DEPARTMENT OF COOPERATIVE GOVERNANCE, HUMAN SETTLEMENTS & TRADITIONAL AFFAIRS

ANNUAL PERFORMANCE PLAN 2018/19

NORTHERN CAPE PROVINCE

Foreword

The African National Congress, the beacon of hope for the masses of South Africa in general, and Northern Cape in particular, has traversed a developmental path, which is monitored intermittently by adopting and championing progressive policy directives. The National Development Plan, the Medium Term Strategic Review and adoption of the Strategy and Tactics Document adopted in Mangaung under the theme "Unity in Action Towards Socio-Economic Freedom" creates a sound platform for the realisation of a united, non-racial, non-sexist, democratic and prosperous society led by the ANC and the subsequent transfer of economic emancipation to ordinary people in creation of a national democratic society.

The Annual Performance Plan 2018/2019 is vital document that is earmarked to implement the Departmental Strategic Plan of 2015/2020, and is aligned to the MTSF 8 and 9 priorities, which are informed by the aspirations of the National Development Plan. Informed by the government's NDP, this plan highlights the department's strategy and vision for the next three years (MTEF period).

The Department of Cooperative Governance, Human Settlements and Traditional Affairs endeavours to work towards positively improving its performance audit; MPAT 1.6 results; accelerate housing delivery; access to quality basic services. Furthermore, it is the vision of the Department to elevate itself to the position of a leader in advancing good governance, sound administration; financial accountability; and functional traditional structures that render quality services to the rural communities.

The Annual Performance Plan 2018/2019 is an authoritative benchmarking tool utilised to monitor the work done by the Department. This Annual Performance Plan provides a terrain for consistent interruption and rectification where challenges arise in order to eventually deliver on our set mission and vision. The ANC led Government is resolute in delivering its policy mandate in the Northern Cape by implementing the ideals and aspirations of the 2018/2019 Annual Performance Plan.

The compilation and the ultimate implementation of the 2018/2019 Annual Performance reaffirms and buttresses a systematic oversight on Outcomes 8 & 9 of the MTSF which in the main deal with the provision of sustainable human settlements and a responsive local government respectively.

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Acronyms

AFS	Annual Financial Statements	**GVA**	Gross value added
AG	Auditor General	**HR**	Human Resources
AGSA	Auditor General South Africa	**HSDG**	Human Settlements Development Grant
APP	Annual Performance Plan	**HSP**	Housing Sector Plan
B2B	Back to Basics	**HSS**	Housing Subsidy System
BAS	Basic Accounting System	**IA**	Implementing Agency
BNG	Breaking New Ground	**ICT**	Information And Communications Technology
BTO	Build-to-order	**IDP**	Integrated Development Plan
CDW	Community Development Worker	**IGR**	Intergovernmental Relations
CDWP	Community Development Worker Programme	**IRC**	Intermediate Review Committee
CFO	Chief Financial Officer	**IRDP**	Integrated Rural Development Programme
CLO	Client Liaison Officers	**IRP5**	Employee Tax Certificate
COGHSTA	Dept. Cooperative Governance, Human Settlements & Traditional Affairs	**IT**	Information Technology
CoGTA	Dept. Cooperative Governance & Traditional Affairs	**JTG**	John Taolo Gaetsewe District Municipality
CPMD	Certificate Programme in Management Development	**KPA**	Key Performance Area
DCT	District Crack Team	**LED**	Local Economic Development
DICTC	Departmental Information and Communications Technology Committee	**LGMIM**	Local Government Management Improvement Model
DNA	Deoxyribonucleic acid	**LOGIS**	Logistical Information System
DoRA	Division of Revenue Act	**M&E**	Monitoring & Evaluation
DPSA	Department of Public Service and Administration	**ManCom**	Management Committee
EA	Executing Authority (MEC)	**MCS**	Modified Cash Standard
EEA	Employment Equity Act	**MEC**	Member of Executive Council
EEP	Equity Equivalent Programme	**MFMA**	Municipal Finance Management Act
EHW	Employee Health & Wellness	**MIG**	Municipal Infrastructure Grant
EIA	Environment Impact Assessment	**MISS**	Minimum Information Security Standard
EMP201	Monthly Employer Declaration	**MOU**	Memorandum of Understanding
EMP501	Employer Reconciliation Declaration	**MPAC**	Municipal Public Accounts Committee
EPMDS	Employee Performance Management And Development System	**MPAT**	Management Performance Assessment Tool
FBS	Free Basic Services	**MPRA**	Municipal Property Rates Act
FLISP	Finance Linked Individual Subsidy Program	**MPSS**	Minimum Physical Security Standard
GAF	Generic Assessment Factor	**MSA**	Municipal Systems Act
GCIS	Government Communication and Information System	**MTEF**	Medium Term Expenditure Framework
GIS	Geographic Information System	**MTSF**	Medium Term Strategic Framework
GITOC	Government Information Technology Officers Council	**MYHDP**	Multi-Year Housing Development Plan
NatJoc	National Joint Operation Centre	**NCFMTE**	Northern Cape Fleet Management and Trading Entity
HCE	Housing Consumer Education	**NDP**	National Development Plan
HOD	Head of Department	**NT**	National Treasury
NHBRC	National Home Builders Registration Council	**OTP**	Office of the Premier
PAIA	Promotion of Access to Information Act (Act 2 of 2000)	**SCM**	Supply Chain Management

PAJA	Promotion of Administrative Justice Act (Act 3 of 2000)	**SDBIP**	Service Delivery and Budget Implementation Plan
PAR	Provincial Assessment Rating	**SDF**	Spatial Development Framework
PERSAL	PERsonnel and SALary Information System	**SHERQ**	Safety, Health, Environment, Risk & Quality
PPPFA	Preferential Procurement Policy Framework Act	**SLA**	Service Level Agreement
PFMA	Provincial Financial Management Act	**SMME**	Small, Medium and Micro-sized Enterprises
PIGF	Provincial Intergovernmental Forum	**SMS**	Senior Management Service
PMS	Performance Management System	**SPISYS**	Spatial Planning Information System
POE	Portfolio of Evidence	**SPLUMA**	Spatial Planning and Land Use Management Act
ProvJoc	Provincial Joint Operation Centre	**StatsSA**	Statistics South Africa
PSETA	Public Service Sector Education and Training Authority	**TC**	Traditional Council
PT	Provincial Treasury	**TLGFA**	Traditional Leadership and Governance Framework Act
ROD	Record of Decision	**TOR**	Terms of Reference
SALGA	South African Local Government Association	**WSA**	Water Services Authority
SARS	South African Revenue Service	**WSP**	Water Services Providers
SASSA	South Africa Social Security Agency		

PART A: STRATEGIC OVERVIEW

1. Updated 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 all municipalities of the province. This includes supporting and promoting traditional leadership institutions, traditions, customs and culture.

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 allowing 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 by allowing them access to economic opportunities (renting out houses, build back-rooms and use houses as guarantees to secure bank loans);
- giving houses to military veterans;
- provisioning of low and medium cost houses to low income earners through the Social and Rental Housing Programme;
- provisioning of houses to the gap market through the Finance-Linked Individual Subsidy Programme (FLISP);
- providing of town planning; and
- the construction of top structures.

The Department remains committed to rendering support and guide 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.

In as far as Traditional Affairs is concerned, the Department continues to give support to traditional leadership institutions as a whole. In pursuance of preservation and promotion of traditions, customs and culture within the recognized traditional communities, the Department provides financial, legal and personnel support.

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.

However, there is unevenness in capacity that leads to uneven performance of programmes. This is caused by a complex set of factors, including tensions in the political-administrative interface, instability of administrative leadership, failure to adhere to procurement policies and processes, skills deficits, insufficient attention to the role of the department in reproducing the skills it needs, the erosion of accountability and authority, delay in the approval of organizational design and low staff morale.

There were challenges regarding supporting and monitoring the work of municipalities, which was inadequate and uneven, leading to uneven performance of municipalities. Achieving housing delivery targets, handing out title deeds, provision of consumer education and compliance with SCM processes, as well as constraints in the provision of basic services (sanitation, water, electricity & refuse removal), to some degree, remain serious challenges that the department is grappling with.

Lack of capacity and requisite skills, unclear roles and responsibilities of traditional leaders and support staff, as well as inadequate resources to render additional executive and national mandates, impact negatively on the department and traditional communities.

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.

1.1 Performance Delivery Environment

1.1.1 Administration

The Department operates within the approved organizational structure of 2008, despite new posts having been created and filled. To ameliorate this challenge, the Department has developed a draft organizational structure, which was submitted to the Office of the Premier for input. A business case study was conducted in this regard as a requirement, and consultation with the Department of Public Service and Administration is on course.

Although the Department's budget has seen a decline over the years, the Department has made serious strides in the areas of MPAT 1.6, 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, as well as service delivery improvement plans. The Auditor-General's 2016/17 report has shown tremendous improvement on both financial and non-financial information. In a bid to do even better, the Department has developed improvement plans in the areas of risk management, MPAT, service delivery, etc.

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 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 efficacy, 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.

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 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.

1.1.1.1 Corporate Services

<u>Human Capital Management</u>

Organisational Structure - The organisational structure of the department, which was approved in 2008, applies and it does so despite changes that occurred in the staff establishment, following retirements, resignations, transfers and promotions. So far, the review of the organisational structure was complete and the proposed organisational structure document was submitted to DPSA for assessment.

Human Resource Development - The NDP highlights the importance of adopting a more long-term approach to developing the skills and professional ethos that underpin a development-oriented public service. Critically, the state has to be proactive about producing and reproducing the skills that it needs. This includes ensuring that the work environment is conducive for learning to take place on the job. The Department sets itself to train 280 officials during 2018/19.

Employee Performance Management System - There are a number of challenges in the area of Employee Performance Management and Development System (EPMDS) for different categories of employees including Senior Management. These include cases where performance agreements (PAs) are not developed, the provision of feedback and cases where the outcome of the assessments do not adequately reflect the link between individual and organizational performance. The Department has effected disciplinary action against officials who failed to comply with EPMDS policy.

Human Resources Administration - The Department executes the core responsibility for recruitment and skills development. The key challenge that affects service delivery is the high vacancy rate, and the long time it takes to fill vacant positions. The lack of delegation of authority, amongst other things, usually causes the blockages in the filling of posts. In this regard, filling of posts remains a centralised function. The difficult economic situation also presents the Department with a challenge of cost-containment that, in part, hinders the timely filling of vacant positions. Furthermore, the Department is charged with the development and management of all matters relating to remuneration and conditions of service, which it continues to execute with the help of capable human resource professionals. The Department is obliged to ensure the optimal usage of PERSAL and compliance to security measurements of the system.

Labour relations - The Department is also charged with the responsibility to coordinate labour relations and discipline management. These functions have been centralised at provincial office and the Department uses internal skilled labour relations and legal services personnel to handle cases and matters thereto. The Department also uses various forums to achieve the above. These include the management of collective bargaining through the PSCBC and other sectoral bargaining councils.

Employee Health and Wellness - Part Six of the Public Service Regulations, 2001 affirms the principle of improvement of the working environment to ensure efficient service delivery to include among others employees' health, disability, HIV & AIDS and other health conditions for the benefit of employees and their families. Employee Health and Wellness embodies the following four (4) pillars of strategic functions and building blocks:

- HIV and AIDS and TB Management
- Health and Productivity Management
- SHERQ Management (Safety, Health, Environment, Risk, Quality)
- Wellness Management

General Support Services

Communication - Section 6 of the Bill of Rights states that people have the right to freedom of speech and should have access to information, it is therefore the role of government Communications to ensure that people receive information that will empower them to make informed decisions and choices about their lives. Communications Unit is therefore tasked to provide a professional, effective and efficient communication services to both internal and external stakeholders of the Department.

ICT - The NDP has identified Information Technology (IT) as an important tool for improving service delivery, as it can be used to make services more accessible, reduce the cost of accessing services, streamline administrative processes, improve turnaround times, and strengthen accountability and responsiveness. The Department has identified key challenges and weakness concerning the implementation of IT Governance and IT security measures. IT capacity is another challenge, as there seems to be a lack of contribution at strategic level to implement on its strategic objectives. The Department is keen to implement a number of policy interventions that will include, amongst others:

- strengthening ICT security;
- the ongoing monitoring of the Governance of Corporate IT Framework;
- creating and sustaining an environment within which IT is deployable as a strategic tool of government;
- implementing an E-government strategy that advances ICT as a tool for service delivery;
- monitoring department ICT expenditure; and
- introducing cost containment measures.

Fleet Management - Abuse of fleet and petrol cards remains a challenge facing the Department. The Department is putting into place strict controls that include disciplining officials found to have acted outside the transport policy and departmental fleet management policy. The Department uses tracking devices and biometric measures to combat abuse of government vehicles and petrol cards.

Records Management - The majority of records management officials lack specific skills and knowledge needed to interpret and apply the provisions of the National Archives and Records Service Act, 1996 and the Northern Cape Provincial Archives Act, 2014, develop records management policy, inventory of records, electronic records management, sorting, retention and disposal of records. The Department undertakes to train records officials in all registries to address challenges in this area.

Security Management - The Department is continuously exposed to natural and manmade 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 provides professional and effective service delivery. 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.

<u>Policy, Planning, Monitoring and Evaluation</u>

Integrated Planning & Reporting - The Department has experienced serious challenges around production of strategic plans and annual performance plans that are aligned to the Framework for the Development of Strategic Plans and Annual Performance Plans, culminating in sharp variances manifesting in the quarterly and annual performance reports. Lack of verification of reports by means of sourcing evidence has largely, led to audit qualification, since performance data was found to be lacking in terms of usefulness and reliability. To turn around the situation, the Department has since restructured and beefed up the PPME directorate by transferring three professionals into the unit and provided training in monitoring and evaluation.

Policy & Evaluation / Service Delivery Improvement

The Department has an approved Service Delivery Charter with Standards and Service Delivery Improvement Plan, and adheres to these to improve services delivery.

1.1.1.2 Financial Management

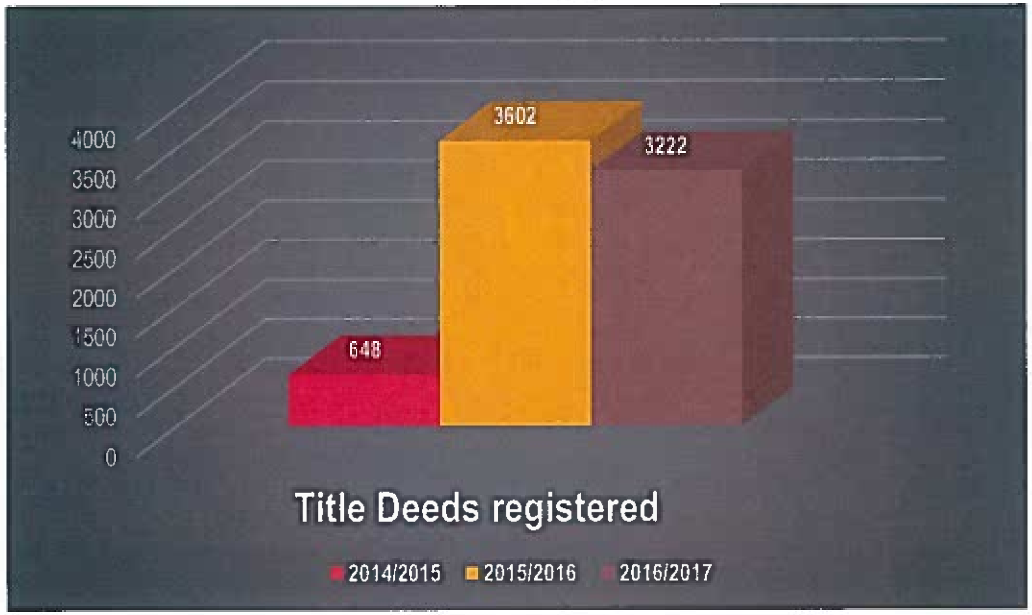
The irregular expenditure due to lack of adherence with procurement processes was flagged by the Auditor General during the 2016/17 period. This happened despite the Department obtaining an unqualified audit opinion. Matters raised in the AGSA Report was included in the departmental Audit Action Plan.

1.1.2 Human Settlements

Recent reports from the Housing Subsidy System (HSS) indicates that the Department has a backlog of 21 160 for post-1994 properties. Pre-1994 stock is estimated at 3 705. However, this figure might increase due to many "older" areas currently being formalised post-1994. The backlog presented to the National Department of Human Settlements in the Implementation Plan is 24 865. In order to address these challenges, through the Title Deed Restoration Project, the Department have appointed dedicated conveyancers.

To date, the Department has made the following substantial progress with respect to the transferring of properties:

- 2015/2016 financial year = 3 602 title deeds
- 2016/2017 financial year = 3 222 title deeds



Challenges such as inadequate goods & services budget, delay in the delivery of building materials, loss of rare technical personnel as well as increment of prices of materials due to transportation costs, among others, continue to beset the Department.

The NDP Vision 2030 acknowledges socio-economic challenges that adversely affect the lives of people living in informal settlements, who struggle to find employment opportunities. Unemployment tends to prevent them from moving out of informal settlements and access formal accommodation. Most migrants use informal settlements as landing points in towns and cities, as these offers an affordable means of accommodation.

The National Human Settlements Department designed its 2014 - 2019 MTSF to focus on Policy and Funding Reforms in order to achieve:

- Better spatial planning to enhance target resource allocation
- Ensuring that poor households have adequate housing in better living environments
- Supporting the development of a functionally and equitable residential property market
- Improving institutional capacity and coordination

The total number of households in the Northern Cape is steadily increasing, as can be seen from the following information.

	Northern Cape	Frances Baard	ZF Mgcawu	John Taolo Gaetsewe	Pixley ka Seme	Namakwa
1996	218 339	72 207	42 276	38 466	39 109	26 280
2011	301 405	95 929	61 097	61 331	49 193	33 856
2016	353 709	113 330	74 091	72 310	56 309	37 669

(Source: Statistics South Africa, 2016)

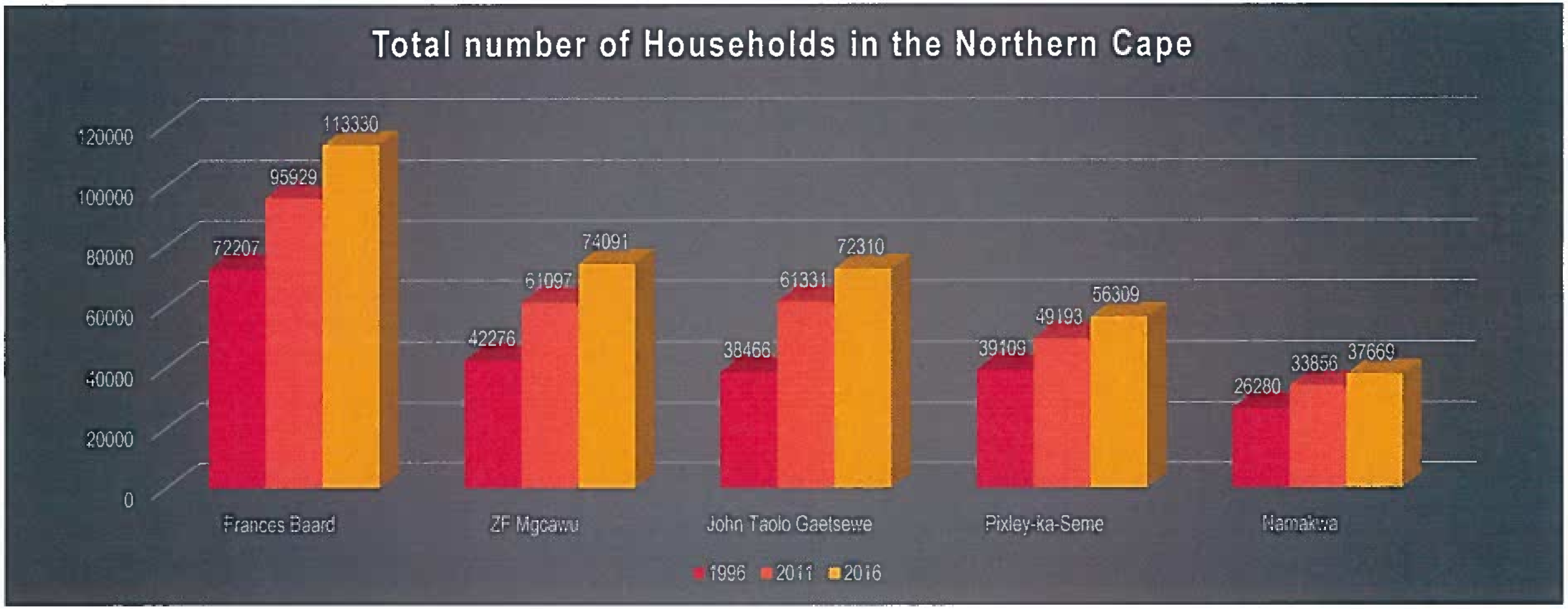


Figure 1: The total number of Households in the Northern Cape for the period 1996 to 2016

- However, the Department will implement all policies and plans such as the new National Housing Code, 2009, which is aimed at simplifying the implementation of housing projects by being less prescriptive, while providing clear guidelines, to ensure adequate housing and better living environments in the Province. The Housing Code, furthermore, sets out the underlying principles, guidelines, norms and standards, which apply to Government's various Housing Assistance Programmes introduced since 1994 and subsequently updated. The most important part of the Housing Code relevant to informal settlements is Part 3: Upgrading Informal Settlements. Part 2 of the Housing Code is setting out the Policy Context for the upgrading of informal settlements. It states that upgrading will take place on a progressive basis in a phased development approach that is flexible, needs-orientated, optimised use of existing land and infrastructure; and facilitates community participation in all aspects of development.
  In addition, the Comprehensive Plan for Sustainable Human Settlements (BNG) (2004) remains an important document that gives effect to the National Human Settlement Department's mandate in terms of the provision of adequate housing to all, with reference to Section 26 of the Constitution. This plan endeavours to improve the quality of housing and housing environments by integrating communities and settlements, while retaining the basic principles of the Housing White Paper. Simply, the plan provides for a shift in focus from providing housing to creating sustainable human settlements.

  Furthermore, Outcome 8: Medium Term Strategic Framework 2014-2019 singles out unemployment, as a factor in the growing rate of informal settlements and increased demand for services, as a challenge. Creating partnerships with other key public sector and private sector stakeholders, which put measures in place to achieve integrated and sustainable human settlements that are capable of creating conditions for economic development through business development and employment creation, remains a key strategy.

1.1.3 Cooperative Governance

The Department continues to monitor and support the 31 municipalities of the Northern Cape with the aim of 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 the challenges of inadequate budget, lack of good governance, mismanagement of funds and irregular appointments are not addressed. Despite this difficult background, the Department focuses on the "at risk" and dysfunctional municipalities, with the aim of turning around their situation 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, shelter, waste removal and roads. All these services are basic human rights, which are essential components of the right to dignity 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. Tremendous progress was made in delivering water, sanitation and refuse removal at all levels within municipalities.

Back-to-Basics, as a vehicle to drive municipalities to return to basic norms, standards and practices of good governance and progress, has been well received by the Department, and so far it resonates well with the aims and objectives of the Department.

Furthermore, the National Development Plan identified the Free Basic Services (FBS) Programme as one of the most critical social security services targeting poor people / indigent households to improve their quality of life.

The Context for the Back to Basics Concept and Approach

- The White Paper on Local Government and the Municipal Structures Act, provided that district municipalities should fulfil the following developmental mandates:
- Ensuring integrated development planning for the district as a whole;
- Providing district-wide bulk infrastructural development and services;
- Building capacity of local municipalities in its area to perform their functions and exercise their powers, where such capacity is lacking;
- Promoting equitable distribution of resources between local municipalities in its area to ensure appropriate levels of municipal service within the area
- 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.
- In pursuit of that vision, the Department ensured that basic services, social services, and civil and political rights, which includes participatory governance, were dispensed progressively to an increased number of citizen than ever before.
- Although the Department realised most of its delivery targets, much still needs to be done to improve the performance of local government.

The Provincial Government undertakes to implement the Five Pillars of the Back to Basics Approach as follows:

1. *Putting people and their concerns first*
   The Provincial Public Participation Forum and District Public Participation forums have been established to support and monitor municipalities with the development and implementation of the Ward Operational Plans, election of Ward Committees and the CDW Programme.
2. *Supporting the delivery of municipal services to the right quality and standard*
   COGHSTA is supporting municipalities in updating of their indigent registers. Office of the Premier, COGHSTA, SALGA and Provincial Treasury successfully intervened to stay the disconnection of electricity in four municipalities by ESKOM. A National Task Team to develop an implementation plan on ESKOM repayments. All community protests were closely monitored by the Provincial Joint Operations Centre (ProvJoc) and reported to the National Operation Centre (NatJoc).
3. *Promoting good governance, transparency and accountability*
   Premier's IGR Forum commits its commitment to work towards achieving Operation Clean Audit. This will be realised by ensuring that both Operation Clean Audit Action Plan and Back to Basics Programme of Action Plan are implemented fully.
4. *Ensuring sound financial management and accounting*

Section 136/137 of MFMA intervention was instituted to develop Financial Recovery Plans. Payment Plan agreements being negotiated between municipalities and ESKOM to service debt over periods between 6 and 48 months. Provincial Treasury has appointed consultants to assist with the compilation of Annual Financial Statements (AFS).

5. *Building institutional resilience and administrative capability*

Municipalities are being assisted to streamline their management practices through the Local Government Municipal Improvement Model. During the 2015/16 financial year, the following municipalities were supported to prepare and develop their management improvement plans on management practices namely Thembelihle, !Kheis, Umsobomvu, Kareeberg and Gamagara (which dropped out of the programme). For the 2016/17 and 2017/18 financial years, the model was introduced to the following municipalities: John Taolo Gaetsewe, Ga-Segonyana, Joe Morolong and Gamagara. However, all municipalities with vacancies will be assisted with advertisements, shortlisting, and interviews to ensure the vacancies are filled.

During the initial categorisation of municipalities in the 2015/16 financial year, of the 32 municipalities two (2) have been confirmed to be "doing well" (ZF Mgcawu and Frances Baard District municipalities) whilst fifteen (15) were classified as "at risk" and the remaining fifteen (15) were "dysfunctional".

Well Performing	At Risk			Dysfunctional		
Frances Baard DM	Gamagara	//Khara Hais	John Taolo Gaetsewe DM	Mier	Joe Morolong	Siyathemba
ZF Mgcawu DM	Phokwane	Sol Plaatje	Pixley ka Seme DM	!Kheis	Ga-Segonyana	Thembelihle
	Magareng	Richtersveld	Emthanjeni	!Kai Garib	Renosterberg	Karoo Hoogland
	Kareeberg	Namakwa DM	Umsobomvu	Kgatelopele	Siyancuma	Kamiesberg
	Ubuntu	Hantam	Kai-Ma	Dikgatlong	Nama Khoi	Tsantsabane
2	15			15		

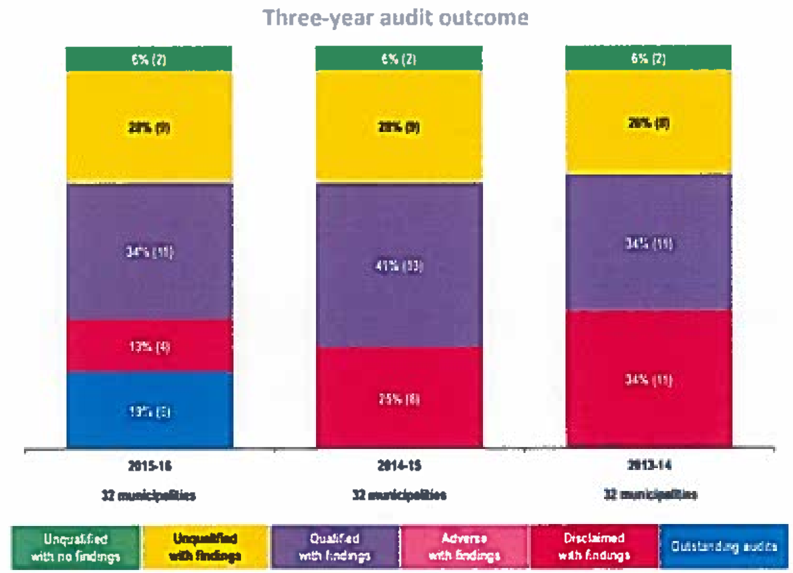
It was commonly agreed that, through the 2nd Phase of the Back to Basics implementation known as the Ten-Point Plan, the focus would be on the prioritised municipalities in terms of support, monitoring and intervention. The Ten-Point Plan was developed in line with the priorities of the 2nd Phase of the B2B Programme.

Ten-point Plan	Activities to address each Point
1. Positive Community Experiences	• Develop ward based service delivery dashboard; • Community feedback mechanism; *(sms community feedback system)* • Implementation of ward improvement plans that addresses basic services, e.g. cutting of grass, working street lights and robots, water leaks, etc.; • Improvement of complaints management systems and municipal frontline offices; • Use of Community Development Workers, Community Work Programme participants and Ward Committee members into the implementation of B2B programme
2. Municipalities receiving disclaimers over 5 years	• Prioritise and target municipalities receiving disclaimers for more than 3 years; • Analysis of the AG management letters and Post Audit Action Plans of municipalities; • Develop hands on programme to reverse this trend with clear and achievable interventions based on issues consistently raised AG management letters; • Mobilise and work with critical stakeholders such as, AG, PT and SA Institute of Auditors, etc.; and • Minister and MEC's engagement with these municipalities and post-election priorities.
3. Revenue Management Enhancement	• Consider a workable model for allocation and distribution of powers and functions, e.g. District performing both WSA and WSP functions against roles of Local municipalities; • Consolidated Bill for municipal services rendered to residents; • Issues of metering and credibility of data and bills; • Address tariff setting challenges; • Non-revenue electricity and water, e.g. System losses (e.g. leaking pipes, house connection leaks, storage overflow), Commercial losses (e.g. billing anomalies, metering errors, water theft, Electricity theft • Address government debt, municipal debt, business and residents debt; and • Other critical issues related to revenue generation by municipality.
4. Appointment of Senior Managers in Municipalities	• Analysis of the current state of affairs, data on vacancies, number of senior managers compliant with minimum competency regulations, number of senior managers affected by the National Treasury CPMD competency requirements, number of senior managers contract coming to an end; • Strong oversight over the pre – election and post - election phases as it relate to illegal cancellation of contracts and removal of senior managers and costs implications and court challenges on municipal budgets; • Strategy for monitoring the post- election tasks, in relation to new appointments and meeting appropriate skills requirements;

Ten-point Plan	Activities to address each Point
	• Affordable organogram aligned to core business; • Resolve the misalignment between NT and COGTA regulations on minimum competency requirements
5. Service and Infrastructure	• State of municipal technical capacity and capability, in terms of Technical Units organograms, alignment of structure with core function, existing capacity and vacancies; • Analysis of the municipal absorption capacity and capability to manage infrastructure grants, e.g. whether all critical post are filled with appropriate expertise and critical functions such as BTOs and SCMs are in place; • Increase access to quality, reliable and sustainable basic levels of service in 27 prioritised districts, through diagnostic analysis leading to support and intervention to address key challenges • Put in place regional support contractors to assist municipalities to improve infrastructure delivery and operation • Mobilise more funding for rehabilitation, refurbishment and replacement of ageing infrastructure, from government grants and loan funding • Make municipal infrastructure procurement more efficient and effective through putting in place national framework contract
6. Implementation of Forensic Reports	• State of forensic reports, (collation of the forensic investigation undertaken by Province and Municipalities); • Analysis of the reports; • Status of reports in Councils and consequence management and accountability; • Monitor municipal implementation plans; and • Role of MEC and other agencies in enforcing consequence management
7. Metropolitan B2B Programme *(Not applicable in Northern Cape)*	• Priorities issues that have immediate impact on the citizens; • Better understanding of the complexity of urban voter/variety of needs and interest to serve; • Effective complaints management systems and improving frontline services; • Enforcement mechanisms for service norms and standards, quicker response times and improve communication/feedback to citizens; • Provision of interim services to informal settlements; • Role of Metro in the declining economy – infrastructure investment that stimulate economy *(These municipalities are key drivers of economic growth and economic activity. Metropolitan cities and large towns produce 80% of the country's GVA and are home to 69% of the population)* • Visible and impactful spatial transformation and integration initiatives
8. Strengthen Roles of District Municipalities	• Clarify allocation and distribution of powers and functions; • Regional integrated planning and delivery of services • District and local IGR coordination model • Shared service model and strong district support plans for weaker local municipalities
9. Spatial Regional Integration Zones/Spatial Contracts	• The development of a spatial development strategy for various localities and spaces *(District, Locals, small vibrant towns, mining towns and possible new towns)* • The development of an infrastructure development/implementation plan to underpin the spatial development programme. The plan should outline the infrastructure requirements (catalytic regional and local infrastructure projects) in support of the proposed development and financial modelling; • The development of more detailed spatial development strategies for individual municipalities/towns/growth points which nest with the district strategies; • High-level designs/conceptual frameworks for the new cities/towns; and • The development of programmes of action (and the projects associated with each) at both District and municipal level and the sequencing of actions (across all spheres) that need to give effect to the plan.
10. Strengthen Capacity and Role of Provincial CoGTA Departments	• Clarify core functions and mandates/structure *(constitutional and Legislative)* • Empowering provisions and levers • Capacity and expertise required • Operational and Funding model • Municipal support plans

According to the AG, the overall audit outcomes of the Northern Cape stagnated over the past three years, with 11 municipalities achieving unmodified audit outcomes (unqualified with no findings and unqualified with findings) in 2015/2016 compared to 10 in 2013/2014. During 2015/2016, two municipalities (Joe Morolong and Ubuntu) regressed from qualified audit opinions to disclaimed audit opinions. Only one municipality (Kgatelopele) managed to improve its audit outcome by moving from a disclaimed to a qualified audit opinion.

(Source: AG 2015/2016 MFMA Consolidated Report)



Note: After the 2016 Local Government Elections, the number of municipalities was reduced to 31 by amalgamating //Khara Hais and Mier Local Municipalities into Dawid Kruiper Local Municipality.

Based on the 2015/2016 categorisation, and the 2015/2016 audit outcomes, the Department therefore prioritise its support to the following municipalities as part of the Back-to-Basics Programme:

Outstanding Audits Require special interventions*	Disclaimed	Qualified with findings	Unqualified with Findings
Dikgatlong*	Ga-Segonyana	Hantam	Kareeberg
Magareng*	Siyathemba	Kamiesberg	Umsobomvu
Phokwane*	Joe Morolong	Karoo Hoogland	Khai-Ma
Tsantsabane*	Ubuntu	Nama Khoi	Dawid Kruiper
Renosterberg*		Richtersveld	Namakwa DM
Gamagara		Siyancuma	John Taolo Gaetsewe DM
		Thembelihle	Pixley ka Seme DM
		Kgatelopele	Emthanjeni
		!Kheis	Sol Plaatje
		Kai !Garib	

(Source: AG 2015/2016 MFMA Consolidated Report - Annexure 1)

These local municipalities face the following challenges, which lead to disclaimer and qualified audit outcomes:

- Disputes around appointment of municipal manager
- Municipalities operate with acting municipal managers for too long
- Municipalities struggle to collect revenue despite availability of two mines
- Changes in mayoral position
- Resignation and suspension of senior managers
- Failure to complete AFS due to unbundling and classification of assets

In order to turn around the dilemmas facing the "at risk" and dysfunctional local municipalities, COGHSTA and Provincial Treasury have come up with the following interventions:

- COGHSTA officials were seconded to local municipalities with vacant municipal positions
- The Department has assisted in the filling of municipal senior manager positions
- Provincial Treasury is assisting some municipalities which failed to complete their Annual Financial Statements
- Appointment of a Financial Recovery Planner to assist in turning municipal finances around
- Appointment of a service provider to assist with Revenue Enhancement strategies towards the collection of revenue

These interventions have already started to show success as follows:

- Ward Councillors held community engagements, albeit not frequently
- Provincial and District Public Forums have been established to monitor the performance and to support municipalities with the implementation of the public participation process
- The Hopetown Water Treatment Works completed at a cost of R31 277 699, with 13 594 beneficiaries from the communities of Hopetown and Steynville
- The Strydenburg Groundwater Project was completed in December 2015 at a cost of R13 780 673 and a total number of 3485 beneficiaries of the community benefitted
- Council meetings were held at least quarterly as required by law
- COGHSTA has intervened in the irregular appointment of senior managers in a number of municipalities
- The Department conducts Section 106 investigations where necessary.

