



COGHSTA

Department:
Cooperative Governance, Human Settlements and
Traditional Affairs
NORTHERN CAPE PROVINCE

JS Du Plooy Building
9 Cecil Sussman Road
Private Bag X5005
Kimberley
8300

Enq: Mr. P. Mpotsang
Ref: H2.1.2 SDIP
Tel. 053 830 9497
Fax: 053 831 2904

Service Delivery Improvement Mechanisms
Department of Public Service and Administration
116 Proes Sreet, Batho Pele House
PRETORIA
0001

Dear Modjadji Maphunye

SUBMISSION: SERVICE DELIVERY IMPROVEMENT PLAN FOR 2018/21.

The Department of Cooperative Governance, Human Settlements and Traditional Affairs hereby submit the 3 year cycle period of the Service Delivery Improvement Plan for 2018/21.

The department has ensured that compliance with the SDIP development Template, which focus on two critical services that will be considered for inclusion in the SDIP. The key services are: 1) Provision of complete housing units and 2) Restoration of Title Deeds.

The Department will ensure that the implementation of the SDIP is monitored quarterly in order to be able to submit our annual reports to DPSA.

Hoping you find this in order

Yours in service delivery


Mr. BS. Lenkoe
Head of Department

Cc: Tshadi Seleke
Office of the Premier



DEPARTMENT OF CO-OPERATIVE GOVERNANCE, HUMAN SETTLEMENTS AND TRADITIONAL AFFAIRS: NORTHERN CAPE PROVINCE

**SERVICE DELIVERY IMPROVEMENT PLAN (SDIP) THREE YEAR
CYCLE 2018-2021**

CONTROL PAGE

The SDIP is a staged way of ensuring that the department delivers on the key services identified. The key services in the Plan are not in isolation from other Plans/mandates of the department. This also makes all staff to be part of the driving force in the realization of the broader objectives of the department.

MANAGEMENT INVOLVEMENT:

NAME	PROGRAMME	NAME	PROGRAMME
Mr. BS. Lenkoe	Head of Department: COGHSTA	Mr. M. Mdunge	Senior Manager: Frances Baard Regional Head
Ms. I. Lekalake	Executive Manager: Human Settlements	Mr. Z. Monakali	Senior Manager: Pixley Ka Seme Regional Head
Adv. M. Manyeneng	Acting Executive Manager: Cooperative Governance	Mr. A. Phete	Senior Manager: ZF Mgcawu Regional Head
Mr. M. Mafa	Acting Executive Manager: Corporate services	Mr. OH Barnard	Senior Manager: John Taolo Gaetsewe Regional Head
Mr. L. Kopa	Acting Senior Manager: Traditional Affairs	Mr. F. van den Heever	Senior Manager: Namakwa Regional Head

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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
PPFPA	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		

OFFICIAL SIGN-OFF

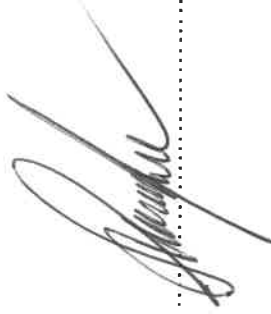
The Service delivery Improvement Plan (SDIP) was developed by all staff members through the SDIP Team members who are representing the different Programmes within the department. The Programmes Executive Managers and Heads of Regional Offices who played an important role through their understanding of the involvement of the Team members in ensuring their participation.

It is hereby certified that this SDIP was developed under the management of COGHSTA and prepared in line with the Public Service Regulations of 2016.

Supported by:

Head of Department: Mr. Bafedile Shadrack Lenkoe

Signed:



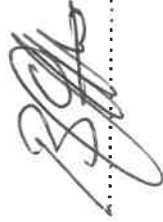
Date:

09/04/2018

Approved by:

Executing Authority: Mr. Bentley Vass

Signed:



Date:

11/04/2018

1. INTRODUCTION

The Service Delivery Improvement Plan for the Department of Cooperative Governance, Human Settlements and Traditional Affairs is aligned to the Strategic Plan and the Annual Performance Plan of the department and addresses improvement on two Key services as identified by the department. The key services are: 1) Provision of Completed Housing Units and 2) Provision of Title Deeds. It is not by mistake that these key services are from Human Settlements Programme only but because they are being view as core delivery services that were identified as priorities by the COGHSTA and National Department of Human Settlements (NDHS). This will ensure that the key services are acting as a building block for sustainable integrated human settlements for our communities in the Northern Cape Province. The service delivery fields have been identified through a consultative process and guidance from the Department of Public Service and Administration (DPSA).

