



**DEPARTMENT OF COOPERATIVE GOVERNANCE, HUMAN
SETTLEMENTS & TRADITIONAL AFFAIRS**

ANNUAL PERFORMANCE PLAN 2019/2020

NORTHERN CAPE PROVINCE

Foreword

The Department of Cooperative Governance, Human Settlements and Traditional Affairs is mandated to improve the livelihood of our people through provision of sustainable human settlement, support to municipalities to be effective and efficient in the delivery of much needed services and good governance in traditional communities. The capabilities, experience and skilled workforce combined with the mixture of a long serving and innovative management team together with the cooperation of stakeholders sets the Department on a firm developmental trajectory.

The Department of COGHSTA is paced towards a developmental agenda formulated by the ruling party, the African National Congress whose strategic objective is the realisation of a united, non-racial, non-sexist and prosperous society. The ANC has declared 2019 as The Year of United Action to Grow South Africa. This clarion call is an affirmation that we are a nation on the cusp of hope and renewal. The APP is presented at a moment in our history where there is an opportunity to turn from practices that undermined the integrity of our democratic institutions and the potential for higher rates of economic growth and development.

The systematic contribution of the Department towards the national agenda of a developmental state is such that it must be regularly monitored in a structured manner to assess and put in place intervention measures for the greater good of our motive forces, which is the masses.

The APP is a credible tool to gauge the progress of the intended output of improving lives of the ordinary people in Northern Cape in particular. Aligned to our vision, the Department is steadfast in its resolve of ensuring that the ideals and auspices of the 5th Administration are realised especially Outcomes 8 & 9 of the MTSF which in the main deal with the provision of sustainable human settlements and a responsive local government respectively. The ultimate realisation of these ideals remains high priority and will be championed with the necessary vigour and tenacity.

The National Development Plan remains a guiding compass in our endeavour to eliminate poverty and reduce inequality and this is achievable by drawing on the energies of its people in enhancing the state capacity. This APP is a tool intended to gauge and assess our contribution towards the NDP and ultimately intervene where necessary.



Mr Bentley Vass

MEC: Department of Cooperative Governance, Human Settlements & Traditional Affairs

Official sign-off

Mr R Stander
Chief Financial Officer

Ms L Brand
Senior Manager responsible for Policy, Planning, Monitoring & Evaluation

Mr B S Lenkoe
Head of Department

Mr B Vass
Executive Authority



The image shows four handwritten signatures, each written on a horizontal line. The signatures are: 1. A large, stylized signature that appears to be 'R Stander'. 2. A signature that reads 'L Brand'. 3. A signature that appears to be 'B S Lenkoe'. 4. A signature that appears to be 'B Vass'.

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Acronyms

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

MTEF	Medium Term Expenditure Framework
MTSF	Medium Term Strategic Framework
MYHDP	Multi-Year Housing Development Plan
N	
NatJoc	National Joint Operation Centre
NCFMTE	Northern Cape Fleet Management and Trading Entity
NDP	National Development Plan
NHBRC	National Home Builders Registration Council
NT	National Treasury
O	
OTP	Office of the Premier
P	
PAIA	Promotion of Access to Information Act (Act 2 of 2000)
PAJA	Promotion of Administrative Justice Act (Act 3 of 2000)
PAR	Provincial Assessment Rating
PERSAL	PERsonnel and SALary Information System
PFMA	Provincial Financial Management Act
PIGF	Provincial Intergovernmental Forum
PMS	Performance Management System
POE	Portfolio of Evidence
PPPFA	Preferential Procurement Policy Framework Act
ProvJoc	Provincial Joint Operation Centre
PSETA	Public Service Sector Education and Training Authority
PT	Provincial Treasury
R	
ROD	Record of Decision
S	
SALGA	South African Local Government Association

SARS	South African Revenue Service
SASSA	South Africa Social Security Agency
SCM	Supply Chain Management
SDBIP	Service Delivery and Budget Implementation Plan
SDF	Spatial Development Framework
SHERQ	Safety, Health, Environment, Risk & Quality
SLA	Service Level Agreement
SMME	Small, Medium and Micro-sized Enterprises
SMS	Senior Management Service
SPISYS	Spatial Planning Information System
SPLUMA	Spatial Planning and Land Use Management Act
StatsSA	Statistics South Africa
T	
TC	Traditional Council
TLGFA	Traditional Leadership and Governance Framework Act
TOR	Terms of Reference
TRG	Title Restoration Grant
W	
WoP	War on Poverty
WSA	Water Services Authority
WSP	Water Services Providers



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 31 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 that allow convenient access to economic opportunities as well as health, educational and social amenities. It does so by:

- upgrading informal settlements through the provisioning of bulk services to communities (water & sanitation);
- restoring dignity of citizens by handing over title deeds and transferring houses to beneficiaries and allowing them access to economic opportunities (renting out houses, 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);
- rendering town planning services; and
- the construction of top structures.

During the past year, there was a change in MECs for the Department, with no negative impact on service delivery. The Department remains committed to rendering support and guiding the 31 municipalities of the Northern Cape towards achieving sound governance structures, improved audit outcomes, efficient and effective delivery of services, as well as deepening participatory democracy within communities.

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 human capital 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.

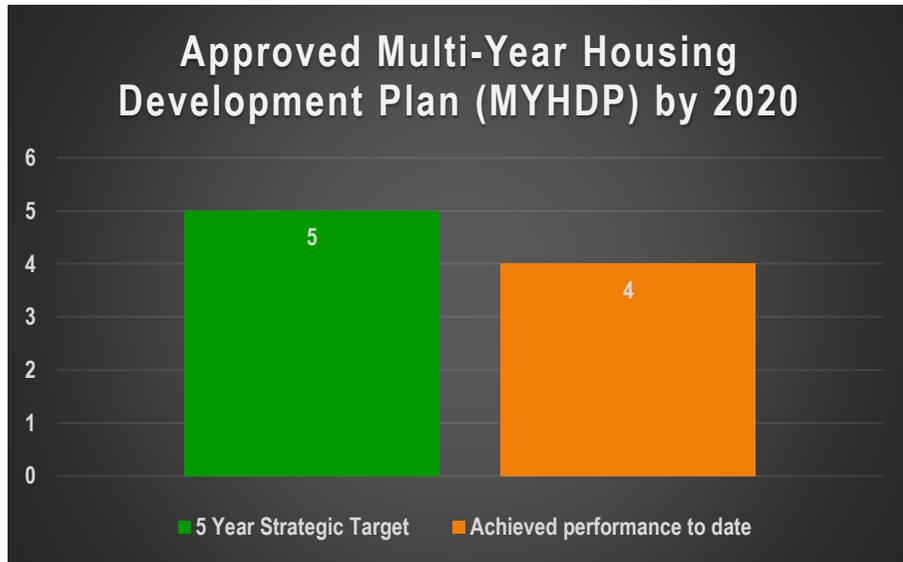
Lack of capacity and requisite skills, unclear roles and responsibilities of traditional leaders and support staff, as well as inadequate resources to render additional executive and national mandates, impact negatively on the department and traditional communities.

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.

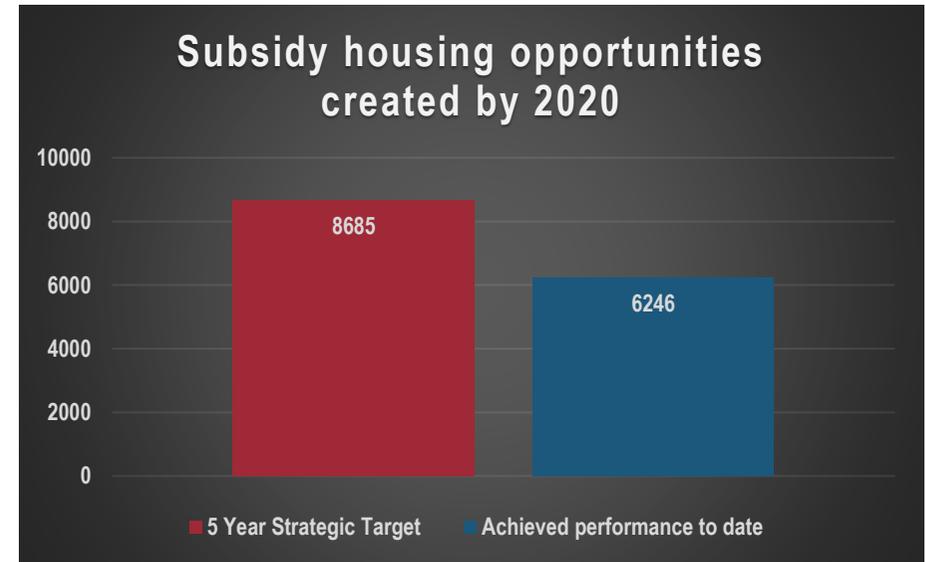
1.1 Performance Delivery Environment

Given that this is the fifth year of the MTSF, the following table reflects on the deliverables contained in the Strategic Plan:

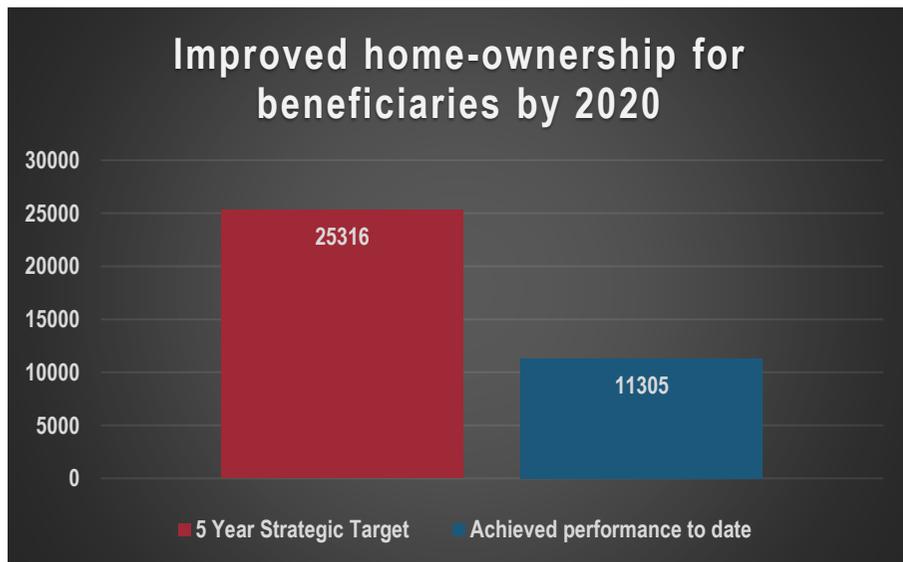
Strategic Objective Indicators	5 Year Strategic Plan Target	Audited/Actual performance				Estimated Performance 2018/19
		2014/15	2015/16	2016/17	2017/18	
Setting policies and priorities for the Department by 2020	MEC Budget Speech tabled annually	New	New	New	Budget Speech tabled timeously	Budget Speech tabled timeously
Provide corporate support services to the Department by 2020	Overall MPAT standard \geq Level 3	New	New	New	Level 3	Overall MPAT standard \geq Level 3
Ensure effective financial management and accountability by improving audit outcomes by 2020	Improved audit outcome	New	New	New	Audit outcome remained the same	Improved audit outcome
Approved Multi-Year Housing Development Plan (MYHDP) by 2020	5	1	1	1	1	1
Subsidy housing opportunities created by 2020	8685	1735	2324	1373	814	1933
Improved home-ownership for beneficiaries by 2020	25316	New	3602	3222	4481	9192
Municipalities with functional municipal councils by 2020	31 municipalities with functional municipal councils	New	New	31	31	31 municipalities with functional municipal councils
Municipalities with functional Municipal Public Accounts Committees (MPAC) by 2020	31 municipalities with functional MPACs	New	New	New	30	31 municipalities with functional MPACs
Support and coordinate municipal management improvement plans (LGMIMs) by 2020	10 municipalities implementing LGMIM	New	New	8	4	8
Percentage of households with access to water by 2020	95% water	78%	97,4%	94%	96%	95% water
Percentage of households with access to sanitation by 2020	95% sanitation	New	86%	86%	82%	95% sanitation
Percentage of households with access to electricity by 2020	95% electricity	New	88%	89.4%	91,8%	95% electricity
Percentage of households with access to refuse removal by 2020	75% refuse removal	New	64%	65%	69%	75% refuse removal
Local municipalities implementing Community Work Programmes by 2020	26 municipalities	New	New	24	26	26 municipalities
Municipalities with legally compliant IDP's by 2020	31 municipalities	32	-	31	31	31 municipalities
Functional traditional leadership structures by 2020	8	8	8	8	8	8



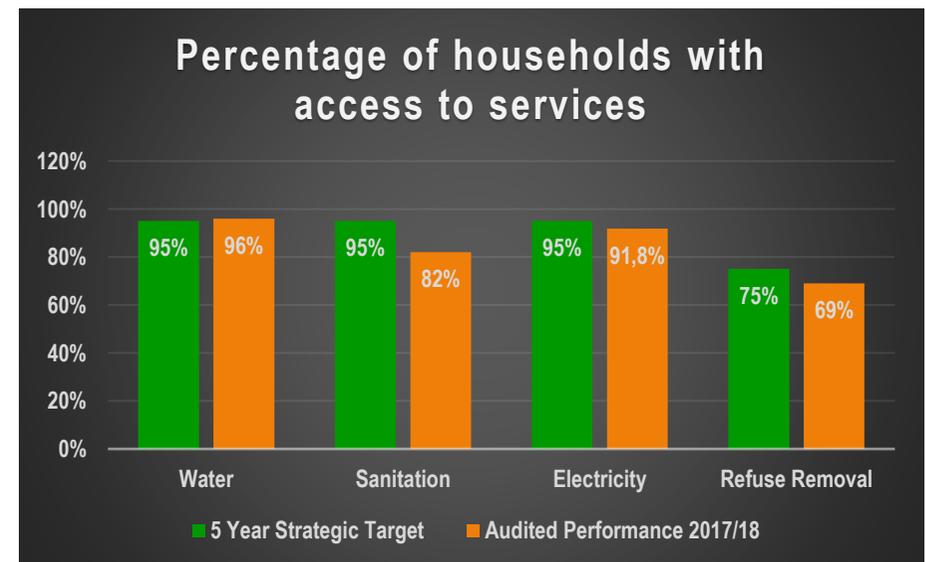
Graph 1: Year-to-date reflection on deliverables contained in the Strategic Plan in terms of MYHDP



Graph 2: Year-to-date reflection on deliverables contained in the Strategic Plan in terms of housing opportunities created



Graph 3: Year-to-date reflection on deliverables contained in the Strategic Plan in terms of improved home-ownership



Graph 4: Year-to-date reflection on deliverables contained in the Strategic Plan in terms of access to services

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. A letter was written to the CFO requesting the Assurance letter for proposed posts ensure that funds are available for the proposed posts. The DPSA and Office of the Premier need the Assurance Letter as part of evidence for proposed structure to be approved. A response is still outstanding.

Although the Department's budget has seen a decline over the years, the Department has made serious strides in the areas of MPAT, human resource plan, management of diversity, employee health and wellness, as well as skills development and capacity building. So far, the Department has been meeting reporting compliance requirements in the areas of annual performance plans, performance monitoring and evaluation of internal service delivery projects. The Auditor-General's 2017/18 report has shown improvement on both financial and non-financial information. Programme 2 received an unqualified opinion on performance information.

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

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

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

Human Capital Management

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 terminations, retirements, resignations, transfers and promotions. The review of the organisational structure was completed, 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 underpins 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.

Employee Performance Management System - There are a number of challenges in the areas 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 the 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 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 towards 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); as well as
- 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, and 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. The Communications sub-directorate 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, since 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 weaknesses 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 fleet management policy was reviewed in an attempt to force the users of GG vehicles to submit petrol slips to combat the theft of petrol. 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, Risk Management and Internal Controls

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

Policy, Planning, Monitoring and Evaluation

Integrated Planning & Reporting - Both the Department's strategic and annual performance plans are aligned to the Framework for the Development of Strategic Plans and Annual Performance Plans. Systems and procedures were put in place to address shortcomings with regards to verification of performance information, which resulted in Programme 2 receiving an unqualified audit opinion.

Policy & Evaluation / Service Delivery Improvement

The Department has an approved Service Delivery Charter, setting service standards, and adheres to the Charter and standards to improve service delivery.

1.1.1.2 Financial Management

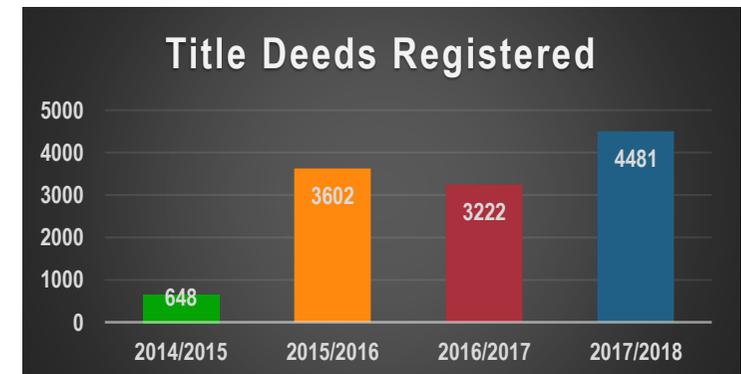
The irregular expenditure due to lack of adherence with procurement processes was flagged by the Auditor General during the 2017/18 period. This happened despite the Department obtaining an unqualified audit opinion. Matters raised in the AGSA Report were included in the departmental Audit Action Plan.

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 which was 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 transfer of properties:

- 2014/2015 financial year = 648 title deeds
- 2015/2016 financial year = 3 602 title deeds
- 2016/2017 financial year = 3 222 title deeds
- 2017/2018 financial year = 4 481 title deeds



Graph 5: The total number of Title Deeds Registered in the Northern Cape for the period 2014/2015 to 2017/2018

Challenges such as inadequate budget for goods & services, 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 affordable means of accommodation.