Municipal Governance and Administration

The directorate is responsible for Municipal Administration, Municipal Anti-Corruption, Municipal Public Account Committees, Intergovernmental Relations and Municipal Compliance. Currently there are only two (2) Deputy Directors responsible for Municipal Administration and Municipal Compliance. Both Deputy Directors each have an Assistant Director. In the Municipal Administration sub-directorate, there is no post of a Senior Administration Officer on the organogram but there is an Administrative Officer post. The unit has no representation in the regions as a result there are only three (3) employees responsible for supporting and monitoring 31 municipalities with all Human resources functions, Capacity building and the implementation of the Gender Policy Framework. It is evident that there is a need for an additional three (3) Assistant Directors. To ensure that each is responsible to support and monitor a sizable number of municipalities in each region or a combination of regions.

The Municipal Compliance unit also has one (1) Deputy Director, one (1) Assistant Director, one Senior Administration Officer (1) and one (1) Administrative Officer. The magnitude of the responsibilities of the sub-directorate requires additional staff. The sub-directorate is responsible for, amongst others, the following functions:

- The functionality of municipal councils;
- Monitoring compliance with the Code of Conduct by Councillors;
- Councillor Remuneration;
- The functionality of IGR Fora;
- Implementation of Policy and legislation;
- Redetermination of municipal boundaries;
- Support to By-elections; and
- Support with the establishment of new councils.

The unit also has no representation at regional offices. It is therefore necessary to have an additional three (3) Assistant Directors in this unit as well. The Anti-Corruption unit requires a Deputy Director to ensure the high-level support, monitoring and implementation of policies and strategies. The unit also requires an additional four (4) Assistant Directors to cover the five regional offices.

The significance of the Intergovernmental Relations requires that the functions are performed at a Deputy Director level to co-ordinate the reports from all the District IGRs, analyse the report and to consolidate the report for the Premier Intergovernmental Relations Forum. The unit therefore requires four (4) Assistant Directors to support and monitor the implementation of the District IGR and PIGF resolutions.

Municipal Improvement Coordination, Performance and Valuations
This Directorate was configured from the Municipal Governance and Municipal Finance units. It is responsible for the coordination of the Back-to-Basics programme, the improvement of management in municipalities through the Local Government Management Improvement Model (LGMIM), the implementation and institutionalisation of the performance management systems and the valuations of municipal properties. The directorate currently consist of two (2) deputy directors for B2B/LGMIM and Performance Management. There is a need to have additional staff recruited to assist with the coordination of B2B and LGMIM, and the whole sub-directorate of Municipal Valuations. The Municipal Performance unit is adequately resourced, save for the lack of support in the regions.

Municipal Infrastructure Development
This directorate ensures that the different departments and spheres of government are working towards common goals and objectives in the development of municipal infrastructure. In broad terms, Municipal Infrastructure is defined as "the capital works required to provide municipal services". The directorate consists of three sub directorates, of which one is not fully functional. The technical sub-directorate is responsible for support to municipalities on the infrastructure initiative, development, implementation and operation and maintenance. The unit is only partially operational due to capacity limitation and is currently operating with one official who was appointed in May 2017, after being vacant for the past 6 years, to deal mainly with operations and maintenance issues in municipalities. The MIG sub-directorate manager is also vacant and the AD is acting in the position. FBS is only operating with two officials who are responsible for all 26 municipalities. Shortage of tools of trade poses a serious challenge in the directorate and it affects performance negatively. The limited information on the services provided, or to be provided in municipalities, poses a challenge in monitoring or supporting such municipality.

Municipal Public Participation
This directorate was configured from the Municipal Governance unit. It is responsible for the implementation of all programmes that have an impact on the participation of the public in the affairs of municipalities. The directorate includes the coordination of ward committees, community development workers and the implementation of the Community Work Programme. The unit has an acting Director and no deputy directors. The current staff was transferred from various units to ensure effective service delivery.

Municipal Planning
The directorate is responsible for Municipal Strategic Planning (IDP), Spatial Planning (including GIS) and Disaster Management Services. Currently there are only three Deputy Director posts in the unit - one responsible for Municipal Strategic Planning, one responsible for Spatial Planning, and one responsible for Disaster Management (still vacant). The IDP unit has four Assistant Director positions, two Administrative Officer positions and two Administrative Clerk positions. Spatial Planning also have two Assistant Director positions and four administrative officers. GIS, reporting under Spatial Planning, has one Assistant Director and one Senior Administrative Officer. Lastly, the Provincial Disaster Management Centre has three Assistant Directors and two Administrative Officers.

The directorate is responsible for, amongst other things, the following functions:

- Supporting municipalities with the implementation of SPLUMA
- Supporting municipalities to develop and review IDPs
- Supporting municipalities and other sectors with the coordination of disaster management in the Province

1.1.4 Traditional Affairs

The Department has reconstituted the Northern Cape Provincial House of Traditional Leaders and the John Taolo Gaetsewe Local House of Traditional House in September and October 2017. In addition, the Department, through the members of the Provincial House of Traditional Leaders, has sent delegates to the National House of Traditional Leaders. In 2018/2019, the Department will reconstitute the eight traditional councils, update genealogies as well as attend to grievances, claims and disputes. However, capacity in terms of members of Houses, traditional leaders, support staff and members of traditional councillors remains a challenge.

The finalization of the Initiation Bill, which is in line with the National Circumcision Initiation Bill, will regulate initiation schools and ensure the effective monitoring thereof.

The Houses of Traditional Leaders have been performing their legislative mandates. The Provincial House of Traditional Leaders has been participating in national and inter-provincial forum meetings such as Chairpersons Forum and Secretaries Forum. Provincial House members who serve as members of the National House of Traditional Leaders continue to play a role in the promotion of traditions, customs and culture. The term of office of the Provincial House of Traditional Leaders is aligned to the term of office of the National House of Traditional Leaders. The Provincial and Local Houses were reconstituted prior to the reconstitution of the National House.

The Provincial Government continues to address Khoi-San issues on matters affecting service delivery and possibilities for future inclusion of the recognized Khoi-San leaders and their communities into formal structures.

Finally, the Department assisted traditional councils with financial management issues, checking of books and ensuring good governance. The traditional councils will be reconstituted in the 2018/19 financial year when all the legal challenges have been addressed. Thereafter the newly elected traditional councillors will be taken through an induction process to understand their roles, functions and participation in local government structures.

1.2 Organisational environment

There is consistency concerning political stability, given the fact that MEC Alvin Botes resumed his mandate as far back as 2014, and continues to provide political direction to the Department in pursuit of its constitutional and political mandates. Although the Department changed three Heads of Department over the past four years, Mr. Bafedile Lenkoe was appointed as Head of Department in May 2017. He is an experienced bureaucrat, with extensive knowledge of the public sector (this department in particular), and has acted as Head of Department on more than one occasion. His appointment therefore contributes to organisational memory and stability.

As at 31 March 2017 the Department had a staff complement of 702 employees. The vacancy rate stands at 8.69%. 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. Once approved, the reviewed organizational structure will better position the Department to respond to the changes that may be required. The process of review of the current structure started in April 2010 when the then acting Head of Department requested a review and redesign of the organisational structure. The progress on the review is as follows:

- Conducted consultations with all stakeholders including EA office, HOD, unions and staff
- Completed the proposed structure, the costing for vacant posts on proposed structure (financial implications) and the business case.
- Presented the above to the SMT in May 2016 and June 2016
- The remaining evidence for the consultation with the DPSA of the proposed structure is:
    - OD report
    - Service Delivery Model (SDM)
    - Strategic Plan
    - Proposed organisational structure
    - The approved structure (signed copy of current organisational structure)
    - List of jobs additional to the establishment
    - Assurance letter
    - Job evaluation outcomes for all newly proposed positions (outstanding - to be completed once the assurance letter indicates the availability of funds within the MTEF)
- Consultation was held with OTP and DPSA in October 2016 and November 2016
- A progress report was submitted to the Director: HCM in February 2017
- The organisational structure was discussed at the SMT dated 15 – 16 February 2017
- The Assurance letter was requested, but it is still outstanding.
- Activities still to be completed regarding the proposed structure include:

- Before submission to DPSA
  - Obtain a signed assurance letter
  - Update and finalise OD report
  - Collect all necessary evidence as per evidence checklist
  - Complete covering letter from EA to MPSA
  - Submit all documents for consultation with MPSA
  - Receive written confirmation that the Executive Authority supports the proposed changes to the organisational structure
- After receipt of approval letter from MPSA
  - Job evaluation outcomes for all newly proposed positions
  - Develop an implementation plan for the proposed structure
  - Implement approved structure

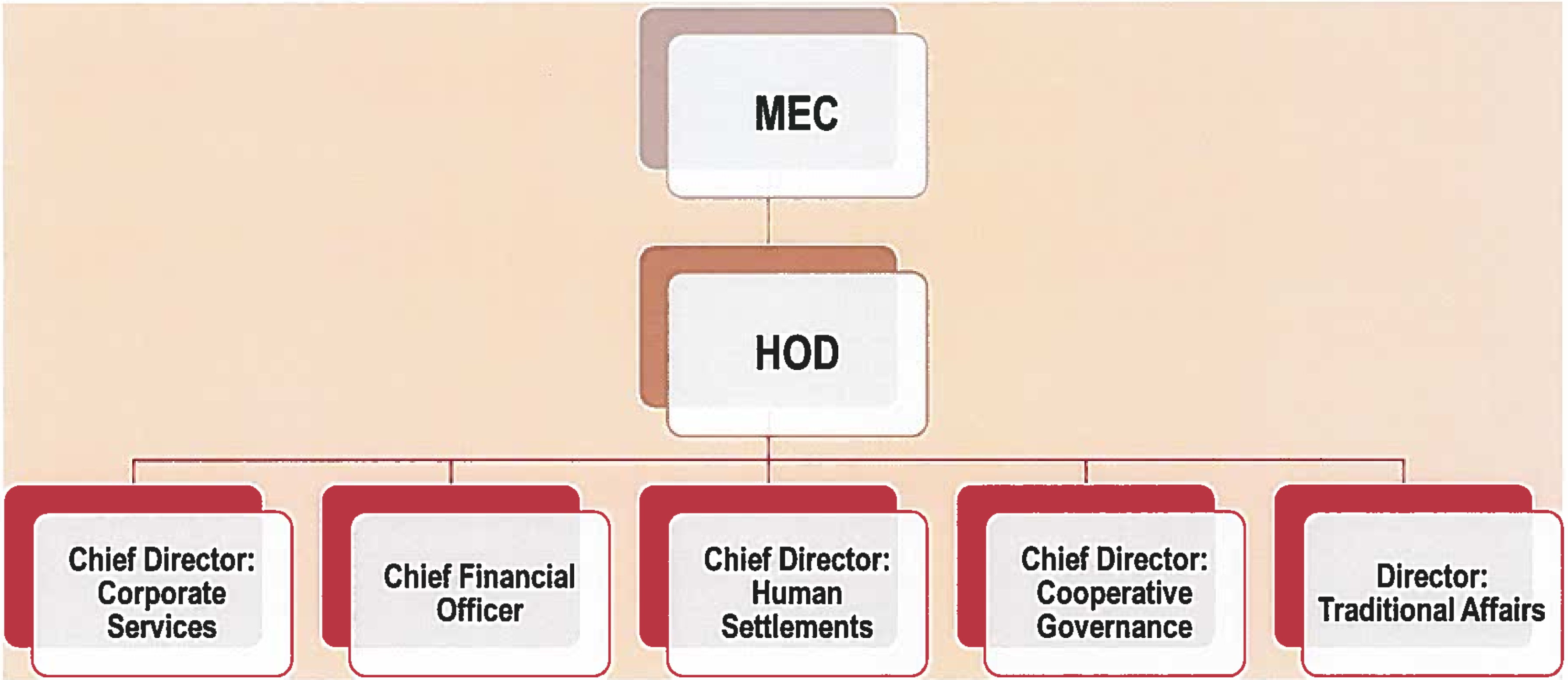
- A review of the approved structure is on-going. Posts are created and abolished as required within the ambit of legislation/directives/approved submission – this is recorded on PERSAL. Vacant posts are advertised – following the recruitment and selection policy of the Department. Service terminations and transfers, and appointments are also recorded on PERSAL.

Posts have been created on the approved structure following approved submissions in May and August 2017. 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 PT prescripts, as each critical service delivery post must be motivated for separately.

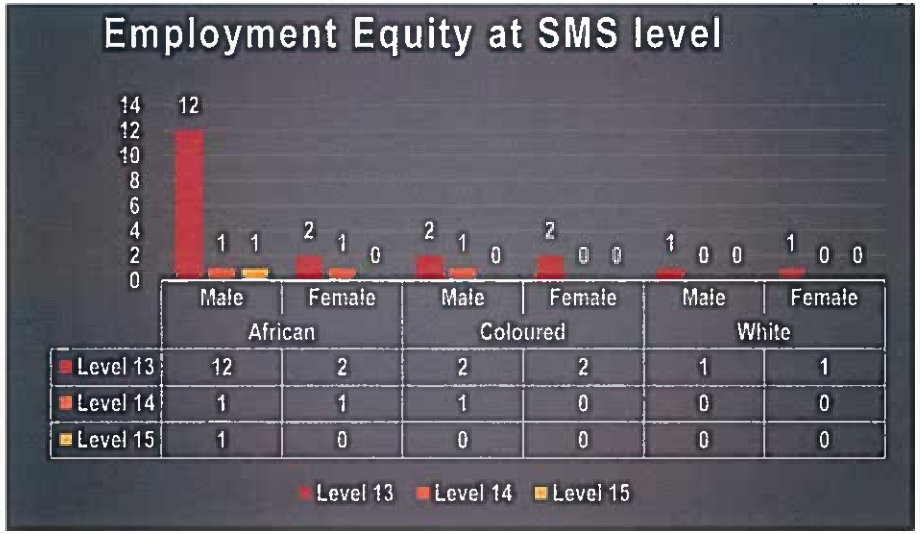
The Department is currently adopting and implementing policies, initiatives and functions that flow from the National Departments of Cooperative Governance, Human Settlements and Traditional Affairs.

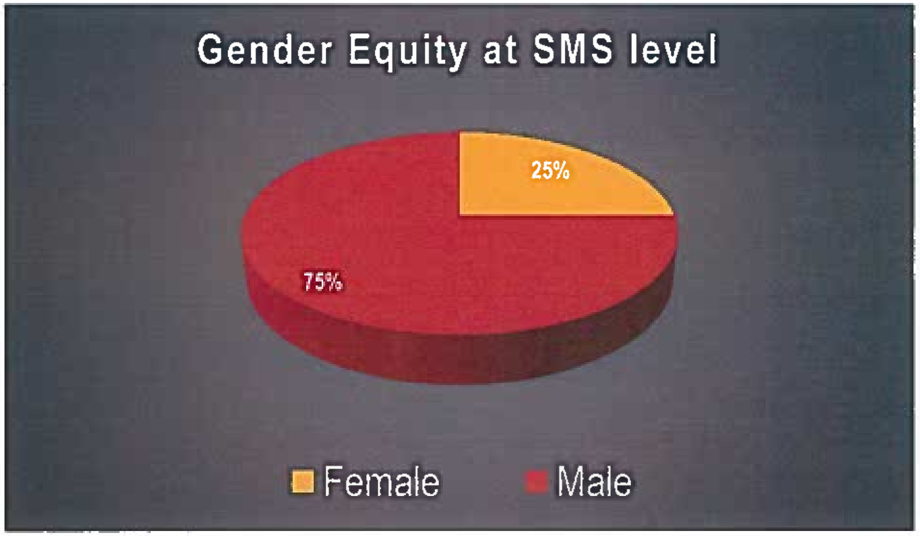
The Department consists of the following four programmes:

- Programme 1: Administration
- Programme 2: Human Settlements
- Programme 3: Cooperative Governance
- Programme 4: Traditional Affairs



The Employment Equity neither reflects the demographics of the country nor the province's population. It also does not speak to the 50/50 equity targets as desired by Government.





2. Revisions to legislative and other mandates

- Northern Cape Traditional Leadership Governance and Houses of Traditional Leaders Act 2 of 2007
- Traditional and Khoisan Leadership Bill
- Traditional Leadership and Governance Framework Act 41 of 2003
- Amended Traditional Leadership Governance Framework Act
- National House of Traditional Leaders Act, Act 22 of 2009 and its amendment
- White Paper on Traditional Leadership of 2003
- Draft Northern Cape Circumcision Bill 2016
- Labour Relations Act 66 of 1995
- Employment Equity Act 55 of 1998
- Public Service Regulations
- Division of Revenue Act

3. Overview of 2018/19 budget and MTEF estimates

3.1 Budget estimates outlined as per programme

Table 3.1: Summary of payments and estimates by programme: Co-Operative Governance, Human Settlements and Traditional Affairs

R thousand	Audited outcome 2014/15	2015/16	2016/17	Main appropriation 2017/18	Adjusted appropriation 2017/18	Revised estimate 2017/18	Medium-term expenditure estimates 2018/19	2019/20	2020/21
1. Administration	89 373	116 459	120 013	94 284	94 284	117 524	127 084	136 057	144 553
2. Human Settlement	422 391	449 756	432 864	468 766	468 766	504 594	527 334	559 529	588 492
3. Co-Operative Governance	120 603	136 970	120 608	141 861	141 861	102 859	134 847	147 700	155 763
4. Traditional Institutional Management	19 508	20 440	17 828	20 521	20 521	19 677	22 270	23 518	24 812
Total payments and estimates	**651 875**	**723 625**	**691 313**	**725 432**	**725 432**	**744 654**	**811 535**	**866 804**	**913 620**

Table 3.2: Summary of provincial payments and estimates by economic classification: Co-Operative Governance, Human Settlements and Traditional Affairs

R thousand	Audited outcome 2014/15	2015/16	2016/17	Main appropriation 2017/18	Adjusted appropriation 2017/18	Revised estimate 2017/18	Medium-term expenditure estimates 2018/19	2019/20	2020/21
Current payments	**264 364**	**309 295**	**308 399**	**304 720**	**304 720**	**322 288**	**326 511**	**353 211**	**373 588**
Compensation of employees	211 663	226 200	238 087	255 560	255 560	255 403	268 601	294 406	311 659
Goods and services	52 701	83 095	70 312	49 160	49 160	66 885	57 910	58 805	61 929
Transfers and subsidies to:	**381 814**	**407 587**	**379 440**	**416 117**	**416 117**	**417 770**	**480 075**	**507 753**	**533 871**
Provinces and municipalities	4 837	23 013	5 638	9 800	9 800	1 750	1 944	1 231	1 299
Departmental agencies and accounts	-	-	2	-	-		-	-	-
Non-profit institutions	-	-	-	-	-	241	-	-	-
Households	376 977	384 574	373 800	406 317	406 317	415 779	478 131	506 522	532 572
Payments for capital assets	**5 697**	**6 743**	**3 474**	**4 595**	**4 595**	**4 596**	**4 949**	**5 840**	**6 161**
Machinery and equipment	5 690	6 743	2 714	4 595	4 595	4 596	4 949	5 840	6 161
Software and other intangible assets	7	-	739	-	-	-	-	-	-
Total economic classification	**651 875**	**723 625**	**691 313**	**725 432**	**725 432**	**744 654**	**811 535**	**866 804**	**913 620**

Table 3.3: Summary of Receipts

R thousand	Audited outcome 2014/15	2015/16	2016/17	Main appropriation 2017/18	Adjusted appropriation 2017/18	Revised estimate 2017/18	Medium-term expenditure estimates 2018/19	2019/20	2020/21
Equitable share	276 405	316 038	323 070	320 764	320 764	332 499	334 742	357 232	377 889
Conditional grants	375 470	382 561	373 228	404 668	404 668	404 668	476 793	509 433	535 643
Departmental receipts	965	1 208	647	557	557	519	590	624	659
Total receipts	**652 840**	**699 807**	**696 945**	**725 989**	**725 989**	**737 686**	**812 125**	**867 289**	**914 191**

Table 3.4: Summary of departmental receipts collected

R thousand	Audited outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term expenditure estimates		
	2014/15	2015/16	2016/17		2017/18		2018/19	2019/20	2020/21
Sales of goods and services other than capital assets	435	424	432	441	441	449	465	492	519
Interest, dividends and rent on land	9	40	8	27	27	6	30	32	34
Sales of capital assets	150	-	-	-	-	-	-	-	-
Transactions in financial assets and liabilities	371	744	207	90	90	64	95	100	106
Total departmental receipts	**965**	**1 208**	**647**	**557**	**557**	**519**	**590**	**624**	**659**

Due to a reduction in the baseline over the MTEF, the Department has implemented cost containment measures since 2016/17 to ensure costs are kept down to only the necessary and intended expenses in order to satisfy financial targets.

3.2 Relating expenditure trends to strategic outcome-orientated goals

The Department has two main sources of funding namely, equitable share and conditional grants. The equitable share funding constitutes 44 % of the total departmental budget, while conditional grants account for 56 %. By implication, the Department is funded mostly from the Human Settlement Development Grant (HSDG). The Department will receive an amount of R1,350 billion over the MTEF on this grant, while funding from Equitable Share will amount to R1,079 billion for this period.

When considering the revised estimates for 2017/18, the total receipts of the Department has only increased by R38,056 million or 5 % in 2018/19. The growth rate for 2019/20 and 2020/21 financial years improves at 5,2 % for both years.

- 3432 consumers were exposed to consumer education;
- 284 houses were completed in the 2017/18 financial year;
- 820 residential properties were transferred to beneficiaries during the period under review.
- 18 capacity building interventions conducted in municipalities;
- Supported 21 municipalities to comply with MSA Regulations;
- Supported 14 ward committees on implementation of ward operational plans
- Supported 8 municipalities to improve revenue management and debt collection;
- 4 municipalities have functional audit committees;
- Monitored 30 municipalities on the implementation of audit response plan based on the 2015/16 audit outcomes.
- 16600 work opportunities created through the CWP in municipalities.
- Supported 23 municipalities with service delivery programmes;
- Supported 3 municipalities to implement indigent policies;
- 30 households benefited from the provision of free basic services.
- All 8 Traditional councils supported on administration and financial management;
- Three initiatives were held to promote social development of traditional communities; and
- One Capacity Building programme was arranged for traditional leaders, council members and employees working in traditional council offices.

PART B: PROGRAMME AND SUB-PROGRAMME PLANS

4. Programme 1: Administration

Purpose

The purpose of this programme is to provide strategic direction and administration to the Department.

This programme includes the Office of the Executive Authority (MEC), the Office of the Head of the Department, Corporate Services and Financial Management.

Description

This programme aims to provide effective leadership, management and administrative support to the Department of Cooperative Governance, Human Settlements and Traditional Affairs through continuous refinement of the organizational strategy, structure, financial services, parliamentary support, and corporate services in line with appropriate legislation and applicable regulations and policies.

Structure

This programme consists of the following four sub-programmes:

- The Office of the Executive Authority, which is made up of Parliamentary Support Services; Community Liaison and Executive support
  - To provide for the functioning of the Office the MEC
- The Office of the Head of the Department, which consists of strategic; leadership and management functions
  - To provide for the functioning of the Office of the HOD
- Corporate Services, which comprises Human Capital Management; General Support Services, Policy, Planning, Monitoring and Evaluation, and Legal Services
  - To provide corporate support to the Department
- Financial Management, which constitutes Internal Inspectorate; Financial Administration; and Supply Chain Management
  - To provide financial support to the Department

4.1 Strategic objective annual targets for 2018/2019

Strategic Objective 1	Provide the Department with political and strategic direction through corporate support and financial management by 2019
Objective Statement	Providing effective and efficient administrative support and direction to the Department by ensuring compliance with relevant policy prescripts and legislation
Baseline	MTEF allocation letter and adjustment budget
Justification	Providing effective support to the core functions in the Department to deliver quality services to stakeholders
Links	Public Service Act National Development Plan and MTSF Chapter- Outcome 12 PFMA Treasury Regulations Auditor-General audit outcomes of the previous financial year DPME Management Performance Assessment Tool Labour Relations Act Employment Equity Act Preferential Procurement Policy Framework Act Framework for Managing Performance Information

Strategic Objective Indicator		5 Year Strategic Plan Target	Audited/Actual performance			Estimated Performance 2017/18	Medium-term targets		
			2014/15	2015/16	2016/17		2018/19	2019/20	2020/21
1.1	Setting policies and priorities for the Department by 2019	MEC Budget Speech tabled annually	New	New	New	Budget Speech tabled timeously	Budget Speech tabled timeously	Budget Speech tabled timeously	Budget Speech tabled timeously

	Strategic Objective Indicator	5 Year Strategic Plan Target	Audited/Actual performance			Estimated Performance 2017/18	Medium-term targets		
			2014/15	2015/16	2016/17		2018/19	2019/20	2020/21
1.2	Provide corporate support services to the Department by 2019	Overall MPAT standard ≥ Level 3	New	New	New	Overall MPAT standard ≥ Level 3	Overall MPAT standard ≥ Level 3	Overall MPAT standard ≥ Level 3	Overall MPAT standard ≥ Level 3
1.3	Ensure effective financial management and accountability by improving audit outcomes by 2019	Improved audit outcome	New	New	New	Improved audit outcome	Improved audit outcome	Improved audit outcome	Improved audit outcome

4.2 Programme performance indicators and annual targets for 2018/2019

Strategic Objective		Programme performance indicator	Audited/Actual performance			Estimated Performance 2017/18	Medium-term targets		
			2014/15	2015/16	2016/17		2018/19	2019/20	2020/21
Provide the Department with political and strategic direction through corporate support and financial management by 2019		CORPORATE SERVICES							
	1	Number of reports submitted on the implementation of the approved organisational structure	New	New	New	4	4	4	4
	2	Number of reports submitted on the implementation of the approved Human Resource Plan	1	1	New	4	4	4	4
	3	Number of PERSAL reports submitted	4	4	4	4	4	4	4
	4	Number of conditions of employment reports submitted	4	2	4	4	4	4	4
	5	Number of recruitment reports submitted	4	2	4	4	4	4	4
	6	Number of reports submitted on labour relations matters	New	New	New	4	4	4	4
	7	Number of reports submitted on the implementation of the EHW 4 Pillar Plans	New	New	New	4	4	4	4
	8	Number of reports submitted on the implementation of the Gender Equality Strategic Framework	New	New	New	1	1	1	1
	9	Number of reports submitted on the implementation of the Job Access Strategic Framework Implementation Plan	New	New	New	1	1	1	1
	10	Number of reports submitted on the implementation of the approved Workplace Skills Plan	New	New	New	4	4	4	4
	11	Number of reports submitted on the implementation of EPMDS	New	New	New	4	4	4	4
	12	Number of reports submitted on the implementation of the Communication Strategy	New	New	New	4	4	4	4
	13	Number of reports submitted on the implementation of the ICT Strategy	New	New	New	4	4	4	4
	14	Number of reports submitted on fleet management	New	4	4	4	4	4	4
	15	Number of reports submitted on the implementation of approved Records Management Policy	New	New	4	4	4	4	4
	16	Number of reports submitted on Departmental Security Management in line with MISS and MPSS	New	New	New	4	4	4	4
	17	Number of reports submitted on the implementation of the Legal Compliance Improvement Plan	New	New	New	4	4	4	4
	18	Annual performance plan submitted	New	New	1	1	1	1	1
	19	Number of quarterly performance reports submitted	New	New	4	4	4	4	4
	20	Annual performance report submitted	New	New	1	1	1	1	1
	21	Report on the annual compliance with MPAT	New	New	1	1	1	1	1
	22	Number of reports submitted on the implementation of the SDIP	New	New	New	New	4	4	4

Strategic Objective		Programme performance indicator	Audited/Actual performance			Estimated Performance 2017/18	Medium-term targets		
			2014/15	2015/16	2016/17		2018/19	2019/20	2020/21
Provide the Department with political and strategic direction through corporate support and financial management by 2019		**FINANCIAL MANAGEMENT**							
	23	Number of integrated risk management reports submitted	4	4	4	4	4	4	4
	24	Number of Audit Action Plans submitted	4	4	3	4	4	4	4
	25	Annual budget submitted	1	1	1	1	1	1	1
	26	Adjusted budget submitted	1	1	1	1	1	1	1
	27	Number of in-year monitoring reports submitted	12	12	12	12	12	12	12
	28	Compilation and submission of Annual Financial Statements	1	1	1	1	1	1	1
	29	Number of Interim financial statements submitted	4	4	4	3	3	3	3
	30	Number of fund requisitions submitted	12	4	12	12	12	12	12
	31	Number of certificates of compliance submitted	12	12	12	12	12	12	12
	32	Number of Instruction Note 34 reports submitted	12	12	12	12	12	12	12
	33	Number of annual tax reconciliations submitted	1	1	1	1	1	1	1
	34	Number of mid-year tax reconciliations submitted	2	2	2	1	1	1	1
	35	Number of monthly tax reconciliations submitted	New	New	New	12	12	12	12
	36	Number of progress reports on the approved Procurement Plan	1	0	1	4	4	4	4
	37	Number of supply chain management reports submitted	12	12	12	12	12	12	12
	38	Number of LOGIS reports submitted	New	New	New	4	4	4	4

4.3 Quarterly targets for 2018/2019

	Performance indicator	Reporting period	Annual target 2018/19	Quarterly targets			
				1st	2nd	3rd	4th
CORPORATE SERVICES							
Human Capital Management							
1	Number of reports submitted on the implementation of the approved organisational structure	Quarterly	4	1	1	1	1
2	Number of reports submitted on the implementation of the approved Human Resource Plan	Quarterly	4	1	1	1	1
3	Number of PERSAL reports submitted	Quarterly	4	1	1	1	1
4	Number of conditions of employment reports submitted	Quarterly	4	1	1	1	1
5	Number of recruitment reports submitted	Quarterly	4	1	1	1	1
6	Number of reports submitted on labour relations matters	Quarterly	4	1	1	1	1
7	Number of reports submitted on the implementation of the EHW 4 Pillar Plans	Quarterly	4	1	1	1	1
8	Number of reports submitted on the implementation of the Gender Equality Strategic Framework	Annually	1	-	-	-	1
9	Number of reports submitted on the implementation of the Job Access Strategic Framework Implementation Plan	Annually	1	-	-	-	1
10	Number of reports submitted on the implementation of the approved Workplace Skills Plan	Quarterly	4	1	1	1	1
11	Number of reports submitted on the implementation of EPMDS	Quarterly	4	1	1	1	1
General Support Services							
12	Number of reports submitted on the implementation of the Communication Strategy	Quarterly	4	1	1	1	1
13	Number of reports submitted on the implementation of the ICT Strategy	Quarterly	4	1	1	1	1
14	Number of reports submitted on fleet management	Quarterly	4	1	1	1	1
15	Number of reports submitted on the implementation of approved Records Management Policy	Quarterly	4	1	1	1	1
Security							
16	Number of reports submitted on Departmental Security Management in line with MISS and MPSS	Quarterly	4	1	1	1	1

	Performance indicator	Reporting period	Annual target 2018/19	Quarterly targets			
				1st	2nd	3rd	4th
Legal Services							
17	Number of reports submitted on the implementation of the Legal Compliance Improvement Plan	Quarterly	4	1	1	1	1
Policy, Planning, Monitoring and Evaluation							
18	Annual performance plan submitted	Annually	1	-	-	-	1
19	Number of quarterly performance reports submitted	Quarterly	4	1	1	1	1
20	Annual performance report submitted	Annually	1	-	1	-	-
21	Report on the annual compliance with MPAT	Annually	1	-	-	1	-
22	Number of reports submitted on the implementation of the SDIP	Quarterly	4	1	1	1	1
FINANCIAL MANAGEMENT							
Internal Inspectorate							
23	Number of integrated risk management reports submitted	Quarterly	4	1	1	1	1
24	Number of Audit Action Plans submitted	Quarterly	4	1	1	1	1
Financial Administration							
25	Annual budget submitted	Annually	1	-	-	-	1
26	Adjusted budget submitted	Annually	1	-	-	1	-
27	Number of In-year monitoring reports submitted	Quarterly	12	3	3	3	3
28	Compilation and submission of Annual Financial Statements	Annually	1	1	-	-	-
29	Number of Interim financial statements submitted	Quarterly	3	-	1	1	1
30	Number of fund requisitions submitted	Quarterly	12	3	3	3	3
31	Number of certificates of compliance submitted	Quarterly	12	3	3	3	3
32	Number of Instruction Note 34 reports submitted	Quarterly	12	3	3	3	3
33	Number of annual tax reconciliations submitted	Annually	1	1	-	-	-
34	Number of mid-year tax reconciliations submitted	Annually	1	-	-	1	-
35	Number of monthly tax reconciliations submitted	Quarterly	12	3	3	3	3
Supply Chain Management							
36	Number of progress reports on the approved Procurement Plan	Quarterly	4	1	1	1	1
37	Number of supply chain management reports submitted	Quarterly	12	3	3	3	3
38	Number of LOGIS reports submitted	Quarterly	4	1	1	1	1

4.4 Reconciling performance targets with the Budget and MTEF

Table 4.4.1: Summary of payments and estimates by sub-programme: Administration

R thousand	Audited outcome 2014/15	2015/16	2016/17	Main appropriation	Adjusted appropriation 2017/18	Revised estimate	Medium-term expenditure estimates 2018/19	2019/20	2020/21
1. Office Of The MEC	9 045	10 227	10 140	13 833	13 833	11 506	13 220	14 888	15 661
2. Corporate Services	80 328	106 232	109 873	80 451	80 451	106 018	113 864	121 169	128 892
Total payments and estimates	**89 373**	**116 459**	**120 013**	**94 284**	**94 284**	**117 524**	**127 084**	**136 057**	**144 553**

Table 4.4.2: Summary of payments and estimates by economic classification: Administration

R thousand	Audited outcome 2014/15	2015/16	2016/17	Main appropriation	Adjusted appropriation 2017/18	Revised estimate	Medium-term expenditure estimates 2018/19	2019/20	2020/21
Current payments	**87 533**	**112 418**	**117 117**	**92 722**	**92 722**	**115 297**	**125 406**	**133 686**	**142 052**
Compensation of employees	67 522	71 638	82 431	78 187	78 187	87 603	82 177	95 958	102 298
Goods and services	20 011	40 780	34 686	14 535	14 535	27 694	43 229	37 728	39 754
Transfers and subsidies to:	**89**	**181**	**95**	-	-	**666**	-	-	-
Departmental agencies and accounts	-	-	2	-	-	-	-	-	-
Households	89	181	93	-	-	666	-	-	-
Payments for capital assets	**1 751**	**3 860**	**2 801**	**1 562**	**1 562**	**1 561**	**1 678**	**2 371**	**2 501**
Buildings and other fixed structures	-	-	21	-	-	-	-	-	-
Machinery and equipment	1 749	3 860	2 048	1 562	1 562	1 561	1 678	2 371	2 501
Software and other intangible assets	2	-	-	-	-	-	-	-	-
Payments for financial assets	-	-	732	-	-	-	-	-	-
Total economic classification	**89 373**	**116 459**	**120 013**	**94 284**	**94 284**	**117 524**	**127 084**	**136 057**	**144 553**

Performance and expenditure trends (narrative)

The Programme's budget actually increases by R7,126 million or 7 % in the base year of the 2018 MTEF when compared with main appropriation in 2017/18 financial year. This is mainly in Corporate Services and results from projects taken up expected to come to the end in the current financial year. The Programme has a negative growth rate of 2 % in the period between 2016/17 and 2019/20 financial years. The reduction in departmental baseline allocations is mainly due to the current economic downturn throughout the country. Resources are very limited, hence no new policies and programmes will be implemented over the MTEF cycle under this programme.

