per directive from Department of Labour 29 April 2020 and implementing the remedial action plans where necessary	Occupational Health and Safety Act Compliance assessment tool Database of Departmental Building Inspection Checklist: Covid19 OHS Control Measures	Count the number of Departmental Buildings that are compliant with OHSA, then divide it by the Total number of buildings, then multiply by 100	Assessment Reports and completed assessment tool Covid19 OHS checklist	Adequate Budget Additional budget for PPEs	N/A	N/A	Non-Cumulative	Quarterly	All Departmental buildings compliant with the requirements contained in the Occupational Health and Safety Act and the directives issued by the Department of Labour	Director: Auxiliary Services

INFORMATION COMMUNICATION TECHNOLOGY											
Indicator Title	Definition	Source Data	Method of Calculation/ Assessment	Means of Verification	Assumptions	Disaggregation of Beneficiaries (where applicable)	Spatial Transformation (where applicable)	Calculation Type	Reporting Cycle	Desired performance	Indicator Responsibility
Percentage of compliance with ICT governance framework	Compliance with the ICT Governance Framework relates to: 1. Development of ICT Security Frameworks, 2. Implementation of Business Continuity, 3. Upgrading of existing ICT infrastructure, 4. upgrading of software, 5. renewal of licences, 6. Backups performed in with approved continuity procedure, 7. Monitor Server functionality and downtime, and 8. Enforce SLA Meetings	ICT governance framework Compliance assessment tool	Number of requirements adhered to in the ICT Governance Framework divided by the total number of requirements adhered to in the ICT Governance Framework multiply by 100	Progress Reports in line with the ICT Governance Framework Completed compliance assessment tool	Full compliance with the ICT Governance Framework	N/A	N/A	Non-Cumulative	Quarterly	Compliance with the requirements of the ICT Governance Framework	Director: ICT

FINANCIAL MANAGEMENT											
Indicator Title	Definition	Source Data	Method of Calculation/ Assessment	Means of Verification	Assumptions	Disaggregation of Beneficiaries (where applicable)	Spatial Transformation (where applicable)	Calculation Type	Reporting Cycle	Desired performance	Indicator Responsibility
Percentage reduction of UIFW	Implementation and monitoring the mechanisms to reduce UIFW in the department	Financial Reports AG and PT Audit reports UIFW register and improvement plan	Comparison of previous year UIFW to current year UIFW	Audit Reports Status reports UIFW register with status	Officials comply with prescripts	N/A	N/A	Non-Cumulative	Quarterly	UIFW Reduced	Chief Director Financial Management
Number of programme budgets spent in accordance with approved budget	Monitoring departmental expenditure by the four programmes based on the approved budget.	IYM Template from PT, BAS Reports, Input from Responsibility Managers	Count the number of programme budgets spent in accordance with approved budget	IYMs, Status Budget Reports	Programme spend in accordance with the approved budget and Cashflow	N/A	N/A	Non-Cumulative	Quarterly	All programme budgets spent in accordance with approved budget	Director: Budget Control and Planning
Percentage of procurement awarded to SMMEs, Cooperatives, Townships/Rural Enterprises and people with disabilities	Prioritizing Small, Medium and Micro Enterprises, Townships/Rural Enterprises and people with disabilities in the procurement processes	Statistics reports Central Suppliers Database (CSD)	Count the number of awards made to procurement awarded to SMMEs, Cooperatives, Townships/Rural Enterprises and people with disabilities divided by the Total number of procurement wards and then multiply by 100	Statistic Reports Central Suppliers Database (CSD)	None	Women : 15% Youth: 12 % People with disabilities 3 %	N/A	Cumulative (Year-End)	Quarterly	30% procurement awarded to SMMEs, Cooperatives, Townships/Rural Enterprises and people with disabilities	Director SCM
Percentage compliance with the Procurement Plan	Monitoring departmental compliance on the implementation of the approved procurement plan. The procurement plan is an annual document which defines goods or services that the department will procure in the financial year.	Approved Procurement Plan Compliance Tool	Count the number of items on the procurement plan achieved divided by the total number of items contained on the procurement plan then multiply by 100	Approved Procurement Plan Completed Compliance Tool Status Reports	None	N/A	N/A	Cumulative (Year-End)	Quarterly	100% compliance with the Procurement Plan	Director SCM

INTERNAL CONTROL											
Indicator Title	Definition	Source Data	Method of Calculation/ Assessment	Means of Verification	Assumptions	Disaggregation of Beneficiaries (where applicable)	Spatial Transformation (where applicable)	Calculation Type	Reporting Cycle	Desired performance	Indicator Responsibility
Percentage of transactions subjected to determination tests for UIFW	<p>This relates to conducting determinations tests on procurement transactions for UIFWs.</p> <p>A determination test is conducted to analyse the particulars of confirmed UIFW to establish if any losses were incurred. The Determination test must be initiated within 30 days from the date the alleged UIFW was reported to the AO.</p>	<p>Reports from the Financial Management Unit</p> <p>Determination test criteria</p> <p>UIFW register</p>	Count the number of determination tests conducted on UIFW divided by the total number of determination tests due for the specific quarter then multiply by 100.	Signed Determination Tests Reports on UIFW, Unauthorised expenditure reports, Irregular Expenditure reports, Fruitless & Wasteful Expenditure reports	Information on UIFW is reported timeously	N/A	N/A	Cumulative (Year-End)	Quarterly	Reduction in the Unauthorised, Irregular, Fruitless and Wasteful Expenditure	Director Internal Control
Percentage of bid compliance audits conducted	This refers to conducting audits on the Bid Process of the Department to determine any irregularities which need to be addressed	<p>Supply Chain Management documentation</p> <p>Compliance checklist/criteria</p>	Number of bid compliance audits conducted divided by the total number of bid compliance audits required then multiply by 100	<p>Signed Compliance Audit Reports with Findings</p> <p>Completed Compliance checklist/criteria</p>	Bid Processes are conducted in compliance with legislation	N/A	N/A	Cumulative (Year-End)	Quarterly	Bid Processes are in line with legislation	Director Internal Control
Percentage of transactions assessed to identify irregular expenditure	This refers to conducting an inspection of procurement documents and completion of irregular expenditure checklists for all payments	<p>Supply Chain and creditors Management documentation</p> <p>Irregular Expenditure checklist</p>	Count the number of assessments of transactions processed to identify irregular expenditure	<p>Irregular expenditure register.</p> <p>Signed Assessment Reports on Irregular expenditure</p>	Payments are made in compliance with the policies and procedures.	N/A	N/A	Cumulative (Year-End)	Quarterly	Reduction in irregular expenditure.	Director Internal Control

STRATEGIC PLANNING AND SERVICE DELIVERY											
Indicator Title	Definition	Source Data	Method of Calculation/ Assessment	Means of Verification	Assumptions	Disaggregation of Beneficiaries (where applicable)	Spatial Transformation (where applicable)	Calculation Type	Reporting Cycle	Desired performance	Indicator Responsibility
Number of Annual Performance Plans developed	Development of the Departmental 2021/22 APP in compliance with the revised framework for developing SPs and APPs	Strategic Plan, Revised framework for developing SPs and APPs	Count the number of Annual Performance Plans developed	Signed Annual Performance Plan	Annual Performance Plan to be developed	N/A	N/A	Non-Cumulative	Annual	Annual Performance Plan aligned to National and Provincial Priorities	Director: Strategic Planning
Number Annual Operational Plans aligned to Strategic Plans	Consolidating of the Departmental Annual Operational Plan utilising input from individual business unit Annual Operational Plans. Alignment refers to the Annual Operational Plan reflecting activities that will be undertaken to implement the indicators and targets contained in the Annual Performance Plan.	Strategic Plan and Annual Performance Plan	Count the number of Annual Operational Performance Plans aligned to Strategic Plans	Annual Operational Plans	Annual Operational Plans aligned to Strategic Plans	N/A	N/A	Non-Cumulative	Annual	Annual Operational Plan aligned to Strategic Plans	Director: Strategic Planning
Number of excellence programmes implemented	Coordination of a programme which recognises the employee of the month which involves adjudication/ assessment on a monthly basis which will culminate in the Employee of the Year Award	Nominations from Business Units Excellence programme document Assessment criteria	Count the number of programmes implemented to recognise excellence	Quarterly Monitoring Reports Completed assessment tool	Business Units cooperation	N/A	N/A	Non-Cumulative	Quarterly	Staff excellence recognised	Director: Strategic Planning and Service Delivery
Number of SDIPs monitored	Monitoring the implementation of the departmental Service Delivery Improvement Plan (SDIP) and compilation of the Annual Report to be submitted to OTP/DPSA by 30 June.	SDIP	Count the number of Service Delivery Improvement Plans monitored	Quarterly Monitoring Reports Annual Report and proof of submission	Business Units cooperation	N/A	N/A	Non-Cumulative	Quarterly	SDIP Implemented and an improvement in service delivery evident	Director: Strategic Planning and Service Delivery

MONITORING											
Indicator Title	Definition	Source Data	Method of Calculation/ Assessment	Means of Verification	Assumptions	Disaggregation of Beneficiaries (where applicable)	Spatial Transformation (where applicable)	Calculation Type	Reporting Cycle	Desired performance	Indicator Responsibility
Number of Performance reviews conducted	Relates to the quarterly review of the Departments Performance against its plans and respective policy pronouncements. Reviews are conducted on the following aspects: •The monitoring of the Department's performance against the Annual Performance plan •The monitoring of the expenditure of conditional grants (Transfer payments, Expenditure and Projects Verification Visits) •The monitoring of the implementation of the Department's respective policy pronouncements (SONA, SOPA, Budget Speech and Executive Lekgotla)	Annual Performance Plan, Annual Operational Plans, Quarterly Reports from Business Units SONA, SOPA, Budget Policy Speech, Executive Lekgotla Resolutions Transfer Manual and Conditional Grants Register	Count the number of Performance reviews conducted	<ul style="list-style-type: none"> •Quarterly Performance and Annual Reports •Consolidated Pronouncements Reports •Consolidated Reports on conditional grants 	All Business Units submit reports and evidence on time for consolidation.	N/A	N/A	Cumulative (Year-End)	Quarterly	3 or more Performance Reviews conducted	Director: Monitoring

EVALUATION											
Indicator Title	Definition	Source Data	Method of Calculation/ Assessment	Means of Verification	Assumptions	Disaggregation of Beneficiaries (where applicable)	Spatial Transformation (where applicable)	Calculation Type	Reporting Cycle	Desired performance	Indicator Responsibility
Number of evaluation studies conducted on Departmental programmes	This refers to conducting evaluations on the design, implementation and impact on the Programmes/Projects implemented by the Department	Performance Information Reports, Evaluation Plan	Count the number of evaluation studies conducted	Evaluation Reports	Approval from the stakeholders for evaluations to be conducted	N/A	N/A	Cumulative (Year-End)	Quarterly	3 or more evaluation studies conducted	Director: Evaluation

POLICY AND RESEARCH											
Indicator Title	Definition	Source Data	Method of Calculation/ Assessment	Means of Verification	Assumptions	Disaggregation of Beneficiaries (where applicable)	Spatial Transformation (where applicable)	Calculation Type	Reporting Cycle	Desired performance	Indicator Responsibility
Number of Policies reviewed	Reviewing (inclusive of development) of the identified Policies and submission of final draft to business units	Legislation Current policies Policy register	Count the number of Policies reviewed	Departmental Policy register and Approved Reviewed Policy	Reviewed Policies are shared	N/A	N/A	Cumulative (Year-End)	Quarterly	6 or more Departmental Policies reviewed	Director Policy and Research
Percentage of policies monitored	Monitoring the implementation of departmental policies	Approved Policies and monitoring tool	Count the number of Policies monitored	Signed Policy monitoring reports Completed monitoring tool	Monitoring recommendations are implemented	N/A	N/A	Cumulative (Year-End)	Quarterly	100% Policies monitored	Director Policy and Research
Number of research studies conducted	Conducting research to inform the work of the department.	Identified research topics for the year, Interviews with municipalities, traditional institutions and business units Research database	Count the number of research projects conducted	Signed Research reports	Research findings are considered	N/A	N/A	Cumulative (Year-End)	Quarterly	3 or more Research studies conducted	Director Policy and Research

LEGAL SERVICES											
Indicator Title	Definition	Source Data	Method of Calculation/ Assessment	Means of Verification	Assumptions	Disaggregation of Beneficiaries (where applicable)	Spatial Transformation (where applicable)	Calculation Type	Reporting Cycle	Desired performance	Indicator Responsibility
Percentage compliance with legislation	Monitoring of departmental compliance to the line function and transversal legislation that business units need to adhere to in performing their functions	List or register of all line functions and transversal legislations Compliance tool and progress reports from Business Units	Count the number of actions that business units have complied with divided by the total number of required actions due in the period and multiply by 100	Compliance Status Reports Completed compliance tool	Department is compliant with legislation	N/A	N/A	Cumulative (Year-End)	Quarterly	100% compliance with all identified legislation	Director: Legal Services

CORPORATE COMMUNICATION											
Indicator Title	Definition	Source Data	Method of Calculation/ Assessment	Means of Verification	Assumptions	Disaggregation of Beneficiaries (where applicable)	Spatial Transformation (where applicable)	Calculation Type	Reporting Cycle	Desired performance	Indicator Responsibility
Number of Communication Strategies Implemented	Implementation of the departmental communication strategy by: 1. Communicating departmental programmes via internal magazine and website 2. Implementing a Proactive Media Management System (Speeches, Opinion/ Foreword/ Letters Pieces, Press Statements, Media Alerts, prepared annually) 3. Monitoring Compliance with Departmental Branding Manual 4. Supporting Campaigns on Government priorities	Communication Strategy Branding Manual List of government priority	Count the number of Communication Strategies Implemented	Annual Report on the implementation Communication Strategy, Speeches, Letters, Opinion Pieces, Media Alerts	Various priority activities of the departmental	N/A	N/A	Non-Cumulative	Annual	Communication Strategy implemented	Directors: Communication
Number of Local Government Communication Plans implemented	Implementation of the Local Government Communication Plan by: 1. Implementing the LG Back to Basics communication plan 2. Monitoring the functionality of Municipal Communication Units 3. Supporting Municipalities (through engagements with Local Government Communicators' Forum) to develop measures to effectively Communicate with communities	Local Government Communication Plan Functionality criteria Attendance registers for the forums Support plan	Count the number of Local Government Communication Plans implemented	Annual Report on the LG Communication Plan Completed functionality tool	Local Government Communication Plan in place	N/A	N/A	Non-Cumulative	Annual	Local Government Communication Plan implemented	Directors: Communication