1.1 OUTLINING PREPARATORY WORK DONE BY THE DEPARTMENT AND THE COMPOSITION OF THE SDIP TEAM.

The Department has nominated staff or a Team called the SDIP which is made of officials across all components of the department. This Team acts as a Facilitation Team in ensuring that monitoring of progress, reporting, developing and reviewing the SDIP, led by the Champion from the Service Delivery within Monitoring and Evaluation Unit. The Champion arranges meetings with all programmes within the department to identify key services to be incorporated into the SDIP. Only key services are then agreed upon (Provision of completed housing units are build and Provision of Title Deeds to rightful beneficiaries) for purposes of submitting to both OTP and DPSA. The Team schedule quarterly meetings in March, June, September and December throughout the three year cycle period. All activities of the Team takes place under the guidance of the Executive Manager: Corporate Services.

Below is a table that tabulates all members who serve in the Departmental SDIP Team:

Sub-directorate / Region	Name	Rank	Gender	Contact details	Race
Service Delivery	Percy Mpotsang	DD	Male	073 816 9037	African
Planning and Budget	Naphtalie Batshe	DD	Male	083 284 2815	African
Traditional Affairs	Miggie van den Berg	DD	Female	053 839 2300	White
Public Participation	Jackie April	SAO	Female	053 830 9488	Coloured
Land Administration	Alfred Pegram	DD	Male	082 042 3658	Coloured
Legal Service	Mpho Mabotsa	SLA	Female	053 8309526	African
Housing Administration	Terence Philander	AD	Male	079 240 7805	Coloured

Sub-directorate / Region	Name	Rank	Gender	Contact details	Race
Regions Frances Baard	Freddy Motshela	Building Inspector	Male	083 279 9303	African
	Joey Botes	AD	Male	076 103 2120	African
	Phemelo Thapelo	AD	Female	084 283 7588	African
John Taolo Gaetsewe	Israel Molefane	SAO	Male	072 485 8053	African
	Gabriel Segamo	SAO	Male	081 297 9193	African
	Omphemetse Ntong	SAO	Female	082 428 4458	African
Pixley Ka Seme	Dineo Mahamba	AD	Female	073 528 7017	African
	Eugene Titus	AO	Male	078 115 6335	Coloured
	Donida Diehl	AD	Female	078 675 4851	Coloured
ZF Mgcawu	Gwen Jama	AD	Female	082 042 2089	African
	Helen Kella	AO	Female	079 672 0664	Coloured
	Nico Titus	AO	Male	072 935 0223	Coloured
Namakwa	Josua Losper	AD	Male	072 631 7275	Coloured
	Margot Cloete	AD	Female	078 653 2005	Coloured

1.2 DATES AND PURPOSE OF CONSULTATIONS

Dates	Activity
12-13 April 2017	Provincial Departmental SDIP Quarterly Meeting (Upington)
20 July 2017	Provincial Departmental SDIP Quarterly Meeting (Upington)
09 October 2017	Provincial Departmental SDIP Quarterly Meeting (Upington)
08 February 2018	Provincial Forum Meeting with DPSA for update on the review of the SDIP Template (Kimberley)
22 February 2018	Consultative Meeting Review and Development SDIP (Kuruman)
23 February 2018	Consultative Meeting Review and Development SDIP (De Aar)
26 February 2018	Consultative Meeting Review and Development SDIP (Kimberley)
27 March 2018	Review and Development (SDIP) Provincial Public Participation Forum Meeting (Upington)

1.3 PLANS OF TRANSPARENCY

Communication Plan

The sub-programmes coordinators are giving feedback reports to officials throughout the department. Community Development Workers as the officials who constantly interact with residents will communicate on all matters affecting them (beneficiaries and potential beneficiaries) especially the SDIP with the reinforcement of Community Liaison Officers based in regional offices (frontline) and Municipalities CDW's Mentors.

Implementation Plan

Ensure that all involved participants are aware of the SDIP expectations and adherence to the Plan. SDIP Team through the Community Liaisons Officers will ensure that beneficiaries and potential beneficiaries are aware of the objectives of the SDIP.

Reporting Plan

Quarterly SDIP meetings for assessment of reports from both provincial and regional offices reporting. This will ensure that the department adheres to the Departmental Annual Performance Plan

Monitoring Plan

Quarterly monitoring of performance and sample site visits through the SDIP Team. NDHS is also having a schedule programme to visit the Province for quarterly Project Level Monitoring Progress.

Evaluation Plan

This will be done by the collection of data with the actual visits to beneficiaries whether there is any changes for the better. This will inform the department of the possibilities interventions if there is any.

2. VISION: People of the Northern Cape living in integrated human settlements with responsive, accountable and highly effective municipalities and traditional institutions.

3. MISSION:

- 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, 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 and
- To ensure the efficient, effective and economic utilization of departmental resources to maximise service delivery.