5. Programme 2: Human Settlements

Purpose

The purpose of this programme is 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.

Description

Human Settlements is in terms of the RSA Constitution (Schedule 4 A) a shared function amongst the national, provincial and local government spheres. Each sphere of government has a specific role to play in ensuring delivery of quality houses with access to basic services and integrated human settlements.

The programme derives its mandate from Schedule 4A of the Constitution of South Africa Act (Act No.108 of 1996).

The National Housing Code highlights the functions of the provincial government; which include:

- Policy development;
- Facilitation of housing development;
- Intervention;
- Planning and delivery of housing programmes;
- Accreditation; and
- Ensure monitoring of accredited municipalities

Structure

The programme consists of the following three sub-programmes with their purposes:

- Housing Needs, Planning and Research
  - To facilitate and undertake housing delivery planning
- Housing Development
  - To provide individual subsidies and housing opportunities to beneficiaries in accordance with the housing policy
- Housing Asset Management
  - To provide for the effective management of housing

5.1 Strategic objective annual targets for 2018/2019

Strategic Objective 1	Enhanced institutional capability for effective coordination of spatial investment decisions by 2019
Objective Statement	Capacitate accredited municipalities in the Northern Cape with targeted training and support to ensure that their Human Settlements Plans and Project Pipelines are credible and strategically aligned to provincial and national priorities by March 2019
Baseline	1 Multi-Year Housing Development Plan 1 Informal Settlement Upgrading Plan 1 approved Policy guideline 1 Report on monitoring and evaluation conducted 20 Municipalities with credible project pipelines 3 Municipalities capacitated 3 500 Consumers educated
Justification	To give effect to Section 26 of the South African Constitution (Act 108, 1996) which states: '*(1) Everyone has the right to have access to adequate housing.* *(2) The state must take reasonable legislative and other measures, within its available resources, to achieve the progressive realisation of this right.'*
Links	National Development Plan MTSF Chapter of Outcome 8 Housing Code

	Strategic Objective Indicator	5 Year Strategic Plan Target	Audited/Actual performance			Estimated Performance 2017/18	Medium-term targets		
			2014/15	2015/16	2016/17		2018/19	2019/20	2020/21
1.1	Approved Multi-Year Housing Development Plan (MYHDP) by 2019	5	1	1	1	1	1	1	1

Strategic Objective 2	Adequate housing and improved quality living environment by 2019
Objective Statement	Delivery of 8685 housing opportunities by 2019
Baseline	2464 houses constructed under all programmes 7612 sites planned and surveyed under all programmes 2875 sites serviced under all programmes
Justification	To give effect to Section 26 of the South African Constitution (Act 108, 1996) which states: '*(1) Everyone has the right to have access to adequate housing.* *(2) The state must take reasonable legislative and other measures, within its available resources, to achieve the progressive realisation of this right.'*
Links	MTSF Outcome 8 National Development Plan Housing Code Spatial Planning Land Use Management Act (Act No. 16 of 2013)

	Strategic Objective Indicator	5 Year Strategic Plan Target	Audited/Actual performance			Estimated Performance 2017/18	Medium-term targets		
			2014/15	2015/16	2016/17		2018/19	2019/20	2020/21
2.1	Subsidy housing opportunities created by 2019	8685	1735	2324	1373	1320	1933	1735	1320

Strategic Objective 3	Provide human settlements with asset and inventory management by 2019
Objective Statement	Compliance with requirements of Human Settlements Grant Framework, housing subsidy system, human settlements registry and property management by 2019
Baseline	R603 624m Conditional Grant Business Plan 464 title deeds issued
Justification	To give effect to Section 26 of the South African Constitution (Act 108, 1996) which states: "*(1) Everyone has the right to have access to adequate housing.* *(2) The state must take reasonable legislative and other measures, within its available resources, to achieve the progressive realisation of this right.*'
Links	PFMA Division of Revenue Act Treasury Regulations National Development Plan MTSF (Outcome 8 Chapter) Housing Code

Strategic Objective Indicator		5 Year Strategic Plan Target	Audited/Actual performance			Estimated Performance 2017/18	Medium-term targets		
			2014/15	2015/16	2016/17		2018/19	2019/20	2020/21
3.1	Improved home-ownership for beneficiaries by 2019	25316	New	3602	3222	9300	9192	6100	5500

5.2 Programme performance indicators and annual targets for 2018/2019

Strategic Objective	Programme performance indicator		Audited/Actual performance			Estimated Performance 2017/18	Medium-term targets		
			2014/15	2015/16	2016/17		2018/19	2019/20	2020/21
Enhanced institutional capability for effective coordination of spatial investment decisions by 2019	1	Number of policy guidelines approved	New	1	1	1	1	1	1
	2	Number of reports on M&E conducted on accredited municipalities	New	New	1	1	1	1	1
	3	Number of consumers exposed to consumer education	New	New	4945	3500	4000	4500	5000
	4	Number of youth involved in Skills Development Initiatives	New	New	New	100	150	200	250
Adequate housing and improved quality living environment by 2019	5	Number of households provided with access to basic engineering services	New	New	New	New	2587	3199	3199
	6	Number of housing units at practical completion under all programmes	2133	1664	1449	1320	1933	1735	1320
Provide human settlements with asset and inventory management by 2019	7	Number of title deeds registered	New	3602	3222	9300	9192	6100	5500
	8	Number of conditional grant business plans submitted	1	1	1	1	1	1	1
	9	Number of monthly conditional grant reports submitted to national human settlements and other stakeholders	12	12	12	12	12	12	12

5.3 Quarterly targets for 2018/19

Performance indicator		Reporting period	Annual target 2018/19	Quarterly targets			
				1st	2nd	3rd	4th
Housing Needs, Planning and Research							
1	Number of policy guidelines approved	Annually	1	-	-	-	1
2	Number of reports on M&E conducted on accredited municipalities	Annually	1	-	-	-	1
3	Number of consumers exposed to consumer education	Quarterly	4000	1000	1000	1000	1000
4	Number of youth involved in Skills Development Initiatives	Annually	150	-	-	-	150
Housing Development							
5	Number of households provided with access to basic engineering services	Annually	2587	-	-	-	2587
6	Number of housing units at practical completion under all programmes	Quarterly	1933	411	502	585	435

	Performance indicator	Reporting period	Annual target 2018/19	Quarterly targets			
				1st	2nd	3rd	4th
	Housing Asset Management						
7	Number of title deeds registered	Quarterly	9192	650	2200	3050	3292
8	Number of conditional grant business plans submitted	Annually	1	-	-	-	1
9	Number of monthly conditional grant reports submitted to national human settlements and other stakeholders	Quarterly	12	3	3	3	3

5.4 Reconciling performance targets with the Budget and MTEF

Table 5.4.1: Summary of payments and estimates by sub-programme: Human Settlements

R thousand	Audited outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term expenditure estimates		
	2014/15	2015/16	2016/17		2017/18		2018/19	2019/20	2020/21
1. Housing Needs, Research And Planning	18 368	35 768	32 439	28 830	28 830	34 766	14 061	15 075	15 901
2. Housing Development	398 522	390 003	367 779	425 565	425 565	363 441	497 581	532 190	555 433
3. Housing Asset Management	5 501	23 985	32 646	14 371	14 371	106 387	15 692	16 264	17 158
Total payments and estimates	**422 391**	**449 756**	**432 864**	**468 766**	**468 766**	**504 594**	**527 334**	**559 529**	**588 492**

Table 5.4.2: Summary of payments and estimates by economic classification: Human Settlements

R thousand	Audited outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term expenditure estimates		
	2014/15	2015/16	2016/17		2017/18		2018/19	2019/20	2020/21
Current payments	**46 386**	**66 420**	**64 349**	**63 057**	**63 057**	**90 283**	**49 816**	**53 654**	**56 603**
Compensation of employees	33 119	35 416	36 232	42 737	42 737	62 206	45 277	47 812	50 441
Goods and services	13 267	31 004	28 117	20 320	20 320	28 077	4 539	5 842	6 162
Transfers and subsidies to:	**375 570**	**382 570**	**368 285**	**405 052**	**405 052**	**413 653**	**476 793**	**509 109**	**531 081**
Households	375 570	382 570	368 285	405 052	405 052	413 653	476 793	509 109	531 081
Payments for capital assets	**435**	**766**	**230**	**657**	**657**	**658**	**725**	**766**	**808**
Machinery and equipment	435	766	230	657	657	658	725	766	808
Total economic classification	**422 391**	**449 756**	**432 864**	**468 766**	**468 766**	**504 594**	**527 334**	**559 529**	**588 492**

Performance and expenditure trends (narrative)

The Programme has the largest share of the Department's budget at 65 % of the total allocation owing to conditional grants. The budget for the programme increases by R5,952 million or 1,2 % of the revised estimates in 2017/18 in the base year of the 2017 MTEF. The average growth rate for the period between 2017/18 to 2020/21 financial year is 7 %. Critical to note is that this increased growth percentage is mainly in the Human Settlements Development programme that forms part of the HSDG.

6. Programme 3: Cooperative Governance

Purpose

The purpose of this programme is to strengthen the capacity of 31 municipalities of the Northern Cape in order to render quality services to communities.

Description

The programme which gives support to all 31 Northern Cape municipalities monitors and support municipalities on governance; municipal performance; intergovernmental relations, participatory democracy; accountability, integrated development planning; as well as legislative compliance in the province.

Structure

This Programme consists of the following sub-programmes and their purposes:

- Municipal Administration
  - To ensure legislative compliance and good governance
- Municipal Performance Monitoring, Reporting and Evaluation
  - To improve and support performance management, property valuations and Back to Basics
- Municipal Infrastructure
  - To promote, facilitate, coordinate and monitor infrastructure development and provision of free basic services at municipalities
- Public Participation
  - To tackle poverty, provide livelihood support for poor households and maximise public participation and community involvement in matters of local government
- Municipal Planning
  - To strengthen the planning capacity of 31 municipalities to perform their functions

6.1 Strategic objective annual targets for 2018/2019

Strategic Objective 1	Intergovernmental and democratic governance for a functional system of cooperative governance by 2019
Objective Statement	Enhance functional inter-governmental relations structures in the five districts of the Province, functional ward committees in all wards as well as regular engagements between councillors and their communities by 2019
Baseline	5 District Intergovernmental Relations Structures 31 Municipalities
Justification	To foster cooperation, coordination of planning and service delivery as well as policy alignment
Links	Intergovernmental Relations Framework Act National Development Plan Local Government: Municipal Systems Act Local Government: Municipal Structures Act

Strategic Objective Indicators		5 Year Strategic Plan Target	Audited/Actual performance			Estimated Performance 2017/18	Medium-term targets		
			2014/15	2015/16	2016/17		2018/19	2019/20	2020/21
1.1	Municipalities with functional municipal councils by 2019	31 municipalities with functional municipal councils	New	New	31	31 municipalities with functional municipal councils	31 municipalities with functional municipal councils	31 municipalities with functional municipal councils	31 municipalities with functional municipal councils
1.2	Municipalities with functional Municipal Public Accounts Committees (MPAC) by 2019	31 municipalities with functional MPACs	New	New	New	31 municipalities with functional MPACs	31 municipalities with functional MPACs	31 municipalities with functional MPACs	31 municipalities with functional MPACs

Strategic Objective 2	Sound administrative governance within 31 municipalities by 2019
Objective Statement	Improve and support municipal performance management, property valuations and Back to Basics by 2019
Baseline	2 municipalities doing well 15 municipalities at risk 15 dysfunctional municipalities (Back to Basic 2014 Categorisation of Municipalities)
Justification	To foster cooperation, coordination of planning, service delivery as well as policy alignment
Links	Municipal Property Rates Act Local Government: Municipal Systems Act Back to Basic Programme National Development Plan (Outcome 9) MTSF Chapter 9 Local Government Management Improvement Model

	Strategic Objective Indicators	5 Year Strategic Plan Target	Audited/Actual performance			Estimated Performance 2017/18	Medium-term targets		
			2014/15	2015/16	2016/17		2018/19	2019/20	2020/21
2.1	Support and coordinate municipal management improvement plans (LGMIMs) by 2019	10 municipalities implementing LGMIM	New	New	8	10	8	8	8

Strategic Objective 3	Members of the society have sustainable and reliable access to basic services by 2019
Objective Statement	Improve number of households with access to basic services such as water, sanitation, electricity and refuse removal by 2019
Baseline	Water - 97.4% Sanitation - 75% Electricity - 85% Refuse removal - 64%
Justification	Social upliftment of the poor
Links	Free Basic Services Policy 2001 National Development Plan MTSF Chapter 9 Municipal Infrastructure Grant Framework, 2004

	Strategic Objective Indicators	5 Year Strategic Plan Target	Audited/Actual performance			Estimated Performance 2017/18	Medium-term targets		
			2014/15	2015/16	2016/17		2018/19	2019/20	2020/21
3.1	Percentage of households with access to water by 2019	95% water	78%	97.4%	94%	90% water[1]	95% water	95% water	95% water
3.2	Percentage of households with access to sanitation by 2019	95% sanitation	New	86%	86%	90% sanitation	95% sanitation	95% sanitation	95% sanitation
3.3	Percentage of households with access to electricity by 2019	95% electricity	New	88%	89.4%	90% electricity	95% electricity	95% electricity	95% electricity
3.4	Percentage of households with access to refuse removal by 2019	75% refuse removal	New	64%	65%	72% refuse removal	75% refuse removal	75% refuse removal	75% refuse removal

[1] This decrease is attributed to the influx of beneficiaries

Strategic Objective 4	Enhanced community participation at local level to strengthen relations between local government and the community by 2019
Objective Statement	Create access to a minimum level of regular work for those who need it, by targeting areas of high unemployment and poverty, and or where sustainable alternatives for employment are likely to remain limited for the immediate future, promote community development and enhance governance through public participation by 2019
Baseline	26 municipalities implementing CWP 26 municipalities with ward committees
Justification	To tackle poverty, provide livelihood support for poor households and maximise public participation and community involvement in matters of local government
Links	National Development Plan MTSF chapters - outcome 9 Local Government: Municipal Systems Act National CDW Master Plan National Public Participation Framework

Strategic Objective Indicator		5 Year Strategic Plan Target	Audited/Actual performance			Estimated Performance 2017/18	Medium-term targets		
			2014/15	2015/16	2016/17		2018/19	2019/20	2020/21
4.1	Local municipalities implementing Community Work Programmes by 2019	26 municipalities	New	New	24	26 municipalities	26 municipalities	26 municipalities	26 municipalities

Strategic Objective 5	Municipalities with development planning capacity and sector plans by 2019
Objective Statement	Support municipalities with the development of IDPs within legislated framework by 2019
Baseline	31 Integrated Development Plans 4 SDFs SPLUMA compliant (Nama-Khoi, Dikgatlong, Magareng, Phokwane) 4 SDFs under review (Sol Plaatje, Joe Morolong, Ga-Segonyana & Dawid Kruiper)
Justification	To provide support to municipalities for effective integrated planning, development and coordination
Links	Revised IDP Framework SPLUMA 2013 National Development Plan MTSF Chapter 9 Back to Basics Programme National Disaster Management Framework 2005 Integrated Urban Development Framework

Strategic Objective Indicator		5 Year Strategic Plan Target	Audited/Actual performance			Estimated Performance 2017/18	Medium-term targets		
			2014/15	2015/16	2016/17		2018/19	2019/20	2020/21
5.1	Municipalities with legally compliant IDP's by 2019	31 municipalities	32	-	31	31 municipalities	31 municipalities	31 municipalities	31 municipalities

6.2 Programme performance indicators and annual targets for 2018/2019

Strategic Objective	Programme performance indicator		Audited/Actual performance			Estimated Performance 2017/18	Medium-term targets		
			2014/15	2015/16	2016/17		2018/19	2019/20	2020/21
Intergovernmental and democratic governance for a functional system of cooperative governance by 2019	1	***Number of municipalities supported to comply with MSA regulations on the appointment of senior managers (Outcome 9, Sub-outcome 4)(B2B Pillar 5)***	14	10	13	14	31	31	31
	2	***Number of capacity building interventions conducted in municipalities (Outcome 9, Sub-outcome 3) (B2B Pillar 5)***	New	New	20	8	10	10	10
	3	***Number of municipalities supported to achieve the 50/50 representation of women in section 56 posts (B2B Pillar 5)***	New	New	New	New	31	31	31

Strategic Objective		Programme performance indicator	Audited/Actual performance			Estimated Performance 2017/18	Medium-term targets		
			2014/15	2015/16	2016/17		2018/19	2019/20	2020/21
	4	***Number of municipalities monitored on the extent to which anti-corruption measures are implemented (Outcome 9, Sub-outcome 4) (B2B Pillar 3)***	New	New	New	New	31	31	31
	5	Number of reports on the implementation of District IGR Fora recommendations	New	New	New	New	4	4	4
Sound administrative governance within 31 municipalities by 2019	6	***Report on implementation of Back to Basics action plans by municipalities (Outcome 9, Sub-outcome 4) (B2B Pillar 5)***	New	New	4	4	4	4	4
	7	***Number of municipalities supported to institutionalize the performance management system (PMS) (Outcome 9, Sub-outcome 4) (B2B Pillar 5)***	New	17	24	10	31	31	31
	8	***Number of Section 47 reports compiled as prescribed by the MSA (Outcome 9, Sub-outcome 4) (B2B Pillar 5)***	New	1	0	1	1	1	1
	9	***Number of municipalities guided to comply with the MPRA (Outcome 9, Sub-outcome 4) (B2B Pillar 4)***	New	New	1	8	26	26	26
Members of the society have sustainable and reliable access to basic services by 2019	10	***Number of municipalities monitored on the implementation of infrastructure delivery programmes (Outcome 9, Sub-outcome 1)(B2B Pillar 5)***	New	19	26	26	26	26	26
	11	***Number of municipalities supported to implement indigent policies (Outcome 9, Sub-outcome 1)(B2B Pillar 2)***	New	8	4	14	26	26	26
Enhanced community participation at local level to strengthen relations between local government and the community by 2019	12	***Number of municipalities supported to maintain functional ward committees Outcome 9, Sub-outcome 2) (B2B Pillar 1)***	New	New	New	New	26	26	26
	13	***Number of municipalities supported to respond to community concerns (Outcome 9, Sub-outcome 2)(B2B Pillar 1)***	New	New	New	New	26	26	26
	14	Number of Employment Opportunities created for young people in municipalities	New	New	New	6037	7800	7800	7800
Municipalities with development planning capacity and credible sector plans by 2019	15	***Number of municipalities supported with development of IDP (Outcome 9, Sub-outcome 1)***	New	32	31	31	31	31	31
	16	Number of municipalities supported with the implementation of SPLUMA	5	22	31	31	10	10	10
	17	Number of reports on data obtained for GIS outputs		New	4	-	4	4	4
	18	***Number of municipalities supported to maintain functional Disaster Management Centres***	3	5	5	5	5	5	5
	19	***Number of municipalities supported on Fire Brigade Services***	New	New	New	New	5	5	5

* **Bold** and *Italics* indicates customised indicators

6.3 Quarterly targets for 2018/2019

	Performance indicator	Reporting period	Annual target 2018/19	Quarterly targets			
				1st	2nd	3rd	4th
Municipal Administration							
1	***Number of municipalities supported to comply with MSA regulations on the appointment of senior managers (Outcome 9, Sub-outcome 4)(B2B Pillar 5)***	Quarterly	31	9	8	8	6
2	***Number of capacity building interventions conducted in municipalities (Outcome 9, Sub-outcome 3) (B2B Pillar 5)***	Quarterly	10	3	3	2	2

	Performance indicator	Reporting period	Annual target 2018/19	Quarterly targets 1st	2nd	3rd	4th
3	***Number of municipalities supported to achieve the 50/50 representation of women in section 56 posts (B2B Pillar 5)***	Quarterly	31	16	15	-	-
4	***Number of municipalities monitored on the extent to which anti-corruption measures are implemented (Outcome 9, Sub-outcome 4) (B2B Pillar 3)***	Quarterly	31	5	10	10	6
5	Number of reports on the implementation of District IGR Fora recommendations	Quarterly	4	1	1	1	1
Municipal Performance Monitoring, Reporting and Evaluation							
6	***Report on implementation of Back to Basics action plans by municipalities (Outcome 9, Sub-outcome 4) (B2B Pillar 5)***	Quarterly	4	1	1	1	1
7	***Number of municipalities supported to institutionalize the performance management system (PMS) (Outcome 9, Sub-outcome 4) (B2B Pillar 5)***	Quarterly	31	6	10	10	5
8	***Number of Section 47 reports compiled as prescribed by the MSA (Outcome 9, Sub-outcome 4) (B2B Pillar 5)***	Annually	1	-	-	1	-
9	***Number of municipalities guided to comply with the MPRA (Outcome 9, Sub-outcome 4) (B2B Pillar 4)***	Quarterly	26	5	8	8	5
Municipal Infrastructure							
10	***Number of municipalities monitored on the implementation of infrastructure delivery programmes (Outcome 9, Sub-outcome 1)(B2B Pillar 5)***	Quarterly	26	3	10	10	3
11	***Number of municipalities supported to implement indigent policies (Outcome 9, Sub-outcome 1)(B2B Pillar 2)***	Quarterly	26	3	10	10	3
Public Participation							
12	***Number of municipalities supported to maintain functional ward committees Outcome 9, Sub-outcome 2) (B2B Pillar 1)***	Quarterly	26	26	26	26	26
13	***Number of municipalities supported to respond to community concerns (Outcome 9, Sub-outcome 2)(B2B Pillar 1)***	Quarterly	26	8	7	6	5
14	Number of Employment Opportunities created for young people in municipalities	Quarterly	7800	7800	7800	7800	7800
Municipal Planning							
15	***Number of municipalities supported with development of IDP (Outcome 9, Sub-outcome 1)***	Annually	31	-	31	-	-
16	Number of municipalities supported with the implementation of SPLUMA	Quarterly	10	10	10	10	10
17	Number of reports on data obtained for GIS outputs	Quarterly	4	1	1	1	1
18	***Number of municipalities supported to maintain functional Disaster Management Centres***	Quarterly	5	5	5	5	5
19	***Number of municipalities supported on Fire Brigade Services***	Quarterly	5	1	1	2	1

* **Bold** and *Italics* indicates customised indicators

6.4 Reconciling performance targets with the Budget and MTEF

Table 6.4.1: Summary of payments and estimates by sub-programme: Cooperative Governance

R thousand	Audited outcome 2014/15	2015/16	2016/17	Main appropriation	Adjusted appropriation 2017/18	Revised estimate	Medium-term expenditure estimates 2018/19	2019/20	2020/21
1. Local Governance	103 818	118 043	103 828	114 717	114 717	86 843	109 445	119 901	126 435
2. Development And Planning	16 785	18 927	16 780	27 144	27 144	16 016	25 402	27 799	29 328
Total payments and estimates	**120 603**	**136 970**	**120 608**	**141 861**	**141 861**	**102 859**	**134 847**	**174 700**	**155 763**

Table 6.4.2: Summary of payments and estimates by economic classification: Cooperative Governance

R thousand	Audited outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term expenditure estimates		
	2014/15	2015/16	2016/17		2017/18		2018/19	2019/20	2020/21
Current payments	**114 778**	**112 149**	**110 262**	**129 813**	**129 813**	**98 425**	**130 522**	**143 940**	**151 796**
Compensation of employees	96 975	103 350	104 979	117 271	117 271	88 959	122 675	131 130	138 342
Goods and services	17 803	8 799	5 283	12 542	12 542	9 466	7 847	12 810	13 454
Transfers and subsidies to:	**4 945**	**23 750**	**9 996**	**9 800**	**9 800**	**2 186**	**1 944**	**1 231**	**1 299**
Provinces and municipalities	4 837	23 013	5 638	9 800	9 800	1 750	1 944	1 231	1 299
Non-profit institutions	-	-	-	-	-	241	-	-	-
Households	108	737	4 358	-	-	195	-	-	-
Payments for capital assets	**880**	**1 071**	**350**	**2 248**	**2 248**	**2 248**	**2 381**	**2 529**	**2 668**
Machinery and equipment	875	1 071	343	2 248	2 248	2 248	2 381	-	-
Software and other intangible assets	5	-	7	-	-	-	-	-	-
Total economic classification	**120 603**	**136 970**	**120 608**	**141 861**	**141 861**	**102 859**	**134 847**	**147 700**	**155 763**

Performance and expenditure trends (narrative)

The Programme reflects an increase of R37,558 million or 26 % of the 2017/18 revised estimates in the base year of the 2018 MTEF, followed by an almost flat growth rate for the outer years. The reason for the relatively high increase in the base year on the MTEF is the projected under-expenditure in the current financial year, which emanates from vacant posts not filled. The programme's average growth rate for the period between 2018/19 to 2020/21 financial years is estimated at 4 %. The growth rate is projected to stabilise after the filing of these vacancies during 2018 MTEF. Included in the programme budget is costs relating to the remuneration of Community Development Workers (CDW's).

7. Programme 4: Traditional Affairs

Purpose

The purpose of this programme is to coordinate the activities of the Traditional Leadership and Institutions in the Northern Cape Province and give overall strategic management. The programme analyses and applies constitutional and legislative frameworks in order to carry out its responsibilities, promote good governance and sound administration.

Description

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.

Structure

This programme consists of three sub-directorates with their respective purposes as follows:

- Traditional Leadership and Institutional Support
  - To provide administrative, financial & legislative support to traditional leaders, councils, communities and royal councils
- Secretariat of Houses of Traditional Leaders
  - To render strategic administration and management of Houses of Traditional Leaders.
- Research, Policy and Legislation Development
  - To perform rigorous and professional research, develop policies and legislation

7.1 Strategic objective annual targets for 2018/2019

Strategic Objective	Build good governance and sound administration within the institution of traditional leadership and its stakeholders by 2019
Objective Statement	All Traditional Councils to be reconstituted as per Sec3(2) of the Framework Act of 2003 by 2019
Baseline	8
Justification	To recognize/transform the traditional institution along democratic principles
Links	Sec 4(3)(b) of the Traditional Leadership and Governance Framework Act of 2003 MTSF Chapter 9 Chapter 12 of RSA Constitution Manual on the tools of trade for Traditional Leaders

	Strategic Objective Indicator	5 Year Strategic Plan Target	Audited/Actual performance			Estimated Performance 2017/18	Medium-term targets		
			2014/15	2015/16	2016/17		2018/19	2019/20	2020/2021
1.1	Functional traditional leadership structures by 2019	8	8	8	8	8	8	8	8

7.2 Programme performance indicators and annual targets for 2018/2019

		Programme performance indicator	Audited/Actual performance			Estimated Performance 2017/18	Medium-term targets		
			2014/15	2015/16	2016/17		2018/19	2019/20	2020/2021
Strategic Objective	1	***Number of traditional councils supported to perform their functions***	8	23	8	8	8	8	8
	2	Number of capacity building programmes provided to the institution of Traditional Leadership	New	4	4	4	4	4	4
	3	Number of activities of the Provincial and Local Houses of Traditional Leaders in compliance with Act 2 of 2007	4	7	14	12	16	16	16
	4	Number of reports on initiatives to promote social development of traditional communities	New	New	New	4	4	4	4
	5	Number of reports on structured engagements between ward committees and traditional councils	New	New	New	4	4	4	4
	6	***Percentage of succession claims/disputes processed***	New	New	New	New	100%	100%	100%

* **Bold** and *Italics* indicates customised indicators

7.3 Quarterly targets for 2018/2019

	Performance indicator	*Reporting period*	*Annual target 2018/19*	*Quarterly targets*			
				1st	*2nd*	*3rd*	*4th*
Traditional Leadership Institutional Support							
1	***Number of traditional councils supported to perform their functions***	*Quarterly*	*8*	*8*	*8*	*8*	*8*
2	*Number of capacity building programmes provided to the institution of Traditional Leadership*	*Quarterly*	*4*	*1*	*1*	*1*	*1*
Secretariat of Houses of Traditional Leaders							
3	*Number of activities of the Provincial and Local Houses of Traditional Leaders in compliance with Act 2 of 2007*	*Quarterly*	*16*	*4*	*4*	*3*	*5*
4	*Number of reports on initiatives to promote social development of traditional communities*	*Quarterly*	*4*	*1*	*1*	*1*	*1*
5	*Number of reports on structured engagements between ward committees and traditional councils*	*Quarterly*	*4*	*1*	*1*	*1*	*1*
Research, Policy and Legislation Development							
6	***Percentage of succession claims/disputes processed***	*Quarterly*	*100%*	*100%*	*100%*	*100%*	*100%*

* **Bold** and *Italics* indicates customised indicators

7.4 Reconciling performance targets with the Budget and MTEF

Table 7.4.1: Summary of payments and estimates by sub-programme: Traditional Affairs

R thousand	Audited outcome 2014/15	2015/16	2016/17	Main appropriation	Adjusted appropriation 2017/18	Revised estimate	Medium-term expenditure estimates 2018/19	2019/20	2020/21
1. Traditional Institutional Administration	19 508	20 440	17 828	20 521	20 521	19 677	22 270	23 518	24 812
Total payments and estimates	**19 508**	**20 440**	**17 828**	**20 521**	**20 521**	**19 677**	**22 270**	**23 518**	**24 812**

Table 7.4.2: Summary of payments and estimates by economic classification: Traditional Affairs

R thousand	Audited outcome 2014/15	2015/16	2016/17	Main appropriation	Adjusted appropriation 2017/18	Revised estimate	Medium-term expenditure estimates 2018/19	2019/20	2020/21
Current payments	**15 667**	**18 308**	**16 671**	**19 128**	**19 128**	**18 283**	**20 767**	**21 931**	**23 137**
Compensation of employees	14 047	15 796	14 445	17 365	17 365	16 635	18 472	19 506	20 578
Goods and services	1 620	2 512	2 226	1 763	1 763	1 648	2 295	2 425	2 559
Transfers and subsidies to:	**1 210**	**1 086**	**1 064**	**1 265**	**1 265**	**1 265**	**1 338**	**1 413**	**1 491**
Households	1 210	1 086	1 064	1 265	1 265	1 265	1 338	1 413	1 491
Payments for capital assets	**2 631**	**1 046**	**93**	**128**	**128**	**129**	**165**	**174**	**184**
Machinery and equipment	2 631	1 046	93	128	128	129	165	174	184
Total economic classification	**19 508**	**20 440**	**17 828**	**20 521**	**20 521**	**19 677**	**22 270**	**23 518**	**24 812**

Performance and expenditure trends (narrative)

The budget of this Programme also increases significantly at 8 % of revised estimates owing to anticipated under expenditure in the current financial year. The average growth rate for the period between 2018/19 and 2020/21 financial year is 5,2 %. The performance of this programme has always been on par or savings are realised yearly.

PART C: LINKS TO OTHER PLANS

8. Links to the long-term infrastructure and other capital plans

None

9. Conditional grants

Name of grant	Human Settlements Development Grant
Purpose	To provide funding for the creation of sustainable human settlements
Continuation	5 years
Motivation	To give effect to Chapter 2: Bill of Rights, section 26 of the Constitution of the Republic of South Africa

Outputs as per the grant framework	Performance indicator in the APP that are in support of the output
Number of housing opportunities may include the following: • Number of residential units delivered in all housing programmes • Number of serviced sites delivered in all housing programmes	All the performance indicators below contribute to **Programme 2**'s human settlement development grant: • Number of housing units at practical completion under all programmes
Number of households in informal settlements provided with access to basic services – at upgrading of informal settlements programme level 2 standard	Number of households provided with access to basic engineering services
Number of households in backyards provided with access to services/upgraded services	Number of households provided with access to basic engineering services
Number of title deeds issued (pre1994, post 1994 and post 2014)	Number of title deeds registered
Hectares of well-located land acquired and zoned to create housing opportunities	Number of local municipalities assisted with acquisition of land
Number of work opportunities created through related programmes	Number of housing units at practical completion under all programmes
Number of informal settlements upgraded on site and/or relocated	Number of households provided with access to basic engineering services
Percentage of project value procured from women and youth service providers	Number of monthly conditional grant reports submitted to national human settlements and other stakeholders
Number of socio-economic amenities delivered in human settlements	Number of conditional grant business plans submitted
Number of catalytic projects planned, approved and implemented for integrated human settlements developments	Number of households provided with access to basic engineering services
Emergency repair of critical infrastructure Emergency provision of goods and services	Number of conditional grant business plans submitted (Programme 2)

Name of grant	Disaster Management Grant
Purpose	To enhance municipalities' capacity to deal with disasters and emergencies
Performance Indicator	• Ensured effective communication links • Improved response time to deal with disasters • Enhanced emergency /disaster readiness • Prevented and reduced disaster risks • Training and recruitment of volunteers • Functionality of disaster units in municipalities
Continuation	5 years
Motivation	The Disaster Management Grant is the largest grant that is allocated to Departments and municipalities during occurrence of disasters. The funding is used to respond to natural disasters and is disbursed in terms of the Disaster Management Act

10. Public entities

None

11. Public-private partnerships

Table 11.1: Summary of departmental Public-Private Partnership projects

	Annual cost of project Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term expenditure estimates		
R thousand	2014/15	2015/16	2016/17		2017/18		2018/19	2019/20	2020/21
Total	–	–	–	–	–	–	–	–	–

ANNEXURES

Vision

People of the Northern Cape living in integrated sustainable human settlements, with responsive, accountable and highly effective municipalities and traditional councils.

Mission

- To ensure the efficient, effective and economic utilization of departmental resources to maximize service delivery
- To facilitate and manage integrated sustainable human settlements and infrastructure development for effective service delivery.
- To facilitate, monitor and support the consolidation and sustainability phases at municipalities for integrated and sustainable service delivery.
- To promote and support inter-sphere engagement for integrated planning and co-ordination.
- To facilitate, develop and support systems and structures to enhance traditional leadership.