PROGRAMME TWO: LOCAL GOVERNANCE

LOCAL GOVERNMENT SPECIALISTS											
Indicator Title	Definition	Source Data	Method of Calculation/ Assessment	Means of Verification	Assumptions	Disaggregation of Beneficiaries (where applicable)	Spatial Transformation (where applicable)	Calculation Type	Reporting Cycle	Desired performance	Indicator Responsibility
Percentage of distressed municipalities supported	<p>Identification of municipalities in distress emanating from the assessments, providing support on matters within LG Specialists competence and refer matters to relevant BU and Sector departments Distressed municipalities are those who are underperforming in relation to the functionality criteria and compromising the delivery of services.</p> <p>The support will be coordinated in line with the following Pillars: Pillar 1- acceleration of implementation of Chapter 4 of the MSA Pillar 2-Promoting stable municipalities and functional governance structures Pillar 3- Promote financial viability Pillar 4-promoting sustainable service delivery Pillar 5- support in building municipal capacity</p>	<p>Progress reports on support provided from business units and sector departments, Referral letters to relevant stakeholders</p> <p>Support plan based on the pillars</p> <p>Assessment criteria based on the pillars</p>	<p>Count the number of distressed municipalities supported divided by the total number of distressed municipalities then multiply by 100</p>	<p>Signed Progress Reports on the support provided</p> <p>Signed Status Report on distressed municipalities</p> <p>Completed assessment tool</p>	<p>Business units, sector departments and stakeholders to provide support Municipalities will be responsive to the support provided</p>	N/A	Province of KwaZulu-Natal	Non-Cumulative	Quarterly	Distressed municipalities supported	Local Government Specialists

INTERGOVERNMENTAL RELATIONS											
Indicator Title	Definition	Source Data	Method of Calculation/ Assessment	Means of Verification	Assumptions	Disaggregation of Beneficiaries (where applicable)	Spatial Transformation (where applicable)	Calculation Type	Reporting Cycle	Desired performance	Indicator Responsibility
Number of Districts and Metro Development Hubs operational	<p>Establishment and monitoring of the District Political & Technical Hubs in relation to the District Development Model to ensure that they are operational</p> <p>Operational refers to the following:</p> <ul style="list-style-type: none"> Coordination of 3 spheres of government at the District & Metro Hub (including inter municipal) Coordination and alignment of budget priorities and policies Flow of information within and between government and communities Prevention and resolution of conflict and disputes 	Integrated Calendar, Minutes, Decision Matrix Assessment Tool	Count the number Districts and Metro Development Hubs operational	<p>Signed Progress Reports on hubs being operational</p> <p>Adopted Terms of Reference</p> <p>Attendance Registers and Decision Matrix</p> <p>Completed assessment tool</p>	<p>Meetings convened</p> <p>All 3 spheres of government planning & budgeting within the Hub</p> <p>All key stakeholders participating within the Hub</p>	N/A	Province of KwaZulu-Natal	Non-Cumulative	Quarterly	11 operational Districts and Metro Development Hubs in the Province	Director: IGR
Number of Technical Clusters supported	<p>This refers to each District and Metro having Social, ESID, GSCID & JCPS technical clusters established and supported.</p> <p>The support to the clusters will include:</p> <ul style="list-style-type: none"> Assessment of functionality of clusters Coordination of Sector Department participation in clusters Escalation of Cluster recommendations to relevant stakeholder 	Adopted Terms of Reference,	Count the number Technical Clusters established and supported	<p>Signed Progress Reports on the support provided</p> <p>Signed Status Report of the Technical Clusters</p> <p>Adopted Terms of Reference for the clusters</p> <p>Attendance Registers and Decision Matrix</p>	<p>Meetings convened</p> <p>All 3 spheres of government planning & budgeting within the Hub</p> <p>All key stakeholders participating within the Hub</p>	N/A	Province of KwaZulu-Natal	Non-Cumulative	Annual	44 Technical Clusters established and supported	Director: IGR

INTEGRATED DEVELOPMENT PLANNING											
Indicator Title	Definition	Source Data	Method of Calculation/ Assessment	Means of Verification	Assumptions	Disaggregation of Beneficiaries (where applicable)	Spatial Transformation (where applicable)	Calculation Type	Reporting Cycle	Desired performance	Indicator Responsibility
Number of Traditional Authorities supported to participate in IDP process	Conducting consultative workshops and sessions with relevant stakeholders. Traditional Authorities refer to the Local houses of Traditional Leadership	IDP training material Support plan Identified roles in the IDP processes where the TAs are expected to participate	Count of the number of Traditional Authorities supported to participate in IDP process	Signed Quarterly Progress Reports on the support provided Signed Status Reports on the TAs participation in the IDP process Attendance Registers of workshops conducted	Cooperation between the Traditional Authorities and the municipalities in the IDP process	Target audiences will include all genders	Province of KwaZulu-Natal	Cumulative (Year-End)	Quarterly	11 Traditional Authorities participating in IDP processes	Director: IDP

MUNICIPAL PERFORMANCE, MONITORING, REPORTING AND EVALUATION											
Indicator Title	Definition	Source Data	Method of Calculation/ Assessment	Means of Verification	Assumptions	Disaggregation of Beneficiaries (where applicable)	Spatial Transformation (where applicable)	Calculation Type	Reporting Cycle	Desired performance	Indicator Responsibility
Number of municipalities supported to institutionalise performance management systems	Support the municipalities to institutionalise performance management systems (PMS). Support municipalities to develop and implement PMS core components to manage institutional performance. Institutionalising PMS support include the implementation of response measures to AG Report and PMS assessment findings on Performance Information/Predetermined Objectives	Documented PMS to be institutionalized Support plan to institutionalized PMS in municipalities Reports from municipalities, PMS audit reports, PMS assessment tool Annual Municipal Performance Reports IDPs, SDBIPs, Stats SA census, AG Findings, COGTA Business Unit reports	Count the number of municipalities supported to institutionalise performance management systems	Signed Quarterly Report on support provided to institutionalize PMS Signed Quarterly Status Report on the institutionalization of PMS Other evidence will depend on the support to be provided and institutionalization once outlined to be specified	Municipal documentation as received has been validated by the relevant municipal officials	N/A	Province of KwaZulu-Natal	Non-Cumulative	Quarterly	All municipalities institutionalized PMS	Director: Municipal Performance, Monitoring, Reporting and Evaluation

MUNICIPAL PERFORMANCE, MONITORING, REPORTING AND EVALUATION											
Indicator Title	Definition	Source Data	Method of Calculation/ Assessment	Means of Verification	Assumptions	Disaggregation of Beneficiaries (where applicable)	Spatial Transformation (where applicable)	Calculation Type	Reporting Cycle	Desired performance	Indicator Responsibility
		Municipal Performance documentation including IA reports, PAC meeting documentation, performance agreements, performance assessments									
Number of evaluation studies conducted	This refers to conducting evaluation studies on municipal programmes and provide them with recommendations to improve their performance	Quarterly CMET Municipal performance assessments as conducted by the MPMRE Directorate	Count the number evaluations studies conducted	Signed Evaluation Reports on municipal programmes	Validated information received from COGTA BU is accurate CMET information received from municipalities is correct	N/A	Province of KwaZulu-Natal	Non-Cumulative	Annually	One evaluation study conducted	Director: Municipal Performance, Monitoring, Reporting and Evaluation
Number of assessments conducted on municipal performance	Assessment of municipal performance on the implementation of the IDP's, SDBIP's, standard performance indicators	SDBIPs, IA reports, Annual Municipal Performance Reports (section 46) Reports from municipalities, PMS audit reports, PMS assessment tool	Count the number of quarterly performance reports	Consolidated assessment Report on the performance of the municipalities Completed assessment tool	Municipal documentation as received has been validated by the relevant municipal officials	54 Municipalities	Provincial	Non-cumulative	Annual	Assessments conducted on municipal performance	Director: Municipal Performance, Monitoring, Reporting and Evaluation

MUNICIPAL GOVERNANCE AND ADMINISTRATION											
Indicator Title	Definition	Source Data	Method of Calculation/ Assessment	Means of Verification	Assumptions	Disaggregation of Beneficiaries (where applicable)	Spatial Transformation (where applicable)	Calculation Type	Reporting Cycle	Desired performance	Indicator Responsibility
Number of municipalities supported to comply with the legal requirements for appointment of senior managers	Support municipalities to comply with the legal requirements for the appointment of senior managers. The support on a quarterly basis will include: • Provision of hands on support during	MSA Regulations Schedule of vacancies at senior management level to be filled Support plan to be	Count the number of municipalities supported to comply with the legal requirements for appointment of senior managers	Signed progress report on the support provided Signed Quarterly Status Reports on municipal compliance,	Cooperation from municipalities	N/A	Province of KwaZulu-Natal	Non-Cumulative	Quarterly	All 54 municipalities supported to comply with legal requirements	Director: Municipal Administration

MUNICIPAL GOVERNANCE AND ADMINISTRATION											
Indicator Title	Definition	Source Data	Method of Calculation/ Assessment	Means of Verification	Assumptions	Disaggregation of Beneficiaries (where applicable)	Spatial Transformation (where applicable)	Calculation Type	Reporting Cycle	Desired performance	Indicator Responsibility
	shortlisting and interview processes <ul style="list-style-type: none"> Support with generic adverts and screening reports Assess appointment reports Provide hands on support to municipalities under S139 with review of Organisational structures and filling of post Issue a circular/notice/guideline to the respective municipality detailing steps to be undertaken in the filling of the S54 & 56 positions. Assist and support municipalities through meetings and workshops to interpret and apply the legislation 	implemented Compliance Tool		Completed Compliance Tool Attendance Registers Circulars, guidelines, letters							
Number of Municipalities supported to maintain functional oversight structures	This refers to supporting municipalities with functional municipal Oversight processes. Processes refer to Section 80 Committees reporting to EXCO, EXCO Reporting to Council (in terms of Section 44 of the MSA) and other Section 79 Committees to Council Functionality relates to: Quorate meetings convened as per the adopted calendar,	Notice of Meetings, Agendas, Minutes, Resolutions, Progress on Resolutions Support Plan Functionality assessment tool	Count the number of municipalities supported with functional oversight structures	Signed progress report on the support provided Signed Quarterly Status Reports on functionality of Oversight Structures, Completed Functionality Assessment Tool Attendance Registers	Municipalities compliant with oversight regulations	N/A	Province of KwaZulu-Natal	Non-Cumulative	Quarterly	Functional Oversight Structures	Director: Municipal Governance

MUNICIPAL GOVERNANCE AND ADMINISTRATION											
Indicator Title	Definition	Source Data	Method of Calculation/ Assessment	Means of Verification	Assumptions	Disaggregation of Beneficiaries (where applicable)	Spatial Transformation (where applicable)	Calculation Type	Reporting Cycle	Desired performance	Indicator Responsibility
	Municipal Departments provide credible performance reports to Portfolio Committees, Administration compile resolution registers for monitoring.										
Percentage of municipalities under intervention monitored in line with recovery plan	<p>This refers to monitoring the municipalities under intervention in respect of the municipal turn around plans.</p> <p>This will further include providing support as required through the appointment of a panel of governance experts to support municipalities improve functionality</p>	<p>Cabinet Resolutions on municipalities under intervention</p> <p>Adopted Municipal Turn Around Plans/ Recovery Plans</p> <p>Monitoring Tool</p> <p>Notice of meetings</p>	Count the number of municipalities under intervention monitored in line with recovery plans divided by the total number of municipalities under intervention then multiply by 100	<p>Signed Status Reports on municipalities under intervention</p> <p>Signed progress report on the support provided to municipalities under intervention</p> <p>Completed monitoring tool with status</p> <p>Attendance Registers and Decision Matrix</p>	Municipalities under intervention improve functionality	N/A	Province of KwaZulu-Natal	Non-Cumulative	Quarterly	All municipalities under intervention monitored	Director: Municipal Governance

MUNICIPAL FORENSICS											
Indicator Title	Definition	Source Data	Method of Calculation/ Assessment	Means of Verification	Assumptions	Disaggregation of Beneficiaries (where applicable)	Spatial Transformation (where applicable)	Calculation Type	Reporting Cycle	Desired performance	Indicator Responsibility
Percentage of fraud, corruption and maladministration cases investigated	Investigation of all allegations received after MEC approval	<p>Investigations schedule</p> <p>Register on fraud, corruption and maladministration cases with dates</p>	Count the Number of fraud, corruption and maladministration cases investigated divided by the total number of fraud, corruption and maladministration cases due then multiply by 100	<p>Signed Narrative report on investigations.</p> <p>MEC Approvals for investigations to be conducted</p> <p>Updated fraud, corruption and maladministration cases with status of completed and in progress</p>	Fraud, corruption and maladministration cases investigated	N/A	N/A	Non-Cumulative	Quarterly	All allegations received are investigated	Director: Municipal Forensics
Percentage of forensic	Monitoring the implementation of all	Register/schedule of Forensic	Count the Number of	Signed Quarterly report on	Forensic investigation	N/A	N/A	Non-Cumulative	Quarterly	All recommendations	Director: Municipal

MUNICIPAL FORENSICS											
Indicator Title	Definition	Source Data	Method of Calculation/ Assessment	Means of Verification	Assumptions	Disaggregation of Beneficiaries (where applicable)	Spatial Transformation (where applicable)	Calculation Type	Reporting Cycle	Desired performance	Indicator Responsibility
investigation findings monitored for implementation	investigation findings in forensic reports tabled at municipalities by the Department	Investigation findings Municipalities, SAPS, NPA	forensic investigation findings monitored divided by the total number of forensic investigation findings then multiply by 100	implementation on findings Updated Register/schedule of Forensic Investigation findings with status	findings implemented					are implemented	Forensics