4. VALUES:

Inspired by the Constitution of the Republic of South Africa, Batho Pele Principles, Public Service Code of Conduct, Employment Equity Act, and PFMA are:

- Professionalism and integrity;
- Goal orientation;
- Creativity and service excellence;
- Fairness, respect, equity;
- Honesty, trust, consistency;
- Co-operation, team work, partnership;
- Diplomacy, courtesy;
- Patience, tolerance, empathy;
- Responsiveness, accountability;
- Commitment to performance;
- Accessibility, open communication, transparency and consultation.

5. LEGISLATIVE MANDATES:

Constitution of the Republic of South Africa
 Public Service Regulations
 White Paper on Transforming Public Service Delivery 1997
 National Housing Code
 Housing Act 107 of 1997
 National Development Plan
 Outcome 8
 Outcome 9
 Municipal Property Rates Act 6 of 2004
 Housing Consumer Protection Measures Act of 1998
 Rental Housing Act no. 50 of 1999
 Deeds Registry Act 47 of 1937
 Spatial Planning Land Use Management Act No. 16 of 2013
 Social Housing Act 16 of 2008
 Housing Development Act 23 of 2008
 Extension of Security of Tenure Act 62 of 1997
 Home Loan and Mortgage Disclosure Act of 2000
 Promotion of Access of Information Act of 2000
 Promotion of Administrative Justice Act of 2000

6. SERVICES PROVIDED BY THE DEPARTMENT

6.1 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	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

Strategic Objective	Programme performance indicator	Audited/Actual performance				Estimated Performance 2017/18	Medium-term targets			
		2014/152015/162016/172016/17					2018/19	2019/20	2020/21	
		2014/15	2015/16	2016/17	2016/17					
financial management by 2019	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	
	FINANCIAL MANAGEMENT									
	23	Number of integrated risk management reports submitted	4	4	4	4	4	4	4	4
	24	Number of Audit Action Plans submitted	4	4	3	3	4	4	4	4
25	Annual budget submitted	1	1	1	1	1	1	1	1	
26	Adjusted budget submitted	1	1	1	1	1	1	1	1	

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
	27	Number of in-year monitoring reports submitted	12	12	12	12	12	12
	28	Compilation and submission of Annual Financial Statements	1	1	1	1	1	1
	29	Number of Interim financial statements submitted	4	4	4	3	3	3
	30	Number of fund requisitions submitted	12	4	12	12	12	12
	31	Number of certificates of compliance submitted	12	12	12	12	12	12
	32	Number of Instruction Note 34 reports submitted	12	12	12	12	12	12
	33	Number of annual tax reconciliations submitted	1	1	1	1	1	1
	34	Number of mid-year tax reconciliations submitted	2	2	2	1	1	1
	35	Number of monthly tax reconciliations submitted	New	New	New	12	12	12
	36	Number of progress reports on the approved Procurement Plan	1	0	1	4	4	4
	37	Number of supply chain management reports submitted	12	12	12	12	12	12
	38	Number of LOGIS reports submitted	New	New	New	4	4	4

6.2 Human Settlements 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	New	1	1	1	1	1	1
	2	New	New	1	1	1	1	1
	3	New	New	4945	3500	4000	4500	5000
	4	New	New	New	100	150	200	250
Adequate housing and improved quality living environment by 2019	5	New	New	New	New	2587	3199	3199
	6	2133	1664	1449	1320	1933	1735	1320
Provide human settlements with asset and inventory management by	7	New	3602	3222	9300	9192	6100	5500
	8	1	1	1	1	1	1	1
	9	12	12	12	12	12	12	12

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
2019								

6.3 Cooperative Governance 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	14	10	13	14	31	31	31
	2	New	New	20	8	10	10	10
	3	New	New	New	New	31	31	31
	4	New	New	New	New	31	31	31
	5	New	New	New	New	4	4	4
Sound administrative governance within 31 municipalities by 2019	6	New	New	4	4	4	4	4
	7	New	17	24	10	31	31	31
	8	New	1	0	1	1	1	1
	9	New	New	1	8	26	26	26
Members of the society have sustainable and reliable access to basic services by 2019	10	New	19	26	26	26	26	26
	11	New	8	4	14	26	26	26
Enhanced community	12	New	New	New	New	26	26	26

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
participation at local level to strengthen relations between local government and the community by 2019	13	New	New	New	New	26	26	26
	14	New	New	New	6037	7800	7800	7800
Municipalities with development planning capacity and credible sector plans by 2019	15	New	32	31	31	31	31	31
	16	5	22	31	31	10	10	10
	17		New	4	-	4	4	4
	18	3	5	5	5	5	5	5
	19	New	New	New	New	5	5	5

6.4 Traditional Affairs 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	2020/2021
Strategic Objective	1	8	23	8	8	8	8	8
	2	New	4	4	4	4	4	4
	3	4	7	14	12	16	16	16
	4	New	New	New	4	4	4	4
	5	New	New	New	4	4	4	4
	6	New	New	New	New	100%	100%	100%

7. 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.