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

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

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

Team work:
- Co-operation
- Support
- Trust

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

Efficiency:
- Productivity
- The best work methods
- Excellent services

Strategic outcome-orientated goals of the Department

Programme 1: Administration

Strategic Outcome Orientated Goal	Goal Statement	Strategic Objectives	B2B Pillars
An efficient, effective and development-orientated department (Outcome 12)	A well-run and effectively coordinated Department with skilled public servants who are committed to the public good and capable of delivering consistently high quality service.	Provide the Department with political and strategic direction through corporate support and financial management by 2019	Good governance and financial management

Programme 2: Human Settlements

Strategic Outcome Orientated Goal	Goal Statement	Strategic Objectives	B2B Pillars
Sustainable Human Settlements and Improved Quality of Household Life (Outcome 8)	Sustainable Human Settlements with access to basic services, amenities and security of tenure in urban and rural communities by the end of current MTSF.	Enhanced institutional capability for effective coordination of spatial investment decisions by 2019	Basic services
		Adequate housing and improved quality living environment by 2019	
		Provide human settlements with grant management support, coordinate and manage housing registry and human settlements assets and property management in an economical, efficient and effective manner by 2019	

Programme 3: Co-operative Governance

Strategic Outcome Orientated Goal	Goal Statement	Strategic Objectives	B2B Pillars
Building a responsive, accountable, effective and efficient developmental Local Government system (Outcome 9)	Strengthening capacity of the 32 municipalities of the Province to deliver sustainable infrastructure development and maintenance, and increase access to basic services including job creation, provision of free basic services and local economic development; as well as promoting good governance and deepening participatory democracy at local level by 2019	Intergovernmental and democratic governance for a functional system of cooperative governance and participatory democracy by 2019	Basic Services Good Governance Public Participation Financial Management Institutional Capacity
		Members of the society have sustainable and reliable access to basic services by 2019	
		Local employment programmes created through the CWP programme by 2019	
		Municipalities with development planning capacity and credible sector plans by 2019	
		Sound financial and administrative governance within 31 municipalities by 2019	

Programme 4: Traditional Affairs

Strategic Outcome Orientated Goal	Goal Statement	Strategic Objective	B2B Pillars
An efficient and effective institution of traditional leadership that enhances sustainable development and service delivery within traditional communities	Enhance cooperation between traditional authorities and elected local government councillors as well as private sectors (mines) on developmental issues during the next five years.	Build good governance and sound administration within the institution of traditional leadership and its stakeholders by 2019	Good Governance Public Participation

Budget Programmes

Programme 1: Administration

Purpose: To provide strategic direction and administration to the Department

Strategic Objectives

	COGHSTA Strategic Plan 2015-2020	COGHSTA Annual Performance Plan 2015/2016	COGHSTA Annual Performance Plan 2016/2017	COGHSTA Annual Performance Plan 2017/2018	COGHSTA Annual Performance Plan 2018/2019
	Corporate Services Strategic Objective 1	**Corporate Services Strategic Objective 1**	**Corporate Services Strategic Objective 1**	DISCONTINUED	DISCONTINUED
Strategic Objective	A stable political-administrative interface in the next five years	A stable political-administrative interface in the next five years	A stable political administrative interface in the next five years		
Objective Statement	Develop a minimum level of PSA delegations from EAs to Accounting Officers (AOs) and other senior officials for implantation in the next five years	Develop a minimum level of PSA delegations from EAs to Accounting Officers (AOs) and other senior officials for implantation in the next five years	Develop a minimum level of PSA delegations from EAs to Accounting Officers (AOs) and other senior officials for implantation in the next five years		
Baseline	New strategic objectives	New strategic objectives	New strategic objectives		
Justification	A task of building a capable and developmental state requires a degree of stability in the top levels of the bureaucracy	A task of building a capable and developmental state requires a degree of stability in the top levels of the bureaucracy	A task of building a capable and developmental state requires a degree of stability in the top levels of the bureaucracy		
Links	• Public Service Act • National Development Plan and MTSF Chapter- Outcome 12	• Public Service Act • National Development Plan and MTSF Chapter- Outcome 12	• Public Service Act • National Development Plan and MTSF Chapter- Outcome 12		

	COGHSTA Strategic Plan 2015-2020	COGHSTA Annual Performance Plan 2015/2016	COGHSTA Annual Performance Plan 2016/2017	COGHSTA Annual Performance Plan 2017/2018	COGHSTA Annual Performance Plan 2018/2019
	Corporate Services Strategic Objective 2	**Corporate Services Strategic Objective 2**	**Corporate Services Strategic Objective 2**	DISCONTINUED	DISCONTINUED
Strategic Objective	A department that is a career of choice in the next five years	A department that is a career of choice in the next five years	A department that is a career of choice in the next five years		
Objective Statement	Build confidence in recruitment process by attracting qualified & skilled personnel and create capacity through in-service training and interventions such as learnerships and internships	Build confidence in recruitment process by attracting qualified & skilled personnel and create capacity through in-service training and interventions such as learnerships and internships	Build confidence in recruitment process by attracting qualified & skilled personnel and create capacity through in-service training and interventions such as learnerships and internships		
Baseline	• Total number of post on approved establishment - 723 • Number of posts filled - 665 • Number of new recruitments – 25 • Number of trained employees – 408	• Total number of post on approved establishment - 723 • Number of posts filled - 665 • Number of new recruitments – 25 • Number of trained employees – 408	• Total number of post on approved establishment - 723 • Number of posts filled - 665 • Number of new recruitments – 25 • Number of trained employees – 408		

	COGHSTA Strategic Plan 2015-2020	COGHSTA Annual Performance Plan 2015/2016	COGHSTA Annual Performance Plan 2016/2017	COGHSTA Annual Performance Plan 2017/2018	COGHSTA Annual Performance Plan 2018/2019
	• Vacancy rate – 8% • Number of employees with disabilities - 14	• Vacancy rate – 8% • Number of employees with disabilities - 14	• Vacancy rate – 8% • Number of employees with disabilities - 14		
Justification	Appointments at all levels are both based on the necessary combination of experience and expertise, and serve the objectives of transformation	Appointments at all levels are both based on the necessary combination of experience and expertise, and serve the objectives of transformation	Appointments at all levels are both based on the necessary combination of experience and expertise, and serve the objectives of transformation		
Links	• Public Services Act • National Development Plan and MTSF Chapter – Outcome 12	• Public Services Act • National Development Plan and MTSF Chapter – Outcome 12	• Public Services Act • National Development Plan and MTSF Chapter – Outcome 12		

	COGHSTA Strategic Plan 2015-2020	COGHSTA Annual Performance Plan 2015/2016	COGHSTA Annual Performance Plan 2016/2017	COGHSTA Annual Performance Plan 2017/2018	COGHSTA Annual Performance Plan 2018/2019
	Corporate Services Strategic Objective 3	**Corporate Services Strategic Objective 3**	**Corporate Services Strategic Objective 3**	DISCONTINUED	DISCONTINUED
Strategic Objective	Translate policies and government priorities into departmental strategy for improved service delivery	Translate policies and government priorities into departmental strategy for improved service delivery	Translate policies and government priorities into departmental strategy for improved service delivery in the next five years.		
Objective Statement	Develop strategic and annual performance plan of the Department, compile reports, monitor & evaluate performance information for the next five years	Develop strategic and annual performance plan of the Department, compile reports, monitor & evaluate performance information for the next five years	Develop strategic and annual performance plan of the Department, compile reports, monitor & evaluate performance information for the next five years		
Baseline	• Strategic plan • Annual Performance Plan • Approved monitoring & evaluation framework	• Strategic plan • Annual Performance Plan • Approved monitoring & evaluation framework	• Strategic plan • Annual Performance Plan • Approved monitoring & evaluation framework		
Justification	Extent to which a strategic planned annual performance plan is based on analysis of and aligned with MTSF, PGDS and delivery agreements	Extent to which a strategic planned annual performance plan is based on analysis of and aligned with MTSF, PGDS and delivery agreements	Extent to which a strategic planned annual performance plan is based on analysis of and aligned with MTSF, PGDS and delivery agreements		
Links	• Framework for the development of Strategic plans and annual performance plan • National Treasury Regulations • Public Finance Management Act of 1999 • Part iii B of the Public Service Regulations of 2001	• Framework for the development of Strategic plans and annual performance plan • National Treasury Regulations • Public Finance Management Act of 1999 • Part iii B of the Public Service Regulations of 2001	• Framework for the development of Strategic plans and annual performance plan • National Treasury Regulations • Public Finance Management Act of 1999 • Part iii B of the Public Service Regulations of 2001		

	COGHSTA Strategic Plan 2015-2020	COGHSTA Annual Performance Plan 2015/2016	COGHSTA Annual Performance Plan 2016/2017	COGHSTA Annual Performance Plan 2017/2018	COGHSTA Annual Performance Plan 2018/2019
	Corporate Services Strategic Objective 4	**Corporate Services Strategic Objective 4**	**Corporate Services Strategic Objective 4**	DISCONTINUED	DISCONTINUED
Strategic Objective	An effective and economical support to the programmes of the Department	An effective and economical support to the programmes of the Department	An effective and economical support to the programmes of the Department in the next five years		
Objective Statement	Upkeep of departmental records, disseminate information, manage facilities and fleet as well as provide information technological support to programmes	Upkeep of departmental records, disseminate information, manage facilities and fleet as well as provide information technological support to programmes	Upkeep of departmental records, disseminate information, manage facilities and fleet as well as provide information technological support to programmes		
Baseline	• Communication strategy • Public participation policy • Transport policy • Records procedure manual • Line function file plan • ICT Governance framework • Records management policy	• Communication strategy • Public participation policy • Transport policy • Records procedure manual • Line function file plan • ICT Governance framework • Records management policy	• Communication strategy • Public participation policy • Transport policy • Records procedure manual • Line function file plan • ICT Governance framework • Records management policy		
Justification	To strengthen the department service delivery agenda through provision of general support services to core programmes	To strengthen the department service delivery agenda through provision of general support services to core programmes	To strengthen the department service delivery agenda through provision of general support services to core programmes		
Links	• National Archive and records service Act, 43 of 1996 as amended • Northern Cape Archives Act of 2013	• National Archive and records service Act, 43 of 1996 as amended • Northern Cape Archives Act of 2013	• National Archive and records service Act, 43 of 1996 as amended • Northern Cape Archives Act of 2013		

	COGHSTA Strategic Plan 2015-2020	COGHSTA Annual Performance Plan 2015/2016	COGHSTA Annual Performance Plan 2016/2017	COGHSTA Annual Performance Plan 2017/2018	COGHSTA Annual Performance Plan 2018/2019
	Corporate Services Strategic Objective 5	**Corporate Services Strategic Objective 5**	**Corporate Services Strategic Objective 5**	DISCONTINUED	DISCONTINUED
Strategic Objective	Legal advisory support services to all programs of the Department	Legal advisory support services to all programs of the Department	Minimize litigation by adhering to applicable legislation to all programs of the Department in the next five years.		
Objective Statement	Provide legal advice to mitigate litigation against the Department and reduce legal cost	Provide legal advice to mitigate litigation against the Department and reduce legal cost	Provide legal advice to mitigate litigation against the Department and reduce legal cost		
Baseline	41 legal opinions	41 legal opinions	41 legal opinions		
Justification	Compliance with legislation is crucial in the execution of the mandate of the Department	Compliance with legislation is crucial in the execution of the mandate of the Department	Compliance with legislation is crucial in the execution of the mandate of the Department		
Links	Outcome 12	Outcome 12	Outcome 12		

	COGHSTA Strategic Plan 2015-2020	COGHSTA Annual Performance Plan 2015/2016	COGHSTA Annual Performance Plan 2016/2017	COGHSTA Annual Performance Plan 2017/2018	COGHSTA Annual Performance Plan 2018/2019
	Office of the CFO Strategic Objective 1	**Office of the CFO Strategic Objective 1**	**Office of the CFO Strategic Objective 1**	DISCONTINUED	DISCONTINUED
Strategic Objective	Sound financial management of Department finances	Sound financial management of Department finances	Sound financial management of the Department in the next five years		
Objective Statement	Ensure efficient and effective process in place to detect and prevent unauthorized irregular, fruitless and wasteful expenditure	Ensure efficient and effective process in place to detect and prevent unauthorized irregular, fruitless and wasteful expenditure	Ensure efficient and effective process in place to detect and prevent unauthorized irregular, fruitless and wasteful expenditure		
Baseline	Unqualified audit outcome with matters	Unqualified audit outcome with matters	Unqualified audit outcome with matters		
Justification	Encouraged the Department to have documented policies and procedures in place to detect and prevent incurrence of unauthorized, irregular and wasteful expenditure	Encouraged the Department to have documented policies and procedures in place to detect and prevent incurrence of unauthorized, irregular and wasteful expenditure	Encouraged the Department to have documented policies and procedures in place to detect and prevent incurrence of unauthorized, irregular and wasteful expenditure		
Links	PFMA Treasury Regulations Outcome 12 Auditor-General 2013/15 audit outcome	PFMA Treasury Regulations Outcome 12 Auditor-General audit outcomes of the previous financial year	PFMA Treasury Regulations Outcome 12 Auditor-General audit outcomes of the previous financial year		

	COGHSTA Strategic Plan 2015-2020	COGHSTA Annual Performance Plan 2015/2016	COGHSTA Annual Performance Plan 2016/2017	COGHSTA Annual Performance Plan 2017/2018	COGHSTA Annual Performance Plan 2018/2019
	Office of the CFO Strategic Objective 2	**Office of the CFO Strategic Objective 2**	**Office of the CFO Strategic Objective 2**	DISCONTINUED	DISCONTINUED
Strategic Objective	Procurement systems that deliver value for money	Procurement systems and plans that deliver value for money	Procurement systems and plans that deliver value for money in the next five years		
Objective Statement	Regulations and support systems for procurement to the differing needs of different forms of procurement.	Regulations and support systems for procurement to the differing needs of different forms of procurement.	Regulations and support systems for procurement to the differing needs of different forms of procurement.		
Baseline	Supply chain policy	Supply chain policy	Supply chain policy		
Justification	Department ability to purchase what it needs on time, at the right quality and the right price is central to its ability to deliver on its priorities.	Department ability to purchase what it needs on time, at the right quality and the right price is central to its ability to deliver on its priorities.	Department ability to purchase what it needs on time, at the right quality and the right price is central to its ability to deliver on its priorities.		
Links	PFMA Treasury Regulations Outcome 12 Auditor-General 2013/15 audit outcome	PFMA Treasury Regulations Outcome 12 Auditor-General audit outcomes of the previous financial year	PFMA Treasury Regulations Outcome 12 Auditor-General audit outcomes of the previous financial year		

	COGHSTA Strategic Plan 2015-2020	COGHSTA Annual Performance Plan 2015/2016	COGHSTA Annual Performance Plan 2016/2017	COGHSTA Annual Performance Plan 2017/2018	COGHSTA Annual Performance Plan 2018/2019
			Office of the CFO Strategic Objective 3	DISCONTINUED	DISCONTINUED
Strategic Objective			Sound financial support to programmes of the Department in the next five years		
Objective Statement			Ensure efficient and effective process in place to detect, prevent and mitigate risks		
Baseline			New Strategic Objective		
Justification			Encouraged the Department to have documented policies and procedures in place to detect, prevent and mitigate risks		
Links			PFMA Treasury Regulations Outcome 12 Auditor-General audit outcomes of the previous financial year		

	COGHSTA Strategic Plan 2015-2020	COGHSTA Annual Performance Plan 2015/2016	COGHSTA Annual Performance Plan 2016/2017	COGHSTA Annual Performance Plan 2017/2018	COGHSTA Annual Performance Plan 2018/2019
	Corporate Services Strategic Objective 1	**Corporate Services Strategic Objective 1**	**Corporate Services Strategic Objective 1**	**Corporate Services Strategic Objective 1**	**Corporate Services Strategic Objective 1**
Strategic Objective				Provide the Department with political and strategic direction through corporate support and financial management by 2019	Provide the Department with political and strategic direction through corporate support and financial management by 2019
Objective Statement				Providing effective and efficient administrative support and direction to the Department by ensuring compliance with relevant policy prescripts and legislation	Providing effective and efficient administrative support and direction to the Department by ensuring compliance with relevant policy prescripts and legislation
Baseline				New strategic objective	MTEF allocation letter and adjustment budget
Justification				Providing effective support to the core functions in the Department to deliver quality services to stakeholders	Providing effective support to the core functions in the Department to deliver quality services to stakeholders
Links				• Public Service Act • National Development Plan and MTSF Chapter- Outcome 12 • PFMA • Treasury Regulations	• Public Service Act • National Development Plan and MTSF Chapter- Outcome 12 • PFMA • Treasury Regulations

	COGHSTA Strategic Plan 2015-2020	COGHSTA Annual Performance Plan 2015/2016	COGHSTA Annual Performance Plan 2016/2017	COGHSTA Annual Performance Plan 2017/2018	COGHSTA Annual Performance Plan 2018/2019
				• Auditor-General audit outcomes of the previous financial year	• Auditor-General audit outcomes of the previous financial year • DPME Management Performance Assessment Tool • Labour Relations Act • Employment Equity Act • Preferential Procurement Policy Framework Act • Framework for Managing Performance Information

Strategic Objective Indicators

2015/2016	2016/2017	2017/2018 (*Numbered according to the APP)			5-Year Target	2018/2019 (*Numbered according to the APP)			5-Year Target
No Strategic Objective Indicators	No Strategic Objective Indicators	1.1	Setting policies and priorities for the Department by 2019	Annually	MEC Budget Speech tabled annually	1.1	Setting policies and priorities for the Department by 2019	Annually	MEC Budget Speech tabled annually
		1.2	Provide corporate support services to the Department by 2019	Annually	Overall MPAT standard ≥ Level 3	1.2	Provide corporate support services to the Department by 2019	Annually	Overall MPAT standard ≥ Level 3
		1.3	Ensure effective financial management and accountability by improving audit outcomes by 2019	Annually	Improved audit outcome	1.3	Ensure effective financial management and accountability by improving audit outcomes by 2019	Annually	Improved audit outcome

Performance Indicators

2015/2016 (*Numbered according to the APP)			2016/2017 (*Numbered according to the APP)			2017/2018 (*Numbered according to the APP)			2018/2019 (*Numbered according to the APP)		
1	Improved adherence to delegation principles	Quarterly	DISCONTINUED			DISCONTINUED			DISCONTINUED		
2	An approved organizational structure	Annually	1	Approved organizational structure	Annually	DISCONTINUED			DISCONTINUED		
3	An approved Human Resource Plan	Annually	2	Approved Human Resource Plan	Annually	DISCONTINUED			DISCONTINUED		
4	Number of PERSAL Activity Verification reports submitted	Quarterly	3	Number of Persal activity verification reports submitted	Quarterly	3	Number of PERSAL activity verification reports submitted	Quarterly	3	Number of PERSAL reports submitted	Quarterly
5	Number of conditions of employment reports submitted	Quarterly	4	Number of conditions of employment reports submitted	Quarterly	4	Number of conditions of employment reports submitted	Quarterly	4	Number of conditions of employment reports submitted	Quarterly
6	Number of recruitment reports submitted	Quarterly	5	Number of recruitment reports submitted	Quarterly	5	Number of recruitment reports submitted	Quarterly	5	Number of recruitment reports submitted	Quarterly
7	Number of disciplinary cases finalized	Quarterly	7	Number of disciplinary cases finalized	Quarterly	DISCONTINUED			DISCONTINUED		
8	Number of grievances resolved	Quarterly	6	Number of grievances resolved	Quarterly	DISCONTINUED			DISCONTINUED		
9	Number of employee Health & Wellness manual approved	Annually	8	Development of the EHW 4 pillar implementation plans	Annually	DISCONTINUED			DISCONTINUED		

2015/2016 (*Numbered according to the APP)			2016/2017 (*Numbered according to the APP)			2017/2018 (*Numbered according to the APP)			2018/2019 (*Numbered according to the APP)		
10	Number of Employee Health & Wellness Programmes implemented	Quarterly	DISCONTINUED			DISCONTINUED			DISCONTINUED		
11	An approved Work Skills Plan	Annually	10	An approved workplace skills plan submitted	Annually	DISCONTINUED			DISCONTINUED		
12	Number of departmental programmes supported with legal advice	Quarterly	DISCONTINUED			DISCONTINUED			DISCONTINUED		
13	Number of external stakeholders assisted with legal support	Quarterly	DISCONTINUED			DISCONTINUED			DISCONTINUED		
14	An Annual Performance Plan submitted	Annually	20	An annual performance plan submitted	Annually	18	Annual performance plan submitted	Annually	18	Annual performance plan submitted	Annually
15	Number of quarterly performance reports submitted	Quarterly	21	Number of quarterly performance reports submitted	Quarterly	19	Number of quarterly performance reports submitted	Quarterly	19	Number of quarterly performance reports submitted	Quarterly
16	Annual Performance Report submitted	Annually	22	Annual performance report submitted	Annually	20	Annual performance report submitted	Annually	20	Annual performance report submitted	Annually
17	Reviewed Monitoring and Evaluation Framework	Annually	23	Reviewed monitoring and evaluation framework	Annually	DISCONTINUED			DISCONTINUED		
18	Executive Council and Makgotla reports submitted	Bi-Annually	DISCONTINUED			DISCONTINUED			DISCONTINUED		
19	MPAT Compliance report submitted	Annually	24	Annual compliance with MPAT	Annually	21	Report on the annual compliance with MPAT	Annually	21	Report on the annual compliance with MPAT	Annually
20	Number of reports on the implementation of the approved records management policy and procedures manual submitted	Quarterly	17	Number of reports on the implementation of approved records management policy	Quarterly	15	Number of reports submitted on the implementation of approved Records Management Policy	Quarterly	15	Number of reports submitted on the implementation of approved Records Management Policy	Quarterly
21	Approved communication strategy submitted	Annually	13	An approved communication strategy	Annually	DISCONTINUED			DISCONTINUED		
			14	Reviewed and implemented communication strategy	Annually	DISCONTINUED			DISCONTINUED		
22	Information Communication Technology status reports submitted	Annually	DISCONTINUED			DISCONTINUED			DISCONTINUED		
			15	Reviewed and implemented ICT Strategy	Annually	DISCONTINUED			DISCONTINUED		
23	Number of reports on Occupational Health and Safety Compliance compiled	Quarterly	DISCONTINUED			DISCONTINUED			DISCONTINUED		
24	Number of Fleet management reports submitted	Quarterly	16	Number of reports on fleet management submitted	Quarterly	14	Number of reports submitted on fleet management	Quarterly	14	Number of reports submitted on fleet management	Quarterly
			9	Development of Gender and job access implementation plans	Annually	DISCONTINUED			DISCONTINUED		

2015/2016 (*Numbered according to the APP)			2016/2017 (*Numbered according to the APP)			2017/2018 (*Numbered according to the APP)			2018/2019 (*Numbered according to the APP)		
			11	Workplace skills plan implemented	Annually	DISCONTINUED			DISCONTINUED		
			12	EPMDS implemented	Annually	DISCONTINUED			DISCONTINUED		
			18	Legal compliance improvement plan completed	Annually	DISCONTINUED			DISCONTINUED		
			19	Litigation cases resolved	Quarterly	DISCONTINUED			DISCONTINUED		
						1	Number of reports submitted on the implementation of the approved organisational structure	Quarterly	1	Number of reports submitted on the implementation of the approved organisational structure	Quarterly
						2	Number of reports submitted on the implementation of the approved Human Resource Plan	Quarterly	2	Number of reports submitted on the implementation of the approved Human Resource Plan	Quarterly
						6	Number of reports submitted on labour relations matters	Quarterly	6	Number of reports submitted on labour relations matters	Quarterly
						7	Number of reports submitted on the implementation of the EHW 4 Pillar Plans	Quarterly	7	Number of reports submitted on the implementation of the EHW 4 Pillar Plans	Quarterly
						8	Number of reports submitted on the implementation of the Gender Equality Strategic Framework	Annually	8	Number of reports submitted on the implementation of the Gender Equality Strategic Framework	Annually
						9	Number of reports submitted on the implementation of the Job Access Strategic Framework Implementation Plan	Annually	9	Number of reports submitted on the implementation of the Job Access Strategic Framework Implementation Plan	Annually
						10	Number of reports submitted on the implementation of the approved Workplace Skills Plan	Quarterly	10	Number of reports submitted on the implementation of the approved Workplace Skills Plan	Quarterly
						11	Number of reports submitted on the implementation of EPMDS	Quarterly	11	Number of reports submitted on the implementation of EPMDS	Quarterly
						12	Number of reports submitted on the implementation of the Communication Strategy	Quarterly	12	Number of reports submitted on the implementation of the Communication Strategy	Quarterly
						13	Number of reports submitted on the implementation of the ICT Strategy	Quarterly	13	Number of reports submitted on the implementation of the ICT Strategy	Quarterly
						16	Number of reports submitted on the implementation of the approved Legal Compliance Improvement Plan	Quarterly	16	Number of reports submitted on the implementation of the approved Legal Compliance Improvement Plan	Quarterly
						17	Number of reports submitted on Departmental Security	Quarterly	17	Number of reports submitted on Departmental Security	Quarterly

2015/2016 (*Numbered according to the APP)			2016/2017 (*Numbered according to the APP)			2017/2018 (*Numbered according to the APP)			2018/2019 (*Numbered according to the APP)		
							Management in line with MISS and MPSS			Management in line with MISS and MPSS	
									22	Number of reports submitted on the implementation of the SDIP	Quarterly

2015/2016 (*Numbered according to the APP)			2016/2017 (*Numbered according to the APP)			2017/2018 (*Numbered according to the APP)			2018/2019 (*Numbered according to the APP)		
1	Annual budget submitted	Annually	1	Annual budget submitted	Annually	24	Annual budget submitted	Annually	25	Annual budget submitted	Annually
2	Adjusted budget submitted	Annually	2	Adjusted budget submitted	Annually	25	Adjusted budget submitted	Annually	26	Adjusted budget submitted	Annually
3	In-Year Monitoring reports submitted	Quarterly	3	In-year monitoring reports submitted	Monthly	26	Number of In-year monitoring reports submitted	Quarterly	27	Number of In-year monitoring reports submitted	Quarterly
4	Annual financial statements submitted	Annually	4	Annual financial statements submitted	Annually	27	Compilation and submission of Annual Financial Statements	Annually	28	Compilation and submission of Annual Financial Statements	Annually
5	Number of interim financial statements submitted	Quarterly	5	Number of interim financial statements submitted	Quarterly	28	Number of Interim financial statements submitted	Quarterly	29	Number of Interim financial statements submitted	Quarterly
6	Number of fund requisitions submitted	Quarterly	6	Number of fund requisitions submitted	Monthly	29	Number of fund requisitions submitted	Quarterly	30	Number of fund requisitions submitted	Quarterly
7	Number of Certificate of Compliance submitted	Quarterly	7	Number of certificate of compliance submitted	Monthly	30	Number of certificates of compliance submitted	Quarterly	31	Number of certificates of compliance submitted	Quarterly
8	Number of Instruction Note 34 reports submitted	Quarterly	8	Number of Instruction Note 34 reports submitted	Monthly	31	Number of Instruction Note 34 reports submitted	Quarterly	32	Number of Instruction Note 34 reports submitted	Quarterly
9	Approved contract management strategy	Annually	9	Approved contract management strategy	Annually		**DISCONTINUED**			**DISCONTINUED**	
10	Approved supply chain management plan	Annually	10	Approved supply chain management plan	Annually	36	Approved supply chain management plan	Annually		**DISCONTINUED**	
11	Number of accurate supply chain management reports submitted	Quarterly	11	Number of supply chain management reports submitted	Monthly	37	Number of supply chain management reports submitted	Quarterly	37	Number of supply chain management reports submitted	Quarterly
12	Number of quarterly integrated risk management reports compiled	Quarterly	12	Number of quarterly integrated risk management reports compiled	Quarterly	22	Number of integrated risk management reports submitted	Quarterly	23	Number of integrated risk management reports submitted	Quarterly
13	Number of annual and biannual tax reconciliations submitted	Annually	13	Number of annual tax reconciliations submitted	Annually	32	Number of annual tax reconciliations submitted	Annually	33	Number of annual tax reconciliations submitted	Annually
14	Number of anti-fraud and corruption reports compiled	Quarterly	15	Number of anti-fraud and corruption reports compiled	Quarterly		**DISCONTINUED**			**DISCONTINUED**	
			14	Number of bi-annual tax reconciliations submitted	Bi-Annually		**DISCONTINUED**			**DISCONTINUED**	
			16	Submission of Audit Action Plans	Quarterly	23	Number of Audit Action Plans submitted	Quarterly	24	Number of Audit Action Plans submitted	Quarterly
						33	Number of mid-year tax reconciliations submitted	Annually	34	Number of mid-year tax reconciliations submitted	Annually
						34	Number of monthly tax reconciliations submitted	Quarterly	35	Number of monthly tax reconciliations submitted	Quarterly

2015/2016 (*Numbered according to the APP)			2016/2017 (*Numbered according to the APP)			2017/2018 (*Numbered according to the APP)			2018/2019 (*Numbered according to the APP)		
						35	Number of reports on approved Contract Management Policy	Quarterly	DISCONTINUED		
						38	Number of LOGIS reports submitted	Quarterly	38	Number of LOGIS reports submitted	Quarterly
						DISCONTINUED			36	Number of progress reports on the approved Procurement Plan	Quarterly

Programme 2: Human Settlements

Purpose: To develop sustainable human settlements in the Northern Cape in the context of transforming cities, towns and rural communities

Strategic Objectives

	COGHSTA Strategic Plan 2015-2020	COGHSTA Annual Performance Plan 2015/2016	COGHSTA Annual Performance Plan 2016/2017	COGHSTA Annual Performance Plan 2017/2018	COGHSTA Annual Performance Plan 2018/2019
	Human Settlements Strategic Objective 1	**Human Settlements Strategic Objective 1**	**Human Settlements Strategic Objective 3**	**Human Settlements Strategic Objective 2**	**Human Settlements Strategic Objective 2**
Strategic Objective	Adequate housing and improved quality living environments	Adequate housing and improved quality living environment	Adequate housing and improved quality living environment in the next five years	Adequate housing and improved quality living environment by 2019	Adequate housing and improved quality living environment by 2019
Objective Statement	Delivery of 8000 housing opportunities in the next five years	Delivery of 8000 housing opportunities in the next five years	Delivery of 8000 housing opportunities in the next five years	Delivery of 8000 housing opportunities by 2019	Delivery of 8685 housing opportunities by 2019
Baseline	• 2464 houses constructed under all programmes • 7612 sites planned and surveyed under all programmes • 2875 sites serviced under all programmes	• 2464 houses constructed under all programmes • 7612 sites planned and surveyed under all programmes • 2875 sites serviced under all programmes	• 2464 houses constructed under all programmes • 7612 sites planned and surveyed under all programmes • 2875 sites serviced under all programmes	• 2464 houses constructed under all programmes • 7612 sites planned and surveyed under all programmes • 2875 sites serviced under all programmes	• 2464 houses constructed under all programmes • 7612 sites planned and surveyed under all programmes • 2875 sites serviced under all programmes
Justification	To give effect to Section 26 of the South African Constitution (Act 108, 1996) which states: *'Everyone has the right to have access to adequate housing'. The state must take reasonable legislative and other measure within its available resources, to achieve the progressive realisation of this right'*	To give effect to Section 26 of the South African Constitution (Act 108, 1996) which states: *'Everyone has the right to have access to adequate housing'. The state must take reasonable legislative and other measure within its available resources, to achieve the progressive realisation of this right'*	To give effect to Section 26 of the South African Constitution (Act 108, 1996) which states: *'Everyone has the right to have access to adequate housing'. The state must take reasonable legislative and other measure within its available resources, to achieve the progressive realisation of this right'*	To give effect to Section 26 of the South African Constitution (Act 108, 1996) which states: *'Everyone has the right to have access to adequate housing'. The state must take reasonable legislative and other measure within its available resources, to achieve the progressive realisation of this right'*	To give effect to Section 26 of the South African Constitution (Act 108, 1996) which states: *"(1) Everyone has the right to have access to adequate housing.* *(2) The state must take reasonable legislative and other measures, within its available resources, to achieve the progressive realisation of this right.'*
Links	• MTSF Outcome 8 • National Development Plan	• MTSF Outcome 8 • National Development Plan	• MTSF Outcome 8 • National Development Plan	• MTSF Outcome 8 • National Development Plan	• MTSF Outcome 8 • National Development Plan • Housing Code • Spatial Planning Land Use Management Act (Act No. 16 of 2013)

	COGHSTA Strategic Plan 2015-2020	COGHSTA Annual Performance Plan 2015/2016	COGHSTA Annual Performance Plan 2016/2017	COGHSTA Annual Performance Plan 2017/2018	COGHSTA Annual Performance Plan 2018/2019
	Human Settlements Strategic Objective 2	**Human Settlements Strategic Objective 2**	**Human Settlements Strategic Objective 2**		
Strategic Objective	To integrate the work of sector departments involved in Human Settlements development informed by municipal IDPs	To integrate the work of sector departments involved in human settlements development informed by municipal IDPs	To integrate the work of sector departments involved in Human Settlements development informed by municipal IDPs		
Objective Statement	Capacitate all 32 municipalities in the Northern Cape with targeted training and support to ensure that their Human Settlements Plan s and Project Pipelines are credible, strategically aligned to provincial and national priorities; and appropriately integrated with other sector plans in the Municipal integrated Plans by March 2016	Capacitate all 32 municipalities in the Northern Cape with targeted training and support to ensure that their Human Settlements Plan s and Project Pipelines are credible, strategically aligned to provincial and national priorities; and appropriately integrated with other sector plans in the Municipal integrated Plans by March 2016	Capacitate all 32 municipalities in the Northern Cape with targeted training and support to ensure that their Human Settlements Plan s and Project Pipelines are credible, strategically aligned to provincial and national priorities; and appropriately integrated with other sector plans in the Municipal integrated Plans by March 2016		
Baseline	• Currently synchrony and synergy between the sector departments and other stakeholders is not effective. In the past, planning, budgeting and implementation between the Department and municipalities were fragmented • The Department has developed a pipeline of human settlements development projects that align different sector departments that contribute to the development of integrated human settlements (No audited baseline since the strategic objective is new. Thereof audited baseline will be included on a revised strategic plan)	• Currently synchrony and synergy between the sector departments and other stakeholders is not effective. In the past, planning, budgeting and implementation between the Department and municipalities were fragmented • The Department has developed a pipeline of human settlements development projects that align different sector departments that contribute to the development of integrated human settlements (No audited baseline since the strategic objective is new. Thereof audited baseline will be included on a revised strategic plan)	• Currently synchrony and synergy between the sector departments and other stakeholders is not effective. In the past, planning, budgeting and implementation between the Department and municipalities were fragmented • The Department has developed a pipeline of human settlements development projects that align different sector departments that contribute to the development of integrated human settlements (No audited baseline since the strategic objective is new. Thereof audited baseline will be included on a revised strategic plan)	**DISCONTINUED**	**DISCONTINUED**
Justification	To give effect to Section 26 of the South African Constitution (Act 108, 1996) which states: *'Everyone has the right to have access to adequate housing? The state must take reasonable legislative and other measure within its available resources, to achieve the progressive realisation of this right'*	To give effect to Section 26 of the South African Constitution (Act 108, 1996) which states: *'Everyone has the right to have access to adequate housing? The state must take reasonable legislative and other measure within its available resources, to achieve the progressive realisation of this right'*	To give effect to Section 26 of the South African Constitution (Act 108, 1996) which states: *'Everyone has the right to have access to adequate housing? The state must take reasonable legislative and other measure within its available resources, to achieve the progressive realisation of this right'*		
Links	• Outcome 8 • National development • MTSF Chapter of outcome 8	• Outcome 8 • National development • MTSF Chapter of outcome 8	• Outcome 8 • National development • MTSF Chapter of outcome 8		