SYNERGISTIC PARTNERSHIPS											
Indicator Title	Definition	Source Data	Method of Calculation/ Assessment	Means of Verification	Assumptions	Disaggregation of Beneficiaries (where applicable)	Spatial Transformation (where applicable)	Calculation Type	Reporting Cycle	Desired performance	Indicator Responsibility
Number of municipalities with the participation of traditional leaders	Refers to the participation of traditional leaders in the Municipal Councils in respect of MSA Section 81.	Recognition letters of traditional leaders	Count the number of municipalities with the participation of traditional leaders	Certificate/ Report confirming municipalities with recognized traditional leaders from Traditional Affairs Branch and written communicate Municipal reports in line with the reporting format. Meeting notices, Agenda, Attendance registers and written communicate	Recognition of protocols strengthens relations between traditional institutions and municipalities	N/A	Province of KwaZulu-Natal	Non-cumulative	Quarterly	52 municipalities with the participation of traditional leaders	Director: Synergistic Partnerships

MUNICIPAL FINANCE											
Indicator Title	Definition	Source Data	Method of Calculation/ Assessment	Means of Verification	Assumptions	Disaggregation of Beneficiaries (where applicable)	Spatial Transformation (where applicable)	Calculation Type	Reporting Cycle	Desired performance	Indicator Responsibility
Percentage reduction in UIFW	This refers to the Reduction in amount of UIFW recorded as closing balance based on 2018/2019 Audit Financial Statements. This will be done through analysis of UIFW, recommendations to MPAC, Monitoring of investigations and consequence management and write off by councils	Audit Financial Statements, UIFW Registers of Municipalities and Municipal Support Plans. Financial Reports Council/MPAC Documents	Baseline (closing UIFW balance) – minus Quarterly balance (Rand value) of UIFW/divided by baseline *100	Signed Status Report on the reduction in UIFW Updated UIFW Register with opening and closing balance and percentage status for each	Quarterly reporting to MPAC, Council and COGTA	N/A	N/A	Cumulative year-end	Quarterly	Reduction of UIFW in municipalities in the Province.	Chief Director: Municipal Finance
Number of municipalities supported to achieve unqualified audit outcomes	This refers to supporting municipality to improve their audit outcomes by conducting an: Analysis of internal audit plans and risk management and feedback to municipalities; Assessment of and monitoring of implementation of audit action plans; Assessment and support on functionality of Audit Committee, Internal Audit and MPAC, targeted support on specific audit issues, analysis of annual report and compilation of report in terms of section 131 of the MFMA Appointment of a panel of financial experts to support municipalities improve audit outcomes	Audited Financial Statements, Audit Reports, AG Management Reports, Audit Action Plans, Internal Audit Plans, Risk Registers and Municipal Support Plans. Assessment tool for committees	Count the number of municipalities supported to achieve unqualified audit outcomes	Signed Report on the support provided to municipalities u to achieve unqualified audit outcomes Signed Status Report on municipalities that achieve unqualified audit outcomes AG Audit Action Plan with status Updated risk register with status	Municipal responsiveness	N/A	N/A	Non-Cumulative	Annually	Improvement in municipal audit outcomes.	Chief Director: Municipal Finance
Percentage reduction of Eskom Debt owed by municipalities	Reduction in the amount of Eskom Debt owed by municipalities.	Section 71 Reports, C Schedules (prescribed	Baseline (arrear debt) – minus Quarterly balance (Rand	Signed Status Report on the municipalities owing Eskom	Municipal responsiveness	N/A	N/A	Non-Cumulative	Quarterly	Reduction in arrear debt owing to ESKOM by	Chief Director: Municipal Finance

MUNICIPAL FINANCE											
Indicator Title	Definition	Source Data	Method of Calculation/ Assessment	Means of Verification	Assumptions	Disaggregation of Beneficiaries (where applicable)	Spatial Transformation (where applicable)	Calculation Type	Reporting Cycle	Desired performance	Indicator Responsibility
	Monitor and support municipalities to reduce arrear debt owed to ESKOM by monitoring of payment plans and support on cash flow.	Monthly Reports) and GL Age analysis. Schedule of Municipalities owing ESKOM with amounts Municipality Payment Plans Municipal Support Plans on Eskom debt	value) of arrear debt/ divided by baseline *100	Signed Report on the support provided						municipalities.	
Percentage reduction in consumer debt	Reduction in debt owed by the consumers to the municipalities The department will monitor and support municipalities to reduce consumer debt by, Analysis of debt, Categorisation of debt and identification of top 20 debtors, reconciliation of indigent and debtors data, recommendations to Council, review of Credit Control and Debt Collection, Indigent and MPRA policies and monitoring implementation of policies.	Section 71 Reports, C Schedules (prescribed Monthly Reports), billing reports, Debtors Age analysis and audited Financial Statements. Municipal Support Plans on Consumer debt Indigent and MPRA policies Registers for indigent and categorized debtors	Baseline (consumer debt) – minus Quarterly balance (Rand value) of outstanding debt/ divided by baseline *100	Signed Status Report reduction in consumer debt Signed Report on the support provided	Municipal responsiveness	N/A	N/A	Non-Cumulative	Annually	Reduction in consumer debt owing to municipalities.	Chief Director: Municipal Finance
Number of municipalities supported to reduce Government debt	Supporting municipalities to reduce debt owed by Government departments for municipal services. This excludes ITB debt	Minutes, Agendas and documents from Revenue and Debt Steering Committees and Provincial Co-ordinating Forum on Government	Count the number of municipalities supported to reduce Government debt	Signed Report on the support provided Signed Status Report on government debt with amount Updated	Municipal responsiveness	N/A	N/A	Non-Cumulative	Annually	Reduction in Government Debt	Chief Director: Municipal Finance

MUNICIPAL FINANCE											
Indicator Title	Definition	Source Data	Method of Calculation/ Assessment	Means of Verification	Assumptions	Disaggregation of Beneficiaries (where applicable)	Spatial Transformation (where applicable)	Calculation Type	Reporting Cycle	Desired performance	Indicator Responsibility
		Debt. Municipal Financial Statements Schedule of municipalities with specific government departments owing and amounts Support plan on government debt		Schedule of municipalities with specific government departments owing and amounts							
Number of Reports submitted on state of municipal finance in terms of section 131 of the MFMA	Report prepared by MEC in accordance with section 131 of the MFMA and submitted to the Provincial Legislature	Municipal Annual and oversight Reports	Count the number of Reports produced	Section 131 Report	Municipal responsiveness	N/A	N/A	Non-Cumulative	Annually	A report submitted which reflects the state of municipal finances in terms of Section 131 of the MFMA	Chief Director: Municipal Finance

CAPACITY BUILDING											
Indicator Title	Definition	Source Data	Method of Calculation/ Assessment	Means of Verification	Assumptions	Disaggregation of Beneficiaries (where applicable)	Spatial Transformation (where applicable)	Calculation Type	Reporting Cycle	Desired performance	Indicator Responsibility
Number of integrated capacity building strategy for local government implemented	Implementation of an integrated capacity building strategy for local government in the municipalities This will be done through Coordinating internal business units and external stakeholders for implementation of Capacity Building	Annual Provincial Capacity Building Plan Provincial Capacity Building Strategy Attendance Registers/Record of Attendance at virtual meetings, Minutes of quarterly meetings, Decision matrixes, Agendas of meetings, Quarterly inputs from stakeholders and role player	Count the number of integrated capacity building strategy for local government implemented	Signed Quarterly Progress Reports on the implementation of an integrated capacity building strategy	Cooperation of municipalities and sector departments Integrated capacity building strategy for local government implemented	N/A	Province of KwaZulu-Natal	From beginning of financial year to end. Some projects are multi-year.	Quarterly	All municipalities capacitated	Directors: Capacity Building

CAPACITY BUILDING											
Indicator Title	Definition	Source Data	Method of Calculation/ Assessment	Means of Verification	Assumptions	Disaggregation of Beneficiaries (where applicable)	Spatial Transformation (where applicable)	Calculation Type	Reporting Cycle	Desired performance	Indicator Responsibility
Number of municipalities capacitated on the Local Government Toolkit	Capacitating municipalities by conducting virtual workshops on modules of the Local Government Toolkit.	Local Government Toolkit Schedule of dates on capacitating municipalities on the Local Government Toolkit	Count the number of municipalities supported to implement the Local Government Toolkit	Signed Report on the municipalities capacitated virtually on the Local Government Toolkit	Cooperation from municipalities	N/A	Province of KwaZulu-Natal	Non-Cumulative	Quarterly	1 virtual workshop conducted quarterly on prioritized modules of the Local Government Toolkit	Directors: Capacity Building
Number of Districts assessed on capacity to implement the District Development Model	Assessment of districts on their capacity to implement District Development Model (DDM)	Documentary District Development Model Capacity Assessment tool to be used	Count the number of districts assessed	Signed Capacity Assessment reports per district Completed capacity assessment tool per district	Cooperation from Municipalities	N/a	Province of KwaZulu-Natal	Non-Cumulative	Quarterly	Capacity to implement DDM determined	Directors: Capacity Building
Number of skills audit conducted in municipalities	Conducting skills audit in municipalities	Skills audit tool/template/guide List of identified municipalities for skills audit Documentary (reports, letters, schedules)	Count the number of municipalities audited	Signed Skills Audit Report Completed skills audit tool per municipality	Cooperation from municipalities Participation of employees in the skills audit	N/A	Uthukela, Abaqulusi, Umgungundlovu, Mkhambathini, uMgeni, Impendle, uMshwati, KwaDukuza, Harry Gwala District, Ubhulebezwe, Greater Kokstad, Umzimkhulu, Dr Nkosazana Dlamini-Zuma, uMzinyathi District, Endumeni, Nquthu, Msinga, ILembe District, Ndwedwe, Maphumulo and Mandeni	Non-Cumulative	Quarterly	Skills audit conducted	Directors: Capacity Building

PUBLIC PARTICIPATION											
Indicator Title	Definition	Source Data	Method of Calculation/ Assessment	Means of Verification	Assumptions	Disaggregation of Beneficiaries (where applicable)	Spatial Transformation (where applicable)	Calculation Type	Reporting Cycle	Desired performance	Indicator Responsibility
Number of municipalities supported with functional ward committees	Supporting municipalities with the functional ward committees through implementation of remedial actions in non-functional ward committees.	Ward committee attendance registers, Minutes of ward committee meetings, Community report back meetings minutes & attendance registers, Ward report on planned activities by ward councillors & sectoral reports by ward committee members Remedial action plans/ Support Plans Functionality assessment tool Quarterly ward committee verification process, which include verification of portfolio of evidence as listed under source of data	Count number of municipalities supported to maintain functional ward committees	Signed Quarterly Progress Reports on the support provided to municipalities Signed Status Report on the functionality of ward committees in municipalities Completed ward functional assessment tools per municipalities	Responsiveness and cooperation of municipalities	N/A	N/A	Non-Cumulative	Quarterly	All ward committees in the province functional	Director: Public Participation
Number of War Rooms with CDWs functional	Assessment of the functionality (based on a set of functionality criteria) of the OSS war rooms at ward level where Community Development Workers (CDW) are placed by the department. The non-functional war rooms will be supported through implementing the remedial action plans	CDWP Quarterly War Room Functionality Report. War Rooms functionality assessment tool/criteria	Count the number of War Rooms with CDWs functional	Signed Consolidated Quarterly Progress Reports on the functional wards Signed Progress Report on the support provided to support the	War Rooms with CDWs operational	N/A	Province of KwaZulu-Natal	Cumulative (Year-End)	Quarterly	War Rooms with CDWs functional	Director: CDWs

PUBLIC PARTICIPATION											
Indicator Title	Definition	Source Data	Method of Calculation/ Assessment	Means of Verification	Assumptions	Disaggregation of Beneficiaries (where applicable)	Spatial Transformation (where applicable)	Calculation Type	Reporting Cycle	Desired performance	Indicator Responsibility
		Attendance registers for the war rooms Remedial action plan		functionality of OSS war rooms Completed individual War Rooms functionality assessment tool Individual CDWP Quarterly War Room functionality reports							
Number of municipal Rapid Response Teams functional	Assessment of the functionality of the municipal Rapid Response Teams in line with the MRRT Functionality Tool. The non-functional MRTTs will be supported through implementing the remedial action plans Functionality refers to: <ul style="list-style-type: none"> MRRT established Quarterly meetings held Response to community concerns Submission of database on a monthly basis Submission of action plan within 7 days Coordination of stakeholder engagements Community Feedback meetings conducted 	Quarterly Rapid Response Reports Municipal Rapid Response functionality assessment tool/criteria Attendance registers for the RTT MRTT Remedial action plans Feedback reports Database with response issues	Count the number of municipal Rapid Response Teams functional	Signed Consolidated Quarterly Progress Reports on the functionality of functionality of municipal Rapid Response Teams Signed Progress Report on the support provided to support the functionality of Municipal Rapid Response Teams Completed Municipal Rapid Response Team functionality assessment tool Rapid Response Quarterly MRRT Functionality Report	Rapid Response Teams established at municipalities	N/A	Province of KwaZulu-Natal	Non-Cumulative	Quarterly	Municipal Rapid Response Teams functional	Director: CDWs