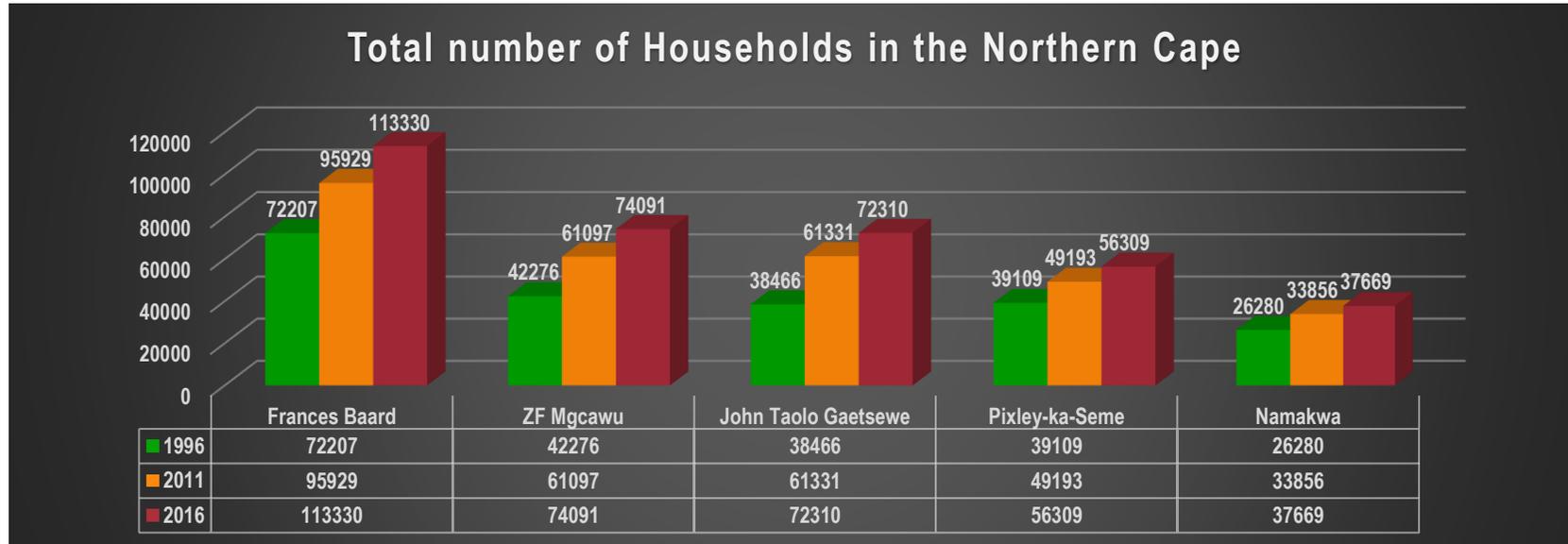
The National Human Settlements Department designed its 2014 - 2019 MTSF to focus on Policy and Funding Reforms in order to achieve:

- 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)



Graph 6: 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 conditions 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 which were 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. 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 monitors and supports 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 municipalities that are 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 as enshrined in the Constitution and the Bill of Rights. Most citizens interface with government at local government level; hence, its fundamental ethos must be about serving people. Since 1994, local government has been the primary site of service delivery. Tremendous progress was made in delivering water, sanitation and refuse removal at all levels within municipalities.

The structural position of the programme does not find full expression at regional offices and it puts more pressure on the limited resources that provincial office has in order to provide the support and monitor municipalities. The programme is operating under tremendous pressure that is mostly influenced by external factors like municipal performance. The autonomy of municipalities has made it even more difficult to enforce certain interventions to monitor and strengthen the capacity of municipalities.

Back-to-Basics, as a vehicle to drive municipalities to return to basic norms, standards and practices of good governance and progress, was 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 quality of life.

The Context for the Back to Basics Concept and Approach

The White Paper on Local Government and the Municipal Structures Act, requires 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; and
- Promoting equitable distribution of resources between local municipalities to ensure appropriate levels of municipal services.

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. 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 is committed 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 are 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 the Annual Financial Statements (AFS) of municipalities.
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: Thembelihle, !Kheis, Umsobomvu, Kareeberg and Gamagara (which dropped out of the programme). During 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 recruitment processes to ensure the vacancies are filled.

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

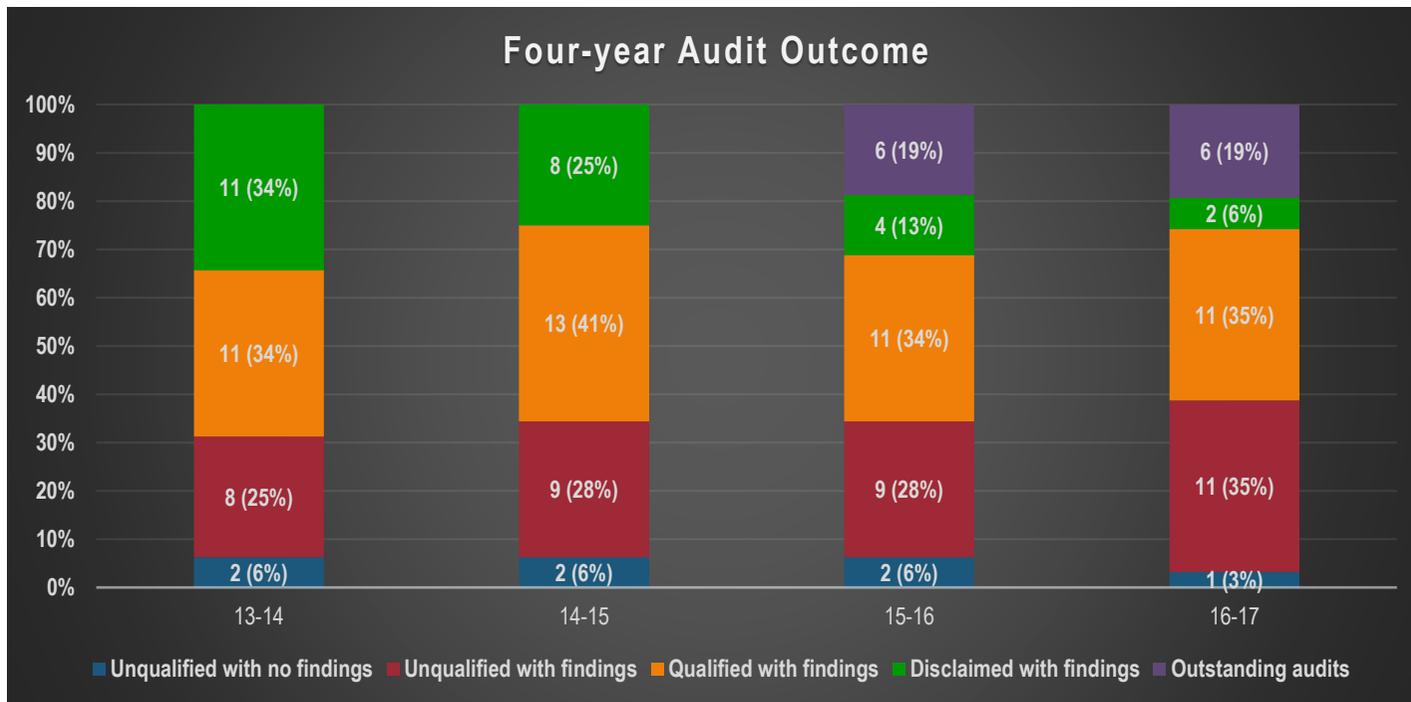
Well Performing		At Risk		Dysfunctional		
Frances Baard DM	Gamagara	//Khara Hais	John Taolo Gaetsewe DM	Mier	Joe Morolong	Siyathemba
ZF Mgqawu DM	Phokwane	Sol Plaatje	Pixley ka Seme DM	!Kheis	Ga-Segonyana	Thembelihle
	Magareng	Richtersveld	Emthanjeni	!Kai Garib	Renosterberg	Karoo Hoogland
	Kareeberg	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	<ul style="list-style-type: none"> • Develop ward based service delivery dashboard; • Community feedback mechanism; (<i>sms community feedback system</i>) • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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; • Affordable organogram aligned to core business; • Resolve the misalignment between NT and COGTA regulations on minimum competency requirements
5. Service and Infrastructure	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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 (<i>Not applicable in Northern Cape</i>)	<ul style="list-style-type: none"> • 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;

Ten-point Plan	Activities to address each Point
8. Strengthen Roles of District Municipalities	<ul style="list-style-type: none"> • Role of Metro in the declining economy – infrastructure investment that stimulate economy (<i>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</i>) • Visible and impactful spatial transformation and integration initiatives • 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	<ul style="list-style-type: none"> • The development of a spatial development strategy for various localities and spaces (<i>District, Locals, small vibrant towns, mining towns and possible new towns</i>) • 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	<ul style="list-style-type: none"> • Clarify core functions and mandates/structure (<i>constitutional and Legislative</i>) • Empowering provisions and levers • Capacity and expertise required • Operational and Funding model • Municipal support plans

According to the AG, the stagnated audit outcomes of local government in 2016-17 confirm that the previous year's commitments by the provincial oversight to ensure the clearing of prior year findings, promote a culture of oversight and increase the level of oversight with a focus on supply chain management, were not sufficiently implemented. The stagnation also confirms the AG's previous year's message that mayors, municipal managers and senior management need to hold each other and their subordinates accountable, was not taken seriously, resulting in many instances where similar findings were raised during the audit process.



Graph 7: Four-year Audit Outcome

The key root causes that contributed to these failures were lack of consequence management for poor performance and transgressions (80% [2015-16: 83%]), the slow response by management (80% [2015-16: 75%]), and the slow response by the political leadership (72% [2015-16: 71%]). The results of these accountability failures are outlined below.

A number of municipalities submitted their financial statements after the legislative deadline. This does not only have a knock-on effect on the completion of the audits of these municipalities, but also on the work of the various oversight bodies that rely on the audit reports to perform their duties. The late submission of financial statements by six municipalities (Kai !Garib, Kgatelopele, Phokwane, Renosterberg, Tsantsabane, and Ubuntu) resulted in their audits not being finalised in time for inclusion in this report.

Despite the AG previously raising concerns about the quality of the financial statements, only ZF Mgcawu District (4% [2015-16: 25%]) was able to submit quality financial statements in the year under review. The AG had also previously highlighted the fact that most municipalities relied heavily on the external auditors to identify misstatements in their financial statements. The regression in 2016-17 confirms that leadership did not respond to the matters the AG raised in 2015-16, and that municipalities had still not implemented controls that were supposed to ensure the quality of financial statements submitted for auditing. Municipalities spent R70 million on consultants for financial reporting (excluding consultants paid by other institutions), compared to R36 million in 2015-16. Worryingly, the financial statements of 54% of the 24 municipalities that used consultants for financial reporting were still disclaimed or qualified.

Figure 1 depicts the overall audit outcome results of the country.

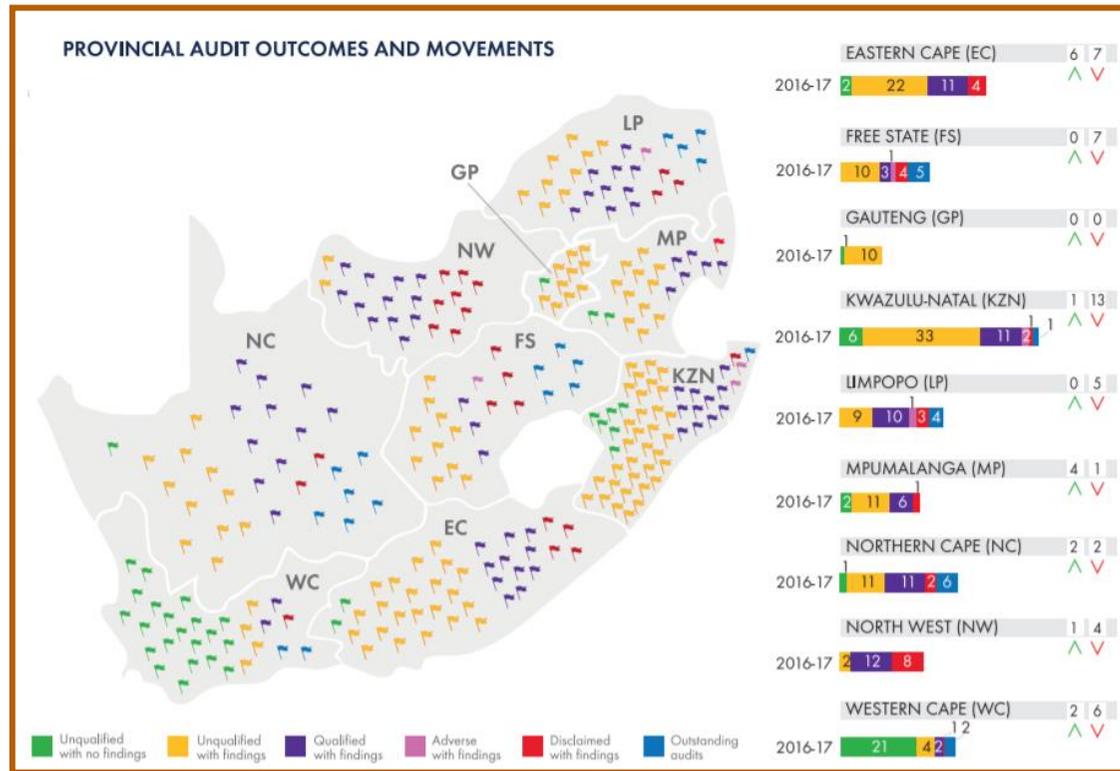


Figure 1: Provincial Audit Outcomes and Movements

(Source: AG 2016/2017 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 Minister Mkize's budget vote 2018, as well as the 2017/2018 Back to Basic interventions, 2016/2017 disclaimed with findings, National Treasury interventions (financially distressed), CoGTA Simplified Revenue Plan and MISA, the Department therefore prioritises its support to the following 15 municipalities:

Dikgatlong, Magareng, Phokwane, Ga-Segonyana, Joe Morolong, Nama Khoi, Emthanjeni, Kareeberg, Renosterberg, Siyancuma, Siyathemba, Ubuntu, Kai Garib, Kgatelopele and Tsantsabane

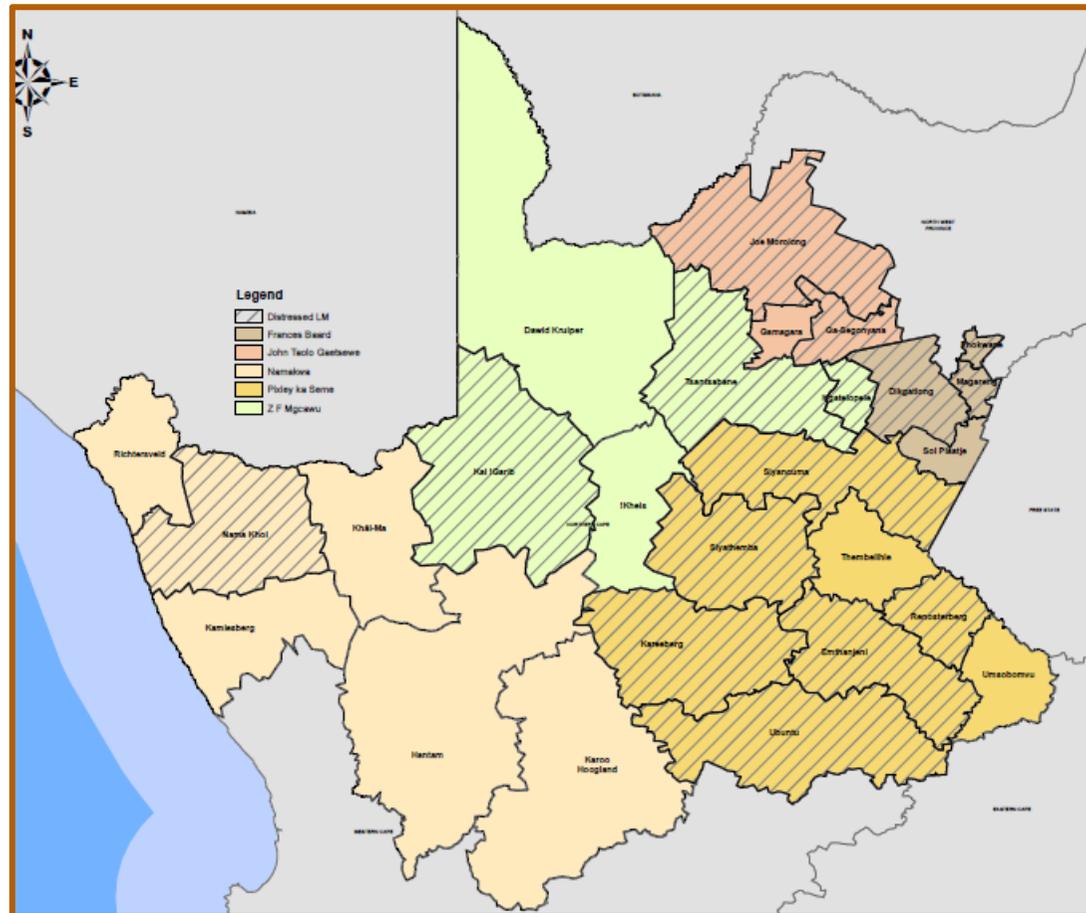


Figure 2: 15 Distressed Municipalities

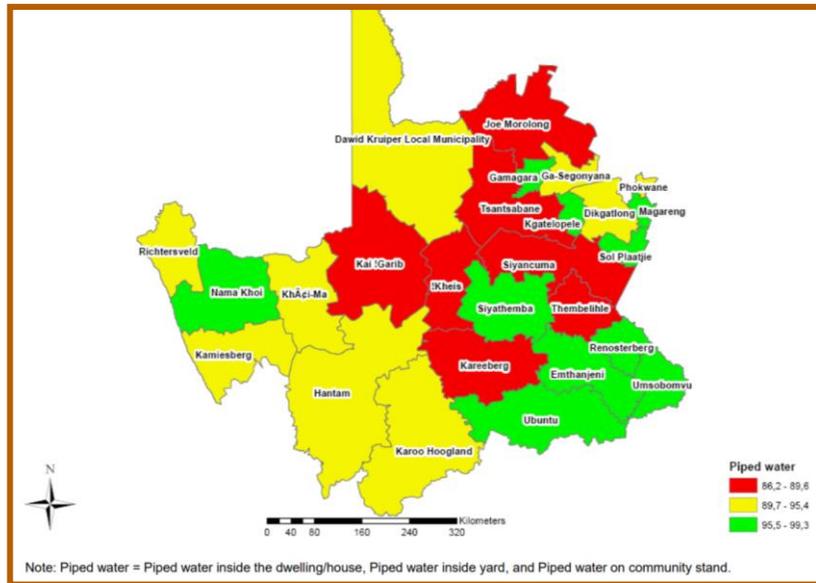


Figure 3: Percentage of households with access to piped water per Municipality (CS 2016)

