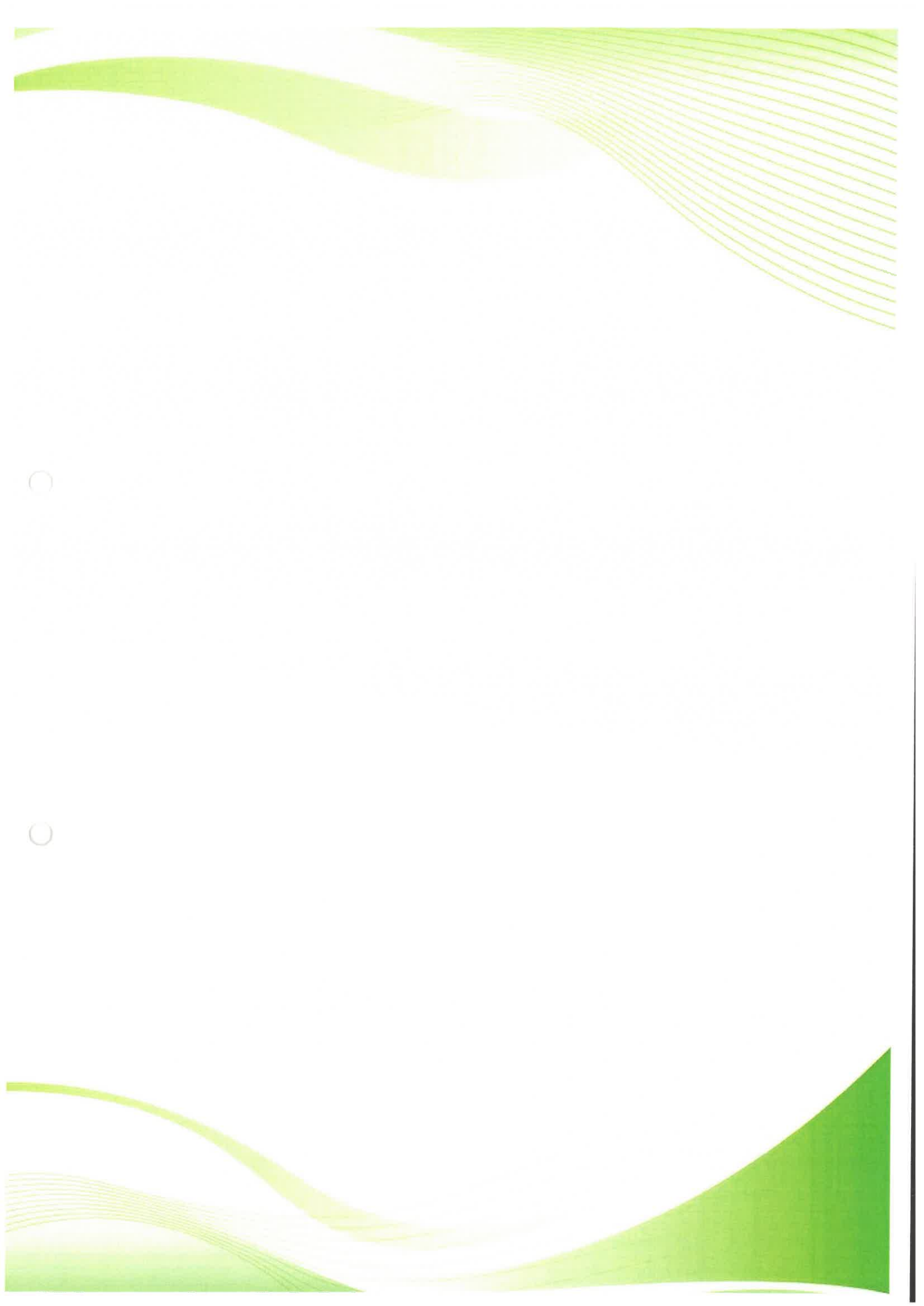




Department of Cooperative Governance, Human Settlements & Traditional Affairs

Annual Performance Plan for 2023/2024

Date of Tabling: 10 March 2023



Executive Authority Statement

We are a nation, a people and a province characterized by diversity. We are a plethora of diverse communities living in this largest province of our beloved country, South Africa. As people, we acknowledge our historical past, racialized spatial planning, and unequal opportunities. However, despite our differences, we nonetheless, share common service delivery challenges within our communities.



We are aware that our communities have been hoping for delivery of quality houses, basic and other services, as well as title deeds, jobs, and economic opportunities for too long. In addition, they have also been waiting for their municipalities to deliver services. Yet, these communities have attributed lack of service delivery to lack of political will, municipalities are not financially self-sufficient and lack the necessary infrastructure capacity and resources to carry out their mandates.

Indeed, as government, the service delivery challenges facing us, cannot be ignored. Hence, our resolve remains working towards improving the lives and livelihoods of our communities wherever our people live, through delivery of quality houses, formalizing informal settlements, servicing sites, as well as making concerted efforts towards job creation and poverty alleviation. In addition, we reiterate our commitment to provide title deeds and consumer education to the beneficiaries.

During the 2022/2023, we overachieved on serviced sites and basic services. However, our achievements have not made us to turn a blind eye on the backlogs that we still have to realize. In addition, we have provided overall monitoring and support on 31 municipalities, while simultaneously, giving overall support to traditional leadership institutions and rural communities.

We draw our inspiration as the ANC-led government from the words of Nelson Mandela, who said *"As long as many of our people still live in utter poverty, as long as children still live under plastic covers, as long as many of our people are still without jobs, no South African should rest and wallow in the joy of freedom"*.

Forward we go, backwards, we don't.

A handwritten signature in black ink, consisting of several loops and a long horizontal stroke at the end.

Executive Authority of COGHSTA

Accounting Officer Statement

The Department has consistently achieved unqualified audit outcome with matters over the past seven years. The financial year 2022-2023 has seen the department obtain unqualified audit result with other matters other than the ones contained in the scope of audit.

The department has applied its annual performance plan and annual operational plan religiously. It has also adhered to the constitutional and legislative frameworks, worked towards achieving planned performance targets as per the APP, complied with audit improvement plans, ensured compliance monitoring, and applied internal controls, and risk management strategy, as well as submitted oversight reports.



The year under review gives hope to citizens because the department has, and continues to increase human capital and skills base, by filling vacant funded posts, especially, dealing with service delivery programmes. The added personnel include officials with technical and rare skills to perform duties that the department was struggling to deal with, over the past years.

In terms of service delivery, the department has overachieved in the areas of serviced sites, formalizing informal settlements, and housing delivery. Regarding reconstitution of newly-elected municipal councils, all 31 municipalities were supported. With respect to filling in of senior management vacant funded posts, the department rendered support to all 31 municipalities. In addition, 2022/2023 saw the development and performance of due diligence on One Plans regarding District Development Models, where 5 One Plans based on the district were duly complied with. However, further scrutiny by the relevant authorities would give direction on the next course of action. With respect to traditional leadership, all traditional councils and houses were supported to function and carry out their mandates.

As we acknowledge that not every planned target is possible to achieve within planned timeframes, the urgency to turn around the situation and deliver on the backlogs around housing delivery, title deeds and services cannot be overemphasized. We endeavour to rise the tempo and energy towards upping our target to reduce backlogs while also accelerating delivery of services to the current and new beneficiaries.

We are on a warpath to affirm our people's dignity and human rights by delivering quality houses and services, improving how our municipalities serve citizens, and how traditional leaders dispense good governance to rural communities.

A luta continua!

A handwritten signature in black ink, appearing to read 'S. S. L. N. K. G.', written over a horizontal line. The signature is stylized and cursive.

Accounting Officer of COGHSTA

Official Sign-off

We hereby certify that the Annual Performance Plan:

- Was developed by the Management of the COGHSTA, under the guidance of MEC Bentley Vass;
- Takes into account all the relevant policies, legislation and other mandates for which COGHSTA is responsible; and
- Accurately reflects the Outcomes and Outputs that COGHSTA will endeavour to achieve during the 2023/2024 financial year.


L Brand: _____
Programme Manager Administration


G A Booyesen: _____
Acting Programme Manager Human Settlements


M Manyeneng: _____
Programme Manager Cooperative Governance


P Toto: _____
Programme Manager Traditional Affairs


R Stander: _____
Chief Financial Officer


E Maringa: _____
Acting Head Official responsible for Planning


BS Lenkoe: _____
Accounting Officer

Approved by:


B Vass: _____
Executive Authority

Table of Contents

Executive Authority Statement.....	i
Accounting Officer Statement.....	ii
Official Sign-off.....	iii
Table of Contents.....	iv
Acronyms.....	v
Glossary.....	vi
Part A: Our Mandate	1
1. Constitutional Mandate.....	1
2. Legislative and policy mandate.....	1
2.1 Legislative Mandates.....	1
2.2 Policy Mandates.....	2
3. Institutional Policies and Strategies over the five-year planning period.....	3
4. Relevant Court Rulings.....	3
Part B: Our Strategic Focus	4
5. Vision.....	4
6. Mission.....	4
7. Values.....	4
8. Situational Analysis.....	5
8.1 External Environment Analysis.....	7
8.2 Internal Environment Analysis.....	23
Part C: Measuring our Performance	28
1. Institutional Programme Performance Information.....	28
1.1 Programme 1: Administration.....	28
1.2 Programme 2: Human Settlements.....	28
1.3 Programme 3: Cooperative Governance.....	28
1.4 Programme 4: Traditional Affairs.....	28
2. Outcomes, outputs, output indicators and targets.....	29
3. Output Indicators: Annual and Quarterly Targets.....	33
4. Explanation of planned performance over the medium-term period.....	35
5. Programme resource considerations.....	38
6. Updated key risks and mitigation from the Strategic Plan.....	42
7. Public Entities.....	42
8. Infrastructure Projects.....	43
9. Public-Private Partnerships (PPPs).....	43
Part D: Technical Indicator Descriptions (TIDs)	44
Annexure A: Amendments to the Strategic Plan.....	58
Annexure B: Conditional Grants.....	68
Annexure C: Consolidated Indicators.....	68
Annexure D: District Development Model.....	69
Graph 1 Households living in informal settlements by District Municipality.....	8
Graph 2 Funding allocation for 2023/24.....	11
Graph 3 Percentage of households with NO refuse removal by district.....	16
Graph 4 Employment Equity in Municipal Senior Management Positions.....	17
Graph 5 Employment Equity at SMS level.....	26
Graph 6 Gender Equity at SMS Level.....	26
Graph 7 SMS Vacancy Rate.....	26
Graph 8 Female vs Male per Population Group.....	27
Graph 9 Population Group Statistics.....	27
Graph 10 % of Total Budget.....	39
Figure 1 PGDP Drivers.....	6
Figure 2 PGDP Driver 3 Identified Interventions and Programmes and Projects.....	7
Figure 3 Steps towards Building a Capable and Developmental Local Government.....	18
Figure 4 Top Structure of the Department.....	25

Acronyms

AG	Auditor General
AGSA	Auditor General South Africa
AIDS	Acquired Immunodeficiency Syndrome
APP	Annual Performance Plan
B2B	Back to Basics
BAS	Basic Accounting System
BNG	Breaking New Ground (Comprehensive Plan for the Development of Sustainable Human Settlements)
CDW	Community Development Worker
COGHSTA	Dept. Cooperative Governance, Human Settlements & Traditional Affairs
CoGTA	Dept. Cooperative Governance & Traditional Affairs
CWP	Community Works Programme
DBSA	Development Bank of South Africa
DM	District Municipality
DDM	District Development Model
DDMC	District Disaster Management Committee
DGDP	District Growth and Development Plan
DoRA	Division of Revenue Act
DPSA	Department of Public Service and Administration
EEDBS	Enhanced Extended Discount Benefit Scheme
EHW	Employee Health & Wellness
EPMDS	Employee Performance Management Development System
FLISP	Finance Linked Individual Subsidy Program
FMPPPI	Framework for Managing Programme Performance Information
GIAMA	Government Immovable Asset Management Act
GBVF	Gender Based Violence and Femicide
HDA	Housing Development Agency
HIV	Human Immunodeficiency Virus
HSS	Housing Subsidy System
IA	Implementing Agency
ICT	Information and Communications Technology
IDP	Integrated Development Plan
IGR	Intergovernmental Relations
INEP	Integrated National Electrification Programme
IRDP	Integrated Rural Development Programme
IT	Information Technology
IUDF	Integrated Urban Development Framework
LED	Local Economic Development
LG	Local Government
LGBTQ	Lesbian, gay, bisexual, transgender and queer
LM	Local Municipality
M&E	Monitoring & Evaluation
MEC	Member of Executive Council
MEIA	Monitoring, evaluation and impact assessment
MFMA	Municipal Finance Management Act
MIG	Municipal Infrastructure Grant
MISA	Municipal Infrastructure Support Agency
MISS	Minimum Information Security Standard
MOA	Memorandum of Agreement
MPAC	Municipal Public Accounts Committee
MPRA	Municipal Property Rates Act
MPSS	Minimum Physical Security Standard
MSA	Municipal Systems Act
MSTA	Municipal Structures Act
MTEF	Medium Term Expenditure Framework
MTSF	Medium Term Strategic Framework
MYHDP	Multi Year Housing Development Plan
NDP	National Development Plan
NT	National Treasury
NSP	National Strategic Plan
O&M	Operation and Maintenance
PA	Performance Agreement
PERSAL	PERsonnel and SALary Information System
PFMA	Public Finance Management Act
PGDP	Provincial Growth and Development Plan

PHDA	Provincial Housing Development Area
PHP	People's Housing Process
PMS	Performance Management System
PMU	Provincial Monitoring Unit
PPP	Public Private Partnership
PSA	Public Service Act
PSCBC	Public Service Coordinating Bargaining Council
PT	Provincial Treasury
RBIG	Regional Bulk Infrastructure Grant
SALGA	South African Local Government Association
SDBIP	Service Delivery and Budget Implementation Plan
SDF	Spatial Development Framework
SHERQ	Safety, Health, Environment, Risk & Quality
SMME	Small, Medium and Micro Enterprises
SMS	Senior Management Service
SPLUMA	Spatial Planning and Land Use Management Act
TID	Technical Indicator Description
TKLA	Traditional and Khoisan Leadership Act
UIF&W	Unauthorised, Irregular, Fruitless & Wasteful
UISP	Upgrading of Informal Settlements Programme
UISPG	Upgrading of Informal Settlements Partnership Grant
USDG	Urban Settlements Development Grant
WCWDM	Water Conservation/Water Demand Management
WOB	Women-owned Businesses
WSIG	Water Services Infrastructure Grant

Glossary of Terms

100%	<p>Complete: A 100% completed housing unit refers to a housing unit that has been constructed according to the plan submitted, and meets the Departmental norms and standards.</p> <p>Furthermore, the unit is classified as 100% complete when the following criteria have been met and all technical glitches have been attended to:</p> <ul style="list-style-type: none"> • All walls are built up to roof height; • Internal plumbing installed; • Kitchen – sink with cold tap; • External doors; • All walls have been plastered and painted on the outside; • Ceilings installed in Southern Cape Coastal Condensation areas; • Bathroom – toilet pan, wash basin and bath/shower • A completed roof has been installed (this includes the timber work and covering); • Internal door(s) – bedrooms and bathroom; and • Electrical distribution board installed (consisting of one plug and one light).
Accountability	An agency, organisation, or individual's obligation to demonstrate and take responsibility for performance in light of agreed expectations. (The functions of M&E promote accountability.)
Appraisals	Overall assessments of the relevance, feasibility, and sustainability of a project prior to making a decision on whether to undertake it.
Access to Basic Services	<p>Water</p> <p>Piped water: Piped (tap) water inside the dwelling/house; Piped (tap) water inside yard; Piped water on community stand; Neighbour's tap; Public/communal tap</p> <p>Other services: Water from a river or borehole or no water</p> <p>Sanitation</p> <p>Flush/chemical toilet: Flush toilet (connected to sewerage system); Flush toilet (with septic tank); Chemical toilet</p> <p>Other: Pit toilet with ventilation (VIP); Pit toilet without ventilation; Bucket toilet; Other</p> <p>None: No sanitation</p> <p>Electricity</p> <p>Connection to the grid</p>
Baseline	The baseline is the situation before a programme or activity begins; it is the starting point for results monitoring.
Cost-benefit analysis	An analytical procedure for determining the economic efficiency of a programme, expressed as a relationship between costs and outputs, usually measured in monetary terms.
Credible project pipeline	The development of credible project pipelines: It is a list of projects that have been verified by the department as ready for implementation subject to the availability of funding. The list of projects meets a predetermined criterion of technical and administrative readiness to be funded and implemented by the department.
Cumulative	Increasing or an increase in quantity by means of successive additions.
Data sources	Data sources are tangible sets of information, usually in the form of reports, survey results, monitoring forms from the field, or official government datasets. Data sources provide the values of the indicators at a specific point in time.
Delivered	To produce or to achieve what is desired or expected.
Efficiency	Assesses the outputs in relation to inputs, looking at costs, implementing time, and economic and financial results.
Effectiveness	Measures the extent to which an objective has been achieved or how likely it is to be achieved.
Enhanced Extended Discount Benefit Scheme (EEDBS)	Government introduced the Enhanced Extended Discount Benefit Scheme (EEDBS) to stimulate and facilitate the transfer of public housing stock to qualifying occupants by using subsidisation up to the full prevailing individual housing subsidy amount. The aim of the EEDBS is to ensure that the majority of the occupants of public housing stock have the opportunity to secure individual ownership of their housing units (National Housing Code, 2009:37).
Evaluations	The systematic collection and objective analysis of evidence on public policies, programmes, projects, functions and organisations to assess issues such as relevance, performance (effectiveness and efficiency), value for money, impact and sustainability, and recommend ways forward.
Ex-ante/prospective evaluation	Ex-ante evaluation is a process that supports the preparation of proposals for interventions. Its purpose is to gather information and carry out analyses that help to define objectives, to ensure that these objectives can be met, that the instruments used are cost effective and that reliable later evaluation will be possible.
Ex-post (or post-hoc/retrospective evaluation)	Assessing/evaluating quality after a programme or institution has been in operation in order to establish strengths and weaknesses.
Feedback	Feedback is a process within the framework of monitoring and evaluation by which information and knowledge are disseminated and used to assess overall progress towards results or confirm the achievement of results.
Finance Linked Individual Subsidy Programme (FLISP)	<p>The Finance Linked Individual Subsidy Programme (FLISP) provides beneficiaries with access to state assistance where qualifying households wish to acquire an existing house or vacant serviced stand linked to a building contract. The subsidy is paid to your bank or financial institution and will reduce your monthly loan instalments. The following criteria is used to determine if beneficiaries qualify for an individual housing subsidy:</p> <ul style="list-style-type: none"> • Be a South African citizen with a valid Identity Document, or be a permanent resident with a permanent residence permit; • Eam between R3 501 to R22 000; • Not have owned a fixed residential property before; • Not have qualified for a government housing subsidy before; • Be competent to contract – over 18 years or legally married or legally divorced and of sound mind; • Be married or co-habiting; and • Be single with financial dependants.
Formative evaluation	Evaluation activities undertaken to assist learning and provide information that will guide programme improvement, especially in terms of how, why, and under what conditions a policy will work or has worked.

Guide	To lead the way; supervise or instruct; direct the affairs of; and/or advise or influence standards or opinions.
Housing unit	<p>According to the National Housing Code (2009:54), each house to be constructed through the National Housing Programmes must have a gross floor area of at least 40 square meters. In addition, each house must be designed on the basis of:</p> <ul style="list-style-type: none"> • Two bedrooms; • A separate bathroom with a toilet, a shower and hand basin; • A combined living area and kitchen with wash basin; and • A ready board electrical installation if electricity is available in the project area. <p>The National Norms and Standards furthermore provide minimum technical specifications, including environmentally efficient design proposals.</p>
Impact	Impact refers to the highest level of results, to the long-term results expected of the project. Impact therefore generally refers to the overall goal or goals of a project. Impacts are essentially the broad changes (for example in economic and social terms) brought about by the project or programme. Impacts illustrate the underlying goal of the strategy; they answer why the work is important.
Impact assessment	Impact assessment is a type of evaluation that tracks progress to demonstrate the impact of a project, programme and policy. This type of evaluation does not assume that the sum of the inputs, outputs and outcomes is the production of impact. Even though impact – or cause and effect – is determined by a host of variables its focus is primarily to determine attribution after the fact – some of which may or may not lie within the parameters of the intervention (project, policy or programme). This type of evaluation addresses attribution; it also embodies the continuous analysis of programmes to assist managers to gain a better understanding of their work from design to implementation, and to completion of results, and subsequent consequences.
Indicator	An indicator is a statement that describes the level of performance achieved in relation to a set of aims and/or objectives. An indicator provides evidence that a certain condition exists or certain results have or have not been achieved.
Individual Housing Subsidies (Non-credit linked)	<p>The individual subsidy programme provides beneficiaries with access to state assistance where qualifying households wish to acquire an existing house or vacant serviced stand linked to a building contract (National Housing Code, 2009:29). Non-credit linked subsidies are provided to beneficiaries who satisfy the criteria of the housing subsidy and do not qualify for credit from financial institutions (National Housing Code, 2009:30). Beneficiaries are able to acquire an existing household solely from the subsidy amount awarded (National Housing Code, 2009:30). The non-credit linked subsidies are also made available for beneficiaries who do not wish to access credit from a financial institution (National Housing Code, 2009:30). The following criteria is used to determine if beneficiaries qualify for an individual housing subsidy:</p> <ul style="list-style-type: none"> • Married or cohabiting (with or without financial dependants) or single or divorced with financial dependants; • South African citizen in possession of a green barcoded identity document or in possession of a permanent residence permit; • Competent to contract (i.e. 18 years of age or older or legally married or legally divorced or declared competent by a court of law and of sound mind); • Gross monthly household income of up to R3 500; • Have not previously benefited from government assistance; and • Have not previously owned fixed residential property, except where the applicant has acquired a vacant site from own resources and needs assistance to construct or complete a house.
Information products	An information product is a standard report/document that the department produces at regular intervals after receiving data sources and analysing these data sources. Reporting usually takes place through an information product.
Inputs	Inputs are the resources that are needed to implement the project and its activities. The human and physical "ingredients" needed to bring about the results. Inputs can be expressed in terms of the people, equipment, supplies, infrastructure, means of transport, and other resources needed. Inputs can also be expressed in terms of the budget that is needed for a specific project or activity.
Institutional Subsidy Programme	Government introduced the Institutional Subsidy Programme to provide capital grants to social housing institutions, which construct and manage affordable rental units for at least four years (National Housing Code, 2009:25). Furthermore, the Programme provides for the sale of rental units by the social housing institution after four years from the initial occupation of the units (National Housing Code, 2009:25). The units are predominantly constructed in a high-density "block" development. Units are owned and managed by an Institution (either offering permanent rental or rent-to-own options to tenants), which must be accredited in terms of the Social Housing Act, 16 of 2008. Beneficiaries get the subsidy on condition that they will not take transfer of the property for at least four years after the date of occupation (National Housing Code, 2009:13). If the beneficiary decides to purchase the property, the grant is converted to an individual ownership subsidy (National Housing Code, 2009:13).
Integrated Residential Development Programme (IRDP)	The Integrated Residential Development Programme (IRDP) was introduced to facilitate the development of integrated human settlements in areas that provide convenient access to urban amenities, including places of employment (National Housing Code, 2009:13). The IRDP provides for the acquisition of land and servicing of sites for a variety of land uses, this include the provision of residential stands for low, middle- and high-income areas (National Housing Code, 2009:13). The programme has been designed based on a phased in implementation approach (National Housing Code, 2009:32). These phases include, inter alia, the securing of land, the installation of municipal services and construction of top structures (National Housing Code, 2009:32).
Job-days	Housing delivery results in the creation of employment opportunities. The short-term temporary nature of some of the jobs has an implication on the way the number of jobs created is quantified. Job-days are not presented for the number of temporary jobs created for a couple of weeks from service delivery and housing construction, but instead it is presented for the number of job-days created which is reflected as the combined amount of work days (productive effort assuming eight hours of work per day per person) performed by workers to assist with estimating the total amount of labour days required to perform a task. As a result, if for example a given housing project has employed 150 different persons in total, 50 of which worked for 5 days, another 50 of which worked for one-month (assuming 21 days per year), another 50 of which each worked for a year (assuming 252 work days per year), the results should indicate 13,900 job-days were created not 150 jobs. Job-days can then be converted to man-year jobs (the number of jobs created within a year). In this example the number of man-year jobs created is 55. As such if a job has been created for less than a year it is not calculated as an individual employment opportunity instead the combination of various short-term job opportunities is added together to

	calculate the number of jobs created within one year. Therefore, the results that are presented based on the capital expenditure does not reflect the actual number of jobs created but rather the employment opportunities created per year.
Job Opportunity	A job opportunity is a chance of employment.
Lessons learned	The lessons based on the findings of one or more evaluations, which are presumed to apply to on-going or future project, and which often form a specific section of an evaluation report.
Logical framework approach	The tool for developing and monitoring the logical relationship between inputs, outputs, and objectives/goals that determines the implementation of a project via identification, formulation, appraisal, implementation, monitoring, and evaluation.
M&E plan	The M&E plan is the plan of monitoring and evaluation of the projects or programme in a structured way. The M&E plan gives a clear picture of the M&E mechanism of the project/ programme.
M&E results chain	There are four levels of indicators (inputs, outputs, outcomes and impacts), as described hereunder.
Monitoring	Monitoring involves collecting, analysing, and reporting data on inputs, activities, outputs, outcomes and impacts as well as external factors, in a way that supports effective management. Monitoring is also systematic recording and periodic analysis of information. Monitoring aims to provide managers, decision makers and other stakeholders with regular feedback on progress in implementation and results and early indicators of problems that need to be corrected. It usually reports on actual performance against what was planned or expected.
Non-cumulative	An annual target that does not accumulate by means of successive additions across four quarters.
Outputs	Outputs are the immediate results of the activities conducted. They are usually expressed in quantities, either in absolute numbers or as a proportion of a population. Outputs are generally expressed separately for each activity.
Outcomes	Outcomes flow from a collection of outputs and describe the unleashing of that potential. It is very important to manage toward these outcomes because these represent the concrete changes achieved along the lines of strategic objectives. Outcomes are the medium-term results of one or several activities. Outcomes are what the immediate outputs of the activities are expected to lead to. Outcomes are therefore mostly expressed for a set of activities. They often require separate surveys to be measured.
Objectives/goals	The ultimate and long-term development impact that is expected to be attained after the project purpose is achieved. (Objectives or goals define a project's success.)
Peoples Housing Process	The Peoples Housing Process (PHP) Programme assists households who wish to enhance their homes by actively contributing towards building their own homes. Beneficiaries play an active role in the design and building of their neighbourhood and homes through the PHP Programme. The active participation by beneficiaries in the process is regarded as a contribution towards the achievement of their housing opportunities (National Housing Code, 2009:45).
Phase 1 (Application)	Municipalities should be invited to apply to the Provincial Government for funding for the upgrading of informal settlements through the submission of Interim Business Plans, which should include relevant details of the municipality's Integrated Development Plan (IDP) and the Housing Development Plan, as well as prefeasibility details of the particular upgrading project. The MEC will consider these applications based on the criteria detailed in the Guidelines and rules for Implementation. Upon approval of the project, the Project will proceed to Phase 2.
Phase 2 (Project Initiation)	During this phase of the upgrading process, municipalities should receive support to undertake the following activities: <ul style="list-style-type: none"> • The acquisition of land where required through negotiation or expropriation; • The undertaking of a clear socio-economic and demographic profile of the settlement; • The installation of interim services to provide basic water and sanitation services to households within the settlement on an interim basis pending the formalization of the settlement; and • The conducting of pre-planning studies to determine detailed geotechnical conditions and the undertaking of an environmental impact assessment to support planning processes. The activities under this phase are generally to be undertaken over a period of 24 months.
Phase 3 (Project Implementation)	Phase 3 of the Informal Settlements Upgrading Programme entails the installation of permanent engineering services to provide basic water and sanitation services to households within the settlement on an interim basis pending the formalisation of the settlement. The Municipality should now submit a final business plan. The MEC must consider the Final Business Plan and, upon approval, the municipality will receive funding to undertake the following activities: <ul style="list-style-type: none"> • The establishment of project management capacity; • The establishment of Housing Support Services; • The initiation of planning processes; • The formalisation of land occupational rights and the resolution of disputes; • Relocation assistance; • Land rehabilitation; • The installation of permanent municipal engineering infrastructure; and • The construction of social amenities, economic and community facilities. The Business Plan in respect of Phase 3 must address the planning, commencement and the time frame for Phase 4 (the Consolidation for House Construction Phase). This phase of the project should be undertaken in accordance with the detailed work plan of the municipality
Practically complete housing unit	A new housing unit has reached the minimum stage of practical completion when the house is 98% complete. A practically completed house refers to a unit that has been completely constructed as per the plan submitted and meets the Departmental norms and standards. The unit includes the following: Internal plumbing; <ul style="list-style-type: none"> • Kitchen - sink with a cold water tap; • Bathroom – toilet pan, wash basin and bath/shower; • Sewerage and water connections; and • Electrical distribution board installed (consists of one plug and one light). Beneficiaries are able to occupy the houses, however there are minor technical glitches (snags) that need to be attended to before the house is classified as 100% complete. These technical glitches include the following, inter alia: <ul style="list-style-type: none"> • Toilet cistern continually flushing and needs to be reset; • Re-alignment of doors; and • Touch-up of paint.

Priority Housing Development Area	PHDA is intended to advance Human Settlements Spatial Transformation and Consolidation by ensuring that the delivery of housing is used to restructure and revitalise towns and cities, strengthen the livelihood prospects of households and overcome apartheid spatial patterns by fostering integrated urban forms. The PHDA is underpinned by the principles of the National Development Plan (NDP) and allied objectives of the IUDF which includes spatial justice, spatial efficiency, access to connectivity, economic and social infrastructure, access to adequate accommodation, and the provision of quality housing options.			
	Frances Baard		Namakwa	
	PHDA Name	Kimberley	PHDA Name	Pofadder/Aggeneys
	Municipality Name	Sol Plaatje	Municipality Name	Khai-Ma
	Main Place	Direlanang Industrial, Galeshewe, Ipeleng, Poppeng, Kimberley, Lerato Park, Redirile, Retswelele, Tlhageng, Tswarangano, Vergenoeg, West End	Main Place	Pofadder, Aggeneys
			ZF Mgcawu	
			PHDA Name	Upington
			Municipality Name	Dawid Kruiper
	Main Place		Main Place	Pabalello, Upington
	John Taolo Gaetsewe (JTG)		PHDA Name	Postmasburg/Tsantsabane
PHDA Name	Kathu	Municipality Name	Tsantsabane	
Municipality Name	Gamagara	Main Place	Boichoko, Postmasburg	
Main Place	Kathu			
Process	Process means activities carried out by using inputs. The activities that have to be undertaken by the project in order to produce the outputs; Activities should be adequate to reflect and outline the indented strategy to accomplish each output.			
Programmes	A group of related projects or services directed toward the attainment of specific (usually similar or related) objectives.			
Projects	Projects are planned undertakings designed to achieve certain specific objectives within a given budget and a specific period of time, and implemented in one or more sites.			
Project cycle	Forms the stages of "life" of a project: concept development, preparation, appraisal, approval, implementation, monitoring, and evaluation.			
Results-based M&E	Results-based monitoring and evaluation (M&E) is a powerful public management tool that can be used to help policymakers and decision makers track progress and demonstrate the impact of a given project, programme, or policy. Results-based M&E differs from traditional implementation-focused M&E in that it moves beyond an emphasis on inputs and outputs to a greater focus on outcomes and impacts.			
Results-based systems	Help answer the following questions: <ul style="list-style-type: none"> • What are the goals of the organisation? • Are they being achieved? • How can achievement be proven? 			
Relevance	The degree to which a project or programme can be justified within the local and national development priorities.			
Rental Unit	A property from which the owner receives payment from the occupant(s), referred to as tenants, in return for occupying or using the property (www.businessdictionary.com).			
Reporting	Reporting is the systematic and timely provision of essential information at periodic intervals.			
Research synthesis	A way of establishing what is already known about a policy initiative, especially its achieved impact and its implementation challenges in other policy environments.			
Reviews	Comprehensive assessments of the progress of a programme or component during implementation.			
Serviced site	Before a site can be developed, the necessary engineering services must be implemented. A serviced site comprises of the following engineering services: <ul style="list-style-type: none"> • Potable (drinkable) water; • Sanitation; • Roads; and • Storm water drainage. 			
Sold	Having disposed of or remitted ownership of an item or another party in exchange for money or value. When an item is sold there will be one party acting as the seller and another acting as the purchaser (www.investorwords.com).			
Stakeholders	People, groups, organisations, or other bodies with a "stake" or interest in the area or field where interventions and assistance are directed.			
Summative evaluation	Evaluation activities undertaken to render a summary judgement on the impact of the programme's performance, e.g. specific goals and objectives were met.			
Supervision	Supervision is the process of guiding and helping people to improve their own performance.			
Support	Giving help or assistance.			
Sustainability	The ability of a project or programme to deliver benefits to the target group for an extended period of time after completion.			
Target	The target is what the situation is expected to be at the end of a programme or activity.			
Theory of change	A tool that describes a process of planned change, from the assumptions that guide its design, the planned outputs and outcomes to the long-term impacts it seeks to achieve.			
Transferred	The act of transferring property or shares of stock from one person to another.			
Upgrading of Informal Settlements Programme (UISP)	The objective of the Upgrading of Informal Settlements Programme (UISP) is to upgrade the living conditions of the people living within informal settlements. The Programme contributes to the strategic objectives of the State by providing secure tenure and access to basic services. The Programme focuses on the in situ upgrading of informal settlements, however, in instances where the area is not suitable for human settlement (due to flooding, shallow undermining conditions, etc.), residents may be relocated (National Housing Code, 2009:17). The Programme only finances the creation of serviced stands (National Housing Code, 2009:17). The Department will provide the serviced sites comprising of the following engineering services: <ul style="list-style-type: none"> • Clean water; • Sanitation; • Roads; and • Storm water drainage. 			
Validity	The extent to which the information measures what it is intended to measure.			