PROGRAMME THREE: DEVELOPMENT AND PLANNING

LOCAL ECONOMIC DEVELOPMENT - SPECIAL INITIATIVES

Indicator Title	Definition	Source Data	Method of Calculation/ Assessment	Means of Verification	Assumptions	Disaggregation of Beneficiaries (where applicable)	Spatial Transformation (where applicable)	Calculation Type	Reporting Cycle	Desired performance	Indicator Responsibility
Number of District Development Agencies supported to achieve 80% functionality	<p>Supporting the District Development Agencies in the province towards achieving the 80% functionality.</p> <p>The support will relate to: Hosting a provincial workshop, Hosting 5 monthly RASET PSC meetings and conducting capacity building based on the assessment conducted.</p> <p>Functionality refers to:</p> <ul style="list-style-type: none"> Quarterly Board Meetings Annual Strategic Planning Sessions Key Policies implemented Key Posts on DDA filled Sub Committees in place Financial Declarations recorded 	<p>District Development Agency Framework/model</p> <p>Assessment Tool and Assessment Report</p> <p>Functionality Tool</p> <p>Support Plan for the DDAs</p> <p>Attendance registers for meetings and workshops,</p> <p>Decision Matrix for meetings</p>	Count the number of District Development Agencies supported to achieve 80% functionality	<p>Signed Consolidated Quarterly Progress Report on the support provided to the DDA's towards their functionality.</p> <p>Signed Status Quarterly Reports on the 80% functionality of DDA's.</p> <p>Completed Functionality Tool per DDA</p> <p>Attendance registers ad decision matrix</p>	Additional financial and technical support is being provided by the parent municipalities to ensure functionality	N/A	N/A	Non-Cumulative	Quarterly	7 DDAs meet at least 80% of the functionality criteria	Director: LED Support
Number of District Development Agencies supported with establishment	<p>Supporting the District Municipalities to re-establish their Agencies</p> <p>The support will relate to: Workshopping the DDA Toolkit, facilitating the nomination of Board Members through adverts, technical advice in the section 78 process and relevant steps in</p>	<p>Development Agency Framework/model</p> <p>Assessment Tool and Assessment Report</p> <p>Functionality Tool</p> <p>Support Plan for the DDAs</p>	Count the number of District Development Agencies re-established DDAs	<p>Legally constituted boards with legitimate structures</p> <p>Attendance registers ad decision matrix</p>	Commitment by the parent municipalities to ensure re-establishment	N/A	N/A	Non-Cumulative	Quarterly	3 DDAs re-established	Director: LED Support

LOCAL ECONOMIC DEVELOPMENT - SPECIAL INITIATIVES

Indicator Title	Definition	Source Data	Method of Calculation/ Assessment	Means of Verification	Assumptions	Disaggregation of Beneficiaries (where applicable)	Spatial Transformation (where applicable)	Calculation Type	Reporting Cycle	Desired performance	Indicator Responsibility
	terms of the MFMA and MSA, engage municipal leadership on the re-establishment of DDA's										
Number of municipal LED Strategies monitored for implementation	Monitoring the implementation of the LED strategies in the municipalities. This will include assessing the status of LED Strategy Implementation, identify areas of support and prepare support plans that will be monitored for implementation throughout the year.	Approved Municipal LED Strategies Support Plan PSC Meetings, attendance Registers and decision Matrix Monitoring Tool to be used	Count the number of municipal LED Strategies monitored for implementation	Signed Consolidated Quarterly Reports on the implementation of the LED strategies in the municipalities Signed Consolidated Quarterly Reports on the support provided on the implementation of the LED strategies in the municipalities based on the support plan Completed assessment tools per municipality	Projects in the LED Strategies will be supported with funding by different sector departments and DFIs	Most of the LED projects are biased to the benefit SMMEs and Coops and specifically PDIs.	Province of KwaZulu-Natal	Cumulative (Year-End)	Quarterly	54 municipal LED strategies monitored	Director: Special Initiatives
Number of municipalities monitored on the implementation of the Red Tape Reduction Framework	Monitoring the implementation of the Red Tape Reduction Framework This will include assessing progress and develop support plans for monitoring throughout the year	Red Tape Reduction Framework Assessment Tool Support Plan Municipal Reports Attendance registers for Meetings with Municipalities, decision matrix Attendance registers for the Workshops	Count the number of municipalities monitored on the implementation of the Red Tape Reduction Framework	Signed Consolidated Quarterly Reports on the implementation of the Red Tape Reduction Framework Signed Consolidated Quarterly Reports on the support provided on the implementation of the Red Tape Reduction Framework in the municipalities based on the support plan	Support is being provided by other sector Depts., e.g. EDTEA and DSBD as well as SALGA	N/A	Province of KwaZulu-Natal	Cumulative (Year-End)	Quarterly	41 municipalities monitored on the implementation of the Red Tape Reduction	Director: Special Initiatives

LOCAL ECONOMIC DEVELOPMENT - SPECIAL INITIATIVES

Indicator Title	Definition	Source Data	Method of Calculation/ Assessment	Means of Verification	Assumptions	Disaggregation of Beneficiaries (where applicable)	Spatial Transformation (where applicable)	Calculation Type	Reporting Cycle	Desired performance	Indicator Responsibility
				Completed assessment tools per municipality							
Number of small towns rehabilitated	<p>This refers to rehabilitated the small towns as indicated in the Lekgotla resolution.</p> <p>Rehabilitation refers to renewing and construction of critical infrastructure that supports the functioning of a small town.</p> <p>Small Town refers to the 38 rural nodes as defined in the PSEDS that are mostly service nodes for villages and rural settlements.</p>	<p>Lekgotla resolution</p> <p>Small Town Rehabilitation Framework</p> <p>Implementation Plans</p>	Count the number of small towns rehabilitated	Signed Close Out Reports on Small Town Rehabilitation	Projects in the LED Strategies will be supported with funding by different sector departments and DFIs	The nature of the project determines the beneficiaries and that can only be confirmed on actual commencement as initiatives get approved.	Small Towns are aligned to the Provincial Master Plan as well as the PSEDS	Non-Cumulative	Annual	2 Small towns rehabilitated	Director: Special Initiatives
Number of municipalities supported with alignment to the Township/Village economy strategy	<p>This refers to supporting the municipalities to align with the Township/Village economy concept.</p> <p>This will include assessing LED Strategies on programmes geared towards rural and township economies. If no programme is in place, support will be provided to develop one. Action Plans will be developed and monitored for the implementation.</p> <p>Aligning Township/Village economy concept refers to municipalities</p>	<p>Township/Village economy concept developed by EDTEA</p> <p>Municipal LED Strategies</p>	<p>Count the Number of municipalities supported with alignment to the Township/Village economy strategy</p>	<p>Signed Quarterly Reports on the support provided to institutionalise the Township/Village economy strategy in municipalities as per the support plan</p> <p>Signed Quarterly Reports on the municipalities with institutionalized Township/Village economy strategy</p>	SMMES and Cops will participate in the economy of the areas and assist in poverty alleviation and sustainable job creation	The nature of the project determines the beneficiaries and that can only be confirmed on actual commencement as initiatives get approved.	Rural – migration will be gradually reversed as opportunities are created in townships and villages	Cumulative (Year-End)	Quarterly	<p>This refers to supporting the municipalities to align with the Township/Village economy concept.</p> <p>This will include assessing LED Strategies on programmes geared towards rural and township economies. If no programme is in place, support will be provided to develop one. Action Plans will be developed and monitored for the implementation.</p> <p>Aligning Township/Village</p>	Director: Special Initiatives

LOCAL ECONOMIC DEVELOPMENT - SPECIAL INITIATIVES											
Indicator Title	Definition	Source Data	Method of Calculation/ Assessment	Means of Verification	Assumptions	Disaggregation of Beneficiaries (where applicable)	Spatial Transformation (where applicable)	Calculation Type	Reporting Cycle	Desired performance	Indicator Responsibility
	elevating rural and township economic strategies and municipal policy changes where necessary									economy concept refers to municipalities elevating rural and township economic strategies and municipal policy changes where necessary	

LOCAL ECONOMIC DEVELOPMENT – COMMUNITY WORKS PROGRAMME											
Indicator Title	Definition	Source Data	Method of Calculation/ Assessment	Means of Verification	Assumptions	Disaggregation of Beneficiaries (where applicable)	Spatial Transformation (where applicable)	Calculation Type	Reporting Cycle	Desired performance	Indicator Responsibility
Number of Municipalities supported to implement CWP	This refers to supporting CWP municipalities to implement the programme.	Community Work Programme Strategy Progress reports on support rendered to 44 CWP municipalities	Count the number of Municipalities supported with to implement CWP.	Signed Report on the CWP support rendered to municipalities. Database of CWP work opportunities created in municipalities	Municipalities are implementing the programme.. The information on support rendered will be considered reliable.	N/A	Useful work achieved in participating municipalities. Addressing spatial unemployment rate.	Non-Cumulative	Annually	Municipalities supported to implement CWP	Director: CWP

LOCAL ECONOMIC DEVELOPMENT – EXPANDED PUBLIC WORKS PROGRAMME											
Indicator Title	Definition	Source Data	Method of Calculation/ Assessment	Means of Verification	Assumptions	Disaggregation of Beneficiaries (where applicable)	Spatial Transformation (where applicable)	Calculation Type	Reporting Cycle	Desired performance	Indicator Responsibility
Number of EPWP work opportunities created	This refers to the short term employment opportunities created through EPWP initiatives. The work opportunities refer to employment created through the Departments own initiatives i.e. CSCs, Small Town Rehabilitation, Municipal Infrastructure, Disaster Management Programmes etc. It also includes flagship programmes that is implemented through the IDT e.g. Food for Waste, Beadwork, Waste Management etc.	EPWP Strategy Schedule of work opportunities created. Information coming from the MIS.	Count the number of participants benefiting from the programme.	Signed Consolidated Status Report on the EPWP work opportunities Schedule of work opportunities created Headcount verification of participants Information from the MIS	Participants working in the programme. The information generated through schedules will be considered reliable.	Target for Women: 55% Target for Children: 0% Target for Youth: 43% Target of PWD: 2%	Useful work achieved in participating municipalities. Addressing spatial unemployment rate.	Non-Cumulative	Annually	250 or more Employment opportunities created through EPWP initiatives.	Director: EPWP

LOCAL ECONOMIC DEVELOPMENT – EXPANDED PUBLIC WORKS PROGRAMME											
Indicator Title	Definition	Source Data	Method of Calculation/ Assessment	Means of Verification	Assumptions	Disaggregation of Beneficiaries (where applicable)	Spatial Transformation (where applicable)	Calculation Type	Reporting Cycle	Desired performance	Indicator Responsibility
Percentage of Yellow Plant fleet monitored on utilisation	Monitoring the utilisation of the COGTA Funded Yellow Plant fleet	List of the yellow plants distributed to municipalities Yellow Plants utilisation schedule/registers to be used	Count the number of yellow plant fleet monitored divided by the total number of Yellow plant fleet distributed to municipalities then multiply by 100	Signed Status Report on the utilisation of Yellow Plan fleet Completed Yellow Plants utilisation schedule/register	Fleet are necessary to support Municipalities in implementing service delivery initiatives	Beneficiaries consist of targeted Municipalities where fleet is deployed	Aligned to SDF priority intervention areas of Municipalities	Non-Cumulative	Annually	100% optimal utilisation of the fleet	Director: EPWP
Number of Municipalities supported with Waste Management	Support Municipalities to implement EPWP and CWP with waste backlog. Support will be based on the assessments conducted on municipalities. Waste Management Action Plan will be implemented and meetings held to monitor implementation.	Waste Management Programme/ Strategy Waste Management Support Plan	Count the number of Municipalities supported with Waste Management	Signed Consolidate Report on the support provided to municipalities on waste management Signed Consolidated Status Report on waste management in municipalities 44 Site visits reports	The 44 Municipalities experience waste management challenges and progress reports will be a true reflection of the intervention.	N/A	Addressing spatial waste challenges. Aligned with waste management policies.	Non-Cumulative	Annually	44 Municipalities supported with Waste Management	Director: EPWP

LOCAL ECONOMIC DEVELOPMENT – COMMUNITY SERVICES CENTRES											
Indicator Title	Definition	Source Data	Method of Calculation/ Assessment	Means of Verification	Assumptions	Disaggregation of Beneficiaries (where applicable)	Spatial Transformation (where applicable)	Calculation Type	Reporting Cycle	Desired performance	Indicator Responsibility
Number of identified CSCs Rehabilitated/ maintained	Rehabilitation or maintenance of the identified Community Services Centres (CSCs) to be ready for their specific usage. The CSCs are the assets that the Department is obliged to keep in good condition for the benefit of the Institution of Traditional Leadership and the community they	CSC Framework Bill of Qualities /Scope of Work CSCs Status or Assessment Report Project verification reports. IA and PSP progress reports. Virtual PSC Meetings	Count the number of CSCs rehabilitated	Signed Close Out Reports on the CSCs rehabilitated Completion certificates COGTA internal progress verification reports. Implementation Agents Reports	The projects will be started and completed on time without process delays	Beneficiaries consist of all targeted groups and informed by the usage of the infrastructure	These are existing infrastructure	Cumulative Year End	Annual	11 CSCs rehabilitated	Director: LED – Community Service Centres

LOCAL ECONOMIC DEVELOPMENT – COMMUNITY SERVICES CENTRES											
Indicator Title	Definition	Source Data	Method of Calculation/ Assessment	Means of Verification	Assumptions	Disaggregation of Beneficiaries (where applicable)	Spatial Transformation (where applicable)	Calculation Type	Reporting Cycle	Desired performance	Indicator Responsibility
	serve.										
Number of CSCs constructed	<p>This relates to the construction of new CSC Infrastructure.</p> <p>The CSC will be regarded as constructed once it is complete and ready to use.</p>	<p>CSC Framework</p> <p>Bill of Qualities /Scope of Work</p> <p>Projects Designs</p> <p>Project verification reports. IA and PSP progress reports. Virtual PSC Meetings</p>	Count the number of CSCs constructed	<p>Signed Close Out Reports on the CSCs constructed</p> <p>Completion certificates</p> <p>COGTA internal progress verification reports.</p> <p>Implementation Agents Reports</p>	The projects will be started and completed on time without process delays	Beneficiaries consist of all targeted groups and informed by the usage of the infrastructure	Aligned to SDF priority intervention areas of Municipalities	Cumulative Year End	Annual	Construction of 2 CSCs completed	Director: LED – Community Service Centres
Number of Imizi Yezizwe rehabilitated	<p>This KPI relates to the rehabilitation Imizi Yezizwe Infrastructure to be ready for their specific usage.</p>	<p>Imizi Yezizwe Status or Assessment Report</p> <p>Bill of Quantities/Scope of Work</p> <p>Project verification reports. IA and PSP progress reports. Virtual PSC Meetings</p>	Count the number of Imizi Yezizwe rehabilitated	<p>Signed Close Out Reports on the CSCs constructed</p> <p>Completion certificates</p> <p>COGTA internal progress verification reports.</p> <p>Implementation Agents Reports</p>	The projects will be started and completed on time without process delays.	Beneficiaries consist Traditional Leadership	Aligned to SDF priority intervention areas of Municipalities	Non-Cumulative	Annual	25 Imizi Yezizwe rehabilitation completed	Director: LED – Community Service Centres
Number of municipalities supported with Grade 1 CSCs Functionality	<p>The KPI relates to supporting municipalities in ensuring the functionality of Grade 1 CSCs as per the CSC Functionality Framework.</p> <p>Grade 1 CSCs refers to CSCs that are municipal assets</p> <p>The functionality includes inter alia :- Centre Management Forums being convened, lease agreements facilitation, operations and</p>	<p>CSC Functionality Framework</p> <p>Status Quo Assessment</p> <p>Support Plan on Grade 1 CSCs Functionality</p> <p>Grade 1 CSCs Functionality assessment tool</p> <p>Centre Manager Forums</p>	Count number of municipalities supported with Grade 1 CSC functionality	<p>Signed Consolidated Quarterly Reports on the support provided to municipalities on Grade 1 CSCs Functionality as per the support plan</p> <p>Signed Consolidated Status Reports on the functionality of Grade 1 CSCs</p>	Centres will require functionality support from all spheres of government	Beneficiaries consist of all targeted groups and informed by the usage of the infrastructure	Province of KZN	Non-Cumulative	Annual	22 Municipalities supported with CSC functionality	Director: LED – Community Service Centres