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.

8. ACTION PLANNING:

8.1. Provision of Housing Units

KEY SERVICE	SERVICE BENEFICIARY	PERFORMANCE AREA	BASE YEAR PERFORMANCE LEVELS	2018/19 YEAR PERFORMANCE TARGET	2019/20 YEAR PERFORMANCE TARGET	2020/21 YEAR PERFORMANCE TARGET
1) Provision of completed housing units	Individuals who qualify to be beneficiaries as per criteria.	Integrated and sustainable human settlements	Facilitated that 1320 beneficiaries have housing units.	To facilitate that 1933 beneficiaries have access to quality housing units.	To facilitate that 1735 beneficiaries have access to quality housing units.	To facilitate that 1320 beneficiaries have access to quality housing units.
Process mapping & unit costing	Process Mapping Application for a subsidy → Approval of the subsidy → Appointment of Contractor, → 4 phases of construction → Handover to beneficiaries with a Happy Letter.					
Problem statement	The department is experiencing the following problems; backlog, dolomites and materials. To date, the Department has made the following progress with respect to housing units: • 2015/16 financial year = 1664 • 2016/2017 financial year = 1449 • 2017/2018 financial year = 813 The department is envisaging to provide 4988 housing units for the three year cycle 2018/2021.					
Professional standards (if applicable)	Current professional standards See annexure #10					
Legal standards if applicable (including Standard Operating Procedures sops)	Current legal standards & approved standard operating procedures					
			Desired changes (if applicable) Year 1	Desired changes (if applicable) Year 2	Desired changes (if applicable) Year 3	
			Desired changes (if applicable and revised SOPs) Year 1	Desired changes (if applicable and revised SOPs) Year 2	Desired changes (if applicable and revised SOPs) Year 3	

BATHO PELE PRINCIPLES				
	CURRENT	DESIRED: YEAR 1	DESIRED: YEAR 2	DESIRED: YEAR 3
Consultation:	Annual meetings with communities in the Northern Cape Province to conduct needs analysis.	Bi-annual meetings with communities in the Northern Cape Province to conduct needs analysis.	Bi-annual meetings with communities in the Northern Cape Province to conduct needs analysis.	Bi-annual meetings with communities in the Northern Cape Province to conduct needs analysis.
Courtesy:	Offices are open from 07:30 to 16:00, Monday to Friday. Telephone numbers: Head Office 053 830 9444; Frances Baard 053 839 2300; John Taolo Gaetsewe 053 773 9700; Pixley ka Seme 053 631 0954; ZF Mgcawu 054 337 5934; and Namakwa 027 712 2891/2.	Offices are open from 07:30 to 16:00, Monday to Friday. Telephone numbers: Head Office 053 830 9444; Frances Baard 053 839 2300; John Taolo Gaetsewe 053 773 9700; Pixley ka Seme 053 631 0954; ZF Mgcawu 054 337 5934; and Namakwa 027 712 2891/2.	Offices are open from 07:30 to 16:00, Monday to Friday. Telephone numbers: Head Office 053 830 9444; Frances Baard 053 839 2300; John Taolo Gaetsewe 053 773 9700; Pixley ka Seme 053 631 0954; ZF Mgcawu 054 337 5934; and Namakwa 027 712 2891/2.	Offices are open from 07:30 to 16:00, Monday to Friday. Telephone numbers: Head Office 053 830 9444; Frances Baard 053 839 2300; John Taolo Gaetsewe 053 773 9700; Pixley ka Seme 053 631 0954; ZF Mgcawu 054 337 5934; and Namakwa 027 712 2891/2.
Access:	Housing help desk to respond to queries within 21 days and must address people with respect.	Housing help desk to respond to queries within 21 days and address people with respect.	Housing help desk to respond to queries within 21 days and address people with respect.	Housing help desk to respond to queries within 21 days and address people with respect.
Information	Annually inform communities of the total budget allocation and number of houses to be built by the end of the financial year with houses allocated per region. Annually organize a	Annually and regularly inform communities of the total budget allocation and number of houses to be built by the end of the financial year with houses allocated per region. Annually organize a	Annually and regularly inform communities of the total budget allocation and number of houses to be built by the end of the financial year with houses allocated per region. Annually organize a	Annually and regularly inform communities of the total budget allocation and number of houses to be built by the end of the financial year with houses allocated per region. Annually organize a