Part A: Our Mandate

1. Constitutional mandate

The Department derives its mandate from the Constitution with respect to the following sections:

Section	Description
Section 26 (1)	Everyone has the right to have access to adequate housing
Section 26 (2)	The state must take reasonable legislative and other measures, within its available resources, to achieve the progressive realization of this right
Section 26 (3)	No one may be evicted from their home, have their home demolished, without an order of the court made after considering all the relevant circumstances. No legislation may permit arbitrary legislation.
Section 154 (1)	The National government and provincial government, by legislative and other measures, must support and strengthen the capacity of the municipalities to manage their own affairs, to exercise their powers and perform their functions.

2. Legislative and policy mandate

2.1 Legislative Mandates

2.1.1 Transversal Legislation

A series of transversal administrative requirements influences the work of the Department across all its various functions, namely:

- Public Service Act, 1994 (Act 103 of 1994) and Public Service Regulations of 2016
- Public Finance Management Act, 1999 (Act 1 of 1999) and National Treasury Regulations
- Annual Division of Revenue Act, 2013 (Act 2 of 2013)
- Skills Development Act, 1998 (Act 97 of 1998)
- Skills Levy Act, 1999 (Act 9 of 1999)
- Employment Equity Act, 1998 (Act 55 of 1998)
- Labour Relations Act, 1995 (Act 66 of 1995)
- Basic Conditions of Employment Act, 1997 (Act 75 of 1997)
- Occupational Health and Safety Act, 1993 (Act 85 of 1993)
- Municipal Electoral Act 2000, (Act 27 of 2000)
- Promotion of Access to Information Act 2000, (Act 2 of 2000)
- Promotion of Equality and Prevention of Unfair Discrimination Act 2000, (Act 4 of 2000)
- Promotion of Administrative Justice Act, 2000 (Act 3 of 2000)
- National Archives and Record Service of South Africa Act, 1996 (Act 43 of 1996)
- Northern Cape Archives Act, 2013 (Act 7 of 2013)
- Protection of Personal Information Act, 2013 (Act 4 of 2013)
- Prevention and Combating of Corrupt Activities Act, 2004 (Act 12 of 2004)
- Occupational Health and Safety Act, 1993 (Act 85 of 1993) as amended
- Government Immovable Asset Management (GIAMA) Act, 2007 (Act 19 of 2007)

2.1.2 Human Settlements

- Housing Act, 1997 (Act 107 of 1997)
- Housing Act, 2005 (Act 107 of 2005)
- The Prevention of Illegal Eviction from Unlawful Occupation of Land Act, 1998 (Act 19 of 1998)
- Housing Consumer Protection Measures Act, 1998 (Act 95 of 1998)
- Rental Housing Act, 1999 (Act 50 of 1999) as amended
- Deeds Registry Act, 1937 (Act 47 of 1937)
- Home Loan and Mortgage Disclosure Act, 2000 (Act 63 of 2000)
- Social Housing Act, 2008 (Act 16 of 2008)
- Housing Development Act, 2008 (Act 23 of 2008)
- Extension of Security of Tenure Act, 1997 (Act 62 of 1997)
- Northern Cape Interim Housing Act, 1999 (Act 6 of 1999)
- Disestablishment of South African Housing Trust Limited Trust Act, 2002 (Act 26 of 2002)

2.1.3 Local Government

The White Paper on Local Government (1998) and the subsequent related legislation (outlined below) provide the national context for local governance across the country.

- Disaster Management Act, 2002 (Act 57 of 2002)
- Disaster Management Amendment Act, 2015 (Act 16 of 2015)
- Intergovernmental Relations Framework Act, 2005 (Act 13 of 2005)
- Local Government: Municipal Structures Amendment Act 3 of 2021

- Local Government: Municipal Demarcation Act, 1998 (Act 27 of 1998)
- Municipal Finance Management Act, 2003 (Act 56 of 2003)
- Municipal Property Rates Act, 2004 (Act 6 of 2004) as amended by the Local Government: Municipal Property Rates Amendment Act, 2014 (Act No. 29 of 2014)
- Spatial Planning Land Use Management Act, 2013 (Act 16 of 2013)
- Division of Revenue (DORA) Act, 2018 (Act 1 of 2018) as amended
- Fire Brigade Services Act, 1987 (Act 99 of 1987)
- Remuneration of Public Office Bearers Act, 1998 (Act 20 of 1998)
- Organized Local Government Act, 1997 (Act 52 of 1997)
- Local Government: Cross-Boundary Municipal Act, 1998 (Act 29 of 1998)
- Intergovernmental Fiscal Relations Act, 2005 (Act 13 of 2005)

2.1.4 Traditional Institutional Management

- Commission for the Promotion and Protection of the Rights of Cultural, Religious and Linguistic Communities Act, 2002 (Act 19 of 2002)
- Northern Cape Traditional Leadership Governance and Houses of Traditional Leaders Act, 2007 (Act 2 of 2007)
- The Traditional and Khoi-San Leadership Act, 2019 (Act 3 of 2019)
- Customary Initiation Act, Act 2 of 2021
- Customary Marriages Act 120 of 1998
- Draft Northern Cape Customary Initiation Bill 2020
- Remuneration of Public Office Bearers Act, 1998 (Act 20 of 1998)
- Disaster Management Amendment Act, 2015 (Act 16 of 2015)
- Intergovernmental Relations Framework Act, 2005 (Act 13 of 2005)
- Local Government: Municipal Structures Act, 1998 (Act 117 of 1998)
- Local Government: Municipal Systems Act, 2000 (Act 32 of 2000)
- Local Government: Municipal Demarcation Act, 1998 (Act 27 of 1998)

2.2 Policy Mandates

2.2.1 Transversal Policy Mandates

- National Development Plan Vision 2030
- Batho Pele Principles
- Policy Framework for Government-Wide Monitoring and Evaluation (M&E) System, 2007
- Framework for Managing Programme Performance Information (FMPP), 2007
- Framework for Strategic Plans and Annual Performance Plans, 2019
- Minimum Information Security Standards
- Minimum Physical Security Standards
- Risk Management Framework
- EHW Strategic Framework, Feb 2019
- Medium Term Strategic Framework (MTSF)
- Public Service Regulations of 2016
- National Treasury Regulations
- Provincial Growth and Development Plan
- Provincial Spatial Development Framework

2.2.2 Human Settlements

- National Housing Code of 2000
- Comprehensive Plan for the Creation of Sustainable Human Settlements (BNG), 2004

2.2.3 Local Government

- White Paper on Local Government, 1998
- National Local Government Turn Around Strategy, 2009
- Local Government Anti-Corruption Strategy, 2006
- Free Basic Services Policy, 2000/01
- National Public Participation Framework, 2007
- National Back to Basics Strategy, 2014
- Back-to-Basics Approach (as adopted by Cabinet in 2014)
- Integrated Urban Development Framework (as adopted by National Cabinet in 2014)
- White Paper on Local Government, 1998
- Local Government Anti-Corruption Strategy, 2006
- Free Basic Services Policy, 2000/01
- National Public Participation Framework, 2007
- National Disaster Management Framework, 2005
- National CDW Master Plan
- Municipal Infrastructure Grant Framework, 2004

- District Development Model 2020
- Framework on Local Government Support and Interventions Package 2021

2.2.4 Traditional Institutional Management

- White Paper on Traditional Leadership, 2003

3. Institutional Policies and Strategies over the five-year planning period

Current legislation such as SPLUMA and other pieces of legislation affecting the development of rural areas, poses a serious challenge for the Traditional Affairs directorate. The finalization of the following pieces of legislation will have an impact on the Department:

- Community Property Association Amendment Bill
- Communal Land Tenure Bill
- Traditional Courts Bill

4. Relevant Court Rulings

The following court rulings have a significant, ongoing impact on the Department's operations or service delivery obligations:

1. Nxumalo J order 25 June 2022 –
 - Jonas re-instated back to his political party / Forum as a member
 - The vacancy in the council not to be filled until the determination of his status by the review court
2. MEC and NO (Applicant) v Kai Garib LM, Cllrs Renier, Basson and NO (Respondents) – Case No 323/2023
 - The order declared that:
 - o The matter be heard on an urgent basis;
 - o The special council meeting that was held on the 08 February 2023 be and is declared unlawful and invalid and is accordingly set aside;
 - o Consequently, all the resolutions taken at the said meeting are declared void *ab initio*;
 - o The costs of the application be borne by the Respondents (i.e. the 10 Cllrs who attended the meeting of the 08 February 2023) personally, jointly and severally, the one paying the other to be absolved; such costs to be on an attorney and client scale.
 - The implications of the judgment restored the governance structure of the municipality and the strict compliance with the implementation of the LG: Municipal Structures Act, 1998.
3. Danny Jonas (Applicant) v MEC, Z. Mjandana and NO Case No 348/2023
 - The applicant sought on an urgent basis to have the meeting convened by the designated official of the MEC as unlawful due to contravention of sec 29 of the LG: Municipal Systems Act, 1998.
 - The application was dismissed for lack of urgency and the fact that Cllr Jonas was already replaced by the IEC before the Nxumalo J order of 25 June 2022.
 - The court's view was that an administrative act remains valid until set aside by a competent court of law – for this reason Mr. Jonas was removed by the IEC and that decision has not been set aside by any court of law nor was there an interim order to stay its implementation pending his review application.
 - The implication of the judgment means the meeting which was convened by the designated person on the 31 January and the 1 February to elect the Acting Speaker remain lawful until set aside by a court of law.

Part B: Our Strategic Focus

5. Vision

Building sustainable and people-centred municipalities towards a modern, growing and successful Province.

6. Mission

To facilitate and manage integrated sustainable human settlements and infrastructure development for effective service delivery at local government level.

7. Values

The Department has adopted the following set of values that will inform its conduct and approach to effective service delivery:

Equity:

- Non-discrimination
- Affirmative Action
- Gender Equity
- Integration of disability issues

Team work:

- Co-operation
- Support
- Trust

Integrity:

- Honesty
- Disassociating themselves from all forms of corruption and unethical behaviour.
- Sound business practices

Accountability:

- Desire to perform well
- Accepting accountability for your behaviour
- Commitment

Development:

- Enablement and empowerment
- Faith in potential of people
- Providing opportunities for growth and facilities
- Fair treatment for all
- Fairness and equality before the law

Efficiency:

- Productivity
- The best work methods
- Excellent services



8. Situational Analysis

The Department of Cooperative Governance, Human Settlements & Traditional Affairs is required to implement and coordinate interventions aimed at achieving an efficient, effective and development-oriented state, as envisioned in the National Development Plan (NDP) 2030 through achievement of good governance; integrated and sustainable human settlements; as well as accountable, responsive and participatory democracy within 31 municipalities of the province. This includes supporting and promoting traditional leadership institutions, traditions, customs and culture, through implementing regulations of Section 81 and a co-ordinated District Development Model.

The Department strives to achieve sustainable human settlements and improved quality of household life that will culminate in the establishment of viable, socially and economically integrated communities that are located in areas that allow convenient access to economic opportunities as well as health, educational and social amenities.

It does so by:

- upgrading informal settlements through the provisioning of bulk services to communities (water & sanitation);
- restoring dignity of citizens by handing over title deeds and transferring houses to beneficiaries and allowing them access to economic opportunities (renting out houses, and use houses as guarantees to secure bank loans);
- provision of houses to military veterans;
- provision of affordable rental housing opportunities through the Social and Rental Housing Programme;
- providing houses to the gap market through the Finance-Linked Individual Subsidy Programme (FLISP);
- rendering town planning services; and
- the construction of top structures.

The Department remains committed to rendering support and guiding the 31 municipalities of the Northern Cape towards achieving sound governance structures, improved audit outcomes, efficient and effective delivery of services, as well as deepening participatory democracy within communities.

The Department will continue to enforce the compliance and implementation of the Constitution of the Republic of South Africa, 1996, the local government legislative framework and policies through the following components:

- Municipal Governance and Administration;
- Municipal Infrastructure;
- Municipal Planning;
- Municipal Performance, Valuations, Monitoring and Reporting;
- Public Participation and Gender Based Violence (GBV); and
- Disaster management.

All the 9 dysfunctional municipalities will continue to receive support from the Department through the Municipal, Support and Intervention Package (MSIP) approved by the Cabinet and Provincial Executive Council.

There is an increase in the number of coalition municipalities and there is emerging trend which indicates that challenges of governance and stability in the municipalities is more prevalent at these municipalities. Efforts will be made in the Department together with CoGTA to develop legislative framework to ensure that coalition agreements are in writing and are binding parties for a significant period of time. This all to avoid instability and disruptions of governance systems.

In as far as Traditional Institutional Development is concerned, the Department continues to give support to traditional leadership institutions as a whole. The Department provides financial, legal and human capital support towards preserving and promoting traditions, customs and culture within the recognized traditional communities, in accordance with the Traditional and Khoisan Leadership Act (TKLA), which came into effect on 1 April 2021. The TKLA repeals the Traditional Leadership Governance and Framework Act of 2003 and the National House of Traditional Leaders Act of 1997. While the Northern Cape Provincial Governance Framework and Houses of Traditional Leaders Act of 2007 remains in force, the TKLA gives recognition to traditional and Khoi-San communities, structures, leadership positions, and for the withdrawal of such recognition, provide for the functions, and roles of traditional and Khoi-San leaders, the establishment of councils as well as support to those councils.

Furthermore, the Act also provides for the proper reconstitution of traditional councils and the alignment of the terms of offices of various institutions of traditional leadership. To ensure uniformity with regards to the composition of traditional councils, the Minister has issued a formula to determine the number of members of traditional councils. All councils must be established before the end of March 2023.

Although the Commission on Khoisan Matters will deal with all the initial applications for recognition of communities and their

leaders, it will be incumbent upon the Traditional Institutional Development Directorate to give guidance and information to all members of the communities and prospective leaders. Note that the application process for Khoisan communities is still ongoing and it will take a period of 5 years. Unfortunately, this development adds pressure on the limited resources of the Department.

National Development Plan (NDP) 2030 Vision and Trajectory

The Constitution of the Republic of South Africa (1996) envisages a professional, accountable and development-oriented department capable of delivering integrated sustainable human settlements, responsive, accountable and participatory democracy at local government level. The National Development Plan identifies specific steps that need to be taken to promote the values and principles of public administration contained in the Constitution.

The Province needs an economy that is more inclusive and more dynamic, in which the fruits of growth are shared equitably. In 2030, the economy should be close to full employment, equip people with the skills they need, ensure that ownership of production is more diverse and able to pay for investment in human and physical capital (NDP, p. 28).

The NDP highlights the need for well-run and effectively coordinated state institutions with skilled public servants who are committed to the public good and capable of delivering consistently high-quality services, while prioritising the nation's developmental objectives.

It is therefore necessary to take steps needed to strengthen skills, enhance morale, clarify lines of accountability, build an ethos of public service, implement applicable policies, capacitate staff and traditional leaders, openness and transparency, in a bid to achieve service delivery targets, good governance and accountability.

Over the 2014-19 MTSF the human settlements sector has made adjustments to both the USDG and HSDG grants respectively by introducing the Upgrading of Informal Settlements Partnership Grant (UISPG) which is aimed at prioritising the upgrading of informal settlements. Other grants that were introduced during this period is the Provincial Emergency Housing Grant, and the Municipal Emergency Housing Grant.

Owing to the introduction of these grants and the preceding Urban Settlements Development Grant (USDG), the prioritisation of the catalytic projects and mining towns, and the development of the next five-year MTSF, the 2019-2024 MEIA Policy and Implementation Framework is reviewed to ensure alignment to the new developments within the Department as well as to ensure that each reporting requirement does not lead to the development of new, overlapping, duplicate, and parallel data collection and monitoring systems being created.

Provincial Growth and Development Plan

The Vision 2040 of the PGDP provides for four drivers, as set out below:

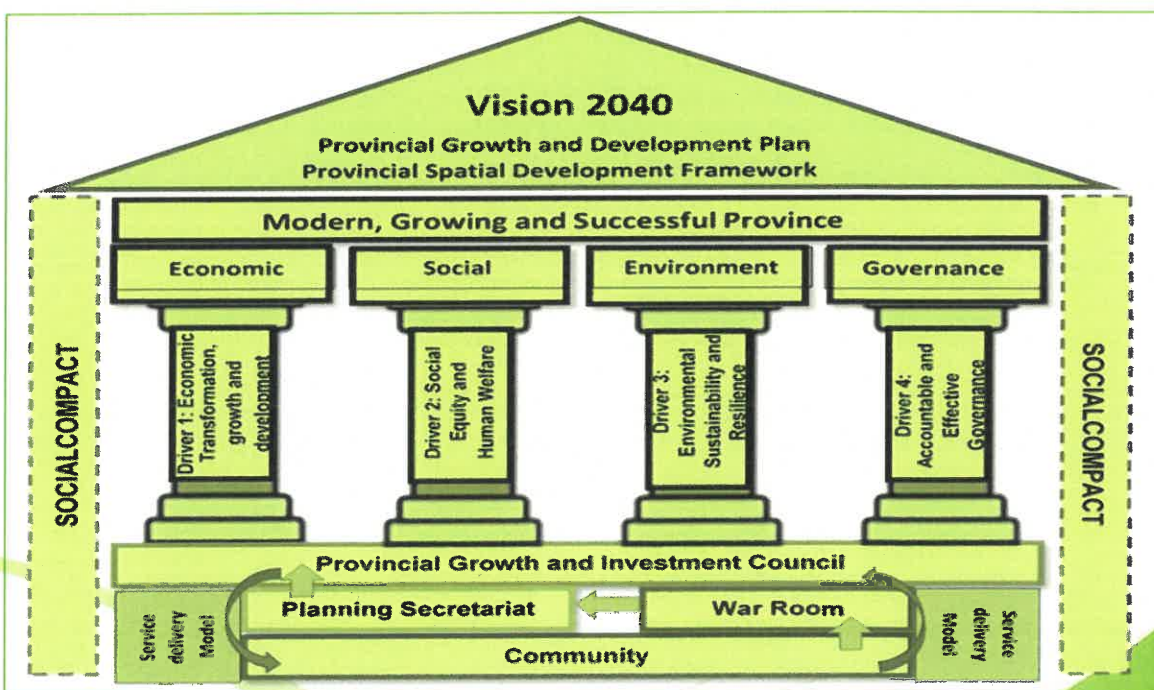


Figure 1: PGDP Drivers

Human Settlements falls under Driver 3, and it requires integrated planning that involves:

- a safe and sustainable living environment,
- infrastructure that allows and enables economic activity,
- delivery of services and social facilities, and
- ongoing maintenance capacity.

The identified Interventions and Programmes and Projects as per the PGDP for Human Settlements are:

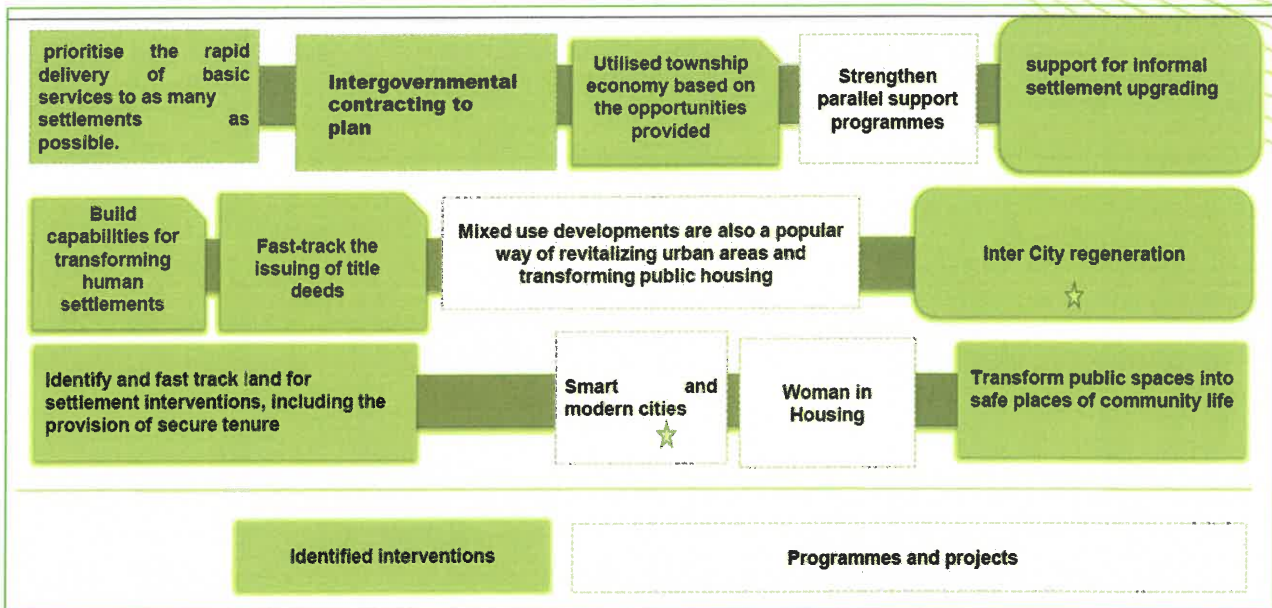


Figure 2. PGDP Driver 3 Identified Interventions and Programmes and Projects

Driver 4 includes Cooperative Governance and Traditional Affairs. The identified problem statement in the PGDP are as follows:

- Deepening lack of clarity over functions performed between DMs/LMs as multiple functional operational shifts and divisions exercised.
- Poorly executed mandates: capacity, skills, finance.
- Contestation, fragmentation, duplication of services between category Cs and category Bs.
- Poor relations between category Cs and category Bs.
- Lack of intergovernmental oversight and weak frameworks for monitoring functional arrangements.

The following key issues were identified:

- Stronger intergovernmental cooperation;
- The spatial form of LG;
- Technical services authorities; and
- DM expenditure trends

8.1 External Environment Analysis

With the reduction in the budget, various plans and targets have been adjusted with the resultant impact on service delivery with specific reference to housing delivery. This has implications for the initial target announced by the Premier to address the housing backlog in the province as the targets have been reduced for the MTSF period.

Lack of suitable building material, intermittent breaks in water supply, capacity of service providers and protests continue to hamper the delivery of houses and completion of service sites. This is a recurring challenge and requires strategic administrative and political intervention.

Load shedding is causing people across the country to go through tough times - the energy crisis undermines economic growth and investment prospects, destroys businesses and compromises the production of food and provision of social services such as water, sanitation, community safety, education and health. In the Department, load shedding affects productivity, and increases the interventions required by municipalities as a result of service delivery protests.

In July 2022, SALGA noted, with deep concern, the impact of load shedding on municipal services such as water and sanitation. Eskom (power utility) more often than not plunges the country into stage 6 blackouts. Not only do this have devastating effects

on households, communities, and businesses but also on economic growth. Load shedding places Local Government in a very unfavourable position as this has an impact on other services rendered to communities.

Water and electricity are intrinsically linked, where one cannot be supplied without the other. Electricity is used in the water sector for pumping, treatment of raw water, distribution of potable water, collection and treatment of wastewater and water discharge. At reservoirs, some pumps push water into towers, which then provides enough pressure to feed the water supply network, especially to high lying areas.

Eskom inefficiencies are plunging municipalities into a deep hole - causing service delivery protests, where communities are expressing dissatisfaction at not having electricity, and subsequently due to load shedding, also not having water services. These service delivery protests should in fact be directed at Eskom, and not municipalities. The impact of load shedding has huge negative financial consequences for municipal revenues as more and more municipal customers are looking for alternatives not linked to Eskom generated electricity. Prolonged electricity outages are resulting in high revenue losses.

Human Settlements

Housing circumstances¹

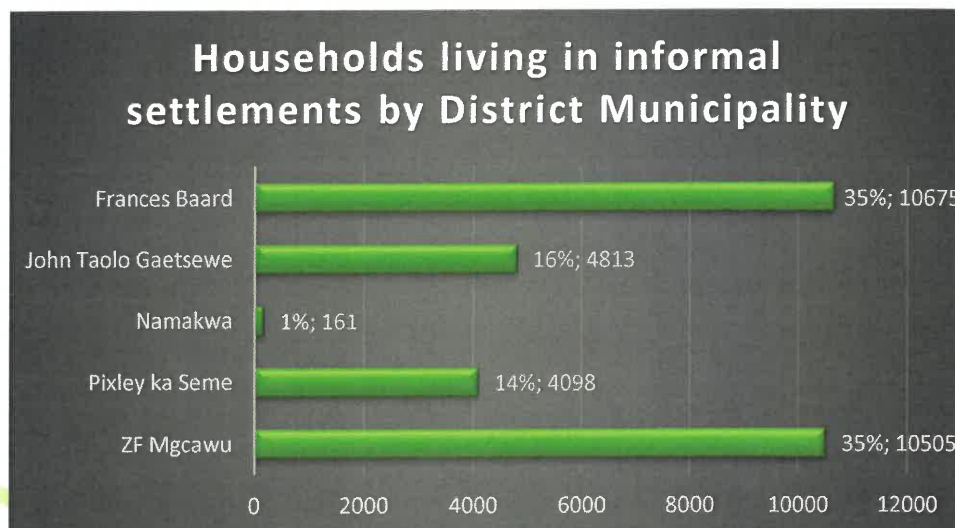
As indicated in the table below, the majority of households (79%) in the province live in formal accommodation (owned or rented). Of all households 13% (+ 45,000) live in informal conditions and represent the current housing need. Of these households 9% live in informal settlements (30,252 households) and a further 4% in informal backyard dwellings (14,995). There has only been a 1% growth in informal settlements in the province between 2011 and 2016. During the same period there has been significant growth in formal backyard dwellings (279%), informal backyard dwellings (57%) and formal owned accommodation (40%). Formal rental reduced by 32%.

Northern Cape Province, Housing Circumstances

Current Housing Conditions	No	%	% change 2011-2016
Formal – owned	198,390	56%	40%
Formal - rented, plus Room/Flatlet not in backyard	61,473	17%	-32%
Informal settlement - regardless of whether it is owned or rented	30,251	9%	1%
Backyard dwelling (formal) - regardless of whether it is owned or rented	20,326	6%	279%
Backyard dwelling (informal) - regardless of whether it is owned or rented	14,995	4%	57%
Traditional dwelling - regardless of whether it is owned or rented	8,245	2%	-13%
Other	20,029	6%	34%
Total households	353,709	100%	17%

Source: StatsSA, Census 2011 and Community Survey 2016

Of the 30,252 households that live in informal settlements, 70% are in two District Municipalities namely ZF Mgcawu and Frances Baard (see figure below).



Graph 1: Households living in informal settlements by District Municipality

Source: StatsSA, Census 2011 and Community Survey 2016

¹ Statistical data not updated, since STATSSA is yet to release Census 2022 information.

The table below details the percentage change (between 2011 and 2016) within the different housing circumstance categories by District Municipality. As indicated in the table, formal owned housing grew most significantly in John Taolo Gaetsewe (60%). Informal settlement structures grew only in John Taolo Gaetsewe (36%) and ZF Mgcawu (11%). The highest increase in formal backyard dwellings occurred in John Taolo Gaetsewe (803%), Frances Baard (436%) and Pixley ka Seme (243%). The highest increase in informal backyard dwellings occurred in ZF Mgcawu (140%) and Frances Baard (95%). The highest increase in traditional dwellings occurred in ZF Mgcawu (248%).

	Total Province	Frances Baard	John Taolo Gaetsewe	Namakwa	Pixley ka Seme	ZF Mgcawu
Formal – owned	40%	37%	60%	32%	33%	39%
Formal - rented, plus Room/ Flatlet not in backyard	-32%	-43%	-51%	-36%	-16%	-15%
Informal settlement - regardless of whether it is owned or rented	1%	-11%	36%	-61%	-12%	11%
Formal backyard dwelling-regardless of whether it is owned or rented	279%	436%	803%	39%	243%	14%
Informal backyard dwelling-regardless of whether it is owned or rented	57%	95%	-15%	65%	23%	140%
Traditional dwelling-regardless of whether it is owned or rented	-13%	-51%	-36%	-14%	-47%	248%
Other	34%	14%	14%	107%	39%	59%
% change - total number of households	17%	18%	18%	11%	14%	21%

Source: StatsSA, Census 2011 and Community Survey 2016

During 2020 a survey was undertaken into the characteristics and living conditions of households living in informal circumstances in Kathu and Postmasburg. The survey was undertaken by an independent social survey company and funded by Kumba Iron Ore Limited². The survey comprised personal interviews with 1,305 people living in informal circumstances (backyard shacks and informal settlements). Some of the key findings of this survey are set out below.

1. The majority of respondents were male (63%) with an average age of 38;
2. Most respondents are unskilled (63%), with less than a third (29%) semi-skilled and 8% skilled;
3. Two thirds (67%) were born in the Northern Cape;
4. Of all respondents 48% are married, 38% single and 14% single parent households;
5. The average size of household is 1.6 adults and 1,1 children;
6. Of all respondents, 52% were multi-nodal households and of these 55% of the alternative homes are in the Northern Cape. Multi-nodal households are households which have more than one home with different members of the household living in each home. Respondents visit these households on average 14 times per year. The most important reason for having a multi-nodal household is to access work in another location from home.
7. Of all respondents, 26% of employees own an alternative home. Most of these houses are formal brick houses (79%) and 56% are in municipalities. Most houses are in the Northern Cape or the North West Province.

Access to basic service

As indicated in the table below, access to water is reasonable in all District Municipalities'. The lowest access is in respect of John Taolo Gaetsewe (91% have access to piped water) and ZF Mgcawu (92%). Access to sanitation is reasonable in all DM's with the lowest access being John Taolo Gaetsewe (9% have none and ZF Mgcawu (8% have none). Access to electricity across the province is reasonable.

District Municipality	Water		Sanitation			Electricity %
	Piped Water %	Other Services %	Flush / Chemical Toilet %	Other %	None %	
Frances Baard Total	97	3	83	14	3	91
John Taolo Gaetsewe	91	9	31	59	9	88
Namakwa	95	5	80	17	3	88
Pixley ka Seme	94	6	80	15	5	90
ZF Mgcawu	92	8	72	20	8	87
Total Northern Cape	94	6	69	25	5	89

Source: Stats SA, Community Survey 2016

² Kumba Iron Ore Limited, March 2020

Bulk infrastructure

The table below sets out the Local Municipalities that are experiencing bulk infrastructure challenges. As is evident in the table six local municipalities are facing extremely constrained bulk infrastructure conditions and three are facing constrained bulk infrastructure conditions. These nine local municipalities fall into four District Municipalities. The only District Municipality that is not affected is Namakwa. These constraints are currently inhibiting the future construction of housing particularly in the towns of Kathu, Kuruman, De Aar and Upington.

Throughout the Northern Cape, water supply is a significant challenge. This will limit housing development unless appropriate service levels are agreed. Waterborne sewerage is not feasible in a number of areas (especially in the ZF Mgcawu and John Taolo Gaetsewe DM's). Dry sanitation systems must be seriously considered.

District Municipality	Local municipality	Bulk Infrastructure Challenge
Frances Baard	Sol Plaatje	Bulk services can cope currently but attention will have to be given in the near future
	Dikgatlong	Has very limited capacity and will experience problems with respect to bulk water
John Taolo Gaetsewe	Gamagara	Have serious bulk water & sanitation problems. Kathu can allow the construction of 200 houses maximum until bulk services are addressed
	Ga Segonyana	Have serious bulk water & sanitation problems. The Kuruman waste water treatment works is running at over capacity. Further houses cannot be constructed unless they use ventilated pit latrines
Pixley Ka Seme	Emthanjeni	The De Aar Waste Water Treatment Works is almost at full capacity. It is estimated that only 800 additional houses can be connected. Britstown will also experience waste water treatment capacity problems in the near future
	Siyancuma	Experiencing serious bulk problems with respect to water, water treatment and water storage
ZF Mgcawu	Tsantsabane	Experiencing serious capacity problems at the waste water treatment works
	Dawid Kruiper	All bulk services are at full capacity and there are very little opportunities for the immediate construction of housing
	Kai !Gariep	Experiencing bulk water & sanitation shortages
Namakwa	All LM's	No challenges specified

Key: Bulk Infrastructure Capacity

- Extremely constrained
- Constrained
- Available

The total cost to address bulk water and sanitation backlogs in the Province is estimated to be R18,8 billion. There are currently approximately 41 projects being planned or underway at a value of R2 billion. These projects are anticipated to be undertaken in the next five years (see table below).

Local Municipality	Status	Projects	Estimated value (R)
Sol Plaatje LM	Bulk services can cope currently but attention will have to be given to bulk water in the near future	3 x Regional Bulk Water 2 x Internal Bulk Water 3 x Sanitation Bulk	809,000,000
Gamagara LM	Has serious bulk water and sanitation problems	1x sanitation bulk 1 x internal bulk water	107,800,000
Ga-Segonyana LM	Has serious bulk water and sanitation problems	1 x sanitation bulk 1 x water bulk	490,400,000
Kai Gariep LM	Is currently experiencing bulk water and sanitation shortages	10 x water internal bulk	46,000,000
Tsantsabane LM	Serious capacity problems in respect of waste water treatment	1 x bulk water 1 x bulk sanitation	243,000,000
David Kruiper LM	Problems with regard to all bulk services	5 x sanitation bulk 1 x internal bulk 1 x regional bulk	32,300,000
Emthanjeni LM	Bulk and waste water is only able to sustain a further 800 houses in De Aar. Britstown will also experience waste water treatment problems in the near future	2 x regional bulk	392,600,000
Dikgatlong LM	Has very limited capacity & will experience problems with regard to bulk water	Four project under investigation	
Siyancuma LM	Serious problems with regard to waste water treatment, water treatment and storage	4 x internal sanitation	
Total			2,121,100,000

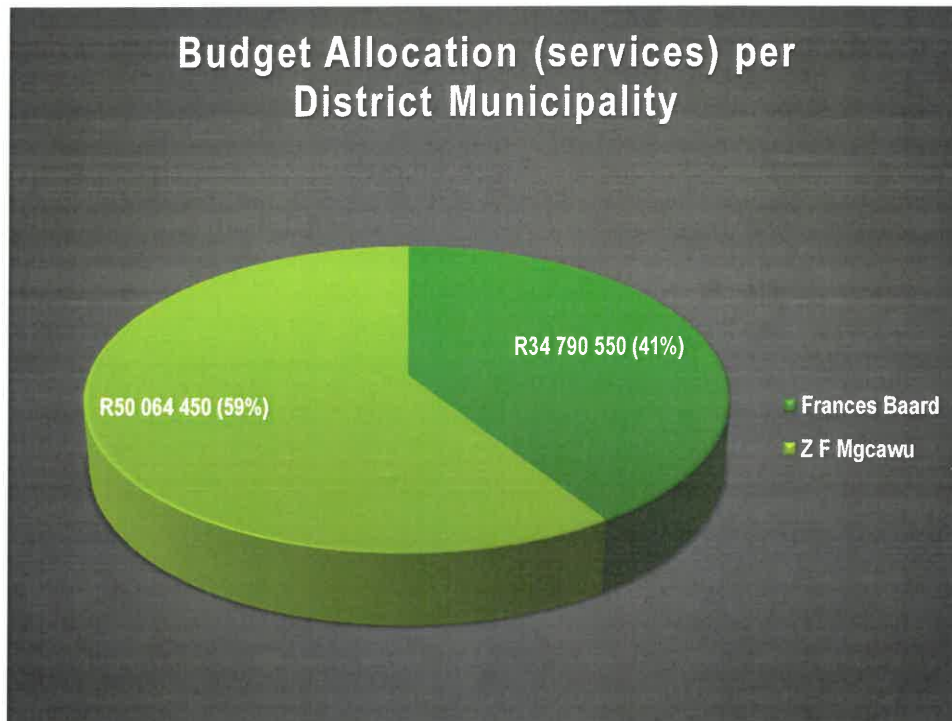
Funding for informal settlements

There is extremely limited funding available for informal settlement development.