LOCAL ECONOMIC DEVELOPMENT – COMMUNITY SERVICES CENTRES											
Indicator Title	Definition	Source Data	Method of Calculation/ Assessment	Means of Verification	Assumptions	Disaggregation of Beneficiaries (where applicable)	Spatial Transformation (where applicable)	Calculation Type	Reporting Cycle	Desired performance	Indicator Responsibility
	functionality and Centre Management Forums			CSC Functionality data base Completed functionality assessment tool							
Number of Traditional Councils supported with Grade 2 CSCs Functionality	<p>The KPI relates to supporting Traditional Councils - Grade 2 CSCs in enhancing the centres towards becoming functional and viable service delivery access points.</p> <p>Grade 2 CSCs refers to CSCs that are Departmental Assets.</p> <p>Functionality includes the facilitation of the provision of mobile government service delivery to communities.</p>	<p>CSC Functionality Framework</p> <p>Status Quo Assessment</p> <p>Support Plan on Grade 2 CSCs Functionality</p> <p>Grade 2 CSCs Functionality assessment tool</p>	Count number TCs supported with Grade 2 CSCs functionality	<p>Signed Consolidated Quarterly Reports on the support provided to municipalities on Grade 2 CSCs Functionality as per the support plan</p> <p>Signed Consolidated Status Reports on the functionality of Grade 2 CSCs</p> <p>Completed functionality assessment tool</p> <p>Quarterly status verification reports</p>	Centres will require functionality support from all spheres of government	Beneficiaries consist of all targeted groups and informed by the usage of the infrastructure	Province of KZN	Non-Cumulative	Annual	30 Municipalities supported with Grade 2 CSC functionality	Director: LED – Community Service Centres
Number of CSCs digitized	This KPI relates to installing WIFIs in the CSCs for the community to take advantage of the 4 th Industrial Revolution.	Schedule of CSCs approved for digitization	Count the Number of CSCs digitized	Signed Close Out Reports on CSCs digitized	Centres will require functionality support from all spheres of government in terms of the opportunities presented by the 4IR	Beneficiaries consist of all targeted groups and informed by the usage of the infrastructure, aimed predominantly at the youth and women.	These are existing infrastructure	Non-Cumulative	Annual	2 CSCs digitized	Director: LED – Community Service Centres

SPATIAL PLANNING											
Indicator Title	Definition	Source Data	Method of Calculation/ Assessment	Means of Verification	Assumptions	Disaggregation of Beneficiaries (where applicable)	Spatial Transformation (where applicable)	Calculation Type	Reporting Cycle	Desired performance	Indicator Responsibility
Number of Draft Provincial SDFs developed	This relates to the updating of the Provincial SDF in terms of SPLUMA (16 of 2013)	Current outdated Provincial SDF	Count the Number of Draft Provincial SDFs developed	Draft Provincial SDF	Multiple financial year review of the Provincial SDF.	N/A	Guides and monitors spatial transformation in KZN over the long- term period.	Non-cumulative	Annual	Draft Provincial SDFs developed	Director: SP
Number of municipal SDFs compliant with SPLUMA development principle provisions	This refers to monitoring municipalities' SDF compliance with the development of SPLUMA This will include assessing SDF and SPLUMA development to identify gaps and development of the support plans to address gaps.	SPLUMA Municipal Systems Act Municipal SDFs Compliance assessment tool Assessment Reports Support plan to address the identified gaps	Count the number of municipal SDFs compliant with SPLUMA development principle provisions	Signed consolidated Report on the Municipal SDF compliance with SPLUMA Completed compliance assessment tool	Limited resources both at Provincial and municipal level	N/A	Long term vision of SDFs guides growth and development of municipalities inclusive of implementation of SPLUMA principles that promote spatial equity and justice	Non-cumulative	Annual	54 Municipal SDFs comply with SPLUMA development principle provisions	Director: SP
Number of Land Use Schemes compliant with SPLUMA development principle provisions	This refers to monitoring municipalities' Land Use Schemes compliance with the development of SPLUMA The Schemes need to cover the whole municipal area with appropriate categorisation of land use zones and regulations to give effect to SDF & IDP	Land Use Schemes SPLUMA Compliance Assessment tool to used	Count the number of Schemes adopted	Signed Consolidated Report on the Municipal Land Use Schemes compliant with SPLUMA Completed compliance assessment tool Assessment reports Council resolutions	Cooperation from DARDLR	N/A	SPLUMA Principles	Non-Cumulative	Annual	17 or more municipalities with Land Use Schemes compliant with SPLUMA development principle Wall to wall scheme coverage	Director: SP
Number of District and Metro Joined-Up Plans developed	This refers to the development of One Plans for the Districts and Metro according to the requirements of the District Development Model.	District Development Model District Profiles DGDPs Municipal IDPs Sector Plans	Count the number of District and Metro Joined-Up Plans developed	Approved District and Metro Joined-Up Plans Populated assessment templates	Alignment by sector departments to DDM and IDP formulation and implementation	Target audience will include all groups within municipalities	Province of KwaZulu-Natal	Non-Cumulative	Annual	11 Approved District and Metro Joined-Up Plans	Director: IDP

DEVELOPMENT INFORMATION SERVICES											
Indicator Title	Definition	Source Data	Method of Calculation/ Assessment	Means of Verification	Assumptions	Disaggregation of Beneficiaries (where applicable)	Spatial Transformation (where applicable)	Calculation Type	Reporting Cycle	Desired performance	Indicator Responsibility
Number of functional Integrated Land Information Systems implemented	<p>This refers to implementing the functional Integrated Land Information System for the Department.</p> <p>The functional system refers to an electronic system which houses land information for the Province of KZN</p>	<p>Integrated Land Information System</p> <p>Implementation plan for the Integrated Land Information system</p> <p>Functionality Assessment tool</p>	Count the number of functional Integrated Land Information Systems implemented	Signed Consolidated Report on the implementation of functional Integrated Land Information System based on the implementation plan	Municipal Cooperation	N/A	N/A	Non-Cumulative	Quarterly	Functional Integrated Land Information Systems implemented	Director: DIS
Number of functional Spatial Equity Monitoring and Planning Tool maintained	<p>This refers to maintaining the functional Spatial Equity Monitoring and Planning Tool.</p> <p>The tool is functional when it supports spatial equity in the Province through provision of data to municipalities.</p>	<p>Spatial Equity Monitoring and Planning Tool</p> <p>Maintenance Plan for the Spatial Equity Monitoring and Planning Tool.</p> <p>Functionality Assessment tool</p> <p>Screenshots indicating the functionality of the Spatial Equity Monitoring and Planning Tool.</p>	Count the number of functional Spatial Equity Monitoring and Planning Tool maintained.	Signed Consolidated Report on the maintenance of functional Spatial Equity Monitoring and Planning Tool	Municipal Cooperation	N/A	KZN Municipalities	Non-Cumulative	Quarterly	Spatial Equity Monitoring and Planning Tool maintained	Director: DIS
Number of institutional GIS capacity strengthening programmes implemented	<p>This refers to implementing the institutional GIS capacity strengthening programmes to support the GIS capacity relevant GIS clients</p>	<p>Institutional GIS capacity strengthening programme.</p> <p>Implementation plan for the Institutional GIS capacity strengthening programme.</p>	Count the number of institutional GIS capacity strengthening programmes implemented	Signed Quarterly Reports on the implementation of Institutional GIS capacity strengthening programme based on the implementation plan	Municipal Cooperation	N/A	KZN Municipalities	Non-Cumulative	Quarterly	GIS capacity strengthening programmes implemented	Director: DIS

LAND USE MANAGEMENT											
Indicator Title	Definition	Source Data	Method of Calculation/ Assessment	Means of Verification	Assumptions	Disaggregation of Beneficiaries (where applicable)	Spatial Transformation (where applicable)	Calculation Type	Reporting Cycle	Desired performance	Indicator Responsibility
Number of awareness programmes on the importance and impact of land use management and planning conducted	<p>This refers to conducting an awareness programmes on the importance and impact of land use management and planning.</p> <p>This will include providing technical advice, training, legal, management interventions. Electronic platforms will be used to reach out to the clients.</p>	<p>Awareness programme</p> <p>Implementation plan</p> <p>Material developed</p> <p>Legislation</p> <p>Existing Guidelines</p>	<p>Count the number of awareness programmes conducted</p>	<p>Signed Quarterly Reports on the awareness programme conducted</p> <p>Attendance registers</p>	Availability of target audience	N/A	N/A	Cumulative Year End	Quarterly	Awareness programmes conducted	Chief Director: Municipal Planning
Number of Municipalities monitored in terms of development applications	<p>This refers to monitoring the municipalities in terms of development applications using the norms and standards as promulgated by COGTA MEC.</p>	<p>Legislation, Municipal Planning By-Laws, existing Guidelines and policies.</p> <p>Municipal Monitoring Plan</p> <p>Norms and Standards promulgated by COGTA MEC</p> <p>Monitoring database, decisions, attendance registers, agenda, meeting reports</p>	<p>Count the number of Municipalities monitored in terms of development applications</p>	<p>Signed Status Reports on the municipalities monitored terms of development applications</p> <p>Updated Monitoring Database</p>	<p>Availability of municipal staff</p> <p>Development application being processed without delays</p>	N/A	N/A	Non-Cumulative	Quarterly	Municipalities monitored in terms of development applications	Chief Director: Municipal Planning
Number of Draft Provincial Norms and Standards developed	<p>This refers to the development of the Provincial Norms and Standards</p>	<p>Departmental Reports</p> <p>Cabinet Resolutions</p> <p>Research studies</p> <p>Planners forums</p> <p>Reports</p> <p>Agenda</p> <p>Attendance Registers</p> <p>Norms and Standards Documents</p>	<p>Count the number of Draft Provincial Norm and Standards developed</p>	Draft Provincial Norms and Standards	Committees will meet Quorum	N/A	N/A	Non-Cumulative	Annual	Draft Provincial Norms and Standards developed	Deputy Director: Norms and Standards

SURVEY SERVICES											
Indicator Title	Definition	Source Data	Method of Calculation/ Assessment	Means of Verification	Assumptions	Disaggregation of Beneficiaries (where applicable)	Spatial Transformation (where applicable)	Calculation Type	Reporting Cycle	Desired performance	Indicator Responsibility
Percentage of TCs supported with boundary applications	<p>This refers to supporting the TCs with their boundary applications as requested.</p> <p>The support involves conducting consultation sessions with the affected stakeholders, preparation of maps, conduct land Surveys and conducting site visits.</p>	<p>Survey requests from TCs</p> <p>Gazetted Proclamations for Traditional Councils</p> <p>Diagrams from Survey General's Office</p> <p>Support Plan</p>	<p>Count the number of the boundary requests attended to divide by requests received multiplied by 100</p>	<p>Signed Quarterly Report on the support provided to the TCs on boundary applications as per the support plan on the requests received</p> <p>Signed Status Report on the TCs supported with boundary applications with proclamations and diagrams</p> <p>Surveys Requests from the TCs Attendance registers</p>	<p>There will be requests from the TCs to be attended to</p> <p>Boundary Disputes; Beacon</p>	N/A	Traditional communities have clearly demarcated areas enabling integrated land use management and clear authority in land use management decisions	Non-Cumulative	Quarterly	All boundary requests received attended to	Control Land Surveyor; Professional Land Surveyor; Control Survey Technician,

MUNICIPAL INFRASTRUCTURE											
Indicator Title	Definition	Source Data	Method of Calculation/ Assessment	Means of Verification	Assumptions	Disaggregation of Beneficiaries (where applicable)	Spatial Transformation (where applicable)	Calculation Type	Reporting Cycle	Desired performance	Indicator Responsibility
Number of Infrastructure coordinating structures achieving 80% functionality	This refers to monitoring water, sanitation and electricity as the Infrastructure Coordinating Structures towards achieving the 80% functionality. Infrastructure Coordinating Structures are functional if: they meet one per quarter; attended by relevant government departments and municipalities; the agenda is relevant for the meeting; and records for the meeting are safely kept	PGDP Executive Decisions APPs and IDPs Terms of References for the Infrastructure Coordinating Structures Functionality Assessment Tool Minutes, Attendance Registers	Count the number of Infrastructure coordinating structures achieving 80% functionality	Signed Status Reports on the 80% functionality of Infrastructure coordinating structures Completed Functionality Assessment Tool Decision Matrix Attendance Registers	Full attendance and function sectoral co-ordination	N/A	N/A	Non-Cumulative	Quarterly	Functional Infrastructure Coordinating Forums	Director: Sector Co-ordination and Planning
Number of Provincial Water Master Plans developed	This refers to monitoring progress towards the development of a consolidated provincial masterplan	Extended Provincial Executive Council held on 22 November 2019, Lekgotla and Munimecs Resolutions Minutes of WETT, PCF and Munimecs	Count the number of Provincial Water Master Plans developed	Approved Provincial Water Master Plans	Full Cooperation from WSAs, Water Boards and DWS	N/A	KZN Municipalities	Non-Cumulative	Quarterly	A complete Master Plan	Director: Sector Co-ordination and Planning
Number of WSAs monitored on the implementation of Municipal Operations and Maintenance Plans	This refers to monitoring the Water Service Authorities (WSAs) on the implementation of Municipal Operations and Maintenance Plans. The WSA to further be supported to implement their operation and maintenance plans through workshops, provision of guidance and advice.	Municipal Reports WSA Monitoring Plan Municipal Operations and Maintenance Plans Support Plan implementation of Municipal Operations and Maintenance Plans	Count the number of WSAs monitored on the implementation of Municipal Operations and Maintenance Plans	Signed Status Reports on the WSAs implementation of Municipal Operations and Maintenance Plans Signed Progress Report on the support provided on implementation of Municipal Operations and Maintenance Plans	Sufficient operations and maintenance capacity and budget availability	N/A	KZN Municipalities	Cumulative (Year-End)	Quarterly	WSAs monitored on the implementation of Municipal Operations and Maintenance Plans	Engineer: Municipal Infrastructure