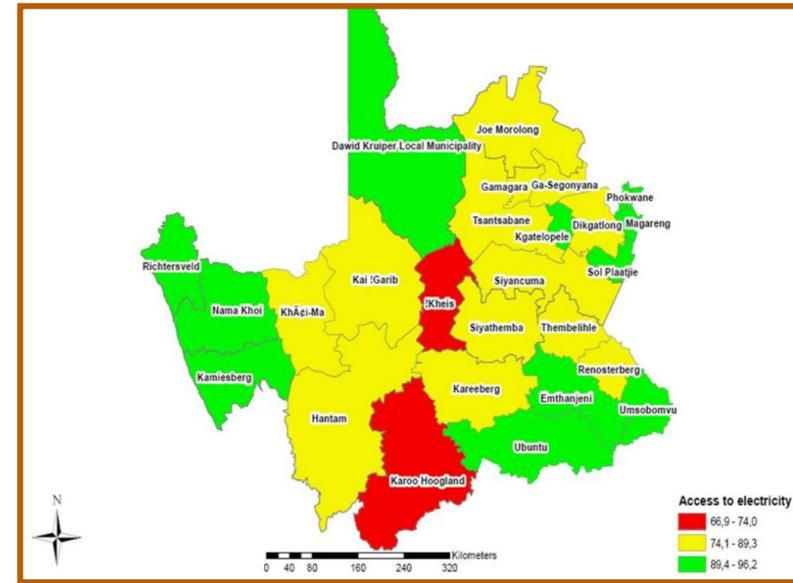


Figure 5: Percentage of households with access to electricity by local municipality (CS 2016)

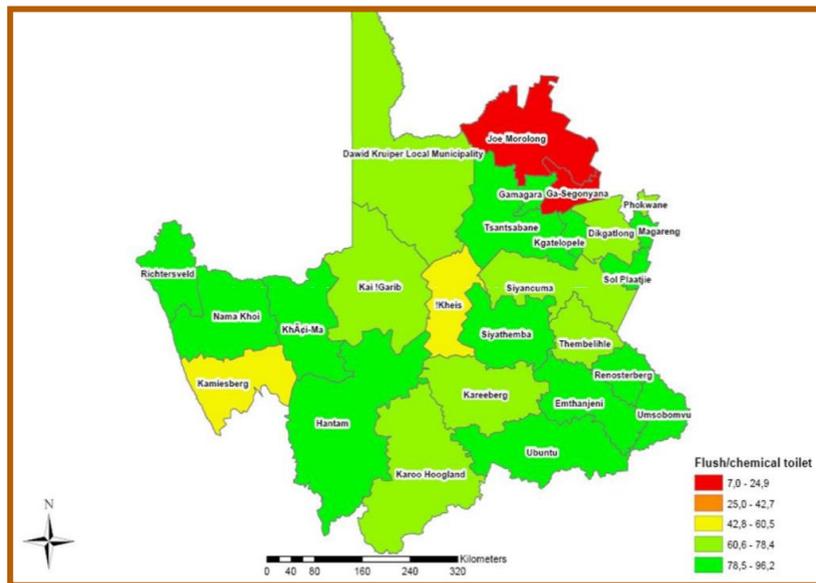
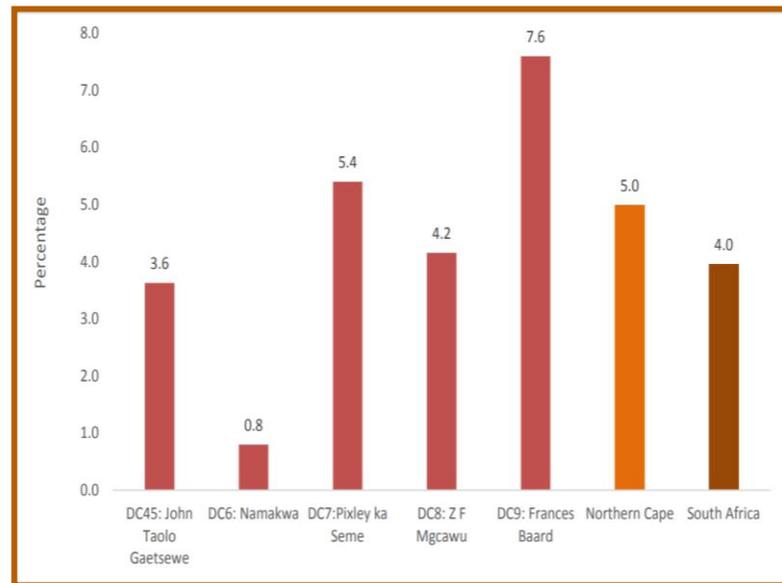


Figure 4: Percentage of households with access to flush/chemical toilets by local municipality (CS 2016)



Graph 8: Percentage of households with no refuse removal by district municipality (CS 2016)

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

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

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

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

1.1.4 Traditional Affairs

The service delivery environment is influenced by external factors such as cooperation between SALGA, traditional leaders and local municipalities in the full implementation of legislation affecting traditional communities. National and provincial governments should also, through legislation or other means, allocate roles and functions to traditional councils and their traditional leaders. Currently, there is a good working relationship between several government departments and traditional leaders. However, the formalization of the cooperation and collaboration between government departments and traditional leaders, will go a long way in addressing some of the shortcomings.

The service delivery environment is experiencing challenges due to the relationship between ward councillors and traditional leaders. It is important for service delivery to have these two structures work in synergy to ensure development of the rural communities.

The internal service delivery environment is challenged by factors such as traditional leaders who disregard departmental policies and procedures to achieve their personal objectives.

The fact that there are CPA's within areas of jurisdiction of traditional leaders creates conflict due to management structures with different roles and responsibilities within the area of jurisdiction of traditional leaders.

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

- the National Circumcision Initiation Bill
- Traditional and Khoisan Leadership Bill
- Community Property Association Amendment Bill
- Communal Land Tenure Bill

1.2 Organisational environment

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 review of the approved structure is on-going. Posts are created and abolished as required within the ambit of legislation/directives/approved submission – this is recorded on PERSAL. Vacant posts are advertised – following the recruitment and selection policy of the Department. Service terminations, transfers, and appointments are also recorded on PERSAL. The availability or non-availability of funds also affects the structure. Added to this, it is increasingly difficult to fill vacant positions according to the PT prescripts, as each critical service delivery post must be motivated for separately.

In the view of the evolving environment and the challenges facing traditional affairs, it is imperative to review the organisational structure. Cost containment measures declared by Provincial Treasury, and Government as a whole, makes it difficult for the Department to fill critical vacant funded positions that are crucial for service delivery. The incorporation of Ba-GaMothibi from North West will also add pressure to the organisational structure and financial resources of the Department.

The Department consists of the following four programmes:

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

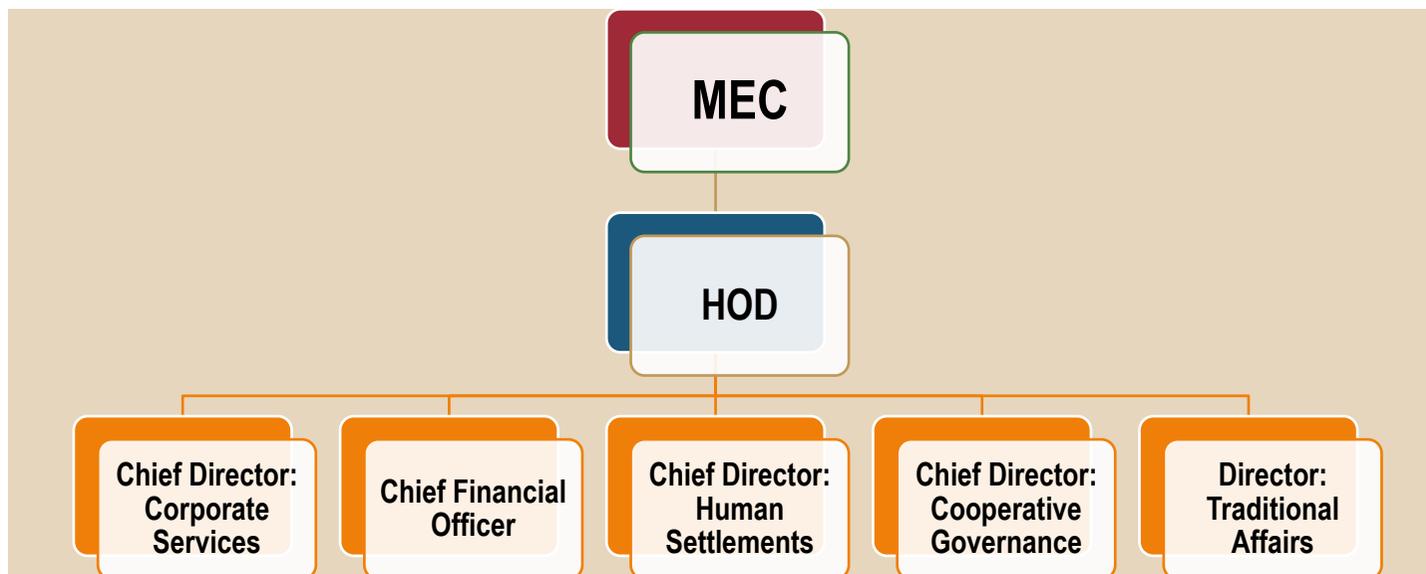
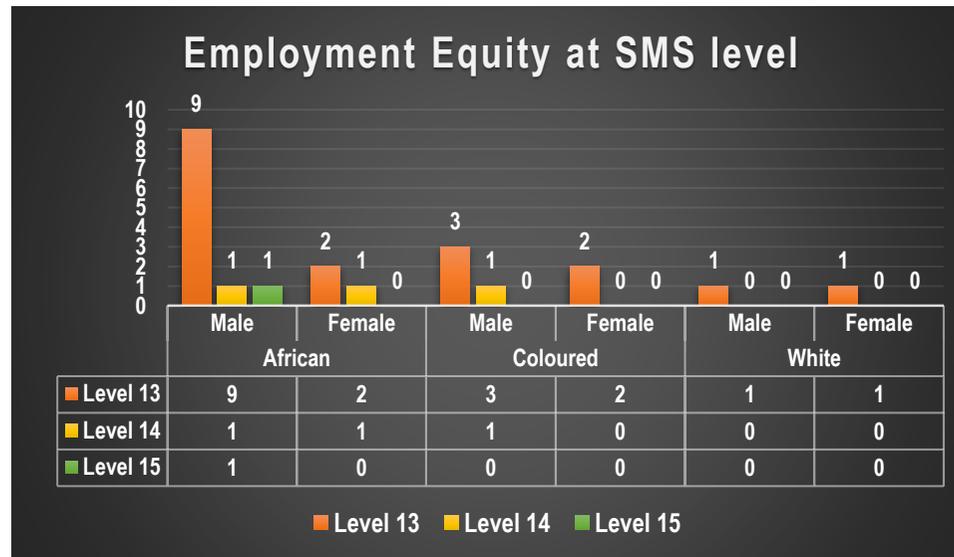
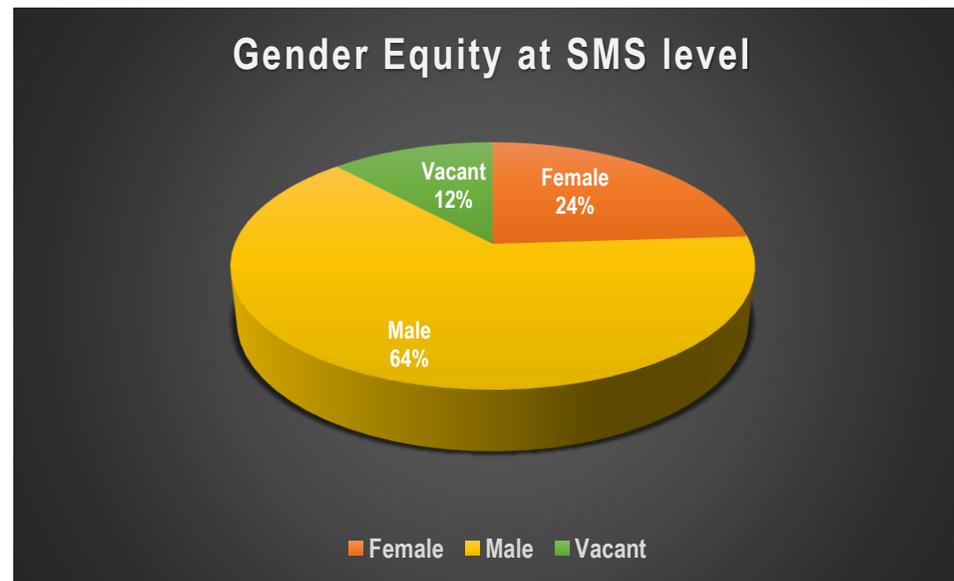


Figure 6: Top Structure of the Department

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



Graph 9: Employment Equity at SMS level



Graph 10: Gender Equity at SMS level

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 2019/20 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			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term expenditure estimates		
	2015/16	2016/17	2017/18				2018/19	2019/20	2020/21
1. Administration	116 459	120 013	117 524	127 084	127 084	146 218	159 675	157 003	166 166
2. Human Settlement	449 756	432 864	504 594	547 698	547 698	580 339	533 118	530 320	532 633
3. Co-Operative Governance	136 970	120 608	102 859	134 847	134 847	139 063	145 040	140 251	147 204
4. Traditional Institutional Management	20 440	17 828	19 677	22 270	22 270	24 921	21 018	24 312	25 504
Total payments and estimates	723 625	691 313	744 654	831 899	831 899	890 541	858 851	851 886	871 507

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

R thousand	Audited outcome			Main appropriation	Adjusted appropriation 2018/19	Revised estimate	Medium-term expenditure estimates		
	2015/16	2016/17	2017/18				2019/20	2020/21	2021/22
Current payments	309 295	308 399	322 288	326 511	326 511	334 616	347 769	369 527	389 619
Compensation of employees	226 200	238 087	255 403	268 601	268 601	273 928	269 464	288 097	303 239
Goods and services	83 095	70 312	66 885	57 910	57 910	60 688	78 305	81 430	86 380
Transfers and subsidies to:	407 587	379 440	417 770	500 439	500 439	546 397	505 242	476 199	475 389
Provinces and municipalities	23 513	5 638	1 750	1 944	1 944	14 950	21 231	1 299	1 370
Departmental agencies and accounts	-	-	-	-	-	-	-	-	-
Non-profit institutions	-	-	241	-	-	-	-	-	-
Public Corporations and private entities	-	-	-	-	-	100	-	-	-
Households	384 074	373 802	415 779	498 495	498 495	531 347	484 011	474 900	474 019
Payments for capital assets	6 743	3 474	4 596	4 949	4 949	9 528	5 840	6 160	6 499
Buildings and other fixed structures	-	21	-	-	-	-	-	-	-
Machinery and equipment	6 743	2 714	4 596	4 949	4 949	8 929	5 840	6 160	6 499
Software and other intangible assets	-	739	-	-	-	599	-	-	-
Total economic classification	723 625	691 313	744 654	831 899	831 899	890 541	858 851	851 886	871 507

Table 3.3: Summary of Receipts

R thousand	Audited outcome			Main appropriation	Adjusted appropriation 2018/19	Revised estimate	Medium-term expenditure estimates		
	2015/16	2016/17	2017/18				2019/20	2020/21	2021/22
Equitable share	316 038	323 070	332 499	334 742	334 742	334 742	375 753	377 977	398 388
Conditional grants	382 561	373 228	404 668	476 793	476 793	476 793	483 098	473 909	473 119
<i>Conditional Grant 1</i>	-	-	-	-	-	-	509 433	535 643	565 103
Departmental receipts	1 208	646	519	590	590	573	624	659	696
Total receipts	699 807	696 944	737 686	812 125	812 125	812 108	859 475	852 545	872 203

Table 3.4: Summary of departmental receipts collected

R thousand	Audited outcome			Main appropriation	Adjusted appropriation 2018/19	Revised estimate	Medium-term expenditure estimates		
	2015/16	2016/17	2017/18				2019/20	2020/21	2021/22
Sales of goods and services other than capital assets	424	432	449	465	465	471	492	519	548
Interest, dividends and rent on land	40	8	6	30	30	24	32	34	36
Sales of capital assets	-	-	-	-	-	-	-	-	-
Transactions in financial assets and liabilities	744	206	64	95	95	78	100	106	112
Total departmental receipts	1 208	646	519	590	590	573	624	659	696

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 %.

The overall budget of the Department still fluctuates significantly owing to special conditional grant allocations, which vary from year to year. So much so that the average growth rate was only 3 % for the periods between 2015/16 and 2016/17 financial years.

Over the 2019 MTEF, the Department will receive equitable share to the amount of R1.152 billion while receipts from conditional grants are expected to be R1.430 billion. In 2019/20, the Department's receipts will increase by 8 %, the average increase of 4 % over the 2019 MTEF period.