A total of **R84 855 000,00** has been allocated for informal settlements for the 2023/24 financial year as follows (see figure below):

R84 855 000,00 (100%) has been budgeted to provide services for projects.

Of the **R84 855 000,00**, **41%** has been allocated to the Frances Baard District and **59%** to the Z F Mgcawu District.



Graph 2: Funding allocation for 2023/24

The current MTEF projection for informal settlement upgrading for the next two financial years provides an allocation for informal settlements of **R84 550 000** in 2023/24 and **R88 664 000** in 2024/25.

Current MTSF Projection for UISP

DM	LM	PHSHDA NAME	PROJECTS	MTSF BUDGET (R)		
				2021/22	2022/23	2023/24
Frances Baard	Sol Plaatje	Kimberley	Lerato Park Phase 5	19 387 075	18 214 410	2 000 000
			Lerato Park Phase 6	-		28 000 000
			Ivory Park	16 180 636	25 325 793	4 495 320
			Total	31 732 258	43 540 203	34 495 320
Z F Mgcawu	Dawid Kruiper	Upington	Pabalelo 881	6 801 857	24 445 036	3 288 181
			Pabalelo North East 980	9 571 509	1 425 920	3 224 940
			Rosedale 400	8 114 274	1 259 411	1 288 587
			Rosedale 438	6 227 911	6 706 714	1 587 886
			Rosedale 452	6 157 982	3 355 850	1 570 108
			Jurgenskamp 165	4 267 759	505 578	505 578
			Pabalelo North East 980	9 571 509	1 425 920	3 224 940
			Total	41 141 292	37 731 798	50 359 680
Overall Total			76 709 000	81 272 000	84 855 000	

Housing delivery

In the last seven years 5,455 houses have been delivered and 9,006 stands serviced. This is an under delivery in terms of the targets set. In addition, annual delivery is substantially lower than projected annual household growth. On average 779 houses and 1,287 stands are serviced a year. The stated reasons for under delivery are funding shortfalls and the logistical challenges related to the large geographic extent of the province.

Financial Year	Housing Targets	Completed Houses	Rectification	Title deeds	Budget	Services Planned	Services Delivered
2015/2016	1 181	1 664	66	3 602	480,408,000	0	660
2016/2017	1 690	1 449	0	3 222	374,929,098	2 913	2 099
2017/2018	1 320	814	0	4 481	411,642,580	1 847	1 440
2018/2019	1 933	541	0	2 333	474,791,000	3 029	1 319
2019/2020	1 206	601	0	1 575	470,262,000	830	465
2020/2021	450	200	0	787	519,888,000	1 500	787
2021/2022	425	186	0	703	374,104,000	337	2 236
Total	8 205	5 455	66	16 703	6,480,385,678	10 456	9 006
Annual Average	1 172	779	9	2 386	925,769,383	1 494	1 287

The current project pipeline (2023/24 financial year) entails expenditure against the budget allocation of R84 855 000.00 which is allocated for 13 projects (informal settlements) that are linked to 819 sites. All 13 are focusing on servicing 819 sites (see table below).

Current project pipeline (2023/24 financial year)

Type	DM	LM	Project name	Estimated No of sites	Planned 2023/24	Budget 2023/24	Status
Servicing of sites	Frances Baard	Sol Plaatje	Lerato Park Phase 5	734	-	2,000,000	Water and sewer main & HC, road clearance (75%)
			Lerato Park Phase 6	-	343	28,000,000	
			Ivory Park 1175	1 175	-	4,495,320	Retention
			Sub-Total	1 909	343	34,495,320	
	ZF Mgcau	Dawid Kruiper	Pabalelo 881	881	-	3,288,181	Water and sewer main & HC, road clearance (55%)
			Pabalelo North East 980	990	-	3,224,940	Water and sewer main & HC, road clearance (55%)
			Rosedale 400	500	-	1,288,587	Water and sewer main & HC, road clearance (25%)
			Rosedale 438	438	-	1,587,886	Retention
			Rosedale 452	452	-	1,570,108	Retention
			Gamakor 1500	-	231	18,894,400	Services
			Grobblershoop 1500	-	245	20,000,000	Services
			Jurgenskamp 165	165	-	505,578	Retention
			Sub-Total	3 426	476	50,359,680	
	Total	5 335	819	84,855,000			

It is noted that the current approach being adopted is to undertake township establishment first and once this is completed to then undertake the servicing of sites. This is undertaken on a project by project basis.

Disaggregated information on housing recipients within vulnerable groups

2022-2023	Total Approved	Female headed Households				Male headed Households			
		Adult (Age 60+)	Adult (Age 36- 59)	Youth (Age 18- 35)	Disability	Adult (Age 60+)	Adult (Age 36- 59)	Youth (Age 18- 35)	Disability
Subsidies disbursed	91	29	30	6	0	11	10	5	0
FLISP	21	0	15	1	0	0	3	2	0
Total	112	29	45	7	0	11	13	7	0

Cooperative Governance

The Department monitors and supports 31 municipalities of the Northern Cape with the aim of ensuring good governance by compliance with legislative prescripts, improving audit outcomes, service delivery, and deepening participatory democracy through the establishment of functional structures and systems that support development and prosperity. However, the Department is conscious that such an ideal is difficult to realise if municipalities do not address the challenges of inadequate budget, lack of good governance, poor financial management and irregular appointments of officials within the administration.

Despite this difficult background, the Department aims at turning around the situation of non-complaint municipalities as far as lack of good governance, poor audit outcomes and failure to adhere to the legislative and regulatory frameworks are concerned. The core services that local government renders, include, clean drinking water, sanitation, electricity, refuse removal and roads. All these services are basic human rights, which are essential components of the right to dignity as enshrined in the Constitution and the Bill of Rights. Most citizens interface with government at local government level; hence, its fundamental ethos must be about serving people. Since 1994, Local Government has been the primary site of service delivery. Local Government has made tremendous progress in delivering water, sanitation and refuse removal at all levels within municipalities.

The structural position of the programme does not find full expression at regional offices and it puts more pressure on the limited resources that provincial office has in order to monitor and provide support to municipalities. The programme's performance is influenced by external factors like lack of cooperation by municipalities, service delivery protests, etc. The autonomy of municipalities makes it even more difficult to enforce certain interventions to monitor and strengthen the capacity of municipalities.

The Department of Cooperative Governance (CoGTA) issued Circular No 05 of 2021 that is Phasing Out Back-to-Basics Monthly Reporting Template on the 2 July 2021. In turn the Cabinet resolved that the Local Government Framework on the Municipal Support and Interventions Packages be finalized and implemented.

The Framework focus on the following key areas:

1. Legislative Framework for Support & Interventions
 - ✓ Section 154 and 156 of the Constitution
 - ✓ Criteria for modes/types of section 139 of the constitutional intervention
2. Critical Milestones for development and finalisation of Municipal Support & Interventions Plans (MSIPs)
 - ✓ Roles and responsibilities of National and Provincial Government, District and Local Municipalities
 - ✓ Focus of the MSIP in the short, medium and long term
3. Implementation of the MSIPs
4. Cross-cutting interventions for continuous implementation and monitoring
5. Monitoring and Reporting on the MSIPs

The primary purpose of the Municipal Support & Intervention Plans (MSIPs) is to identify actions to be undertaken by all stakeholders across all spheres that will be targeted and impactful to effectively respond to and eliminate challenges currently pervasive in municipalities as identified in the State of Local Government Support.

The process for the development of MSIPs is informed by a diagnostic analysis undertaken against the following 5 key performance areas – **Political, Governance, Administrative, Financial management and Service Delivery**. The **Local Economic Development** performance areas has been added to the list. In addition, and depending on the outcome of the diagnostic report of each municipality, the municipality experiencing challenges across the key performance areas will be classified as high risk (**red**), medium risk (**amber**), the low risk (**yellow**) and stable (**green**).

The process will also propose the drastic measures to be taken as well as mode of interventions (which is specific clauses of sec 139 of the Constitution of the Republic of South Africa, 1996) to be invoked in accordance with the Constitution.

Developmental local government remains the visionary foundation for the continuing reconstruction and development of our country. The Local Government White Paper developed a vision of local government as a key component of the developmental state. Although the Department realised most of its delivery targets, we still need to do a lot in order to improve the performance of local government.

According to the AG [2020/21 MTSF], *"The South African Constitution envisaged that citizens will live in cities, towns and settlements where they have access to clean water, sanitation, electricity, refuse services, and good roads and infrastructure. A country where their elected representatives in council will ensure that the rates and taxes they pay and the funds provided by national government for basic services and infrastructure development are accounted for and used for their intended purpose."*

Sadly, this is not the lived reality of most citizens in the country. Local government is characterised by accountability and service delivery failures, poor governance, weak institutional capacity, and instability.

Northern Cape

Overall, audit outcomes improved over the five-year term of the previous administration, mainly due to district municipalities improving their outcomes by addressing compliance findings. However, we find it concerning that the outcomes of most local municipalities remained unfavourable (qualified) and the number of disclaimed municipalities did not decrease – pointing to leadership not adequately responding to our audit findings. The service delivery challenges that citizens face continued or became even worse during the five-year period. **The weak control environment at most local municipalities contributed to the undesired audit outcomes, which negatively affected service delivery.**

Performance reporting was also a concern over the term of the previous administration. In 2020-21, 6% of municipalities could not produce credible performance reports that contained reliable and useful information. Five municipalities had no findings on their performance reports only because they corrected all the findings we identified during the audit. Once again, this points to municipalities continuing to rely on the audit process. In some cases, the scope of our audit was limited because municipalities could not provide sufficient and appropriate audit evidence to support their reported achievements. Municipalities thus had still not designed proper processes to ensure that credible performance information was readily available. Municipalities often omitted indicators that focus on service delivery when preparing their performance plans, which contributed to deteriorating municipal infrastructure. This, in turn, led to communities experiencing frequent service interruptions; delays in getting deficiencies such as burst pipes, blockages and failures fixed; and the poor state of roads – all of which are affecting citizens' quality of life and safety.

Municipalities' financial health remained dire, with 11 municipalities reporting significant doubt about whether they would be able to continue to operate, further limiting their ability to provide much-needed services to citizens. Poor debt collection (69% of debt was provided for as irrecoverable) and the practice of spending part of the following year's budget in the current year (with 70% of municipalities spending more than half of their following year's budgets in this way) resulted in municipalities being unable to pay their service providers (average creditor payment period of 527 days). This is reflected in the large arrears owing to Eskom (R1,5 billion) and water boards (R316 million).

Most municipalities focused more on managing their cash flow to pay salaries at the end of the month than on maintaining their infrastructure and service delivery assets. This is evident from the municipal salary bill (including councillor remuneration), which amounted to R2,5 billion, representing 46% of total revenue (excluding conditional grants). This means that only a limited portion of the municipal budget was available for other priorities. The result was the gross deterioration of infrastructure, such as roads, water networks and sewerage plants, as well as municipalities neglecting their responsibility to deliver basic services to their communities. For example, Sol Plaatje did not have indicators to monitor key service delivery aspects, which contributed to the poor state of roads and water infrastructure in the municipality, resulting in damage to vehicles and communities often being left without water. We identified uncompetitive and unfair procurement processes at 87% of the municipalities. This largely contributed to the increase in irregular expenditure of the municipalities of which the audits had been completed to date, which increased to R1,1 billion from R806 million in the previous year. Only 26% of the prior year irregular expenditure balance was dealt with in the current year. Municipal managers and municipal public accounts committees need to do more to not only prevent and detect irregular expenditure, but also to investigate this unwanted expenditure when it does occur and ensure that consequences follow so that financial management can be improved and potential fraud can be prevented. When every rand is precious and value for money must be achieved through every transaction to improve service delivery, irregular expenditure is unacceptable – especially when it recurs year after year.

Provincial oversight has committed to ensuring that municipalities' service delivery and budget implementation plans are reviewed for the relevance, clarity and credibility of performance information. The role of councillors as part of the accountability ecosystem will be elevated to enhance consequence management, and municipal managers will be engaged in an effort to improve the submission of financial statements. In addition, there will be a focus on disclaimed audits and pressure will be placed on municipal managers to ensure that these opinions improve. In the past, we have noted that provincial leadership and oversight tend to make good commitments, but regularly found that these were not honoured due to limited systems to monitor the commitments made. Coordinating departments need to implement a mechanism to ensure that progress on commitments is properly tracked and, where progress is lacking, that steps are taken to rectify the situation. Turning the tide will be no easy task and will require a combined effort by both municipal leadership and municipal and provincial oversight. We call on municipal leadership to act by strengthening the basic control environment and accountability. Audit outcomes will only improve if the relevant role players implement basic controls, nurture a culture of doing things right the first time, and curb wastage."

(Source: AG: Consolidated General Report on the local government audit outcomes, MFMA 2020-21)

MUNICIPALITIES	2020/2021	2019/2020	2018/2019	2017/2018	2016/2017
Frances Baard	Unqualified with no findings	Unqualified with no findings	Unqualified with findings	Unqualified with findings	Unqualified with findings
Sol Plaatje	Qualified with findings	Qualified with findings	Qualified with findings	Qualified with findings	Unqualified with findings
Phokwane	Qualified with findings	Disclaimed with findings	Qualified with findings	Qualified with findings	Qualified with findings
Magareng	Qualified with findings	Qualified with findings	Qualified with findings	Qualified with findings	Qualified with findings
Dikgatlong	Qualified with findings	Qualified with findings	Disclaimed with findings	Disclaimed with findings	Qualified with findings
John Taolo Gaetsewe	Unqualified with no findings	Unqualified with no findings	Unqualified with no findings	Unqualified with findings	Unqualified with findings
Ga-Segonyana	Unqualified with findings	Unqualified with findings	Qualified with findings	Qualified with findings	Qualified with findings
Gamagara	Qualified with findings	Qualified with findings	Qualified with findings	Disclaimed with findings	Qualified with findings
Joe Morolong	Disclaimed with findings	Disclaimed with findings	Disclaimed with findings	Disclaimed with findings	Disclaimed with findings
ZF Mgcawu	Unqualified with no findings	Unqualified with no findings	Unqualified with findings	Unqualified with no findings	Unqualified with no findings
Dawid Kruiper	Unqualified with findings	Unqualified with findings	Unqualified with findings	Unqualified with findings	Unqualified with findings
Kai! Garib	Audit not finalised at legislated date	Disclaimed with findings	Disclaimed with findings	Qualified with findings	Qualified with findings
Kgatelopele	Disclaimed with findings	Qualified with findings	Disclaimed with findings	Disclaimed with findings	Disclaimed with findings
Tsantsabane	Qualified with findings	Qualified with findings	Qualified with findings	Disclaimed with findings	Disclaimed with findings
!Kheis	Disclaimed with findings	Disclaimed with findings	Disclaimed with findings	Disclaimed with findings	Qualified with findings
Pixley Ka Seme	Unqualified with findings	Unqualified with findings	Unqualified with findings	Unqualified with findings	Unqualified with findings
Emthanjeni	Qualified with findings	Qualified with findings	Qualified with findings	Unqualified with findings	Unqualified with findings
Kareeberg	Unqualified with findings	Unqualified with findings	Unqualified with findings	Unqualified with findings	Unqualified with findings
Renosterberg	Disclaimed with findings	Disclaimed with findings	Disclaimed with findings	Disclaimed with findings	Qualified with findings
Siyancuma	Qualified with findings	Qualified with findings	Unqualified with findings	Unqualified with findings	Qualified with findings
Siyathemba	Qualified with findings	Qualified with findings	Qualified with findings	Qualified with findings	Disclaimed with findings
Umsobomvu	Qualified with findings	Qualified with findings	Qualified with findings	Unqualified with findings	Unqualified with findings
Ubuntu	Qualified with findings	Qualified with findings	Qualified with findings	Qualified with findings	Qualified with findings
Thembelihle	Qualified with findings	Qualified with findings	Qualified with findings	Qualified with findings	Qualified with findings
Namakwa	Unqualified with no findings	Unqualified with findings	Unqualified with findings	Unqualified with findings	Unqualified with findings
Nama-Khoi	Qualified with findings	Qualified with findings	Qualified with findings	Qualified with findings	Qualified with findings
Richtersveld	Qualified with findings	Qualified with findings	Qualified with findings	Qualified with findings	Qualified with findings
Hantam	Unqualified with no findings	Unqualified with findings	Unqualified with findings	Qualified with findings	Qualified with findings
Khai-Ma	Qualified with findings	Qualified with findings	Qualified with findings	Qualified with findings	Unqualified with findings
Karoo Hoogland	Unqualified with findings	Unqualified with findings	Qualified with findings	Unqualified with findings	Qualified with findings
Kamiesberg	Qualified with findings	Qualified with findings	Disclaimed with findings	Qualified with findings	Unqualified with findings

2020/2021 Summary	16% Unqualified with no findings (5)	16% Unqualified with findings (5)	48% Qualified with findings (15)	13% Disclaimed with findings (4)	6% Audit not finalised at legislated date (2)
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(Source: AG: Consolidated General Report on the local government audit outcomes, MFMA 2020-21, Annexure 3)

The Department prioritises its support to municipalities based on the 2018/2019 MFMA audit outcomes, National Treasury interventions (financially distressed), and CoGTA Simplified Revenue Plan.

The Department entered into a Memorandum of Understanding with Provincial Treasury to deal with Municipal Finance (municipal audit outcomes, audit committees, credit control, revenue management and debt collection).

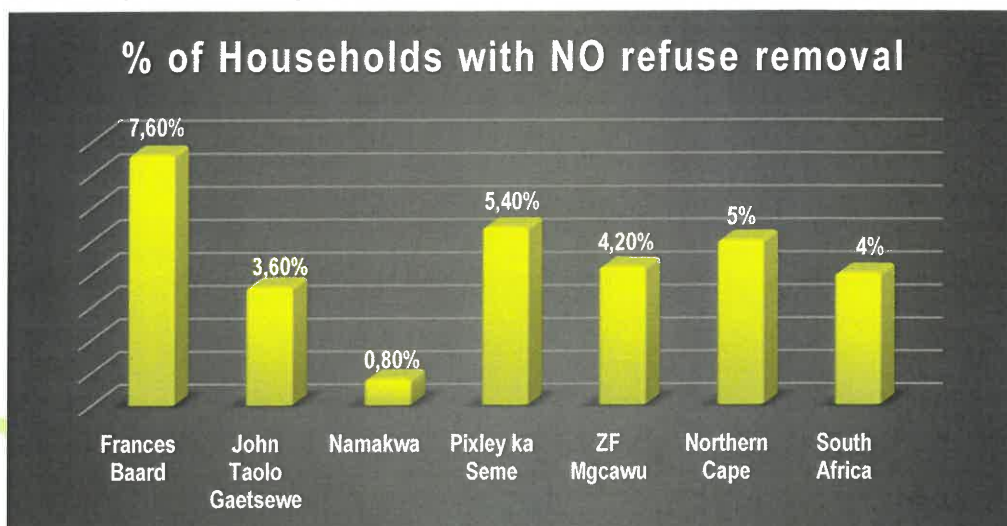
Access to basic services is one of the important priorities of government. According to Stats SA (Community Survey 2016), almost 89% of households in the Northern Cape have access to safe drinking water. Results further show that at district level, over 90% of households with access to safe drinking water were found in both Namakwa and Pixley ka Seme districts. In the Magareng Local Municipality, 33,5% of households did not have access to safe drinking water, which is the highest percentage in the province. The municipality where almost all households (99,3%) have access to safe drinking water and which recorded the highest number for the province is Khai-Ma.

Access to water and sanitation is progressively improving in the Province. However, some municipalities are still struggling to maintain services in order to provide uninterrupted basic services. The low revenue collection resulting from non-payment of services is exacerbating the already overwhelmed unmaintained infrastructure services. According to the Department of Water and Sanitation Northern Cape report August 2021, access to water is currently at 93.5% and sanitation at 82%. In recent years, about 41 water and sanitation projects (bulk, reticulation and related infrastructure) funded by RBIG, WSIG, SLP and MIG were completed.

The Survey further indicates that in the Northern Cape, the majority of households (223 667 or 63,2%) have access to a flush toilet connected to a public sewerage system, followed by 34 813 (9,8%) of households using a pit latrine or toilet without a ventilation pipe, while the number of households using chemical toilets is the lowest at 1 025 (0,3%). Pit toilets with or without ventilation pipes are utilised by more households in John Taolo Gaetsewe district than in any other district in the province, with the proportions being 26,4% and 29,4%, respectively. Finally, only 0,3% of households in the province use chemical toilets, which is the lowest percentage when compared to other types of toilet facilities used.

It also shows the distribution of households by main type of energy source used in the Northern Cape. The results show that households with no access to electricity are concentrated in John Taolo Gaetsewe (11,8%) and ZF Mgcawu (8,8%) districts. These proportions are more than the overall number of households with no access to electricity in the entire Northern Cape (8,5%). However, the majority of households in the province are using an in-house prepaid electricity meter. This phenomenon is seen across all geographical levels in the province. In Namakwa, 6,5% of households use a solar home system as their main source of energy, followed by households in ZF Mgcawu (2,2%) and Pixley Ka Seme (1,9%) districts. The use of solar energy in these three districts is higher than the overall use in the entire Northern Cape (1,5%).

In general, 4,0% of households in South Africa have no refuse removal services. However, in the Northern Cape, the proportions are 1% higher compared to the national prevalence. In relation to the districts in the province, 7,6% of households in Frances Baard have no refuse removal, which is the highest percentage compared to other districts in the province. The district with the lowest proportion is Namakwa (0,8%), followed by John Taolo Gaetsewe (3,6%) and ZF Mgcawu (4,2%). These proportions are also lower than the provincial average of 5,0%.



Graph 3: Percentage of households with **NO** refuse removal by district, CS 2016

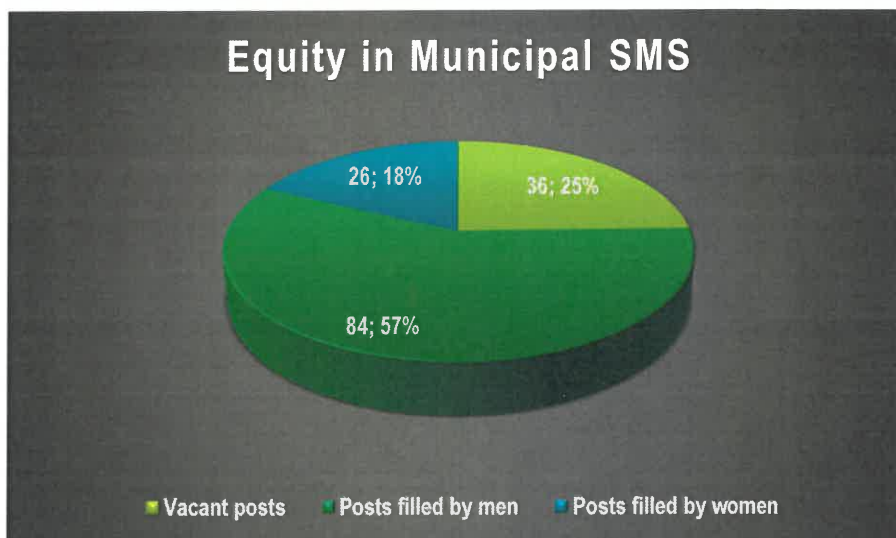
The Local Government: Municipal Structures Amendment Act, 3 of 2021 (MSAA) came into operation on the 1 November 2021. A number of key legislative reforms were introduced by the MSAA key amongst which are the following:

- Authorised representative;
- Declare elected;
- Awarding of Executive Committee seats;
- Calling of Council meetings by a person designated by the MEC;
- Public notice of meetings of municipal councils;
- Quorums and decision making – number of councillors to be present;
- Additional functions of the Speaker;
- Role and responsibilities of Municipal Public Accounts Committees; and
- Whips of municipal councils.

The results of the 2021 LGE ushered in a number of new community action groups. This resulted in a number of coalitions amongst political parties and forums. There are 10 municipalities which are governed by coalition partners – Nama Khoi, Hantam, Karoo Hoogland, Siyancuma, Siyathemba, Thembelihle, Kareeberg, !Kheis, Kgatelopele and Gamagara. An observation made on the state of coalitions is that none of them have a formal coalition agreement and this could lead to disruptive governance of the municipalities. More efforts and resources must be placed in the monitoring and supporting of the coalition municipalities to ensure stability.

One of the governance challenges facing municipalities is the possible breakdown in coalitions which will have a negative impact on stability and service delivery in municipalities. We will have to continue with capacity building programmes of municipal councils to support them on executive accountability, the roles of political parties in municipal councils as well as the political and administrative interface.

The municipal organograms in the province make provision for the appointment of 145 Senior Management posts. Out of these posts currently only 109 (75%) are filled and 36 (25%) are vacant posts. From the 145 posts only 26 (18%) are filled by women which comprises of three (3) Municipal Managers, nine (9) Chief Financial Officers, one (1) Technical Services, eight (8) Corporate Services, two (2) Town Planners, two (2) Community Services and one (1) other senior manager.



Graph 4: Employment Equity in Municipal Senior Management Positions

The staff regulations for staff below senior managers were promulgated on 20 September 2021 for implementation from 01 July 2022. These regulations will regulate the recruitment and employment environment in municipalities to ensure norms, standards and uniformity are applied. The regulations will be enforced upon municipal officials to ensure that they have the requisite knowledge, skills and competencies to fit the positions they hold.

In terms of the functionality of the Municipal Public Accounts Committees (MPACs) the department in collaboration with Provincial Treasury and SALGA, will provide on the job training, mentoring and coaching to ensure the oversight role is performed effectively and in accordance with legislation. National CoGTA have also made a specific provision in the Municipal Structures Amendment Act to regulate the functions of MPACs.

The Department of Cooperative Governance has currently developed various Regulations and Frameworks to strengthen legislation. These include but are not limited to:

- **Local Government: Municipal Systems Amendment Bill, 2019.** The objectives of the Amendment Bill are to inter alia:
 - Assist municipalities in building the skills base necessary to exercise their powers and perform their functions by appointing suitably qualified people and competent senior managers; and
 - To professionalise local public administrations.
 - A review of Sections 84 and 85 of the Local Government: Municipal Structures Act, 117 of 1998 and the development of regulations to guide the ministerial authorisation and revocation of powers and functions in terms of Section 84(3) of the Local Government: Municipal Structures act, 117 of 1998.
 - A framework on the working relationship between the national and provincial departments of CoGTA.
- The National Assembly passed the Local Government: Municipal Systems Amendment Bill on 3 December 2020.

The Monitoring and Intervention Bill, presented by CoGTA provides for the creation of a database of administrators at a national and provincial level in terms of interventions invoked in terms of section 139 of the Constitution. The database will be informed by a clear set of minimum standards in terms of competences that the administrators must adhere to.

The Bill also puts the principle of monitoring and support as a requirement before an intervention by the Provincial Executive Council can be considered. It will affirm the section 154 support as a requirement to ensure that the Department is able to forecast in targeted way on how it can support the municipalities in distress to address some of the key challenges.

The CWP is a programme rolled out by national government to serve as a safety net for the poor and vulnerable and to provide much needed skills to those young people who have not passed grade 12 with access to higher education and training institutions. The programme is rolled out through an implementing agent (IA) appointed by National DCOG after a rigorous supply chain management process and the provincial department plays an oversight role over the implementation of the programme in provinces. The targeted number of participants on the programme is 21 000 in 26 local municipalities in the province. Participants work 2 days per week, 8 days per month.

The province has managed to achieve the targeted number of beneficiaries with a high level of women at 70% + participation, youth at 38% participation and Persons with Disabilities at 4% participation. The CWP programme through the stipends paid to participants from the national fiscus, injects an additional R200 million into the Northern Cape Economy.

The Department is tackling spatial inequality head-on by institutionalising integration for spatial transformation and spatial justice through an integrated development planning system and the use of government land and buildings in urban and rural areas as a catalyst for integration towards spatial transformation and spatial justice.

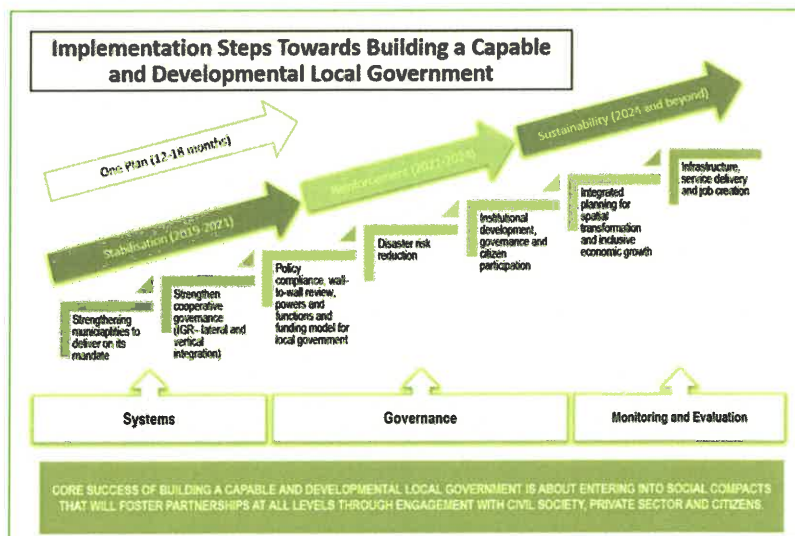


Figure 3: Steps towards Building a Capable and Developmental Local Government

The District Development Model (DDM) seeks to facilitate joint planning, budgeting and implementation, as well as monitoring and evaluation between and among all spheres of government. Each district is required to develop a One Plan which must cover the following broad critical thematic areas and transformation focus areas: -

Critical Thematic Areas

- Diagnostic study;
- Trend & Scenario Analysis;

- Vision Setting & outcomes;
- Strategy formulation & commitment targets; and
- Implementation and monitoring plan.

Transformation Focus Areas

- Demographic Change/People Development;
- Economic Positioning;
- Spatial Restructuring and Environmental Sustainability;
- Infrastructure Engineering;
- Integrated Service Provisioning; and
- Governance.

The One Plans must also articulate the following principles:

- The current situation;
- The desired future;
- The strategies and Interventions needed to move from the current to the desired;
- The Implementation commitments by all three spheres of government; and
- Key stakeholders to enable the identified strategies / interventions to be implemented.

This 'One Plan' will be developed for each of the identified 52 spaces as an instrument for guiding all strategic investments and projects within the respective district spaces. The plan will also provide a basis for a society wide social compact to draw the participation of key stakeholders within and outside government in the implementation of development initiatives. To assist with coordination of District Development Model work in the province, DDM district technical and political committees have been established, however, the District Hubs that were envisaged to coordinate the overall work of DDM are not yet established. The Department of Cooperative Governance and Traditional Affairs (CoGTA) is seriously reconsidering the allocation of technical capacity to Districts in support of the implementation of the One Plans. Notwithstanding factors such as lack of human capacity and necessary expertise to develop long term developmental plans the province will conclude the process of developing District One Plans in March 2022.

According to former Deputy Minister for Cooperative Governance, Mr Parks Tau, this model will enable government to address the silos problem that continues to diminish the impact of government programmes on the lives of the citizens. It will also contribute to the narrowing of the distance between the people and government and maximise the impact through integrated service delivery and improved monitoring and evaluation of development programmes to be captured in the envisaged 'One Plan' for each district or metropolitan space. The model will be implemented within the existing Constitutional framework while reinforcing local government as the primary delivery platform in view of its proximity to communities. One of the main areas of focus of the District Development Model is to support local economic drivers and institutionalise long term planning while addressing short-term challenges. Another key focus of the model is the determination of investment requirements as a basis for developing long-term infrastructure delivery plans to support integrated human settlements, economic development and basic service delivery. Key elements of the model are demographic and district profile, government and financial management, integrated services provisioning, infrastructure engineering, addressing spatial transformation and economic positioning for each district space. Spatial restructuring remains at the core of government's transformation agenda as demonstrated by its inclusion among the seven MTSF priorities.

Municipal Infrastructure Support Agency (MISA) is a government component established under the Cooperative Governance and Traditional Affairs Portfolio, in terms of section 7(5) (c) of the Public Service Act (PSA), 1994 and derives its mandate from section 154(1) of the Constitution of the Republic of South Africa, 1996. Its establishment was declared by the President of the country in terms of proclamation 29 published in the government gazette in May 2012. Section 7(A) (4) of the Public Service Act empowers the relevant Executive Authority to determine the duties and functions of a government component under his/her authority. To assign the roles and responsibility to MISA, as envisaged under this section, the Minister of Cooperative Governance and Traditional Affairs published a notice in July 2013 setting out the objectives, duties, functions and accountability arrangement for MISA.

Given its own internal capacity, MISA prioritises provision of infrastructure support to low and medium capacity municipalities. There is a general recognition that high capacity/performing municipalities have the capacity and suitable economic means to undertake their infrastructure delivery and service provision mandate. However, reality proves that some **Metros have trouble** in executing their Constitutional mandate. MISA will therefore provide support to Metros on an *ad hoc* basis, **focusing on national priority areas**, such as the reduction of Non-Revenue Water.

MISA support to low capacity/performing municipalities:



MISA support to medium capacity/performing municipalities:



MISA support to high capacity/performing municipalities:



The Government Notice on the operations and administration of MISA (operational notice) provides that the objective of MISA is to render technical advice and support to municipalities so that they optimise municipal infrastructure provisioning. In executing its mandate, as articulated above, MISA is required to perform the functions listed below with the aim of strengthening the capacity of municipalities to deliver sustainable infrastructure for basic services provision, exercise their powers and perform the functions necessary for planning, development, operations and maintenance of municipal infrastructure.