	COGHSTA Strategic Plan 2015-2020	COGHSTA Annual Performance Plan 2015/2016	COGHSTA Annual Performance Plan 2016/2017	COGHSTA Annual Performance Plan 2017/2018	COGHSTA Annual Performance Plan 2018/2019
	Human Settlements Strategic Objective 3	**Human Settlements Strategic Objective 3**	**Human Settlements Strategic Objective 5**	**Human Settlements Strategic Objective 3**	**Human Settlements Strategic Objective 3**
Strategic Objective	Provide human settlements with grant management support , coordinate and manage housing subsidy system, human settlements registry and human settlements assets and property management in an economical, efficient and effective manner	Provide human settlements with grant management support, coordinate and manage housing subsidy system, human settlements registry, assets and property management in an economical, effective and efficient manner	Provide human settlements with grant management support, coordinate and manage housing registry and human settlements assets and property management in an economical, efficient and effective manner in the next five years	Provide human settlements with asset and inventory management by 2019	Provide human settlements with asset and inventory management by 2019
Objective Statement	Compliance with requirements of Human Settlements Grant Framework, housing subsidy system, human settlements registry and property management in the next five years	Compliance with requirements of Human Settlements Grant Framework, housing subsidy system, human settlements registry and property management in the next five years	Compliance with requirements of Human Settlements Grant Framework, housing subsidy system, human settlements registry and property management in the next five years	Compliance with requirements of Human Settlements Grant Framework, housing subsidy system, human settlements registry and property management by 2019	Compliance with requirements of Human Settlements Grant Framework, housing subsidy system, human settlements registry and property management by 2019
Baseline	• R603 624 • Conditional Grant Business Plan • 464 title deeds issued	• R603 624m • Conditional Grant Business Plan • 464 title deeds issued	• R603 624m • Conditional Grant Business Plan • 464 title deeds issued	• R603 624m • Conditional Grant Business Plan • 464 title deeds issued	• R603 624m • Conditional Grant Business Plan • 464 title deeds issued
Justification	*'Everyone has the right to have access to adequate housing? The state must take reasonable legislative and other measure within its available resources, to achieve the progressive realisation of this right'*	*'Everyone has the right to have access to adequate housing. The state must take reasonable legislative and other measure within its available resources, to achieve the progressive realisation of this right'*	*'Everyone has the right to have access to adequate housing. The state must take reasonable legislative and other measure within its available resources, to achieve the progressive realisation of this right'*	*'Everyone has the right to have access to adequate housing. The state must take reasonable legislative and other measure within its available resources, to achieve the progressive realisation of this right'*	To give effect to Section 26 of the South African Constitution (Act 108, 1996) which states: '*(1) Everyone has the right to have access to adequate housing.* *(2) The state must take reasonable legislative and other measures, within its available resources, to achieve the progressive realisation of this right.'*
Links	• PFMA • Division of Revenue Act • Treasury Regulations • Northern Cape Planning and Development Act (Act No.7 of 1998) • Spatial Planning Land Use Management Act (Act No 16 of 2013) • National Development Plan • MTSF (Outcome 8 Chapter)	• PFMA • Division of Revenue Act • Treasury Regulations • Northern Cape Planning and Development Act (Act No.7 of 1998) • Spatial Planning Land Use Management Act (Act No 16 of 2013) • National Development Plan • MTSF (Outcome 8 Chapter)	• PFMA • Division of Revenue Act • Treasury Regulations • Northern Cape Planning and Development Act (Act No.7 of 1998) • Spatial Planning Land Use Management Act (Act No 16 of 2013) • National Development Plan • MTSF (Outcome 8 Chapter)	• PFMA • Division of Revenue Act • Treasury Regulations • Northern Cape Planning and Development Act (Act No.7 of 1998) • Spatial Planning Land Use Management Act (Act No 16 of 2013) • National Development Plan • MTSF (Outcome 8 Chapter)	• PFMA • Division of Revenue Act • Treasury Regulations • National Development Plan • MTSF (Outcome 8 Chapter) • Housing Code

	COGHSTA Strategic Plan 2015-2020	COGHSTA Annual Performance Plan 2015/2016	COGHSTA Annual Performance Plan 2016/2017	COGHSTA Annual Performance Plan 2017/2018	COGHSTA Annual Performance Plan 2018/2019
			Human Settlements Strategic Objective 1	**Human Settlements Strategic Objective 1**	**Human Settlements Strategic Objective 1**
Strategic Objective			Enhanced institutional capability for effective coordination of spatial investment decisions in the next five years	Enhanced institutional capability for effective coordination of spatial investment decisions by 2019	Enhanced institutional capability for effective coordination of spatial investment decisions by 2019
Objective Statement			Capacitate all 32 municipalities in the Northern Cape with targeted training and support to ensure that their Human Settlements Plan s and Project Pipelines are credible, strategically aligned to provincial and national priorities; and appropriately integrated with other sector plans in the Municipal integrated Plans by March 2016	Capacitate all 31 municipalities in the Northern Cape with targeted training and support to ensure that their Human Settlements Plan s and Project Pipelines are credible and strategically aligned to provincial and national priorities by March 2019	Capacitate all 31 municipalities in the Northern Cape with targeted training and support to ensure that their Human Settlements Plan s and Project Pipelines are credible and strategically aligned to provincial and national priorities by March 2019
Baseline			• Multi-Year Housing Development Plan • 1 Informal Settlement Upgrading Plan • 1 approved Policy guideline • 1 Report on monitoring and evaluation conducted • 20 Municipalities with credible project pipelines • 3 Municipalities capacitated • 3 500 Consumers educated • 8 Municipalities with sector plans	• 1 Multi-Year Housing Development Plan • 1 Informal Settlement Upgrading Plan • 1 approved Policy guideline • 1 Report on monitoring and evaluation conducted • 20 Municipalities with credible project pipelines • 3 Municipalities capacitated • 3 500 Consumers educated	• 1 Multi-Year Housing Development Plan • 1 Informal Settlement Upgrading Plan • 1 approved Policy guideline • 1 Report on monitoring and evaluation conducted • 20 Municipalities with credible project pipelines • 3 Municipalities capacitated • 3 500 Consumers educated
Justification			To give effect to Section 26 of the South African Constitution (Act 108, 1996) which states: *'Everyone has the right to have access to adequate housing? The state must take reasonable legislative and other measure within its available resources, to achieve the progressive realisation of this right'*	To give effect to Section 26 of the South African Constitution (Act 108, 1996) which states: *'Everyone has the right to have access to adequate housing? The state must take reasonable legislative and other measure within its available resources, to achieve the progressive realisation of this right'*	To give effect to Section 26 of the South African Constitution (Act 108, 1996) which states: *"(1) Everyone has the right to have access to adequate housing.* *(2) The state must take reasonable legislative and other measures, within its available resources, to achieve the progressive realisation of this right.'*
Links			• Outcome 8 • National development • MTSF Chapter of outcome 8	• Outcome 8 • National development • MTSF Chapter of outcome 8	• National Development Plan • MTSF Chapter of Outcome 8 • Housing Code

	COGHSTA Strategic Plan 2015-2020	COGHSTA Annual Performance Plan 2015/2016	COGHSTA Annual Performance Plan 2016/2017	COGHSTA Annual Performance Plan 2017/2018	COGHSTA Annual Performance Plan 2018/2019
			Human Settlements Strategic Objective 4	DISCONTINUED	DISCONTINUED
Strategic Objective			Transfer of property in the next five years		
Objective Statement			Compliance with requirements of property management by 2019		
Baseline			• 464 title deeds issued		
Justification			*'Everyone has the right to have access to adequate housing. The state must take reasonable legislative and other measure within its available resources, to achieve the progressive realisation of this right '*		
Links			• PFMA • Division of Revenue Act • Treasury Regulations • Northern Cape Planning and Development Act (Act No.7 of 1998) • Spatial Planning Land Use Management Act (Act No 16 of 2013) • National Development Plan • MTSF (Outcome 8 Chapter)		

Strategic Objective Indicators

2015/2016	2016/2017	2017/2018 (*Numbered according to the APP)			5-Year Target	2018/2019 (*Numbered according to the APP)			5-Year Target
No Strategic Objective Indicators	**No Strategic Objective Indicators**	1.1	Approved Multi-Year Housing Development Plan (MYHDP) by 2019	Annually	5	1.1	Approved Multi-Year Housing Development Plan (MYHDP) by 2019	Annually	5
		2.1	Subsidy housing opportunities created by 2019	Annually	8 000	2.1	Subsidy housing opportunities created by 2019	Annually	8 685
		3.1	Title deeds registered by 2019	Annually	14 000	3.1	Improved home-ownership for beneficiaries by 2019	Annually	25 316

Performance Indicators

2015/2016 (*Numbered according to the APP)			2016/2017 (*Numbered according to the APP)			2017/2018 (*Numbered according to the APP)			2018/2019 (*Numbered according to the APP)
1	Multi-Year Housing Development Plan approved	Annually	1	Multi-Year Housing Development Plan approved	Annually	1	Multi-Year Housing Development Plan (MYHDP) approved	Annually	DISCONTINUED

2015/2016 (*Numbered according to the APP)			2016/2017 (*Numbered according to the APP)			2017/2018 (*Numbered according to the APP)			2018/2019 (*Numbered according to the APP)		
2	Number of municipalities capacitated and supported with regards to Human Settlements development planning	Quarterly		DISCONTINUED			DISCONTINUED			DISCONTINUED	
3	Number of Acts passed and /or policy guidelines approved	Annually	3	Number of policy guidelines approved	Annually	3	Number of policy guidelines approved	Annually	1	Number of policy guidelines approved	Annually
4	Number of sites planned and surveyed under all programmes	Annually	13	Number of sites planned and surveyed under all programmes in new developments	Annually		DISCONTINUED			DISCONTINUED	
5	Number of serviced sites to be completed	Annually		DISCONTINUED			DISCONTINUED			DISCONTINUED	
6	Number of housing units completed	Quarterly	12	Number of housing units completed under all programmes:	Annually	10	Number of housing units completed under all programmes	Quarterly	6	Number of housing units at practical completion under all programmes	Quarterly
7	Number of monthly conditional grant reports submitted to National Department of Human Settlements and other stakeholders	Quarterly	18	Number of monthly conditional grant reports submitted to national human settlements and other stakeholders	Quarterly	14	Number of monthly conditional grant reports submitted to national human settlements and other stakeholders	Monthly	10	Number of monthly conditional grant reports submitted to national human settlements and other stakeholders	Monthly
8	Number of conditional grants business plans submitted	Annually	17	Number of conditional grant business plans submitted	Quarterly	13	Number of conditional grant business plans submitted	Annually	9	Number of conditional grant business plans submitted	Annually
9	Number of Local municipalities assisted with acquisition of land	Annually	16	Number of local municipalities assisted with acquisition of land	Quarterly	12	Number of local municipalities assisted with acquisition of land	Annually		DISCONTINUED	
10	Number of residential properties transferred to beneficiaries	Quarterly	15	Number of title deeds issued to households	Quarterly		DISCONTINUED			DISCONTINUED	
			2	Number of existing informal settlements upgrading plans developed	Annually	2	Number of plans developed for the upgrading of existing informal settlements	Annually		DISCONTINUED	
			4	Number of reports on monitoring and evaluation conducted on accredited municipalities	Annually	4	Number of reports on M&E conducted on accredited municipalities	Annually	2	Number of reports on M&E conducted on accredited municipalities	Annually
			5	Number of municipalities supported with development of credible project pipelines	Quarterly	5	Number of municipalities supported with development of credible project pipelines	Quarterly		DISCONTINUED	
			6	Number of local municipalities capacitated through accredited training courses	Quarterly	6	Number of municipalities capacitated through accredited training courses	Quarterly		DISCONTINUED	
			7	Number of consumers exposed to consumer education	Quarterly	7	Number of consumers exposed to consumer education	Quarterly	3	Number of consumers exposed to consumer education	Quarterly
			8	Number of municipalities supported with the development of sector plans	Quarterly		DISCONTINUED			DISCONTINUED	

2015/2016 (*Numbered according to the APP)			2016/2017 (*Numbered according to the APP)			2017/2018 (*Numbered according to the APP)			2018/2019 (*Numbered according to the APP)		
			9	Number of households in informal settlements upgraded to phase 2	Annually	DISCONTINUED			DISCONTINUED		
			10	Number of households in informal settlements provided with access to basic infrastructure and services (individual and shared)	Quarterly	DISCONTINUED			DISCONTINUED		
			11	Number of households in new development provided with basic infrastructure and services	Annually	DISCONTINUED			DISCONTINUED		
			14	Number of households provided with access to basic infrastructure and services under all programmes (excluding informal settlements and new developments)	Quarterly	DISCONTINUED			DISCONTINUED		
						8	Number of young people involved in Skills Development Initiatives	Annually	4	Number of youth involved in Skills Development Initiatives	Annually
						9	Number of households provided with access to basic infrastructure and services	Annually	DISCONTINUED		
						11	Number of title deeds registered	Quarterly	7	Number of title deeds registered	Quarterly
									5	Number of households provided with access to basic engineering services	Annually

Programme 3: Cooperative Governance

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

Strategic Objectives

	COGHSTA Strategic Plan 2015-2020	COGHSTA Annual Performance Plan 2015/2016	COGHSTA Annual Performance Plan 2016/2017	COGHSTA Annual Performance Plan 2017/2018	COGHSTA Annual Performance Plan 2018/2019
	Co-operative Governance Strategic Objective 1	**Co-operative Governance Strategic Objective 1**	**Co-operative Governance Strategic Objective 2**	**Co-operative Governance Strategic Objective 3**	**Co-operative Governance Strategic Objective 3**
Strategic Objective	Members of society have sustainable and reliable access to basic services	Members of the society have sustainable and reliable access to basic services	Members of the society have sustainable and reliable access to basic services in the next five years	Members of the society have sustainable and reliable access to basic services by 2019	Members of the society have sustainable and reliable access to basic services by 2019
Objective Statement	Improve number of households with access to basic services such as water, sanitation, electricity and refuse removal by 2019	Improve number of households with access to basic services such as water, sanitation, electricity and refuse removal by 2019	Improve number of households with access to basic services such as water, sanitation, electricity and refuse removal by 2019	Improve number of households with access to basic services such as water, sanitation, electricity and refuse removal by 2019	Improve number of households with access to basic services such as water, sanitation, electricity and refuse removal by 2019
Baseline	• Water - 97.4% • Sanitation - 75% • Electricity - 85% • Refuse removal - 64%	• Water - 97.4% • Sanitation - 75% • Electricity - 85% • Refuse removal - 64%	• Water - 97.4% • Sanitation - 75% • Electricity - 85% • Refuse removal - 64%	• Water - 97.4% • Sanitation - 75% • Electricity - 85% • Refuse removal - 64%	• Water - 97.4% • Sanitation - 75% • Electricity - 85% • Refuse removal - 64%
Justification	Social upliftment of the poor	Social upliftment of the poor	Social upliftment of the poor	Social upliftment of the poor	Social upliftment of the poor
Links	Free Basic Services Policy 2001 National Development Plan MTSF Chapter 9 Municipal Infrastructure Grant Framework 2004	Free Basic Services Policy 2001 National Development Plan MTSF Chapter 9 Municipal Infrastructure Grant Framework 2004	Free Basic Services Policy 2001 National Development Plan MTSF Chapter 9 Municipal Infrastructure Grant Framework 2004	Free Basic Services Policy 2001 National Development Plan MTSF Chapter 9 Municipal Infrastructure Grant Framework 2004	Free Basic Services Policy 2001 National Development Plan MTSF Chapter 9 Municipal Infrastructure Grant Framework 2004

	COGHSTA Strategic Plan 2015-2020	COGHSTA Annual Performance Plan 2015/2016	COGHSTA Annual Performance Plan 2016/2017	COGHSTA Annual Performance Plan 2017/2018	COGHSTA Annual Performance Plan 2018/2019
	Co-operative Governance Strategic Objective 2	**Co-operative Governance Strategic Objective 2**	**Co-operative Governance Strategic Objective 1**	**Co-operative Governance Strategic Objective 1**	**Co-operative Governance Strategic Objective 1**
Strategic Objective	Intergovernmental and democratic governance arrangements for a functional system of cooperative governance and participatory democracy	Intergovernmental and democratic governance for a functional system of cooperative governance and participatory democracy	Intergovernmental and democratic governance for a functional system of cooperative governance and participatory democracy in the next five years	Intergovernmental and democratic governance for a functional system of cooperative governance by 2019	Intergovernmental and democratic governance for a functional system of cooperative governance by 2019
Objective Statement	Enhance functional inter-governmental relations structures in the five districts of the Province, functional ward committees in all wards as well as regular engagements between councillors and their communities by 2019	Enhance functional inter-governmental relations structures in the five districts of the Province, functional ward committees in all wards as well as regular engagements between councillors and their communities by 2019	Enhance functional inter-governmental relations structures in the five districts of the Province, functional ward committees in all wards as well as regular engagements between councillors and their communities by 2019	Enhance functional inter-governmental relations structures in the five districts of the Province, functional ward committees in all wards as well as regular engagements between councillors and their communities by 2019	Enhance functional inter-governmental relations structures in the five districts of the Province, functional ward committees in all wards as well as regular engagements between councillors and their communities by 2019
Baseline	• 5 District Intergovernmental Relations Structures • 198 ward committees	• 5 District Intergovernmental Relations Structures • 198 ward committees	• 5 District Intergovernmental Relations Structures • 198 ward committees	• 5 District Intergovernmental Relations Structures • 31 Municipalities	• 5 District Intergovernmental Relations Structures • 31 Municipalities

	COGHSTA Strategic Plan 2015-2020	COGHSTA Annual Performance Plan 2015/2016	COGHSTA Annual Performance Plan 2016/2017	COGHSTA Annual Performance Plan 2017/2018	COGHSTA Annual Performance Plan 2018/2019
	• MuniMec	• MuniMec	• MuniMec		
Justification	To foster cooperation, coordination of planning and service delivery as well as policy alignment	To foster cooperation, coordination of planning and service delivery as well as policy alignment	To foster cooperation, coordination of planning and service delivery as well as policy alignment	To foster cooperation, coordination of planning and service delivery as well as policy alignment	To foster cooperation, coordination of planning and service delivery as well as policy alignment
Links	Intergovernmental Relations Framework Act National Development Plan National CDW Master Plan National Public Participation Framework, 2005 Local Government: Municipal Systems Act Local Government: Municipal Systems Act	Intergovernmental Relations Framework Act National Development Plan National CDW Master Plan National Public Participation Framework, 2005 Local Government: Municipal Systems Act Local Government: Municipal Systems Act	Intergovernmental Relations Framework Act National Development Plan National CDW Master Plan National Public Participation Framework, 2005 Local Government: Municipal Systems Act Local Government: Municipal Systems Act	Intergovernmental Relations Framework Act National Development Plan Local Government: Municipal Systems Act Local Government: Municipal Structures Act	Intergovernmental Relations Framework Act National Development Plan Local Government: Municipal Systems Act Local Government: Municipal Structures Act

	COGHSTA Strategic Plan 2015-2020	COGHSTA Annual Performance Plan 2015/2016	COGHSTA Annual Performance Plan 2016/2017	COGHSTA Annual Performance Plan 2017/2018	COGHSTA Annual Performance Plan 2018/2019
	Co-operative Governance Strategic Objective 3	**Co-operative Governance Strategic Objective 3**	**Co-operative Governance Strategic Objective 5**	**Co-operative Governance Strategic Objective 6**	
Strategic Objective	Sound financial and administrative management within 32 municipalities	Sound financial and administrative governance within 32 municipalities over the period of five years	Sound financial and administrative governance within 31 municipalities in the next five years	Sound financial governance within 31 municipalities by 2019	**DISCONTINUED - functions performed by Provincial Treasury.**
Objective Statement	Support the work of audit committees to achieve full compliance with laws and regulations, such as the Municipal Finance Management Act, Municipal Structures Act, Municipal Systems Act, Municipal Property Rates Act (MPRA) and Municipal Fiscal and Powers Act by 2019	Support the work of audit committees to achieve full compliance with laws and regulations, such as the Municipal Finance Management Act, Municipal Structures Act, Municipal Systems Act, Municipal Property Rates Act (MPRA) and Municipal Fiscal and Powers Act by 2019	Support the work of audit committees to achieve full compliance with laws and regulations, such as the Municipal Finance Management Act, Municipal Structures Act, Municipal Systems Act, Municipal Property Rates Act (MPRA) and Municipal Fiscal and Powers Act by 2019	Support the work of audit committees to achieve full compliance with laws and regulations, such as the Municipal Finance Management Act, Municipal Structures Act, Municipal Systems Act, Municipal Property Rates Act (MPRA) and Municipal Fiscal and Powers Act by 2019	
Baseline	• 9 Disclaimers • 10 Qualified • 10 Unqualified with matters • 2 Unqualified without matters • 1 Outstanding	• 9 Disclaimers • 10 Qualified • 10 Unqualified with matters • 2 Unqualified without matters • 1 Outstanding	• 8 Disclaimers • 10 Qualified • 10 Unqualified with matters • 2 Unqualified without matters • 1 Outstanding	• 8 Disclaimers • 10 Qualified • 10 Unqualified with matters • 2 Unqualified without matters 1 Outstanding New Strategic Objective	
Justification	To improve municipal audit outcomes, enhance revenue and increase collection	To improve municipal audit outcomes, enhance revenue and increase collection	To improve municipal audit outcomes, enhance revenue and increase collection	To improve municipal audit outcomes, enhance revenue and increase collection	
Links	Local Government Anti-Corruption Strategy of 2006 Municipal Finance Management Act National Development Plan	Local Government Anti-Corruption Strategy of 2006 Municipal Finance Management Act National Development Plan	Local Government Anti-Corruption Strategy of 2006 Municipal Finance Management Act National Development Plan	Local Government Anti-Corruption Strategy of 2006 Municipal Finance Management Act National Development Plan	

	COGHSTA Strategic Plan 2015-2020	COGHSTA Annual Performance Plan 2015/2016	COGHSTA Annual Performance Plan 2016/2017	COGHSTA Annual Performance Plan 2017/2018	COGHSTA Annual Performance Plan 2018/2019
	Co-operative Governance Strategic Objective 4	**Co-operative Governance Strategic Objective 4**	**Co-operative Governance Strategic Objective 3**	DISCONTINUED	DISCONTINUED
Strategic Objective	Local public employment programmes expanded through the Community Work Programme	Local public employment programmes expanded through the Community Work Programme	Local employment programmes created through the CWP programme in the next five years		
Objective Statement	Create access to a minimum level of regular work for those who need it, by targeting areas of high unemployment and poverty, and or where sustainable alternatives for employment are likely to remain limited for the immediate future	Create access to a minimum level of regular work for those who need it, by targeting areas of high unemployment and poverty, and or where sustainable alternatives for employment are likely to remain limited for the immediate future	Create access to a minimum level of regular work for those who need it, by targeting areas of high unemployment and poverty, and or where sustainable alternatives for employment are likely to remain limited for the immediate future		
Baseline	11 municipalities implementing CWP	11 municipalities implementing CWP	11 municipalities implementing CWP		
Justification	To tackle poverty and provide livelihood support for poor households	To tackle poverty and provide livelihood support for poor households	To tackle poverty and provide livelihood support for poor households		
Links	National Development Plan MTSF chapters - outcome 9 National Local Government Turnaround Strategy 2009	National Development Plan MTSF chapters - outcome 9 National Local Government Turnaround Strategy 2009	National Development Plan MTSF chapters - outcome 9 National Local Government Turnaround Strategy 2009		

	COGHSTA Strategic Plan 2015-2020	COGHSTA Annual Performance Plan 2015/2016	COGHSTA Annual Performance Plan 2016/2017	COGHSTA Annual Performance Plan 2017/2018	COGHSTA Annual Performance Plan 2018/2019
	Co-operative Governance Strategic Objective 5	**Co-operative Governance Strategic Objective 5**	**Co-operative Governance Strategic Objective 4**	**Co-operative Governance Strategic Objective 5**	**Co-operative Governance Strategic Objective 5**
Strategic Objective	Municipalities with development planning capacity and credible sector plans	Municipalities with development planning capacity and credible sector plans	Municipalities with development planning capacity and credible sector plans in the next five years	Municipalities with development planning capacity and credible sector plans by 2019	Municipalities with development planning capacity and sector plans by 2019
Objective Statement	Support municipalities with the development of credible IDPs with in legislated framework by 2019	Support municipalities with the development of credible IDPs with in legislated framework by 2019	Support municipalities with the development of credible IDPs with in legislated framework by 2019	Support municipalities with the development of credible IDPs with in legislated framework by 2019	Support municipalities with the development of IDPs with in legislated framework by 2019
Baseline	32 Integrated Development Plans	32 Integrated Development Plans	31 Integrated Development Plans	31 Integrated Development Plans	31 Integrated Development Plans 4 SDFs SPLUMA compliant (Nama-Khoi, Dikgatlong, Magareng, Phokwane) 4 SDFs under review (Sol Plaatje, Joe Morolong, Ga-Segonyana & Dawid Kruiper)
Justification	To provide support to municipalities for effective integrated planning, development and coordination	To provide support to municipalities for effective integrated planning, development and coordination	To provide support to municipalities for effective integrated planning, development and coordination	To provide support to municipalities for effective integrated planning, development and coordination	To provide support to municipalities for effective integrated planning, development and coordination
Links	Revised IDP Framework SPLUMA 2013 National Development Plan MTSF Chapter 9	Revised IDP Framework SPLUMA 2013 National Development Plan MTSF Chapter 9	Revised IDP Framework SPLUMA 2013 National Development Plan MTSF Chapter 9	Revised IDP Framework SPLUMA 2013 National Development Plan MTSF Chapter 9	Revised IDP Framework SPLUMA 2013 National Development Plan MTSF Chapter 9

	National Local Government Turnaround Strategy 2009 National Disaster Management Framework 2005	National Local Government Turnaround Strategy 2009 National Disaster Management Framework 2005	National Local Government Turnaround Strategy 2009 National Disaster Management Framework 2005	National Local Government Turnaround Strategy 2009 National Disaster Management Framework 2005	Back to Basics Programme National Disaster Management Framework 2005 Integrated Urban Development Framework

	COGHSTA Strategic Plan 2015-2020	COGHSTA Annual Performance Plan 2015/2016	COGHSTA Annual Performance Plan 2016/2017	COGHSTA Annual Performance Plan 2017/2018	COGHSTA Annual Performance Plan 2018/2019
				Co-operative Governance Strategic Objective 2	**Co-operative Governance Strategic Objective 2**
Strategic Objective				Sound administrative governance within 31 municipalities by 2019	Sound administrative governance within 31 municipalities by 2019
Objective Statement				Improve and support municipal performance management, property valuations and Back to Basics	Improve and support municipal performance management, property valuations and Back to Basics
Baseline				2 municipalities doing well 15 municipalities at risk 15 dysfunctional municipalities (Back to Basics 2014 Categorisation of Municipalities)	2 municipalities doing well 15 municipalities at risk 15 dysfunctional municipalities (Back to Basics 2014 Categorisation of Municipalities)
Justification				To foster cooperation, coordination of planning, service delivery as well as policy alignment	To foster cooperation, coordination of planning, service delivery as well as policy alignment
Links				Municipal Property Rates Act Municipal Systems Act Back to Basic Programme National Development Plan Outcome 9	Municipal Property Rates Act Local Government: Municipal Systems Act Back to Basic Programme National Development Plan (Outcome 9) MTSF Chapter 9 Local Government Management Improvement Model

	COGHSTA Strategic Plan 2015-2020	COGHSTA Annual Performance Plan 2015/2016	COGHSTA Annual Performance Plan 2016/2017	COGHSTA Annual Performance Plan 2017/2018	COGHSTA Annual Performance Plan 2018/2019
				Co-operative Governance Strategic Objective 4	**Co-operative Governance Strategic Objective 4**
Strategic Objective				Enhanced community participation at local level to strengthen relations between local government and the community by 2019	Enhanced community participation at local level to strengthen relations between local government and the community by 2019
Objective Statement				Create access to a minimum level of regular work for those who need it, by targeting areas of high unemployment and poverty, and or where sustainable alternatives for employment are likely to remain	Create access to a minimum level of regular work for those who need it, by targeting areas of high unemployment and poverty, and or where sustainable alternatives for employment are likely to remain

	COGHSTA Strategic Plan 2015-2020	COGHSTA Annual Performance Plan 2015/2016	COGHSTA Annual Performance Plan 2016/2017	COGHSTA Annual Performance Plan 2017/2018	COGHSTA Annual Performance Plan 2018/2019
				limited for the immediate future, promote community development and enhance governance through public participation	limited for the immediate future, promote community development and enhance governance through public participation
Baseline				21 municipalities implementing CWP 31 municipalities with ward committees	26 municipalities implementing CWP 26 municipalities with ward committees
Justification				To tackle poverty, provide livelihood support for poor households and maximise public participation and community involvement in matters of local government	To tackle poverty, provide livelihood support for poor households and maximise public participation and community involvement in matters of local government
Links				Municipal Property Rates Act Local Government: Municipal Systems Act Back to Basic Programme National Development Plan Outcome 9 Local Government Management Improvement Model	National Development Plan MTSF chapters – Outcome 9 Local Government: Municipal Systems Act National CDW Master Plan National Public Participation Framework

Strategic Objective Indicators

2015/2016	2016/2017	2017/2018 (*Numbered according to the APP)			5-Year Target	2018/2019 (*Numbered according to the APP)			5-Year Target
No Strategic Objective Indicators	**No Strategic Objective Indicators**	1.1	Municipalities with functional municipal councils by 2019	Annually	31 Municipalities with functional municipal councils	1.1	Municipalities with functional municipal councils by 2019	Annually	31 Municipalities with functional municipal councils
		1.2	Municipalities with functional Municipal Public Accounts Committees (MPAC) by 2019	Annually	31 Municipalities with functional MPACs	1.2	Municipalities with functional Municipal Public Accounts Committees (MPAC) by 2019	Annually	31 Municipalities with functional MPACs
		1.3	District municipalities with functional Inter Governmental Relations Forums (IGR) by 2019	Annually	5 district municipalities with functional IGRs	**DISCONTINUED**			
		2.1	Support and coordinate municipal management improvement plans (LGMIMs) and Back to Basics approach by 2019	Annually	21 Municipalities implementing LGMIM	2.1	Support and coordinate municipal management improvement plans (LGMIMs) by 2019	Annually	8 Municipalities implementing LGMIM
		2.2	Support and coordinate the valuation of properties in municipalities by 2019	Annually	31 Municipalities implementing MPRA	**DISCONTINUED - see Performance Indicator 11 on MPRA.**			
		2.3	Improve municipal performance monitoring, evaluation and reporting by 2019	Annually	31 Municipalities implementing PMS	**DISCONTINUED - see Performance Indicator 9 on PMS.**			

2015/2016	2016/2017	2017/2018 (*Numbered according to the APP)			5-Year Target	2018/2019 (*Numbered according to the APP)			5-Year Target
		3.1	Percentage of households with access to water by 2019	Annually	95% Water	3.1	Percentage of households with access to water by 2019	Annually	95% Water
		3.2	Percentage of households with access to sanitation by 2019	Annually	95% Sanitation	3.2	Percentage of households with access to sanitation by 2019	Annually	95% Sanitation
		3.3	Percentage of households with access to electricity by 2019	Annually	95% Electricity	3.3	Percentage of households with access to electricity by 2019	Annually	95% Electricity
		3.4	Percentage of households with access to refuse removal by 2019	Annually	75% Reuse removal	3.4	Percentage of households with access to refuse removal by 2019	Annually	75% Reuse removal
		4.1	Local municipalities implementing Community Work Programme by 2019	Annually	26 Municipalities	4.1	Local municipalities implementing Community Work Programme by 2019	Annually	26 Municipalities
		4.2	Municipalities with functional ward committees by 2019	Annually	31 Municipalities with functional ward committees	**DISCONTINUED - see Performance Indicator 12 & 13 on Ward Committees.**			
		5.1	Municipalities with legally compliant IDPs by 2019	Annually	31 Municipalities	5.1	Municipalities with legally compliant IDPs by 2019	Annually	31 Municipalities
		6.1	Municipalities with sound financial management by 2019	Annually	31 Municipalities with sound financial management	**DISCONTINUED - functions performed by Provincial Treasury.**			

Performance Indicators

2015/2016 (*Numbered according to the APP)			2016/2017 (*Numbered according to the APP)			2017/2018 (*Numbered according to the APP)			2018/2019 (*Numbered according to the APP)		
1	Number of municipalities supported to comply with Municipal Systems Act Regulations	Quarterly	1	Number of municipalities supported to comply with MSA regulations (Sub-outcome 3, Action 6)	Quarterly	1	Number of municipalities supported to comply with MSA regulations (Sub-outcome 3, Action 6)	Quarterly	1	***Number of municipalities supported to comply with MSA regulations on the appointment of senior managers (Outcome 9, Sub-outcome 4) (B2B Pillar 5)***	Quarterly
2	Number of municipalities guided to comply with MPRA by target date (Sub-outcome 3, Action 1)	Quarterly	23	Number of municipalities guided to comply with MPRA by target date (Sub-outcome 3)	Quarterly	7	Number of municipalities guided to comply with MPRA by target date (Sub-outcome 3)	Quarterly	9	***Number of municipalities guided to comply with MPRA (Outcome 9, Sub-outcome 4) (B2B Pillar 4)***	Quarterly
3	Number of municipalities supported to improve revenue management and debit collection (Sub-outcome 3, Action 1)	Quarterly	24	Number of municipalities supported to improve revenue management and debt collection (Sub-outcome 3)	Quarterly	24	Number of municipalities supported to improve revenue management and debt collection (Sub-outcome 3)	Quarterly	**DISCONTINUED - functions performed by Provincial Treasury, and due to change in Customised Indicators**		
4	Number of municipalities with functional audit committees	Quarterly	25	Number of municipalities with functional audit committees	Quarterly	25	Number of municipalities with functional audit committees	Quarterly			
5	Number of municipalities monitored on implementation of Audit Response Plan based on	Quarterly	26	Number of municipalities monitored on implementation of audit response plan based on	Quarterly	26	Number of municipalities monitored on implementation of audit response plans based on	Quarterly			

2015/2016 (*Numbered according to the APP)			2016/2017 (*Numbered according to the APP)			2017/2018 (*Numbered according to the APP)			2018/2019 (*Numbered according to the APP)		
	the 2014/15 audit outcomes monitored (Sub-outcome 3, Action 4)			the 2014/15 audit outcomes monitored (Sub-outcome 3)			the 2015/16 audit outcomes (Sub-outcome 3)				
6	Report on functional provincial anti-corruption technical working groups developed (Sub-outcome 3, Action 8)	Quarterly	**DISCONTINUED**			**DISCONTINUED**			**DISCONTINUED**		
7	Number of reports on fraud, corruption and maladministration cases reported and investigated (Sub-outcome 3, Action 8)	Quarterly	28	Number of reports on fraud, corruption and maladministration cases reported and investigated (Sub-outcome 3)	Quarterly	5	Number of reports on fraud, corruption and maladministration cases reported and investigated (Sub-outcome 3)	Quarterly	**DISCONTINUED - Due to change in Customised Indicators**		
8	Number of reports on ward committees supported on implementation of operational plans (Sub-outcome 2, Action 5)	Quarterly	9	Number of ward committees supported on implementation of ward operational plans (Sub-outcome 2)	Quarterly	17	Number of ward committees supported on implementation of ward operational plans (Sub-outcome 2)	Quarterly	**DISCONTINUED - Due to change in Customised Indicators**		
9	Number of municipalities supported on the development of ward level database with community concerns and remedial actions produced (Sub-outcome 2, Action 5)	Quarterly	10	Number of municipalities supported on the development of ward level database with community concerns and remedial actions produced (Sub-outcome 2)	Quarterly	18	Number of municipalities supported on the development of ward level database with community concerns and remedial actions produced (Sub-outcome 2)	Quarterly	**DISCONTINUED - Due to change in Customised Indicators**		
10	Report on the number of community report back meetings convened by Councillors in each ward (Sub-outcome 2, Action 7)	Quarterly	11	Report on the number of community report back meetings convened by Councillors in each ward (Sub-outcome 2)	Quarterly	19	Report on the number of community report back meetings convened by Councillors in each ward (Sub-outcome 2)	Quarterly	**DISCONTINUED - Due to change in Customised Indicators**		
11	Number of capacity building interventions conducted in municipalities (Sub-outcome 3, Action 7)	Quarterly	2	Number of capacity building interventions conducted in municipalities (Sub-outcome 3)	Quarterly	2	Number of capacity building interventions conducted in municipalities (Sub-outcome 3)	Quarterly	2	***Number of capacity building interventions conducted in municipalities (Outcome 9, Sub-outcome 3) (B2B Pillar 5)***	Quarterly
12	Number of municipalities supported to roll-out gender policy framework	Quarterly	3	Number of municipalities supported to roll-out the gender policy framework	Quarterly	3	Number of municipalities supported to roll-out the gender policy framework	Quarterly	**DISCONTINUED - Due to change in Customised Indicators**		
13	Number of Municipalities supported to institutionalize performance management system (PMS)	Quarterly	29	Number of municipalities supported to institutionalize performance management system (PMS)	Quarterly	9	Number of municipalities supported to institutionalize performance management system (PMS)	Quarterly	7	***Number of municipalities supported to institutionalize the performance management system (PMS) (Outcome 9, Sub-outcome 4) (B2B Pillar 5)***	Quarterly
14	Number of reports on work opportunities created through Community Work Programme in municipalities	Quarterly	17	Number of work opportunities created through the CWP in municipalities	Quarterly	15	Number of work opportunities created through the CWP in municipalities	Quarterly	**DISCONTINUED - activity in Operational Plan**		