PART B: PROGRAMME AND SUB-PROGRAMME PLANS



PROGRAMME 1: ADMINISTRATION

(Corporate Services and Financial Management)

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; Security, Risk Management and Internal Controls; and Policy, Planning, Monitoring and Evaluation, and Legal Services
 - To provide corporate support to the Department
- Financial Management, which constitutes Financial Administration and Supply Chain Management
 - To provide financial support to the Department

4.1 Strategic objective annual targets for 2019/2020

Strategic Objective 1		Provide the Department with political and strategic direction through corporate support and financial management by 2020							
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 2018/19	Medium-term targets		
			2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
1.1	Setting policies and priorities for the Department by 2020	MEC Budget Speech tabled annually	New	New	Budget Speech	Budget Speech tabled timeously			

Strategic Objective Indicator	5 Year Strategic Plan Target	Audited/Actual performance			Estimated Performance 2018/19	Medium-term targets			
		2015/16	2016/17	2017/18		2019/20	2020/21	2021/22	
				tabled timeously					
1.2	Provide corporate support services to the Department by 2020	Overall MPAT standard ≥ Level 3	New	New	Level 3	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 2020	Improved audit outcome	New	New	Audit outcome remained the same	Improved audit outcome	Strive towards Unqualified audit with no matters of emphasis	Strive towards Unqualified audit with no matters of emphasis	Strive towards Unqualified audit with no matters of emphasis

4.2 Programme performance indicators and annual targets for 2019/2020

Corporate Services:

Strategic Objective	Programme performance indicator	Audited/Actual performance			Estimated Performance 2018/19	Medium-term targets			
		2015/16	2016/17	2017/18		2019/20	2020/21	2021/22	
Provide the Department with political and strategic direction through corporate support and financial management by 2020	1	Number of reports submitted on the implementation of the approved organisational structure	New	New	4	4	1	1	1
	2	Number of reports submitted on the implementation of the approved Human Resource Plan	1	New	4	4	1	1	1
	3	Number of PERSAL reports submitted	4	4	4	4	4	4	4
	4	Number of Conditions of employment reports submitted	2	4	4	4	4	4	4
	5	Number of Recruitment reports submitted	2	4	4	4	4	4	4
	6	Number of reports submitted on labour relations matters	New	New	4	4	4	4	4
	7	Number of reports submitted on the implementation of the EHW 4 Pillar Plans	New	New	4	4	4	4	4
	8	Number of annual reports submitted on the implementation of the Gender Equality Strategic Framework	New	New	1	1	1	1	1
	9	Number of annual reports submitted on the implementation of the Job Access Strategic Framework Implementation Plan	New	New	1	1	1	1	1
	10	Number of reports submitted on the implementation of the approved Workplace Skills Plan	New	New	3	4	4	4	4
	11	Number of reports submitted on the implementation of EPMDS	New	New	3	4	4	4	4
	12	Number of reports submitted on the implementation of the Communication Strategy	New	New	4	4	4	4	4
	13	Number of reports submitted on the implementation of the ICT Strategy	New	New	4	4	4	4	4
	14	Number of reports submitted on fleet management	4	4	3	4	4	4	4
	15	Number of reports submitted on the implementation of approved Records Management Policy	New	4	4	4	4	4	4
	16	Number of reports submitted on Departmental Security Management in line with MISS and MPSS	New	New	4	4	4	4	4
	17	Number of Integrated risk management reports submitted	4	4	4	4	4	4	4
	18	Number of Audit Action Plans submitted	4	3	4	4	4	4	4

Strategic Objective	Programme performance indicator		Audited/Actual performance			Estimated Performance 2018/19	Medium-term targets		
			2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
	19	Number of reports submitted on the implementation of the Legal Compliance Improvement Plan	New	New	2	4	4	4	4
	20	Number of Annual Performance Plans submitted	New	1	1	1	1	1	1
	21	Number of quarterly performance reports submitted	New	4	4	4	4	4	4
	22	Number of Annual Performance Reports submitted	New	1	1	1	1	1	1
	23	Number of reports submitted on the implementation of the SDIP	New	New	New	4	4	4	4
Financial Management:									
Strategic Objective	Programme performance indicator		Audited/Actual performance			Estimated Performance 2018/19	Medium-term targets		
			2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
Provide the Department with political and strategic direction through corporate support and financial management by 2020	24	Annual budget submitted	1	1	1	1	1	1	1
	25	Adjusted budget submitted	1	1	1	1	1	1	1
	26	Number of In-year monitoring reports submitted	12	12	12	12	12	12	12
	27	Number of Annual Financial Statements submitted	1	1	1	1	1	1	1
	28	Number of Interim financial statements submitted	4	4	3	3	3	3	3
	29	Number of Instruction Note 34 reports submitted	12	12	12	12	12	12	12
	30	Number of Annual tax reconciliations submitted	1	1	1	1	1	1	1
	31	Number of Reports on the approved Procurement Plan	New	New	New	4	4	4	4
	32	Number of Supply chain management reports submitted	12	12	12	12	12	12	12
	33	Number of LOGIS reports submitted	New	New	4	4	4	4	4

4.3 Quarterly targets for 2019/2020

Performance indicator		Reporting period	Annual target 2019/20	Quarterly targets			
				1 st	2 nd	3 rd	4 th
CORPORATE SERVICES							
Human Capital Management							
1	Number of reports submitted on the implementation of the approved organisational structure	Annually	1	-	-	-	1
2	Number of reports submitted on the implementation of the approved Human Resource Plan	Annually	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 annual reports submitted on the implementation of the Gender Equality Strategic Framework	Annually	1	-	-	-	1
9	Number of annual 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

Performance indicator		Reporting period	Annual target 2019/20	Quarterly targets			
				1 st	2 nd	3 rd	4 th
Security, Risk Management and Internal Controls							
16	Number of reports submitted on Departmental Security Management in line with MISS and MPSS	Quarterly	4	1	1	1	1
17	Number of Integrated risk management reports submitted	Quarterly	4	1	1	1	1
18	Number of Audit Action Plans submitted	Quarterly	4	1	1	1	1
Legal Services							
19	Number of reports submitted on the implementation of the Legal Compliance Improvement Plan	Quarterly	4	1	1	1	1
Policy, Planning, Monitoring and Evaluation							
20	Number of Annual Performance Plans submitted	Annually	1	-	-	-	1
21	Number of quarterly performance reports submitted	Quarterly	4	1	1	1	1
22	Number of Annual Performance Reports submitted	Annually	1	-	1	-	-
23	Number of reports submitted on the implementation of the SDIP	Quarterly	4	1	1	1	1
FINANCIAL MANAGEMENT							
Financial Administration							
24	Annual budget submitted	Annually	1	-	-	-	1
25	Adjusted budget submitted	Annually	1	-	-	1	-
26	Number of In-year monitoring reports submitted	Quarterly	12	3	3	3	3
27	Number of Annual Financial Statements submitted	Annually	1	1	-	-	-
28	Number of Interim financial statements submitted	Quarterly	3	-	1	1	1
29	Number of Instruction Note 34 reports submitted	Quarterly	12	3	3	3	3
30	Number of Annual tax reconciliations submitted	Annually	1	1	-	-	-
Supply Chain Management							
31	Number of Reports on the approved Procurement Plan	Quarterly	4	1	1	1	1
32	Number of Supply chain management reports submitted	Quarterly	12	3	3	3	3
33	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			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term expenditure estimates		
	2015/16	2016/17	2017/18				2018/19	2019/20	2020/21
1. Office Of The MEC	10 227	10 142	11 506	13 220	13 220	12 233	14 588	14 661	15 523
2. Corporate Services	106 232	109 871	106 018	113 864	113 864	133 985	145 087	142 342	150 643
Total payments and estimates	116 459	120 013	117 524	127 084	127 084	146 218	159 675	157 003	166 166

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

R thousand	Audited outcome			Main appropriation	Adjusted appropriation 2018/19	Revised estimate	Medium-term expenditure estimates		
	2015/16	2016/17	2017/18				2019/20	2020/21	2021/22
Current payments	112 418	117 117	115 297	125 406	125 406	144 115	157 304	154 502	163 527
Compensation of employees	71 638	82 431	87 603	82 177	82 177	95 970	98 958	104 798	110 618
Goods and services	40 780	34 686	27 694	43 229	43 229	48 145	58 346	49 704	52 909
Transfers and subsidies to:	181	95	666	-	-	425	-	-	-
Departmental agencies and accounts	-	-	-	-	-	-	-	-	-
Public Corporations and private entities	-	-	-	-	-	100	-	-	-
Households	181	95	666	-	-	325	-	-	-
Payments for capital assets	3 860	2 801	1 561	1 678	1 678	1 678	2 371	2 501	2 639
Buildings and other fixed structures	-	21	-	-	-	-	-	-	-
Machinery and equipment	3 860	2 048	1 561	1 678	1 678	1 678	2 371	2 501	2 639
Software and other intangible assets	-	732	-	-	-	-	-	-	-
Payments for financial assets	-	-	-	-	-	-	-	-	-
Total economic classification	116 459	120 013	117 524	127 084	127 084	146 218	159 675	157 003	166 166

Performance and expenditure trends (narrative)

The Programme's allocation increased by 8.4 % in the base year of the MTEF when compared with revised estimate for the 2018/19 financial year. Current payments increase by 8.3 % in 2019/20, and an average of 4 % over the 2019 MTEF. In the next financial year 2020/21, compensation of employees will increase by 5.5 %. Compensation of employees for Administration grows with an average of 5.7 % while the average growth rate for goods and services is 16.2 % over the 2018 MTEF.



PROGRAMME 2: HUMAN SETTLEMENTS

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 2019/2020

Strategic Objective 1	Enhanced institutional capability for effective coordination of spatial investment decisions by 2020
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 2020
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 2018/19	Medium-term targets		
		2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
1.1 Approved Multi-Year Housing Development Plan (MYHDP) by 2020	5	1	1	1	1	1	1	1

Strategic Objective 2	Adequate housing and improved quality living environment by 2020
Objective Statement	Delivery of 8685 housing opportunities by 2020
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 2018/19	Medium-term targets		
		2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
2.1 Subsidy housing opportunities created by 2020	8685	2324	1373	814	1933	1206	1206	1206

Strategic Objective 3	Provide human settlements with asset and inventory management by 2020
Objective Statement	Compliance with requirements of Human Settlements Grant Framework, housing subsidy system, human settlements registry and property management by 2020
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 2018/19	Medium-term targets		
		2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
3.1 Improved home-ownership for beneficiaries by 2020	25316	3602	3222	4481	9192	6100	5500	5500

5.2 Programme performance indicators and annual targets for 2019/2020

Strategic Objective	Programme performance indicator	Audited/Actual performance			Estimated Performance 2018/19	Medium-term targets		
		2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
Enhanced institutional capability for effective	1 Number of policy guidelines approved	1	1	1	1	1	1	1
	2 Number of reports on M&E conducted on accredited municipalities	New	1	1	1	1	1	1
	3 Number of consumers exposed to consumer education	New	4945	7827	4000	4500	5000	5500

Strategic Objective	Programme performance indicator		Audited/Actual performance			Estimated Performance 2018/19	Medium-term targets		
			2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
coordination of spatial investment decisions by 2020	4	Number of youth involved in Skills Development Initiatives	New	New	100	150	200	250	300
Adequate housing and improved quality living environment by 2020	5	Number of households provided with access to basic engineering services	New	New	New	2587	830	830	830
	6	Number of housing units at practical completion under all programmes	1664	1449	814	1933	1206	1206	1206
Provide human settlements with asset and inventory management by 2020	7	Number of title deeds registered	3602	3222	4481	9192	6100	5500	5500
	8	Number of conditional grant business plans submitted (HSDG)	1	1	2	1	1	1	1
	9	Number of conditional grant business plans submitted (TRG)	New	New	New	New	1	1	1
	10	Number of monthly conditional grant reports submitted to national human settlements and other stakeholders (HSDG and TRG)	12	12	12	12	24	24	24

* *Italics indicates provincially customised indicator*

5.3 Quarterly targets for 2019/2020

Performance indicator		Reporting period	Annual target 2019/20	Quarterly targets			
				1 st	2 nd	3 rd	4 th
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	4500	1125	1125	1125	1125
4	Number of youth involved in Skills Development Initiatives	Annually	200	-	-	-	200
Housing Development							
5	Number of households provided with access to basic engineering services	Annually	830	-	-	-	830
6	Number of housing units at practical completion under all programmes	Quarterly	1206	264	416	355	171
Housing Asset Management							
7	Number of title deeds registered	Quarterly	6100	650	1550	2100	1800
8	Number of conditional grant business plans submitted (HSDG)	Annually	1	-	-	-	1
9	Number of conditional grant business plans submitted (TRG)	Annually	1	-	-	-	1
10	Number of monthly conditional grant reports submitted to national human settlements and other stakeholders (HSDG and TRG)	Quarterly	24	6	6	6	6

* *Italics indicates provincially customised indicator*

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		
	2015/16	2016/17	2017/18				2018/19	2019/20	2020/21
1. Housing Needs, Research And Planning	35 768	32 439	34 766	14 061	14 061	12 243	13 075	13 901	14 666
2. Housing Development	390 003	367 779	363 441	497 581	497 581	531 057	498 637	491 994	504 208
3. Housing Asset Management	23 985	32 646	106 387	36 056	36 056	37 039	21 406	24 425	13 759
Total payments and estimates	449 756	432 864	504 594	547 698	547 698	580 339	533 118	530 320	532 633

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

R thousand	Audited outcome			Main appropriation	Adjusted appropriation 2018/19	Revised estimate	Medium-term expenditure estimates		
	2015/16	2016/17	2017/18				2019/20	2020/21	2021/22
Current payments	66 420	64 349	90 283	49 816	49 816	50 003	49 254	55 604	58 663
Compensation of employees	35 416	36 232	62 206	45 277	45 277	45 606	42 812	46 441	48 996
Goods and services	31 004	28 117	28 077	4 539	4 539	4 397	6 442	9 163	9 667
Transfers and subsidies to:	382 570	368 285	413 653	497 157	497 157	529 611	483 098	473 909	473 119
Households	382 570	368 285	413 653	497 157	497 157	529 611	483 098	473 909	473 119
Payments for capital assets	766	230	658	725	725	725	766	807	851
Machinery and equipment	766	230	658	725	725	725	766	807	851
Total economic classification	449 756	432 864	504 594	574 698	574 950	580 339	533 118	530 320	532 633

Performance and expenditure trends (narrative)

The Programme has the largest share of the department's budget at 62 % of the total allocation owing to conditional grants. The budget for the Programme increases by 3 % in the base year of the 2019 MTEF, while the average growth rate is 1 % for this period due to the reduction on the human settlement development grant in the outer years. The budget of this Programme is allocated mainly to transfers and a subsidy in line with the conditional grant objectives as contained in the conditional grant business plans.



PROGRAMME 3: COOPERATIVE GOVERNANCE

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 monitors and supports all 31 Northern Cape 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 2019/2020

Strategic Objective 1		Intergovernmental and democratic governance for a functional system of cooperative governance by 2020												
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 2020												
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 2018/19			Medium-term targets		
			2015/16	2016/17	2017/18	2019/20	2020/21	2021/22						
1.1	Municipalities with functional municipal councils by 2020	31 municipalities with functional municipal councils	New	31	31	31 municipalities with functional municipal councils								
1.2	Municipalities with functional Municipal Public Accounts Committees (MPAC) by 2020	31 municipalities with functional MPACs	New	New	30	31 municipalities with functional MPACs								

Strategic Objective 2	Sound administrative governance within 31 municipalities by 2020
Objective Statement	Improve and support municipal performance management, property valuations and Back to Basics by 2020
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 2018/19	Medium-term targets		
		2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
2.1 Support and coordinate municipal management improvement plans (LGMIMs) by 2020	10 municipalities implementing LGMIM	New	8	4	8	8	8	8

Strategic Objective 3	Members of the society have sustainable and reliable access to basic services by 2020
Objective Statement	Improve number of households with access to basic services such as water, sanitation, electricity and refuse removal by 2020
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 2018/19	Medium-term targets		
		2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
3.1 Percentage of households with access to water by 2020	95% water	97,4%	94%	96%	95% water	95% water	95% water	95% water
3.2 Percentage of households with access to sanitation by 2020	95% sanitation	86%	86%	82%	95% sanitation	95% sanitation	95% sanitation	95% sanitation
3.3 Percentage of households with access to electricity by 2020	95% electricity	88%	89.4%	91,8%	95% electricity	95% electricity	95% electricity	95% electricity
3.4 Percentage of households with access to refuse removal by 2020	75% refuse removal	64%	65%	69%	75% refuse removal	75% refuse removal	75% refuse removal	75% refuse removal

Strategic Objective 4	Enhanced community participation at local level to strengthen relations between local government and the community by 2020								
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 2020								
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 2018/19	Medium-term targets		
			2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
4.1	Local municipalities implementing Community Work Programmes by 2020	26 municipalities	New	24	26	26 municipalities	26 municipalities	26 municipalities	26 municipalities

Strategic Objective 5	Municipalities with development planning capacity and sector plans by 2020								
Objective Statement	Support municipalities with the development of IDPs within legislated framework by 2020								
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 2018/19	Medium-term targets		
			2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
5.1	Municipalities with legally compliant IDP's by 2020	31 municipalities	-	31	31	31 municipalities	31 municipalities	31 municipalities	31 municipalities

6.2 Programme performance indicators and annual targets for 2019/2020

Strategic Objective	Programme performance indicator	Audited/Actual performance			Estimated Performance 2018/19	Medium-term targets				
		2015/16	2016/17	2017/18		2019/20	2020/21	2021/22		
Intergovernmental and democratic governance for a functional system of cooperative governance by 2020	1	Number of municipalities supported to comply with MSA regulations on the appointment of senior managers (Outcome 9, Sub-outcome 4)(B2B Pillar 5)			10	13	31	31	31	31
	2	Number of capacity building interventions conducted in municipalities (Outcome 9, Sub-outcome 3) (B2B Pillar 5)			New	20	13	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	31	31	31