The functions of MISA, as outlined in their operational notice, include:

- To support municipalities to conduct effective infrastructure planning to achieve sustainable service delivery;
- To support and assist municipalities with the implementation of infrastructure projects as determined by the municipal Integrated Development Plans (IDPs);
- To support and assist municipalities with the operation and maintenance of municipal infrastructure;
- To build the capacity of municipalities to undertake effective planning, delivery, operations and maintenance of municipal infrastructure; and
- Any functions that may be deemed ancillary to those listed above.

The operational notice gives the powers to assign other functions previously performed by the department of Cooperative Governance and that are complementary to the functions listed above, within the prescripts of applicable legislation. To give effect to the assignment of additional functions to MISA, the accounting officer is required to enter into an agreement for the orderly transfer of affected functions together with the concomitant funding, as directed in writing by the Minister.

In order to execute these tasks, it is important for MISA to act as the agency accountable for monitoring municipal infrastructure programmes working with responsible sectors and other government spheres to ensure the alignment, integration and implementation of their plans and programmes. This responsibility requires that, at the very least, MISA works closely with all sectors and spheres of government to report on how the specific responsibilities of each agency integrate with others to ensure effective alignment in planning and implementation of infrastructure projects.

MISA will play a prominent role in the implementation of the District Development Model as the leading support agency in respect to municipal infrastructure and service delivery. Its strategic focus areas for the next five years are aligned with some key elements of the model such as integrated service provisioning, infrastructure engineering, spatial restructuring and economic positioning for each district or metropolitan space. To ensure that MISA effectively contribute to the implementation of the seven priorities within the framework of the District Development Model, MISA will participate in the district hubs. This will necessitate the reorganisation and enhancement of resources currently within MISA.

For the next five years (2020-2025) MISA's impact statement is adopted as "Access to sustainable services through supporting municipalities to strengthen their capacity to provide reliable municipal infrastructure in a manner that creates jobs for local communities and contribute to economic growth". In its endeavour to contribute to their impact statement, MISA adopted the following strategic outcomes for the next five-year planning cycle:

- Effective water management system for the benefit of all
- Efficiency in infrastructure management
- Long term municipal infrastructure investment
- Enhanced intergovernmental and inter-departmental coordination through the implementation of the District Development Model

- A spatially just and transformed national space economy that enables equal access to social services and economic opportunities in cities, regions and rural areas
- Capacitation of municipalities to fund and implement climate change programmes and adaptation measures
- Improved municipal capacity to deliver basic services, quality infrastructure and integrated public transport to increase household access to basic services

The Province is faced with significant service delivery backlogs and funding shortfalls. This created an opportunity to establish a Programme Management Unit (PMU). The PMU will continue to focus on certain Municipal infrastructure projects funded by the DBSA and earmarked municipalities who are not currently funded by the DBSA. The department and the Development Bank of Sothern Africa (DBSA) have signed a Memorandum of Agreement to accelerate the development of sustainable infrastructure in municipalities through non-lending and lending support assistance with programme management, master plans, project preparation, asset care, revenue enhancement, and any other future non-lending products of the DBSA. This initiative has several benefits in terms of cost efficiency, ease of reporting, monitoring and evaluation, etc.

The objective of this collaboration and partnership is to develop programs and support measures for Local Government in the Province as part of the Province's oversight function in general and in the execution of the deliverables of the MOA.

In the longer term, the aim is to position the Municipalities within the Province to align with the National Development Plan 2030 and by doing so, create the foundation for long-term funding commitments over the next 5, 10 and 15 years.

The areas of focus for support entail:

- Access to infrastructure financing options;
- Project planning, preparation and implementation services;
- Capacity assessments in terms of Sec 78 of the Municipal Systems Act of 2000;
- Integrated revenue management, enhancement and protection programmes;
- Township establishment, growth plans for university towns;
- Asset Care Programme;
- Access to mini grid for qualifying municipalities;
- Institutional Capacity; and
- District Development Model

The following support will be rendered in the next three years:

Programme	Description	Municipalities that will be supported		
		2023/24	2024/25	2025/2026
Governance and Accountability	Continue to strengthen support to municipalities with the aim of maintaining stability and promoting good governance. Ability of the municipality to execute its mandate.	Continuous monitoring of the performance of the identified municipalities and identify other municipalities to receive support.		
Institutional Capacity	Skills development addressing capacity constraints. Improving systems and processes. Section 56 and 57 MSA employee stability. Currently 40 vacancies in NC.	Continuous monitoring of the performance of the identified municipalities and identify other municipalities to receive support.		
Revenue Enhancement	Improving different elements in the revenue collection value chain. Including updating data cleansing, indigent registers. Understand "non-technical" losses, unauthorized and authorised unmetered consumers. Cost reflective tariff structures. Review of municipal property rates (rolling 5 years and interim valuations). Understanding of own municipal consumption patterns and demand. Policies. Support municipalities to pay outstanding creditors (i.e. Eskom, Water Boards and third parties)	Karoo Hoogland, Ubuntu, Umsobomvu, Emthanjeni & Kgatelopele	To be determined	
Audit outcomes: Criteria include late submission, Regression, Adverse, Clean Audit, and Disclaimer	Address the findings in the AG reports in order to improve audit outcomes of municipalities over the next 5 years.	Dependent on the audit outcomes		
Ageing Infrastructure	Aging infrastructure leads to revenue losses. Refurbishment and replacement of old infrastructure, which will lead to improved revenue and reduction of physical losses. Lack of funding and prioritisation of existing funding. An assessment report will be developed based on available information.	Gamagara, Ubuntu, Renosterberg, Phokwane & !Kheis	To be determined	
Asset Care Programme	Lack of best practice O&M budgets. As built, spatially referenced asset registers and maintenance plans to	Gamagara, Ubuntu, Renosterberg, Phokwane	To be determined	

Programme	Description	Municipalities that will be supported		
		2023/24	2024/25	2025/2026
(Operations & Maintenance [O&M] included)	guide best practice O&M budgeting. Ensure that Asset Care is adequately funded. Ensure that municipalities develop competent leadership and staff. Ensure that the necessary Policies, Strategic and Operational and Maintenance Plans including maintenance schedules, detailing all the required resources, are in place. Ensure that the processes of updating infrastructure condition assessments is built into the operational and maintenance activities and processes. Ensure that there is an adequate information system to enable knowledge about the infrastructure to be managed.	& !Kheis		
Spatial Development Framework and Infrastructure Master Plans	Capacitate municipal planning function in terms of finance and resources. Reviewing SDF in line with objectives and principles of SPLUMA. Introduction of shared services within the District relating to municipal planning.	Master Plans: Kgatelopele, Tsantsabane, !Kheis & Kail! Garib		To be determined
Capital Expenditure	Project life cycle planning constraints. Capacity to implement and monitor. Enhanced project life cycle support.		All municipalities	
Local Economic Development	Red tape in supporting SMME's and investors leading to low economic development and high unemployment. (LED strategies, investment plans)		As identified by the province	
Project Preparation	Ensure that prioritised projects are prepared with particular attention paid to infrastructure development	Magareng, Ubuntu, Renosterberg & Phokwane		To be determined
Climate change(drought, water resources	Persisting drought affecting provincial prosperity. Uncoordinated support by Government to Province. Development of municipal WCWDM strategies.		To be determined	
Monitoring & Implementation Support	Ensure growth in capital spending of municipalities and skill transfer.		To be determined	
Township Establishment	Bad planning (i.e. bulk and reticulation misalignment, establishment of informal settlements in towns. Closing of existing mines lead to migration to other towns.	Karoo Hoogland, Umsobomvu, Emthanjeni & Kgatelopele		To be determined
IDP review process	Lack of participation of sector departments at municipal level. Lack of planning capacity and driven by junior officials. New District Development Model to address this. Updated Master Plans to inform the IDP.		Projects in Master Plan migrate into IDP and budgets. Hantam	
Waste Water Treatment Works	Wastewater re-use initiatives. Refurbishment, upgrading etc.		To be determined	
Waste management	Best practice operation and maintenance. Sludge disposal initiatives. Waste to energy.	Karoo Hoogland, Umsobomvu, Emthanjeni & Kgatelopele		To be determined
Infrastructure financing(Loans) Alternative funding models from Provincial Treasury	Ability to source funding to fast track infrastructure implementation at small municipalities. Private sector participation. Sewer system at Hantam.		Identified through the budget and MIG/INEP allocation	
Innovation & Technology	Developing innovative use of technology to enhance service delivery, management of information and knowledge management.		To be determined	

The 2021 Local Government Elections brought to a close the five-year term of the previous Municipal Councils and ushered in a cohort of new Councillors. It was the period before the beginning of this process which communities through various structures like Rate Payers Associations and Community Forums use to escalate their concerns which were not met previously through protests.

An unintended consequence of the new crop of Councillors brings in instability and lack of continuity in municipalities as councillors attempt to understand the system of local government and simultaneously deliver services to their communities in accordance with the political mandates of their party and/or forum manifestos.

Traditional Institutional Development

The service delivery environment is influenced by external factors such as cooperation between SALGA, traditional leaders and local municipalities in the full implementation of legislation affecting traditional communities. National and provincial governments should also, through legislation or other means, allocate roles and functions to traditional councils and their

traditional leaders. Currently, there is a good working relationship between several government departments and traditional leaders. However, the formalization of the cooperation and collaboration between government departments and traditional leaders will go a long way in addressing some of the shortcomings.

The TKLA came into operation on 1 April 2021, in accordance with Section 25(1), (3): where a government department has made provision for a role for any Council, such a department must monitor the execution of the role and ensure that:

- a) the execution of the role is consistent with the Constitution and any other law;
- b) the role is being executed efficiently and effectively

The consequence of a Traditional council not executing a role as envisaged above, such role or any resources provided to such a council or leader to perform such function, may be withdrawn by the department concerned.

The Community Property Associations within areas of jurisdiction of traditional leaders creates conflict due to management structures with different roles and responsibilities within the area of jurisdiction of traditional leaders.

Disputes on traditional leadership causes consternation to the unit. There are mushrooming of impostors, masquerading as people who want to correct wrongs of the past. What is insidious is that family members are challenging for leadership position and they care less if they are undermining the honour and respect accorded to traditional leadership. These claimants accuse the Department of not handling their disputes competently because it is not in their favour.

3.2 Internal Environment Analysis

The overall performance for the first three quarters of 2022/23 was as follows:

	Q1	Q2	Q3
Programme 1	60%	60%	60%
Programme 2	33,33%	44%	30%
Programme 3	58,82%	58%	63%
Programme 4	100%	100%	100%

Capacity constraints continue to prevail since the 2019/20 financial year with specific reference to Programme 2 and Programme 3. As these are managerial positions it has an inevitable impact on the management and oversight functions.

Administration

Corporate Services

The NDP has identified a number of areas that require urgent and focused attention to ensure that the Public Service becomes a career of choice, has the required skills and has the capacity to deliver on the objectives of government. It is also important that there is public confidence in the competence of public officials to serve the citizens according to the principles adopted in Chapter 10 of the Constitution of South Africa.

The National Development Plan 2030 asserts that improved Human Resource capacity in departments is critical for the effective implementation of the steps identified above as well as the broader professionalism of individual departments. The Department has since appointed officials in different capacities to support its mandates. However, the Department needs to equip human resource professionals to enforce rules and implement administrative processes, but also to advise senior management on aspects of strategic human resource management and development.

The administration is responsible for management practices based on norms and standards, as well as local and international best practice models. The departmental performance is measured by the quantity and quality of the management and administrative practices as well as performance against service delivery to citizens.

Ongoing research and analysis within administration is therefore required to assist decision making by measuring the effectiveness and efficiency of policies, plans, operations and practices through evidence-based methods in order to benchmark and baseline organizational functionality and provide alternative delivery models.

Amendments were made to the relevant documentation for the approval of the organisational structure such as the business case study, the organisational development diagnostic report to take the current situation into account where no additional posts will be proposed and these amended documentations were submitted for approval to MEC. Thereafter the "in-principle approved" organisational structure and all relevant documentation was submitted to the Office of the Premier. On 30 August

2022, a concurrence letter dated 24 August 2022 was received from the MPSA. The Northern Cape Department of COGHSTA addressed the identified issues following the findings of the analysis of the approved Organisational Structure. The analysis and findings mentioned in the concurrence letter resulted in the post of Director General Support Services being in excess. Following consultation processes within the department, the said Director post's funding will be utilised within the department to fund posts as stipulated in the Amended Implementation Plan of the Human Resource Plan. The approved organisational structure was signed-off once again by MEC Vass and was submitted to OTP thereafter, then to DPSA for uploading on the database.

After numerous submissions to Treasury over the past six years to request permission to fill vacancies, towards the end of 2021, permission was granted to fill 44 posts where contract workers are occupying positions. The Department advertised the posts internally for lower level posts and externally for levels 10 and higher. At the beginning of 2022, further permission was granted to recruit and select 40 other critical posts during the past financial year. There were a couple of challenges with regards to the filling of some of the posts, hence some of the posts were re-advertised for a second time, and one was even re-advertised for a third time. By the end of the financial year for 2022/2023 95% of the recruitment and selection process for 74 posts will be completed.

In order to optimise the functionality and capacity in the Northern Cape Department of COGHSTA, an Organisational Functionality Assessment (OFA) has been prioritised for completion by 20 March 2023; and submission to OTP and DPSA by 31 March 2023. The OFA programme has been launched in September 2022. OFA was successfully initiated and the OFA project is running in the department. A Task Team was appointed for the implementation of the approved organisational structure (even though implementation processes will commence in 2023). Outstanding Standard Operating Procedures (SOP's) were signed off. OFA also provides the opportunity to share evidence-based information that would serve as an input for the review and improvement of cost management in the Department of Northern Cape COGHSTA. The Work Streams participating in OFA are working according to an approved Project Plan. Regular progress report meetings are coordinated by OTP and attended by COGHSTA.

The Department is continuously exposed to natural and man-made threats from both internal and external working environments. The control and handling of these threats is essential in order to protect employees and assets. Thus, professional and effective service delivery will be provided. Security Management must ensure compliance to the Minimum Information Security Standards (MISS), Minimum Physical Security Standard (MPSS) and relevant legislature. This ongoing process includes the development of regulations, procedures and practices to provide a reasonable level of security for property and employees.

Risk and Integrity Management techniques or methodologies are considered for all risks within an operation, trying to substantiate them in financial terms and provide meaningful, effective and measurable mitigation strategies in those areas where the risks to the department are greatest. This holistic approach provides management with the ability to better accomplish the objectives of the department. The Risk and integrity unit in cooperation with Management focus to strengthen measures and standards for managing integrity and promoting ethical conduct in the department. This entails measures for managing unethical conduct that may arise because of financial interests, gifts, hospitality and other benefits and remunerative work outside the public sector.

Although the Department's budget has seen a decline over the years, the Department has made serious strides in the areas of human resource plan, management of diversity, employee health and wellness, as well as skills development and capacity building. So far, the Department has been meeting reporting compliance requirements in the areas of annual performance plans, performance monitoring and evaluation of internal service delivery projects. The Auditor-General's 2021/2022 report remained unqualified. Programme 2 received an unqualified opinion on performance information for the 6th consecutive year. Since COVID-19 the audit remained scaled down, and Programme 3 was once again not audited. The AG therefor only expressed an audit opinion on Programme 2.

Financial Management

The Department received an unqualified with matters audit opinion - for the 7th consecutive year. Matters raised in the AGSA Report were included in the departmental Audit Action Plan.

Given the changing legislative landscape, and the need to strategically position the Department, the organizational structure was reviewed to support delivery of integrated sustainable human settlements, enhance support for municipalities and Traditional Leadership institution. After approval, the reviewed organizational structure will better position the Department to respond to the changes that may be required. The review of the approved structure is on-going. Posts are created and abolished as required within the ambit of legislation/directives/approved submission – this is recorded on PERSAL. Vacant posts are

advertised – following the recruitment and selection policy of the Department. Service terminations, transfers, and appointments are also recorded on PERSAL. The availability or non-availability of funds also affects the structure. Added to this, it is increasingly difficult to fill vacant positions according to the Provincial Treasury prescripts, as each critical service delivery post must be motivated for separately.

Cost containment measures declared by Provincial Treasury, and Government as a whole, makes it difficult for the Department to fill critical vacant funded positions that are crucial for service delivery. The incorporation of Ba-Ga Mothibi from North West will also add pressure to the organisational structure and financial resources of the Department.

The Department consists of the following four programmes:

- Programme 1: Administration (Corporate Services & Financial Management)
- Programme 2: Human Settlements
- Programme 3: Cooperative Governance
- Programme 4: Traditional Institutional Development

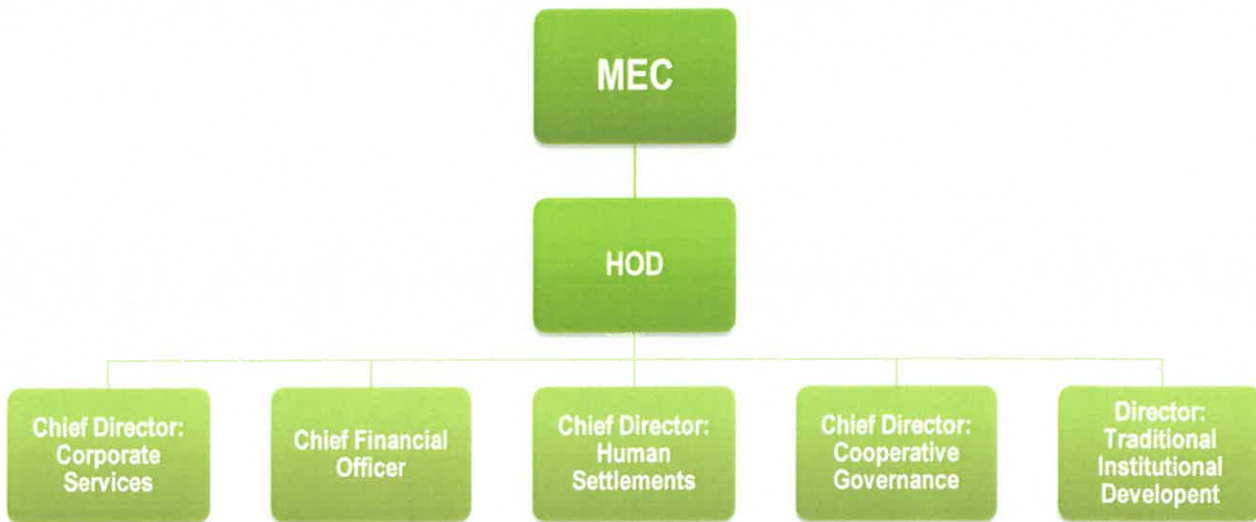
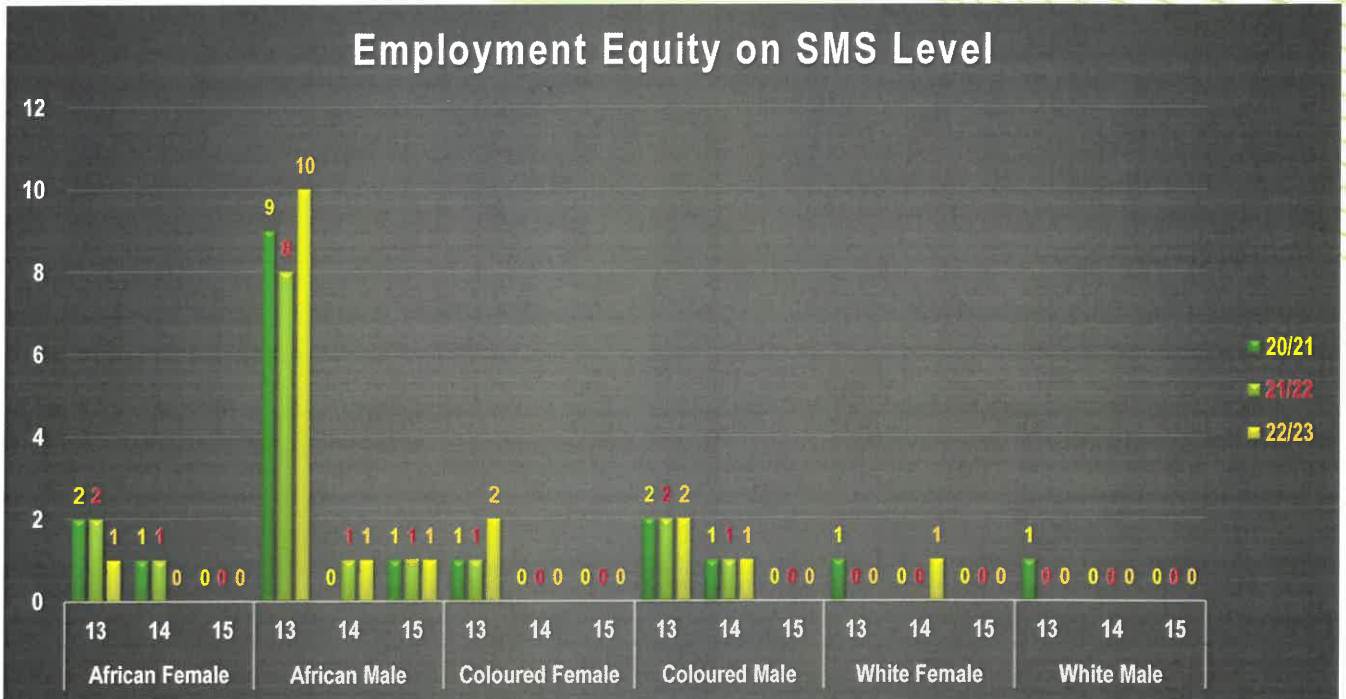


Figure 5: Top Structure of the Department

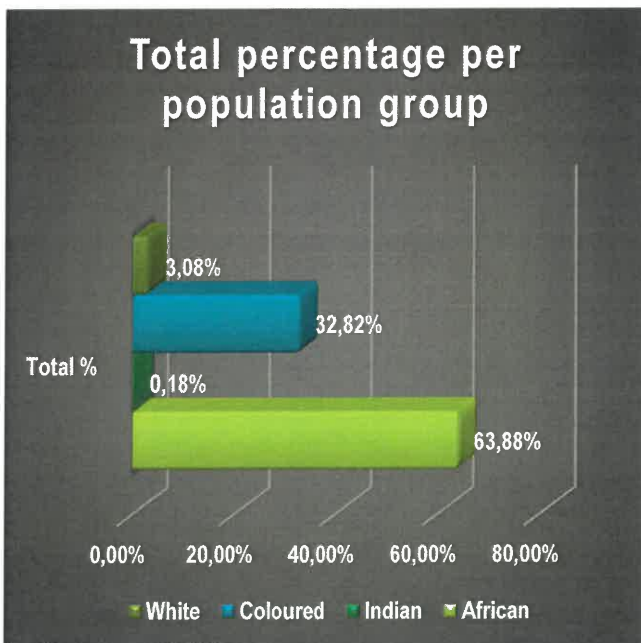
The Employment Equity neither reflects the demographics of the country nor the Province's population. It also does not adhere to the 50/50 equity targets at SMS level as desired by Government. The Department's disability rate is currently at 2.9%, whilst the National target is 2%.

The SMS equity has declined from 19% in 2020/2021 to 15% in mid-2021/2022 to 11% towards the end of 2021/2022 financial year, and increased again to 16% in the 2022/2023 financial year, though the overall gender equity in the Department has more or less remained steady at 55% in 2020/2021 to 56,44% in 2021/2022 to 56,5% towards the end of the 2022/2023 financial year.

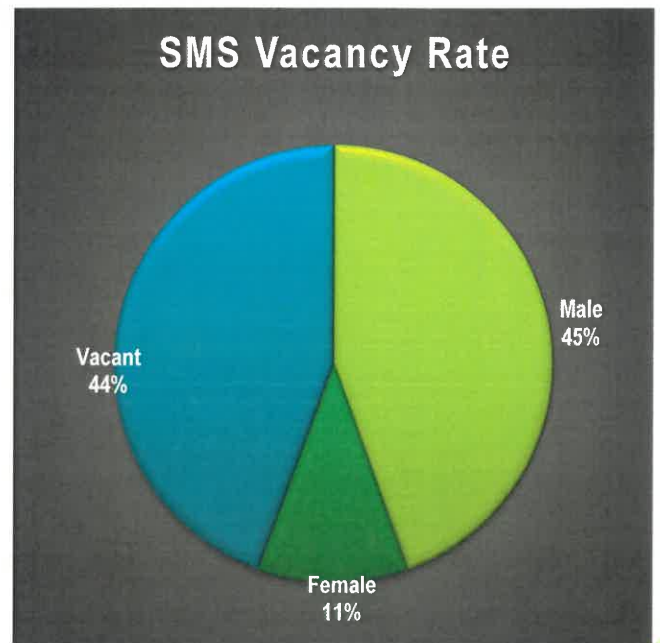


Graph 5: Employment Equity at SMS level

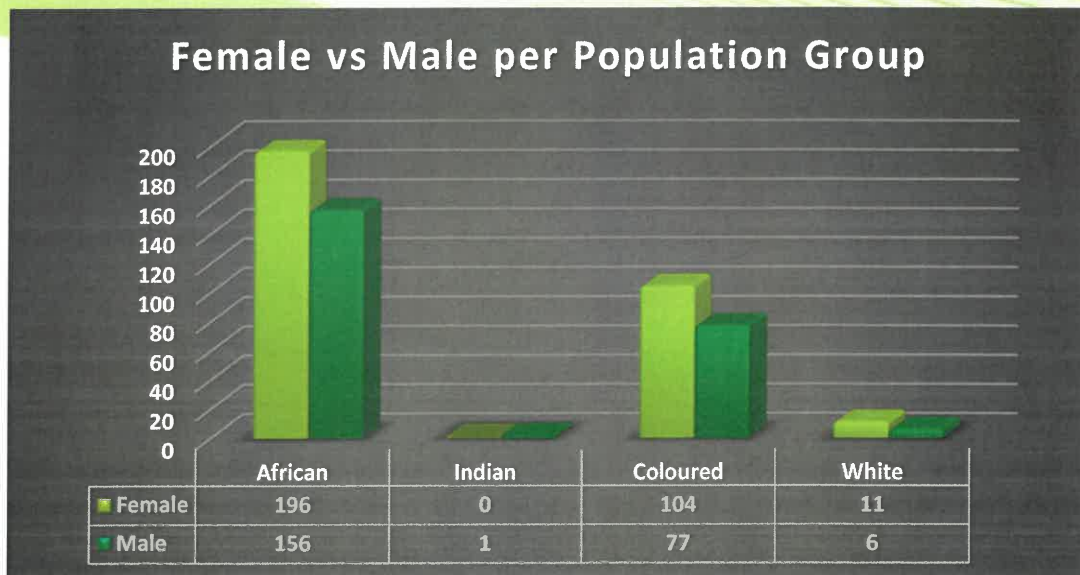
In an effort to address the SMS equity, the Department endeavours to prioritise the empowerment of female employees from middle management through training and exposing to act in senior management positions. In addition, the Department will give preference to the appointment of females in vacant positions - on both SMS and other levels.



Graph 6: Total % per population group

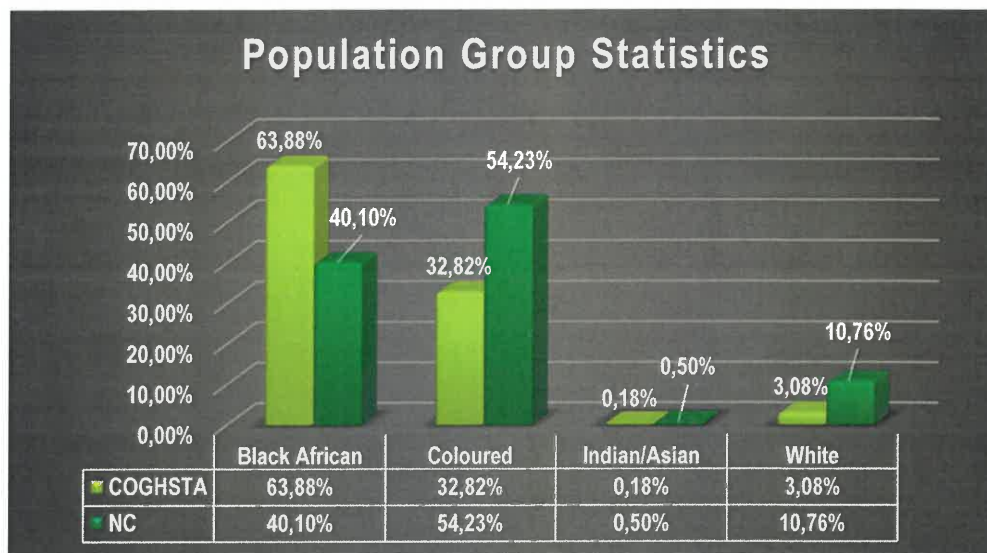


Graph 7: Gender Equity at SMS level



Graph 8: Female vs Male per Population Group

The Department consists of 63,88% black African, 32,82% Coloured, 0,18% Indian/Asian and 3,08% Whites, whilst the Northern Cape population demographics are as follows: 40,1% black African, 54,23% Coloured 0,5% Indian/Asian and 10,76% White³. The Department shows a minimal decline in all areas of the different population groups and this can be attributed to the fact that officials are leaving the service without being replaced with new appointments. Recruitment over the past year (2022/2023) was done by focusing on internal promotions of the officials within the Department. This had a knock-on effect by showing no reduction to the vacancy rate of the Department.



Graph 9: Population Group Statistics

³ Statistical data not updated, since StatsSA is yet to release Census 2022 information.

Part C: Measuring Our Performance

1. Institutional Programme Performance Information

1.1 Programme 1: Administration

Purpose: To provide overall management in the Department in accordance with all applicable Acts and policies

1.1.1 Sub-Programme: Office of the MEC

Purpose: To provide for the functioning of the office of the MEC

1.1.2 Sub-Programme: Corporate Services

Purpose: To provide corporate and financial support that is non-core for the Department

1.2 Programme 2: Human Settlements

Purpose: To develop sustainable human settlements in the Northern Cape in the context of transforming cities, towns and rural communities, through the building of cohesive, sustainable and caring communities with closer access to work and other critical amenities.

1.2.1 Sub-Programme: Housing Needs, Research and Planning

Purpose: To facilitate and undertake housing delivery planning

1.2.2 Sub-Programme: Housing Development

Purpose: To provide individual subsidies and housing opportunities to beneficiaries in accordance with the housing policy

1.2.3 Sub-Programme: Housing Asset Management

Purpose: To provide for the effective management of housing

1.3 Programme 3: Cooperative Governance

Purpose: To strengthen the capacity of 31 municipalities of the Northern Cape in order to render quality services to communities

1.3.1 Sub-Programme: Local Government

Purpose: To promote and facilitate viable and sustainable local governance.

1.3.1.1 Sub-Sub Programme: Municipal Governance and Administration

Purpose: To ensure legislative compliance and promote good governance

1.3.1.2 Sub-Sub Programme: Municipal Valuations, Performance Monitoring, Reporting and Evaluation

Purpose: To improve and support performance management, property valuations and Back to Basics

1.3.1.3 Sub-Programme: Public Participation

Purpose: To address poverty, provide livelihood support for poor households and maximise public participation and community involvement in matters of local government

1.3.2 Sub-Programme: Development and Planning

Purpose: To promote integrated development planning and facilitate the development of credible and simplified plans

1.3.2.1 Sub-Sub Programme: Municipal Infrastructure & Basic Services

Purpose: To promote, facilitate, coordinate and monitor infrastructure development and provision of free basic services

1.3.2.2 Sub-Programme: Spatial Planning

Purpose: To strengthen the planning capacity of municipalities to perform their functions

1.3.2.3 Sub-Programme: Disaster Management

Purpose: To improve the integration and co-ordination of disaster and emergency preparedness, prevention, risk reduction and mitigation in municipalities

1.4 Programme 4: Traditional Institutional Development

Purpose: To coordinate the activities of the Traditional Leadership and Institutions in the Northern Cape Province and give overall strategic management

1.4.1 Sub-Programme: Traditional Leadership and Institutional Support

Purpose: To provide administrative, financial and legislative support to traditional leaders, councils, communities and royal councils

2. Outcomes, outputs, output indicators and targets

Programme 1: Administration

Purpose: To provide overall management in the Department in accordance with all applicable Acts and policies.

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited Performance			Estimated Performance	MTEF Targets		
			19/20	20/21	21/22		22/23	23/24	24/25
Corporate Services									
Improved audit outcome	All supplier invoices paid within 30 days	Percentage of uncontested invoices paid within 30 days	New	98,8%	100%	100%	100%	100%	100%
	Increased preferential procurement for women	Percentage of procurement transactions awarded to women-owned businesses (WOB)	New	New	New	New	20%	30%	40%
	External audit recommendations implemented	Percentage of external audit recommendations implemented	New	31%	100%	100%	100%	100%	100%
	Corporate support services rendered	Percentage of departmental policies implemented	New	98,3%	100%	100%	100%	100%	100%

Programme 2: Human Settlements

Purpose: To develop sustainable human settlements in the Northern Cape in the context of transforming cities, towns and rural communities, through the building of cohesive, sustainable and caring communities with closer access to work and other critical amenities.