BATHO PELE PRINCIPLES

	CURRENT	DESIRED: YEAR 1	DESIRED: YEAR 2	DESIRED: YEAR 3
	provincial workshop with all the service providers or developers on the importance of quality low cost housing provisioning.	provincial workshop with all the service providers or developers on the importance of quality low cost housing provisioning.	provincial workshop with all the service providers or developers on the importance of quality low cost housing provisioning.	provincial workshop with all the service providers or developers on the importance of quality low cost housing provisioning.
Openness & transparency:	Distribution of pamphlets with criteria to qualify for housing subsidies to all areas in the province continuously through public hearings, Imbizos, government exhibition events and the utilization of Community Development Workers.	Distribution of pamphlets with criteria to qualify for housing subsidies to all areas in the province continuously through public hearings, Imbizos, government exhibition events and the utilization of Community Development Workers.	Distribution of pamphlets with criteria to qualify for housing subsidies to all areas in the province continuously through public hearings, Imbizos, government exhibition events and the utilization of Community Development Workers.	Distribution of pamphlets with criteria to qualify for housing subsidies to all areas in the province continuously through public hearings, Imbizos, government exhibition events and the utilization of Community Development Workers.
Redress:	Complaints received on housing issues will be addressed within reasonable time.	Complaints received on housing issues will be addressed within reasonable time.	80% of complaints received on housing issues will be addressed within reasonable time.	80% of complaints received on housing issues will be addressed within reasonable time.
Value for money:	Housing inspection to verify quality on completion of each phase of the building of houses. Involvement of the National Human Settlements to conduct monitoring of projects quarterly as well as the internal Monitoring and Evaluation Unit with the assistance of the Community	Housing inspection to verify quality on completion of each phase of the building of houses. Involvement of the National Human Settlements to conduct monitoring of projects quarterly as well as the internal Monitoring and Evaluation Unit with the assistance of the Community	Housing inspection to verify quality on completion of each phase of the building of houses. Involvement of the National Human Settlements to conduct monitoring of projects quarterly as well as the internal Monitoring and Evaluation Unit with the assistance of the Community	Housing inspection to verify quality on completion of each phase of the building of houses. Involvement of the National Human Settlements to conduct monitoring of projects quarterly as well as the internal Monitoring and Evaluation Unit with the assistance of the Community

BATHO PELE PRINCIPLES				
	CURRENT	DESIRED: YEAR 1	DESIRED: YEAR 2	DESIRED: YEAR 3
	Development workers.	Development workers.	Development workers.	Development workers.
Human resources:	N/A	N/A	N/A	N/A
Cost:	N/A	N/A	N/A	N/A
Time:	N/A	N/A	N/A	N/A

8.2 Provision of Title Deeds.

KEY SERVICE	SERVICE BENEFICIARY	PERFORMANCE AREA	BASE YEAR 0 PERFORMANCE LEVELS	2018/19 YEAR 1: PERFORMANCE TARGET	2019/20 YEAR 2: PERFORMANCE TARGET	2020/21 YEAR 3: PERFORMANCE TARGET
2) Provision of Title Deeds	Individual homeowners with Title Deeds.	Integrated and sustainable human settlements	9300 beneficiaries were issued with Title Deeds to promote home ownership.	To ensure that 9192 beneficiaries are issued with Title Deeds to promote home ownership.	To ensure that 6100 beneficiaries are issued with Title Deeds to promote home ownership.	To ensure that 5500 beneficiaries are issued with Title Deeds to promote home ownership.
Process mapping & unit costing	Process Mapping Approved of Project → Approved Beneficiaries → Send contracts to Conveyancer → Submit to Deeds Office for Registration → Title Deeds Registered → Handover of Title Deeds to Beneficiaries Unit costing for a Title Deed is fixed by the NDoHS					
Problem analysis and Problem statement	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 formalized 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 has 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					

	2017/2018 financial year = 4 492 title deeds The department is envisaging to provide 20792 title deeds for the three year cycle 2018/2021.			
Professional standards (if applicable)	Current professional standards See Annexure #11 Title Deeds are registered through a Conveyancer	Desired changes (if applicable) Title Deeds are registered through a Conveyancer	Desired changes (if applicable) Title Deeds are registered through a Conveyancer	Desired changes (if applicable) Title Deeds are registered through a Conveyancer
Legal standards if applicable (including Standard Operating Procedures sops)	Current legal standards & approved standard operating procedures Constitution Housing Act 107 of 1997 Deeds Registry Rural Areas Act No. 9 of 1987. Mier Rural Area Act No. 90 of 1990. Provision of Land and Assistance Act No. 126 of 1993. Transformation of Certain Rural Areas Act No. 94 of 1998 (TRANCRAA).	Desired changes (if applicable and revised SOPs) Constitution Housing Act 107 of 1997 Deeds Registry Rural Areas Act No. 9 of 1987. Mier Rural Area Act No. 90 of 1990. Provision of Land and Assistance Act No. 126 of 1993. Transformation of Certain Rural Areas Act No. 94 of 1998 (TRANCRAA).	Desired changes (if applicable and revised SOPs) Constitution Housing Act 107 of 1997 Deeds Registry Rural Areas Act No. 9 of 1987. Mier Rural Area Act No. 90 of 1990. Provision of Land and Assistance Act No. 126 of 1993. Transformation of Certain Rural Areas Act No. 94 of 1998 (TRANCRAA).	Desired changes (if applicable and revised SOPs) Constitution Housing Act 107 of 1997 Deeds Registry Rural Areas Act No. 9 of 1987. Mier Rural Area Act No. 90 of 1990. Provision of Land and Assistance Act No. 126 of 1993. Transformation of Certain Rural Areas Act No. 94 of 1998 (TRANCRAA). Upgrading of Land Tenure Rights Act No. 112 of 1991 (ULTRA). "Deed of Grants" issued in terms of Proclamation R293 of