Strategic Objective	Programme performance indicator		Audited/Actual performance			Estimated Performance 2018/19	Medium-term targets		
			2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
	4	<i>Number of municipalities monitored on the extent to which anti-corruption measures are implemented (Outcome 9, Sub-outcome 4) (B2B Pillar 3)</i>	New	New	New	31	31	31	31
	5	Number of reports on the implementation of District IGR Fora recommendations	New	New	New	4	4	4	4
	6	<i>Report on implementation of Back to Basics action plans by municipalities (Outcome 9, Sub-outcome 4) (B2B Pillar 5)</i>	New	4	3	4	4	4	4
Sound administrative governance within 31 municipalities by 2020	7	<i>Number of municipalities supported to institutionalize the performance management system (PMS) (Outcome 9, Sub-outcome 4) (B2B Pillar 5)</i>	17	24	12	31	31	31	31
	8	<i>Number of Section 47 reports compiled as prescribed by the MSA (Outcome 9, Sub-outcome 4) (B2B Pillar 5)</i>	1	0	1	1	1	1	1
	9	<i>Number of municipalities guided to comply with the MPRA (Outcome 9, Sub-outcome 4) (B2B Pillar 4)</i>	New	1	31	26	26	26	26
Members of the society have sustainable and reliable access to basic services by 2020	10	<i>Number of municipalities monitored on the implementation of infrastructure delivery programmes (Outcome 9, Sub-outcome 1)(B2B Pillar 5)</i>	19	26	26	26	26	26	26
	11	<i>Number of municipalities supported to implement indigent policies (Outcome 9, Sub-outcome 1)(B2B Pillar 2)</i>	8	4	22	26	26	26	26
Enhanced community participation at local level to strengthen relations between local government and the community by 2020	12	<i>Number of municipalities supported to maintain functional ward committees Outcome 9, Sub-outcome 2) (B2B Pillar 1)</i>	New	New	New	26	26	26	26
	13	<i>Number of municipalities supported to respond to community concerns (Outcome 9, Sub-outcome 2)(B2B Pillar 1)</i>	New	New	5	26	26	26	26
	14	Number of Employment Opportunities created for young people in municipalities	New	New	9765	7800	7800	7800	7800
Municipalities with development planning capacity and credible sector plans by 2020	15	<i>Number of municipalities supported with development of IDP (Outcome 9, Sub-outcome 1)</i>	32	31	31	31	31	31	31
	16	Number of municipalities supported with the implementation of SPLUMA	22	31	29	10	12	12	12
	17	Number of reports on data obtained for GIS outputs	New	4	New	4	4	4	4
	18	<i>Number of municipalities supported to maintain functional Disaster Management Centres</i>	5	5	5	5	5	5	5
	19	<i>Number of municipalities supported on Fire Brigade Services</i>	New	New	New	5	5	5	5

* **Bold and Italics** indicates customised indicators

6.3 Quarterly targets for 2019/2020

Performance indicator		Reporting period	Annual target 2019/20	Quarterly targets			
				1 st	2 nd	3 rd	4 th
Municipal Administration							
1	<i>Number of municipalities supported to comply with MSA regulations on the appointment of senior managers (Outcome 9, Sub-outcome 4)(B2B Pillar 5)</i>	Quarterly	31	9	8	8	6
2	<i>Number of capacity building interventions conducted in municipalities (Outcome 9, Sub-outcome 3) (B2B Pillar 5)</i>	Quarterly	10	3	3	2	2

Performance indicator		Reporting period	Annual target 2019/20	Quarterly targets			
				1 st	2 nd	3 rd	4 th
3	Number of municipalities supported to achieve the 50/50 representation of women in section 56 posts (B2B Pillar 5)	Quarterly	31	9	8	8	6
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	5	8	8	5
11	Number of municipalities supported to implement indigent policies (Outcome 9, Sub-outcome 1)(B2B Pillar 2)	Quarterly	26	5	8	8	5
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	12	12	12	12	12
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			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term expenditure estimates		
	2015/16	2016/17	2017/18				2018/19	2019/20	2020/21
1. Local Governance	118 043	103 828	86 843	109 445	109 445	118 105	103 683	117 985	124 477
2. Development And Planning	33 427	16 780	16 016	25 402	25 402	20 958	41 357	22 266	22 727
Total payments and estimates	151 470	120 608	102 859	134 847	134 847	139 063	145 040	140 251	147 204

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

R thousand	Audited outcome			Main appropriation	Adjusted appropriation 2018/19	Revised estimate	Medium-term expenditure estimates		
	2015/16	2016/17	2017/18				2019/20	2020/21	2021/22
Current payments	112 149	110 262	98 425	130 522	130 522	121 060	121 280	136 284	143 019
Compensation of employees	103 350	104 979	88 959	122 675	122 675	115 209	110 188	118 280	124 025
Goods and services	8 799	5 283	9 466	7 847	7 847	5 851	11 092	18 004	18 994
Transfers and subsidies to:	23 750	9 996	2 186	1 944	1 944	15 023	21 231	1 299	1 370
Provinces and municipalities	23 513	5 638	1 750	1 944	1 944	14 950	21 231	1 299	1 370
Non-profit institutions	-	-	241	-	-	-	-	-	-
Households	237	4 358	195	-	-	73	-	-	-
Payments for capital assets	1 071	350	2 248	2 381	2 381	2 980	2 529	2 668	2 815
Machinery and equipment	1 071	343	2 248	2 381	2 381	2 381	2 529	2 668	2 815
Software and other intangible assets	-	7	-	-	-	599	-	-	-
Total economic classification	136 970	120 608	102 859	134 847	134 847	139 063	145 040	140 251	147 204

Performance and expenditure trends (narrative)

The main function of the Programme is to provide support as well as to monitor municipalities in developing a responsive, accountable, effective and efficient cooperative governance system. The allocation for this Programme accounts for 17 % of the total departmental budget. The Programme reflects significant growth at 7 % in 2019/20 this is a result of once off allocation of R20 million for operational *Pula Nala* from Provincial Treasury. Current payments, particularly compensation of employees, are the main cost driver for this programme as its function is to provide support as well as to monitor municipalities in developing a responsive, accountable, effective and efficient cooperative governance system. Furthermore, included in the Programme budget is costs relating to the remuneration of Community Development Workers (CDW's).



PROGRAMME 4: TRADITIONAL AFFAIRS

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 2019/2020

Strategic Objective		Build good governance and sound administration within the institution of traditional leadership and its stakeholders by 2020							
Objective Statement		All Traditional Councils to be reconstituted as per Sec3(2) of the Framework Act of 2003 by 2020							
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 2018/19	Medium-term targets		
			2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
1.1	Functional traditional leadership structures by 2020	8	8	8	8	8	8	8	

7.2 Programme performance indicators and annual targets for 2019/2020

Strategic Objective	Programme performance indicator	Audited/Actual performance			Estimated Performance 2018/19	Medium-term targets		
		2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
Build good governance and sound administration within the institution of traditional leadership and its stakeholders by 2020	1 <i>Number of traditional councils supported to perform their functions</i>	23	8	8	8	8	8	8
	2 Number of capacity building programmes provided to the institution of Traditional Leadership	4	4	5	4	4	4	4
	3 Number of activities of the Provincial and Local Houses of Traditional Leaders in compliance with Act 2 of 2007	7	14	10	16	16	16	16
	4 Number of awareness campaigns conducted in traditional communities to sensitize vulnerable groups on their Rights	New	New	New	New	1	1	1
	5 Number of initiation schools complying with the National Initiation schools guidelines	New	New	New	New	1	1	1
	6 Number of traditional leaders supported to participate in municipal councils	New	New	New	New	8	8	8
	7 Number of Traditional Authorities supported to participate in the IDP processes	New	New	New	New	4	4	4
	8 <i>Percentage of succession claims/disputes processed</i>	New	New	New	100%	100%	100%	100%

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

7.3 Quarterly targets for 2019/2020

Performance indicator	Reporting period	Annual target 2019/20	Quarterly targets				
			1 st	2 nd	3 rd	4 th	
Traditional Leadership Institutional Support							
1 <i>Number of traditional councils supported to perform their functions</i>	Quarterly	8	8	8	8	8	8
2 Number of capacity building programmes provided to the institution of Traditional Leadership	Quarterly	4	1	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 awareness campaigns conducted in traditional communities to sensitize vulnerable groups on their Rights	Annually	1	-	-	-	1	
5 Number of initiation schools complying with the National Initiation schools guidelines	Annually	1	-	-	1	-	
6 Number of traditional leaders supported to participate in municipal councils	Quarterly	8	2	2	2	2	
7 Number of Traditional Authorities supported to participate in the IDP processes	Quarterly	4	1	1	1	1	
Research, Policy and Legislation Development							
8 <i>Percentage of succession claims/disputes processed</i>	Quarterly	100%	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			Main appropriation	Adjusted appropriation 2018/19	Revised estimate	Medium-term expenditure estimates		
	2015/16	2016/17	2017/18				2019/20	2020/21	2021/22
1. Traditional Institutional Administration	20 440	17 828	19 677	22 270	22 270	24 921	21 018	24 312	25 504
Total payments and estimates	20 440	17 828	19 677	22 270	22 270	24 921	21 018	24 312	25 504

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

R thousand	Audited outcome			Main appropriation	Adjusted appropriation 2018/19	Revised estimate	Medium-term expenditure estimates		
	2015/16	2016/17	2017/18				2019/20	2020/21	2021/22
Current payments	18 308	16 671	18 283	20 767	20 767	19 438	19 931	23 137	24 410
Compensation of employees	15 796	14 445	16 635	18 472	18 472	17 143	17 506	18 578	19 600
Goods and services	2 512	2 226	1 648	2 295	2 295	2 295	2 425	4 559	4 810
Transfers and subsidies to:	1 086	1 064	1 265	1 338	1 338	1 338	913	991	900
Households	1 086	1 064	1 265	1 338	1 338	1 338	913	991	900
Payments for capital assets	1 046	93	129	165	165	4 145	174	184	194
Machinery and equipment	1 046	93	129	165	165	4 145	174	184	194
Total economic classification	20 440	17 828	19 677	22 270	22 270	24 921	21 018	24 312	25 504

Performance and expenditure trends (narrative)

The budget of this Programme decreases by 19 % due to the once off allocation R3.980 million for the procurement of vehicles for traditional leaders during the adjustment budget. The growth in Programme's budget is mainly personnel related as it is directed to the support of traditional leadership structures in the Province.



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: <ul style="list-style-type: none"> 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: <ul style="list-style-type: none"> Number of housing units at practical completion under all programmes Percentage of WoP referrals achieved
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 (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	Number of conditional grant business plans submitted (Programme 2)
Emergency provision of goods and services	

Name of grant	Title Deed Restoration Grant
Purpose	To provide funding for the eradication of the pre-2014 title deeds registration backlog and the professional fees associated with it, including beneficiary verification.
Continuation	5 years
Motivation	The transfer of deeds to rightful owners who have not been issued with their papers is not only an end in itself. <i>It is also a means to achieving a series of other ends.</i> An effective system where all residents have access to their title deeds (and are aware of their usefulness): <ul style="list-style-type: none"> maximises the housing programme's impact by creating assets and allowing people to build the value of their assets over time; potentially opens up more personal investment to residents thereby physically transforming housing into homes, and townships into neighbourhoods; distributes property ownership more equitably in the country thus achieving more balanced patterns of ownership; gives households their first entry into the property market, which can lead to improved housing conditions over generations as individuals and households trade up in the housing ladder; creates more active citizens, as envisaged in the National Development Plan; and Becomes a catalyst in transforming and expanding the real estate sector.

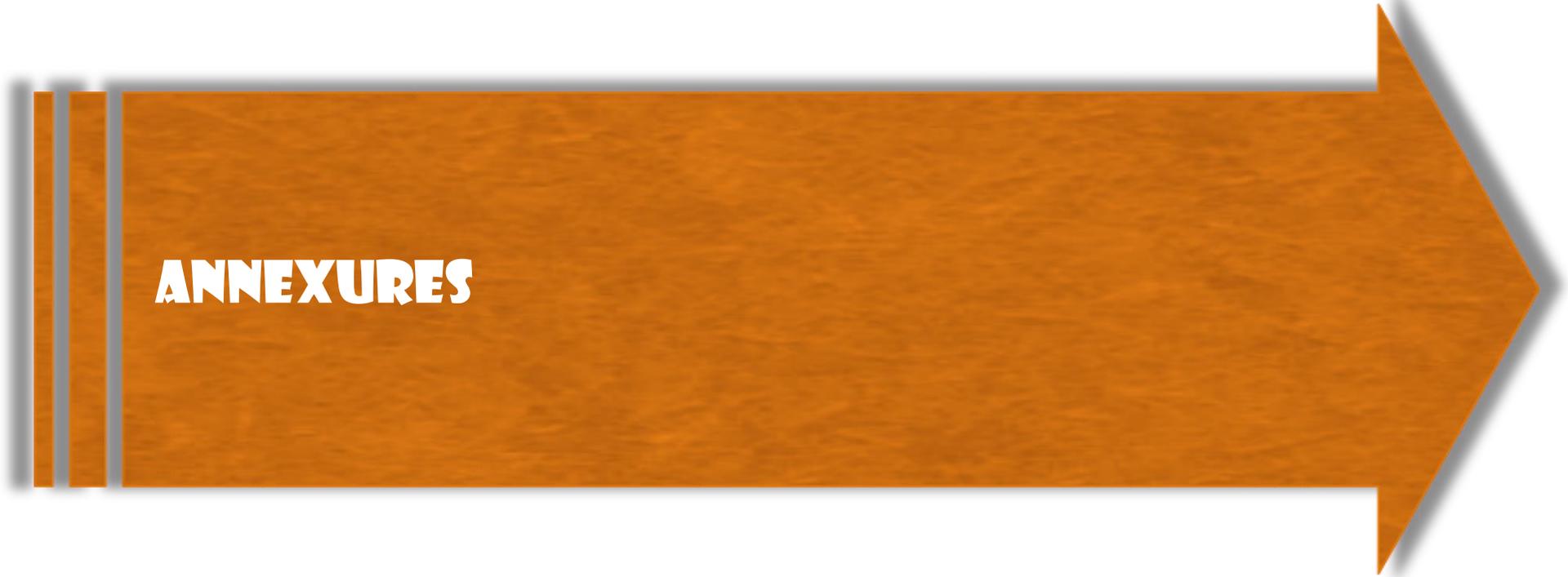
Outputs as per the grant framework	Performance indicator in the APP that are in support of the output
Number of title deeds issued (pre-2014)	Number of title deeds registered

10. Public entities

None

11. Public-private partnerships

None



CHANGES TO THE STRATEGIC PLAN AND ANNUAL PERFORMANCE PLAN

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 2020	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.	<p>Enhanced institutional capability for effective coordination of spatial investment decisions by 2020</p> <p>Adequate housing and improved quality living environment by 2020</p> <p>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 2020</p>	Basic services

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 2020	<p>Intergovernmental and democratic governance for a functional system of cooperative governance and participatory democracy by 2020</p> <p>Members of the society have sustainable and reliable access to basic services by 2020</p> <p>Local employment programmes created through the CWP programme by 2020</p> <p>Municipalities with development planning capacity and credible sector plans by 2020</p> <p>Sound financial and administrative governance within 31 municipalities by 2020</p>	<p>Basic Services</p> <p>Good Governance</p> <p>Public Participation</p> <p>Financial Management</p> <p>Institutional Capacity</p>

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 2020	<p>Good Governance</p> <p>Public Participation</p>

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	COGHSTA Annual Performance Plan 2019/2020
	Corporate Services Strategic Objective 1	Corporate Services Strategic Objective 1	Corporate Services Strategic Objective 1			
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	DISCONTINUED	DISCONTINUED	DISCONTINUED
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	<ul style="list-style-type: none"> Public Service Act National Development Plan and MTSF Chapter- Outcome 12 	<ul style="list-style-type: none"> Public Service Act National Development Plan and MTSF Chapter- Outcome 12 	<ul style="list-style-type: none"> 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	COGHSTA Annual Performance Plan 2019/2020
	Corporate Services Strategic Objective 2	Corporate Services Strategic Objective 2	Corporate Services Strategic Objective 2			
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	DISCONTINUED	DISCONTINUED	DISCONTINUED
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	<ul style="list-style-type: none"> Total number of post on approved establishment - 723 Number of posts filled - 665 Number of new recruitments – 25 Number of trained employees – 408 Vacancy rate – 8% Number of employees with disabilities - 14 	<ul style="list-style-type: none"> Total number of post on approved establishment - 723 Number of posts filled - 665 Number of new recruitments – 25 Number of trained employees – 408 Vacancy rate – 8% Number of employees with disabilities - 14 	<ul style="list-style-type: none"> Total number of post on approved establishment - 723 Number of posts filled - 665 Number of new recruitments – 25 Number of trained employees – 408 Vacancy rate – 8% Number of employees with disabilities - 14 			

	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	COGHSTA Annual Performance Plan 2019/2020
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	<ul style="list-style-type: none"> Public Services Act National Development Plan and MTSF Chapter – Outcome 12 	<ul style="list-style-type: none"> Public Services Act National Development Plan and MTSF Chapter – Outcome 12 	<ul style="list-style-type: none"> 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	COGHSTA Annual Performance Plan 2019/2020
	Corporate Services Strategic Objective 3	Corporate Services Strategic Objective 3	Corporate Services Strategic Objective 3			
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	<ul style="list-style-type: none"> Strategic plan Annual Performance Plan Approved monitoring & evaluation framework 	<ul style="list-style-type: none"> Strategic plan Annual Performance Plan Approved monitoring & evaluation framework 	<ul style="list-style-type: none"> Strategic plan Annual Performance Plan Approved monitoring & evaluation framework 	DISCONTINUED	DISCONTINUED	DISCONTINUED
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	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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	COGHSTA Annual Performance Plan 2019/2020
	Corporate Services Strategic Objective 4	Corporate Services Strategic Objective 4	Corporate Services Strategic Objective 4			
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	DISCONTINUED	DISCONTINUED	DISCONTINUED
Objective Statement	Upkeep of departmental records, disseminate information, manage facilities and fleet as well as	Upkeep of departmental records, disseminate information, manage facilities and fleet as well as	Upkeep of departmental records, disseminate information, manage facilities and fleet as well as			