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited Performance			Estimated Performance	MTEF Targets		
			19/20	20/21	21/22		22/23	23/24	24/25
Housing Needs, Research and Planning									
Adequate Housing and improved quality living environments	Integrated Implementation Programmes for priority development areas	<i>Number of integrated implementation programmes for priority development areas completed per year</i>	New	New	New	5	Exempted		
	Investment of the total Human Settlements allocation in PDAs	<i>Percentage of investment of the total Human Settlements allocation in PDAs</i>	New	New	New	30%	30%	30%	30%
	Acquired land during 2014-2019 falling within the PDAs rezoned	<i>Percentage of land acquired during 2014-2019 within the PDAs rezoned</i>	New	New	New	100%	100%	100%	100%

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited Performance			Estimated Performance	MTEF Targets		
			19/20	20/21	21/22		22/23	23/24	24/25
Housing Development									
Adequate Housing and improved quality living environments	Households that received subsidies through FLISP	<i>Number of households that received subsidies through FLISP</i>	New	New	20	20	20	20	20
	Breaking New Ground (BNG) houses	<i>Number of Breaking New Ground (BNG) houses delivered</i>	New	New	New	274	568	533	220
	Serviced sites	<i>Number of serviced sites delivered</i>	New	New	337	2097	852	1495	912
	Rental Social Housing	<i>Number of rental social housing</i>	New	New	100	70	172	228	250

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited Performance			Estimated Performance	MTEF Targets		
			19/20	20/21	21/22		22/23	23/24	24/25
	units	<i>units delivered</i>							
	Community Residential Units	<i>Number of Community Residential Units (CRU) delivered</i>	New	New	376	Exempted			
	Informal settlements upgraded to phase 3 of the UISP	<i>Number of informal settlements upgraded to phase 3 of the Upgrading of Informal Settlements Programme (UISP)</i>	New	New	New	6	6	6	6

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited Performance			Estimated Performance	MTEF Targets		
			19/20	20/21	21/22		22/23	23/24	24/25
	Housing Asset Management								
Security of Tenure to households in the subsidy market	Title deeds registered pre-1994	<i>Number of pre-1994 title deeds registered</i>	New	New	250	500	500	200	200
	Title deeds registered post-1994	<i>Number of post-1994 title deeds registered</i>	New	New	525	3700	3700	550	550
	Title deeds registered post-2014	<i>Number of post-2014 title deeds registered</i>	New	New	829	650	650	500	500
	New title deeds registered	<i>Number of new title deeds registered</i>	New	New	146	150	150	200	200

Programme 3: Cooperative Governance

Purpose: To strengthen the capacity of 31 municipalities of the Northern Cape in order to render quality services to communities.

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited Performance			Estimated Performance	MTEF Targets		
			19/20	20/21	21/22		22/23	23/24	24/25
LOCAL GOVERNMENT									
Transformation of the Local Government sector	Municipal Governance and Administration								
	Promote sound municipal governance	<i>Number of municipalities supported to comply with MSA Regulations on the appointment of senior managers (Linked to MTSF 2019 – 2024, Priority 1)</i>	31	21	31	31	31	31	31
		<i>Number of municipalities monitored on the extent to which anti-corruption measures are implemented (Linked to MTSF 2019 – 2024, Priority 1)</i>	28	New	31	31	31	31	31
<i>Number of capacity building interventions conducted in municipalities (Linked to MTSF 2019 – 2024, Priority 1) (B2B Pillar 5)</i>		13	New	10	10	10	10	10	

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited Performance			Estimated Performance	MTEF Targets		
			19/20	20/21	21/22		22/23	23/24	24/25
LOCAL GOVERNMENT									
Municipal Valuations, Performance Monitoring, Reporting & Evaluation									
	Ensure MPRA Compliance	<i>Number of municipalities guided to comply with the MPRA (Linked to MTSF 2019 – 2024, Priority 1) (B2B Pillar 4)</i>	26	26	26	26	26	26	26
	Promote sound municipal performance management	<i>Number of municipalities supported to reduce Unauthorised, Irregular, Wasteful and Fruitless expenditure (Linked to MTSF 2019 – 2024, Priority 1)</i>	New	New	4	4	12	16	20
		<i>Number of municipalities supported to institutionalize the performance management system (PMS) (Linked to MTSF 2019 – 2024, Priority 1)</i>	10	31	31	31	31	31	31
		<i>Number of Section 47 Reports compiled as prescribed by the MSA (Linked to MTSF 2019 – 2024, Priority 1) (B2B Pillar 5)</i>	0	New	1	1	1	1	1

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited Performance			Estimated Performance	MTEF Targets		
			19/20	20/21	21/22		22/23	23/24	24/25
LOCAL GOVERNMENT									
Public Participation									
	Promote participation in community-based governance processes	<i>Number of Municipalities monitored on the implementation of GBVF responsive programmes (Final M&E Plan for NSP on GBVF) (Pillar 2: Prevention and Restoration of Social Fabric)</i>	New	New	26	26	26	26	26
		<i>Number of municipalities supported to promote participation in community-based local governance processes (Priority 1: Capable, Ethical and Developmental State and Priority 6 MTEF indicator: Social Cohesion and Safer Communities)</i>	New	26	26	26	26	26	26
		<i>Number of municipalities supported to resolve community concerns (Outcome 9: Sub-Outcome 2) (B2B Pillar 1)</i>	26	New	26	26	26	26	26
		<i>Number of municipalities supported to maintain functional ward committees (Linked to MTSF 2019 – 2024, Priority 1)</i>	1	0	26	26	26	26	26
	Create jobs through Job Summits, Operation Phakisa and other public sector employment programmes	<i>Number of work opportunities reported through Community Works Programme (CWP) (MTSF 2019-2024, Priority 2)</i>	New	New	21900	21900	21000	21000	21000

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited Performance			Estimated Performance	MTEF Targets		
			19/20	20/21	21/22		22/23	23/24	24/25
DEVELOPMENT PLANNING									
	Municipal Infrastructure and Basic Services								
	Promote improved access to basic services	<i>Number of municipalities monitored on the implementation of indigent policies (Sub-outcome 1) (B2B Pillar 2)</i>	24	New	26	26	26	26	26
		<i>Number of municipalities monitored on the implementation of infrastructure delivery programmes (Outcome 9, Sub-outcome 1) (B2B Pillar 5)</i>	26	26	26	26	26	26	26
		<i>Number of Districts monitored on the spending of National grants</i>	New	New	5	5	5	5	5

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited Performance			Estimated Performance	MTEF Targets		
			19/20	20/21	21/22		22/23	23/24	24/25
DEVELOPMENT PLANNING									
	Spatial Planning								
	Promote integrated municipal spatial planning and development	<i>Number of Districts/Metros monitored on the implementation of One Plans (MTSF 2019 – 2024, Priority 5: Spatial integration, human settlements and local government)</i>	New	New	5	5	5	5	5
		<i>Number of municipalities with legally compliant IDPs</i>	21	30	31	31	31	31	31

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited Performance			Estimated Performance	MTEF Targets		
			19/20	20/21	21/22		22/23	23/24	24/25
DEVELOPMENT PLANNING									
	Disaster Management								
	Coordinated Provincial Disaster Management	<i>Number of municipalities supported to maintain functional Disaster Management Centres</i>	1	0	5	5	5	5	5
		<i>Number of municipalities supported on Fire Brigade Services</i>	New	New	5	5	5	5	5

Programme 4: Traditional Institutional Development

Purpose: To coordinate the activities of the Traditional Leadership and Institutions in the Northern Cape Province and give overall strategic management.

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited Performance			Estimated Performance	MTEF targets		
			19/20	20/21	21/22		22/23	23/24	24/25
Realizing good governance, peaceful co-existence and development within Traditional Communities	Traditional Leadership and Institutional Support								
	Promote traditional leaderships with good governance and sound administration	<i>Number of Traditional Councils supported to perform their functions</i>	8	10	8	8	8	8	8
		<i>Number of Anti GBVF Intervention/campaigns for traditional leadership (Final M&E Plan for the NSP on GBVF) (Pillar 2: Prevention and Restoration of Social Fabric)</i>	New	New	2	2	2	2	2
<i>Percentage of traditional leadership succession disputes processed</i>		87,5%	New	100%	100%	100%	100%	100%	

3. Output Indicators: Annual and Quarterly Targets

No	Output Indicators	Reporting Cycle	Calculation Type	Annual Target	Q1	Q2	Q3	Q4
Programme 1: Administration								
CORPORATE SERVICES								
1	Percentage of uncontested invoices paid within 30 days	Quarterly	Non-Cum, %, year-end	100%	100%	100%	100%	100%
2	Percentage of procurement transactions awarded to women-owned businesses (WOB)	Quarterly	Cum, %, year-to-date	20%	5%	10%	15%	20%
3	Percentage of external audit recommendations implemented	Quarterly	Cum, %, year to date	100%	25%	50%	75%	100%
4	Percentage of departmental policies implemented	Quarterly	Non-Cum, %, year-end	100%	100%	100%	100%	100%

No	Output Indicators	Reporting Cycle	Calculation Type	Annual Target	Q1	Q2	Q3	Q4
Programme 2: Human Settlements								
HOUSING NEEDS, RESEARCH AND PLANNING								
5	<i>Percentage of investment of the total Human Settlements allocation in PDAs</i>	Quarterly	Cum, year-to-date, %	30%	7,5%	15%	22,5%	30%
6	<i>Percentage of land acquired during 2014-2019 within the PDAs rezoned</i>	Quarterly	Cum, year-to-date, %	100%	25%	50%	75%	100%
HOUSING DEVELOPMENT								
7	<i>Number of households that received subsidies through FLISP (Finance Linked Individual Subsidy Programme)</i>	Quarterly	Cum, year-end, number	20	5	5	5	5
8	<i>Number of Breaking New Ground (BNG) houses delivered</i>	Quarterly	Cum, year-end, number	568	142	142	142	142
9	<i>Number of serviced sites delivered</i>	Quarterly	Cum, year-end, number	852	210	215	217	210
10	<i>Number of rental social housing units delivered</i>	Quarterly	Cum, year-to-date, number	172	40	45	47	40
11	<i>Number of informal settlements upgraded to Phase 3 of the Upgrading of Informal Settlements Programme (UISP)</i>	Annually	Non-Cum, number	6	0	0	0	6
HOUSING ASSET MANAGEMENT								
12	<i>Number of pre-1994 title deeds registered</i>	Quarterly	Cum, year-end, number	500	125	125	125	125

No	Output Indicators	Reporting Cycle	Calculation Type	Annual Target	Q1	Q2	Q3	Q4
Programme 2: Human Settlements								
13	<i>Number of post-1994 title deeds registered</i>	Quarterly	Cum, year-end, number	3700	925	925	925	925
14	<i>Number of post-2014 title deeds registered</i>	Quarterly	Cum, year-end, number	650	162	162	162	164
15	<i>Number of new title deeds registered</i>	Quarterly	Cum, year-end, number	150	40	50	40	20

No	Output Indicators	Reporting Cycle	Calculation Type	Annual Target	Q1	Q2	Q3	Q4
Programme 3: Cooperative Governance								
LOCAL GOVERNMENT								
MUNICIPAL GOVERNANCE AND ADMINISTRATION								
16	<i>Number of municipalities supported to comply with MSA Regulations on the appointment of senior managers (Linked to MTSF 2019 – 2024, Priority 1)</i>	Quarterly	Cum, year-end, number	31	0	10	11	10
17	<i>Number of municipalities monitored on the extent to which anti-corruption measures are implemented (Linked to MTSF 2019 – 2024, Priority 1)</i>	Quarterly	Cum, year-end, number	31	7	8	8	8
18	<i>Number of capacity building interventions conducted in municipalities (Linked to MTSF 2019 – 2024, Priority 1) (B2B Pillar 5)</i>	Quarterly	Cum, year-end, number	10	2	3	3	2
MUNICIPAL VALUATIONS, PERFORMANCE MONITORING, REPORTING & EVALUATION								
19	<i>Number of municipalities guided to comply with the MPRA (Linked to MTSF 2019 – 2024, Priority 1) (B2B Pillar 4)</i>	Quarterly	Cum, year-end, number	26	5	8	8	5
20	<i>Number of municipalities supported to reduce Unauthorised, Irregular, Wasteful and Fruitless expenditure (Linked to MTSF 2019 – 2024, Priority 1)</i>	Quarterly	Cum, year-end, number	12	3	3	3	3
21	<i>Number of municipalities supported to institutionalize the performance management system (PMS) (Linked to MTSF 2019 – 2024, Priority 1)</i>	Quarterly	Cum, year-end, number	31	7	8	8	8
22	<i>Number of Section 47 Reports compiled as prescribed by the MSA (Linked to MTSF 2019 – 2024, Priority 1) (B2B Pillar 5)</i>	Annually	Non-Cum, number	1	0	0	1	0
PUBLIC PARTICIPATION								
23	<i>Number of Municipalities monitored on the implementation of GBVF responsive programmes (Final M&E Plan for NSP on GBVF) (Pillar 2: Prevention and Restoration of Social Fabric)</i>	Quarterly	Cum, year-end, number	26	5	8	8	5
24	<i>Number of municipalities supported to promote participation in community-based local governance processes (Priority 1: Capable, Ethical and Developmental State and Priority 6 MTEF indicatory: Social Cohesion and Safer Communities)</i>	Bi-Annually	Non-Cum, number	26	0	26	0	26
25	<i>Number of municipalities supported to resolve community concerns</i>	Quarterly	Cum, year-end, number	26	5	8	8	5
26	<i>Number of municipalities supported to maintain functional ward committees (Linked to MTSF 2019 – 2024, Priority 1)</i>	Quarterly	Cum, year-end, number	26	5	8	8	5
27	<i>Number of work opportunities reported through Community Works Programme (CWP) (MTSF 2019-2024, Priority 2)</i>	Quarterly	Non-Cum, year-end, number	21000	21000	21000	21000	21000
DEVELOPMENT AND PLANNING								
MUNICIPAL INFRASTRUCTURE AND BASIC SERVICES								
28	<i>Number of municipalities monitored on the implementation of indigent policies (Sub-outcome 1) (B2B Pillar 2)</i>	Quarterly	Cum, year-end, number	26	5	8	8	5
29	<i>Number of municipalities monitored on the implementation of infrastructure delivery programmes (Outcome 9, Sub-outcome 1) (B2B Pillar 5)</i>	Quarterly	Cum, year-end, number	26	5	8	8	5
30	<i>Number of Districts monitored on the spending of National grants</i>	Annually	Non-Cum, number	5	0	0	0	5
SPATIAL PLANNING								
31	<i>Number of Districts/Metros monitored on the implementation of One Plans (MTSF 2019 – 2024, Priority 5: Spatial integration, human</i>	Annually	Non-Cum, number	5	0	0	0	5

No	Output Indicators	Reporting Cycle	Calculation Type	Annual Target	Q1	Q2	Q3	Q4
Programme 3: Cooperative Governance								
	<i>settlements and local government)</i>							
32	<i>Number of municipalities with legally compliant IDPs</i>	Annually	Non-Cum, number	31	0	0	0	31
MUNICIPAL DISASTER MANAGEMENT								
33	<i>Number of municipalities supported to maintain functional Disaster Management Centres</i>	Quarterly	Non-Cum, number (only DDMCs monitored in all 4 quarters)	5	5	5	5	5
34	<i>Number of municipalities supported on Fire Brigade Services</i>	Quarterly	Cum, year-end, number	5	1	1	2	1

No	Output Indicators	Reporting Cycle	Calculation Type	Annual Target	Q1	Q2	Q3	Q4
Programme 4: Traditional Institutional Development								
TRADITIONAL LEADERSHIP AND INSTITUTIONAL SUPPORT								
35	<i>Number of Traditional Councils supported to perform their functions</i>	Quarterly	Cum, year-end, number	8	2	2	2	2
36	<i>Number of Anti GBVF Intervention/campaigns for traditional leadership (Final M&E Plan for the NSP on GBVF) (Pillar 2: Prevention and Restoration of Social Fabric)</i>	Bi-Annually	Cum, year-end, number	2	0	1	0	1
37	<i>Percentage of traditional leadership succession disputes processed</i>	Quarterly	Cum, year-end, %	100%	25%	50%	75%	100%

4. Explanation of planned performance over the medium-term period

Programme 1

The NDP has identified a number of areas that require urgent and focused attention to ensure that the Public Service becomes a career of choice, has the required skills and has the capacity to deliver on the objectives of government. It is also important that there is public confidence in the competence of public officials to serve the citizens according to the principles adopted in Chapter 10 of the Constitution of South Africa.

The National Development Plan 2030 asserts that improved Human Resource capacity in departments is critical for the effective implementation of the steps identified above as well as the broader professionalism of individual departments. The Department has since appointed officials in different capacities to support its mandates. However, the Department needs to equip human resource professionals to enforce rules and implement administrative processes, but also to advise senior management on aspects of strategic human resource management and development.

The administration is responsible for management practices based on norms and standards, as well as local and international best practice models. The departmental performance is measured by the quantity and quality of the management and administrative practices as well as performance against service delivery to citizens.

Ongoing research and analysis within administration is therefore required to assist decision making by measuring the effectiveness and efficiency of policies, plans, operations and practices through evidence-based methods in order to benchmark and baseline organizational functionality and provide alternative delivery models.

Programme 1: Corporate Services has one performance indicator that speaks to the implementation of policies. Policies are important in a workplace as it helps reinforce and clarify the standards expected of employees and help employers manage staff more effectively as it defines what is acceptable and unacceptable in the workplace.

Policies provide guidance, consistency, accountability, efficiency, and clarity on how an organization operates. This offers officials of the department guidelines and principles to follow. Policies define the goals of the department and provide guidance about how to achieve objectives. Policies also identify key activities, such as the building of BNG houses. Policies can also provide guidance for the department on how to handle issues as they arise. Policies and procedures allow an employer to commit to writing the company's values and mission. They also set standards of behaviour, conduct and performance for employees. As a result, policies and procedures clearly define and set the expectations for employees and provide a source of reference for employees to be able to review and check if they are meeting those expectations. In addition to setting standards

for employees, policies and procedures also set standards for managers of a business. This provides guidance to managers for how they are to conduct themselves and the standards they will be held to, but also provides transparency to the rest of the workforce as they can see the standards expected of their leaders and what they can in turn expect from their managers.

Established policies and procedures ensure the department's processes do not deviate or deteriorate over time, even if key senior officials, contractors or employees leave. Consistent policies also help new officials get up to speed quickly on how the department operates and what's expected of them.

When policies and procedures are well established and consistently followed, a department can refute allegations of unfairness or legal violations that may be filed against it. Formal, written policies and procedures improve overall organizational performance by keeping everyone "on the same page" when it comes to expectations and issues. When everyone is 100% clear about what needs to be done, how it needs to be done and who's responsible for doing it, it leads to smooth operations. Policies and procedures that are regularly reviewed and updated will assist the department in meeting its obligations. For instance, a clear work health and safety policy will assist an employer in communicating its obligations to provide a safe workplace and how it will meet those obligations imposed on the department.

Programme 2

The Department strives to achieve sustainable human settlements and improved quality of household life that will culminate in the establishment of viable, socially and economically integrated communities that are located in areas that allow convenient access to economic opportunities as well as health, educational and social amenities. It does so by:

- upgrading informal settlements through the provisioning of internal services to communities;
- restoring dignity of citizens by handing over title deeds and transferring houses to beneficiaries and allowing them access to economic opportunities (renting out houses, build back-rooms and use houses as guarantees to secure bank loans);
- provisioning of houses to low- and middle-income earners through the Social and Rental Housing Programme;
- provisioning of houses to the gap market through the Finance-Linked Individual Subsidy Programme (FLISP);
- rendering town planning services; and
- the construction of top structures.

The history of planning and design of human settlements in South Africa is still characterised by biased spatial planning that largely benefits the minority. Spatial planning was based on a political ideology that promoted separate development. The majority of the South African population was condemned to the periphery of major economic centres without access to basic services, amenities and employment opportunities. While ground-breaking policy documents and legislation were developed and promulgated in post-apartheid South Africa, the legacy of apartheid spatial planning and design of human settlements still stubbornly persist twenty-five years into our democracy.

In the main, the planned performance for the MTSF is based on this reality and it is strongly aligned to Chapter 8 of the NDP in seeking to reverse the effects of apartheid spatial planning that still persists in the democratic South Africa. Priority will specifically be given to human settlements projects in the approved Priority Housing Developments Areas with the potential to spatial transformation our cities and towns. The department will also ensure that all the land previously acquired, in the 2014-19 MTSF, within the PHDAs are completely rezoned towards total spatial transformation.

Outcomes are based on the following four key strategic pillars in order to achieving spatial transformation through improved integrated settlement development and linking job opportunities and housing opportunities:

- a) Liveable neighbourhoods;
- b) Facilitate access to well-located land;
- c) Access to adequate housing; and
- d) Residential property market.

In order to achieve the outcomes, the following key strategic enablers will be utilised:

- a) Provide inputs to the National Department of Human Settlements in developing responsive policies and programmes. Key programmes such as the Integrated Residential Development Programme and Social and Economic Amenities programmes will be enhanced with a special focus on public spaces; Informal Settlements Upgrading Programme; Peoples Housing Process and Social Housing;
- b) Strengthen the implementation of policies and programmes by participating in the development of requisite capacity and capabilities for human settlements, strengthening data driven policy and programme implementation, strengthening intergovernmental cooperation and alignment, strengthening the participation of stakeholders;
- c) Adopt an outcomes-oriented finance and funding model by directing funding towards PHDA developments and leveraging private sector investment. Through the Housing Bank, the department will facilitate affordable housing finance;
- d) Improve monitoring, reporting and evaluation on area-based planning, spatial transformation and subsidy and gap market; and
- e) Re-align the organisational structure to support the new approach or outcomes.

In implementing outcomes and reaching the desired impact in human settlements delivery, compliance with key empowerment initiatives for women, youth and vulnerable groups is paramount. The department will ensure that they meet these empowerment targets without any compromise.

Note: National Human Settlements is currently in the process of piloting integrated implementation plans for priority development areas in Sol Plaatje Municipality. PDA indicators were included in the Strategic Plan.

Upgrading of Informal Settlements to either Phase 1, 2 or 3, are multi-year projects, hence the Department will annually report on the number of projects funded, until such time as the projects are completed.

Programme 3

The outcome "Transformation of the Local Government sector" contributes towards chapter 13 (Building a capable state) and 14 (promoting accountability) of the NDP. Municipalities need to ensure good governance for effective use of public resources and create conditions for investment promotion, economic growth, job creation, the elimination of poverty and inequality and to achieve citizen satisfaction as well as to create attractive conditions for investment flows. These investments will grow municipal revenue and individual income and create sustainable communities.

Improvement in the functionality of municipalities will create an open, responsive and accountable public service as envisaged by the NDP and strengthen government's engagement with citizens. Community leaders, traditional leaders, religious leaders, business, labour, youth, women and civil society must be mobilised to create a harmonious existence of all South Africans, everyone contributing to the success of the municipality and its people.

In an effort to ensure good governance in municipalities where necessary after conducting monitoring and support to municipalities, where it emergence that a municipality fulfils the criteria of a section 139 intervention, the Department will do everything necessary to ensure that the Provincial Executive Council places such a municipality under administration.

The department will also continue to support other departments in the process of refurbishing and transforming Sol Plaatje and Kimberley in particular to be a smart city.

Notwithstanding the COVID-19 support grants provided to municipalities, the funds were not sufficient to assist municipalities who had already spend much more than the grants they received resulting in huge shortfalls. The implications of COVID-19 on local municipalities have far reaching consequences as it has unintended effect on the economy and financial sustainability of municipalities. The retrenchment of employees by some companies translate in lack of income in households which leads to failure by such households to pay for their municipal services. The process of registering communities as indigents is not commensurate to the request for payment of services.

The continued reduction in the budget of the country and the province will continue to make it difficult for the Department to provide the necessary support and assistance to municipalities.

For the new financial year: The department continue inducting newly elected ward committee members in order that they would understand their role and function as ward committee members. Ward Committees will be supported to develop Ward Operational Plans and to develop a ward communication strategy for implementation. Community Concerns will be an active module that will be discussed and how to address these concerns using the available platforms like GovChat and to provide constant feedback to communities at ward level.

Programme 4

The outcome "Realising good governance, peaceful co-existence and development within Traditional Committees" aims to address issues of capacity, and strengthen inter-governmental relations in service delivery. Implementing the Regulations of Section 81 will close the gap in terms of collaboration between Traditional Leaders and Elected Municipal Councillors, and will impact greatly on community development.

Implementation of Legislation and policies will enable strict adherence to the rule of law and fiscal discipline. IGR Structures are important as it creates an environment for coordination of services to communities. Availability of resources will sustain the monitoring and implementation of these priority projects and programmes and the implementation of the Regulations of Section 81, and ensure a co-ordinated District Development Model.

5. Programme resource considerations

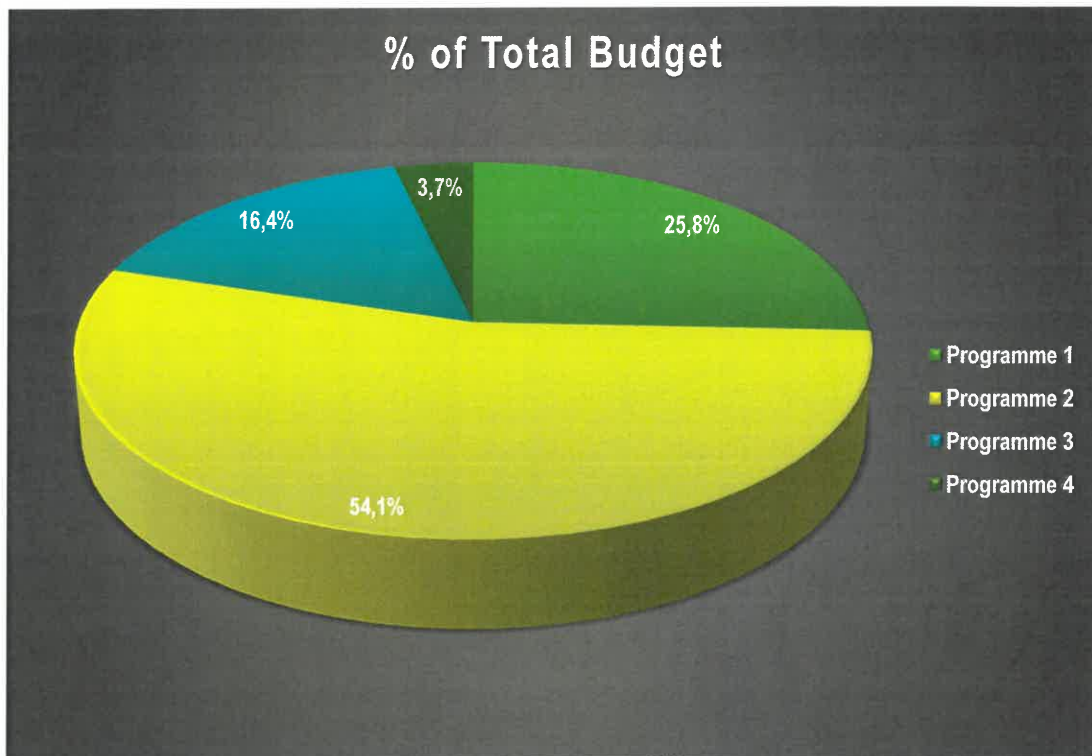
Cooperative Governance, Human Settlements and Traditional Affairs									
R thousand	Outcome			Appropriation		Revised Estimate	Medium-term Estimates		
				Main	Adjusted		2023/24	2024/25	2025/26
	2019/20	2020/21	2021/22	2022/23					
1. Administration	161 378	143 018	153 195	188 610	195 110	195 110	205 345	188 879	195 705
2. Human Settlement	511 824	452 929	558 396	413 041	415 041	609 741	431 618	465 310	486 156
3. Co-Operative Governance	154 298	132 476	128 162	132 662	159 009	159 009	131 028	141 368	147 699
4. Traditional Institutional Management	21 902	17 942	18 508	28 671	36 671	36 671	29 510	30 837	32 218
Total payments and estimates	849 402	746 365	858 261	762 984	805 831	1 000 531	797 501	826 394	861 778
Economic Classification									
Current payments	355 022	332 005	335 512	392 699	433 633	433 633	405 954	426 867	444 352
Compensation of employees	281 247	279 736	277 177	283 777	320 074	320 074	319 059	323 845	338 353
Goods and services	73 774	52 269	58 335	108 922	113 559	113 559	86 895	103 022	105 999
Interest and rent on land	1	-	-	-	-	-	-	-	-
Transfers and subsidies to:	486 486	408 598	516 090	361 843	356 756	551 456	372 097	388 283	405 678
Provinces and municipalities	21 231	-	-	-	-	-	-	-	-
Non-profit institutions	-	1 341	1 400	1 543	1 543	1 543	1 088	1 032	1 078
Households	465 255	407 257	514 690	360 300	355 213	549 913	371 009	387 251	404 600
Payments for capital assets	7 894	5 227	6 207	8 442	15 442	15 442	19 450	11 244	11 748
Machinery and equipment	7 894	5 227	5 748	8 442	11 442	-	19 450	11 244	-
Software and other intangible assets	-	-	459	-	4 000	-	-	-	-
Payments for financial assets	-	535	452	-	-	-	-	-	-
Total economic classification	849 402	746 365	858 261	762 984	805 831	1 000 531	797 501	826 394	861 778

Programme 1: Administration									
R thousand	Outcome			Appropriation		Revised Estimate	Medium-term Estimates		
				Main	Adjusted		2023/24	2024/25	2025/26
	2019/20	2020/21	2021/22	2022/23					
1. Office of the MEC	12 427	10 013	10 699	16 349	16 849	16 849	17 904	18 636	19 398
2. Corporate Services	148 951	133 005	142 496	172 261	178 261	178 261	187 441	170 243	176 307
Total payments and estimates	161 378	143 018	153 195	188 610	195 110	195 110	205 345	188 879	195 705
Economic Classification									
Current payments	158 242	140 110	146 589	183 444	185 944	185 944	189 129	181 223	187 706
Compensation of employees	96 058	94 979	95 927	99 919	115 919	115 919	119 490	106 181	110 938
Goods and services	62 183	45 131	50 662	83 525	70 025	70 025	69 639	-	76 768
Interest and rent on land	1	-	-	-	-	-	-	-	-
Transfers and subsidies to:	112	392	967	-	-	-	-	-	-
Households	112	392	967	400	400	400	618	437	457
Payments for capital assets	3 024	1 981	5 187	4 766	8 766	8 766	15 598	7 212	7 542
Machinery and equipment	3 024	1 981	4 728	4 766	8 766	8 766	15 598	7 212	-
Payments for financial assets	-	535	452	-	-	-	-	-	-
Total economic classification	161 378	143 018	153 195	188 610	195 110	195 110	205 345	188 879	195 705

Programme 2: Human Settlements									
R thousand	Outcome			Appropriation		Revised Estimate	Medium-term Estimates		
				Main	Adjusted		2023/24	2024/25	2025/26
	2019/20	2020/21	2021/22	2022/23					
1. Housing Needs, Research And Planning	10 918	9 885	10 126	13 467	15 467	15 467	13 719	13 333	13 932
2. Housing Development	478 400	426 965	532 125	386 509	384 509	579 209	406 061	439 608	459 301
3. Housing Asset Management	22 506	16 079	16 145	13 065	15 065	15 065	11 838	12 369	12 923
Total payments and estimates	511 824	452 929	558 396	413 041	415 041	609 741	431 618	465 310	486 156
Economic Classification									
Current payments	47 750	46 191	45 013	52 249	59 336	59 336	60 393	77 520	80 993
Compensation of employees	45 267	45 215	42 391	45 061	52 011	52 011	51 733	69 625	72 744
Goods and services	2 483	976	2 622	7 188	7 325	52 011	8 660	7 895	8 249
Transfers and subsidies to:	464 024	406 738	512 985	359 900	354 813	549 513	370 291	386 814	404 143
Households	464 024	406 738	512 985	359 900	354 813	549 513	370 291	386 814	404 143
Payments for capital assets	50	-	398	892	892	892	934	976	1 020
Machinery and equipment	50	-	398	892	892	892	934	976	1 020
Payments for financial assets	-	-	-	-	-	-	-	-	-
Total economic classification	511 824	452 929	558 396	413 041	415 041	609 741	431 618	465 310	486 156

Programme 3: Cooperative Governance									
R thousand	Outcome			Appropriation		Revised Estimate	Medium-term Estimates		
				Main	Adjusted		2023/24	2024/25	2025/26
	2019/20	2020/21	2021/22	2022/23					
1. Local Governance	121 103	120 514	116 152	114 659	146 006	146 006	115 785	121 653	127 102
2. Development and Planning	33 195	11 962	12 010	18 003	13 003	13 003	15 243	19 715	20 597
Total payments and estimates	154 298	132 476	128 162	132 662	159 009	159 009	131 028	141 368	147 699
Economic Classification									
Current payments	131 672	129 123	127 132	130 081	153 428	153 428	128 223	138 542	144 746
Compensation of employees	123 841	123 714	123 061	115 013	128 360	128 360	122 911	121 993	127 458
Goods and services	7 831	5 409	4 071	15 068	25 068	25 068	5 312	16 549	17 288
Transfers and subsidies to:	21 437	107	546	-	-	-	-	-	-
Provinces and municipalities	21 231	-	-	-	-	-	-	-	-
Households	206	107	546	-	-	-	-	-	-
Payments for capital assets	1 189	3 246	484	2 581	5 581	5 581	2 705	2 826	2 953
Machinery and equipment	1 189	3 246	484	2 581	5 581	5 581	2 705	2 826	2 953
Payments for financial assets	-	-	-	-	-	-	-	-	-
Total economic classification	154 298	132 476	128 162	132 662	159 009	159 009	131 028	141 368	147 699

Programme 4: Traditional Institutional Development									
R thousand	Outcome			Appropriation		Revised Estimate	Medium-term Estimates		
				Main	Adjusted		2023/24	2024/25	2025/26
	2019/20	2020/21	2021/22	2022/23					
1. Traditional Institutional Administration	21 902	20 743	18 508	28 671	36 671	36 671	29 510	30 837	32 218
2. Traditional Resource Administration	-	-	-	-	-	-	-	-	-
Total payments and estimates	21 902	20 743	18 508	28 671	36 671	36 671	29 510	30 837	32 218
Economic Classification									
Current payments	17 358	18 957	16 778	26 925	34 925	34 925	28 209	29 582	30 907
Compensation of employees	16 081	16 800	15 798	23 784	23 784	23 784	24 925	26 046	27 213
Goods and services	1 277	2 157	980	3 141	11 141	11 141	3 284	3 536	3 694
Transfers and subsidies to:	913	1 592	1 592	1 543	1 543	1 543	1 088	1 032	1 078
Non-profit institutions	-	1 400	1 400	1 543	1 543	1 543	1 088	-	-
Households	913	192	192	-	-	-	-	-	-
Payments for capital assets	3 631	194	138	203	203	203	213	223	233
Machinery and equipment	3 631	194	138	203	203	203	213	223	233
Payments for financial assets	-	-	-	-	-	-	-	-	-
Total economic classification	21 902	20 743	18 508	28 671	36 671	36 671	29 510	30 837	32 218



Graph 10: % of Total Budget

The department had to reprioritise based on the MTEF reduction of the equitable share baseline. The alignment of the MTEF strategic cycle annual targets will be adjusted as per the approved allocation. The department will initiate a review of departmental spending to maximise the impact of existing programmes. (Exactly as it was last year)

In addition to the reprioritisation of government programmes, the policy frameworks and implementation methodology of programmes will continuously be re-evaluated, with a focus on service delivery of programmes. The department reviewed and

updated the Annual Performance Plans (APP) and MTEF budget within the current baseline allocations. In line with the 2013/14 National Treasury instruction on cost containment measures, financing programmes must entail a greater share of goods and services budgets being devoted towards core areas of service delivery. Departmental spending will be closely monitored and the ongoing process of realignment will continue.