2015/2016 (*Numbered according to the APP)			2016/2017 (*Numbered according to the APP)			2017/2018 (*Numbered according to the APP)			2018/2019 (*Numbered according to the APP)		
15	Number of functional coordinating structures for infrastructure development and service delivery	Quarterly	DISCONTINUED			DISCONTINUED			DISCONTINUED		
16	Number of municipalities assessed against service delivery benchmarks	Quarterly	DISCONTINUED			DISCONTINUED			DISCONTINUED		
17	Number of municipalities supported with service delivery programmes	Quarterly	12	Number of municipalities supported with service delivery programmes	Quarterly	10	Number of municipalities supported with service delivery programmes	Quarterly	DISCONTINUED - Due to change in Customised Indicators		
18	Number of municipalities supported to implement indigent policies (Sub-outcome 1, Action 6)	Quarterly	13	Number of municipalities supported to implement indigent policies (Sub-outcome 1)	Quarterly	11	Number of municipalities supported to implement indigent policies (Sub-outcome 1)	Quarterly	11	***Number of municipalities supported to implement indigent policies (Outcome 9, Sub-outcome 1) (B2B Pillar 2)***	Quarterly
19	Number of municipalities supported with the implementation of SPLUMA	Quarterly	19	Number of municipalities supported with the implementation of SPLUMA	Quarterly	21	Number of municipalities supported with the implementation of SPLUMA	Quarterly	16	Number of municipalities supported with the implementation of SPLUMA	Quarterly
20	Number of functional Municipal Disaster Management Centres	Quarterly	20	Number of municipalities supported with functional municipal disaster management centres	Quarterly	22	Number of municipalities supported with functional municipal disaster management centres	Quarterly	18	***Number of municipalities supported to maintain functional Disaster Management Centres***	Quarterly
21	Provincial Fire Brigade Services established by target date	Quarterly	21	Provincial Fire Brigade Services established by target date	Annually	23	Provincial Fire Brigade Services established by target date	Annually	DISCONTINUED - Due to change in Customised Indicators		
22	Number of municipal performance reports compiled as per the requirements of Section 47 of the Municipal Structures Act (MSA)	Annually	30	Number of municipal performance reports compiled as per the requirements of Section 47 of the MSA	Annually	8	Number of municipal performance reports compiled as per the requirements of Section 47 of the MSA	Annually	8	***Number of Section 47 reports compiled as prescribed by the MSA (Outcome 9, Sub-outcome 4) (B2B Pillar 5)***	Annually
23	Number of municipalities supported with development of legally compliant IDP (Sub-outcome 1, Action 2)	Annually	18	Number of municipalities supported with development of legally compliant IDP (Sub-outcome 1)	Annually	20	Number of municipalities supported with development of legally compliant IDP (Sub-outcome 1)	Quarterly	15	***Number of municipalities supported with development of IDP (Outcome 9, Sub-outcome 1)***	Quarterly
			4	Number of District Municipalities with functional IGR structures	Quarterly	DISCONTINUED			DISCONTINUED - replaced with Performance Indicator 5		
			5	Report on implementation of Back to Basics support plans by municipalities (Sub-outcome 1)	Quarterly	6	Report on implementation of Back to Basics support plans by municipalities (Sub-outcome 1)	Quarterly	6	***Report on implementation of Back to Basics action plans by municipalities (Outcome 9, Sub-outcome 1) (B2B Pillar 5)***	Quarterly
			6	Number of municipal reports on cases investigated on the	Quarterly	DISCONTINUED			DISCONTINUED		

2015/2016 (*Numbered according to the APP)			2016/2017 (*Numbered according to the APP)			2017/2018 (*Numbered according to the APP)			2018/2019 (*Numbered according to the APP)		
				determination of boundaries in municipalities							
			7	Number of municipalities monitored and supported with good governance	Quarterly	**DISCONTINUED**			**DISCONTINUED**		
			8	Number of municipalities supported and monitored with the implementation of the CDWP	Quarterly	**DISCONTINUED**			**DISCONTINUED - activity in Operational Plan**		
			14	Number of households benefiting from the provision of free basic services	Quarterly	12	Number of households benefiting from the provision of free basic services	Quarterly	**DISCONTINUED**		
			15	Number of municipalities supported to implement Local Economic Development projects in line with updated LED strategies (Sub-outcome 4)	Quarterly	13	Number of municipalities supported to implement Local Economic Development projects in line with updated LED strategies (Sub-outcome 4)	Quarterly	**DISCONTINUED - functions performed by Dept. of Economic Development and Tourism, and due to change in Customised Indicators**		
			16	Number of municipalities supported to implement the Red Tape reduction programme (Sub-outcome 4)	Quarterly	14	Number of municipalities supported to implement the Red Tape reduction programme (Sub-outcome 4)	Quarterly	**DISCONTINUED - functions performed by Dept. of Economic Development and Tourism, and due to change in Customised Indicators**		
			22	Number of reports on data obtained for GIS outputs	Quarterly	**DISCONTINUED**			17	Number of reports on data obtained for GIS outputs	Quarterly
			27	Number of reports produced on the extent to which municipalities comply with the implementation of Anti-corruption measures (Sub-outcome 3)	Quarterly	4	Number of reports produced on the extent to which municipalities comply with the implementation of Anti-corruption measures (Sub-outcome 3)	Quarterly	**DISCONTINUED - due to change in Customised Indicators**		
						16	Number of employment opportunities created for young people	Quarterly	14	Number of employment opportunities created for young people in municipalities	Quarterly
									5	Number of reports on the implementation of District IGR For a recommendations	Quarterly
									3	***Number of municipalities supported to achieve the 50/50 representation of women in section 56 posts (B2B Pillar 5)***	Quarterly
									4	***Number of municipalities monitored on the extent to which anti-corruption measures are implemented***	Quarterly

2015/2016 (*Numbered according to the APP)			2016/2017 (*Numbered according to the APP)			2017/2018 (*Numbered according to the APP)			2018/2019 (*Numbered according to the APP)		
										(Outcome 9, Sub-outcome 4) (B2B Pillar 3)	
									10	*Number of municipalities monitored on the implementation of infrastructure development programmes (Outcome 9, Sub-outcome 1) (B2B Pillar 5)*	Quarterly
									12	*Number of municipalities supported to maintain functional ward committees (Outcome 9, Sub-outcome 2) (B2B Pillar 1)*	Quarterly
									13	*Number of municipalities supported to respond to community concerns (Outcome 9, sub-outcome 2) (B2B Pillar 1)*	Quarterly
									19	*Number of municipalities supported on Fire Brigade Services*	Quarterly

Programme 4: Traditional Affairs

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

Strategic Objectives

	COGHSTA Strategic Plan 2015-2020	COGHSTA Annual Performance Plan 2015/2016	COGHSTA Annual Performance Plan 2016/2017	COGHSTA Annual Performance Plan 2017/2018	COGHSTA Annual Performance Plan 2018/2019
	Traditional Affairs Strategic Objective 1	**Traditional Affairs Strategic Objective 1**	**Traditional Affairs Strategic Objective 1**	**Traditional Affairs Strategic Objective 1**	**Traditional Affairs Strategic Objective 1**
Strategic Objective	Good governance and sound administration	Good governance and sound administration	Build good governance and sound administration within the institution of traditional leadership and its stakeholders in the next five years	Build good governance and sound administration within the institution of traditional leadership and its stakeholders by 2019	Build good governance and sound administration within the institution of traditional leadership and its stakeholders by 2019
Objective Statement	All Tradition al Councils to be reconstituted as per Sec 3(2) of the Framework Act of 2003	All Tradition al Councils to be reconstituted as per Sec 3(2) of the Framework Act of 2003	All Tradition al Councils to be reconstituted as per Sec 3(2) of the Framework Act of 2003	All Tradition al Councils to be reconstituted as per Sec 3(2) of the Framework Act of 2003	All Tradition al Councils to be reconstituted as per Sec 3(2) of the Framework Act of 2003
Baseline	New strategic objective	8	8	8	8
Justification	To recognize/transform the traditional institution along democratic principles	To recognize/transform the traditional institution along democratic principles	To recognize/transform the traditional institution along democratic principles	To recognize/transform the traditional institution along democratic principles	To recognize/transform the traditional institution along democratic principles
Links	Sec 4(3)(b) of the Framework Act of 2003 MTSF Chapter 9 Chapter 12 of RSA Constitution Manual on the tools of trade for Traditional Leaders	Sec 4(3)(b) of the Framework Act of 2003 MTSF Chapter 9 Chapter 12 of RSA Constitution Manual on the tools of trade for Traditional Leaders	Sec 4(3)(b) of the Framework Act of 2003 MTSF Chapter 9 Chapter 12 of RSA Constitution Manual on the tools of trade for Traditional Leaders	Sec 4(3)(b) of the Framework Act of 2003 MTSF Chapter 9 Chapter 12 of RSA Constitution Manual on the tools of trade for Traditional Leaders	Sec 4(3)(b) of the Framework Act of 2003 MTSF Chapter 9 Chapter 12 of RSA Constitution Manual on the tools of trade for Traditional Leaders

	COGHSTA Strategic Plan 2015-2020	COGHSTA Annual Performance Plan 2015/2016	COGHSTA Annual Performance Plan 2016/2017	COGHSTA Annual Performance Plan 2017/2018	COGHSTA Annual Performance Plan 2018/2019
	Traditional Affairs Strategic Objective 2	**Traditional Affairs Strategic Objective 2**	DISCONTINUED	DISCONTINUED	DISCONTINUED
Strategic Objective	Community Stability	Community Stability			
Objective Statement	Feedback Meetings of traditional councils and communities to give account of their activities and finances of the traditional council and levies received by the traditional council.	Feedback Meetings of traditional councils and communities to give account of their activities and finances of the traditional council and levies received by the traditional council.			
Baseline	New strategic objective				
Justification	Accountable and transparent traditional councils	Accountable and transparent traditional councils			
Links	Sec 4(3)(b) of the Framework Act of 2003 MTSF Chapter 9 Chapter 12 of RSA Constitution	Sec 4(3)(b) of the Framework Act of 2003 MTSF Chapter 9 Chapter 12 of RSA Constitution			

	COGHSTA Strategic Plan 2015-2020	COGHSTA Annual Performance Plan 2015/2016	COGHSTA Annual Performance Plan 2016/2017	COGHSTA Annual Performance Plan 2017/2018	COGHSTA Annual Performance Plan 2018/2019
	Manual on the tools of trade for Traditional Leaders	Manual on the tools of trade for Traditional Leaders			

	COGHSTA Strategic Plan 2015-2020	COGHSTA Annual Performance Plan 2015/2016	COGHSTA Annual Performance Plan 2016/2017	COGHSTA Annual Performance Plan 2017/2018	COGHSTA Annual Performance Plan 2018/2019
	Traditional Affairs Strategic Objective 3	**Traditional Affairs Strategic Objective 3**	DISCONTINUED	DISCONTINUED	DISCONTINUED
Strategic Objective	Building institutions of traditional leadership	Building institutions of traditional leadership			
Objective Statement	Facilitate works and training session to capacitate traditional leadership institutions to fulfil their roles in IDP process , land administration, social and economic development, disaster management, cultural and heritage development in the next five years	Facilitate works and training session to capacitate traditional leadership institutions to fulfil their roles in IDP process , land administration, social and economic development, disaster management, cultural and heritage development in the next five years			
Baseline	New strategic objective				
Justification	Capacitated traditional leaders and functional institutions of traditional leadership	Capacitated traditional leaders and functional institutions of traditional leadership			
Links	Sec 4(3)(b) of the Framework Act of 2003 MTSF Chapter 9 Chapter 12 of RSA Constitution Manual on the tools of trade for Traditional Leaders	Sec 4(3)(b) of the Framework Act of 2003 MTSF Chapter 9 Chapter 12 of RSA Constitution Manual on the tools of trade for Traditional Leaders			

	COGHSTA Strategic Plan 2015-2020	COGHSTA Annual Performance Plan 2015/2016	COGHSTA Annual Performance Plan 2016/2017	COGHSTA Annual Performance Plan 2017/2018	COGHSTA Annual Performance Plan 2018/2019
	Traditional Affairs Strategic Objective 4	**Traditional Affairs Strategic Objective 4**	DISCONTINUED	DISCONTINUED	DISCONTINUED
Strategic Objective	Harmonising relations and facilitating partnerships between traditional councils and government/ business community and civic organisations	Harmonising relations and facilitating partnerships between traditional councils and government/ business community and civic organisations			
Objective Statement	Develop and implement partnership agreements allocating roles and functions to traditional councils and traditional leaders as per Sec 20 of the Framework Act in the next five years	Develop and implement partnership agreements allocating roles and functions to traditional councils and traditional leaders as per Sec 20 of the Framework Act in the next five years			
Baseline	New strategic objective				

	COGHSTA Strategic Plan 2015-2020	COGHSTA Annual Performance Plan 2015/2016	COGHSTA Annual Performance Plan 2016/2017	COGHSTA Annual Performance Plan 2017/2018	COGHSTA Annual Performance Plan 2018/2019
Justification	Enabling traditional leaders to fulfil their leadership roles within their areas of jurisdiction	Enabling traditional leaders to fulfil their leadership roles within their areas of jurisdiction			
Links	Sec 4(3)(b) of the Framework Act of 2003 MTSF Chapter 9 Chapter 12 of RSA Constitution Manual on the tools of trade for Traditional Leaders	Sec 4(3)(b) of the Framework Act of 2003 MTSF Chapter 9 Chapter 12 of RSA Constitution Manual on the tools of trade for Traditional Leaders			

Strategic Objective Indicators

2015/2016	2016/2017	2017/2018 (*Numbered according to the APP)			5-Year Target	2018/2019 (*Numbered according to the APP)			5-Year Target
No Strategic Objective Indicators	**No Strategic Objective Indicators**	1.1	Number of functional traditional leadership structures by 2019	Annually	8	1.1	Functional traditional leadership structures by 2019	Annually	8

Performance Indicators

2015/2016 (*Numbered according to the APP)			2016/2017 (*Numbered according to the APP)	2017/2018 (*Numbered according to the APP)	2018/2019 (*Numbered according to the APP)
1	Number of Traditional Councils reconstituted in terms of applicable legislation, Section 3 (2) of the Traditional Governance Framework Act of 2003	Quarterly	DISCONTINUED	DISCONTINUED	DISCONTINUED
2	Programme of support to the Provincial House of traditional Leaders in compliance with Act No. 2 of the Northern Cape	Quarterly	DISCONTINUED	DISCONTINUED	DISCONTINUED
3	Number of Commission on Traditional Leadership Disputes and Claims cases researched and processed	Quarterly	DISCONTINUED	DISCONTINUED	DISCONTINUED
4	Record of engagement sessions between traditional Council and communities as per Section 4 (3) (b) of the Framework Act of 2003	Quarterly	DISCONTINUED	DISCONTINUED	DISCONTINUED
5	Number of initiatives by the Provincial House in promoting social development of traditional communities and the	Quarterly	DISCONTINUED	DISCONTINUED	DISCONTINUED

2015/2016 (*Numbered according to the APP)			2016/2017 (*Numbered according to the APP)			2017/2018 (*Numbered according to the APP)			2018/2019 (*Numbered according to the APP)		
	Provincial social development plan in cooperation with the National House of Traditional Leaders										
6	Number of engagement sessions between the Provincial House of Traditional Leaders and the Local House of Traditional Leaders	Quarterly	3	Number of engagement sessions between the Provincial and Local Houses of Traditional Leaders	Quarterly	3	Number of engagement sessions between the Provincial and Local Houses of Traditional Leaders	- Quarterly	DISCONTINUED		
7	Community Authorities not disestablished as per Section 28 (5) of Act 41 of 2003	Quarterly	4	Community authorities disestablished as per Section 28(5) of Act 41 of 2003	Annually	DISCONTINUED			DISCONTINUED		
8	Number and nature of dispute or claim referred to the Provincial Houses that arise between or within traditional communities or other customary institutions on a matter arising from the implementation of Act 41 of 2003	Bi-Annually	5	Number and nature of dispute or claims referred to the directorate that arises between or within traditional communities or other customary institutions on a matter arising from the implementation of Act 2 of 2007	Quarterly	DISCONTINUED			DISCONTINUED		
9	Capacity building programmes provided to the institution of Traditional Leadership	Quarterly	6	Capacity building programmes provided to the institution of Traditional Leadership	Quarterly	5	Number of capacity building programmes provided to the institution of Traditional Leadership	Quarterly	2	Number of capacity building programmes provided to the institution of Traditional Leadership	Quarterly
10	Number of personnel of Traditional Councils trained in administration and financial management practices	Quarterly	DISCONTINUED			DISCONTINUED			DISCONTINUED		
11	Number of signed and implemented Partnership agreements allocating roles and functions to Traditional Council or traditional leaders in respect of Section 20 of the Traditional Leadership Governance Framework Act of 2003	Quarterly	DISCONTINUED			DISCONTINUED			DISCONTINUED		
12	Number and nature of Partnership agreements entered into between the institution of Traditional leadership and non-governmental organization	Quarterly	DISCONTINUED			DISCONTINUED			DISCONTINUED		

2015/2016 (*Numbered according to the APP)			2016/2017 (*Numbered according to the APP)			2017/2018 (*Numbered according to the APP)			2018/2019 (*Numbered according to the APP)		
13	Existence and implementation of a national programme of support to land use management and other land issues	Quarterly	**DISCONTINUED**			**DISCONTINUED**			**DISCONTINUED**		
14	Number of structured engagements between Ward Councils and Traditional Councils in promoting participatory democracy and development of traditional communities	Quarterly	7	Number of structured engagements between ward councils and traditional councils in promoting participatory democracy and development of traditional communities	Quarterly	**DISCONTINUED**			**DISCONTINUED**		
15	Improved financial accountability by Traditional Councils with uniform norms and standards for financial management within Traditional Councils approved	Quarterly	**DISCONTINUED**			**DISCONTINUED**			**DISCONTINUED**		
16	Number of traditional Councils supported on sound financial management	Quarterly	9	Number of traditional councils supported on administration and financial management	Monthly	7	Number of traditional councils supported on administration and financial management	Quarterly	1	***Number of traditional councils supported to perform their functions***	Quarterly
			1	Number of activities of the Provincial House of Traditional Leaders in compliance with Act 2 of 2007	Quarterly	1	Number of activities of the Provincial and Local Houses of Traditional Leaders in compliance with Act 2 of 2007	Quarterly	3	Number of activities of the Provincial and Local Houses of Traditional Leaders in compliance with Act 2 of 2007	Quarterly
			2	Number of initiatives to promote social development of traditional communities	Quarterly	**DISCONTINUED**			**DISCONTINUED**		
			8	Improved financial accountability of traditional councils	Annually	**DISCONTINUED**			**DISCONTINUED**		
						2	Number of reports on initiatives to promote social development of traditional communities	Quarterly	4	Number of reports on initiatives to promote social development of traditional communities	Quarterly
						4	Number of reports submitted on Traditional Leadership disputes or claims attended to	Quarterly	**DISCONTINUED - due to change in Customised Indicators. See PPI 6.**		
						6	Number of reports on structured engagements between ward committees and traditional councils	Quarterly	5	Number of reports on structured engagements between ward committees and traditional councils	Quarterly
									6	***Percentage of succession claims/disputes processed***	Annually

TECHNICAL INDICATOR DESCRIPTORS FOR ALL PROGRAMMES

PROGRAMME 1: ADMINISTRATION - STRATEGIC OBJECTIVE INDICATOR TECHNICAL DESCRIPTORS

Strategic objective indicator 1.1	Setting policies and priorities for the Department by 2019
Short definition	Providing political direction and giving executive support to the Department
Purpose/importance	To direct, oversee, and monitor the implementation of mandates and departmental commitments during 2018/2019
Source/collection of data	**Origin:** Appointment of MEC **Processes:** Give executive support to the Department Provide political direction to the Department Render parliamentary services Prepare oversight reports **Evidence:** Oversight reports Parliamentary reports
Method of calculation	Manual count of the tabling of the MEC's Budget Speech
Data limitations	Change of political leadership and political directives
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	Having policies and priorities that ensures a responsive and service delivery-oriented Department with good governance and accountability
Indicator responsibility	Head of Ministry

Strategic objective indicator 1.2	Provide corporate support services to the Department by 2019
Short definition	Giving effective and sound corporate (HR, ICT, Legal and general) support to all the Programmes within the Department
Purpose/importance	To provide operational support to the Department in order to comply with legislation governing the management of the public sector during 2018/2019
Source/collection of data	**Origin:** Legislative and other mandates **Processes:** Self-assessment and internal audit validation External moderation and feedback Performance improvement and monitoring **Evidence:** Final MPAT results
Method of calculation	Calculate the average of the 4 MPAT KPA's as per the final MPAT results
Data limitations	None
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	Overall MPAT standard Level 4 for corporate support services
Indicator responsibility	Executive Manager: Corporate Services

Strategic objective indicator 1.3	Ensure effective financial management and accountability by improving audit outcomes by 2019
Short definition	Working towards improving audit outcomes through ensuring compliance with SCM prescripts and sound financial management
Purpose/importance	To improve departmental audit outcomes during 2018/2019
Source/collection of data	**Origin:** Legislative and other mandates

	Processes: Supply Chain Management Financial Management (Budgeting and accounting) **Evidence:** Audit Report
Method of calculation	Audit opinion expressed by the Auditor General for the year under review measured against the Audit opinion for the previous year
Data limitations	None
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	Unqualified Audit Outcome with no matters
Indicator responsibility	Chief Financial Officer

PROGRAMME 1: ADMINISTRATION – PERFORMANCE INDICATOR TECHNICAL DESCRIPTORS

CORPORATE SERVICES

- **Human Capital Management**

Indicator title 1	**Number of reports submitted on the implementation of the approved organisational structure**
Short definition	Produce and submit quarterly reports on the implementation of the approved organisational structure
Purpose/importance	To align organizational structure to the strategic objectives of the Department by 31 March 2019
Source/collection of data	**Origin:** Existing organisational structure **Processes:** Report quarterly on implementation of approved structure: • Job evaluations • Creation and abolishment of posts • Service Terminations • Appointments and placement Organisational review by: • Drafting a new organisational structure • Conducting job evaluations • Creation and abolishment of posts • Submitting to the MEC for approval • Submitting to OTP for concurrence • Submitting to DPSA for quality assurance • Submitting to EXCO for final approval **Evidence:** Approved organizational structure Quarterly implementation reports
Method of calculation	Manual count of the number of reports submitted on the implementation of the approved organisational structure
Data limitations	Inaccurate inputs in PERSAL; non-submission of staff-movement information; Provincial Job Evaluation Panel meets inconsistently
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Functional organizational structure that ensures that the strategic objectives of the Department are achieved
Indicator responsibility	Senior Manager: Human Capital Management

Indicator title 2	**Number of reports submitted on the implementation of the approved Human Resource Plan**
Short definition	Produce and submit quarterly reports on the implementation of the approved Human Resource Plan
Purpose/importance	To enable the Department to meet the human resource needs resulting from the strategic plan in order to meet its operational objectives by 31 March 2019
Source/collection of data	**Origin:** Approved Human Resource Plan **Processes:** Implement existing approved Human Resource Plan (valid 2015 – 2018) Submission of the implementation report by 31 May 2018 Start drafting new Human Resource Plan (2018 – 2021) by: • Appraising departmental personnel, management and stakeholders (public) in terms of Department's Human Resource Plan • Consult with HR planning committee • Develop and present draft HR plan to management of the Department • Prepare final HR draft plan to the Head of Department and relevant Executive Authority for approval • Approval by the MEC • Submission of the final new Human Resource Plan to DPSA by 30 June 2018 **Evidence:** Acknowledgement letters from DPSA re implementation report and submission of new HR Plan Approved HR Plans (existing plan & new plan after June 2018) Quarterly reports on the implementation of the approved Human Resource Plan Annual implementation report submitted to DPSA (31 May 2018)
Method of calculation	Manual count of the number of reports submitted on the implementation of the approved Human Resource Plan
Data limitations	HR Planning Committee did not meet; incomplete data received from other units, difficulty in interpreting PERSAL information into HR Plan template
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Functional implementation of the approved Human Resource Plan by ensuring that human resource needs of the Department are met
Indicator responsibility	Senior Manager: Human Capital Management

Indicator title 3	**Number of PERSAL reports submitted**
Short definition	Produce and submit quarterly reports on the security of PERSAL and all transactions processed on the PERSAL system
Purpose/importance	To compile quarterly PERSAL reports by 31 March 2019
Source/collection of data	**Origin:** Completed annexures as per Treasury PERSAL manual PERSAL generated reports **Processes:** Completion and processing of all relevant annexures as per PERSAL directives Compilation of a consolidated report on all processed transactions **Evidence:** Quarterly PERSAL and system generated reports Completed annexures as per PERSAL directives
Method of calculation	Manual count of the number of quarterly PERSAL reports submitted
Data limitations	System failure
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Ensuring the optimal usage of the system and the prevention of the misuse thereof
Indicator responsibility	Senior Manager: Human Capital Management

Indicator title 4	**Number of conditions of employment reports submitted**
Short definition	Produce and submit quarterly reports on the correct allocation of housing allowances, pension benefits, leave, acting allowances and resettlement applications
Purpose/importance	To process and allocate benefits of employees in terms of their conditions of employment by 31 March 2019
Source/collection of data	**Origin:** Legislative and other mandates PERSAL **Processes:** Process housing allowances, pension benefits, leave, acting/overtime allowances and resettlement applications **Evidence:** PERSAL reports
Method of calculation	Manual count of the number of quarterly reports submitted on conditions of employment
Data limitations	System failure
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Employees of the Department that are satisfied with the conditions of employment
Indicator responsibility	Senior Manager: Human Capital Management

Indicator title 5	**Number of recruitment reports submitted**
Short definition	Produce and submit quarterly reports on the recruitment and placement of suitably qualified employees
Purpose/importance	To fill vacant funded posts within the prescribed time by 31 March 2019
Source/collection of data	**Origin:** Legislative and other mandates **Processes:** Advertise vacant funded positions Record applications Long listing and short-listing Interview process Security pre-screening and vetting Process appointments on PERSAL **Evidence:** Consolidated PERSAL Report
Method of calculation	Manual count of the number of quarterly recruitment reports submitted
Data limitations	System failure
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Competent and capable workforce appointed
Indicator responsibility	Senior Manager: Human Capital Management

Indicator title 6	**Number of reports submitted on labour relations matters**
Short definition	Produce and submit quarterly reports on all labour relations matters addressed
Purpose/importance	To attend to labour relations matters and resolve them successfully by 31 March 2019
Source/collection of data	**Origin:** Legislative and other mandates Case register database **Processes:** Investigate misconduct cases, resolve grievances and finalise disputes All investigation reports submitted to the HOD Report quarterly to OTP on anti-fraud, corruption, misconduct and grievance cases **Evidence:** Quarterly report on labour relations matters

Method of calculation	Manual count of the number of reports submitted
Data limitations	Lack of cooperation from complainants, witnesses and unavailability of presiding officers
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Labour relation matters resolved to the satisfaction of aggrieved parties, fair labour practices and minimal referral of grievances
Indicator responsibility	Senior Manager: Human Capital Management

Indicator title 7	**Number of reports submitted on the implementation of the EHW 4 Pillar Plans**
Short definition	Produce and submit quarterly reports on the implementation of the EHW 4 Pillar Plans
Purpose/importance	To ensure a healthy, responsive and productive public service through the implementation of all four pillar programmes in the Department by 31 March 2019
Source/collection of data	**Origin:** EHW 4 Pillar Plans Employee Health & Wellness Strategic Framework **Processes:** Compile HIV-Aids, Wellness, Health & Productivity and SHERQ operational plans in line with DPSA standards Submit draft plans to HOD for approval Submit approved implementation plans to DPSA and OTP Submit quarterly implementation reports to OTP Submit annual report to OTP and DPSA by 15 April each year **Evidence:** Comprehensive approved operational plan Quarterly comprehensive implementation reports on four pillars to OTP Annual report Acknowledgement letters proving submission of plans and reports
Method of calculation	Manual count of the number of comprehensive quarterly reports submitted on the implementation of all four pillar plans
Data limitations	Lack of support from individual employees and managers.
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	EHW 4 Pillar Plans duly implemented
Indicator responsibility	Senior Manager: Human Capital Management

Indicator title 8	**Number of reports submitted on the implementation of the Gender Equality Strategic Framework**
Short definition	Produce and submit an annual report on ensuring that gender equality is implemented throughout all departmental programmes, policies, projects and training programmes
Purpose/importance	To mainstream gender equality into all departmental policies, projects and programmes by 31 March 2019
Source/collection of data	**Origin:** Gender Equality Strategic Framework **Processes:** Consultation with relevant internal local stakeholders about contents of the plan; Compile gender equality strategic framework draft implementation plan in line with DPSA standards; Submit plan to the HOD for approval; Implement gender equality strategic framework plan; Submit annual implementation report to DPSA before 28 February each year. **Evidence:** Approved gender equality strategic framework implementation plan Annual implementation report Proof of submission of plan and reports to DPSA
Method of calculation	Manual count of the number of annual gender equality reports submitted
Data limitations	Lack of support from Directorates in providing input into plan as well as to provide annual feedback information

Type of indicator	Output
Calculation type	Non-Cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	Mainstreaming of gender into all departmental programmes, policies, projects, and training programmes
Indicator responsibility	Senior Manager: Human Capital Management

Indicator title 9	**Number of reports submitted on the implementation of the Job Access Strategic Framework Implementation Plan**
Short definition	Produce and submit an annual report on ensuring that the Job Access Strategic Framework is implemented through the recruitment and retention of people with disabilities and providing them with the necessary tools of trade
Purpose/importance	To manage the implementation of Job Access into the Department's plans, policies, procedures and training programmes by 31 March 2019
Source/collection of data	**Origin:** Job Access Strategic Framework Implementation Plan **Processes:** Consultation with relevant internal local stakeholders about contents of the plan Compile a Job Access Draft Implementation Plan in line with DPSA standards, especially focusing on vulnerable groups Submit plan to the HOD for approval Implement the Job Access Strategic Framework Plan Submit annual implementation report to DPSA by 28 February each year **Evidence:** Approved Job Access Strategic Framework Implementation Plan Annual Job Access Strategic Framework Implementation Report Proof of submission of plan and reports to DPSA
Method of calculation	Manual count of the number of annual Job Access reports submitted
Data limitations	Lack of support from Directorates in providing input into plan as well as to provide annual feedback information
Type of indicator	Output
Calculation type	Non-Cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	Implementation of Job Access into all departmental plans, policies, procedures and training programmes
Indicator responsibility	Senior Manager: Human Capital Management

Indicator title 10	**Number of reports submitted on the implementation of the approved Workplace Skills Plan**
Short definition	Produce and submit quarterly reports on ensuring that the approved Workplace Skills Plan is implemented
Purpose/importance	To skill and capacitate the workforce of the Department, to be highly competent & to enhance the performance of officials by 31 March 2019
Source/collection of data	**Origin:** Approved Workplace Skills Plan **Processes:** Conduct skills Audits, analyse and draw up a precise schedule of analysis Schedule meeting with Training committee for cognisance and signature of concurrence HOD to sign off the WSP before electronic submission Training is rolled out Awaiting Portfolios of Evidence (POE) Courier Portfolios of Evidence to training providers Compile and submit Quarterly Monitoring Reports (PSETA- template) to PSETA with evidence of concluded training each quarter Capture competency certificates on PERSAL **Evidence:** Proof of submission of the approved Workplace Skills Plan to PSETA Acknowledgement email from PSETA of receipt of approved Workplace Skills Plan submitted Approved Workplace Skills Plan Quarterly report on the implementation of the Approved Workplace Skills Plan (WSP)
Method of calculation	Manual count of the number of quarterly reports submitted on the implementation of the approved Workplace Skills Plan

Data limitations	Non-submission of Portfolios of Evidence	
Type of indicator	Output	
Calculation type	Cumulative	
Reporting cycle	Quarterly	
New indicator	No	
Desired performance	Capable and well-skilled workforce, which will result in the enhancement in performance	
Indicator responsibility	Senior Manager: Human Capital Management	

Indicator title 11	**Number of reports submitted on the implementation of EPMDS**	
Short definition	Produce and submit quarterly reports on ensuring that all employees conclude performance agreements, job descriptions, work plans and personal development plans by 31 May of each year	
Purpose/importance	To assess staff performance, identify developmental needs and improve service delivery by 31 March 2019	
Source/collection of data	**Origin:**	EPMDS Policy Determination and directive on the performance management and development system of employees other than members of the Senior Management Service
	Processes:	Advise all supervisors to conduct quarterly performance assessments of support staff by end of each quarter Record all received performance assessments, draft submission to HOD for appointment of the Intermediate review committee and moderation committee by 30 November of each year Assessment is done each quarter and calculated each mid-term through rating process of the KPA's and GAF's Prepare a schedule for Intermediate Review Committee and moderation committee, Intermediate Review Committee (IRC) reviews provisional assessment rating (PAR) through assessment of reviews and presentation process, moderation committee quality assures all recommendations made by the IRC for assessments of previous financial year and draft recommendations by 30 November for approval by the HOD and MEC
	Evidence:	Quarterly report on the implementation of EPMDS
Method of calculation	Manual count of the number of quarterly reports submitted on the implementation of EPMDS	
Data limitations	Non-submission of employees' performance agreements, work-plans and personal development plans, officials whose service is terminated or have not completed their probation period (newly appointed officials)	
Type of indicator	Output	
Calculation type	Cumulative	
Reporting cycle	Quarterly	
New indicator	No	
Desired performance	All employees' performance assessed, accountability to performance established and strategic goals achieved by the Department	
Indicator responsibility	Senior Manager: Human Capital Management	

- **General Support Services**

Indicator title 12	**Number of reports submitted on the implementation of the Communication Strategy**	
Short definition	Produce and submit quarterly reports on ensuring that the approved Communication Strategy is implemented	
Purpose/importance	To implement the Department's communication strategy by 31 March 2019	
Source/collection of data	**Origin:**	Approved Communication Strategy
	Processes:	Consult programmes and regions Draft calendar of events Issue press statements Print newsletter Deal with queries received from Presidency on hotline cases Facilitate public participation programmes Participate in provincial communication forums as well as provincial communication core-team (OTP, SALGA, GCIS and COGHSTA)
	Evidence:	Implementation report (press statements issued, quarterly publications, newsletters) Schedule, minutes and attendance registers of public participation programmes