	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	COGHSTA Annual Performance Plan 2019/2020
	provide information technological support to programmes	provide information technological support to programmes	provide information technological support to programmes			
Baseline	<ul style="list-style-type: none"> • Communication strategy • Public participation policy • Transport policy • Records procedure manual • Line function file plan • ICT Governance framework • Records management policy 	<ul style="list-style-type: none"> • Communication strategy • Public participation policy • Transport policy • Records procedure manual • Line function file plan • ICT Governance framework • Records management policy 	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • National Archive and records service Act, 43 of 1996 as amended • Northern Cape Archives Act of 2013 	<ul style="list-style-type: none"> • National Archive and records service Act, 43 of 1996 as amended • Northern Cape Archives Act of 2013 	<ul style="list-style-type: none"> • 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	COGHSTA Annual Performance Plan 2019/2020
	Corporate Services Strategic Objective 5	Corporate Services Strategic Objective 5	Corporate Services Strategic Objective 5			
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.	DISCONTINUED	DISCONTINUED	DISCONTINUED
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	COGHSTA Annual Performance Plan 2019/2020
	Office of the CFO Strategic Objective 1	Office of the CFO Strategic Objective 1	Office of the CFO Strategic Objective 1			
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	DISCONTINUED	DISCONTINUED	DISCONTINUED
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			

	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	COGHSTA Annual Performance Plan 2019/2020
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	COGHSTA Annual Performance Plan 2019/2020
	Office of the CFO Strategic Objective 2	Office of the CFO Strategic Objective 2	Office of the CFO Strategic Objective 2			
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	DISCONTINUED	DISCONTINUED	DISCONTINUED
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	COGHSTA Annual Performance Plan 2019/2020
			Office of the CFO Strategic Objective 3			
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	DISCONTINUED	DISCONTINUED	DISCONTINUED
Baseline			New Strategic Objective			
Justification			Encouraged the Department to have documented policies and procedures in place to detect, prevent and mitigate risks			

	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	COGHSTA Annual Performance Plan 2019/2020
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	COGHSTA Annual Performance Plan 2019/2020
	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	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	Provide the Department with political and strategic direction through corporate support and financial management by 2020
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	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	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	Providing effective support to the core functions in the Department to deliver quality services to stakeholders
Links				<ul style="list-style-type: none"> Public Service Act National Development Plan and MTSF Chapter-Outcome 12 PFMA Treasury Regulations Auditor-General audit outcomes of the previous financial year 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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 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	2019/2020 (*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	1.1	Setting policies and priorities for the Department by 2020	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	1.2	Provide corporate support services to the Department by 2020	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	1.3	Ensure effective financial management and accountability by improving audit outcomes by 2020	Annually	Strive towards Unqualified audit with no matters of emphasis

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)			2019/2020 (*Numbered according to the APP)		
1	Improved adherence to delegation principles	Quarterly	DISCONTINUED			DISCONTINUED			DISCONTINUED			DISCONTINUED		
2	An approved organizational structure	Annually	1	Approved organizational structure	Annually	DISCONTINUED			DISCONTINUED			DISCONTINUED		
3	An approved Human Resource Plan	Annually	2	Approved Human Resource Plan	Annually	DISCONTINUED			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	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	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	5	Number of recruitment reports submitted	Quarterly
7	Number of disciplinary cases finalized	Quarterly	7	Number of disciplinary cases finalized	Quarterly	DISCONTINUED			DISCONTINUED			DISCONTINUED		
8	Number of grievances resolved	Quarterly	6	Number of grievances resolved	Quarterly	DISCONTINUED			DISCONTINUED			DISCONTINUED		
9	Number of employee Health & Wellness manual approved	Annually	8	Development of the EHW 4 pillar implementation plans	Annually	DISCONTINUED			DISCONTINUED			DISCONTINUED		
10	Number of Employee Health & Wellness Programmes implemented	Quarterly	DISCONTINUED			DISCONTINUED			DISCONTINUED			DISCONTINUED		
11	An approved Work Skills Plan	Annually	10	An approved workplace skills plan submitted	Annually	DISCONTINUED			DISCONTINUED			DISCONTINUED		
12	Number of departmental programmes supported with legal advice	Quarterly	DISCONTINUED			DISCONTINUED			DISCONTINUED			DISCONTINUED		
13	Number of external stakeholders assisted with legal support	Quarterly	DISCONTINUED			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)			2019/2020 (*Numbered according to the APP)		
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	20	Number of Annual Performance Plans 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	21	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	22	Number of Annual Performance Reports submitted	Annually
17	Reviewed Monitoring and Evaluation Framework	Annually	23	Reviewed monitoring and evaluation framework	Annually	DISCONTINUED			DISCONTINUED			DISCONTINUED		
18	Executive Council and Makgotla reports submitted	Bi-Annually	DISCONTINUED			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	DISCONTINUED		
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	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			DISCONTINUED		
			14	Reviewed and implemented communication strategy	Annually	DISCONTINUED			DISCONTINUED			DISCONTINUED		
22	Information Communication Technology status reports submitted	Annually	DISCONTINUED			DISCONTINUED			DISCONTINUED			DISCONTINUED		
			15	Reviewed and implemented ICT Strategy	Annually	DISCONTINUED			DISCONTINUED			DISCONTINUED		
23	Number of reports on Occupational Health and Safety Compliance compiled	Quarterly	DISCONTINUED			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	14	Number of reports submitted on fleet management	Quarterly
			9	Development of Gender and job access implementation plans	Annually	DISCONTINUED			DISCONTINUED			DISCONTINUED		
			11	Workplace skills plan implemented	Annually	DISCONTINUED			DISCONTINUED			DISCONTINUED		
			12	EPMDS implemented	Annually	DISCONTINUED			DISCONTINUED			DISCONTINUED		
			18	Legal compliance improvement plan completed	Annually	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)			2019/2020 (*Numbered according to the APP)		
	19	Litigation cases resolved	Quarterly	DISCONTINUED			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	1	Number of reports submitted on the implementation of the approved organisational structure	Annually		
				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	2	Number of reports submitted on the implementation of the approved Human Resource Plan	Annually		
				6	Number of reports submitted on labour relations matters	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	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	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	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	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	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	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	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	Quarterly	16	Number of reports submitted on the implementation of the approved Legal	Quarterly	19	Number of reports submitted on the implementation of the approved Legal	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)			2019/2020 (*Numbered according to the APP)			
							Compliance Improvement Plan						Compliance Improvement Plan		
					17	Number of reports submitted on Departmental Security Management in line with MISS and MPSS	Quarterly		17	Number of reports submitted on Departmental Security Management in line with MISS and MPSS	Quarterly		16	Number of reports submitted on Departmental Security Management in line with MISS and MPSS	Quarterly
									22	Number of reports submitted on the implementation of the SDIP	Quarterly		23	Number of reports submitted on the implementation of the SDIP	Quarterly
													17	Number of integrated risk management reports submitted	Quarterly
													18	Number of Audit Action Plans 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)			2019/20 (*Numbered according to the APP)		
1	Annual budget submitted	Annually	1	Annual budget submitted	Annually	24	Annual budget submitted	Annually	25	Annual budget submitted		24	Annual budget submitted	Annually
2	Adjusted budget submitted	Annually	2	Adjusted budget submitted	Annually	25	Adjusted budget submitted	Annually	26	Adjusted budget submitted	Annually	25	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	26	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	27	Number of Annual Financial Statements submitted	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	28	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	DISCONTINUED		
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	DISCONTINUED		
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	29	Number of Instruction Note 34 reports submitted	Quarterly
9	Approved contract management strategy	Annually	9	Approved contract management strategy	Annually	DISCONTINUED			DISCONTINUED			DISCONTINUED		
10	Approved supply chain management plan	Annually	10	Approved supply chain management plan	Annually	36	Approved supply chain management plan	Annually	DISCONTINUED			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	32	Number of supply chain management reports submitted	Quarterly
12	Number of quarterly integrated risk	Quarterly	12	Number of quarterly integrated risk	Quarterly	22	Number of integrated risk management reports submitted	Quarterly	23	Number of integrated risk management reports submitted	Quarterly	MOVED TO CORPORATE SERVICES - see indicator no 17		

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)			2019/20 (*Numbered according to the APP)		
	management reports compiled			management reports compiled										
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	30	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			DISCONTINUED		
			14	Number of bi-annual tax reconciliations submitted	Bi-Annually	DISCONTINUED			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	MOVED TO CORPORATE SERVICES - see indicator no 18		
			33	Number of mid-year tax reconciliations submitted	Annually	34	Number of mid-year tax reconciliations submitted	Annually	DISCONTINUED					
			34	Number of monthly tax reconciliations submitted	Quarterly	35	Number of monthly tax reconciliations submitted	Quarterly	DISCONTINUED					
			35	Number of reports on approved Contract Management Policy	Quarterly	DISCONTINUED			DISCONTINUED					
			38	Number of LOGIS reports submitted	Quarterly	38	Number of LOGIS reports submitted	Quarterly	33	Number of LOGIS reports submitted	Quarterly			
			DISCONTINUED			36	Number of progress reports on the approved Procurement Plan	Quarterly	31	Number of 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	COGHSTA Annual Performance Plan 2019/2020
	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	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	Adequate housing and improved quality living environment by 2020
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	Delivery of 8685 housing opportunities by 2020
Baseline	<ul style="list-style-type: none"> 2464 houses constructed under all programmes 7612 sites planned and surveyed under all programmes 2875 sites serviced under all programmes 	<ul style="list-style-type: none"> 2464 houses constructed under all programmes 7612 sites planned and surveyed under all programmes 2875 sites serviced under all programmes 	<ul style="list-style-type: none"> 2464 houses constructed under all programmes 7612 sites planned and surveyed under all programmes 2875 sites serviced under all programmes 	<ul style="list-style-type: none"> 2464 houses constructed under all programmes 7612 sites planned and surveyed under all programmes 2875 sites serviced under all programmes 	<ul style="list-style-type: none"> 2464 houses constructed under all programmes 7612 sites planned and surveyed under all programmes 2875 sites serviced under all programmes 	<ul style="list-style-type: none"> 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:	To give effect to Section 26 of the South African Constitution (Act 108, 1996) which states:	To give effect to Section 26 of the South African Constitution (Act 108, 1996) which states:	To give effect to Section 26 of the South African Constitution (Act 108, 1996) which states:	To give effect to Section 26 of the South African Constitution (Act 108, 1996) which states: "(1)	To give effect to Section 26 of the South African Constitution (Act 108, 1996) which states: "(1)

	<i>'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'</i>	<i>'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'</i>	<i>'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'</i>	<i>'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'</i>	<i>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.'</i>	<i>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.'</i>
Links	<ul style="list-style-type: none"> • MTSF Outcome 8 • National Development Plan 	<ul style="list-style-type: none"> • MTSF Outcome 8 • National Development Plan 	<ul style="list-style-type: none"> • MTSF Outcome 8 • National Development Plan 	<ul style="list-style-type: none"> • MTSF Outcome 8 • National Development Plan 	<ul style="list-style-type: none"> • MTSF Outcome 8 • National Development Plan • Housing Code • Spatial Planning Land Use Management Act (Act No. 16 of 2013) 	<ul style="list-style-type: none"> • 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	COGHSTA Annual Performance Plan 2019/2020
	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 Plans 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 Plans 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 Plans 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	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 	DISCONTINUED	DISCONTINUED	DISCONTINUED

	included on a revised strategic plan)	included on a revised strategic plan)	included on a revised strategic plan)			
Justification	To give effect to Section 26 of the South African Constitution (Act 108, 1996) which states: <i>'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'</i>	To give effect to Section 26 of the South African Constitution (Act 108, 1996) which states: <i>'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'</i>	To give effect to Section 26 of the South African Constitution (Act 108, 1996) which states: <i>'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'</i>			
Links	<ul style="list-style-type: none"> • Outcome 8 • National development • MTSF Chapter of outcome 8 	<ul style="list-style-type: none"> • Outcome 8 • National development • MTSF Chapter of outcome 8 	<ul style="list-style-type: none"> • 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	COGHSTA Annual Performance Plan 2019/2020
	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	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 subsidy system, 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	Provide human settlements with asset and inventory management by 2020
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	Compliance with requirements of Human Settlements Grant Framework, housing subsidy system, human settlements registry and property management by 2020
Baseline	<ul style="list-style-type: none"> • R603 624 • Conditional Grant Business Plan • 464 title deeds issued 	<ul style="list-style-type: none"> • R603 624m • Conditional Grant Business Plan • 464 title deeds issued 	<ul style="list-style-type: none"> • R603 624m • Conditional Grant Business Plan • 464 title deeds issued 	<ul style="list-style-type: none"> • R603 624m • Conditional Grant Business Plan • 464 title deeds issued 	<ul style="list-style-type: none"> • R603 624m • Conditional Grant Business Plan • 464 title deeds issued 	<ul style="list-style-type: none"> • R603 624m • Conditional Grant Business Plan • 464 title deeds issued
Justification	<i>'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'</i>	<i>'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'</i>	<i>'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'</i>	<i>'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'</i>	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.'	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	<ul style="list-style-type: none"> • PFMA • Division of Revenue Act • Treasury Regulations 	<ul style="list-style-type: none"> • PFMA • Division of Revenue Act • Treasury Regulations 	<ul style="list-style-type: none"> • PFMA • Division of Revenue Act • Treasury Regulations 	<ul style="list-style-type: none"> • PFMA • Division of Revenue Act • Treasury Regulations 	<ul style="list-style-type: none"> • PFMA • Division of Revenue Act • Treasury Regulations 	<ul style="list-style-type: none"> • PFMA • Division of Revenue Act • Treasury Regulations

<ul style="list-style-type: none"> 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) 	<ul style="list-style-type: none"> 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) 	<ul style="list-style-type: none"> 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) 	<ul style="list-style-type: none"> 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) 	<ul style="list-style-type: none"> National Development Plan MTSF (Outcome 8 Chapter) Housing Code 	<ul style="list-style-type: none"> National Development Plan MTSF (Outcome 8 Chapter) Housing Code
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	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	COGHSTA Annual Performance Plan 2019/2020
Strategic Objective			Human Settlements Strategic Objective 1	Human Settlements Strategic Objective 1	Human Settlements Strategic Objective 1	Human Settlements Strategic Objective 1
Objective Statement			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	Enhanced institutional capability for effective coordination of spatial investment decisions by 2020
Baseline			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	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
Justification			<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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
Links			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.'	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.'
			<ul style="list-style-type: none"> Outcome 8 	<ul style="list-style-type: none"> Outcome 8 	<ul style="list-style-type: none"> National Development Plan 	<ul style="list-style-type: none"> National Development Plan

			<ul style="list-style-type: none"> National development MTSF Chapter of outcome 8 	<ul style="list-style-type: none"> National development MTSF Chapter of outcome 8 	<ul style="list-style-type: none"> MTSF Chapter of Outcome 8 Housing Code 	<ul style="list-style-type: none"> MTSF Chapter of Outcome 8 Housing Code
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	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	COGHSTA Annual Performance Plan 2019/2020
Strategic Objective			Human Settlements Strategic Objective 4			
Objective Statement			Transfer of property in the next five years			
Baseline			Compliance with requirements of property management by 2019			
Justification			464 title deeds issued			
			<i>'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'</i>	DISCONTINUED	DISCONTINUED	DISCONTINUED
Links			<ul style="list-style-type: none"> 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	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	1.1	Approved Multi-Year Housing Development Plan (MYHDP) by 2020	Annually	5
		2.1	Subsidy housing opportunities created by 2019	Annually	8 000	2.1	Subsidy housing opportunities created by 2019	Annually	8 685	2.1	Subsidy housing opportunities created by 2020	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	3.1	Improved home-ownership for beneficiaries by 2020	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)			2019/2020 (*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 - changed into a SOI			DISCONTINUED - changed into a SOI		
2	Number of municipalities capacitated and supported with regards to	Quarterly	DISCONTINUED			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)			2019/2020 (*Numbered according to the APP)		
	Human Settlements development planning													
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	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			DISCONTINUED		
5	Number of serviced sites to be completed	Annually	DISCONTINUED			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	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	10	Number of monthly conditional grant reports submitted to national human settlements and other stakeholders (HSDG and TRG)	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	8	Number of conditional grant business plans submitted (HSDG)	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			DISCONTINUED		
10	Number of residential properties transferred to beneficiaries	Quarterly	15	Number of title deeds issued to households	Quarterly	DISCONTINUED			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			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	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			DISCONTINUED		
			6	Number of local municipalities capacitated through accredited training courses	Quarterly	6	Number of municipalities capacitated through accredited training courses	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)			2019/2020 (*Numbered according to the APP)		
	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	3	Number of consumers exposed to consumer education	Quarterly		
	8	Number of municipalities supported with the development of sector plans	Quarterly	DISCONTINUED			DISCONTINUED			DISCONTINUED				
	9	Number of households in informal settlements upgraded to phase 2	Annually	DISCONTINUED			DISCONTINUED			DISCONTINUED				
	10	Number of households in informal settlements provided with access to basic infrastructure and services (individual and shared)	Quarterly	DISCONTINUED			DISCONTINUED			DISCONTINUED				
	11	Number of households in new development provided with basic infrastructure and services	Annually	DISCONTINUED			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			DISCONTINUED				
				8	Number of young people involved in Skills Development Initiatives	Annually	4	Number of youth 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			DISCONTINUED				
				11	Number of title deeds registered	Quarterly	7	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	5	Number of households provided with access to basic engineering services	Annually		
										9	Number of conditional grant business plans submitted (TRG)	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	COGHSTA Annual Performance Plan 2019/2020
	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	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	Members of the society have sustainable and reliable access to basic services by 2020
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	Improve number of households with access to basic services such as water, sanitation, electricity and refuse removal by 2020
Baseline	<ul style="list-style-type: none"> Water - 97.4% Sanitation - 75% Electricity - 85% Refuse removal - 64% 	<ul style="list-style-type: none"> Water - 97.4% Sanitation - 75% Electricity - 85% Refuse removal - 64% 	<ul style="list-style-type: none"> Water - 97.4% Sanitation - 75% Electricity - 85% Refuse removal - 64% 	<ul style="list-style-type: none"> Water - 97.4% Sanitation - 75% Electricity - 85% Refuse removal - 64% 	<ul style="list-style-type: none"> Water - 97.4% Sanitation - 75% Electricity - 85% Refuse removal - 64% 	<ul style="list-style-type: none"> 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	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	COGHSTA Annual Performance Plan 2019/2020
	Co-operative Governance Strategic Objective 2	Co-operative Governance Strategic Objective 2	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	Intergovernmental and democratic governance for a functional system of cooperative governance by 2020
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	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 2020
Baseline	<ul style="list-style-type: none"> 5 District Intergovernmental Relations Structures 198 ward committees MuniMec 	<ul style="list-style-type: none"> 5 District Intergovernmental Relations Structures 198 ward committees MuniMec 	<ul style="list-style-type: none"> 5 District Intergovernmental Relations Structures 198 ward committees MuniMec 	<ul style="list-style-type: none"> 5 District Intergovernmental Relations Structures 31 Municipalities 	<ul style="list-style-type: none"> 5 District Intergovernmental Relations Structures 31 Municipalities 	<ul style="list-style-type: none"> 5 District Intergovernmental Relations Structures 31 Municipalities
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	To foster cooperation, coordination of planning and service delivery as well as policy alignment
Links	Intergovernmental Relations Framework 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	COGHSTA Annual Performance Plan 2019/2020
	National CDW Master Plan National Public Participation Framework, 2005 Local Government: Municipal Systems Act Local Government: Municipal Systems Act	National CDW Master Plan National Public Participation Framework, 2005 Local Government: Municipal Systems Act Local Government: Municipal Systems Act	National CDW Master Plan National Public Participation Framework, 2005 Local Government: Municipal Systems Act Local Government: Municipal Systems Act	Local Government: Municipal Systems Act Local Government: Municipal Structures Act	Local Government: Municipal Systems Act Local Government: Municipal Structures Act	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	COGHSTA Annual Performance Plan 2019/2020
	Co-operative Governance Strategic Objective 3	Co-operative Governance Strategic Objective 3	Co-operative Governance Strategic Objective 5	Co-operative Governance Strategic Objective 6	DISCONTINUED - functions performed by Provincial Treasury.	DISCONTINUED - functions performed by Provincial Treasury.
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		
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	<ul style="list-style-type: none"> 9 Disclaimers 10 Qualified 10 Unqualified with matters 2 Unqualified without matters 1 Outstanding 	<ul style="list-style-type: none"> 9 Disclaimers 10 Qualified 10 Unqualified with matters 2 Unqualified without matters 1 Outstanding 	<ul style="list-style-type: none"> 8 Disclaimers 10 Qualified 10 Unqualified with matters 2 Unqualified without matters 1 Outstanding 	<ul style="list-style-type: none"> 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	COGHSTA Annual Performance Plan 2019/2020
	Co-operative Governance Strategic Objective 4	Co-operative Governance Strategic Objective 4	Co-operative Governance Strategic Objective 3	DISCONTINUED	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			