The procurement plan will be based on the number of human settlements projects to be implemented for houses and services. The department utilises a database of contractors over the past three years, and it did assist in procuring all our construction projects at a much faster pace. The said database has expired and all procurement plans from human settlements are done on public tender. The objective of the department is to ensure delivery of all goods and services necessary to accomplish its mission in a timely, economical and efficient manner.

The funding of the department is from two sources namely Equitable Share and Conditional Grant funding.

The department has two main sources of funding namely, equitable share and conditional grants. The equitable share funding constitutes 53 % of the total departmental budget while conditional grants account for 47 %.

Over the 2023/24 MTEF, the department will receive equitable share to the amount of R1 320 billion while receipts from conditional grants are expected to be R1.163 billion.

Conditional grants show an increasing trend over the 2023 MTEF. The average growth rate is 4 % and 4 % in 2023/24 and 2024/25 respectively. The Human Settlement Development Grant (HSDG) increase from R370 191 million in 2023/2024 to R386 814 million in the 2024/2025.

The department is not a significant revenue contributor and generate its revenue primarily from sales of goods and services other than capital assets; which comprises commission received from monthly PERSAL deductions, such as insurance premiums and garnishee orders, parking fees and rental from officials occupying state houses. A steady increase of 5 % is anticipated in the 2023/24 and 2024/25 financial years respectively.

Interest, dividends and rent on land relates to interest received on staff debts, and is expected to increase with an expected average of R43 thousand over the 2023 MTEF.

Transactions in financial assets and liabilities includes the recovery of staff debts such as breached bursary contracts and refunds received relating to previous years' expenditure. The slow growth over the MTEF can be attributed to the uncertain nature of this category

Key assumptions

- Inflation assumptions of 5.1 % in 2023/24, 4.6 % in 2024/25 and 4.6 % 2025/2026 respectively;
- Personnel Inflation assumptions are calculated at CPI+1 for each of the years of the MTEF;
- The budget for housing is mainly based on conditional grant allocations from the National Department of Human Settlements;
- The expanded cost-cutting measures by Provincial Treasury, will continue to be adhered to over the 2023/24 MTEF, in conjunction with National Treasury Instruction on cost-containment measures;
- Key performance indicators and performance targets will be informed by approved funding allocations received;
- Sector spending and key infrastructure spending, as well as other key areas of spending, continue to grow in real terms.

The share of current payments to total budget is set to increase with 5 % and 5 % over the MTEF respectively.

Compensation of Employees, which is the department's largest area of spending under current payments constitute 39 % of the total departmental budget. Compensation is driven by changes in the number of employees and changes in their remuneration and the budget has been aligned to cater for such. General economic conditions that impact compensation is the inflation rate, changes in the cost of living, pay progression, etc.

Programme 1, Administration provide efficient and effective administrative support and direction to the department. The monthly contractual obligations, which include Fleet Management, communication, audit fees, operating leases etc. are budgeted under Programme 1.

The programme's allocation increases by 0 % and 5 % in 2023/24 and 2024/25 respectively. Current payments increase by 5 % in 2023/24 and 5 % over the 2024/25 financial years. The programme shows a steady growth of R 655 092 million over the MTEF.

The sub-programme: Office of the MEC reflects a growing trend in the 2023 MTEF in line with projects and programmes undertaken. The growth over the MTEF is mainly inflationary.

The sub-programme: Corporate Services provides for the department's ICT system, legal services, and maintenance of departmental buildings, financial management, and auxiliary services, among others. The growth in the two outer years of the MTEF provides for the contractual obligations, maintenance of various departmental buildings, service delivery improvement plans, as well as inflationary increments, among others. Although the sub-programme shows a slight increase over the 2023/24 MTEF, the budget is still not enough to address the operational costs as this programme continuously overspending in the past financial years.

Programme 2 focus on capacitating accredited municipalities with targeted training and support and provide adequate housing and improved quality living environment, among others. The programme has the largest share of the department's budget at 53 % of the total allocation owing to conditional grants.

The budget of this programme is allocated mainly to transfers and subsidy in line with the conditional grant objectives as contained in the conditional grant business plans.

This programme entails Human Settlement Development Grant (HSDG) of R285 336 million and the Informal Settlements Upgrading and Development Grant (ISUPG) of R84 855 million.

Programme 3 provide support and improve municipal performance management, property valuation and enhance community participation at local level to strengthen relations between local government and the community, amongst others.

The allocation for this programme accounts for 16 % of the total departmental budget.

The programme's allocation increases by 8 % and 4 % in the 2024/25 and 2025/26 respectively.

Current payments particularly compensation of employees and travel and accommodation are the main cost drivers for this programme as its function is to monitor and provide support municipalities in developing a responsive, accountable, effective and efficient cooperative governance system. This support includes secondments of officials to municipalities to bring about leadership and stability in those targeted municipalities.

Programme 4 ensures good governance and sound administration within the institution of traditional leadership and its stakeholders. This programme has the smallest share of the total departmental budget at 4 %. The budget of this programme increases by 4 % over the 2023 MTEF.

The primary focus of the programme is to provide administrative, financial, advisory and strategic management support to all traditional leadership structures in a quest to promote good governance, sound administration, accountability as well as community stability within traditional communities.

Once supported, the traditional leadership institution will preserve and promote traditions, customs and culture; as well as give advice to government accordingly on matters related thereto. Furthermore, the programme will apply laws in accordance with Chapter 12 of the Constitution of South Africa Act (Act No.108) of 1996; help develop legislations; and broaden the institution of traditional leadership by including other communities such as the Khoi-San.

This programme currently supports the operation of the Provincial and Local Houses of Traditional Leaders, eight (8) recognized traditional communities and deal with matters related to Khoi-San communities on an ad-hoc basis

The training budget is centralised under Programme 1 against the sub-programme: Corporate Services, Directorate: Human Capital Development, which aims to facilitate the management of all training undertaken in the department and ensuring that training is obtained from accredited training institutions. Expenditure on training fluctuates, and is based on the training needs of staff - the department will spend R9 593 million over the 2023 MTEF on training. The payments for tuition will be the main cost driver for the expenditure on training.

6. Updated key risks and mitigation from the Strategic Plan

Outcome		Key Risk	Risk Mitigation
1	Improved audit outcome	<ul style="list-style-type: none"> Consequence management not implemented Payments not made within 30 days Internal control deficiencies (Policies, Processes and procedures) Inaccurate Financial Reporting 	<ul style="list-style-type: none"> Implement consequence management continuously and consistently Ensure payments are made within 30 days Identify and address internal control deficiencies, where necessary Review of financial Statements before submitting
2	Adequate Housing and improved quality living environments	<ul style="list-style-type: none"> Inadequate funding to meet the national targets Service delivery protest and unrest Link and connector services Inadequate bulk infrastructure Inadequate capacity to implement programmes for 2 PHDAs Lack of IGR coordination, including local and provincial authorities Mushrooming of informal settlements Non-Viable social housing entity and projects Reduction of budget allocations over the MTEF 	<ul style="list-style-type: none"> Encourage Community meetings/Public Participation Support with feasibility studies Reprioritize funding towards PHDAs Alignment of human settlements development with infrastructure grants Support municipalities Request capacity support from the National Department of Human Settlements Regular district engagements Leverage additional funding from the National Department of Human Settlements, sector departments and the private sector Implementation of municipal planning instruments Capacitate social housing entities in partnership and a credible project pipeline Alignment of priorities to the budget available and focus on achievable targets
3	Security of Tenure to households in the subsidy market	<ul style="list-style-type: none"> Untraceable beneficiaries Delays with signing documentation by Municipalities Incorrect title deeds previously registered 	<ul style="list-style-type: none"> Weekly meetings with conveyancers to monitor progress Continuous engagement with the Municipal Managers Title deed registration rectifications
4	Transformation of the Local Government sector	<ul style="list-style-type: none"> Municipalities not having a sufficient budget Non-compliance with MFMA Weaknesses in the functionality of ward committees 	<ul style="list-style-type: none"> Informing the municipalities to budget for the review and the development of the SDFs and LUMs Adherence to financial management principles Implementation of consequence management Revision of the policy framework on ward committees Consultation through workshops, bilateral with key stakeholders Strengthen stakeholder relations through public participation IGR platforms at national, provincial, district and local level
5	Realizing good governance, peaceful co-existence and development within Traditional Communities	<ul style="list-style-type: none"> Lack of enabling legislation Unstable traditional communities Poor planning and coordination of traditional leaders Illegal initiation schools Areas straddling provincial boundaries Lack of training of traditional surgeons and nurses Lack of commitment from both stakeholders Non-adherence to customary law Self-created Traditional Leadership positions 	<ul style="list-style-type: none"> Proper planning and coordination of activities between Traditional Leaders and the Houses of Traditional Leaders Capacity building on roles and functions of traditional councils Setting up local committees to clamp down on illegal initiation schools Awareness campaigns Inter provincial coordination Training of traditional surgeons and nurses by Department of Health Inter-governmental relations Enforcement of customary law

7. Public Entities

Name of Public Entity	Mandate	Outcomes
n/a	n/a	n/a

8. Infrastructure Projects

No.	Project Name	Programme	Description	Outputs	Start Date	Completion Date	Total estimated cost	Current year expenditure
1	Kathu 5700	IRDP	Serviced sites	287	01/04/2021	31/03/2022	R17 773 000	R24 058 632.20
2	Williston 150	IRDP	Serviced sites	150	01/04/2021	31/03/2022	R3 100 000	R4 658 167.92
3	Lerato Park Phase 5	UISP	Serviced sites	312	01/04/2021	31/03/2022	R19 387 075	R10 565 011.27
4	Ivory Park	UISP	Serviced sites	199	01/04/2021	31/03/2022	R12 345 183	R8 949 339.60
5	Ganspan (retention)	UISP	Serviced sites	0	01/04/2021	31/03/2022	R1 700 000	R4 748 840.37
6	Makweta Valley 500 (retention)	UISP	Serviced sites	0	01/04/2021	31/03/2022	R1 700 000	R2 513 697.10
7	Pabalello North east 990	UISP	Serviced sites	154	01/04/2021	31/03/2022	R9 571 509	R22 245 864.94
8	Smarties 348	UISP	Serviced sites	0	01/04/2021	31/03/2022	R650 000	R84 017.10
9	Rosedale 400	UISP	Serviced sites	131	01/04/2021	31/03/2022	R8 114 274	R20 110 538.84
10	Rosedale 438	UISP	Serviced sites	100	01/04/2021	31/03/2022	R6 227 911	R2 100 000.00
11	Rosedale 452	UISP	Serviced sites	99	01/04/2021	31/03/2022	R6 152 982	R18 080 775.20
12	Dakota Road 409	UISP	Serviced sites	117	01/04/2021	31/03/2022	R7 223 982	R12 176 411.74
13	Jurgens stadium 165	UISP	Serviced sites	73	01/04/2021	31/03/2022	R4 525 884	R7 255 789.04
14	Pabalello 881	UISP	Serviced sites	110	01/04/2021	31/03/2022	R6 801 857	R21 711 115.27

9. Public-Private Partnerships (PPPs)

Name of Public-Private Partnership	Purpose	Outputs	Current value of agreement	End date of agreement
n/a	n/a	n/a	n/a	n/a

Part D: Technical Indicator Description (TID)

Impact Statement	Spatial transformation through improved integrated settlement development in collaboration with a capable Local Government sector
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Outcome 1	Improved audit outcome
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Indicator Title	Percentage of uncontested invoices paid within 30 days
Definition	The number of valid invoices paid within 30 days of receipt against the total number of invoices received to comply with Section 38(1)(f) of the PFMA
Source of data	Instruction Note 34 reports, BAS
Method of Calculation or Assessment	<p>Quantitative: Calculate the number of uncontested invoices paid within 30 days over the total number of invoices received, multiplied by 100</p> $\frac{\text{Number of invoices paid within 30 days}}{\text{Number of invoices received}} * \frac{100}{1}$
Means of Verification	Instruction Note 34 reports to Provincial Treasury on invoices paid within 30 days
Assumptions	All invoices are received in time Budget availability
Disaggregation of Beneficiaries (where applicable)	n/a
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> Contribution to Spatial Transformation priorities: n/a Spatial impact area: n/a
Calculation Type	Non-Cumulative (year-end, percentage)
Reporting cycle	Quarterly
Desired performance	100% compliance with Section 38(1)(f) of PFMA
Indicator Responsibility	Senior Manager: Financial Administration

Indicator Title	Percentage of procurement transactions awarded to women-owned businesses (WOB)
Definition	<p>Preferential procurement transactions to comply with the PPPFA and 2022 Regulations. Working towards attaining 40% of procurement transactions awarded to women-owned businesses in the Northern Cape registered on CSD. Measuring the percentage of set-aside procurement allocated to WOB through the procurement of goods & services.</p>
Source of data	Central Supplier Database CIDB Procurement Plan LOGIS Reports Contractor Database of COGHSTA
Method of Calculation or Assessment	<p>Quantitative: Calculate the number of procurement transactions awarded to NC women-owned businesses (WOB) registered on CSD over the total number of procurement transactions, multiplied by 100</p> $\frac{\text{Number of procurement transactions awarded to NC women owned businesses (WOB) registered on CSD}}{\text{Number of procurement transactions}} * \frac{100}{1}$
Means of Verification	Quarterly departmental narrative report on procurement transactions awarded to women-owned businesses
Assumptions	All service providers are compliant
Disaggregation of Beneficiaries (where applicable)	20% of NC women registered on CSD
Spatial Transformation (where applicable)	n/a
Calculation Type	Cumulative (year-to-date, percentage)
Reporting cycle	Quarterly
Desired performance	40% of procurement transactions awarded to women-owned businesses (WOB)
Indicator Responsibility	Senior Manager: Supply Chain Management

Indicator Title	Percentage of external audit recommendations implemented
Definition	External audit audits financial and non-financial information against predetermined norms and standards and produces reports with recommendations. The indicator measures the number of external audit recommendations implemented against total recommendations.
Source of data	Audit Report of the previous financial year
Method of Calculation or Assessment	<p>Quantitative: Calculate the number of external audit recommendations implemented over the number of audit recommendations, multiplied by 100</p> $\frac{\text{Number of external audit recommendations implemented}}{\text{Number of external audit recommendations}} * \frac{100}{1}$
Means of Verification	Audit Action Plan

Assumptions	Recommendations can be addressed in one financial year
Disaggregation of Beneficiaries (where applicable)	n/a
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> • Contribution to Spatial Transformation priorities: n/a • Spatial impact area: n/a
Calculation Type	Cumulative (year-end, percentage)
Reporting cycle	Quarterly
Desired performance	100% implementation of external audit recommendations
Indicator Responsibility	Manager: Risk and Ethics Management

Indicator Title	Percentage of departmental policies implemented
Definition	Policies set expectations, keeps management accountable, and ensures compliance with the law. They also set standards of behaviour, conduct and performance for employees. Compliance to policies contributes to the improvement of the audit outcome.
Source of data	List of approved departmental policies
Method of Calculation or Assessment	<p>Quantitative: Calculate the number of implemented policies divided by the total number of approved policies, multiplied by 100</p> $\frac{\text{Number of implemented policies}}{\text{Number of approved policies}} * \frac{100}{1}$
Means of Verification	Report on assessment of policies concerning implementation, relevance and review.
Assumptions	That all policies are relevant and being implemented
Disaggregation of Beneficiaries (where applicable)	n/a
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> • Contribution to Spatial Transformation priorities: n/a • Spatial impact area: n/a
Calculation Type	Non-cumulative (year-end, percentage)
Reporting cycle	Quarterly
Desired performance	100% implementation of departmental policies
Indicator Responsibility	Senior Manager: Strategy and Systems

Outcome 2	Adequate Housing and improved quality living environments
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Indicator Title	Percentage of investment of the total Human Settlements allocation in PDAs
Definition	<p>The indicator measures the percentage of the total human settlements development allocations that are directed to PDAs by Provinces and Metros as submitted in the approved delivery business plans for the Human Settlements Development Grant, Urban Settlements Development Grant and the Informal Settlements Upgrading Partnership Grant (Provincial and Municipal) (Province specific grants)</p> <p>Investment in this case means the flow of housing allocations progressively over time to a declared PDA with the intention of attracting investment in the future.</p>
Source of data	Provincial and Metropolitan Municipality Delivery Business Plans HSS expenditure reports National Treasury IRM database Preliminary Reports from Metropolitan
Method of calculation / Assessment	Total expenditure in PDAs / Total human settlements allocation (Grants) x 100
Means of verification	Provincial based- BAS reports and Expenditure Reports for the PDAs
Assumptions	The target will be achieved if all relevant stakeholders perform as expected and the NDHS provides the required support that will yield the provincial output items, as per the business plans
Disaggregation of Beneficiaries (where applicable)	n/a
Spatial Transformation (where applicable)	n/a
Calculation type	Cumulative (year to date, percentage)
Reporting cycle	Quarterly
Desired performance	Increased investment of the total human settlements' allocation in PDAs
Indicator responsibility	Senior Manager: Housing Needs, Planning and Research

Indicator title	Percentage of land acquired during 2014-2019 within the PDA's rezoned
Definition	<p>The indicator measures the percentage of land that has been obtained land development rights for integrated human settlements development from the 1786.2852 hectares of land acquired during 2014-2019 within the PDA's.</p> <p>Rezoning means change of land development rights to allow for the required development of integrated human settlements development</p>

Source of data	Town planning application approved by the relevant authority Proclamation notices List of land acquired during the previous MTSF (2014-2019) period and relevant legislation
Method of calculation or assessment	The number of hectares of land rezoned divided by the total number of (1786.2852) hectares of land acquired multiplied by 100
Means of verification	Proclamation notice (Government Gazette) Town Planning Application approved by the relevant authority Zoning certificate Development rights agreement or Title deeds for land acquired or sales agreements
Assumption	The target will be achieved if all relevant stakeholders perform as expected and the NDHS provides the required support that will yield the provincial output items, as per the business plans
Disaggregation of Beneficiaries (where applicable)	Women Youth Aged (over 60) Disabled Veterans
Spatial transformation (where applicable)	Contribution to Spatial Transformation priorities: As per District Development Model Spatial impact area: As per District Development Model
Calculation type	Cumulative (year to date, percentage)
Reporting cycle	Quarterly
Desired performance	Targeted land rezoned by the end financial year
Indicator responsibility	Senior Manager: Housing Development

Indicator title	<i>Number of households that received subsidies through FLISP (Finance Linked Individual Subsidy Programme)</i>
Definition	The indicator measures the number of households received subsidies through FLISP. The subsidy Programme is available to qualifying beneficiaries in affordable housing market to beneficiaries owning home for the first time. Government will provide a once-off subsidy contribution, which is a non-refundable amount and depending on gross household income earning between R3 501 – R22 000 gross income per month as per FLISP policy
Source of data	Data will be collected from Provinces and NHFC HSS (Human Settlements system) List of applications forms of potential beneficiaries BAS report on applications received and paid
Method of calculation or assessment	Simple count of households that received subsidies through FLISP
Means of verification	Quarterly reports on FLISP Approval letters Payment requisition and supporting documents Applicant's Identity Document BAS financial report
Assumption	Number of beneficiaries that qualifies for home loans and FLISP subsidy.
Disaggregation of Beneficiaries (where applicable)	Middle Income Beneficiaries/Households or Women and Youth
Spatial transformation (where applicable)	n/a
Calculation type	Cumulative (year-end, number)
Reporting cycle	Quarterly
Desired performance	All targeted households to receive subsidies through FLISP
Indicator responsibility	Senior Manager: Housing Needs, Planning and Research

Indicator title	<i>Number of Breaking New Grounds (BNG) houses delivered</i>
Definition	The purpose of the indicator is to measure progress achieved in the delivery of full subsidy housing units or named as BNG houses delivered by the Provincial Departments of Human Settlements and Municipalities. A BNG house is a permanent residential structure to be provided by means of the housing subsidy at a minimum, 40 square meters of gross floor area. Each house as a minimum must be designed in line with the minimum requirements as per the Housing Code.
Source of data	HSS Consulting engineers NHBC Project contracts
Method of calculation or assessment	Simple count of the BNG houses delivered
Means of verification	Completion certificate or happy letter or Quality assurance or Engineer reports or Tranche/Bulk Payments

	Form 4 & D6 or Progress Payments: Form 4, D6 & HSS Claim Report Control list/ listing
Assumption	Adequate shelter for qualifying Beneficiaries.
Disaggregation of Beneficiaries (where applicable)	Women Youth Aged (over 60) Disabled Veterans
Spatial transformation (where applicable)	Contribution to Spatial Transformation priorities: As per District Development Model Spatial impact area: As per District Development Model
Calculation type	Cumulative (year-end, number)
Reporting cycle	Quarterly
Desired performance	All targeted BNG houses delivered
Indicator responsibility	Senior Manager: Housing Development

Indicator title	<i>Number of serviced sites delivered</i>
Definition	The purpose of the indicator is to measure progress achieved in the delivery of Serviced Sites by the Provincial Departments of Human Settlements and Municipalities utilising Human Settlement Development Grant and Urban Settlement Development Grant. Serviced stands refer to land that is ready to build on it and is connected with electricity, water, sewer, and paved roads. Service site is considered delivered once a practical completion certificate has been issued.
Source of data	Business Plans, Dora Reports HSS, Project Manager's signed project report Project implementation plan (PIP) and Engineering Certificate confirming service sites completed
Method of calculation or assessment	Simple count of serviced sites delivered
Means of verification	Completion Certificates or signed Professional Engineer's Report Tranche/Bulk Payments: Form 4, or Interim Payment Certificate or HSS report Listing of service sites delivered in terms of approved ground plan
Assumption	Serviced Sites by the Provincial Departments of Human Settlements and Municipalities utilising Human Settlement Development Grant and Informal Settlements Upgrading Partnership Grant.
Disaggregation of Beneficiaries (where applicable)	Women Youth Aged (over 60) Disabled Veterans
Spatial transformation (where applicable)	n/a
Calculation type	Cumulative (year-end, number)
Reporting cycle	Quarterly
Desired performance	All targeted serviced sites delivered through HSDG & USGD
Indicator responsibility	Senior Manager: Housing Development

Indicator title	<i>Number of rental social housing units delivered</i>
Definition	The indicator measures the number of rental social housing units delivered for the creation of sustainable human settlements as defined in the Human Settlement Housing Code. Rental housing units are an option for low income persons at a level of scale and built form which requires institutionalised management and which is provided by accredited social housing institutions or in accredited social housing projects in designated restructuring zones. Rental social unit is considered delivered once a practical completion certificate has been issued
Source of data	SHRA progress reports (number of social units completed), NHFC reports Project progress reports
Method of calculation or assessment	Simple count of rental social housing units delivered
Means of verification	Practical Completion certificate (PCC) issued on completion or Occupation Certificates or Signed Consultant Report or Tranche/Bulk Payment: Form 4 and D6 Listing of rental social housing delivered
Assumption	Rental Stock market (Hull Street)
Disaggregation of Beneficiaries (where applicable)	Women Youth Middle Income or GAP Market Households Beneficiaries
Spatial transformation (where applicable)	n/a

applicable)	
Calculation type	Cumulative (year to date, number)
Reporting cycle	Quarterly
Desired performance	All targeted rental social housing units delivered
Indicator responsibility	Senior Manager: Housing Needs, Planning and Research

Indicator Title	<i>Number of informal settlements upgraded to Phase 3 of the Upgrading of Informal Settlements Programme (UISP)</i>
Definition	This indicator measures the number of informal settlements upgraded to phase 3 of UISP. Phase 3 is formalisation and provision of permanent services.
Source of data	<ul style="list-style-type: none"> • Surveyor General • Deeds Office • Informal Settlement Upgrading Strategy • Business Plan, Resolution Register of projects approved, National Housing Code, ISSP
Method of Calculation or Assessment	Simple count of informal settlements upgraded to phase 3
Means of Verification	Municipal Engineering Service certificate
Assumptions	Serviced Sites by the Provincial Departments of Human Settlements and Municipalities utilising Human Settlement Development Grant and Informal Settlements Upgrading Partnership Grant.
Disaggregation of Beneficiaries (where applicable)	Women Youth Aged (over 60) Disabled Veterans
Spatial Transformation (where applicable)	n/a
Calculation Type	Non-Cumulative (number)
Reporting cycle	Annually
Desired performance	Informal settlements upgraded to phase 3
Indicator Responsibility	Senior Manager: Housing Development

Outcome 3	Security of Tenure to households in the subsidy market
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Indicator Title	<i>Number of pre-1994 title deeds registered</i>
Definition	The indicator measures the title deeds registered of properties delivered pre-1994 Pre-1994 title deed refers to state properties delivered before 27 April 1994 currently registered to Government and its entities that need to be transferred and registered to qualifying beneficiaries Registration refers to the transfer of ownership of property in terms of the Deeds Registry Act of 1934.
Source of data	WinDeed or Deeds web (deeds office system) Quarterly DORA and performance reports
Method of calculation/ assessment	Simple count of pre-1994 registered title deeds
Means of verification	Conveyancing certificates Listing of beneficiaries HSS Report indicating date of township establishment
Assumptions	Home ownership and Security of Tenure to households in the subsidy market
Disaggregation of beneficiaries (where applicable)	Women Youth Aged (over 60) Disabled Veterans
Spatial transformation (where applicable)	n/a
Calculation type	Cumulative (year-end, number)
Reporting cycle	Quarterly
Desired performance	All targeted title deeds registered
Indicator responsibility	Senior Manager: Housing Asset Management

Indicator Title	<i>Number of post-1994 title deeds registered</i>
Definition	The indicator measures the title deeds registered of properties delivered post-1994 Post-1994 title deed refers to state properties delivered from 28 April 1994 to 31 March 2014 currently registered to Government and its entities that need to be transferred and registered to qualifying beneficiaries

	Qualifying beneficiaries- someone who has applied for subsidy and whose subsidy has been approved through Housing Subsidy System (HSS) Registration refers to the transfer of ownership of property in terms of the Deeds Registry Act of 1934.
Source of data	WinDeed or Deeds web (deeds office system) Quarterly DORA and performance reports
Method of calculation/ assessment	Simple count of post 1994 registered title deeds
Means of verification	Conveyancing certificates Listing of beneficiaries HSS Report indicating date of township establishment
Assumptions	The target will be achieved if all relevant stakeholders perform as expected and the NDHS provides the required support that will yield the provincial output items, as per the business plans
Disaggregation of beneficiaries (where applicable)	n/a
Spatial transformation (where applicable)	n/a
Calculation type	Cumulative (year-end, number)
Reporting cycle	Quarterly
Desired performance	All targeted post-1994 title deeds registered
Indicator responsibility	Senior Manager: Housing Asset Management

Indicator Title	<i>Number of post-2014 title deeds registered</i>
Definition	The indicator measures the title deeds registered of properties delivered post-2014. Post-2014 title deed refers to state properties delivered from 01 April 2014 to 31 March 2019 currently registered to Government and its entities that need to be transferred and registered to qualifying beneficiaries Qualifying beneficiaries- someone who has applied for subsidy and whose subsidy has been approved through Housing Subsidy System (HSS) Registration refers to the transfer of ownership of property in terms of the Deeds Registry Act of 1934.
Source of data	WinDeed or Deeds web (deeds office system) Quarterly DORA and performance reports
Method of calculation/ assessment	Simple count of post-2014 registered title deeds
Means of verification	Conveyancing certificates Listing of beneficiaries HSS Report indicating date of township establishment
Assumptions	The target will be achieved if all relevant stakeholders perform as expected and the NDHS provides the required support that will yield the provincial output items, as per the business plans
Disaggregation of beneficiaries (where applicable)	n/a
Spatial transformation (where applicable)	n/a
Calculation type	Cumulative (year-end, number)
Reporting cycle	Quarterly
Desired performance	All targeted post-2014 title deeds registered
Indicator responsibility	Senior Manager: Housing Asset Management

Indicator Title	<i>Number of new title deeds registered</i>
Definition	New title deed refers to state properties delivered from 01 April 2019 to date - currently registered to Government and its entities that need to be transferred and registered to qualifying beneficiaries Qualifying beneficiaries- someone who has applied for subsidy and whose subsidy has been approved through Housing Subsidy System (HSS) Registration refers to the transfer of ownership of property in terms of the Deeds Registry Act of 1934.
Source of data	WinDeed or Deeds web (deeds office system) Quarterly DORA and performance reports
Method of calculation/ assessment	Simple count of new registered title deeds
Means of verification	Conveyancing certificates Listing of beneficiaries HSS Report indicating date of township establishment
Assumptions	The target will be achieved if all relevant stakeholders perform as expected and the NDHS provides the required support that will yield the provincial output items, as per the business plans
Disaggregation of beneficiaries	n/a

(where applicable)	
Spatial transformation (where applicable)	n/a
Calculation type	Cumulative (year-end, number)
Reporting cycle	Quarterly
Desired performance	All targeted new title deeds registered
Indicator responsibility	Senior Manager: Housing Asset Management

Outcome 4 Transformation of the Local Government sector

Municipal Governance and Administration

Indicator Title	<i>Number of municipalities supported to comply with MSA and Regulations on the appointment of senior managers (Linked to MTSF 2019 – 2024, Priority 1)</i>
Definition	The indicator seeks to monitor and support municipalities to comply with MSA regulations on the appointment of senior managers. It tracks municipalities assisted with the recruitment and selection processes of senior managers in terms of MSA and related regulations through prescribed instruments. It aims to contribute to building of a capable state which requires effectively coordinated state institutions with skilled public servants who are committed to the public good and capable of delivering consistently high-quality services, while prioritising the people in the achievement of the nation's developmental objectives.
Source of data	<ul style="list-style-type: none"> Municipal strategies Municipal reports on compliance in terms of Regulation 2014
Method of Calculation or Assessment	Quantitative: Manual count of number of municipalities supported
Means of Verification	Departmental signed-off reports detailing the municipalities supported and the type of support provided, together with relevant meeting documentation if and where meetings were held and/or workshops conducted
Assumptions	Municipalities understands their obligations in terms of compliance with MSA
Disaggregation of Beneficiaries (where applicable)	n/a
Spatial Transformation (where applicable)	n/a
Calculation Type	Cumulative (year-end, number)
Reporting cycle	Quarterly
Desired performance	All municipalities appointing competent senior managers in line with the competency requirements in the MSA Regulation
Indicator Responsibility	Senior Manager: Municipal Governance & Administration

Indicator Title	<i>Number of municipalities monitored on the extent to which anti-corruption measures are implemented (Linked to MTSF 2019 – 2024, Priority 1)</i>
Definition	Monitor regularly and report on the extent to which municipalities implement anti-corruption measures towards promoting good governance and build an ethical state which is driven by the constitutional values and principles of public administration and the rule of law, focused on the progressive realisation of socio-economic rights and social justice as outlined in the Bill of Rights. The anti-corruption measures are inter alia policies or strategies (anti-fraud, whistle blowing, investigation), structures (Committees) and awareness / training.
Source of data	Municipal reports and/or data on the extent to which municipalities implement anti-corruption measures
Method of Calculation or Assessment	Quantitative: Manual count of municipalities monitored
Means of Verification	Signed-off departmental report reflecting the extent to which municipalities comply with the implementation of anti-corruption measures, inclusive of recommendations to address gaps
Assumptions	National Anti-Corruption Strategy is implemented by municipalities
Disaggregation of Beneficiaries (where applicable)	n/a
Spatial Transformation (where applicable)	n/a
Calculation Type	Cumulative (year-end, number)
Reporting cycle	Quarterly
Desired performance	All municipalities are curbing fraud and corruption
Indicator Responsibility	Senior Manager: Municipal Governance & Administration

Indicator Title	<i>Number of capacity building interventions conducted in municipalities (Linked to MTSF 2019 – 2024, Priority 1) (B2B Pillar 5)</i>
Definition	Institutionalise capacity building for municipalities so that municipalities have the required capacity to fulfil their service delivery obligations and meet the needs of the community as per the legal mandate applicable to municipalities. The province will develop a capacity building strategy that will define and quantify the type of capacity

	building interventions conducted by stakeholders towards improving their institutional service delivery capacity.
Source of data	Municipal audit reports, annual reports, oversight reports, B2B Assessment Reports
Method of Calculation or Assessment	Quantitative: Manual count of number of capacity building interventions
Means of Verification	Capacity Building Strategy, departmental signed-off reports detailing the type and regularity of capacity building interventions conducted by stakeholders, together with relevant documentation if and where meetings were held and/or workshops conducted in this regard
Assumptions	Municipalities are implementing capacity building strategy
Disaggregation of Beneficiaries (where applicable)	n/a
Spatial Transformation (where applicable)	n/a
Calculation Type	Cumulative (year-end, number)
Reporting cycle	Quarterly
Desired performance	To strengthen the capability and ability of officials and councillors to accomplish their governance responsibilities
Indicator Responsibility	Senior Manager: Municipal Governance & Administration

Municipal Valuations, Performance Monitoring, Reporting & Evaluation

Indicator Title	Number of municipalities guided to comply with the MPRA (Linked to MTSF 2019 – 2024, Priority 1) (B2B Pillar 4)					
Definition	Guide municipalities towards improving the extent to which municipalities comply with the Municipal Property Rates Act (MPRA).					
Source of data	Rates policies, by-laws, tariffs, valuation / supplementary rolls from municipalities.					
Method of Calculation or Assessment	Quantitative: Manual count of number of municipalities supported					
Means of Verification	Consolidated quarterly status report on the extent to which municipalities comply with the MPRA and/or compliance schedules					
Assumptions	All municipalities comply with MPRA					
Disaggregation of Beneficiaries (where applicable)	n/a					
Spatial Transformation (where applicable)	n/a					
Calculation Type	Cumulative (year-end, number)					
Reporting cycle	Quarterly					
Desired performance	All local municipalities comply with the MPRA in order to provide nationwide uniformity, simplicity and certainty as well as to take into account the historical imbalances and rates burden on the poor.					
Indicator Responsibility	Senior Manager: Municipal Performance Monitoring, Reporting and Evaluation					

