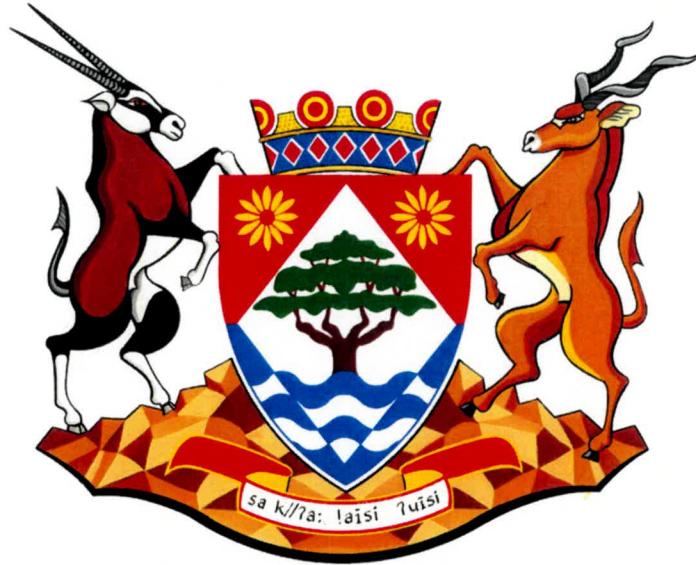




Department of Cooperative Governance, Human Settlements & Traditional Affairs

Annual Performance Plan for 2020/2021

Date of Tabling: 16 March 2020

Executive Authority Statement



It gives me great pleasure to present the Annual Performance Plan for the Department of Cooperative Governance, Human Settlements and Traditional Affairs for the 2020/2021 financial year. The Constitution of South Africa mandates us to work towards improving the quality of lives through sustainable human settlements, responsible, accountable, effective and developmental municipalities and sound traditional leadership. The political trajectory under the visionary leadership of the President of the Republic of South Africa, Mr. Matamela Cyril Ramaphosa inundates the governance leadership collective to be more clinical, acutely strategic in approach, posture and implementation.

Directed by the National Development Plan 2030 and the MTSF 2019-2024, we are committed to guide, support and transform our communities through the delivery of quality houses, cooperative governance and participatory democracy, as well as the provision of services in a manner that benefits communities, with special bias towards the poor

Our vision can only be achieved through the eradication of apartheid spatial planning, governance barriers and service delivery constraints. Indeed, formalisation of integrated spatial planning, municipal monitoring, support and capacity building, on one hand, and promotion of good governance within traditional authorities on the other.

Our core function remains the provision of support to municipalities and traditional structures in line with MTSF Priority 5 - Spatial Integration, Human Settlements and Local Government. This will be realised through integrated spatial planning and development to create settlements throughout our Province that are economically viable, equitable, liveable and sustainable. We therefore strive to transform human settlements into equitable and efficient spaces with citizens living in close proximity to work with access to social facilities and the necessary infrastructure.

The role of local government is critical, and the ability to deliver services to communities will be enhanced through sustaining programmes such as Back to Basics. The increased role of District municipalities in the coordination and implementation of National, Provincial and Local Government priorities through the District Development Model - "One District; One Plan; One Budget; One Approach", is also crucial. The strengthening of Local Government remains at an apex of the present day government and is in sync with the revolutionary sentiments once shared by Amilcar Cabral when highlighting the centrality of masses in development *"Always bear in mind that the people are not fighting for ideas, for the things in anyone's head. They are fighting to win material benefits, to live better and in peace, to see their lives go forward, to guarantee the future of their children."*

We will give special attention to inhibitors and constraints to service delivery such as intra-governmental debt, non-payment for services by communities, low infrastructure maintenance, corruption and maladministration, and resultant violent protests and asset destruction.

However, our efforts shall remain fruitless if we do not utilise resources at our disposal, implement applicable legislative frameworks, government plans and inputs from our significant stakeholders. Equally, it is our firm belief that the Provincial vision of a **Modern, Growing and Successful Province** that satisfies social, economic and material needs of ordinary citizens, shall not materialize without political direction, leadership and good governance.

I therefore endorse the Annual Performance Plan 2020/2021 for the Department of Cooperative Governance, Human Settlements and Traditional Affairs and commit to ensuring its implementation during the MTEF period.



Executive Authority of COGHSTA

Accounting Officer Statement



For the past 4 years, the Department has achieved an unqualified audit opinion, with matters. We continue to address these matters in pursuit of an improved audit outcome. Despite limited resources, we continued to facilitate the delivery of quality housing opportunities, basic services and supporting traditional leadership institutions.

During this financial year, we envisage building sustainable and people-centred municipalities (inclusive of traditional communities) towards a modern, growing and successful Province.

The Department endeavours to execute its constitutional and legislative mandates through the District Development Model - "*One District; One Plan; One Budget; One Approach*". This will ensure spatial transformation through improved integrated settlement development in collaboration with a capable Local Government sector.