MUNICIPAL INFRASTRUCTURE											
Indicator Title	Definition	Source Data	Method of Calculation/ Assessment	Means of Verification	Assumptions	Disaggregation of Beneficiaries (where applicable)	Spatial Transformation (where applicable)	Calculation Type	Reporting Cycle	Desired performance	Indicator Responsibility
				Quarterly assessments and annual financial statements							
Number of municipalities supported with increasing yard water connections	<p>This refers to supporting municipalities with increasing yard water connections.</p> <p>The support includes assessing municipalities on the status of yard water connections, having meeting with Water Service Authorities, conducting site visits and financing water projects</p>	<p>WSAs, DWS, Water Boards</p> <p>Support Plan on municipalities supported with increasing yard water connections</p> <p>Assessment tool to be used on the status of yard water connections</p>	Count the number of municipalities supported in increasing percentage of yard water connections	<p>Signed consolidated Municipal Report on support provided to the 13 municipalities on new yard connections quarterly</p> <p>Signed Assessment Status Report on the 13 Municipalities yard water connections in the 4th Quarter</p>	Existing infrastructure is capable of delivering a higher level of service	N/A	KZN Municipalities	Non-Cumulative	Quarterly	Water Service Authorities supported to increase the percentage of yard water connections	Engineer: Municipal Infrastructure
Percentage of sanitation projects monitored of implementation	<p>This refers to monitoring the implementation of the sanitation projects.</p> <p>This includes assessing municipalities on their status of provision of basic level of sanitation services and providing support to municipalities through meetings, site visits and financing sanitation projects</p>	<p>WSAs, DWS, Water Boards</p> <p>Monitoring Plan for sanitation projects</p> <p>Assessment Tool on status of basic level of sanitation services</p> <p>Support Plan for sanitation projects</p>	Count the number of municipalities supported in provision of basic level of sanitation services, divide by the total number of sanitation projects to be monitored and then multiply by 100	<p>Signed Quarterly Progress Report on the sanitation projects monitored</p> <p>Signed Assessment Status Report basic level of sanitation services based on the assessment tool used</p> <p>Signed consolidated Reports on support provided based on the support plan</p>	Existing infrastructure is capable of delivering a higher level of service	N/A	KZN Municipalities	Non-Cumulative	Quarterly	100% WSAs sanitation projects monitored	Engineer: Municipal Infrastructure

MUNICIPAL INFRASTRUCTURE											
Indicator Title	Definition	Source Data	Method of Calculation/ Assessment	Means of Verification	Assumptions	Disaggregation of Beneficiaries (where applicable)	Spatial Transformation (where applicable)	Calculation Type	Reporting Cycle	Desired performance	Indicator Responsibility
Number of licensed electricity distributors (LEDs) assessed on state of electricity infrastructure	<p>This refers to assessing the licensed electricity distributors on their state of electricity infrastructure.</p> <p>This will be the basis for supporting the licenced electricity distributors to implement operation and maintenance plans. They will be supported through workshops, provision of guidance and advice.</p>	<p>Energy Task Team Report: Municipalities, Eskom, DOE</p> <p>Assessment Tool to be used</p>	<p>Count the Number of licensed electricity distributors (LEDs) assessed on state of electricity infrastructure</p>	<p>Signed Assessment Status Reports on LEDs state of electricity infrastructure</p> <p>Signed consolidated Reports on support provided based on the support plan</p> <p>Populated Assessment Tool used</p>	Sufficient operations and maintenance capacity and budget availability	N/A	KZN Municipalities	Non-Cumulative	Quarterly	24 or more licensed electricity distributors (LEDs) assessed on state of electricity	Engineer: Energy
Number of municipalities supported with the implementation of electrification programmes	<p>This refers to the number of municipalities supported/assisted with implementation of electrification programmes</p> <p>This will involve monitoring the implementation of INEP Schedule 5&6 and COGTA Massification grant</p>	<p>Energy Task Team Report: Municipalities, Eskom, DOE</p> <p>Schedule of households to be electrified</p>	<p>Count the number of municipalities supported in the implementation of their respective electrification programmes</p>	<p>Signed Project Progress Reports, Attendance Registers, Agendas, Signed PSC Meeting Minutes, Close-Out Reports (for completed projects)</p>	Annual grant allocations will be implemented without any challenges e.g. SCM delays, Statutory approvals at planning stage	N/A	KZN Municipalities	Cumulative	Quarterly	15 Municipalities supported with the implementation of electrification programmes	Engineer: Energy
Percentage of gauging stations monitored for refurbishment	<p>This refers to monitoring the refurbishment of gauging stations. Gauging station is facility used to monitor water. They will be regarded as refurbished if they are again used to monitor water</p>	<p>Water Task Team Report:</p> <p>Database of all gauging stations in the province</p> <p>Schedule of gauging stations to be refurbished</p> <p>Monitoring plan</p> <p>WSAs, DWS Report on green and blue drop status</p>	<p>Count the number of gauging stations monitored for refurbishment and divide by the total number of gauging stations in the province, then multiply by 100</p>	<p>Signed Quarterly Progress Reports on the gauging stations monitored for refurbishment</p> <p>Schedule of gauging stations refurbished</p>	Gauging Stations are being refurbished	N/A	KZN Municipalities	Non-Cumulative	Quarterly	100% of gauging stations monitored for refurbishment	Engineer: Energy
Percentage of water use licence applications monitored for	<p>This refers to monitoring the approval of water use licence applications.</p>	<p>Water Task Team Report:</p> <p>Schedule of water</p>	<p>Count the number of water use licence applications</p>	<p>Signed Quarterly Progress Reports on the</p>	WSAs will be applying for WULA to DWS	N/A	KZN Municipalities	Non-Cumulative	Quarterly	100% of water use licence applications monitored for	Engineer: Municipal Infrastructure

MUNICIPAL INFRASTRUCTURE											
Indicator Title	Definition	Source Data	Method of Calculation/ Assessment	Means of Verification	Assumptions	Disaggregation of Beneficiaries (where applicable)	Spatial Transformation (where applicable)	Calculation Type	Reporting Cycle	Desired performance	Indicator Responsibility
approval		use licence applications for approval	monitored for approval, divide by the total number of water use licence applications and then divide by 100	water use licence applications monitored for approval Schedule of water use licence applications monitored for approval						approval	
Number of Energy Masterplans developed	This refers to developing the Energy Master Plan	Energy Task Team Report: Municipalities, Eskom, DOE	Count the Number of Energy Master Plans developed	Energy Master Plan	All LEDs municipalities will be responsive into the development of this Plan	N/A	KZN Municipalities	Non-Cumulative	Annual	Approved Energy Master Plan	Engineer: Energy
Number of WSAs assessed on the state of water infrastructure	This refers to assessing Water Service Authorities on their state of water infrastructure as part of monitoring the implementation of the Water Masterplan	Water Masterplan Steering Committee Report: Water Masterplan Assessment Tool WSAs results of MuSSa and OMMA	Count the number of WSAs assessed on the state of water infrastructure	Signed Assessment Status Reports on WSAs the state of water infrastructure Populated assessment tool	All WSAs will be responsive to their MuSSa AND OMMA assessments requirements	N/A	KZN Municipalities	Non-Cumulative	Annual	14 WSAs assessed on the state of water infrastructure	Engineer: Municipal Infrastructure
Number of regional bulk infrastructure projects monitored for implementation	This refers to monitoring the implementation of regional bulk infrastructure projects as per the Water Masterplan.	Water Experts Task Team Reports Water Masterplan Schedule of regional bulk infrastructure projects to be monitored	Count the Number of regional bulk infrastructure projects monitored	Signed Quarterly Progress Reports on the regional bulk infrastructure projects monitored for implementation Updated Schedule of regional bulk infrastructure	DWS will also quarterly update the Ministerial Intervention Matrix	N/A	KZN Municipalities	Non-Cumulative	Quarterly	10 or more regional bulk infrastructure projects monitored	Engineer: Municipal Infrastructure

MUNICIPAL INFRASTRUCTURE											
Indicator Title	Definition	Source Data	Method of Calculation/ Assessment	Means of Verification	Assumptions	Disaggregation of Beneficiaries (where applicable)	Spatial Transformation (where applicable)	Calculation Type	Reporting Cycle	Desired performance	Indicator Responsibility
				projects monitored							
Number of alternative water resource supply programmes implemented in municipalities	This refers to implementing an alternative water resource supply programmes in the municipalities (Static tanks and boreholes)	Water Intervention Programme Steering Committee Reports Alternative water resource supply programmes	Count the Number of alternative water resource supply programmes implemented in municipalities	Signed Consolidated Report on the alternative water resource supply programmes implemented in municipalities	WSAs will submit business plans and there will be budget to implement	N/A	KZN Municipalities	Non-Cumulative	Annual	2 alternative water resource supply programmes implemented	Director: Sector Co-ordination and Planning
Number of Districts monitored on the spending of National Grants	This refers to monitoring the districts on the utilization of their National Conditional Grants. The monitoring will include monitoring the expenditure of municipalities on water services, electrification and municipal infrastructure grants (MIG, WSIG, RBIG and INEP) Support is provided i.r.o MIG.	Monthly and / or quarterly expenditure data Schedule of Districts National Grants with amounts	Count the number of districts monitored on the spending of National grants	Signed Districts Reports on expenditure of on National Grants Consolidated Status Reports on the districts spending on National Grants Updated Schedule of Districts National Grants with amounts	All municipalities will be responsive and diligently provide quarterly reports	N/A	Ten districts	Non-Cumulative	Annual	10 Districts supported to improve spending on National Grants	Director : Infrastructure Development
Number of Electricity Asset Management Frameworks developed	This refers to the compilation of the Electricity Asset Management Framework	Condition of Electricity Infrastructure Study in the 24 Licensed Electricity Distributors (LEDs)	Consolidated 24 LEDs state of electricity infrastructure = Electricity Asset Management Framework (LEDs Only)	Electricity Asset Management Framework (LEDs Only)	Findings of the Electricity Infrastructure Study in the 24 Licensed Electricity Distributors (LEDs) will present required information	24 Licensed Electricity Distributors (LEDs)	24 Licensed Electricity Distributors (LEDs)	Non-Cumulative	Annual	Electricity Asset Management Frameworks developed	Engineer: Energy

DISASTER MANAGEMENT											
Indicator Title	Definition	Source Data	Method of Calculation/ Assessment	Means of Verification	Assumptions	Disaggregation of Beneficiaries (where applicable)	Spatial Transformation (where applicable)	Calculation Type	Reporting Cycle	Desired performance	Indicator Responsibility
Number of municipalities supported to maintain functional Disaster Management Centres	This refers to supporting municipalities to maintain functional Disaster Management Centres. Support entails: supporting municipal institutional arrangements, deployment of officials to assist with assessments on disaster incidents and site visits	Disaster Management Act Support Plan to maintain functional Disaster Management Centres Municipal quarterly reports	Count the number of municipalities supported to maintain functional Disaster Management Centres	Signed Report on the support provided on maintaining functional Disaster Management Centres based on the support plan Attendance register and technical reports	Increasing number of Incidents and non-compliance from stakeholders.	Not applicable	Not applicable	Non - Cumulative	Quarterly	All disaster management centres functional	Director: Disaster Management Operations
Number of Provincial Disaster Management Advisory Forums held	This refers to convening Provincial Disaster Management Advisory Forums meetings. The Disaster Management advisory forum is a body in which provincial government and municipal and other relevant role-players consult one another and coordinate their actions on matters relating to disaster management in the province	Disaster Management Act Terms of Reference for Provincial Disaster Management Advisory Forum Attendance register and Reports	Count the number of Provincial Disaster Management Advisory Forums held	Signed Quarterly Reports on the Provincial Disaster Management Advisory Forum Attendance register	Majority of organs of state do not have focal points for disaster management	Not Applicable	Not applicable	Cumulative Year End	Quarterly	4 Provincial Disaster Management Advisory Forums held	Director: operations
Number of municipalities supported on Fire Brigade Services	This refers to supporting the municipalities on Fire Brigade Services. The support entails conducting quarterly engagements, Institutional Capacity, Preparedness, Fire Safety and Prevention, Response and Reporting, and on development of funding model for fire and rescue services	Status reports on fire brigade services from municipalities Support Plan on Fire Brigade Services	Count the number of municipalities supported with fire brigade services	Signed Quarterly Reports on the support provided on Fire Brigade Services based on the support plan Signed Consolidated Status Reports on Fire Brigade Services Attendance registers	Aging equipment for firefighting Inadequate funding for Fire and Rescue Services	Not Applicable	Not Applicable	Cumulative Year End	Quarterly	11 municipalities supported on Fire Brigade	Director: Disaster Management Operations
Number of Districts and Metro supported	The Disaster Management Act requires municipalities to	Municipal Disaster Management	Count the number of municipalities	Reviewed and Developed Municipal	Inadequate and Outdated Disaster	Not applicable	Not applicable	Cumulative Year End	Quarterly	District and Metro Disaster Management	Director: Planning and Disaster Risk