Indicator Title	Number of municipalities supported to reduce Unauthorised, Irregular, Wasteful and Fruitless expenditure (Linked to MTSF 2019 – 2024, Priority 1)					
Definition	Support aimed at targeted municipalities to improve and strengthen internal controls to reduce Unauthorised, Irregular, Wasteful and Fruitless expenditure					
Source of data	Audit reports, management letters, audit action plans and UIF&W register registers with progress					
Method of Calculation or Assessment	Quantitative: Manual count of municipalities supported					
Means of Verification	UIF&W expenditure Registers, Monthly and Quarterly Progress Reports					
Assumptions	Municipalities are implementing Post Audit Action Plans and other internal control measures					
Disaggregation of Beneficiaries (where applicable)	n/a					
Spatial Transformation (where applicable)	2021/2022	2022/2023		2023/2024		
	Joe Morolong	Joe Morolong	Tsantsabane	Joe Morolong	Tsantsabane	Siyathemba
	Ga-Segonyana	Ga-Segonyana	Ubuntu	Ga-Segonyana	Ubuntu	Kgatelopele
	Nama Khoi	Nama Khoi	Kamiesberg	Nama Khoi	Kamiesberg	Dikgatlong
	Kai !Garib	Kai !Garib	Thembelihle	Kai !Garib	Thembelihle	Karoo Hoogland
Calculation Type	Cumulative (year-end, number)					
Reporting cycle	Quarterly					
Desired performance	Improvement and reduction of UIF&W expenditure					
Indicator Responsibility	Senior Manager: Municipal Performance Monitoring, Reporting and Evaluation					

Indicator Title	Number of municipalities supported to institutionalize the performance management system (PMS) (Linked to MTSF 2019 - 2024, Priority 1)					
Definition	The indicator measures support provided to municipalities to develop and implement PMS core elements to manage institutional performance as per Chapter 6 of the MSA					
Source of data	PMS assessment report, Reports from municipalities, PMS audit reports, PMS assessment tool					

Method of Calculation or Assessment	Quantitative: Manual count of number of municipalities supported
Means of Verification	A report detailing the municipalities supported and the type of support provided, together with meeting documentation
Assumptions	Municipalities have performance management systems that are responsive to their needs
Disaggregation of Beneficiaries (where applicable)	n/a
Spatial Transformation (where applicable)	n/a
Calculation Type	Cumulative (year-end, number)
Reporting cycle	Quarterly
Desired performance	All municipalities implementing PMS in accordance with Chapter 6 of the MSA
Indicator Responsibility	Senior Manager: Municipal Performance Monitoring, Reporting and Evaluation

Indicator Title	<i>Number of Section 47 reports compiled as prescribed by the MSA (Linked to MTSF 2019 – 2024, Priority 1) (B2B Pillar 5)</i>
Definition	The signed-off consolidated annual (provincial) municipal performance report is a legal requirement in Section 47 of the Municipal Systems Act, which requires the MEC for local government to compile and submit to provincial legislature and Minister for Local Government.
Source of data	Annual Municipal Performance Reports (section 46) and secondary data from sector departments
Method of Calculation or Assessment	Quantitative: Manual count of reports compiled
Means of Verification	Signed-off Section 47 Report
Assumptions	Municipalities have performance management systems that are responsive to their needs
Disaggregation of Beneficiaries (where applicable)	n/a
Spatial Transformation (where applicable)	n/a
Calculation Type	Non-Cumulative (number)
Reporting cycle	Annual
Desired performance	All municipalities implementing PMS in accordance with Chapter 6 of the MSA
Indicator Responsibility	Senior Manager: Municipal Performance Monitoring, Reporting and Evaluation

Public Participation

Indicator Title	<i>Number of Municipalities monitored on the implementation of GBVF responsive programmes (Final M&E Plan for NSP on GBVF) (Pillar 2: Prevention and Restoration of Social Fabric)</i>
Definition	Assess the number of municipalities implementing GBVF responsive programmes through municipal performance review session
Source of data	IDPs and SDBIPs
Method of Calculation or Assessment	Quantitative: Count of number of municipalities implementing GBVF programmes
Means of Verification	Report on the number of municipalities implementing GBVF programmes
Assumptions	Municipalities have GBVF programmes
Disaggregation of Beneficiaries (where applicable)	Data will be disaggregated in terms of the following vulnerable groups: Women Youth People with Disabilities LGBTQ
Spatial Transformation (where applicable)	n/a
Calculation Type	Cumulative (year-end, number)
Reporting cycle	Quarterly
Desired performance	Municipalities implementing GBVF programmes
Indicator Responsibility	Senior Manager: Public Participation

Indicator Title	<i>Number of municipalities supported to promote participation in community based local governance processes (Priority 1: Capable, Ethical and Developmental State) (Priority 6 MTEF indicator: Social Cohesion and Safer Communities)</i>
Definition	The number of municipalities supported to promote community engagements through Imbizo's, Outreach Programs, Community Meetings and IDP processes.
Source of data	Municipal plans/guidelines and reports on supported initiatives
Method of Calculation or Assessment	Quantitative: Manual count of municipalities with plans/guidelines and LG support initiatives
Means of Verification	Quarterly reports on community based local governance processes
Assumptions	Municipalities allocate budget and develop relevant human resource capacity
Disaggregation of Beneficiaries	Data will be disaggregated in terms of the following vulnerable groups:

(where applicable)	Women Youth People with Disabilities LGBTQ
Spatial Transformation (where applicable)	n/a
Calculation Type	Non-Cumulative (number)
Reporting cycle	Bi-Annually
Desired performance	All municipalities actively promote and facilitate community participation in
Indicator Responsibility	Senior Manager: Public Participation

Indicator Title	Number of municipalities supported to resolve community concerns (Outcome-9: Sub-Outcome 2) (B2B-Pillar 1)
Definition	Support municipalities through contact or electronic workshops or working sessions to develop sample draft registers of community concerns; to enable municipalities themselves to develop responsive improvement plans to address such concerns including developing a tracking system to monitor implementation of remedial actions in line with their customer care systems (e.g. Batho Pele policies).
Source of data	Reports from municipalities supported to respond to community concerns
Method of Calculation or Assessment	Quantitative: Manual count of the number of municipalities supported
Means of Verification	<ul style="list-style-type: none"> • Generic management tools circulated (Process plans, spreadsheet analyses tools, functionality criteria); • Template of draft registers of community concerns, • Meeting programmes, attendance registers or proof of electronic meeting/engagement. • Assessment and monitoring reports. • Municipal proof/notice of cancellation/postponement of meetings. • Consolidated quarterly reports
Assumptions	<ul style="list-style-type: none"> • Availability/functionality of electronic systems and data connectivity. • Dedicated capacity in municipalities to provide required information
Disaggregation of Beneficiaries (where applicable)	n/a
Spatial Transformation (where applicable)	Contribution to Spatial Transformation priorities: n/a Spatial impact area: ~ Dikgatlong ~ Hantam ~ Kareeberg ~ Umsobomvu ~ Magareng ~ Kamiesberg ~ Renosterberg ~ Dawid Kruiper ~ Phokwane ~ Karoo Hoogland ~ Siyancuma ~ !Kheis ~ Sol Plaatje ~ Khai-Ma ~ Siyathemba ~ Kai !Garib ~ Gamagara ~ Nama Khoi ~ Thembelihle ~ Kgatelopele ~ Ga-Segonyana ~ Richtersveld ~ Ubuntu ~ Tsantsabane ~ Joe Morolong ~ Erntanjeni
Calculation Type	Cumulative (year-end, number)
Reporting cycle	Quarterly
Desired performance	All municipalities capable of recording, reviewing, responding to community concerns and reporting
Indicator Responsibility	Senior Manager: Public Participation

Indicator Title	Number of municipalities supported to maintain functional ward committees (MTSF 2019 – 2024, Priority 1)
Definition	Promote the attainment of the Back to Basics Pillar 1 namely: putting people first (positive community experiences) through promoting the functionality of ward committees by implementation of ward operational plans, monitoring the payments on the Out of Pockets Expenses, monitoring the convening of Community meetings, monitoring the convening of ward committees' meetings.
Source of data	Reports from municipalities supported to maintain functional ward committees
Method of Calculation or Assessment	Quantitative: Manual count of the number of municipalities supported to maintain functional ward committees
Means of Verification	<ul style="list-style-type: none"> • Generic management tools on the functionality criteria of ward committees; • Assessment and monitoring reports; • Consolidated quarterly reports
Assumptions	Availability/functionality of electronic systems and data connectivity. Dedicated capacity in municipalities to provide required information.
Disaggregation of Beneficiaries (where applicable)	n/a
Spatial Transformation (where applicable)	n/a
Calculation Type	Cumulative (year-end, number)
Reporting cycle	Quarterly
Desired performance	All municipalities maintaining functional ward committees to promote the deepening of participatory democracy at local level.
Indicator Responsibility	Senior Manager: Public Participation

Indicator Title	Number of work opportunities reported through Community Works Programme (CWP)
Definition	CWP: Providing an employment safety net to eligible members of targeted communities by offering them a minimum number of regular days of work each month. Purpose: <ul style="list-style-type: none"> To provide an employment safety net. The CWP recognises that sustainable employment solutions will take time, particularly in reaching marginal economic areas. To contribute to the development of public assets and services in poor communities. To strengthen community development approaches. To improve the quality of life for people in marginalised economic areas by providing work experience, enhancing dignity and promoting social and economic inclusion.
Source of data	CWP data from the regional office
Method of Calculation or Assessment	Manual count of the number of work opportunities created
Means of Verification	CWP data reports
Assumptions	<ul style="list-style-type: none"> All local municipalities have CWP sites Local CWP Reference Committees are operational Useful work for CWP participants has been identified Useful work opportunities are linked to the implementation of the IDP at local municipal level
Disaggregation of Beneficiaries (where applicable)	Women: 50% Youth: 55% Persons living with a Disability: 2%
Spatial Transformation (where applicable)	Contribution to Spatial Transformation priorities: n/a Spatial impact area: <ul style="list-style-type: none"> ~ Dikgatlong ~ Magareng ~ Phokwane ~ Sol Plaatje ~ Gamagara ~ Ga-Segonyana ~ Joe Morolong ~ Hantam ~ Kamiesberg ~ Karoo Hoogland ~ Khai-Ma ~ Nama Khoi ~ Richtersveld ~ Erntanjeni ~ Kareeberg ~ Renosterberg ~ Siyancuma ~ Siyathemba ~ Thembelihle ~ Ubuntu ~ Umsobomvu ~ Dawid Kruiper ~ !Kheis ~ Kai !Garib ~ Kgatelopele ~ Tsantsabane
Calculation Type	Non-Cumulative
Reporting cycle	Quarterly
Desired performance	Each province to plan according to Ministerial Determination made by the National Department of Employment and Labour through.
Indicator Responsibility	Senior Manager: Public Participation

Municipal Infrastructure and Basic Services

Indicator Title	Number of municipalities monitored on the implementation of indigent policies (Sub-outcome 1) (B2B Pillar 2)
Definition	Monitor municipalities on the implementation of indigent policies through district forums
Source of data	Minutes and attendance registers
Method of Calculation or Assessment	Quantitative: Manual count of the number of municipalities monitored
Means of Verification	Report on municipalities monitored on the implementation of indigent policies
Assumptions	All municipalities have existing indigent policies
Disaggregation of Beneficiaries (where applicable)	Indigent households
Spatial Transformation (where applicable)	Contribution to Spatial Transformation priorities: n/a Spatial impact area: <ul style="list-style-type: none"> ~ Dikgatlong ~ Magareng ~ Phokwane ~ Sol Plaatje ~ Gamagara ~ Ga-Segonyana ~ Joe Morolong ~ Hantam ~ Kamiesberg ~ Karoo Hoogland ~ Khai-Ma ~ Nama Khoi ~ Richtersveld ~ Erntanjeni ~ Kareeberg ~ Renosterberg ~ Siyancuma ~ Siyathemba ~ Thembelihle ~ Ubuntu ~ Umsobomvu ~ Dawid Kruiper ~ !Kheis ~ Kai !Garib ~ Kgatelopele ~ Tsantsabane
Calculation Type	Cumulative (year-end, number)
Reporting cycle	Quarterly
Desired performance	Increased provision and access to Free Basic Services by municipalities to indigent households
Indicator Responsibility	Senior Manager: Municipal Infrastructure Development

Indicator Title	Number of municipalities monitored on the implementation of infrastructure delivery programmes (Outcome 9, Sub-outcome 1) (B2B Pillar 5)
Definition	Monitor compliance of infrastructure delivery programmes in collaboration with sector departments
Source of data	Municipal service delivery reports, Sector departments, CoGTA and entities

Method of Calculation or Assessment	Quantitative: Manual count of number of municipalities monitored
Means of Verification	MIG DoRA reports, site visit reports and report on progressive access to basic services
Assumptions	Limitation of information due to lack or inaccurate data
Disaggregation of Beneficiaries (where applicable)	See Annexure D: District Development Model
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> Contribution to Spatial Transformation priorities: As per District Development Model Spatial impact area: As per District Development Model
Calculation Type	Cumulative (year-end, number)
Reporting cycle	Quarterly
Desired performance	Improved access to basic service delivery and livelihoods
Indicator Responsibility	Senior Manager: Municipal Infrastructure & Basic Services

Indicator Title	<i>Number of Districts monitored on the spending of National Grants</i>
Definition	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 in respect of MIG.
Source of data	Monthly and/or quarterly expenditure data Schedule of Districts National Grants with amounts
Method of Calculation or Assessment	Quantitative: Manual count of the number of districts monitored on the spending of National grants
Means of Verification	Consolidated Status Reports on the districts spending on National Grants Signed Districts Reports on expenditure of National Grants Updated Schedule of Districts National Grants with amounts
Assumptions	All municipalities will be responsive and diligently provide quarterly reports
Disaggregation of Beneficiaries (where applicable)	n/a
Spatial Transformation (where applicable)	Five Districts: Frances Baard, Namakwa, John Taolo Gaetsewe, ZF Mgcawu, Pixley-ka-Seme
Calculation Type	Non-Cumulative (number)
Reporting cycle	Annual
Desired performance	Districts supported to improve spending on National Grants
Indicator Responsibility	Senior Manager: Municipal Infrastructure & Basic Services

Spatial Planning

Indicator Title	<i>Number of Districts/ Metro monitored on the implementation One Plans (MTSF 2019 – 2024, Priority 5: Spatial integration, human settlements and local government)</i>
Definition	This refers to the implementation of One Plans for the Districts and Metro in line with the requirements of the District Development Model and informed by the spatial plans of both district and local municipalities.
Source of data	One Plans APPs District Development Model District Profiles DGDPs Municipal IDPs Sector Plans/ Spatial Development Frameworks
Method of Calculation or Assessment	Quantitative: Manual count the number of districts monitored on the implementation of One Plans
Means of Verification	Approved District One Plans Populated assessment templates
Assumptions	Alignment by sector departments to DDM and IDP formulation and implementation
Disaggregation of Beneficiaries (where applicable)	Target audience will include all groups within municipalities
Spatial Transformation (where applicable)	All targeted districts
Calculation Type	Non-Cumulative (number)
Reporting cycle	Annual
Desired performance	District Development Plans implemented in line with SDF proposals
Indicator Responsibility	Senior Manager: Spatial Planning

Indicator Title	<i>Number of municipalities with legally compliant IDPs</i>
Definition	Support and monitor the extent to which municipal IDPs are compliant with legislative requirements, respond to service delivery and development challenges, community priorities and mainstream gender.
Source of data	IDP assessment and analysis reports
Method of Calculation or Assessment	Quantitative: Manual count of number of municipalities supported

Means of Verification	Report on support provided and on the status of the IDPs, invitations, agenda, attendance registers, signed-off report indicating the municipalities supported to develop responsive and legally compliant IDPs.
Assumptions	All municipal IDPs are compliant and respond to service delivery, development challenges and needs of communities
Disaggregation of Beneficiaries (where applicable)	n/a
Spatial Transformation (where applicable)	Through the whole Province in 26 local municipalities supported by 5 district municipalities
Calculation Type	Non-Cumulative (number)
Reporting cycle	Annual
Desired performance	All municipalities have IDPs which are addressing key service delivery priorities and development needs
Indicator Responsibility	Senior Manager: Spatial Planning

Disaster Management

Indicator Title	<i>Number of municipalities supported to maintain functional Disaster Management Centres</i>
Definition	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
Source of data	<ul style="list-style-type: none"> Disaster Management Act Support Plan to maintain functional Disaster Management Centres Municipal quarterly reports
Method of Calculation or Assessment	Quantitative: Manual count the number of municipalities supported to maintain functional Disaster Management Centres
Means of Verification	<ul style="list-style-type: none"> Signed Report on the support provided on maintaining functional Disaster Management Centres based on the support plan Attendance register and technical reports
Assumptions	Increasing number of incidents and non-compliance from stakeholders
Disaggregation of Beneficiaries (where applicable)	n/a
Spatial Transformation (where applicable)	n/a
Calculation Type	Non-Cumulative (year-end, number - only DDMCs monitored in all four quarters)
Reporting cycle	Quarterly
Desired performance	All disaster management centres functional
Indicator Responsibility	Provincial Head: Disaster Management Centre

Indicator Title	<i>Number of municipalities supported on Fire Brigade Services</i>
Definition	Fire Brigade Services operational to coordinate fire services activities in the municipalities in terms of legislative requirements.
Source of data	Status reports on fire brigade services from municipalities
Method of Calculation or Assessment	Quantitative: Manual count of the number of municipalities with Fire Brigade Services
Means of Verification	Consolidated status report on the extent to which the municipal fire brigade services are functional
Assumptions	Increasing number of incidents and non-compliance from stakeholders
Disaggregation of Beneficiaries (where applicable)	n/a
Spatial Transformation (where applicable)	n/a
Calculation Type	Cumulative (year-end, number)
Reporting cycle	Quarterly
Desired performance	Fire Disaster incidences responded to in the municipalities
Indicator Responsibility	Provincial Head: Disaster Management Centre

Outcome 5 Realizing good governance, peaceful co-existence and development within Traditional Communities

Indicator Title	<i>Number of Traditional Councils supported to perform their functions</i>
Definition	The department will provide financial and non-financial support to the Traditional Councils so they can perform their functions. Financial management support: <ul style="list-style-type: none"> Recording and accounting of finances of each traditional council. Non-financial support: <ul style="list-style-type: none"> Differentiated support as determined by each Province according to their checklist, may also include Capacity building workshop session on issues that will enhance the effective functioning of the Councils. These can be conducted by the Departmental officials/other public and private sector institution.
Source of data	Financial support: Order and requisition

	Non-financial: Attendance register and report of training workshop, Inspection/Performance reports
Method of Calculation or Assessment	Quantitative: Manual count of Traditional Leadership structures supported to perform their functions
Means of Verification	Non-financial: Attendance register and/or progress report
Assumptions	If institutions of traditional leadership are adequately supported then they will be effective in fulfilling their functions and there will be stability and development in areas of traditional leadership
Disaggregation of Beneficiaries (where applicable)	n/a
Spatial Transformation (where applicable)	Traditional communities
Calculation Type	Cumulative (year-end, number - only TCs monitored in all four quarters)
Reporting cycle	Quarterly
Desired performance	Functional institution of traditional leadership
Indicator Responsibility	Senior Manager: Traditional Institutional Development

Indicator Title	<i>Number of Anti GBVF Intervention/campaigns for traditional leadership (Pillar 2: Prevention and Restoration of Social Fabric of the NSP)</i>
Definition	The indicator aims to increase awareness on Gender Based Violence and Femicide through Anti-GBVF campaigns for traditional leaders so that they can play a role in curbing gender-based violence in their communities
Source of data	<ul style="list-style-type: none"> Project plan on campaigns aimed to increase awareness on GBVF Information sessions
Method of Calculation or Assessment	Quantitative: Manual count of interventions/campaigns conducted
Means of Verification	Attendance registers and/or Progress reports on GBVF intervention/campaigns
Assumptions	All traditional leaders participate fully and actively in Anti-GBVF structures Availability and commitment of strategic partners or/and development partners
Disaggregation of Beneficiaries (where applicable)	Data will be disaggregated in terms of the following vulnerable groups: <ul style="list-style-type: none"> Women, Unemployed youth, Girl child, Boy child, Men & All vulnerable groups
Spatial Transformation (where applicable)	n/a
Calculation Type	Cumulative (year-end, number)
Reporting cycle	Bi-annually
Desired performance	Increased awareness on GBVF amongst traditional leadership communities
Indicator Responsibility	Senior Manager: Traditional Institutional Development

Indicator Title	<i>Percentage of Traditional Leadership succession disputes processed</i>
Definition	Measures the total number of succession disputes processed against the total number received Process: Acknowledgment, registration, investigations of all outstanding succession disputes, communication of the outcome of the investigation to the disputants
Source of data	Signed off reports on succession disputes
Method of Calculation or Assessment	Quantitative: Count the number of succession disputes processed divided by the total number of succession disputes registered, multiply by hundred
Means of Verification	Monitoring reports (Listing the names of the disputants)
Assumptions	The Royal family will assist in identifying the rightful heir and assisting in updating genealogy. The Province will use the available dispute mechanism effectively.
Disaggregation of Beneficiaries (where applicable)	Reports will reflect disaggregation data in terms of number women, youth and people with disability disputing succession.
Spatial Transformation (where applicable)	Traditional communities
Calculation Type	Cumulative (year-end, percentage)
Reporting cycle	Quarterly
Desired performance	All succession disputes are received and processed
Indicator Responsibility	Senior Manager: Traditional Institutional Development

Annexure A: Amendments to the Strategic Plan

	COGHSTA Strategic Plan 2020-2025	2020/2021 Financial Year	2021/2022 Financial Year	2022/2023 Financial Year	2023/2024 Financial Year
Outcome 1	Improved audit outcome	Improved audit outcome	Improved audit outcome	Improved audit outcome	Improved audit outcome
Outcome Indicator	Reduced number of matters raised in the Audit report	Reduced number of matters raised in the Audit report	Reduced number of matters raised in the Audit report	Reduced number of matters raised in the Audit report	Reduced number of matters raised in the Audit report
Baseline	Unqualified audit with 11 matters	Unqualified audit with 11 matters	Unqualified audit with 11 matters	Unqualified audit with 11 matters	Unqualified audit with 11 matters
Five-year target	Unqualified audit with no matters	Unqualified audit with no matters	Unqualified audit with no matters	Unqualified audit with no matters	Unqualified audit with no matters

	COGHSTA Strategic Plan 2020-2025	2020/2021 Financial Year	2021/2022 Financial Year	2022/2023 Financial Year	2023/2024 Financial Year
Outcome 2	Adequate Housing in improved quality living environments	Adequate Housing in improved quality living environments	Adequate Housing in improved quality living environments	This Outcome Indicator now forms part of the APP as a sector customised output indicator.	
Outcome Indicator	Number of informal settlements upgraded to Phase 2 of the Informal Settlements Upgrading Programme	Number of informal settlements upgraded to Phase 2 of the Informal Settlements Upgrading Programme	Number of informal settlements upgraded to Phase 3 of the Informal Settlements Upgrading Programme		
Baseline	1	1	1		
Five-year target	5 informal settlements upgraded to Phase 2	5 informal settlements upgraded to Phase 2	8 informal settlements upgraded to Phase 3		

	COGHSTA Strategic Plan 2020-2025	2020/2021 Financial Year	2021/2022 Financial Year	2022/2023 Financial Year	2023/2024 Financial Year
Outcome 2	Adequate Housing in improved quality living environments		Adequate Housing in improved quality living environments	This Outcome Indicator now forms part of the APP as a sector customised output indicator.	
Outcome Indicator	Number of informal settlements upgraded to Phase 2 of the Informal Settlements Upgrading Programme		Number of integrated implementation plans for priority development areas completed		
Baseline	1		New		
Five-year target	5 informal settlements upgraded to Phase 2		5 integrated implementation plans for priority development areas completed		

	COGHSTA Strategic Plan 2020-2025	2020/2021 Financial Year	2021/2022 Financial Year	2022/2023 Financial Year	2023/2024 Financial Year
Outcome 2	Adequate Housing in improved quality living environments	Adequate Housing in improved quality living environments	Adequate Housing in improved quality living environments	Adequate Housing in improved quality living environments	Adequate Housing in improved quality living environments
Outcome Indicator	Number of priority housing development areas invested in	Number of priority housing development areas invested in	Number of priority housing development areas invested in	Number of priority housing development areas invested in	Number of priority housing development areas invested in
Baseline	New	New	New	New	New
Five-year target	Investment in 2 priority development areas	Investment in 2 priority development areas	Investment in 5 priority development areas	Investment in 5 priority development areas	Investment in 5 priority development areas

	COGHSTA Strategic Plan 2020-2025	2020/2021 Financial Year	2021/2022 Financial Year	2022/2023 Financial Year	2023/2024 Financial Year
Outcome 2	Adequate Housing in improved quality living environments		Adequate Housing in improved quality living environments	This Outcome Indicator now forms part of the APP as a	

	COGHSTA Strategic Plan 2020-2025	2020/2021 Financial Year	2021/2022 Financial Year	2022/2023 Financial Year	2023/2024 Financial Year
Outcome Indicator	Number of informal settlements upgraded to Phase 2 of the Informal Settlements Upgrading Programme		Percentage of acquired land falling within the priority development areas rezoned	sector customised output indicator.	
Baseline	1		New		
Five-year target	5 informal settlements upgraded to Phase 2		100%		

	COGHSTA Strategic Plan 2020-2025	2020/2021 Financial Year	2021/2022 Financial Year	2022/2023 Financial Year	2023/2024 Financial Year
Outcome 3	Security of Tenure to households in the subsidy market	Security of Tenure to households in the subsidy market	Security of Tenure to households in the subsidy market	Security of Tenure to households in the subsidy market	Security of Tenure to households in the subsidy market
Outcome Indicator	Number of households securing ownership	Number of households securing ownership	Number of households securing ownership	Number of households securing ownership	Number of households securing ownership
Baseline	13 308	13 308	13 308	13 308	13 308
Five-year target	5 450 households with ownership secured	5 450 households with ownership secured	5 450 households with ownership secured	5 450 households with ownership secured	5 450 households with ownership secured

	COGHSTA Strategic Plan 2020-2025	2020/2021 Financial Year	2021/2022 Financial Year	2022/2023 Financial Year	2023/2024 Financial Year
Outcome 4	Transformation of the Local Government sector	Transformation of the Local Government sector	Transformation of the Local Government sector	Transformation of the Local Government sector	Transformation of the Local Government sector
Outcome Indicator	Number of municipalities progressing from dysfunctional to functional	Number of municipalities progressing from dysfunctional to functional	Number of municipalities progressing from dysfunctional to functional	Number of municipalities progressing from dysfunctional to functional	Number of municipalities progressing from dysfunctional to functional
Baseline	15	15	15	15	15
Five-year target	15 municipalities progressing from dysfunctional to functional	15 municipalities progressing from dysfunctional to functional	15 municipalities progressing from dysfunctional to functional	15 municipalities progressing from dysfunctional to functional	15 municipalities progressing from dysfunctional to functional

	COGHSTA Strategic Plan 2020-2025	2020/2021 Financial Year	2021/2022 Financial Year	2022/2023 Financial Year	2023/2024 Financial Year
Outcome 5	Realizing good governance, peaceful co-existence and development within Traditional Communities	Realizing good governance, peaceful co-existence and development within Traditional Communities	Realizing good governance, peaceful co-existence and development within Traditional Communities	Realizing good governance, peaceful co-existence and development within Traditional Communities	Realizing good governance, peaceful co-existence and development within Traditional Communities
Outcome Indicator	Number of Traditional Councils with inter-sphere relationships	Number of Traditional Councils with inter-sphere relationships	Number of Traditional Councils with inter-sphere relationships	Number of Traditional Councils with inter-sphere relationships	Number of Traditional Councils with inter-sphere relationships
Baseline	New	New	New	New	New
Five-year target	8 Traditional Councils with inter-sphere relationships	8 Traditional Councils with inter-sphere relationships	8 Traditional Councils with inter-sphere relationships	8 Traditional Councils with inter-sphere relationships	8 Traditional Councils with inter-sphere relationships

Amendments to the Annual Performance Plan Output Indicators

Programme 1: Administration

Outcome: Improved audit outcome

2020/2021 (*Numbered according to the APP)	Output	Output Indicator		Target
		Expenditure according to the allocated budget	1	Percentage expenditure in relation to the allocated budget
	All supplier invoices paid within 30 days	2	Percentage of invoices paid within 30 days	100%
	External audit recommendations implemented	3	Percentage of external audit recommendations implemented	100%
	Equal gender representation	4	Percentage of female employees in middle management developed	100%
	Corporate support services rendered	5	Percentage of departmental policies implemented	100%

2021/2022 (*Numbered according to the APP)	Output	Output Indicator		Target
		Expenditure according to the allocated budget	1	Percentage expenditure in relation to the allocated budget
	All supplier invoices paid within 30 days	2	Percentage of invoices paid within 30 days	100%
	Compliance in line with PPPFA and Treasury Regulations	3	Percentage of procurement transactions in compliance with Treasury Regulation 16A and PPPFA	100%
	External audit recommendations implemented	4	Percentage of external audit recommendations implemented	100%
	Equal gender representation	5	Percentage of female employees in middle management developed	100%
	Corporate support services rendered	6	Percentage of departmental policies implemented	100%

2022/2023 (*Numbered according to the APP)	Output	Output Indicator		Target
		Expenditure according to the allocated budget	1	Percentage expenditure in relation to the allocated budget
	All supplier invoices paid within 30 days	2	Percentage of invoices paid within 30 days	100%
	Compliance in line with PPPFA and Treasury Regulations	3	Percentage of procurement transactions in compliance with Treasury Regulation 16A and PPPFA	100%
	External audit recommendations implemented	4	Percentage of external audit recommendations implemented	100%
	Equal gender representation	5	Percentage of female employees in middle management developed	100%
	Corporate support services rendered	6	Percentage of departmental policies implemented	100%

2023/2024 (*Numbered according to the APP)	Output	Output Indicator		Target
		Expenditure according to the allocated budget	1	Moved to Annual Operational Plan
	All supplier invoices paid within 30 days	1	Percentage of uncontested invoices paid within 30 days	100%
	Compliance in line with PPPFA and Treasury Regulations	3	Moved to Annual Operational Plan	
	Increased preferential procurement for women	2	Percentage of procurement transactions awarded to women-owned businesses (WOB)	20%
	External audit recommendations implemented	3	Percentage of external audit recommendations implemented	100%
	Equal gender representation	5	Moved to Annual Operational Plan	
	Corporate support services rendered	4	Percentage of departmental policies implemented	100%

Programme 2: Human Settlements

Outcome: Adequate Housing and improved quality living environments

2020/2021 (*Numbered according to the APP)	Output	Output Indicator		Target
		Planned housing delivery	6	Number of approved Multi-Year Housing Development Plans (MYHDP)
	Housing opportunities provided	7	Number of subsidy housing opportunities created	450

2021/2022 (*Numbered according to the APP)	Output	Output Indicator		Target
		Achieving spatial transformation	7	Number of approved Multi-Year Housing Development Plans (MYHDP)
	8		Number of municipalities supported with development of credible project pipelines	20
	9		Number of housing needs register reports	1

			produced	
	Social Housing	10	Number of Community Residential Units (CRU) delivered	190
	Finance Linked Individual Subsidy (FLISP)	11	Number of approved subsidy applications (FLISP)	20
	Housing units	12	Number of fully subsidised houses delivered	425
		13	Number of serviced sites delivered	337
	Informal Settlements Upgrading	14	Number of informal settlements funded for upgrading to phase 1	1
		15	Number of informal settlements funded for upgrading to phase 2	17
		16	Number of informal settlements funded for upgrading to phase 3	9
		17	Number of social rental housing units delivered	100

	Output	Output Indicator		Target
2022/2023 (*Numbered according to the APP)	Spatial transformation	7	Number of approved Multi-Year Housing Development Plans (MYHDP)	1
		8	Number of municipalities supported with development of credible project pipelines	20
		9	Moved to Annual Operational Plan	
	Integrated Implementation Programmes for priority development areas	9	Number of integrated implementation programmes for priority development areas completed per year	5
	Investment of the total Human Settlements allocation in PDAs	10	Percentage of investment of the total Human Settlements allocation in PDAs	30%
	Rental Social Housing units	11	Percentage of land acquired during 2014-2019 within the PDAs rezoned	100%
	Households that received subsidies through FLISP	12	Number of households that received subsidies through FLISP (Finance Linked Individual Subsidy Programme)	20
	Acquired land during 2014-2019 falling within the PDAs rezoned	13	Number of Breaking New Ground (BNG) houses delivered	274
	Breaking New Ground (BNG) houses	14	Number of serviced sites delivered	2 097
	Serviced sites	15	Number of rental social housing units delivered	70
Informal settlement upgraded	16	Number of informal settlements upgraded to Phase 3 of the Upgrading of Informal Settlements Programme (UISP)	6	

	Output	Output Indicator		Target
2023/2024 (*Numbered according to the APP)	Spatial transformation	7	Moved to Annual Operational Plan	
		8	Moved to Annual Operational Plan	
	Integrated Implementation Programmes for priority development areas	9	Exempted	
	Investment of the total Human Settlements allocation in PDAs	5	Percentage of investment of the total Human Settlements allocation in PDAs	30%
	Rental Social Housing units	6	Percentage of land acquired during 2014-2019 within the PDAs rezoned	100%
	Households that received subsidies through FLISP	7	Number of households that received subsidies through FLISP (Finance Linked Individual Subsidy Programme)	20
	Acquired land during 2014-2019 falling within the PDAs rezoned	8	Number of Breaking New Ground (BNG) houses delivered	568
	Breaking New Ground (BNG) houses	9	Number of serviced sites delivered	852
	Serviced sites	10	Number of rental social housing units delivered	172
	Informal settlement upgraded	11	Number of informal settlements upgraded to Phase 3 of the Upgrading of Informal Settlements Programme (UISP)	6

Outcome: Security of Tenure to households in the subsidy market

2020/2021 (*Numbered according to the APP)	Output	Output Indicator		Target
		Improved home-ownership	8	Number of beneficiaries with home-ownership

2021/2022 (*Numbered according to the APP)	Output	Output Indicator		Target
		Title Deeds	19	Number of outstanding pre 1994 title deeds registered

		20	Number of outstanding post 1994 title deeds registered	525
		21	Number of outstanding post 2014 title deeds registered	829
		22	Number of new title deeds registered (post 2019)	146