	Upgrading of Land Tenure Rights Act No. 112 of 1991 (ULTRA). “Deed of Grants” issued in terms of Proclamation R293 of 1962.	No. 112 of 1991 (ULTRA). “Deed of Grants” issued in terms of Proclamation R293 of 1962.	No. 112 of 1991 (ULTRA). “Deed of Grants” issued in terms of Proclamation R293 of 1962.	No. 112 of 1991 (ULTRA). “Deed of Grants” issued in terms of Proclamation R293 of 1962.
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BATHO PELE PRINCIPLES				
	CURRENT	DESIRED: YEAR 1	DESIRED: YEAR 2	DESIRED: YEAR 3
Consultation	Public hearings, Cabinet meets the people and Imbizos to empower beneficiaries in terms of the responsibilities	Regular meetings with the communities of the Northern Cape Province to inform them about the importance of a Title Deed.	Regular meetings with the communities of the Northern Cape Province to inform them about the importance of a Title Deed.	Regular meetings with the communities of the Northern Cape Province to inform them about the importance of a Title Deed.
Access	The offices are open from 07H30 to 16H00, Monday Friday. The telephone no. is 053-8309400 at 9 Cecil Sussman Road Kimberley. Frances Baard 053 839 2300; John Taolo Gaetsewe 053 773 9700; Pixley ka Seme 053 631 0954; ZF Mgcawu 054 337 5934;	The offices are open from 07H30 to 16H00, Monday Friday. The telephone no. is 053-8309400 at 9 Cecil Sussman Road Kimberley. Frances Baard 053 839 2300; John Taolo Gaetsewe 053 773 9700; Pixley ka Seme 053 631 0954; ZF Mgcawu 054 337 5934;	The offices are open from 07H30 to 16H00, Monday Friday. The telephone no. is 053-8309400 at 9 Cecil Sussman Road Kimberley. Frances Baard 053 839 2300; John Taolo Gaetsewe 053 773 9700; Pixley ka Seme 053 631 0954; ZF Mgcawu 054 337 5934;	The offices are open from 07H30 to 16H00, Monday Friday. The telephone no. is 053-8309400 at 9 Cecil Sussman Road Kimberley. Frances Baard 053 839 2300; John Taolo Gaetsewe 053 773 9700; Pixley ka Seme 053 631 0954; ZF Mgcawu 054 337 5934;

BATHO PELE PRINCIPLES

	CURRENT	DESIRED: YEAR 1	DESIRED: YEAR 2	DESIRED: YEAR 3
	and Namakwa 027 712 2891/2.	and Namakwa 027 712 2891/2.	and Namakwa 027 712 2891/2.	and Namakwa 027 712 2891/2.
Courtesy	Officials respond to Title Deeds queries within 7 workings days. Treatment of beneficiaries with respect.	Officials respond to Title Deeds queries within 3 workings days. Treatment of beneficiaries with respect.	Officials respond to Title Deeds queries within 3 workings days. Treatment of beneficiaries with respect.	Officials respond to Title Deeds queries within 3 workings days. Treatment of beneficiaries with respect.
Openness & Transparency	Annually inform the beneficiaries of the total budget allocated and the number of Title Deeds issued by the end of the Financial Year.	Annually inform the beneficiaries of the total budget allocated and the number of Title Deeds issued by the end of the Financial Year.	Annually inform the beneficiaries of the total budget allocated and the number of Title Deeds issued by the end of the Financial Year.	Annually inform the beneficiaries of the total budget allocated and the number of Title Deeds issued by the end of the Financial Year.
Information	Ensure the module on ownership is addressed in Consumer Education to the communities and the CDW's. Distribution of pamphlets twice-yearly and conducting information sessions with the affected beneficiaries.	Ensure the module on ownership is addressed in Consumer Education to the communities and the CDW's. Distribution of pamphlets twice-yearly and conducting information with the affected beneficiaries.	Ensure the module on ownership is addressed in Consumer Education to the communities and the CDW's. Distribution of pamphlets twice-yearly and conducting information with the affected beneficiaries.	Ensure the module on ownership is addressed in Consumer Education to the communities and the CDW's. Distribution of pamphlets twice-yearly and conducting information with the affected beneficiaries.
Redress	100% of complaints received of Title Deeds will be addressed within	100% of complaints received of Title Deeds will be addressed within	100% of complaints received of Title Deeds will be addressed within	100% of complaints received of Title Deeds will be addressed within