	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	COGHSTA Annual Performance Plan 2019/2020
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	COGHSTA Annual Performance Plan 2019/2020
	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	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	Municipalities with development planning capacity and sector plans by 2020
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	Support municipalities with the development of IDPs with in legislated framework by 2020
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 Kruijer)	31 Integrated Development Plans 4 SDFs SPLUMA compliant (Nama-Khoi, Dikgatlong, Magareng, Phokwane) 4 SDFs under review (Sol Plaatje, Joe Morolong, Ga-Segonyana & Dawid Kruijer)
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	To provide support to municipalities for effective integrated planning, development and coordination
Links	Revised IDP Framework SPLUMA 2013 National Development Plan MTSF Chapter 9 National Local Government Turnaround Strategy 2009 National Disaster Management Framework 2005	Revised IDP Framework SPLUMA 2013 National Development Plan MTSF Chapter 9 National Local Government Turnaround Strategy 2009 National Disaster Management Framework 2005	Revised IDP Framework SPLUMA 2013 National Development Plan MTSF Chapter 9 National Local Government Turnaround Strategy 2009 National Disaster Management Framework 2005	Revised IDP Framework SPLUMA 2013 National Development Plan MTSF Chapter 9 National Local Government Turnaround Strategy 2009 National Disaster Management Framework 2005	Revised IDP Framework SPLUMA 2013 National Development Plan MTSF Chapter 9 Back to Basics Programme National Disaster Management Framework 2005 Integrated Urban Development Framework	Revised IDP Framework SPLUMA 2013 National Development Plan MTSF Chapter 9 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	COGHSTA Annual Performance Plan 2019/2020
Strategic Objective				Co-operative Governance Strategic Objective 2	Co-operative Governance Strategic Objective 2	Co-operative Governance Strategic Objective 2
Objective Statement				Sound administrative governance within 31 municipalities by 2019 Improve and support municipal performance management, property valuations and Back to Basics	Sound administrative governance within 31 municipalities by 2019 Improve and support municipal performance management, property valuations and Back to Basics	Sound administrative governance within 31 municipalities by 2020 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)	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	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	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	COGHSTA Annual Performance Plan 2019/2020
Strategic Objective				Co-operative Governance Strategic Objective 4	Co-operative Governance Strategic Objective 4	Co-operative Governance Strategic Objective 4
Objective Statement				Enhanced community participation at local level to strengthen relations between local government and the community by 2019 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	Enhanced community participation at local level to strengthen relations between local government and the community by 2019 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	Enhanced community participation at local level to strengthen relations between local government and the community by 2020 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
Baseline				21 municipalities implementing CWP 31 municipalities with ward committees	26 municipalities implementing CWP 26 municipalities with ward committees	26 municipalities implementing CWP 26 municipalities with ward committees

	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	COGHSTA Annual Performance Plan 2019/2020
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	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	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	2019/2020 (*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	1.1	Municipalities with functional municipal councils by 2020	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	1.2	Municipalities with functional Municipal Public Accounts Committees (MPAC) by 2020	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			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	2.1	Support and coordinate municipal management improvement plans (LGMIMs) by 2020	Annually	10 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.			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.			DISCONTINUED - see Performance Indicator 9 on PMS.				
		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	3.1	Percentage of households with access to water by 2020	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	3.2	Percentage of households with access to sanitation by 2020	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	3.3	Percentage of households with access to electricity by 2020	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	3.4	Percentage of households with access to refuse removal by 2020	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	4.1	Local municipalities implementing Community Work Programme by 2020	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.				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	5.1	Municipalities with legally compliant IDPs by 2020	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.				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)			2019/2020 (*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	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	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			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	Quarterly	26	Number of municipalities	Quarterly	26	Number of municipalities monitored 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)			2019/2020 (*Numbered according to the APP)		
	implementation of Audit Response Plan based on the 2014/15 audit outcomes monitored (Sub-outcome 3, Action 4)			monitored on implementation of audit response plan based on the 2014/15 audit outcomes monitored (Sub-outcome 3)			implementation of audit response plans based on 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			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			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			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			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			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	<i>Number of capacity building interventions conducted in municipalities (Outcome 9, Sub-outcome 3) (B2B Pillar 5)</i>	Quarterly	2	<i>Number of capacity building interventions conducted in municipalities (Outcome 9, Sub-outcome 3) (B2B Pillar 5)</i>	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			DISCONTINUED - Due to change in Customised 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)			2019/2020 (*Numbered according to the APP)		
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	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			DISCONTINUED - activity in Operational Plan		
15	Number of functional coordinating structures for infrastructure development and service delivery	Quarterly	DISCONTINUED			DISCONTINUED			DISCONTINUED			DISCONTINUED		
16	Number of municipalities assessed against service delivery benchmarks	Quarterly	DISCONTINUED			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			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	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	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	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			DISCONTINUED - Due to change in Customised Indicators		
22	Number of municipal performance reports compiled as per the	Annually	30	Number of municipal performance reports compiled as per the	Annually	8	Number of municipal performance reports compiled as per the	Annually	8	Number of Section 47 reports compiled as prescribed by the MSA	Annually	8	Number of Section 47 reports compiled as prescribed by the	Annually

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)			2019/2020 (*Numbered according to the APP)		
	requirements of Section 47 of the Municipal Structures Act (MSA)			requirements of Section 47 of the MSA			requirements of Section 47 of the MSA			(Outcome 9, Sub-outcome 4) (B2B Pillar 5)			MSA (Outcome 9, Sub-outcome 4) (B2B Pillar 5)	
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	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			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	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 determination of boundaries in municipalities	Quarterly	DISCONTINUED			DISCONTINUED			DISCONTINUED		
			7	Number of municipalities monitored and supported with good governance	Quarterly	DISCONTINUED			DISCONTINUED			DISCONTINUED		
			8	Number of municipalities supported and monitored with the implementation of the CDWP	Quarterly	DISCONTINUED			DISCONTINUED - activity in Operational Plan			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			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			DISCONTINUED - functions performed by Dept. of Economic Development and Tourism, and due to change in Customised 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)			2019/2020 (*Numbered according to the APP)				
	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			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	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			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	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	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	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 (Outcome 9, Sub-outcome 4) (B2B Pillar 3)	Quarterly	4	Number of municipalities monitored on the extent to which anti-corruption measures are implemented (Outcome 9, Sub-outcome 4) (B2B Pillar 3)	Quarterly
									10	Number of municipalities monitored on the implementation of infrastructure development programmes (Outcome 9, Sub-outcome 1) (B2B Pillar 5)	Quarterly	10	Number of municipalities monitored on the implementation of infrastructure development programmes (Outcome 9, Sub-outcome 1) (B2B Pillar 5)	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)		2019/2020 (*Numbered according to the APP)			
			12	Number of municipalities supported to maintain functional ward committees (Outcome 9, Sub-outcome 2) (B2B Pillar 1)	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	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	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	COGHSTA Annual Performance Plan 2019/2020
	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	Build good governance and sound administration within the institution of traditional leadership and its stakeholders by 2020
Objective Statement	All Traditional Councils to be reconstituted as per Sec 3(2) of the Framework Act of 2003	All Traditional Councils to be reconstituted as per Sec 3(2) of the Framework Act of 2003	All Traditional Councils to be reconstituted as per Sec 3(2) of the Framework Act of 2003	All Traditional Councils to be reconstituted as per Sec 3(2) of the Framework Act of 2003	All Traditional Councils to be reconstituted as per Sec 3(2) of the Framework Act of 2003	All Traditional Councils to be reconstituted as per Sec 3(2) of the Framework Act of 2003
Baseline	New strategic objective	8	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	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	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	COGHSTA Annual Performance Plan 2019/2020
	Traditional Affairs Strategic Objective 2	Traditional Affairs Strategic Objective 2	DISCONTINUED	DISCONTINUED	DISCONTINUED	DISCONTINUED

	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	COGHSTA Annual Performance Plan 2019/2020
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 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	COGHSTA Annual Performance Plan 2019/2020
	Traditional Affairs Strategic Objective 3	Traditional Affairs Strategic Objective 3				
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	DISCONTINUED	DISCONTINUED	DISCONTINUED	DISCONTINUED
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	COGHSTA Annual Performance Plan 2019/2020
	Traditional Affairs Strategic Objective 4	Traditional Affairs Strategic Objective 4				
Strategic Objective	Harmonising relations and facilitating partnerships between traditional councils and	Harmonising relations and facilitating partnerships between traditional councils and	DISCONTINUED	DISCONTINUED	DISCONTINUED	DISCONTINUED

	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	COGHSTA Annual Performance Plan 2019/2020
	government/ business community and civic organisations	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					
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	2019/2020 (*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	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)		2019/2020 (*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	DISCONTINUED	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	DISCONTINUED	DISCONTINUED	DISCONTINUED	DISCONTINUED
3	Number of Commission on Traditional Leadership Disputes and Claims cases researched and processed	Quarterly	DISCONTINUED	DISCONTINUED	DISCONTINUED	DISCONTINUED	DISCONTINUED	DISCONTINUED	DISCONTINUED
4	Record of engagement sessions between	Quarterly	DISCONTINUED	DISCONTINUED	DISCONTINUED	DISCONTINUED	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)			2019/2020 (*Numbered according to the APP)				
	traditional Council and communities as per Section 4 (3) (b) of the Framework Act of 2003													
5	Number of initiatives by the Provincial House in promoting social development of traditional communities and the Provincial social development plan in cooperation with the National House of Traditional Leaders	Quarterly	DISCONTINUED		DISCONTINUED			DISCONTINUED			DISCONTINUED			
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			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			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			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	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			DISCONTINUED			
11	Number of signed and implemented Partnership agreements allocating roles and functions to Traditional Council or traditional leaders in	Quarterly	DISCONTINUED		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)			2019/2020 (*Numbered according to the APP)			
	respect of Section 20 of the Traditional Leadership Governance Framework Act of 2003													
12	Number and nature of Partnership agreements entered into between the institution of Traditional leadership and non-governmental organization	Quarterly	DISCONTINUED			DISCONTINUED			DISCONTINUED			DISCONTINUED		
13	Existence and implementation of a national programme of support to land use management and other land issues	Quarterly	DISCONTINUED			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			DISCONTINUED		
15	Improved financial accountability by Traditional Councils with uniform norms and standards for financial management within Traditional Councils approved	Quarterly	DISCONTINUED			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 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	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			DISCONTINUED		
			8	Improved financial accountability of traditional councils	Annually	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)		2019/2020 (*Numbered according to the APP)				
		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	DISCONTINUED		
		4	Number of reports submitted on Traditional Leadership disputes or claims attended to	Quarterly	DISCONTINUED		DISCONTINUED			
		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	DISCONTINUED		
					6	Percentage of succession claims/disputes processed	Annually	8	Percentage of succession claims/disputes processed	Annually
					4	Number of awareness campaigns conducted in traditional communities to sensitize vulnerable groups on their Rights	Annually			
					5	Number of initiation schools complying with the National Initiation schools guidelines	Annually			
					6	Number of traditional leaders supported to participate in municipal councils	Quarterly			
					7	Number of Traditional Authorities supported to participate in the IDP processes	Quarterly			

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 2020
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 2019/2020
Source/collection of data	<p>Origin: Appointment of MEC Give executive support to the Department Provide political direction to the Department</p> <p>Processes: Render parliamentary services Prepare oversight reports</p> <p>Evidence: Oversight reports Parliamentary reports</p>
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 (Number)
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 2020
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 2019/2020
Source/collection of data	<p>Origin: Legislative and other mandates Self-assessment and internal audit validation</p> <p>Processes: External moderation and feedback Performance improvement and monitoring</p> <p>Evidence: Final MPAT results</p>
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 (Number)
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 2020
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 2019/2020
Source/collection of data	Origin: Legislative and other mandates

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

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 2020
Source/collection of data	Origin: Existing organisational structure Report quarterly on implementation of approved structure: <ul style="list-style-type: none"> • Job evaluations • Creation and abolishment of posts • Service Terminations • Appointments and placement Organisational review by:
	Processes: <ul style="list-style-type: none"> • 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 (Year-end, Number)
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 2020

Source/collection of data	Origin:	Approved Human Resource Plan
	Processes:	Implement approved Human Resource Plan (valid 2018 – 2021) Submission of the implementation report by 31 May 2019
	Evidence:	Acknowledgement letters from DPSA re implementation report and HR Plan
		Approved HR Plan Quarterly reports on the implementation of the approved Human Resource Plan Annual implementation report submitted to DPSA (31 May 2019)
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 (Year-end, Number)	
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 2020	
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 (Year-end, Number)	
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 2020	
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 (Year-end, Number)	
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
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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 2020
Source/collection of data	Origin: Legislative and other mandates Advertise vacant funded positions Record applications Long listing and short-listing
	Processes: 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 (Year-end, Number)
Reporting cycle	Quarterly
New indicator	No
Desired performance	Competent and capable workforce appointed
Indicator responsibility	Senior Manager: Human Capital Management
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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 2020
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 (Year-end, Number)
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
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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 2020
Source/collection of data	Origin: EHW 4 Pillar Plans Employee Health & Wellness Strategic Framework

	<p>Compile HIV-Aids, Wellness, Health & Productivity and SHERQ operational plans in line with DPSA standards</p> <p>Submit draft plans to HOD for approval</p> <p>Processes: Submit approved implementation plans to DPSA and OTP</p> <p>Submit quarterly implementation reports to OTP</p> <p>Submit annual report to OTP and DPSA by 15 April each year</p> <p>Comprehensive approved operational plan</p> <p>Evidence: Quarterly comprehensive implementation reports on four pillars to OTP</p> <p>Annual report</p> <p>Acknowledgement letters proving submission of plans and reports</p>
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 (Year-end, Number)
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 2020
Source/collection of data	<p>Origin: Gender Equality Strategic Framework</p> <p>Consultation with relevant internal local stakeholders about contents of the plan</p> <p>Compile gender equality strategic framework draft implementation plan in line with DPSA standards</p> <p>Processes: Submit plan to the HOD for approval</p> <p>Implement gender equality strategic framework plan</p> <p>Submit annual implementation report to DPSA before 28 February each year</p> <p>Approved gender equality strategic framework implementation plan</p> <p>Evidence: Annual implementation report</p> <p>Proof of submission of plan and reports to DPSA</p>
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 (Number)
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 2020
Source/collection of data	<p>Origin: Job Access Strategic Framework Implementation Plan</p> <p>Consultation with relevant internal local stakeholders about contents of the plan</p> <p>Processes: Compile a Job Access Draft Implementation Plan in line with DPSA standards, especially focusing on vulnerable groups</p> <p>Submit plan to the HOD for approval</p>

	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 (Number)
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 2020
Source/collection of data	Origin: Approved Workplace Skills Plan 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
	Processes: Training is rolled out Awaiting Portfolios of Evidence (POE) Courier Portfolios of Evidences 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 (Year-end, Number)
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 2020
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 (Year-end, Number)
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 2020
	Origin: Approved Communication Strategy
	Consult programmes and regions Draft calendar of events Issue press statements
	Processes: 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)
Source/collection of data	Implementation report (press statements issued, quarterly publications, newsletters)
	Evidence: 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 (Year-end, Number)
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 2020
Source/collection of data	<p>Service Management System Administration Network Administration Security Management Risk Register (Q)</p> <p>Relevant Systems</p> <p>GAP Analysis (bi-annually) ICT Operational Plan implementation (Q)</p> <p>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</p> <p>Evidence: Approved ICT strategy (annually) ICT status report (quarterly)</p>
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 (Year-end, Number)
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 2020
Source/collection of data	<p>Legislative and other mandates National Transport Policy SLA (NCFMTE) Car Tracker report</p> <p>Review Transport policy – white fleet (annually) Develop a Transport Policy for Subsidised Vehicles Check and manage use of fleet</p> <p>Processes: 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</p> <p>Evidence: Quarterly Fleet management reports</p>
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 (Year-end, Number)
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 2020
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 (Year-end, Number)
Reporting cycle	Quarterly
New indicator	No
Desired performance	Well-managed records management system
Indicator responsibility	Senior Manager: General Support Services