2022/2023 (*Numbered according to the APP)	Output	Output Indicator		Target
	Title Deeds registered pre 1994 to post 2014	17	Number of pre-1994 title deeds registered	550
		18	Number of post-1994 title deeds registered	3 700
		19	Number of post-2014 title deeds registered	650
		20	Number of new title deeds registered	150

2023/2024 (*Numbered according to the APP)	Output	Output Indicator		Target
	Title Deeds registered pre 1994 to post 2014	12	Number of pre-1994 title deeds registered	500
		13	Number of post-1994 title deeds registered	3700
		14	Number of post-2014 title deeds registered	650
		15	Number of new title deeds registered	150

Programme 3: Cooperative Governance

Outcome: Transformation of the Local Government Sector

2020/2021 (*Numbered according to the APP)	Output	Output Indicator		Target
	Enhanced municipal governance	9	Number of functional municipal councils	31
		10	Number of municipalities implementing the MSA and Regulations	31
		11	Number of functional IGR fora	5

2021/2022 (*Numbered according to the APP)	Output	Output Indicator		Target
	Enhanced municipal governance	22	Number of municipalities supported to comply with MSA and Regulations on the appointment of senior managers (Linked to MTSF 2019 – 2024, Priority 1)	31
		23	Number of municipalities supported to comply with MStA on the functionality of governance structures	31
		24	Number of municipalities supported to maintain functional MPACs	31
		25	Number of IGR fora monitored on functionality	5
		26	Number of municipalities monitored on the extent to which anti-corruption measures are implemented (Linked to MTSF 2019 – 2024, Priority 1)	31
		27	Number of capacity building interventions conducted in municipalities (Linked to MTSF 2019 – 2024, Priority 1) (B2B Pillar 5)	10

2022/2023 (*Numbered according to the APP)	Output	Output Indicator		Target
	Municipal governance	21	Number of municipalities supported to comply with MSA Regulations on the appointment of senior managers (Linked to MTSF 2019 – 2024, Priority 1)	31
		22	Number of municipalities supported to comply with MStA on the functionality of governance structures	31
		23	Number of municipalities supported to maintain functional MPACs	31
		24	Number of IGR fora monitored on functionality	5
		25	Number of municipalities monitored on the extent to which anti-corruption measures are implemented (Linked to MTSF 2019 – 2024, Priority 1)	31
		26	Number of capacity building interventions conducted in municipalities (Linked to MTSF 2019 – 2024, Priority 1) (B2B Pillar 5)	10

2023/2024 (*Numbered according to the APP)	Output	Output Indicator		Target
	Municipal governance	16	Number of municipalities supported to comply with MSA Regulations on the appointment of senior managers (Linked to MTSF 2019 – 2024,	31

			Priority 1)	
		22	Moved to Annual Operational Plan	
		23	Moved to Annual Operational Plan	
		24	Moved to Annual Operational Plan	
		17	Number of municipalities monitored on the extent to which anti-corruption measures are implemented (Linked to MTSF 2019 – 2024, Priority 1)	31
		18	Number of capacity building interventions conducted in municipalities (Linked to MTSF 2019 – 2024, Priority 1) (B2B Pillar 5)	10

2020/2021 (*Numbered according to the APP)	Output	Output Indicator		Target
	Improved municipal performance management	12	Number of municipalities implementing PMS	31
MPRA Compliance	13	Number of local municipalities guided to comply with the MPRA	26	

2021/2022 (*Numbered according to the APP)	Output	Output Indicator		Target
	MPRA Compliance	29	Number of municipalities guided to comply with the MPRA (Linked to MTSF 2019 – 2024, Priority 1) (B2B Pillar 4)	26
	Improved municipal performance management	30	Number of municipalities supported to reduce Unauthorised, Irregular, Wasteful and Fruitless expenditure (Linked to MTSF 2019 – 2024, Priority 1)	4
		31	Number of municipalities supported to institutionalize the performance management system (PMS) (Linked to MTSF 2019 – 2024, Priority 1)	31
		32	Number of Section 47 Reports compiled as prescribed by the MSA (Linked to MTSF 2019 – 2024, Priority 1) (B2B Pillar 5)	1

2022/2023 (*Numbered according to the APP)	Output	Output Indicator		Target
	MPRA Compliance	27	Number of municipalities guided to comply with the MPRA (Linked to MTSF 2019 – 2024, Priority 1) (B2B Pillar 4)	26
	Municipal performance management	28	Number of municipalities supported to reduce Unauthorised, Irregular, Wasteful and Fruitless expenditure (Linked to MTSF 2019 – 2024, Priority 1)	4
		29	Number of municipalities supported to institutionalize the performance management system (PMS) (Linked to MTSF 2019 – 2024, Priority 1)	31
		30	Number of Section 47 Reports compiled as prescribed by the MSA (Linked to MTSF 2019 – 2024, Priority 1) (B2B Pillar 5)	1

2023/2024 (*Numbered according to the APP)	Output	Output Indicator		Target
	MPRA Compliance	19	Number of municipalities guided to comply with the MPRA (Linked to MTSF 2019 – 2024, Priority 1) (B2B Pillar 4)	26
	Municipal performance management	20	Number of municipalities supported to reduce Unauthorised, Irregular, Wasteful and Fruitless expenditure (Linked to MTSF 2019 – 2024, Priority 1)	12
		21	Number of municipalities supported to institutionalize the performance management system (PMS) (Linked to MTSF 2019 – 2024, Priority 1)	31
		22	Number of Section 47 Reports compiled as prescribed by the MSA (Linked to MTSF 2019 – 2024, Priority 1) (B2B Pillar 5)	1

2020/2021 (*Numbered according to the APP)	Output	Output Indicator		Target
	Promote participation in community-based governance processes	16	Number of local municipalities monitored on promotion of participation in community-based processes	
17		Number of local municipalities implementing GovChat programme for community engagement and service delivery improvement		26
Create jobs through Job Summits, Operation Phakisa and other public sector employment programmes	18	Number of work opportunities reported through public employment Programmes (CWP)		21900

2021/2022 (*Numbered according to the APP)	Output	Output Indicator		Target	
	Promote participation in community-based governance processes	33	<i>Number of Municipalities monitored on the implementation of GBVF responsive programmes (Final M&E Plan for NSP on GBVF) (Pillar 2: Prevention and Restoration of Social Fabric)</i>		26
		34	<i>Number of municipalities supported to promote participation in community based local governance processes (Priority 1: Capable, Ethical and Developmental State and Priority 6 MTEF indicator: Social Cohesion and Safer Communities)</i>		26
		35	<i>Number of municipalities supported to resolve community concerns</i>		26
		36	Number of local municipalities implementing GovChat programme for community engagement and service delivery improvement		18
		37	<i>Number of municipalities supported to maintain functional ward committees (Linked to MTSF 2019 – 2024, Priority 1)</i>		26
	Create jobs through Job Summits, Operation Phakisa and other public sector employment programmes	38	<i>Number of work opportunities reported through Community Work Programme (CWP) (MTSF 2019-2024, Priority 2)</i>		21 900

2022/2023 (*Numbered according to the APP)	Output	Output Indicator		Target	
	Promote participation in community-based governance processes	31	<i>Number of Municipalities monitored on the implementation of GBVF responsive programmes (Final M&E Plan for NSP on GBVF) (Pillar 2: Prevention and Restoration of Social Fabric)</i>		26
		32	<i>Number of municipalities supported to promote participation in community based local governance processes (Priority 1: Capable, Ethical and Developmental State and Priority 6 MTEF indicator: Social Cohesion and Safer Communities)</i>		26
		33	<i>Number of municipalities supported to resolve community concerns</i>		26
		34	Number of local municipalities implementing GovChat programme for community engagement and service delivery improvement		18
		35	<i>Number of municipalities supported to maintain functional ward committees (Linked to MTSF 2019 – 2024, Priority 1)</i>		26
Create jobs through Job Summits, Operation Phakisa and other public sector employment programmes	36	<i>Number of work opportunities reported through Community Works Programme (CWP) (MTSF 2019-2024, Priority 2)</i>		21 900	

2023/2024 (*Numbered according to the APP)	Output	Output Indicator		Target
	Promote participation in community-based governance processes	23	<i>Number of Municipalities monitored on the implementation of GBVF responsive programmes (Final M&E Plan for NSP on GBVF) (Pillar 2: Prevention and Restoration of Social Fabric)</i>	
24		<i>Number of municipalities supported to promote participation in community based local governance processes (Priority 1: Capable, Ethical and Developmental State and Priority 6 MTEF indicator: Social Cohesion and Safer</i>		26

			<i>Communities)</i>	
		25	<i>Number of municipalities supported to resolve community concerns</i>	26
		34	<i>Removed: Awaiting information from National Cogta on continuation of programme</i>	
		26	<i>Number of municipalities supported to maintain functional ward committees (Linked to MTSF 2019 – 2024, Priority 1)</i>	26
	Create jobs through Job Summits, Operation Phakisa and other public sector employment programmes	27	<i>Number of work opportunities reported through Community Works Programme (CWP) (MTSF 2019-2024, Priority 2)</i>	21 000

2020/2021 (*Numbered according to the APP)	Output	Output Indicator		Target
	Improved access to basic services	14	Number of local municipalities monitored on the implementation of infrastructure delivery	
15		Number of local municipalities monitored on the implementation of free basic services		26

2021/2022 (*Numbered according to the APP)	Output	Output Indicator		Target	
	Improved access to basic services	39	<i>Number of municipalities monitored on the implementation of indigent policies (Sub-outcome 1) (B2B Pillar 2)</i>		26
		40	<i>Number of municipalities monitored on the implementation of infrastructure delivery programmes (Outcome 9, Sub-outcome 1) (B2B Pillar 5)</i>		26
41		<i>Number of Districts monitored on the spending of National grants</i>		5	

2022/2023 (*Numbered according to the APP)	Output	Output Indicator		Target	
	Access to basic services	37	<i>Number of municipalities monitored on the implementation of indigent policies (Sub-outcome 1) (B2B Pillar 2)</i>		26
		38	<i>Number of municipalities monitored on the implementation of infrastructure delivery programmes (Outcome 9, Sub-outcome 1) (B2B Pillar 5)</i>		26
39		<i>Number of Districts monitored on the spending of National grants</i>		5	

2023/2024 (*Numbered according to the APP)	Output	Output Indicator		Target	
	Access to basic services	28	<i>Number of municipalities monitored on the implementation of indigent policies (Sub-outcome 1) (B2B Pillar 2)</i>		26
		29	<i>Number of municipalities monitored on the implementation of infrastructure delivery programmes (Outcome 9, Sub-outcome 1) (B2B Pillar 5)</i>		26
30		<i>Number of Districts monitored on the spending of National grants</i>		5	

2020/2021 (*Numbered according to the APP)	Output	Output Indicator		Target
	Integrated municipal planning and development	19	Number of municipalities with legally compliant IDPs	31

2021/2022 (*Numbered according to the APP)	Output	Output Indicator		Target
	Integrated municipal planning and development	42	<i>Number of municipalities with legally compliant IDPs</i>	
43		<i>Number of District/Metro supported to develop One Plans (MTSF 2019 – 2024, Priority 5: Spatial integration, human settlements and local government)</i>		5

2022/2023 (*Numbered according to the APP)	Output	Output Indicator		Target
	Integrated municipal planning and development	41	Number of municipalities with legally compliant IDPs	
40		Number of Districts/Metros monitored on the implementation of One Plans (MTSF 2019 – 2024, Priority 5: Spatial integration, human settlements and local government)		5

2023/2024 (*Numbered according to the APP)	Output	Output Indicator		Target
	Integrated municipal planning and development	31	Number of municipalities with legally compliant IDPs	
32		Number of Districts/Metros monitored on the implementation of One Plans (MTSF 2019 – 2024, Priority 5: Spatial integration, human settlements and local government)		5

2020/2021 (*Numbered according to the APP)	Output	Output Indicator		Target
	Coordinated Provincial Disaster Management	20	Number of District Municipalities with functional DDMCs	

2021/2022 (*Numbered according to the APP)	Output	Output Indicator		Target
	Coordinated Provincial Disaster Management	44	Number of municipalities supported to maintain functional Disaster Management Centres	
45		Number of municipalities supported on Fire Brigade Services		5

2022/2023 (*Numbered according to the APP)	Output	Output Indicator		Target
	Coordinated Provincial Disaster Management	42	Number of municipalities supported to maintain functional Disaster Management Centres	
43		Number of municipalities supported on Fire Brigade Services		5

2023/2024 (*Numbered according to the APP)	Output	Output Indicator		Target
	Coordinated Provincial Disaster Management	33	Number of municipalities supported to maintain functional Disaster Management Centres	
34		Number of municipalities supported on Fire Brigade Services		5

Programme 4: Traditional Institutional Development

Outcome: *Realizing good governance, peaceful co-existence and development within Traditional Communities*

2020/2021 (*Numbered according to the APP)	Output	Output Indicator		Target
	Traditional leaderships with good governance and sound administration	21	Number of functional traditional leadership structures	

2021/2022 (*Numbered according to the APP)	Traditional leaderships with good governance and sound administration	Output Indicator		Target
		46	Number of Traditional Councils supported to perform their functions	2
		47	Number of Anti GBVF Intervention/campaigns for traditional leadership (Final M&E Plan for the NSP on GBVF) (Pillar 2: Prevention and Restoration of Social Fabric)	8
		48	Percentage of succession disputes/claims processed	100%
49	Number of activities of the Provincial and Local Houses of Traditional Leaders in compliance with Act 2 of 2007	16		

2022/2023 (*Numbered according to the APP)	Traditional leaderships with good governance and sound administration	Output Indicator		Target
		44	Number of Traditional Councils supported to perform their functions	8
		45	Number of Anti GBVF Intervention/campaigns for traditional leadership (Final M&E Plan for the NSP on GBVF) (Pillar 2: Prevention and Restoration of Social Fabric)	2
46	Percentage of traditional leadership succession disputes processed	100%		

		47	Number of activities of the Provincial and Local Houses of Traditional Leaders in compliance with Act 2 of 2007	16
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2023/2024 (*Numbered according to the APP)	Output	Output Indicator		Target
	Traditional leaderships with good governance and sound administration		35	<i>Number of Traditional Councils supported to perform their functions</i>
		36	<i>Number of Anti GBVF Intervention/campaigns for traditional leadership (Final M&E Plan for the NSP on GBVF) (Pillar 2: Prevention and Restoration of Social Fabric)</i>	2
		37	<i>Percentage of traditional leadership succession disputes processed</i>	100%
		47	<i>Moved to Annual Operational Plan</i>	

Changes are indicated in **Red & bold**

Customised indicators are indicated in **bold & italics**

Annexure B: Conditional Grants

Name of Grant	Purpose	Outputs	Current Annual Budget (R thousand)	Period of Grant
HOUSING DEVELOPMENT GRANT	To provide funding for the progressive realization of access to adequate housing through the creation of sustainable and integrated human settlements	<p>Number of housing opportunities may include the following:</p> <ul style="list-style-type: none"> • Number of residential units delivered in relevant housing programmes, • Number of serviced sites delivered in relevant housing programmes, • Number of households in informal settlements provided with access to basic services • Number of informal settlements upgraded in-situ and/or relocated • Number of title deeds registered to beneficiaries post 31 March 2014 • Hectares of well-located land acquired for development of housing opportunities • Hectares of well-located land acquired (zoned) and number of housing opportunities created • Number of socio-economic amenities delivered in human settlements • Number of integrated residential development projects planned, approved, funded and implemented 	R 285 336 000	Annual
TITLE DEEDS RESTORATION GRANT	To provide funding for the eradication of the pre-2014 title deeds registration backlog	<ul style="list-style-type: none"> • Number of title deeds registered and issued in favour of beneficiaries of government subsidized housing (pre-1994 & post-1994) for projects completed by 31 March 2014 • Number of townships proclaimed and registers opened • Number of beneficiaries confirmed as legitimate occupiers • Percentage of ownership disputes resolved • Enhanced institutional capacity of municipalities and provinces in respect of property registration 	Discontinued – funded from HSDG	
UPGRADING OF INFORMAL SETTLEMENTS PARTNERSHIP GRANT	To provide for access to adequate housing through the creation of suitable and integrated human settlements	<ul style="list-style-type: none"> • Programmatic province-wide informal settlements upgrading strategy • Number of approved individual informal settlement upgrading plans prepared, aligned to the National Upgrading Support Programme (NUSP) methodology • Number of social compacts concluded with communities and/or community resource organisations, outlining their role in the upgrading process • Number of informal settlements designated for upgrading in terms of the municipal Spatial Development Framework (SDF) and Spatial Planning and Land Use Management Act (SPLUMA) and municipal by-laws enacted in this regard • Number of households with secure tenure • Number of households provided with individual municipal engineering services (water services, sanitation solutions and electricity (grid and non-grid) • Number of informal settlements provided with interim and permanent municipal engineering services (public lightning, roads, storm water, refuse removal and bulk connections for water, sanitation and electricity) • Hectares of land acquired for relocation of category B2 and category C settlements (categories in terms of NUSP methodology) • Hectares of land acquired for in situ upgrading for category B1 settlements • Number of in situ individually serviced sites developed 	R 84 854 000	Annual

Annexure C: Consolidated Indicators

Institution	Output Indicator	Annual Target	Data Source
n/a			

Annexure D: District Development Model

Areas of Intervention	Five-year planning period						
	Project description	Budget allocation	District Municipality	Location: GPS coordinates		Project leader	Social partners
				Latitude	Longitude		
Housing	Magobing	R 5 000 000	John Taolo Gaetsewe	-27,24	23,06	COGHSTA	None
	Individuals	R 900 000	John Taolo Gaetsewe	n/a	n/a	COGHSTA	None
	Individuals	R 1 800 000	Frances Baard	n/a	n/a	COGHSTA	None
	FLISP	R 2 000 000	Frances Baard	n/a	n/a	COGHSTA	None
	Individuals	R 900 000	ZF Mgcawu	n/a	n/a	COGHSTA	None
	Individuals	R 900 000	Namakwa	n/a	n/a	COGHSTA	None
	Individuals	R 1 000 000	Pixley Ka Seme	n/a	n/a	COGHSTA	None
	Bankara Bodulong	R 500 000	John Taolo Gaetsewe	-27,42	23,38	COGHSTA	None
	Bufferzone	R 210 000	Frances Baard	-28,53	24,51	COGHSTA	None
	Wegdraai 50	R 585 000	ZF Mgcawu	-28,84	21,86	COGHSTA	None
	Military Veterans	R 2 500 000	Frances Baard	-28,12	24,84	COGHSTA	None
	Military Veterans 14	R 2 500 000	ZF Mgcawu	-28,27	21,13	COGHSTA	None
	Okiep Infills	R 275 000	Namakwa	-29,62	17,87	COGHSTA	None
	Van Wyksvlei	R 1500 000	Pixley Ka Seme	-30,35	21,82	COGHSTA	None
	Military Veterans	R 250 000	Pixley Ka Seme	-30,42	24,46	COGHSTA	None
	Military Veterans	R 250 000	Pixley Ka Seme	-31,19	24,95	COGHSTA	None
	Pofadder	R3 921 378	Namakwa	-29,13	19,39	COGHSTA	None

Areas of Intervention	Five-year planning period						
	Project description	Budget allocation	District Municipality	Location: GPS coordinates		Project leader	Social partners
				Latitude	Longitude		
Serviced Sites	Kathu 5700	R 22 000 000	John Taolo Gaetsewe	-27,69	23,03	COGHSTA	None
	Pofadder Bulk	R10 000 000	ZF Mgcawu	-29,13	19,39	COGHSTA	None
	Dakota Road 409	R 1 408 000	ZF Mgcawu	-28,44	21,25	COGHSTA	None
	Ivory Park	R4 495 320	Frances Baard	-28,66	24,72	COGHSTA	None
	Pabalello NE 980	R 3 288 181	ZF Mgcawu	-28,43	21,21	COGHSTA	None
	Lerato Park Phase 5	R 2 000 000	Frances Baard	-28,49	24,69	COGHSTA	None
	Jurgens Stadium 165	R 505 578	ZF Mgcawu	-28,44	21,25	COGHSTA	None
	Pabalello 881	R 3 288 181	ZF Mgcawu	-28,44	21,21	COGHSTA	None
	Rosedale 400	R 1 288 587	ZF Mgcawu	-28,45	21,20	COGHSTA	None
	Rosedale 438	R 1 587 886	ZF Mgcawu	-28,45	20,21	COGHSTA	None
	Rosedale 452	R 1 570 108	ZF Mgcawu	-28,45	21,21	COGHSTA	None
	Williston 150	R 9 980 500	Namakwa	-31,34	20,93	COGHSTA	None

Areas of Intervention	Five-year planning period						
	Project description	Budget allocation	District Municipality	Location: GPS coordinates		Project leader	Social partners
				Latitude	Longitude		
Town Planning	Kathu Bulk	R8 000 000	John Taolo Gaetsewe	-27,69	23,03	COGHSTA	None
	Barkley Road 1500	R21 561 654	Frances Baard	-	-	COGHSTA	None
	Blaauwskop 500	R 1500 000	ZF Mgcawu	-28,67	21,10	COGHSTA	None
	Barkley-Wes 3500	R 7500 000	Frances Baard	-28,49	24,69	COGHSTA	None
	Gamakor 1500	R 2 050 000	ZF Mgcawu	-28,69	20,95	COGHSTA	None
	Opwag 730	R2 050 000	ZF Mgcawu	-28,84	21,96	COGHSTA	None
	Groblershoop 1500	R 1500 000	ZF Mgcawu	-28,54	21,59	COGHSTA	None
	Steinkopf 1500	R 2 000 000	Namakwa	-29,28	17,74	COGHSTA	None
	Goutrou	R 2 050 000	Pixley Ka Seme	-29,62	24,11	COGHSTA	None
	Prieska 4000	R 2 050 000	Pixley Ka Seme	-29,40	22,44	COGHSTA	None

Five-year planning period

Areas of Intervention	Project description	Budget allocation	District Municipality	Location: GPS coordinates		Project leader	Social partners
				Latitude	Longitude		
				MIG 1585: Hantam: Calvinia Roads & Storm Water Phase 4	Total Project cost: R37 million MIG Budget/Balance: R10 million		
MIG 1527: Hantam: Calvinia: Construction of Sewer Network	Total Project cost: R13,5 million MIG Budget/balance: R11,4 million	Namakwa	-31° 28' 30"	19° 46' 22"	Hantam	None	
MIG 1505: Khai-Ma: Pella Bulk Water Reticulation Network	Total Project cost: R19 million MIG Budget/Balance: R7.7 million	Namakwa	-29° 02' 02"	19° 9' 10"	Khai-Ma	None	
MIG 1535: Kamiesberg: Kamieskroon: Ground water desalination, bulk water, borehole development and reservoir (Phase 2)	Total project cost Phase 1: R9,8 million Phase 2: R21 million MIG budget /balance: R9,7 million	Namakwa	-30° 12' 33"	17° 56' 1"	Kamiesberg	None	
MIG 1265: Williston Upgrading Internal Water	Total project cost: R24 million MIG Budget/Balance: R4.6 million	Namakwa	-31° 20' 25"	20° 55' 11"	Karoo Hoogland	None	
MIG 1449: Nama Khoi Bergsig Phillip Souden Street & Storm water	Total project cost: R20 151 043,56 MIG Budget/Balance: R5 million	Namakwa	-29° 38' 40"	17° 52' 16"	Nama Khoi	None	
MIG 1413 Nama Khoi Okiep Rocky Ridge-Sewer Reticulation	Total project cost: R12 737 713.46 MIG Budget/Balance: R9.9 million	Namakwa	-29° 47' 55"	17° 28' 40"	Nama Khoi	None	
MIG 1560: Richtersveld: Port Nolloth Waste Water Treatment Works (Phase 2)	Total project cost R19 million MIG Budget/Balance: R7.8 million	Namakwa	-29° 15' 11"	16° 53' 46"	Richtersveld	None	
MIG 375144 Kameelboom Development of Cemetery	Total Project cost: R14550920,63 MIG Budget/Balance: R6 958 950,63	ZF Mgcawu	-28° 28' 25"	21° 11' 28"	Dawid Kruiper	None	
MIG 461496 Installation of High Mast Lighting in Various Areas	Total Project cost: R31 207 959,86 MIG Budget/Balance: R250 000,00	ZF Mgcawu	-26° 44' 34"	20° 1' 48"	Dawid Kruiper	None	
MIG 441748 Paving of Kalksloot Internal Streets	Total Project cost: R22 018 678,55 MIG Budget/Balance: R6 150 000,00	ZF Mgcawu	-28° 27' 4"	21° 15' 37"	Dawid Kruiper	None	
MIG 442623 Paving of Paballelo Internal Streets	Total Project cost: R26 654 189,40 MIG Budget/Balance: R250 000,00	ZF Mgcawu	-28° 27' 27"	21° 14' 43"	Dawid Kruiper	None	
MIG 375176 Morning Glory Development of Cemetery	Total Project cost: R5 583 025,14 MIG Budget/Balance: R5 583 025,14	ZF Mgcawu	-28° 27' 30"	21° 12' 43"	Dawid Kruiper	None	
MIG 461195 Repair and Road Maintenance in Various Areas (RRAMS)	Total Project cost: R21 832 019,43 MIG Budget/Balance: R8 637 324,23	ZF Mgcawu	-28° 27' 26"	21° 14' 33"	Dawid Kruiper	None	
Lutzborg: Access and Collector Roads	Total Project cost: R13 303 372,00 MIG Budget/Balance: R3.3 million	ZF Mgcawu	-28° 44' 45"	20° 37' 47"	Kai !Garib	None	
Kakamas : Access & Collector Roads	Total Project cost: R18 001 791,37 MIG Budget/Balance: R13.9 million	ZF Mgcawu	-28° 46' 28"	20° 36' 47"	Kai !Garib	None	
Marchand: Upgrading of Sport Facility	Total Project cost: R8 000 000 Budget: R8 million	ZF Mgcawu	-28° 45' 51"	20° 30' 10"	Kai !Garib	None	
Augrabies Bulk Water Supply	Total Project cost: R11 353 375,00 MIG Budget/Balance: R9.6 million	ZF Mgcawu	-28° 40' 21"	20° 25' 42"	Kai !Garib	None	
Vredesvallei: Bulk Water Supply	Total Project cost: R6 843 397,00 MIG Budget/Balance: R5.2 million	ZF Mgcawu	-28° 40' 32"	21° 2' 19"	Kai !Garib	None	

Five-year planning period

Areas of Intervention	Project description	Budget allocation	District Municipality	Location: GPS coordinates		Project leader	Social partners
				Latitude	Longitude		
MIG	Wegdraai Sewer Reticulation, Pump Station and Rising Main to Oxidation Ponds	Total Project cost: R26 754 225,00 MIG Budget/Balance: R16 million	ZF Mgcawu	-28° 50' 19"	21° 51' 52"	IKheis	None
	MIG 1649: Tsantsabane: Mountain View Reservoir Connection to Boichoko	Total Project Cost: 14 617 632,23 Budget: R14.6million	ZF Mgcawu	-28° 19' 20"	23° 6' 28"	Tsantsabane	None
	MIG 1518: Danielskuil Solid Waste Disposal Site Phase 2	Total project cost: R 62 517 561,40 Balance: R 16 047 291,63	ZF Mgcawu	-28° 12' 20"	23° 33' 14"	Kgatelopele	None
	MIG1630: Pampierstad: Asbestos Water reticulation Phase 5-revised	Total Project cost: R39 762 963,01 MIG Budget/Balance: R12 111 258,03	Frances Baard	-27° 46' 45"	24° 41' 15"	Phokwane	None
	New Pump station and Related Bulk Sewer Outfall Lines (MIG 1504)	Total Project cost: R30 981 766,99 MIG Budget/Balance: R10 000 000,00	Frances Baard	-27° 55' 38"	24° 48' 26"	Phokwane	None
	Hartswater: Bonitapark Upgrading of taxi routes (MIG 1632)	Total Project cost: R22 933 785,01 MIG Budget/Balance: R8 208 391,97	Frances Baard	-27° 45' 10"	24° 48' 18"	Phokwane	None
	MIG 1604: Dikgatlong: Barkly West: Provision of Boreholes (Phase 2)	Total project cost: R27 991 936,56 Budget: 6 million	Frances Baard	-28° 32' 7"	24° 31' 17"	Dikgatlong	None
	MIG1612: Ditshotshwaneng, Rabatji & Sonderwater: Water Reticulation Budget M	Total Project Cost: R 26 310 280,26 Budget: R9 million	Frances Baard	-28° 7' 48"	24° 51' 18"	Magareng	None
	Dikgweng (Donkerhoek Sec): Upgrading of bulk water supply	Total Project cost: R29 448 088,84 MIG Budget/Balance: R21 389 089,37	JTG	-27° 21' 27"	23° 27' 27"	Ga-Segonyana	None
	Maruping (Tsago Section): Upgrading of gravel internal road to paved road	Total Project cost: R33 633 082,84 MIG Budget/Balance: R15 730 929,43	JTG	-27° 23' 53"	23° 29' 12"	Ga-Segonyana	None
	MIG 1541: Wrenchville: Upgrading of multi-sports facilities	Total Project cost: R15 135 894,57 MIG Budget/Balance: R9 377 580,40	JTG	-27° 26' 55"	23° 27' 49"	Ga-Segonyana	None
	Seoding: Construction of new community hall	Total Project cost: R20 759 512,73 MIG Budget/Balance: R13 909 400,80	JTG	-27° 23' 35"	23° 25' 51"	Ga-Segonyana	None
	MIG 433627 Gamakgatle Water Supply	Total Project cost: R 13 376 187,80 MIG Budget/Balance: R9 376 187,80	JTG	-27° 2' 2"	23° 53' 2"	Joe Morolong	None
	MIG 433554 Permondjie Water Supply	Total Project cost: R 14 465 000,00 MIG Budget/Balance: R10 465 000,00	JTG	-27° 6' 6"	23° 20' 29"	Joe Morolong	None
	MIG 433630 Ganghaai	Total Project cost: R 7 181 599,47 MIG Budget/Balance: R1 500 000	JTG	-27° 23' 0"	23° 37' 0"	Joe Morolong	None
	Dikhing	Total Project cost: R 10 849 121,04 MIG Budget/Balance: R10 849 121,04	JTG	-27° 17' 54"	23° 46' 57"	Joe Morolong	None
	Dithakong Phase 2	Total Project cost: R27 371 274,07 MIG Budget/Balance: R9 045 012,38	JTG	-27° 5' 9"	23° 55' 26"	Joe Morolong	None
Klein Eiffel Phase 2	Total Project cost: R 1 579 801,05 MIG Budget/Balance: R1 579 801,05	JTG	-26° 31' 35"	22° 59' 25"	Joe Morolong	None	

Five-year planning period

Areas of Intervention	Project description	Budget allocation	District Municipality	Location: GPS coordinates		Project leader	Social partners
				Latitude	Longitude		
MIG	Eiffel Phase 2	Total Project cost: R 3 670 032,75 MIG Budget/Balance: R3 670 032,75	JTG	-26° 31' 35"	22° 59' 25"	Joe Morolong	None
	Rowell 2 Phase 2	Total Project cost: R 086 284,98 MIG Budget/Balance: R1 086 284,98	JTG	-27° 27' 22"	23° 46' 23"	Joe Morolong	None
	Ncwelengwe Internal Road	Total Project cost: R 24 591 379,09 MIG Budget/Balance: R12 000 000,00	JTG	-27° 27' 12"	23° 37' 14"	Joe Morolong	None
	Gahuwe to Dithakong Access Road	Total Project cost: R24 425 332,56 MIG Budget/Balance: R8 387 760,00	JTG	-27° 6' 59"	23° 52' 19"	Joe Morolong	None
	MIG 1510: Gamagara: Dibeng Sewer Network Phase 4 – 797 stands	Total Project Cost: R21 584 800.52 Budget/Balance: R 10 522 001.44	JTG	-27° 35' 56"	22° 52' 0"	Gamagara	None
	MIG 394604 Upgrading of Madikane and Nqandu To Block Paving	Total Project cost: R 14 477 871,33 MIG Budget/Balance: R 2 404 365,41	Pixley ka Seme	-30° 42' 42"	25° 7' 10"	Umsobomvu	None
	MIG 406174 Noupoort: Upgrading Of Tyoksville Internal Streets To Block Paving	Total Project cost: R 24 863 350,45 MIG Budget/Balance: R12 205 600,00	Pixley ka Seme	-31° 10' 50"	24° 57' 33"	Umsobomvu	
	MIG 413755 Upgrading Of Kuyasa Sport Ground	Total Project cost: R 11 389 448,79 MIG Budget/Balance: R10 535 240,13	Pixley ka Seme	-30° 43' 20"	25° 6' 41"	Umsobomvu	
	MIG 410255 De Aar & Britstown High Mast Lighting	Total Project cost: R24 477 349,00 MIG Budget/Balance: R24 110 023,40	Pixley ka Seme	-31° 3' 51"	24° 26' 56"	Emthanjeni	None
	MIG 1621: Emthanjeni: De Aar: Upgrading of the Nonzwakazi Sport Complex (Ring fenced 2022/23)	Total project cost: R9 197 933.03 Balance: R9 197 933.03	Pixley ka Seme	-30° 40' 19"	24° 1' 26"	Emthanjeni	
	MIG 1602: Ubuntu: Victoria West: Upgrading of Groundwater Supply	Total project cost: R 27 708 520.04 Balance: R10 844 073.29	Pixley ka Seme	-31° 24' 20"	23° 6' 49"	Ubuntu	None
	Upgrading of Water Supply & Distribution PLANNED PROJECT	Total project cost: R25 million	Pixley ka Seme	-30° 28' 7"	24° 18' 57"	Renosterberg	None
	MIG 1519: Thembelihle: Hopetown Refurbishment and Upgrading of WWTW	Total Project cost: R32 209 826.82 Balance: R10 767 465.17	Pixley ka Seme	-29° 36' 20"	24° 5' 22"	Thembelihle	None
	Prieska, Niekerkshoop & Marydale: Upgrading of roads PLANNED PROJECT	Total Project cost: R26 236 422.08	Pixley ka Seme	-29° 40' 43"	22° 44' 49"	Siyathemba	None
	Campbell Construction of Oxidation Ponds: PLANNED PROJECT	Project cost: R20 000 000	Pixley ka Seme	-28° 41' 59"	23° 43' 27"	Siyancuma	None