DISASTER MANAGEMENT											
Indicator Title	Definition	Source Data	Method of Calculation/ Assessment	Means of Verification	Assumptions	Disaggregation of Beneficiaries (where applicable)	Spatial Transformation (where applicable)	Calculation Type	Reporting Cycle	Desired performance	Indicator Responsibility
with the development of Disaster Management Policies	establish and implement a framework for Disaster Management in the municipality aimed at ensuring an integrated and uniform approach to disaster management in its area. Support entails: the development and reviewing of disaster management policy framework.	Policy Frameworks	supported with Disaster Management Policy Frameworks	Disaster Management Frameworks	Management Policy Frameworks					Policy Framework in place	Reduction

PROGRAMME FOUR: TRADITIONAL AFFAIRS

TRADITIONAL INSTITUTIONAL SUPPORT											
Indicator Title	Definition	Source Data	Method of Calculation/ Assessment	Means of Verification	Assumptions	Disaggregation of Beneficiaries (where applicable)	Spatial Transformation (where applicable)	Calculation Type	Reporting Cycle	Desired performance	Indicator Responsibility
Number of regulations/ guidelines/ policies developed	<p>This refers to developing the regulations, guidelines and/or policies in the support of traditional Institutions.</p> <p>This will involve reviewing existing policies and guidelines, consultations and tabling of the final regulations, guidelines and/or policies for approval.</p> <p>Table for approval</p>	<p>Traditional Leadership & Governance framework Act 5 of 2005</p> <p>Current draft regulations, guidelines and/or policies</p> <p>Research Report</p>	Count the number of regulations/guidelines/ policies developed	Approved regulations, guidelines and/or policies	Support from Department & relevant stakeholders	<p>Amakhosi</p> <p>Izinduna</p> <p>TC Secretaries</p> <p>TC Members</p> <p>Traditional Communities</p>	Province of KwaZulu-Natal	Cumulative (Year-end)	Quarterly	15 or more Regulations/ guidelines/ policies developed and approved	<p>CD: Traditional Governance and Conflict Management</p> <p>CD: Traditional Resource Administration</p>
Number of performance management system developed	This refers to the development of the performance management system used to monitor performance	Consultation & benchmarking with National Department	Count the number of performance management system developed	Approved Performance Management system	<p>Support from Department and relevant stakeholders</p> <p>Co-operation of the beneficiaries of the performance management system</p>	<p>Amakhosi</p> <p>Izinduna</p> <p>TC Secretaries</p> <p>TC Members</p>	Province of KwaZulu-Natal	Non-Cumulative	Quarterly	Performance management system developed and approved	<p>CD: Traditional Resource Administration (TC Secretaries)</p> <p>CD: Traditional Governance and Conflict Management (izinduna & TC Members)</p>
Percentages of succession claims/disputes resolved	This refers to Management and Resolution of traditional leadership successions claims and disputes in the Province.	Succession claims/Disputes database with dates	<p>Number of succession claims/disputes resolved divide by the total number of succession claims / disputes received to be resolved then multiply by 100</p> <p>Updated Succession claims/Disputes database with status</p> <p>Database</p> <p>Attendance registers</p>	<p>Signed Quarterly Reports on the succession claims/disputes resolved</p> <p>Updated Succession claims/Disputes database with status</p> <p>Database</p> <p>Attendance registers</p>	<p>Availability and co-operation of all relevant participants</p> <p>Support from Department and other relevant stakeholders</p>	<p>Amakhosi</p> <p>ImiNdeni yobuKhosi</p>	Province of KwaZulu-Natal	Non-Cumulative (Year-end)	Quarterly	Succession claims/ disputes resolved	Director: Conflict Management and Dispute Resolutions

TRADITIONAL INSTITUTIONAL SUPPORT											
Indicator Title	Definition	Source Data	Method of Calculation/ Assessment	Means of Verification	Assumptions	Disaggregation of Beneficiaries (where applicable)	Spatial Transformation (where applicable)	Calculation Type	Reporting Cycle	Desired performance	Indicator Responsibility
Number of Provincial Houses monitored for functionality	<p>This refers to monitoring the Provincial House for its functionality.</p> <p>The house is functional if it has an Annual Operational Plan of the house, schedule of meeting, sitting of the PH/EXCO, quarterly TRAD/MEC being held and resolutions being implemented</p>	<p>Traditional Leadership & Governance framework Act 5 of 2005</p> <p>Monitoring Plan for Provincial Houses functionality</p> <p>Functionality Assessment Tool</p> <p>Annual Operational Plan of the house</p> <p>Schedule of meetings for the PH/EXCO and quarterly TRAD/MEC</p> <p>Meetings resolutions</p> <p>Notice of meetings, agenda and decision matrix</p>	Count the number of Provincial Houses monitored for functionality	<p>Signed Quarterly Reports on the functionality of the Provincial House</p> <p>Attendance Registers</p> <p>Meetings Resolutions</p> <p>Completed Functionality Assessment Tool</p>	Responsiveness and Co-operation of the PHTL	PHTL	Province of KwaZulu-Natal	Non-Cumulative	Quarterly	PHTL monitored for functionality	CD: Traditional Resource Administration
Number of Local Houses monitored for functionality	<p>This refers to monitoring the Local Houses for their functionality.</p> <p>The Local Houses are functional if they have their Annual Operational Plans, schedule of meeting for sitting of the Local Houses and Committees and resolutions being implemented</p>	<p>Traditional Leadership & Governance framework Act 5 of 2005</p> <p>Monitoring Plan for Provincial Houses functionality</p> <p>Functionality Assessment Tool</p> <p>Annual Operational Plan of the houses</p> <p>Schedule of meeting for sitting of the Local Houses and Committees</p>	Count the number of Local Houses monitored for functionality	<p>Signed Quarterly Reports on the functionality of the Local Houses</p> <p>Attendance Registers</p> <p>Meetings Resolutions</p> <p>Completed Functionality Assessment Tool</p>	Co-operation of the LHTL	LHTL	Province of KwaZulu-Natal	Non-Cumulative	Quarterly	LHTL monitored for functionality	Directors: Traditional Institutional Support (Cluster 1 and Cluster 2)

TRADITIONAL INSTITUTIONAL SUPPORT											
Indicator Title	Definition	Source Data	Method of Calculation/ Assessment	Means of Verification	Assumptions	Disaggregation of Beneficiaries (where applicable)	Spatial Transformation (where applicable)	Calculation Type	Reporting Cycle	Desired performance	Indicator Responsibility
		Meetings resolutions Notice of meetings, agenda and decision matrix									
Number of databases of coordinated government support maintained	This refers to maintaining consolidated database of all government support programmes in the TCs.	Government support programmes Database of consolidated Government support programmes Reporting template	Number of databases of coordinated government support maintained.	Approved Consolidated database of government programmes in the TCs	Responsiveness and co-operation of Amakhosi	Amakhosi Traditional Councils Traditional Communities	Province of KwaZulu-Natal	Non-Cumulative	Annual	Database of co-ordinated government support maintained	CD: Traditional Resource Administration
Number of Izinduna databases maintained	This refers to maintaining Izinduna database by being up to date. This will be done through implementation of SOP for replacements, monthly signing of the template and conducting monthly reconciliation	Traditional Leadership & Governance framework Act 5 of 2005 Quarterly headcount Monthly reconciliations Approved SOP for replacement of Izinduna	Count the number of izinduna databases maintained	Approved updated Izinduna Database List of Izinduna replaced as per the approved SOP Monthly reconciliation report	Co-operation of Amakhosi	Department	Province of KwaZulu-Natal	Non-Cumulative	Annual	Izinduna database maintained	Director: Traditional Governance
Percentages recognitions Amakhosi concluded within 18 months of becoming vacant	This refers to concluding the processes of Amakhosi recognitions within 18 months of becoming vacant. These processes relate to arranging meetings for uMndeni to confirm minutes, prepare cabinet memos and arranging meetings with uMndeni to communicate Cabinet decision.	Minutes from imindeni meetings Imindeni registers	Count the Number of vacant Amakhosi positions filled within 18 Months divide the total number of vacant Amakhosi positions in the 18 month period to be filled then multiply by 100	Signed Quarterly Reports on the recognitions of Amakhosi concluded within 18 months of becoming vacant Genealogical register, Attendance register, Cabinet Decision matrix, Recognition letter	Responsiveness and co-operation of imindeni yobukhosi	Imindeni yobukhosi Traditional community	Province of KwaZulu-Natal	Cumulative (Year-end)	Quarterly	100% of Amakhosi recognised with 18 months	Director: Traditional Governance
Percentage of recognised	This refers to updating the family trees of the	Existing Family tree,	Count the Number of recognised Amakhosi	Signed Quarterly Reports on the	Co-operation of imindeni	Imindeni yobukhosi	Province of KwaZulu-Natal	Cumulative (Year-end)	Quarterly	100% Updated family trees of	Director: Traditional

TRADITIONAL INSTITUTIONAL SUPPORT											
Indicator Title	Definition	Source Data	Method of Calculation/ Assessment	Means of Verification	Assumptions	Disaggregation of Beneficiaries (where applicable)	Spatial Transformation (where applicable)	Calculation Type	Reporting Cycle	Desired performance	Indicator Responsibility
Amakhosi with updated family trees	recognised Amakhosi. This involves convening a meeting with uMndeni to update family trees	Genealogical register, Register of Recognised Amakhosi in the Province	with updated family trees divided by the total number of recognised Amakhosi then multiply by 100	recognised Amakhosi with updated family trees Updated Genealogical register Updated Register of Recognised Amakhosi in the Province Attendance register Updated family tree	yobukhosi					recognised Amakhosi	Governance
Percentage of Amakhosi supported to participate in municipal councils	This refers to supporting Amakhosi to participate in the municipal councils. The support relates to communicating the meeting notices, agendas and relevant documents for the meetings; assisting with logistics and Standardise the participation and review performance of Amakhosi. Amakhosi will be regarded to be participating if they are in attendance at Council Meetings and contribute towards decision making.	Section 81 Regulations Municipal council sitting registers Reports from municipalities Districts to monitor the participation of Amakhosi in Section 81 Support Plan on Amakhosi in municipal councils	Count the Number of Amakhosi supported to participate in municipal councils divided by the total number of Amakhosi participating in municipal councils then multiply by 100	Signed Quarterly Reports on the support provided on the participation of Amakhosi in municipal councils Signed Quarterly Reports on the participation of Amakhosi in municipal councils Database/register on the participation of Amakhosi in the Municipal Council	Responsiveness and co-operation of Amakhosi	Amakhosi participating in municipal councils	Province of KwaZulu-Natal	Cumulative (Year-end)	Quarterly	100% of Amakhosi supported in participating in municipal councils	Directors: Traditional Institutional Support (both clusters) Director: Synergistic Partnerships
Number of Traditional Affairs turn around strategies implemented	This refers to implementing the Traditional Affairs turnaround strategy in all Traditional Councils	TC Assessments Report, Traditional Affairs Turnaround Strategy, Implementation plan for the Traditional Affairs Turnaround Strategy, Consultation with relevant stakeholders	Count the number of Traditional Affairs turn around strategies implemented	Signed Report on the implementation of the Traditional Affairs turnaround strategies based on the implementation plan	Responsiveness and co-operation of Amakhosi Support from the Department	AmaKhosi Traditional Councils Traditional Communities	Province of KwaZulu-Natal	Non-Cumulative	Annual	Traditional Affairs turn around strategies implemented	DDG: Traditional Affairs CD:TRA

Annexures to the Annual Performance Plan

The following annexures must be included in the Annual Performance Plans of institutions where applicable:

Annexure A: Amendments to the Strategic Plan

Nil

Annexure B: Conditional Grants

Nil

Annexure C: Consolidated Indicators

Institution	Output Indicator	Annual Target	Data Source
<i>Not Applicable</i>			

ANNEXURE D: DISTRICT DELIVERY MODEL

Area of Intervention (Below examples)	Short Term (1 year - APP)			Medium Term (3 years - MTEF)		
	Project Description and Budget allocation	District Municipality and Specific Location / GPS Coordinates	Responsibility/ Project Leader and Project / Social Partners	Project Description and Budget Allocation	District Municipality and Specific Location/ GPS Co-ordinates	Responsibility/ Project Leader and Project / Social Partners
Community Service Centre	Khabazela Major Rehabilitation R750 000.00	Ethekwini -29.732390 30.769378	Res: Community Service Centres Directorate. Implementing Agent: DoPWs	Nxamalala Major Rehabilitation R900 000.00	Impendle -29.598064 29.769730	Res: Community Service Centres Directorate. Implementing Agent: IDT
Community Service Centre	Thoyana Major Rehabilitation R2 804 861.00	Ethekwini -30.129204 30.753404	Res: Community Service Centres Directorate. Implementing Agent: DoPWs	Masihabisani Major Rehabilitation R900 000.00	Umshwathi -29.231417 30.787283	Res: Community Service Centres Directorate. Implementing Agent: IDT
Community Service Centre	Umnini Trust Major Rehabilitation R810 000.00	Ethekwini -30.138746 30.801227	Res: Community Service Centres Directorate. Implementing Agent: DoPWs	Mhlungwini Major Rehabilitation R900 000.00	Nkosi Langalibalele -29.119283 29.685305	Res: Community Service Centres Directorate. Implementing Agent: IDT
Community Service Centre	Isimahle Major Rehabilitation R861 000.00	Ethekwini -30.133105 30.699671	Res: Community Service Centres Directorate. Implementing Agent: DoPWs	Mthembu Major Rehabilitation R900 000.00	Alfred Duma -28.751215 30.152835	Res: Community Service Centres Directorate. Implementing Agent: IDT
Community Service Centre	Maphumulo Major Rehabilitation R1 874 134.00	Ethekwini -30.036026 30.770091	Res: Community Service Centres Directorate. Implementing Agent: DoPWs	Nibela Major Rehabilitation R900 000.00	Big Five -27.872289 32.458539	Res: Community Service Centres Directorate. Implementing Agent: IDT
Community Service Centre	Ximba Major Rehabilitation R1 300 000.00	Ethekwini -29.663405 30.638247	Res: Community Service Centres Directorate. Implementing Agent: DoPWs	Vusathinamazulu Major Rehabilitation R900 000.00	Dr NDZ -30.358962 30.172278	Res: Community Service Centres Directorate. Implementing Agent: IDT
Community Service Centre	Cele P Major Rehabilitation R1 778 596.33	Umzumbe -30.457084 30.085795	Res: Community Service Centres Directorate. Implementing Agent: DoPWs	Mondi Major Rehabilitation R900 000.00	uMlalazi -28.891924 31.488794	Res: Community Service Centres Directorate. Implementing Agent: IDT