		Report on hotline cases received and feedback from the Presidency Schedule, minutes and attendance registers for communication forum and provincial communication core-team
Method of calculation	Manual count of the number of reports submitted on the implementation of the Communication Strategy	
Data limitations	Lack of public participation	
Type of indicator	Output	
Calculation type	Cumulative	
Reporting cycle	Quarterly	
New indicator	No	
Desired performance	Effective and efficient communication	
Indicator responsibility	Senior Manager: General Support Services	

Indicator title 13	**Number of reports submitted on the Implementation of the ICT Strategy**	
Short definition	Produce and submit quarterly reports on aligning the ICT strategy to MPAT standards as well as consult ICT committee; GITOC; consolidate inputs and review for approval. Enforce policy standards with consistent management and reporting services; standardise desktop and servers for automated deployment and Corporate Governance ICT framework	
Purpose/importance	To review and implement ICT strategy in the Department and align it to programmes' plans by 31 March 2019	
Source/collection of data	**Origin:**	Service Management System Administration Network Administration Security Management Relevant Systems Risk Register (Q) GAP Analysis (bi-annually) ICT Operational Plan implementation (Q)
	Processes:	Draft ICT Status report from information collected from relevant systems. Review ICT Strategy and submit to DICTC Chairperson for recommendation and to HOD for approval
	Evidence:	Approved ICT strategy (annually) ICT status report (quarterly)
Method of calculation	Manual count of the number of quarterly ICT status reports submitted	
Data limitations	Failure to get ICT Strategy approved Failure to obtain relevant information from systems e.g. server failure due to disasters	
Type of indicator	Output	
Calculation type	Cumulative	
Reporting cycle	Quarterly	
New indicator	No	
Desired performance	ICT MPAT Level 4 score	
Indicator responsibility	Senior Manager: General Support Services	

Indicator title 14	**Number of reports submitted on fleet management**	
Short definition	Produce and submit quarterly reports on ensuring the management of the departmental fleet	
Purpose/importance	To give briefing in the form of reports on the use, condition, maintenance and management of the departmental fleet by 31 March 2019	
Source/collection of data	**Origin:**	Legislative and other mandates National Transport Policy SLA (NCFMTE) Car Tracker report
	Processes:	Review Transport policy – white fleet (annually) Develop a Transport Policy for Subsidised Vehicles Check and manage use of fleet

		Check condition of vehicles prior and after use Check and ensure servicing and maintenance of fleet Coordinate Departmental Transport Committee meetings Attend Provincial Transport Committee meetings
	Evidence:	Quarterly Fleet management reports
Method of calculation	Manual count of the number fleet management reports submitted	
Data limitations	Tracker system failure Failure to timeously obtain monthly reports from regions	
Type of indicator	Output	
Calculation type	Cumulative	
Reporting cycle	Quarterly	
New indicator	No	
Desired performance	Well-managed departmental fleet	
Indicator responsibility	Senior Manager: General Support Services	

Indicator title 15	**Number of reports submitted on the implementation of approved Records Management Policy**	
Short definition	Produce and submit quarterly reports on ensuring that the approved Records Management Policy is implemented	
Purpose/importance	To review the policy and ensure its implementation, as well as compilation and submission of reports by 31 March 2019	
Source/collection of data	**Origin:**	Legislative and other mandates Approved Records Management Policy
	Processes:	Review and implement records management policy and procedures manual Generate and submit quarterly reports to the Provincial Archives
	Evidence:	Copy of approved records management policy Quarterly Procedure Manual and Annual Implementation reports (file plan, records retention schedule, disposal certificates) Proof of submission and acknowledgement / confirmation letter from Provincial Archives
Method of calculation	Manual count of the number of quarterly reports submitted	
Data limitations	Non-approval of the policy	
Type of indicator	Output	
Calculation type	Cumulative	
Reporting cycle	Quarterly	
New indicator	No	
Desired performance	Well-managed records management system	
Indicator responsibility	Senior Manager: General Support Services	

- **Security**

Indicator title 16	**Number of reports submitted on Departmental Security Management in line with MISS and MPSS**	
Short definition	Produce and submit quarterly reports on ensuring that minimum information and minimum physical security standards are implemented	
Purpose/importance	To ensure the security of personnel, state assets and information by 31 March 2019	
Source/collection of data	**Origin:**	Minimum Information Security Standards (MISS) Minimum Physical Security Standards (MPSS) Approved Departmental Security Policy
	Processes:	Review Security Policy when required Submit reviewed policy to HOD for approval Management of access control Monitoring and implementation of security policy and plan Conducting security audits and awareness sessions

	Doing pre-employment screening and vetting Managing security breaches Coordinating of Security Committee Meetings **Evidence:** Quarterly reports on Security Management
Method of calculation	Manual count of the number of quarterly reports submitted on Departmental Security Management
Data limitations	Lack of cooperation from staff Non-submission of required evidence
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Secure personnel, state assets and information
Indicator responsibility	Senior Manager: General Support Services

- **Legal Services**

Indicator title 17	**Number of reports submitted on the implementation of the approved Legal Compliance Improvement Plan**
Short definition	Produce and submit quarterly reports on improving the compliance of the Department on legal matters, and improve the Department's capacity to resolve legal cases timeously and to ensure that all PAJA & PAIA requests are dealt with timeously
Purpose/importance	To report on how legal matters are addressed and resolved by 31 March 2019
Source/collection of data	**Origin:** Letters of demand, summonses, requests **Processes:** Develop a Legal Compliance Improvement Plan Follow processes as determined by Litigation Risk Management Policy **Evidence:** Approved Legal Compliance Improvement Plan Approved Litigation Risk Management Policy Quarterly reports on all legal matters attended to
Method of calculation	Manual count of the number of quarterly reports submitted on legal matters attended to
Data limitations	Case backlog of State Attorney
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Duly implemented Legal Compliance Improvement Plan resulting in minimising the number of legal cases
Indicator responsibility	Senior Manager: Legal Services

- **Policy, Planning, Monitoring and Evaluation**

Indicator title 18	**Annual Performance Plan submitted**
Short definition	Annually facilitating strategic planning sessions to develop and submit approved APP by end February 2019
Purpose/importance	To guide the Department's planning and performance reporting processes by 31 March 2019
Source/collection of data	**Origin:** Legislative and other mandates **Processes:** Conduct strategic planning sessions Submission of first draft by August 2018 Submission of second draft by November 2018 } to Office of the Premier Submission of final draft by February 2019 Approval of APP by end February 2019 Tabling to Legislature by March 2019 **Evidence:** Approved APP

Method of calculation	Manual count of the number of approved Annual Performance Plan submitted on time
Data limitations	Uncoordinated planning
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	An approved Annual Performance Plan in line with the Framework for the development of Strategic Plan, MPAT results and Annual Performance Plan
Indicator responsibility	Senior Manager: Policy, Planning, Monitoring and Evaluation

Indicator title 19	**Number of quarterly performance reports submitted**
Short definition	Produce and timeously submit quarterly performance reports to Office of the Premier
Purpose/importance	To reflect on the departmental performance to the oversight authorities (Auditor General, Premier's Office, and Parliament) by 31 March 2019
Source/collection of data	**Origin:** Legislative and other mandates **Processes:** Request quarterly reports from Programmes Compile consolidated departmental quarterly performance reports Populate data file Timeously submit approved quarterly performance report and data file to OTP **Evidence:** Approved quarterly performance report Letter of acknowledgement / proof of submission
Method of calculation	Manual count of the number of quarterly performance reports submitted on time
Data limitations	Non-submission of performance information
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Credible quarterly performance reports
Indicator responsibility	Senior Manager: Policy, Planning, Monitoring and Evaluation

Indicator title 20	**Annual Performance Report submitted**
Short definition	Annually produce and submit the Annual Performance Report for the previous financial year
Purpose/importance	To account for the budget spent and report on the performance of the Department by 31 March 2019
Source/collection of data	**Origin:** Collate Programme performance information Submission of first draft by May 2018 Submission of second draft by June 2018 } to the Auditor General Submission of final report by end July 2018 Arrange publication of Annual Report by end August 2018 Submission to Provincial Treasury by end August 2018 Tabling to Legislature by September 2018 **Processes:** Gather, consolidate, verify, and submit annual performance report to the Auditor General and Provincial Treasury **Evidence:** Approved annual performance report Proof of submission
Method of calculation	Manual count of the number of Annual Performance reports submitted on time
Data limitations	Non-submission of performance information
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually

New indicator	No
Desired performance	Credible departmental annual performance report
Indicator responsibility	Senior Manager: Policy, Planning, Monitoring and Evaluation

Indicator title 21	**Report on the annual compliance with MPAT**	
Short definition	Produce and submit an annual report on ensuring the improvement of management practices in strategic management, governance and accountability, human resources and financial management	
Purpose/importance	To comply with MPAT requirements on all Key Performance Areas and standards by 31 March 2019	
Source/collection of data	**Origin:**	MPAT standards
	Processes:	Consult internally with all MPAT KPA managers Prepare, verify and upload required information for all standards Verification by Internal Audit Moderation by DPME Challenge moderation results (where necessary) Issuing of final results by DPME Compile and submit improvement plan for all key performance areas to the Office of the Premier (OTP) and the Department of Planning, Monitoring and Evaluation (DPME)
	Evidence:	Final MPAT results MPAT Improvement plan
Method of calculation	Final MPAT score/results received	
Data limitations	Non-submission and uploading of required evidence	
Type of indicator	Output	
Calculation type	Non-cumulative	
Reporting cycle	Annually	
New indicator	No	
Desired performance	Level 4 scores in all MPAT key performance areas and standards	
Indicator responsibility	Senior Manager: Policy, Planning, Monitoring and Evaluation	

Indicator title 22	**Number of reports on the implementation of the SDIP**	
Short definition	Produce and submit quarterly reports on progress on the implementation of the approved Service Delivery Improvement Plan	
Purpose/importance	To respond to the needs of clients through the promotion of continuous improvement of quality, quality and equity of service provision	
Source/collection of data	**Origin:**	Service Delivery Charter
	Processes:	Quarterly consultation with stakeholders Development of service standards Review SDIP every three years Drafting of progress and monitoring reports Report to Management on implementation of SDIP
	Evidence:	Service Delivery Improvement Plan Quarterly progress reports Annual report on Service Delivery Improvement
Method of calculation	Manual count of the number of quarterly progress reports submitted	
Data limitations	No consultation with stakeholders / feedback from stakeholders	
Type of indicator	Output	
Calculation type	Cumulative	
Reporting cycle	Quarterly	
New indicator	New	
Desired performance	Improved levels of service delivery standards	

Indicator responsibility	Senior Manager: Policy, Planning, Monitoring and Evaluation

FINANCIAL MANAGEMENT

- **Internal Inspectorate**

Indicator title 23	**Number of integrated risk management reports submitted**	
Short definition	Draft, assess and submit quarterly Integrated Risk Management reports	
Purpose/importance	To evaluate risk management in the Department by 31 March 2019	
Source/collection of data	**Origin:**	Risk Management Register
	Processes:	Consolidate Programmes' risk assessment reports
	Evidence:	Quarterly integrated risk management reports submitted
Method of calculation	Manual count of the number of quarterly integrated risk management reports submitted	
Data limitations	None	
Type of indicator	Output	
Calculation type	Cumulative	
Reporting cycle	Quarterly	
New indicator	No	
Desired performance	All risks managed and mitigated effectively	
Indicator responsibility	Chief Financial Officer	

Indicator title 24	**Number of audit action plans submitted**	
Short definition	Collate, compile and submit quarterly audit action plans to Provincial Treasury / Audit Committee	
Purpose/importance	Report on the implementation of audit findings as raised by the Auditor General by 31 March 2019	
Source/collection of data	**Origin:**	Auditor General Report
	Processes:	Consolidate Programmes' Audit Action Plans
	Evidence:	Quarterly Audit Action Plans
Method of calculation	Manual count of the number of quarterly audit action plans submitted	
Data limitations	None	
Type of indicator	Output	
Calculation type	Cumulative	
Reporting cycle	Quarterly	
New indicator	No	
Desired performance	Improvement on audit findings from previous financial year	
Indicator responsibility	Chief Financial Officer	

- **Financial Administration**

Indicator title 25	**Annual Budget submitted**	
Short definition	Annually compile and submit the approved 2018/2019 departmental budget to Provincial Treasury before 31 March 2019	
Purpose/importance	To facilitate the budget process, and to monitor and track spending and savings by 31 March 2019	
Source/collection of data	**Origin:**	Treasury final allocation letter
	Processes:	CFO meets with Programme and responsibility managers Programmes submit their budget inputs to Financial Management Consolidate budget inputs Compile and Submit final budget to Provincial Treasury before 31 March 2019 Load approved budget on BAS
	Evidence:	Proof of submission of the budget to Provincial Treasury Vote 9 budget
Method of calculation	Manual count of the approved budget submitted to Treasury before 31 March 2019	

Data limitations	None
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	All departmental spending within allocated budget
Indicator responsibility	Senior Manager: Financial Administration

Indicator title 26	**Adjusted budget submitted**	
Short definition	Annually compile and submit adjusted budget to Provincial Treasury by October 2018	
Purpose/importance	To apply virements and consolidate an adjusted budget for the Department by 31 March 2019	
Source/collection of data	**Origin:**	Treasury final allocation letter
	Processes:	CFO meets with Programme and responsibility managers to identify reallocation based on in-year pressures Programmes submit their budget inputs to Financial Management Consolidate the adjusted budget Submit adjusted budget to Provincial Treasury Load approved adjusted budget on BAS
	Evidence:	Proof of submission/acknowledgement letter Approved adjusted budget
Method of calculation	Manual count of the approved adjusted budget submitted to Treasury by October 2018	
Data limitations	None	
Type of indicator	Output	
Calculation type	Non-cumulative	
Reporting cycle	Annually	
New indicator	No	
Desired performance	Reprioritised resource allocations	
Indicator responsibility	Senior Manager: Financial Administration	

Indicator title 27	**Number of in-year monitoring reports submitted**	
Short definition	Produce and submit monthly in-year monitoring reports to Provincial Treasury by the 15th of each month	
Purpose/importance	To ensure effective financial management compliance by 31 March 2019	
Source/collection of data	**Origin:**	Section 40 projections
	Processes:	Populate the projection as per Provincial Treasury template Populate monthly expenditure Monthly review of projections based on expenditure
	Evidence:	Proof of submission In-year monitoring reports
Method of calculation	Manual count of the number of monthly in-year monitoring reports submitted by the 15th of each month	
Data limitations	None	
Type of indicator	Output	
Calculation type	Cumulative	
Reporting cycle	Quarterly	
New indicator	No	
Desired performance	Spending trends analysed and expenditure within monthly cash flow projections	
Indicator responsibility	Senior Manager: Financial Administration	

Indicator title 28	**Compilation and submission of Annual Financial Statements**	
Short definition	Collate, analyse and submit 2017/2018 annual financial statements to Provincial Treasury by 31st May 2018 in accordance with the MCS Manual	
Purpose/importance	To provide information on the financial position, performance, cash flow and changes in the financial position of the Department in compliance with the MCS Manual by 31 March 2019	
Source/collection of data	**Origin:**	Trial balance and PERSAL Reports
	Processes:	Source information from different units Populate figures into prescribed template Review AFS before submission Submit AFS with working paper files to Provincial Treasury and AGSA
	Evidence:	Proof of submission/Acknowledgement from Provincial Treasury and AGSA Annual Financial Statements
Method of calculation	Manual count of number of complete sets of Annual Financial Statements	
Data limitations	None	
Type of indicator	Output	
Calculation type	Non-cumulative	
Reporting cycle	Annually	
New indicator	No	
Desired performance	Annual Financial Statements without any misstatements	
Indicator responsibility	Senior Manager: Financial Administration	

Indicator title 29	**Number of Interim Financial Statements submitted**	
Short definition	Produce and submit three Interim Financial Statements to Provincial Treasury (Quarters 2, 3 and 4)	
Purpose/importance	To provide information on the financial position, performance, cash flow and changes in financial position to the Department in compliance with the MCS manual by 31 March 2019	
Source/collection of data	**Origin:**	Trial balance and PERSAL Reports
	Processes:	Source information from different units Populate figures onto prescribed template Review AFS before submission Submit AFS with working paper files to Provincial Treasury
	Evidence:	Proof of submission/Acknowledgement from Provincial Treasury Interim Financial Statements
Method of calculation	Manual count of one complete set of Interim Financial Statements submitted to Provincial Treasury in Quarters 2, 3 and 4	
Data limitations	None	
Type of indicator	Output	
Calculation type	Cumulative	
Reporting cycle	Quarterly	
New indicator	No	
Desired performance	Interim Financial Statements without any misstatements	
Indicator responsibility	Senior Manager: Financial Administration	

Indicator title 30	**Number of fund requisitions submitted**	
Short definition	Produce and submit to Provincial Treasury monthly fund requisitions as per cash flow projections	
Purpose/importance	To request funds from Treasury for cash flow by 31 March 2019	
Source/collection of data	**Origin:**	Cash flow projections
	Processes:	Populate fund requisition from cash flow projections and trial balance
	Evidence:	Fund requisitions submitted Acknowledgement of receipt from Provincial Treasury

Method of calculation	Manual count of the number of monthly fund requisitions submitted
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Improved monthly cash flow projections
Indicator responsibility	Senior Manager: Financial Administration

Indicator title 31	**Number of Certificates of Compliance submitted**
Short definition	Produce and submit to Provincial Treasury monthly certificates of compliance to the financial management performance indicators as per prescribed template
Purpose/importance	To comply with the requirements of the Public Finance Management Act (Act 1 of 1999) by 31 March 2019
Source/collection of data	**Origin:** Trial Balance/BAS and PERSAL Reports **Processes:** Various units analyse progress on relevant indicators and submit inputs to manager for consolidation **Evidence:** Acknowledgement of receipt from Provincial Treasury Certificates of compliance
Method of calculation	Manual count of the number of monthly certificates of compliance submitted
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Certificates of compliance submitted as prescribed
Indicator responsibility	Senior Manager: Financial Administration

Indicator title 32	**Number of Instruction Note 34 reports submitted**
Short definition	Produce and submit twelve reports to Provincial Treasury to indicate compliance with 30 day payments
Purpose/importance	To report compliance of payments within 30 days by 31 March 2019
Source/collection of data	**Origin:** Payment register report 30 day Tool document **Processes:** Import payment register report from BAS onto 30 day Tool **Evidence:** Acknowledgement of receipt from Provincial Treasury Instruction Note 34 reports
Method of calculation	Manual count of the number of monthly Instruction Note 34 reports submitted
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Instruction Notes 34 reports submitted as prescribed
Indicator responsibility	Senior Manager: Financial Administration

Indicator title 33	**Annual tax reconciliations submitted**
Short definition	Produce and submit one annual tax reconciliation (EMP501) to SARS by 31 May 2018
Purpose/importance	To manage tax reconciliations by 31 March 2019
Source/collection of data	**Origin:** Monthly tax reconciliations (EMP201) submitted to SARS

	Processes: Reconcile data on PERSAL to ensure correct pay-over to SARS
	Evidence: Employer Reconciliation Declaration (EMP501) and IRP5s
Method of calculation	Manual count of number of EMP501s submitted
Data limitations	None
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	Accurate IRP5s
Indicator responsibility	Senior Manager: Financial Administration

Indicator title 34	**Number of mid-year tax reconciliations submitted**
Short definition	Produce and submit one mid-year tax reconciliation (EMP501) to SARS by 31 October 2018
Purpose/importance	To manage tax reconciliations by 31 March 2019
Source/collection of data	**Origin:** Monthly tax reconciliations (EMP201) submitted to SARS
	Processes: Reconcile data on PERSAL to ensure correct pay-over to SARS
	Evidence: Employer Reconciliation Declaration (EMP501)
Method of calculation	Manual count of the number of EMP501s submitted timeously
Data limitations	None
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	Yes
Desired performance	Accurate mid-year tax reconciliations
Indicator responsibility	Senior Manager: Financial Administration

Indicator title 35	**Number of monthly tax reconciliations submitted**
Short definition	Produce and submit monthly tax reconciliation (EMP201) to SARS
Purpose/importance	To ensure correct tax reconciliations by 31 March 2019
Source/collection of data	**Origin:** Monthly tax reconciliations (EMP201) submitted to SARS
	Processes: Reconcile data on PERSAL to ensure correct pay-over to SARS
	Evidence: Monthly Employer Declaration (EMP201)
Method of calculation	Manual count of the monthly EMP201 submitted
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Accurate monthly tax reconciliations
Indicator responsibility	Senior Manager: Financial Administration

- **Supply Chain Management**

Indicator title 36	Number of progress reports on the approved Procurement Plan
Short definition	Report quarterly on progress in terms of the approved Procurement Plan
Purpose/importance	To remain within the allocated budget and procure according to needs by 31 March 2019
Source/collection of data	**Origin:** Approved budget **Processes:** Produce and submit one Procurement Plan Report quarterly on progress **Evidence:** Approved Procurement Plan Proof of submission to Provincial Treasury Quarterly progress reports
Method of calculation	Manual count of the number of quarterly progress reports on the approved Procurement Plan
Data limitations	Depends on other stakeholders
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Procurement Plan duly implemented
Indicator responsibility	Senior Manager: Supply Chain Management

Indicator title 37	Number of supply chain management reports submitted
Short definition	Produce and submit monthly Supply Chain Management reports to Provincial Treasury
Purpose/importance	To keep updates of procurement and tendering information by 31 March 2019
Source/collection of data	**Origin:** Approved Supply Chain Management Plan **Processes:** Report on procurements over R100k **Evidence:** Proof of submission to Provincial Treasury Monthly supply chain management reports
Method of calculation	Manual count of the number of monthly supply chain management reports submitted
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Updated tendering and procurement information
Indicator responsibility	Senior Manager: Supply Chain Management

Indicator title 38	Number of LOGIS reports submitted
Short definition	Produce and submit quarterly reports related to the utilisation of LOGIS
Purpose/importance	To ensure procurement of goods and services on LOGIS by 31 March 2019
Source/collection of data	**Origin:** EXCO resolution **Processes:** Request LOGIS reports pertaining to Commitments, Accruals, Receipts, Invoice Tracking & Customer Survey Management **Evidence:** Quarterly LOGIS reports
Method of calculation	Manual count of the number of quarterly LOGIS reports submitted
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative

Reporting cycle	Quarterly
New indicator	No
Desired performance	Optimal utilisation of LOGIS
Indicator responsibility	Senior Manager: Supply Chain Management

PROGRAMME 2: HUMAN SETTLEMENTS - STRATEGIC OBJECTIVES INDICATOR TECHNICAL DESCRIPTORS

Strategic objective indicator 1.1	**Approved Multi-Year Housing Development Plan (MYHDP) by 2019**
Short definition	Annually produce and submit a Multi-Year Housing Development Plan for the implementation of key human settlements programmes, municipal accreditation and upgrade of informal settlements programmes, to achieve spatial integration
Purpose/importance	To resolve the deficiencies of apartheid spatial planning by integrating and investing in sustainable human settlements during 2018/2019
Source/collection of data	**Origin:** Legislative and other mandates **Processes:** Reviewing and approval of one Multi-Year Housing Development Plan Assessment of informal settlements for formalisation Development of a policy guideline in relation to human settlements Evaluate implementation of the municipal accreditation programme by accredited municipalities Development of project pipeline for 20 municipalities Capacitate municipal officials in 3 municipalities on the housing programme Educate 3500 housing beneficiaries on their responsibilities as new home owners Involve young people in skills development initiatives **Evidence:** Approved multi-year Housing Development Plan Technical studies: desktop geotechnical investigation, basic engineering and basic EIA report; social facilitation and preliminary layout Approved policy guideline Annual departmental report on the performance of accredited municipalities List of projects from municipalities Certificates of successful completion of courses Attendance registers for consumer education Attendance registers for young people involved in skills development initiatives
Method of calculation	Manual count of the number of Multi-Year Housing Development Plans (MYHDP) submitted
Data limitations	Accessibility and credibility of data from sector departments and municipalities Lack of participation and inputs by municipalities Accuracy of the calculated proposed plan, council resolution Accuracy of lists of projects received from municipalities Timeous submission of certificates by service providers Timeous submission of registers and housing sector plans by municipalities
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	Investment in sustainable and integrated human settlements
Indicator responsibility	Executive Manager: Human Settlements

Strategic objective indicator 2.1	Subsidy housing opportunities created by 2019
Short definition	Improved living conditions within informal settlements and new developments through the provisioning of basic engineering services (water, sanitation, roads and storm water) and housing units to beneficiaries
Purpose/importance	Construction of standardised houses with access to basic services during 2018/2019
Source/collection of data	**Origin:** Legislative and other mandates **Processes:** Formalization of the informal settlements Providing water, sanitation and roads to households in informal settlements, new developments and all infill programmes Sites planned and surveyed towards establishing human settlements Providing housing units **Evidence:** Layout plan Housing Development report on serviced sites Building inspector reports Annual Housing Progress Report
Method of calculation	Manual count of the number of housing units completed as per Annual Housing Progress Report
Data limitations	Completion of the GeoTech and EIA Timeous submission of building inspector reports Stability tests
Type of indicator	Impact
Calculation type	Cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	Investment in sustainable and integrated human settlements
Indicator responsibility	Executive Manager: Human Settlements

Strategic objective indicator 3.1	Improved home-ownership for beneficiaries by 2019
Short definition	Accommodating the registration of properties, the acquisition of land for municipalities, the approval of the Human Settlements Development Grant (HSDG) Business Plan, and the submission of monthly DoRA reports
Purpose/importance	To submit credible monthly conditional grant report; planning and submission of conditional grant business plan to promote homeownership and security of tenure to beneficiaries during 2018/2019
Source/collection of data	**Origin:** Legislative and other mandates **Processes:** Interact with municipalities to obtain beneficiary lists to instruct attorneys to effect transfers and to receive the title deeds back Assisting municipalities in acquiring land for human settlement development Developing and submission of 1 conditional grant business plan Monthly reporting to National Human Settlements and other stakeholders on financial and non-financial performance **Evidence:** Conveyancers' certificates received Pre-feasibility reports and/or ownership records (deeds records) Submission/business plan approved by MEC Conditional grand reports and proof of expenditure from BAS
Method of calculation	Manual count of the number of title deeds registered
Data limitations	Timeous receipt of Conveyancers' certificates Lengthy processes on transferring of state owned land Timeous and accurate project list Timeous submission of regional and building inspector's reports and BAS and HSS reconciliations
Type of indicator	Output
Calculation type	Cumulative

Reporting cycle	Annually
New indicator	No
Desired performance	Promoting home-ownership and security of tenure to beneficiaries
Indicator responsibility	Executive Manager: Human Settlements

PROGRAMME 2: HUMAN SETTLEMENTS – PERFORMANCE INDICATOR TECHNICAL DESCRIPTORS

- **Housing Needs, Planning and Research**

Indicator title 1	**Number of policy guidelines approved**	
Short description	Annual development of a policy guideline in relation to human settlements	
Purpose/importance	To develop a policy for support of human settlements by 31 March 2019	
Source/collection of data	**Origin:**	Housing Code (2009) Housing Act (1997) Protection Measures Act (1998) White Paper on Housing Rental Housing Act (1999)
	Processes:	Develop 1st draft Consultation through workshops and Provincial policy forum Develop 2nd draft Final draft
	Evidence:	Proof of consultation Approved policy guideline
Method of calculations	Manual count of the approved policy guideline submitted	
Data limitations	Lack of participation and inputs by municipalities	
Type of indicator	Output	
Calculation type	Non-cumulative	
Reporting cycle	Annually	
New indicator	No	
Desired performance	Improved implementation of human settlements programmes	
Indicator responsibility	Senior Manager: Housing Needs, Planning and Research	

Indicator title 2	**Number of reports on M&E conducted on accredited municipalities**	
Short description	Produce and submit an annual report on monitoring and evaluating the implementation of the municipal accreditation programme by accredited municipalities	
Purpose/Importance	Compliance with the delegated functions by the accredited municipalities by 31 March 2019	
Source/collection of data	**Origin:**	Monthly and quarterly municipal accreditation reports Housing Subsidy System
	Processes:	Support, monitor and evaluate the Level 1 and 2 Accredited Municipalities (as per the Framework) through one-on-one engagements and quarterly forum meetings Provide capacity Support to the Level 1and 2 Municipalities Disbursement of Capacity funding to Accredited Municipalities
	Evidence:	Annual departmental report on the performance of accredited municipalities
Method of calculations	Manual count of the number of reports on the performance of accredited municipalities submitted	
Data limitations	Non-submission of reports by municipalities	
Type of indicator	Output	
Calculation type	Non-cumulative	
Reporting cycle	Annually	

New indicator	No
Desired performance	Successful monitoring and evaluation of accredited municipalities
Indicator responsibility	Senior Manager: Housing Needs, Planning and Research

Indicator title 3	**Number of consumers exposed to consumer education**
Short description	Produce and submit quarterly reports on housing beneficiaries educated on their responsibilities as home owners
Purpose/Importance	To ensure housing beneficiaries are informed of their home-ownership responsibilities by 31 March 2019
Source/collection of data	**Origin:** Training statistics from municipalities **Processes:** Collect training statistics and attendance registers of training conducted from municipalities Query and verify statistics and attendance registers submitted Populate HCE statistics template **Evidence:** Attendance registers for consumer education Quarterly consolidation reports
Method of calculations	Manual count of the number of consumers educated as per quarterly reports
Data limitations	Non-submission of attendance registers
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Housing beneficiaries duly capacitated with home-ownership information
Indicator responsibility	Senior Manager: Housing Needs, Planning and Research

Indicator title 4	**Number of youth involved in Skills Development Initiatives**
Short description	Produce and submit a report on the number of youth involved in Skills Development Initiatives in the human settlements sector
Purpose/Importance	To empower the youth in the built environment by 31 March 2019
Source/collection of data	**Origin:** Ministerial directives National Youth Policy Human Settlements Youth Development Framework **Processes:** Target a region Engage municipalities Mobilise unemployed youth Conduct training **Evidence:** Attendance registers for skills development initiatives Annual consolidation report Certificates of successful completion of training
Method of calculations	Manual count of the number of youths successfully completing skills development training as per Completion Certificates
Data limitations	Lack of commitment of participants and non-submission of completion certificates
Type of indicator	Output
Calculation type	Non-Cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	Empowered youth that actively participate in the human settlements sector
Indicator responsibility	Senior Manager: Housing Needs, Planning and Research

- **Housing Development**

Indicator title 5	**Number of households provided with access to basic engineering services**

Short description	Provision of access to basic infrastructure with different levels of service. Therefore before any site can be developed the necessary engineering services must be implemented and a serviced site comprises of any of the following, depending on the nature of the area per project: • Ventilated Improved Pits • Water Reticulation • Sewer Reticulation • Roads - either gravel, paving blocks or Asphalt surfacing • Storm Water
Purpose/Importance	To increase access to engineering services (water, sanitation, roads and storm water) on all serviced sites with different levels of service by 31 March 2019
Source/collection of data	**Origin:** Project Readiness Matrix Approved conditional grant business plan Engineering designs (VIP drawings/layout diagram for water, sewer and roads) Bill of Quantities **Processes:** Beneficiary list approved by the municipality in case of VIP toilets Site Inspections Site Meetings Submission of invoices **Evidence:** Monthly Progress Reports Completion Certificates signed by a consulting engineer Happy Letters GPS coordinates for VIP toilets Minutes of the meetings/attendance registers Annual consolidated report
Method of calculations	Manual count of the number of households provided with access to basic engineering services as per annual report
Data limitations	Inaccurate reports from professional service providers
Type of indicator	Output
Calculation type	Non-Cumulative
Reporting cycle	Annually
New indicator	Yes
Desired performance	Households with access to basic engineering infrastructure
Indicator responsibility	Senior Manager: Housing Development

Indicator title 6	**Number of housing units at practical completion under all programmes**
Short description	Produce and submit quarterly Housing Progress Reports on the provision of housing units, completed as per construction milestones and fit for occupation (*practical completion*), in the following programmes: Community Residential Units; Integrated Residential Development Programme (IRDP); and Military Veterans
Purpose/Importance	To reduce the housing backlog in the Province by 31 March 2019
Source/collection of data	**Origin:** Project Readiness Matrix and Project Pipeline **Processes:** Engage with municipalities to develop housing plans; network with service providers (contractors and suppliers of building materials); check construction progress; building inspections - in all the following programmes: Community Residential Units (CRU) Integrated Residential Development Programme (IRDP) Military Veterans **Evidence:** Building inspector reports Quarterly Housing Progress Reports
Method of calculations	Manual count of the number of housing units completed as per the quarterly Housing Progress Reports
Data limitations	Late submission of building inspector reports
Type of indicator	Output

Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Providing sustainable and integrated human settlements
Indicator responsibility	Senior Manager: Housing Development

- **Housing Asset Management**

Indicator title 7	**Number of title deeds registered**
Short description	Produce and submit quarterly reports on the number of title deeds registered
Purpose/Importance	To promote home-ownership by 31 March 2019
Source/collection of data	**Origin:** Approved beneficiary list **Processes:** Interact with municipalities to obtain beneficiary lists Instruct attorneys to effect transfer of properties according to the approved beneficiary list with corresponding erf numbers **Evidence:** Conveyancers' certificates received
Method of calculations	Manual count of the number of registrations (according to conveyancers' certificates received) as per quarterly reports
Data limitations	Late-receipt of Conveyancers' certificates
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	All housing beneficiaries provided with home-ownership
Indicator responsibility	Senior Manager: Housing Asset Management

Indicator title 8	**Conditional grant business plan submitted**
Short description	Annual development and submission of 1 conditional grant business plan
Purpose/Importance	To submit a plan for allocation of conditional grant in terms of DoRA by 31 March 2019
Source/collection of data	**Origin:** Municipal business plans Commitments Project Readiness Matrix and Project Pipeline **Processes:** Consultation with applicable role-players Develop project list, taking commitments into consideration **Evidence:** Business plan (approved by MEC) Proof of submission
Method of calculations	Manual count of the number of duly approved business plans submitted
Data limitations	Late submission and inaccurate municipal business plans
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	Conditional grant expenditure according to the approved business plan
Indicator responsibility	Senior Manager: Housing Asset Management

Indicator title 9	Number of monthly conditional grant reports submitted to national human settlements and other stakeholders
Short description	Produce and submit monthly DoRA reports to National Human Settlements and National and Provincial Treasury on financial and non-financial performance
Purpose/Importance	To keep track of financial and non-financial performance on a monthly basis, to ensure that performance is in accordance with the approved business plan by 31 March 2019
Source/collection of data	**Origin:** Information received from HSS and regional offices on financial and non-financial performance Reconciliation with BAS expenditure **Processes:** Collect financial and non-financial performance information Compile monthly DoRA report **Evidence:** Monthly Conditional Grant (DoRA) reports with proof of expenditure from BAS
Method of calculations	Manual count of the number of monthly DoRA reports with proof of expenditure from BAS
Data limitations	Non-submission of regional and building inspector's reports and non- reconciliation of BAS and HSS
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Financial and non-financial performance in accordance with the approved business plan
Indicator responsibility	Senior Manager: Housing Asset Management

PROGRAMME 3: COOPERATIVE GOVERNANCE - STRATEGIC OBJECTIVE INDICATOR TECHNICAL DESCRIPTORS

Strategic objective indicator 1.1	Municipalities with functional municipal councils by 2019
Short definition	Support, monitor and intervene in all municipalities with regards to the functionality of municipal councils
Purpose/importance	To ensure a functional system of cooperative governance and participatory democracy during 2018/2019
Source/collection of data	**Origin:** Legislative and other mandates **Processes:** Supporting municipalities with the recruitment and appointment of Senior Managers Ensuring that Senior Managers are capacitated to meet the minimum competency requirements Guide municipalities on gender policy to achieve the 50/50 representation of women in senior management positions **Evidence:** Quarterly departmental report on the functionality of municipal councils
Method of calculation	Manual count of the number of municipalities with functional councils
Data limitations	Non-sitting of municipal councils
Type of indicator	Impact
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	Functional municipal councils in all municipalities
Indicator responsibility	Executive Manager: Cooperative Governance