BATHO PELE PRINCIPLES				
		CURRENT	DESIRED: YEAR 1	DESIRED: YEAR 2
		3 months.	3 months.	3 months.
	Value for Money	Officials verify whether beneficiaries received their Title Deeds and comply with relevant prescripts.	Officials verify whether beneficiaries received their Title Deeds and comply with the relevant Legislation.	Officials verify whether beneficiaries received their Title Deeds and comply with the relevant Legislation.
	Time	N/A	N/A	N/A
	COST	N/A	N/A	N/A
	HUMAN RESOURCES	N/A	N/A	N/A



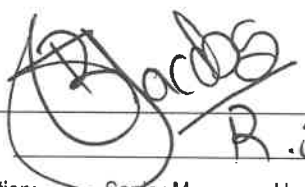
Department of Cooperative Governance, Human Settlements & Traditional Affairs

STANDARD OPERATING PROCEDURE - PERFORMANCE INDICATORS

Type:					
Regulatory / not legislative:					
Programme:	Programme 2: Human Settlements				
Sub-Programme:	Housing Development				
Strategic Objective:	Adequate housing and improved quality of living environment by 2019				
Strategic Objective Indicator:	Subsidy housing opportunities created by 2019				
Performance Indicator:	Number of housing units completed under all programmes				
Performance Indicator Technical Description:	Produce and submit monthly and quarterly Reports on the construction of housing units.				
Purpose / Importance:	To reduce the housing backlog in the Province by 31 March 2018				
Source / collection of data:	Origin:	Conditional grant and Approved Business Plan.			
	Processes:	-Beneficiary list approved to contractor.			
		-Site establishment meeting.			
		-Monthly reports.			
		-Submission of invoice.			
Source / collection of data:	Evidence:	-Site inspection reports.			
		-Beneficiary approval conducted by Regional Offices.			
		-Happy letters and/ or Certificate of occupation.			
		-Registered Bonds.			
	Source / collection of data:	Evidence:	-Beneficiary approval.		
-Payment of subsidy approval on HSS.					
-FLISP (qualifying beneficiaries).					
Method of calculations:		Manual count of the number of housing units as per the quarterly Housing Progress Reports			
Data limitations:	Timeous submission of building inspector reports				
Type of indicator:	Output				
Calculation type:	Cumulative				
Reporting cycle:	Quarterly				
New Indicator:	No				
Desired performance:	To complete housing units.				
Indicator responsibility:	Senior Manager: Housing Development				
Targets:	Annual 2017/2018	Quarter 1	Quarter 2	Quarter 3	Quarter 4
	1320	13	416	713	178
Purpose of SOP:	To report on the delivery of actual housing units				
Scope:	Building of BNG houses				
Responsibility:	Senior Manager				
Procedure:	-Beneficiary list approved to contractor.				
	-Site establishment meeting.				
	-Monthly reports.				
	-Submission of invoice.				
	-Site inspection reports.				
Procedure:	-Beneficiary approval conducted by Regional Offices.				
Valid:	Inspection of houses under construction				

What internal controls are in place to ensure that performance information are:	Accurate: Wip and Progress reports
	Complete: Happy letter and/ or certificate of occupation
Resources required:	
Definitions and acronyms:	Community Residential Units (CRU's); Integrated Residential Development Programme (IRDP); Military Veterans and Finance Linked Individual Subsidy Programme (FLISP)
Review and Revision:	This SOP shall be reviewed annually. However, should circumstances dictate that a review be done, it shall be done when required.
Contingencies:	-In the event of beneficiary administration challenges, new beneficiaries will be sought. -Reduce the number of houses being constructed or an increase in top structure development.
Who was consulted regarding this SOP?	Regional Offices
Who should know this SOP?	Consulted people
SOP Implementation Plan:	-Business Plan -Allocation letters -Procurement -Appointment -Progress delivery reports -Payment of invoices

This Standard Operating Procedure was compiled by:


 Name: R. JACOBS
 Designation: Senior Manager: Housing Development

30/08/17
 Date:

This Standard Operating Procedure was approved by:


 Name: I. Magadi
 Designation: Executive Manager: Human Settlements

30/8/17.
 Date:



Department of Cooperative Governance, Human Settlements & Traditional Affairs

STANDARD OPERATING PROCEDURE - PERFORMANCE INDICATORS

Type:						
Regulatory / not legislative:						
Programme:	Programme 2: Human Settlements					
Sub-Programme:	Housing Asset Management					
Strategic Objective:	Provide human settlements with asset and inventory management by 2019					
Strategic Objective Indicator:	Title deeds registered by 2019					
Performance Indicator:	Number of title deeds registered					
Performance Indicator Technical Description:	Compile and submit quarterly reports on the number of title deeds registered (Improve in 2018/19).					
Purpose / Importance:	To promote ownership					
Source / collection of data:	Origin:	Beneficiary list				
	Processes:	Interact with municipalities to obtain beneficiary lists. (If the inaction fail further steps must be taken, proof of action be furnished). Instruct attorneys to effect transfer of properties according to the approved beneficiary list with corresponding erf numbers. Untraceable beneficiaries (Proof of interaction with municipalities) Deceased Estates (Action taken to address issue, proof of action taken).				
	Evidence:	Beneficiary list. Instruction letters to attorneys. Progress reports from attorneys.				
Method of calculations:	Manual count of the number of registrations (according to conveyancers' certificates received) as per quarterly reports.					
Data limitations:	Slow reaction by municipalities in producing the beneficiary lists. The delay by the Deeds Office in posting the title deeds to conveyancers.					
Type of indicator:	Output					
Calculation type:	Cumulative					
Reporting cycle:	Quarterly					
New Indicator:	No					
Desired performance:	Registration of title deeds.					
Indicator responsibility:	Senior Manager: Housing Asset Management					
Targets:	Annual 2017/2018	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
	9300	820	1663	2871	3946	
Purpose of SOP:	This SOP is a process that guides the transfer of properties to beneficiaries.					
Scope:	This SOP shall guide the transferring of properties.					
Responsibility:	The Director: Human Settlements Asset Management is responsible for this SOP. The deputy director shall serve as a co-implementing official of this SOP.					
Procedure:	- Transfer of properties can only take effect once the following conditions are met: - Township establishment completed - A housing development project approved - A beneficiary list approved on HSS - An instruction is given to a conveyance to effect the registrations. - After the registrations have been concluded the following is delivered to COGHSTA - Title Deeds - Conveyancer's certificates					

	3.3 Invoice 4. The title deeds and certificates are filed for safe keeping and the invoice processed for payment through HSS. 5. The title deeds are then prepared for handover.
What internal controls are in place to ensure that performance information are:	Valid: Make sure that the source data evidence is in place. Accurate: One official conducts a count and another does a verification. Complete: Conveyancer's certificate and/ or title deeds.
Resources required:	Personnel: • 7 permanent officials to execute the daily tasks. • 5 temporary officials to assist with the handover of title deeds. Tools of trade: • Computers (hard and software) • Furniture • Stationery • Internet access
Definitions and acronyms:	Definitions: Title Deed: A legal document or deed constituting evidence of a real right, especially to ownership of property. Conveyancers' certificate: A certificate produced by a conveyance declaring the registration of a property. Municipality: As defined in Sec 2(a),(b),(c) and (d) of the Municipal Systems Act 32 of 2000 Beneficiary: Is a person • Who lawfully reside in SA; • Who is legally competent to contract; • Who has not previously benefited from government's housing assistance; and • Who has not owned fixed residential property. Acronyms: DoRA – Division of Revenue Act HSDG – Human Settlement Development Grant HSS – Housing Subsidy System SOP – Standard Operating Procedure
Review and Revision:	This SOP shall be reviewed annually. However, should circumstances dictate that a review be done, it shall be done when required.
Contingencies:	If this SOP is not adhered to the accounting officer must be informed accordingly. Remedial action may be taken to address weaknesses. Non performance, review instruction.
Who was consulted regarding this SOP?	Chief Director, Deputy Director and Acting Deputy Director
Who should know this SOP?	All staff in the directorate
SOP Implementation Plan:	1. The beneficiary list (hard copy) is verified with HSS daily by officials. 2. Draft instruction letter to conveyance. 3. Send the instruction letter to conveyance. 4. Issue the verified beneficiary lists to conveyancers. 5. Receive progress reports from conveyancers. 6. Receive conveyancer's certificates and verify it with the title deeds received. 7. The conveyancer's certificates and title deeds are stored away for safe keeping. 8. Title Deeds are prepared for handover to beneficiaries. 9. The title deeds are handed over.

This Standard Operating Procedure was compiled by:


Name: M.H. ROBERTSON

Designation: Senior Manager: Human Settlements

14/8/17
Date:

This Standard Operating Procedure was approved by:


.....
G. BOOYSEN
Senior Manager
Housing Needs, Planning & Research
Name: MS. I. MOGODI
Designation: Executive Manager: Human Settlement

17/08/17
Date