Area of Intervention (Below examples)	Short Term (1 year - APP)			Medium Term (3 years - MTEF)		
	Project Description and Budget allocation	District Municipality and Specific Location / GPS Coordinates	Responsibility/ Project Leader and Project / Social Partners	Project Description and Budget Allocation	District Municipality and Specific Location/ GPS Co-ordinates	Responsibility/ Project Leader and Project / Social Partners
Community Service Centre	Khumalo Major Rehabilitation R1 500 000.00	Ndwedwe -29 618348 30.820056	Res: Community Service Centres Directorate. Implementing Agent: DoPWs	Nobamba Major Rehabilitation R900 000.00	Ulundi -28.292693 31.246998	Res: Community Service Centres Directorate. Implementing Agent: IDT
Community Service Centre	Chwezi Major Rehabilitation R1 303 000.00	Umlalazi -28.46091 31.00872	Res: Community Service Centres Directorate. Implementing Agent: DoPWs	Ntshangase Major Rehabilitation R900 000.00	Phongolo -27.335887 31.453755	Res: Community Service Centres Directorate. Implementing Agent: IDT
Community Service Centre	Manyavu Major Rehabilitation R1 300 000.00	Umshwathi -29.657668 30.615618	Res: Community Service Centres Directorate. Implementing Agent: DoPWs	Cele K Major Rehabilitation R900 000.00	Umzumbe	Res: Community Service Centres Directorate. Implementing Agent: IDT
Community Service Centre	Amangwane Major Rehabilitation R1 076 325.00	Dr Nkosazana Dlamini Zuma -29.726266 29.816599	Res: Community Service Centres Directorate. Implementing Agent: DoPWs	Hlongwa Major Rehabilitation R900 000.00	Maphumulo -29.051386 31.013829	Res: Community Service Centres Directorate. Implementing Agent: IDT
Community Service Centre	Matimatolo New Construction completion R6 821 292.58	Umvoti -29.123859 30.77617	Res: Community Service Centres Directorate. Implementing Agent: DoPWs	Macambini Major Rehabilitation R900 000.00	Mandeni -29.118125 31.499884	Res: Community Service Centres Directorate. Implementing Agent: IDT
Community Service Centre				Hlomindleni R1 500 000.00	Ndwedwe	Res: Community Service Centres Directorate. Implementing Agent: IDT
Community Service Centre				Molefe Major Rehabilitation R966 000.00	Nquthu -28.18278 30.60425	Res: Community Service Centres Directorate. Implementing Agent: DoPWs
Community Service Centre				CSC New Construction – design development R400 000.00	TBC (outcome of Precinct Plan development)	Res: Community Service Centres Directorate. Implementing Agent: IDT
Community Service Centre				CSC New Construction – design development R400 000.00	TBC (outcome of Precinct Plan development)	Res: Community Service Centres Directorate. Implementing Agent: IDT
Community Service Centre				Madlebe New Construction completion R3 000 000.00	Mhlathuze -28.765195 31.845608	Res: Community Service Centres Directorate. Implementing Agent: IDT
Community Service Centre				Shiyabane New Construction completion R3 400 000.00	Ubuhlebezwe -30.365544 30.294692	Res: Community Service Centres Directorate. Implementing Agent: IDT

Area of Intervention (Below examples)	Short Term (1 year - APP)			Medium Term (3 years - MTEF)		
	Project Description and Budget allocation	District Municipality and Specific Location / GPS Coordinates	Responsibility/ Project Leader and Project / Social Partners	Project Description and Budget Allocation	District Municipality and Specific Location/ GPS Co-ordinates	Responsibility/ Project Leader and Project / Social Partners
Community Service Centre				Xaba Park Home and Ablution R600 000.00	Umzumbe	Res: Community Service Centres Directorate. Implementing Agent: IDT
Imizi Yezizwe	Abantungwa Kholwa Maintenance R30 000.00	Alfred Duma	Res: Community Service Centres Directorate. Implementing Agent: DoPW	Khumalo P.S.S-Water/Electrical Connectivity R180 000.00	Emadlangeni	Res: Community Service Centres Directorate. Implementing Agent: IDT
Imizi Yezizwe	Vumazonke Maintenance R268,168.28	eThekwini	Res: Community Service Centres Directorate. Implementing Agent: DoPW	Nzima Water/Electrical Connectivity R180 000.00	Emadlangeni -27.348353 30.388312	Res: Community Service Centres Directorate. Implementing Agent: IDT
Imizi Yezizwe				Hlongwane M.E Water/Electrical Connectivity R180 000.00	Okhahlamba -28.815380 29.255616	Res: Community Service Centres Directorate. Implementing Agent: IDT
Imizi Yezizwe				Ndaba N.F Water/Electrical Connectivity R180 000.00	Inkosi Langelibalele -29.118581 29.685149	Res: Community Service Centres Directorate. Implementing Agent: IDT
Imizi Yezizwe				Ngubane P.J Water/Electrical Connectivity R180 000.00	Msinga -28.679644 30.600752	Res: Community Service Centres Directorate. Implementing Agent: IDT
Imizi Yezizwe				Zondi L.L.K Water/Electrical Connectivity R180 000.00	Nquthu -28.348353 30.752139	Res: Community Service Centres Directorate. Implementing Agent: IDT
Imizi Yezizwe				Maphumulo N Water/Electrical Connectivity R180 000.00	Mkhambathini	Res: Community Service Centres Directorate. Implementing Agent: IDT
Imizi Yezizwe				Gumede Water/Electrical Connectivity R180 000.00	Jozini -27.395167 32.421440	Res: Community Service Centres Directorate. Implementing Agent: IDT
Imizi Yezizwe				Ntanzu B Water/Electrical Connectivity R180 000.00	Umshwathi -29.270598 30.851819	Res: Community Service Centres Directorate. Implementing Agent: IDT
Imizi Yezizwe				Hlongwa Water/Electrical Connectivity R180 000.00	Maphumulo	Res: Community Service Centres Directorate. Implementing Agent: IDT
Imizi Yezizwe				Gcumisa Water/Electrical Connectivity R180 000.00	Umshwathi -29.521791 30.691696	Res: Community Service Centres Directorate. Implementing Agent: IDT
Imizi Yezizwe				Mthiyane Water/Electrical Connectivity R180 000.00	Ntambabana -28.568248 -28.568248	Res: Community Service Centres Directorate. Implementing Agent: IDT

Area of Intervention (Below examples)	Short Term (1 year - APP)			Medium Term (3 years - MTEF)		
	Project Description and Budget allocation	District Municipality and Specific Location / GPS Coordinates	Responsibility/ Project Leader and Project / Social Partners	Project Description and Budget Allocation	District Municipality and Specific Location/ GPS Co-ordinates	Responsibility/ Project Leader and Project / Social Partners
Traditional Administrative Centres				Minor Maintenance Programme (31 TACs) R1 860 000.00	Province Wide	Res: Community Service Centres Directorate. Implementing Agent: IDT
Imizi Yezizwe				Khumalo PSS Minor Rehabilitation R200 000.00	Emadlangeni	Res: Community Service Centres Directorate. Implementing Agent: IDT
Imizi Yezizwe				Nzima Minor Rehabilitation R200 000.00	Emadlangeni -27.348353 30.388312	Res: Community Service Centres Directorate. Implementing Agent: IDT
Imizi Yezizwe				Zondi LZ Minor Rehabilitation R200 000.00	Nquthu -28.348353 30.752139	Res: Community Service Centres Directorate. Implementing Agent: IDT
Imizi Yezizwe				Ngubane PJ Minor Rehabilitation R200 000.00	Msinga -28.679644 30.600752	Res: Community Service Centres Directorate. Implementing Agent: IDT
Imizi Yezizwe				Mthembu SW Minor Rehabilitation R200 000.00	Msinga -28.752085 30.440015	Res: Community Service Centres Directorate. Implementing Agent: IDT
Imizi Yezizwe				Khumalo TR Minor Rehabilitation R200 000.00	Alfred Duma	Res: Community Service Centres Directorate. Implementing Agent: IDT
Imizi Yezizwe				Mkhize SN Minor Rehabilitation R200 000.00	Inkosi Langelibalele	Res: Community Service Centres Directorate. Implementing Agent: IDT
Imizi Yezizwe				Ndaba NF Minor Rehabilitation R200 000.00	Inkosi Langelibalele -29.118581 29.685149	Res: Community Service Centres Directorate. Implementing Agent: IDT
Imizi Yezizwe				Hlongwane ME Minor Rehabilitation R200 000.00	Okhahlamba -28.815380 29.255616	Res: Community Service Centres Directorate. Implementing Agent: IDT
Imizi Yezizwe				Chiliza PDH Minor Rehabilitation R200 000.00	Ubuhlebezwe	Res: Community Service Centres Directorate. Implementing Agent: IDT
Imizi Yezizwe				Dlamini NB Minor Rehabilitation R200 000.00	Ubuhlebezwe -30.365260 30.293953	Res: Community Service Centres Directorate. Implementing Agent: IDT
Imizi Yezizwe				Mkhize DWF Minor Rehabilitation R200 000.00	Ubuhlebezwe	Res: Community Service Centres Directorate. Implementing Agent: IDT
Imizi Yezizwe				Msingaphansi NM Minor Rehabilitation R200 000.00	Umzimkhulu -30.087363 29.815942	Res: Community Service Centres Directorate. Implementing Agent: IDT
Imizi Yezizwe				Memela Minor Rehabilitation	Dr Nkosazana Dlamini Zuma	Res: Community Service Centres Directorate.

Area of Intervention (Below examples)	Short Term (1 year - APP)			Medium Term (3 years - MTEF)		
	Project Description and Budget allocation	District Municipality and Specific Location / GPS Coordinates	Responsibility/ Project Leader and Project / Social Partners	Project Description and Budget Allocation	District Municipality and Specific Location/ GPS Co-ordinates	Responsibility/ Project Leader and Project / Social Partners
				R200 000.00	-29.883993 29.862171	Implementing Agent: IDT
Imizi Yezizwe				Mkhize LD Minor Rehabilitation R200 000.00	Mkhambathini -30.041627 30.656564	Res: Community Service Centres Directorate. Implementing Agent: IDT
Imizi Yezizwe				Maphumulo N Minor Rehabilitation R200 000.00	Mkhambathini	Res: Community Service Centres Directorate. Implementing Agent: IDT
Imizi Yezizwe				Ntanzu B Minor Rehabilitation R200 000.00	Umshwathi -29.270598 30.851819	Res: Community Service Centres Directorate. Implementing Agent: IDT
Imizi Yezizwe				Gcumisa Minor Rehabilitation R200 000.00	Umshwathi -29.521791 30.691696	Res: Community Service Centres Directorate. Implementing Agent: IDT
Imizi Yezizwe				Zuma Z Minor Rehabilitation R200 000.00	Impendle -29.596106 29.772548	Res: Community Service Centres Directorate. Implementing Agent: IDT
Imizi Yezizwe				Ngcobo GN (Mavela) Minor Rehabilitation R200 000.00	Ndwedwe	Res: Community Service Centres Directorate. Implementing Agent: IDT
Imizi Yezizwe				Nkumbanyuswa Minor Rehabilitation R200 000.00	Ndwedwe -29.535078 31.018385	Res: Community Service Centres Directorate. Implementing Agent: IDT
Imizi Yezizwe				Hlongwa Minor Rehabilitation R200 000.00	Maphumulo	Res: Community Service Centres Directorate. Implementing Agent: IDT
Imizi Yezizwe				Chiliza NN Minor Rehabilitation R200 000.00	Umzumbe	Res: Community Service Centres Directorate. Implementing Agent: IDT
Imizi Yezizwe				Ntshangase LD Minor Rehabilitation R200 000.00	Phongolo -27.335390 31.455063	Res: Community Service Centres Directorate. Implementing Agent: IDT
Imizi Yezizwe				Cele Minor Rehabilitation R200 000.00	Ethekwini	Res: Community Service Centres Directorate. Implementing Agent: IDT
Imizi Yezizwe				Mthiyane Minor Rehabilitation R200 000.00	Ntambabana -28.568248 -28.568248	Res: Community Service Centres Directorate. Implementing Agent: IDT
Imizi Yezizwe				Gumede Minor Rehabilitation R200 000.00	Jozini -27.395167 32.421440	Res: Community Service Centres Directorate. Implementing Agent: IDT

Area of Intervention (Below examples)	Short Term (1 year - APP)			Medium Term (3 years - MTEF)		
	Project Description and Budget allocation	District Municipality and Specific Location / GPS Coordinates	Responsibility/ Project Leader and Project / Social Partners	Project Description and Budget Allocation	District Municipality and Specific Location/ GPS Co-ordinates	Responsibility/ Project Leader and Project / Social Partners
Imizi Yezizwe				EB Shoji Minor Rehabilitation R100 000.00	Ethekwini -29.873856 30.777676	Res: Community Service Centres Directorate. Implementing Agent: IDT
Imizi Yezizwe				S Mlaba Minor Rehabilitation R211 000.00	Ethekwini -29.672500 30.623109	Res: Community Service Centres Directorate. Implementing Agent: IDT
Imizi Yezizwe				Minor Maintenance Programme (77 TACs) R7 000 000.00	Province Wide	Res: Community Service Centres Directorate. Implementing Agent: IDT
Expanded Public Works Programme	250 Municipal In-Service Student Programme (MISP)	54 Municipalities	Res: Expanded Public Works Programme and Human Resource Development and Municipalities	250 Municipal In-Service Student Programme (MISP) R5 million (inclusive of R2.77 million EPWP grant)	All 54 Municipalities	Res: Expanded Public Works Programme and Human Resource Development and Municipalities