Strategic objective indicator 1.2	Municipalities with functional Municipal Public Accounts Committees (MPAC) by 2019
Short definition	Support, monitor and intervene in all municipalities with regards to the functionality of Municipal Public Accounts Committees
Purpose/importance	To ensure a functional system of cooperative governance and participatory democracy during 2018/2019
Source/collection of data	**Origin:** Legislative and other mandates **Processes:** Ensuring that anti-corruption measures include the establishment and functionality of a structure that deals with Anti-corruption issues, towards combating fraud and corruption and/or maladministration in municipalities Reporting comprehensively on analysis of fraud, corruption and maladministration cases **Evidence:** Quarterly departmental report on the functionality of MPACs within municipalities
Method of calculation	Manual count of the number of municipalities with functional MPACs

Data limitations	Non-sitting of MPACs
Type of indicator	Impact
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	Functional Municipal Public Accounts Committees in all municipalities
Indicator responsibility	Executive Manager: Cooperative Governance

Strategic objective indicator 2.1	**Support and coordinate municipal management improvement plans (LGMIMs) by 2019**
Short definition	Support municipalities through the coordination and monitoring of LGMIMs (Joe Morolong, Ga-Segonyana, Gamagara, John Taolo Gaetsewe, Umsobomvu, Thembelihle, Kareeberg, and !Kheis)
Purpose/importance	To support and coordinate the municipal management improvement plans during 2018/2019
Source/collection of data	**Origin:** Legislative and other mandates **Processes:** Support, coordinate and monitor: Implementation of LGMIM; and Stakeholders within and outside government in support of municipal improvement programme **Evidence:** Quarterly departmental reports on the implementation of LGMIM
Method of calculation	Manual count of the number of municipalities implementing LGMIM
Data limitations	Inaccurate or no data provided by municipalities
Type of indicator	Impact
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	Municipalities with Management Improvement Plans
Objective responsibility	Executive Manager: Cooperative Governance

Strategic objective indicator 3.1	**Percentage of households with access to water by 2019**
Short definition	Continuously co-ordinate the delivery of water services, monitor provision of basic services and assist municipalities to plan and implement infrastructure programmes through infrastructure co-ordinating forum
Purpose/importance	To ensure members of society have access to sustainable and reliable basic services during 2018/2019
Source/collection of data	**Origin:** Legislative and other mandates Stats SA Census 2011 DORA allocations **Processes:** Assist and support all 26 local municipalities to plan, implement, operate and maintain infrastructure programmes and projects Monitor the provision and access to households benefiting from Free Electricity **Evidence:** MIG M&Q Project List
Method of calculation	$\frac{\text{Number of households benefitted during period}}{\text{Total number of households in Province}} * \frac{100}{1}$
Data limitations	Inaccurate or no data provided by sector departments, municipalities and infrastructure agencies Budget limitation for site visits to verify information
Type of indicator	Impact
Calculation type	Incremental
Reporting cycle	Annually
New indicator	No
Desired performance	Improved access to basic water services
Indicator responsibility	Executive Manager: Cooperative Governance

Strategic objective indicator 3.2	Percentage of households with access to sanitation by 2019
Short definition	Continuously co-ordinate the delivery of sanitation services, monitor provision of basic services and assist municipalities to plan and implement infrastructure programme through infrastructure co-ordinating forum.
Purpose/importance	To ensure members of society have access to sustainable and reliable basic services during 2018/2019
Source/collection of data	**Origin:** Legislative and other mandates Stats SA Census 2011 DORA allocations **Processes:** Assist and support all 26 local municipalities to plan, implement, operate and maintain infrastructure programmes and projects Monitor the provision and access to households benefiting from Free Electricity **Evidence:** MIG M&Q Project List
Method of calculation	$\frac{\text{Number of households benefitted during period}}{\text{Total number of households in Province}} * \frac{100}{1}$
Data limitations	Inaccurate or no data provided by sector departments, municipalities and infrastructure agencies Budget limitation for site visits to verify information
Type of indicator	Impact
Calculation type	Incremental
Reporting cycle	Annually
New indicator	No
Desired performance	Improved access to basic sanitation services
Indicator responsibility	Executive Manager: Cooperative Governance

Strategic objective indicator 3.3	Percentage of households with access to electricity by 2019
Short definition	Continuously co-ordinate the delivery of electricity services, monitor provision of basic services and assist municipalities to plan and implement infrastructure programme through infrastructure co-ordinating forum.
Purpose/importance	To ensure members of society have access to sustainable and reliable basic services during 2018/2019
Source/collection of data	**Origin:** Legislative and other mandates Stats SA Census 2011 DORA allocations **Processes:** Assist and support all 26 local municipalities to plan, implement, operate and maintain infrastructure programmes and projects Monitor the provision and access to households benefiting from Free Electricity **Evidence:** MIG M&Q Project List
Method of calculation	$\frac{\text{Number of households benefitted during period}}{\text{Total number of households in Province}} * \frac{100}{1}$
Data limitations	Inaccurate or no data provided by sector departments, municipalities and infrastructure agencies Budget limitation for site visits to verify information
Type of indicator	Impact
Calculation type	Incremental
Reporting cycle	Annually
New indicator	No
Desired performance	Improved access to basic electricity services
Indicator responsibility	Executive Manager: Cooperative Governance

Strategic objective indicator 3.4	Percentage of households with access to refuse removal by 2019
Short definition	Continuously co-ordinate the delivery of refuse removal services, monitor provision of basic services and assist municipalities to plan and implement infrastructure programme through infrastructure co-ordinating forum.
Purpose/importance	To ensure members of society have access to sustainable and reliable basic services during 2018/2019
Source/collection of data	**Origin:** Legislative and other mandates Stats SA Census 2011 DORA allocations **Processes:** Assist and support all 26 local municipalities to plan, implement, operate and maintain infrastructure programmes and projects Monitor the provision and access to households benefiting from Free Refuse Removal **Evidence:** MIG M&Q Project List
Method of calculation	$\frac{\text{Number of households benefitted during period}}{\text{Total number of households in Province}} * \frac{100}{1}$
Data limitations	Inaccurate or no data provided by sector departments, municipalities and infrastructure agencies Budget limitation for site visits to verify information
Type of indicator	Impact
Calculation type	Incremental
Reporting cycle	Annually
New indicator	No
Desired performance	Improved access to basic refuse removal services
Indicator responsibility	Executive Manager: Cooperative Governance

Strategic objective indicator 4.1	Local municipalities implementing Community Work Programmes by 2019
Short definition	Support and monitor local municipalities to tackle poverty and provide livelihood for poor households.
Purpose/importance	To create local employment through the CWP programme during 2018/2019
Source/collection of data	**Origin:** Legislative and other mandates **Processes:** Supporting municipalities in coordinating the creation (provision) of work opportunities in line with the CWP implementation manual **Evidence:** Quarterly departmental consolidated reports
Method of calculation	Manual count of the number municipalities (sites) implementing CWP
Data limitations	Inaccurate monthly reports from IA Budget limitation for site visits to verify information
Type of indicator	Impact
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	More job opportunities created in local municipalities
Indicator responsibility	Executive Manager: Cooperative Governance

Strategic objective indicator 5.1	Municipalities with legally compliant IDP's by 2019
Short definition	Support and monitor an improved approach to secure integrated urban, rural and economic development plans
Purpose/importance	To ensure municipalities with development planning capacity and credible sector plans in place during 2018/2019
Source/collection of data	**Origin:** Legislative and other mandates **Processes:** Support to all 31 municipalities in the development of implementable IDPs through sector coordination, IDP Rep forums and IDP analysis and engagements **Evidence:** Provincial IDP Assessment Report
Method of calculation	Manual count of the number of municipalities with legally compliant IDPs
Data limitations	Non-compliance with legislation

Type of indicator	Impact
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	Improved development planning capacity within municipalities
Indicator responsibility	Executive Manager: Cooperative Governance

PROGRAMME 3: COOPERATIVE GOVERNANCE – PERFORMANCE INDICATOR TECHNICAL DESCRIPTORS

- **Municipal Administration**

Indicator title 1	**Number of municipalities supported to comply with MSA Regulations on the appointment of senior managers (Outcome 9, Sub-Outcome 4)(B2B Pillar 5)**
Short definition	Track municipalities assisted with the recruitment and selection processes of senior managers in terms of Regulations 2014 through prescribed instruments
Nature of Support	Issue a circular/notice/guideline to the respective municipality detailing steps to be undertaken in the filling of the senior manager positions; and/or Develop a report on compliance of municipalities with the Regulations of 2014 on appointment of senior managers; and/or Assist and support municipalities through meetings and workshops to interpret and apply the Regulations 2014; and/or Intervene where municipalities do not comply. (Intervention differs from province to province.)
Purpose/importance	To promote the appointment of competent and suitably qualified senior managers in municipalities by 31 March 2019
Source/collection of data	Municipal reports on compliance in terms of Regulation 2014
Portfolio of Evidence	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
Method of calculation	Manual count of number of municipalities supported
Data limitations	Non-submission of reports by municipalities
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	All municipalities appointing competent senior managers in line with the competency requirements in the MSA Regulation
Indicator responsibility	Senior Manager: Municipal Administration

Indicator title 2	**Number of capacity building interventions conducted in municipalities (Outcome 9, Sub-outcome 3)(B2B Pillar 5)**
Short definition	Each province to state the individual/ institutional capacity building initiative in municipalities.
Nature of Support	The province will development of a capacity building strategy that will define and quantify the type of capacity building interventions conducted towards improving their institutional service delivery capacity
Purpose/importance	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 by 31 March 2019
Source/collection of data	Municipal audit reports, annual reports, oversight reports, B2B Assessment Reports.
Portfolio of Evidence	Capacity Building Strategy, departmental signed-off reports detailing the type and regularity of capacity building interventions conducted, together with relevant documentation if and where meetings were held and/or workshops conducted in this regard
Method of calculation	Manual count of number of capacity building interventions
Data limitations	Lack of submission of information from municipalities
Type of indicator	Input
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	To strengthen the capability and ability of officials and councillors to accomplish their governance responsibilities
Indicator responsibility	Senior Manager: Municipal Administration

Indicator title 3	**Number of municipalities supported to achieve the 50/50 representation of women in section 56 post (B2B Pillar 5)**
Short definition	Municipalities guided to achieve the 50/50 representation of women in senior positions
Nature of Support	Through workshops/meetings/training, engage with municipalities on the policy framework Additional support will differ from province to province. Therefore, each province may elaborate on the support to be provided.
Purpose/importance	Responding to non- sexist society and ensure the achievement of the 50/50 equity targets for women in senior management by 31 March 2019
Source/collection of data	Municipal quarterly reports on implementation of the national gender policy framework and/or the Public Service Commission reports and/or the employment equity plan
Portfolio of Evidence	Departmental signed-off reports reflecting the extent to which municipalities implement the gender policy framework together with relevant meeting documentation if and where meetings were held and/or workshops conducted in this regard
Method of calculation	Manual count of number of municipalities supported
Data limitations	Lack of maintaining the gender disaggregation or inaccurate information provided by municipalities
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	All municipalities achieve the 50/50 representation of women in senior management to promote gender equity
Indicator responsibility	Senior Manager: Municipal Administration

Indicator title 4	**Number of municipalities monitored on the extent to which anti-corruption measures are implemented (Outcome 9, Sub-outcome 4) (B2B Pillar 3)**
Short definition	Monitor regularly and report on the extent to which municipalities implement anti-corruption measures towards promoting good governance. The anti-corruption measures are *inter alia* policies or strategies (anti-fraud, whistle blowing, investigation), structures (Committees) and awareness / training.
Means of monitoring	Monitoring entails *inter alia*, assessing whether there are anti-corruption measures or policies in place; and/or tracking, on a regular basis, the cases reported in municipalities, whether they are being processed
Purpose/importance	To ensure coordination of all anti-corruption activities towards eradication of fraud and corruption by 31 March 2019
Source/collection of data	Municipal reports and/or data on the extent to which municipalities implement anti- corruption measures
Portfolio of Evidence	Signed-off departmental report reflecting the extent to which municipalities comply with the implementation of anti-corruption measures, inclusive of recommendations to address gaps
Method of calculation	Manual count of municipalities monitored
Data limitations	Non-functionality of the anti-corruption technical working group, which can affect the coordination of anti-corruption agencies in dealing with cases of corruption and related offences in municipalities
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	All municipalities reduce fraud and corruption
Indicator responsibility	Senior Manager: Municipal Administration

Indicator title 5	**Number of reports on the implementation of District IGR Fora recommendations**	
Short definition	Monitor and promote the implementation of recommendations of District IGR to strengthen IGR structures	
Purpose/importance	To promote implementation of decisions/recommendations of District IGR and to strengthen the IGR structures in the districts	
Source/collection of data	**Origin:**	Minutes of District IGR meetings
	Processes:	Request minutes of IGR Fora from district municipalities Attend OTP and District IGR Technical working group meetings
	Evidence:	Attendance Registers and Minutes of District IGR Fora Quarterly Report on the Implementation of District IGR recommendations
Method of calculation	Manual count of the number of quarterly reports on the implementation of the District IGR recommendations	
Data limitations	Late or non-submission of minutes by District Municipalities	
Type of indicator	Output	
Calculation type	Cumulative	

Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Improved implementation of District IGR recommendations
Indicator responsibility	Senior Manager: Municipal Administration

- **Municipal Performance Monitoring, Reporting and Evaluations**

Indicator title 6	**Report on the implementation of Back-to-Basics action plans by municipalities (Outcome 9, Sub-outcome 4) (B2B Pillar 5)**
Short definition	Coordinate all stakeholder's commitments, support interventions within the Back to Basics action plans, and report thereon
Purpose/importance	Improve the implementation of the Back-to-Basics Programme in municipalities by 31 March 2019
Source/collection of data	Quarterly B2B Progress Reports from municipalities, sector departments and other key stakeholders
Portfolio of Evidence	Departmental signed-off reports reflecting the extent to which municipalities are implementing B2B action plans
Method of calculation	Manual count of reports prepared and submitted
Data limitations	Lack of timeous and accurate reporting and commitment from all stakeholders
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Report reflecting progress on implementation of Back to Basics actions and areas that requires intervention to improve service delivery
Indicator responsibility	Senior Manager: Municipal Performance Monitoring, Reporting and Evaluations

Indicator title 7	**Number of municipalities supported to institutionalize the performance management system (PMS) (Outcome 9, Sub-Outcome 4)(B2B Pillar 5)**
Short definition	Assist municipalities to develop and implement PMS core elements to manage institutional performance as per Chapter 6 of the MSA
Nature of Support	Apply PMS assessment tools and produce a PMS assessment report that will inform the support. Support will be provided through engagements, workshops and training.
Purpose/importance	Improve service delivery and accountability in terms of Chapter 6 of the MSA and Municipal Planning and Performance Regulations of 2001 by 31 March 2019
Source/collection of data	PMS assessment report, reports from municipalities, PMS audit reports, PMS assessment tool
Portfolio of Evidence	A report detailing the municipalities supported and the type of support provided, together with meeting documentation
Method of calculation	Manual count of number of municipalities supported
Data limitations	Municipalities not cooperative, non-compliance to the legislation by municipalities
Type of indicator	Cumulative
Calculation type	Output
Reporting cycle	Quarterly
New indicator	No
Desired performance	All municipalities implementing PMS in accordance with Chapter 6 of the MSA
Indicator responsibility	Senior Manager: Municipal Performance Monitoring, Reporting and Evaluations

Indicator title 8	**Number of Section 47 reports compiled as prescribed by the MSA (Outcome 9, Sub-Outcome 4) (B2B Pillar 5)**
Short 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
Purpose/importance	To put in place provincial mechanisms to organize, consolidate and interpret primary data collected from municipalities or secondary data sources to develop a consolidated municipal performance report and to monitor municipal performance in order to identify gaps, interventions and support on municipal performance by 31 March 2019
Source/collection of data	Annual Municipal Performance Reports (section 46) and secondary data from sector departments
Portfolio of Evidence	Signed-off Section 47 Report
Method of calculation	Manual count of reports compiled
Data limitations	Credibility of data and non-submission of performance reports
Type of indicator	Output
Calculation type	Non-cumulative

Reporting cycle	Annual
New indicator	No
Desired performance	Report on status of municipal performance as required by section 47 of the Municipal Systems Act, 2000
Indicator responsibility	Senior Manager: Municipal Performance Monitoring, Reporting and Evaluations

Indicator title 9	**Number of municipalities guided to comply with the MPRA (Outcome 9: Sub- outcome 4)(B2B Pillar 4)**
Short definition	Guide municipalities towards improving the extent to which municipalities comply with the Municipal Property Rates Act (MPRA)
Nature of Support	Assess municipal rate policies, by-laws, rate randage and other related matters Advise municipalities on compliance with regards to the MPRA Make recommendations to non-compliant municipalities on corrective measures Facilitate the establishment and effective functioning of Valuation Appeal Boards
Purpose/importance	Compliance with the MPRA will ensure that each municipality values and rates property uniformly and fairly in a transparent and consultative manner by 31 March 2019
Source/collection of data	Rates policies, by-laws, tariffs, valuation / supplementary rolls from municipalities
Portfolio of Evidence	Consolidated quarterly status report on the extent to which municipalities comply with the MPRA and/or compliance schedules
Method of calculation	Manual count of number of municipalities supported
Data limitations	Inaccurate information supplied by municipalities, non-submission of credible information/reports by municipalities
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
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 Evaluations

- **Municipal Infrastructure**

Indicator title 10	**Number of municipalities monitored on the implementation of infrastructure delivery programmes (Outcome 9, Sub-outcome 1)(B2B Pillar 5)**
Short definition	Monitor compliance of infrastructure delivery programmes in collaboration with sector departments
Means of monitoring	Monitoring is performed through MIG DoRA reports, site visits and report on progressive access to basic services (water, sanitation, electricity and waste)
Purpose/importance	Increased ability of municipalities to provide basic services by 31 March 2019
Source/collection of data	Municipal service delivery reports, Sector departments, CoGTA and entities
Portfolio of Evidence	MIG DoRA reports, site visit reports and report on progressive access to basic services
Method of calculation	Manual count of number of municipalities monitored
Data limitations	Inaccurate and or lack of information
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	All municipalities implementing infrastructure programmes to increased access to basic services
Indicator responsibility	Senior Manager: Municipal Infrastructure

Indicator title 11	**Number of municipalities supported to implement indigent policies (Outcome 9, Sub-outcome 1) (B2B Pillar 2)**
Short definition	Monitor municipal compliance to national indigent policy framework using the municipal policy assessment tool to determine the extent to which the municipal indigent policies adhere to the framework
Nature of Support	Analyse the indigent policies of municipalities and communicate recommendations for improvement and implementation through workshops and meetings and/or written communique
Purpose/importance	Provision of free basic services to indigent households by 31 March 2019
Source/collection of data	Municipal quarterly reports on implementation of the indigent policy framework
Portfolio of Evidence	Departmental report on the analysis and recommendations for improvement and implementation, invitation letters, agenda, attendance registers and/or letters

Method of calculation	Manual count of number of municipalities supported
Data limitations	Non-reporting and inaccurate data from municipalities
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	All municipalities implementing indigent registers to ensure increased access of free basic services to indigent households
Indicator responsibility	Senior Manager: Municipal Infrastructure

- Public Participation

Indicator title 12	**Number of municipalities supported to maintain functional ward committees (Outcome 9, Sub-outcome 2) (B2B Pillar 1)**
Short definition	Support municipalities to maintain functional ward committees in line with national functionality criteria: Number of ward committee management meetings held and percentage attendance by members. Number of community meetings organized by the ward committee and percentage attendance by the ward community. Submission and tabling of ward reports and plans to the Council covering needs and priorities for the ward, feedback on the performance of the council in various line/service functions and their impact on the ward. Number of door-to-door campaigns and for interactions with sub-structures including street committees
Nature of Support	Assess with a functionality tool Hold monthly and quarterly meetings Provide functionality indicator template Provide municipalities with generic template on/off ward operational plans Monitor implementation of ward operational plans Conduct workshops
Purpose/importance	To strengthen ward committee functionality and enhance community participation by 31 March 2019
Source/collection of data	Ward Committee functionality status report
Portfolio of Evidence	Consolidated report on support provided to municipalities, Ward Committee functionality status report, and report on the number of community report-back meeting convened by councillors in each ward. Invitation letters, minutes of meetings and/or workshops, attendance registers, agenda, assessment report
Method of calculation	Manual count of number of municipalities supported
Data limitations	Lack of dedicated capacity in municipalities to provide required information
Type of indicator	Input
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	All municipalities maintaining functional ward committees to promote deepened participatory democracy at local level
Indicator responsibility	Senior Manager: Public Participation

Indicator title 13	**Number of municipalities supported to respond to community concerns (Outcome 9, Sub-outcome 2)(B2B Pillar 1)**
Short definition	Support municipalities to develop database on community concerns by conducting provincial engagements and workshops to assist municipalities to adhere to the complaints management policies
Nature of Support	Assess and analyse municipal complaints management processes, give feedback to those that are not in adherence to the norms and standards through the identification of the registered complaints and from progress reports, how they were resolved and the turn-around time of their resolution and give feedback to the complainant
Purpose/importance	To ensure a structured two-way communication between municipalities and communities on service delivery concerns and to act as an early warning system to address issues at an early stage by 31 March 2019
Source/collection of data	Database of community concerns
Portfolio of Evidence	Consolidated report on support provided to municipalities, Community concerns status report, register for community concerns, minutes of community meetings and/or workshops, attendance registers, agenda for community meetings.
Method of calculation	Manual count of number of municipalities supported

Data limitations	Availability of applicable systems on community concerns. A system can be electronic or manual.
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	All municipalities capable of addressing and responding to community concerns
Indicator responsibility	Senior Manager: Public Participation

Indicator title 14	**Number of Employment Opportunities created for young people in municipalities**	
Short definition	Produce and submit quarterly reports on employment opportunities created for young people through the CWP	
Purpose/importance	To boost economic growth, transformation and job creation by 31 March 2019	
Source/collection of data	**Origin:**	Legislative and other mandates
	Processes:	Liaise with and monitor Implementing Agencies
	Evidence:	Monthly IA monitoring reports Quarterly report consolidating monthly IA monitoring reports
Method of calculation	Manual count of the number of work opportunities created for young people as per quarterly reports	
Data limitations	Inaccuracy of monthly monitoring reports by agency	
Type of indicator	Output	
Calculation type	Non-Cumulative	
Reporting cycle	Quarterly	
New indicator	No	
Desired performance	Economic growth, transformation and job opportunities created for young people	
Indicator responsibility	Senior Manager: Municipal Public Participation	

- **Municipal Planning**

Indicator title 15	**Number of municipalities supported with development of IDP (Outcome 9, Sub- outcome 1)**
Short definition	Support to municipalities in the development of IDPs through capacity building sessions, workshops, IDP forums and IDP assessments. An IDP should be developed according to the requirements of applicable legislation
Nature of Support	Through the coordination of meetings and working sessions with municipalities to guide them and for information sharing purposes as well as through the IDP assessments
Purpose/importance	Municipalities developing community responsive IDPs within legislated framework by 31 March 2019
Source/collection of data	IDP assessment and analysis reports
Portfolio of Evidence	Report on support provided and on the status of the IDPs, invitations, agenda, attendance registers, signed-off report indicating the municipalities supported to develop compliant IDPs.
Method of calculation	Manual count of number of municipalities supported
Data limitations	IDPs not adopted by Council as per IDP process plan, lack of participation by sector departments
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	All municipalities have community consulted IDPs incorporating sector plans
Indicator responsibility	Senior Manager: Municipal Planning

Indicator title 16	**Number of municipalities supported with the implementation of SPLUMA**	
Short definition	Produce and submit quarterly reports on 10 municipalities supported to comply with SPLUMA through reviewing of SDFs, Land Use Management schemes, By-laws, regulations and capacity building (Kareeberg, Karoo Hoogland, Hantam, Renosterberg, Kamiesberg, Richtersveld, Ga-Segonyana, Dawid Kruiper, Kgatelopele and Sol Plaatje)	
Purpose/importance	To improve spatial planning and land use management by 31 March 2019	
Source/collection of data	**Origin:**	SPLUMA

		SDF IUDF
	Processes:	Attend steering review committee meetings on the development of SDFs Submit written inputs on SDF documents Assist municipalities with the review of their SDFs Visit municipalities to guide them on the preparation of the review of SDFs Supporting 3 pilot municipalities on implementation of IUDF
	Evidence:	Copies of advisory letters or inputs on implementation of SPLUMA Attendance registers and minutes of meetings/workshops attended in relation to the implementation of SPLUMA Back to office reports Quarterly implementation reports
Method of calculation	Manual count of the number of municipalities supported with the implementation of SPLUMA as per quarterly implementation reports	
Data limitations	Non-compliance with SPLUMA	
Type of indicator	Output	
Calculation type	Non-Cumulative	
Reporting cycle	Quarterly	
New indicator	No	
Desired performance	Municipalities implementing the Spatial Planning and Land Use Management Act	
Indicator responsibility	Senior Manager: Municipal Planning	

Indicator title 17	**Number of reports on data obtained for GIS outputs**	
Short definition	Obtaining data to ensure that GIS outputs are compiled with the latest updates, e.g. maps, reports, spreadsheets. This ensures the maintenance of the GIS database.	
Purpose/importance	To develop an efficient and effective Geographic Information System	
Source/collection of data	**Origin:**	Surveyor General, StatsSA, other departments, and internet
	Processes:	Meetings Electronic correspondence (emails) Telephone requests
	Evidence:	Quarterly report on data obtained for GIS outputs
Method of calculation	Manual count of the number of quarterly reports submitted on data obtained for GIS outputs	
Data limitations	Not receiving data sets	
Type of indicator	Output	
Calculation type	Cumulative	
Reporting cycle	Quarterly	
New indicator	New	
Desired performance	An efficient and effective developed Geographic Information System	
Indicator responsibility	Senior Manager: Municipal Planning	

Indicator title 18	**Number of municipalities supported to maintain functional Disaster Management Centres**
Short definition	All the Municipal Disaster Management Centres (Metro/District) in the province maintained on their functionality in terms of the Disaster Management Act, 2002.
Nature of Support	Assess the extent to which the Municipal Disaster Management Centres are functional using an assessment tool. Produce assessment reports produced, and share them with the municipalities to note areas of improvement. The municipalities are engaged on a quarterly basis to give guidance where there is non-compliance to the Act.
Purpose/importance	To ensure an efficient, effective, integrated and coordinated approach to all aspects of disaster management in the province with special emphasis on prevention and mitigation as well as ensuring the co-ordination and management of provincial disasters that occur in the province by 31 March 2019
Source/collection of data	Quarterly report in terms of section 24 (4)-(8) of the Disaster Management Act, 2002 and the national Monitoring and Evaluation Framework
Portfolio of Evidence	Invitations, agenda, presentation, attendance registers Quarterly reports on municipalities supported towards ensuring functional Disaster Management Centres
Method of calculation	Manual count of number of municipalities supported
Data limitations	Lack of norms and standards for the Disaster Management Centres at municipal level

Type of indicator	Output
Calculation type	Non-Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Timeously response to disaster incidences and reduce the impact of distress communities
Indicator responsibility	Senior Manager: Municipal Planning

Indicator title 19	**Number of municipalities supported on Fire Brigade Services**
Short definition	Fire Brigade Services operational to coordinate fire services activities in the municipalities in terms of legislative requirements.
Nature of Support	Department ensures to maintain functionality through quarterly engagements of which assessments and monitoring are done in these forums
Purpose/importance	To ensure effective and efficient oversight and support of the management of fires in the province by 31 March 2019
Source/collection of data	Status reports on fire brigade services from municipalities
Portfolio of Evidence	Consolidated status report on the extent to which the municipal fire brigade service are functional
Method of calculation	Manual count of number of municipalities supported
Data limitations	Non-submission of reports on fire brigade services from municipalities
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Fire Disaster incidences responded to in the municipalities
Indicator responsibility	Senior Manager: Municipal Planning

PROGRAMME 4: TRADITIONAL AFFAIRS - STRATEGIC OBJECTIVES TECHNICAL DESCRIPTORS

Strategic Objective Indicator 1.1	Functional traditional leadership structures by 2019
Short definition	Implementing programmes and activities to support the recognised traditional leadership structures; rendering administrative, financial and advisory support to houses of traditional leaders, traditional councils and traditional communities by providing administrative, financial & legislative support to traditional leaders, councils, communities and royal councils; rendering strategic administration and management of Houses of Traditional Leaders; and performing rigorous and professional research, develop policies and legislation by 2019
Purpose/importance	To provide overall support to traditional leadership structures in order to enable them to function optimally, efficiently and effectively as per the Constitution (Chapter 12) and applicable legislations during 2018/2019
Source/collection of data	**Origin:** Legislative and other mandates **Processes:** Activities undertaken by the Provincial and Local Houses of Traditional Leaders Initiatives to promote social development Houses to work together to resolve disputes and strengthen the performance of traditional structures Attending to disputes, claims and complaints relating to traditional leadership matters Capacitate officials and traditional leaders Engagements between ward committees and traditional councils in order to deepen participatory democracy and promote service delivery Technical support on administration and finances for traditional councils to ensure administration and financial compliance **Evidence:** Reports of Houses of Traditional Leaders; Genealogical reports; research reports; disputes and claims referred; disputes and claims resolved; reports of reconstitution and coronation of traditional leaders and headmen/women
Method of calculation	Manual count of the number of activities, initiatives, engagements and programmes to ensure good governance
Data limitations	Lack of correlation between National Legislation and guidelines
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	Functional Traditional Leadership structures
Indicator responsibility	Senior Manager: Traditional Institutional Management

PROGRAMME 4: TRADITIONAL INSTITUTIONAL MANAGEMENT – PERFORMANCE INDICATOR TECHNICAL DESCRIPTORS

- **Traditional Leadership Institutional Support**

Indicator title 1	Number of Traditional councils supported to perform their functions
Short definition	Traditional councils are supported towards enabling them to perform their functions in terms of the TLGFA
Nature of Support	Monitor the sitting and attendance of council members, minutes and implementation of decisions; Compilation of monthly expenditure reports and administration books in place; Each province may elaborate on further differentiated support to be provided
Purpose/importance	To have eight (8) constituted, stable and functional TC in compliance with Sec 4 of the Traditional Leadership and Governance Framework Act of 2003 by 31 March 2019
Source/collection of data	Checklist reflecting administration and financial documents required i.e. (attendance register, minutes etc.)
Portfolio of Evidence	Attendance registers ,minutes, monitoring report
Method of calculation	Manual count of the number of Traditional Councils supported, excluding Seoding which is a sub-council of the Manyeding Traditional Council
Data limitations	Inadequate capacity and resources to monitor compliance and Inaccurate data with regard finance and administration of TCs
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	New
Desired performance	Traditional councils that are able to perform their functions in terms of the TLGFA
Indicator responsibility	Senior Manager: Traditional Institutional Management

Indicator title 2	**Number of capacity building programmes provided to the institution of traditional leadership**
Short description	Submit quarterly evidence on 4 capacity building programmes for officials and traditional leaders Identified and implemented
Purpose/importance	To capacitate traditional leaders and officials on various fields by 31 March 2019
Source/collection of data	**Origin:** Interactions with Traditional Leaders and strategic partners e.g. Justice, SASSA, Commission of Gender Equality **Processes:** Identify needs Interact with Traditional Leaders and strategic partners Arrange capacity building initiatives **Evidence:** Proof of capacity building initiatives (presentations/reports) Attendance registers
Method of calculation	Manual count of the number of capacity building initiative / programmes conducted
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Skilled traditional leaders and officials
Indicator responsibility	Senior Manager: Traditional Institutional Management

- **Secretariat of Houses of Traditional Leaders**

Indicator title 3	**Number of activities of the Provincial and Local Houses of Traditional Leaders in compliance with Act 2 of 2007**
Short description	Submit quarterly activities undertaken by the Provincial and Local Houses of Traditional Leaders, as mandated by Act 2 of 2007, such as the sitting of Houses, attending to National mandates such as the Chairperson's and Secretary's Forum, and having discussions and taking decisions regarding the business of the Houses
Purpose/importance	To enable both Houses to carry out its mandates by making inputs on important legislation and documents relating to customs, culture and issues that impact on traditional communities during 2018/19.
Source/collection of data	**Origin:** National House directives Legislative mandates (Act 2 of 2007) **Processes:** Activities include the development of year planner/schedule of activities; arrange house sittings, produce minutes of house sittings and meetings; prepare order papers; compile quarterly reports; make logistical arrangements for travelling, accommodation, subsistence and travel for members; and do payments of claims **Evidence:** Year schedule; minutes, attendance registers; order papers; Secretary's and Chairperson's reports
Method of calculations	Manual count of the following activities: Year schedule Opening of Provincial House Minutes of ManCom & sittings of Provincial House and the Local House Reports from Chairperson's and Secretary's Forum Reports on the reconstitution of the Provincial House of Traditional Leaders and Traditional Councils
Data limitations	Lack of correlation between National Legislation and guidelines Provincial and Local Houses not quorating
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Functional and efficient Houses of Traditional Leaders
Indicator Responsibility	Manager: Provincial House of Traditional Leaders

Indicator title 4	Number of reports on initiatives to promote social development of traditional communities
Short description	Produce and submit quarterly reports on the co-operation with the National, Provincial and Local Houses of Traditional Leaders to promote the social well-being and welfare of traditional communities, nation building, peace, stability and cohesive communities and to preserve moral fibre and regeneration of communities
Purpose/importance	To facilitate active participation in social development programmes within traditional communities by 31 March 2019
Source/collection of data	**Origin:** National House directives Provincial initiatives / programmes **Processes:** Identify initiative/programme. Obtain HOD approval. Obtain facilitator. Check availability of Traditional Leaders. Implement initiative / programme. **Evidence:** Reports on social activities / programs; attendance registers
Method of calculations	Manual count of the number of reports submitted on initiatives to promote social development
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Empowered traditional communities and leaders in addressing social challenges of the traditional communities
Indicator Responsibility	Senior Manager: Traditional Institutional Management

Indicator title 5	Number of reports on structured engagements between ward committees and traditional councils
Short description	Produce and submit quarterly reports on engagements between ward committees and traditional councils to deepen participatory democracy and promote service delivery
Purpose/importance	Promote the participation of traditional councillors in the Local Government Sphere by 31 March 2019
Source/collection of data	**Origin:** National House directives Legislative and other mandates Year schedule **Processes:** Arrange meetings **Evidence:** Quarterly reports
Method of calculations	Manual count of the number of reports submitted
Data limitations	Non-participation and consultation by ward committees with TCs
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Regular structured engagements between ward committees and traditional councils
Indicator responsibility	Senior Manager: Traditional Institutional Management

- Research, Policy and Legislation Development

Indicator title 6	Percentage of succession claims/ disputes processed
Short definition	Investigation of all outstanding succession claims/disputes received and lodged with the Department and report filed to the EA
Purpose/importance	To process all succession claims and disputes by 31 March 2019
Source/collection of data	Complaints register
Portfolio of Evidence	Signed off report on succession claims and disputes processed
Method of calculation	Count the number of succession disputes and claims processed divided by the total number of succession claims and disputes registered, multiply by hundred $\frac{\text{Number of succession claims and disputes processed during period}}{\text{Total number of succession claims and disputes registered during period}} * \frac{100}{1}$
Data limitations	Inadequate and unreliable information from claimants and respondents

Type of indicator	Output indicator
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	New
Desired performance	All succession claims and disputes received processed
Indicator responsibility	Senior Manager: Traditional Institutional Management