• **Security, Risk Management and Internal Controls**

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 2020
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 (Year-end, Number)
Reporting cycle	Quarterly
New indicator	No
Desired performance	Secure personnel, state assets and information
Indicator responsibility	Senior Manager: General Support Services

Indicator title 17	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 2020
Source/collection of data	Origin: Risk Management Register
	Processes: Consolidate Programmes' risk assessment reports
Method of calculation	Evidence: Quarterly integrated risk management reports submitted
	Manual count of the number of quarterly integrated risk management reports submitted
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative (Year-end, Number)
Reporting cycle	Quarterly
New indicator	No
Desired performance	All risks managed and mitigated effectively
Indicator responsibility	Chief Financial Officer

Indicator title 18	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 2020
Source/collection of data	Origin: Auditor General Report
	Processes: Consolidate Programmes' Audit Action Plans
Method of calculation	Evidence: Quarterly Audit Action Plans
	Manual count of the number of quarterly audit action plans submitted
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative (Year-end, Number)
Reporting cycle	Quarterly
New indicator	No
Desired performance	Improvement on audit findings from previous financial year
Indicator responsibility	Chief Financial Officer

- **Legal Services**

Indicator title 19	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 2020
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 (Year-end, Number)
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 20	Number of Annual Performance Plans submitted
Short definition	Annually facilitating strategic planning sessions to develop and submit approved APP by end February 2020
Purpose/importance	To guide the Department's planning and performance reporting processes by 31 March 2020
Source/collection of data	Origin: Legislative and other mandates Conduct strategic planning sessions Submission of first draft by August 2019
	Processes: Submission of second draft by November 2019 } to Office of the Premier Submission of final draft by February 2020 Approval of APP by end February 2020 Tabling to Legislature by March 2020
	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 (Number)
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 21	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 2020
Source/collection of data	Origin: Legislative and other mandates Request quarterly reports from Programmes
	Processes: 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 (Year-end, Number)
Reporting cycle	Quarterly
New indicator	No
Desired performance	Credible quarterly performance reports
Indicator responsibility	Senior Manager: Policy, Planning, Monitoring and Evaluation

Indicator title 22	Number of Annual Performance Reports 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 2020

Source/collection of data	Origin:	Collate Programme performance information Submission of first draft by May 2019 Submission of second draft by June 2019 Submission of final report by end July 2019	} to the Auditor General
		Arrange publication of Annual Report by end August 2019 Submission to Provincial Treasury by end August 2019 Tabling to Legislature by September 2019	
	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 (Number)		
Reporting cycle	Annually		
New indicator	No		
Desired performance	Credible departmental annual performance report		
Indicator responsibility	Senior Manager: Policy, Planning, Monitoring and Evaluation		

Indicator title 23	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 Quarterly consultation with stakeholders Development of service standards	
	Processes:	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 (Year-end, Number)		
Reporting cycle	Quarterly		
New indicator	No		
Desired performance	Improved levels of service delivery standards		
Indicator responsibility	Senior Manager: Policy, Planning, Monitoring and Evaluation		

FINANCIAL MANAGEMENT

• Financial Administration

Indicator title 24	Annual Budget submitted		
Short definition	Annually compile and submit the approved 2019/2020 departmental budget to Provincial Treasury before 31 March 2020		
Purpose/importance	To facilitate the budget process, and to monitor and track spending and savings by 31 March 2020		
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 2020 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 2020
Data limitations	None
Type of indicator	Output
Calculation type	Non-cumulative (Number)
Reporting cycle	Annually
New indicator	No
Desired performance	All departmental spending within allocated budget
Indicator responsibility	Senior Manager: Financial Administration

Indicator title 25	Adjusted budget submitted
Short definition	Annually compile and submit adjusted budget to Provincial Treasury by October 2019
Purpose/importance	To apply virements and consolidate an adjusted budget for the Department by 31 March 2020
Source/collection of data	Origin: Treasury final allocation letter CFO meets with Programme and responsibility managers to identify reallocation based on in-year pressures Programmes submit their budget inputs to Financial Management
	Processes: 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 2019
Data limitations	None
Type of indicator	Output
Calculation type	Non-cumulative (Number)
Reporting cycle	Annually
New indicator	No
Desired performance	Reprioritised resource allocations
Indicator responsibility	Senior Manager: Financial Administration

Indicator title 26	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 2020
Source/collection of data	Origin: Section 40 projections Populate the projection as per Provincial Treasury template
	Processes: 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 (Year-end, Number)
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 27	Number of Annual Financial Statements submitted
Short definition	Collate, analyse and submit 2018/2019 annual financial statements to Provincial Treasury by 31st May 2019 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 2020
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 (Number)
Reporting cycle	Annually
New indicator	No
Desired performance	Annual Financial Statements without any misstatements
Indicator responsibility	Senior Manager: Financial Administration

Indicator title 28	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 2020
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 (Year-end, Number)
Reporting cycle	Quarterly
New indicator	No
Desired performance	Interim Financial Statements without any misstatements
Indicator responsibility	Senior Manager: Financial Administration

Indicator title 29	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 2020
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 (Year-end, Number)
Reporting cycle	Quarterly
New indicator	No
Desired performance	Instruction Notes 34 reports submitted as prescribed
Indicator responsibility	Senior Manager: Financial Administration

Indicator title 30	Annual tax reconciliations submitted
Short definition	Produce and submit one annual tax reconciliation (EMP501) to SARS by 31 May 2019
Purpose/importance	To manage tax reconciliations by 31 March 2020
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 (Number)
Reporting cycle	Annually
New indicator	No
Desired performance	Accurate IRP5s
Indicator responsibility	Senior Manager: Financial Administration

• **Supply Chain Management**

Indicator title 31	Number of 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 2020
Source/collection of data	Origin: Approved budget
	Processes: Produce and submit one Procurement Plan Report quarterly on progress Approved Procurement Plan
	Evidence: 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 (Year-end, Number)
Reporting cycle	Quarterly

New indicator	Yes
Desired performance	Procurement Plan duly implemented
Indicator responsibility	Senior Manager: Supply Chain Management

Indicator title 32	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 2020
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 (Year-end, Number)
Reporting cycle	Quarterly
New indicator	No
Desired performance	Updated tendering and procurement information
Indicator responsibility	Senior Manager: Supply Chain Management

Indicator title 33	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 2020
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 (Year-end, Number)
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 2020
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 2019/2020
Source/collection of data	Origin: Legislative and other mandates 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 Processes: 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 (Year-end, Number)
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 2020
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 2019/2020
Source/collection of data	Origin: Legislative and other mandates Formalization of the informal settlements Processes: 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 (Year-end, Number)
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 2020	
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 2019/2020	
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 (Year-end, Number)	
Reporting cycle	Annually	
New indicator	No	
Desired performance	Promoting home-ownership and security of tenure to beneficiaries	
Indicator responsibility	Executive Manager: 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 2020
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 (Number)
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 2020
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 1 and 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 (Number)
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 2020
Source/collection of data	Origin: Training statistics from municipalities Collect training statistics and attendance registers of training conducted from municipalities Processes: 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 (Year-end, Number)
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 2020
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 (Number)
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:
	<ul style="list-style-type: none"> • 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 2020
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 Monthly Progress Reports Completion Certificates signed by a consulting engineer
Evidence:	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 (Number)
Reporting cycle	Annually
New indicator	No
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 (<i>practical completion</i>), 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 2020
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 (Year-end, Number)
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 2020
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 (Year-end, Number)
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	Number of Conditional grant business plans submitted (Human Settlements Development Grant)
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 2020
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 (Number)
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 Conditional grant business plans submitted (Title Restoration Grant)
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 2020
Source/collection of data	Origin: Beneficiary Administration / Verification Project Readiness Matrix and Project Pipeline
	Processes: Consultation with applicable role-players Develop project list, taking beneficiary verification 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 beneficiary lists
Type of indicator	Output
Calculation type	Non-cumulative (Number)
Reporting cycle	Annually
New indicator	Yes
Desired performance	Conditional grant expenditure according to the approved business plan
Indicator responsibility	Senior Manager: Housing Asset Management

Indicator title 10	Number of monthly conditional grant reports submitted to national human settlements and other stakeholders (HSDG and TRG)
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 2020
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 (Year-end, Number)
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 2020
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 2019/2020
Source/collection of data	Origin: Legislative and other mandates Supporting municipalities with the recruitment and appointment of Senior Managers
	Processes: 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 (Number)
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 2020
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 2019/2020
Source/collection of data	Origin: Legislative and other mandates Ensuring that anti-corruption measures include the establishment and functionality of a structure that deals with Anti-corruption issues, towards combating fraud and
	Processes: 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 (Number)
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 2020
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 2019/2020
Source/collection of data	Origin: Legislative and other mandates Support, coordinate and monitor:
	Processes: 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 (Number)
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 2020

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 2019/2020
Source/collection of data	<p>Origin: Legislative and other mandates Stats SA Census 2011 DORA allocations</p> <p>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</p> <p>Evidence: MIG M&Q Project List</p>
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	Non-cumulative (Year-end, Incremental, Percentage)
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 2020

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 2019/2020
Source/collection of data	<p>Origin: Legislative and other mandates Stats SA Census 2011 DORA allocations</p> <p>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</p> <p>Evidence: MIG M&Q Project List</p>
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	Non-cumulative (Year-end, Incremental, Percentage)
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 2020
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 2019/2020
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	Non-cumulative (Year-end, Incremental, Percentage)
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 2020
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 2019/2020
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	Non-cumulative (Year-end, Incremental, Percentage)
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 2020
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 2019/2020
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 (Number)
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 2020
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 2019/2020
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 (Number)
Reporting cycle	Annually
New indicator	No
Desired performance	Improved development planning capacity within municipalities
Indicator responsibility	Executive Manager: 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
Purpose/importance	To promote the appointment of competent and suitably qualified senior managers in municipalities by 31 March 2020
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 (Year-end, Number)
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 2020
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 (Year-end, Number)
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 2020
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 (Year-end, Number)
Reporting cycle	Quarterly
New indicator	No
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 <i>inter alia</i> policies or strategies (anti-fraud, whistle blowing, investigation), structures (Committees) and awareness / training.
Means of monitoring	Monitoring entails <i>inter alia</i> , 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 2020

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 (Year-end, Number)
Reporting cycle	Quarterly
New indicator	No
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 (Year-end, Number)
Reporting cycle	Quarterly
New indicator	No
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 2020
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 (Year-end, Number)
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 2020
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	Output
Calculation type	Cumulative (Year-end, Number)
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 2020
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 (Number)
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) Assess municipal rate policies, by-laws, rate randage and other related matters
Nature of Support	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 2020
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 (Year-end, Number)
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 2020
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 (Year-end, Number)
Reporting cycle	Quarterly
New indicator	No
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 communicate
Purpose/importance	Provision of free basic services to indigent households by 31 March 2020
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 (Year-end, Number)
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 2020

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 that were supported in all four quarters
Data limitations	Lack of dedicated capacity in municipalities to provide required information
Type of indicator	Input
Calculation type	Non-cumulative (Average year-end, Number)
Reporting cycle	Quarterly
New indicator	No
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 2020
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 (Year-end, Number)
Reporting cycle	Quarterly
New indicator	No
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 2020
Source/collection of data	<p>Origin: Legislative and other mandates</p> <p>Processes: Liaise with and monitor Implementing Agencies</p> <p>Evidence: Monthly IA monitoring reports Quarterly report consolidating monthly IA monitoring reports</p>
Method of calculation	Manual count of the maximum 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 (Highest quarter, Number)
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 2020
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 (Number)
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 12 municipalities supported to comply with SPLUMA through reviewing of SDFs, Land Use Management schemes, By-laws, regulations and capacity building (Renosterberg, Ubuntu, Kamiesberg, Richtersveld, Nama Khoi, Dawid Kruiper, Sol Plaatje, Thembelihle, Siyancuma, Ga Segonyana, Gamagara, Kai Garib).
Purpose/importance	To improve spatial planning and land use management by 31 March 2020
Source/collection of data	<p>Origin: SPLUMA SDF IUDF</p> <p>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</p> <p>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</p>
Method of calculation	Manual count of the maximum 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 (Average year-end, Number)
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	<p>Origin: Surveyor General, StatsSA, other departments, and internet</p> <p>Processes: Meetings</p>

	Electronic correspondence (emails) Telephone requests
Method of calculation	Evidence: Quarterly report on data obtained for GIS outputs 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 (Year-end, Number)
Reporting cycle	Quarterly
New indicator	No
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 District Municipal Disaster Management Centres 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 2020
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 (Number)
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 district 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 2020
Source/collection of data	Status reports on fire brigade services from district municipalities
Portfolio of Evidence	Consolidated status report on the extent to which the district 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 district municipalities
Type of indicator	Output
Calculation type	Cumulative (Year-end, Number)
Reporting cycle	Quarterly
New indicator	No
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 2020
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 2020
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 2019/2020
Source/collection of data	<p>Origin: Legislative and other mandates 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</p> <p>Processes: 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</p> <p>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</p>
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 (Number)
Reporting cycle	Annually
New indicator	No
Desired performance	Functional Traditional Leadership structures
Indicator responsibility	Senior Manager: 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 Monitor the sitting and attendance of council members, minutes and implementation of decisions;
Nature of Support	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 2020
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 in all four quarters, 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	Non-Cumulative (Average Year-end, Number)
Reporting cycle	Quarterly
New indicator	No
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 2020
Source/collection of data	Origin: Interactions with Traditional Leaders and strategic partners e.g. Justice, SASSA, Commission of Gender Equality Identify needs
	Processes: 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 (Year-end, Number)
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 (Year-end, Number)
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 awareness campaigns conducted in traditional communities to sensitize vulnerable groups on their Rights
Short definition	To have engagements with traditional community members to sensitize them on the Human Rights of vulnerable groups (women, children, and people living with disabilities etc.) as provided for in the Bill of Rights and other International instruments
Purpose/importance	To promote and protect the rights of vulnerable groups in traditional communities
Source/collection of data	Participants and/or other stakeholders Campaigns/attendance registers
Portfolio of Evidence	Attendance Register Report of the awareness campaigns
Method of calculation	Manual count of the number of awareness campaigns conducted
Data limitations	Limited participation
Type of indicator	Output indicator
Calculation type	Non-cumulative (Number)
Reporting cycle	Annually
New indicator	Yes
Desired performance	Increased awareness on the rights of vulnerable groups in traditional communities.
Indicator responsibility	Program manager

Indicator title 5	Number of initiation schools complying with the National Initiation schools guidelines
Short definition	Monitoring of registered initiation schools to comply with National Guidelines, requirements and other national legislation
Nature of monitoring	A checklist in line with the National Guidelines, requirements and other national legislation to be developed Provincial task team to inspect initiation schools to monitor compliance to National guidelines
Purpose/importance	To ensure compliance of initiation schools with the National Guidelines.
Source/collection of data	Completed Checklist Monitoring reports
Portfolio of Evidence	Report of the Provincial Monitoring tasks teams
Method of calculation	Manual count of the number of schools that comply with the guidelines
Data limitations	Unreliable information/None cooperation
Type of indicator	Output indicator
Calculation type	Non-cumulative (Number)
Reporting cycle	Annually
New indicator	Yes
Desired performance	All initiation schools to comply with National guidelines
Indicator responsibility	Program manager

Indicator title 6	Number of traditional leaders supported to participate in municipal councils
Short definition	Promote participation of traditional leaders in municipal councils in terms of section 81 of Municipal Structures Act Conduct consultative workshops and sessions with relevant stakeholders
Nature of support	Monitor attendance of traditional leaders in municipal councils Define roles on the participation of Traditional Leaders
Purpose/importance	To encourage cooperative relations for service delivery in traditional communities
Source/collection of data	Attendance registers of workshops/meetings conducted with traditional leaders/councils Attendance registers of participation of traditional leaders in municipal council from municipalities
Portfolio of Evidence	Manual count of the number of traditional leaders supported to participate in municipal councils
Method of calculation	Non-submission of attendance registers by municipal councils
Data limitations	Attendance registers of workshops conducted Attendance register from the municipal council Monitoring reports

Type of indicator	Output indicator
Calculation type	Non-Cumulative (Number)
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	To support all identified traditional leaders to participate in municipal councils
Indicator responsibility	Program manager

Indicator title 7	Number of Traditional Authorities supported to participate in the IDP processes
Short definition	Promote participation of traditional authorities (councils) in the development of local IDPs in terms of section 4 of Municipal Systems Act
Nature of support	Define roles on the participation of Traditional Councils and municipal councils in IDP processes Conduct consultative workshops and sessions with relevant stakeholders
Purpose/importance	To encourage cooperative relations for service delivery in traditional communities between the municipality and the traditional authorities.
Source/collection of data	Attendance registers of workshops conducted Monitoring reports
Portfolio of Evidence	Manual count of the number of traditional authorities (councils) workshoped on their participation in IDP processes
Method of calculation	Non-submission of attendance registers
Data limitations	Attendance registers and reports
Type of indicator	Output indicator
Calculation type	Non-Cumulative (Number)
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	All traditional authorities (councils) participating in the preparation, implementation and review of the IDP in terms of Section 5 of the Municipal Systems Act.
Indicator responsibility	Program manager

• **Research, Policy and Legislation Development**

Indicator title 8	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 2020
Source/collection of data	Complaints register
Portfolio of Evidence	Signed off report on succession claims and disputes processed
Method of calculation	Calculate the average 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	Non-Cumulative (Average year-end, Percentage)
Reporting cycle	Quarterly
New indicator	No
Desired performance	All succession claims and disputes received processed
Indicator responsibility	Senior Manager: Traditional Institutional Management