This Plan reflects our commitment to the welfare of our people, and our determination to manage all the resources entrusted in our care. Our resolve to implement this Plan is definite.

The journey to achieve a modern, growing and successful province has begun!



Accounting Officer of COGHSTA

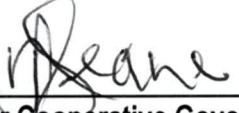
Official Sign-off

We hereby certify that the Annual Performance Plan:

- Was developed by the Management of the COGHSTA, under the guidance of MEC Bentley Vass;
- Takes into account all the relevant policies, legislation and other mandates for which COGHSTA is responsible; and
- Accurately reflects the Impact and Outcomes that COGHSTA will endeavour to achieve during the 2020/2021 financial year.

D Boboko: 
Acting Programme Manager Administration

I Lekalake: 
Programme Manager Human Settlements

P Seane: 
Programme Manager Cooperative Governance

M van der Berg: 
Acting Programme Manager Traditional Affairs

R Stander: 
Chief Financial Officer

L Brand: 
Head Official responsible for Planning

BS Lenkoe: 
Accounting Officer

Approved by:

B Vass: 
Executive Authority

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Acronyms

A

AFS	Annual Financial Statements
AG	Auditor General
AGSA	Auditor General South Africa
APP	Annual Performance Plan

B

B2B	Back to Basics
BAS	Basic Accounting System
BNG	Breaking New Ground
BTO	Build-to-order

C

CDW	Community Development Worker
CDWP	Community Development Worker Programme
CFO	Chief Financial Officer
CLO	Client Liaison Officers
COGHSTA	Dept. Cooperative Governance, Human Settlements & Traditional Affairs
CoGTA	Dept. Cooperative Governance & Traditional Affairs
CPMD	Certificate Programme in Management Development

D

DCT	District Crack Team
DICTC	Departmental Information and Communications Technology Committee
DoRA	Division of Revenue Act
DPSA	Department of Public Service and Administration

E

EA	Executing Authority (MEC)
EEA	Employment Equity Act
EEDBS	Enhanced Extended Discount Benefit Scheme
EHW	Employee Health & Wellness
EIA	Environment Impact Assessment
EPMDS	Employee Performance Management Development System

F

FBS	Free Basic Services
FLISP	Finance Linked Individual Subsidy Program

G

GCIS	Government Communication and Information System
GIS	Geographic Information System
GITOC	Government Information Technology Officers Council
GVA	Gross value added

H

HCE	Housing Consumer Education
HOD	Head of Department
HR	Human Resources
HSDG	Human Settlements Development Grant
HSP	Housing Sector Plan
HSS	Housing Subsidy System

I

IA	Implementing Agency
ICT	Information And Communications Technology
IDP	Integrated Development Plan
IGR	Intergovernmental Relations
INEP	Integrated National Electrification Programme
IRDP	Integrated Rural Development Programme
IT	Information Technology

J

JTG	John Taolo Gaetsewe District Municipality
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M

M&E	Monitoring & Evaluation
MEC	Member of Executive Council
MFMA	Municipal Finance Management Act
MIG	Municipal Infrastructure Grant
MISS	Minimum Information Security Standard
MOU	Memorandum of Understanding
MPAT	Management Performance Assessment Tool
MPSS	Minimum Physical Security Standard
MSA	Municipal Systems Act
MTEF	Medium Term Expenditure Framework
MTSF	Medium Term Strategic Framework

N

NatJoc	National Joint Operation Centre
NDP	National Development Plan
NHBRC	National Home Builders Registration Council
NT	National Treasury

O

OTP	Office of the Premier
------------	-----------------------

P

PERSAL	PERsonnel and SALary Information System
PFMA	Public Finance Management Act
ProvJoc	Provincial Joint Operation Centre
PT	Provincial Treasury

S

SALGA	South African Local Government Association
SCM	Supply Chain Management
SDF	Spatial Development Framework
SHERQ	Safety, Health, Environment, Risk & Quality
SLA	Service Level Agreement
SMS	Senior Management Service
SPLUMA	Spatial Planning and Land Use Management Act

T

TC	Traditional Council
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W

WCWDM	Water Conservation/Water Demand Management
WSA	Water Services Authority
WSP	Water Services Providers

Glossary

Glossary for housing programmes and terminology referred to in the technical indicator description tables

Programme Description	
Delivered	To produce or to achieve what is desired or expected.
Housing unit	According to the National Housing Code (2009:54), each house to be constructed through the National Housing Programmes must have a gross floor area of at least 40 square meters. In addition each house must be designed on the basis of: • Two bedrooms; • A separate bathroom with a toilet, a shower and hand basin; • A combined living area and kitchen with wash basin; and • A ready board electrical installation if electricity is available in the project area. The National Norms and Standards furthermore provide minimum technical specifications, including environmentally efficient design proposals.
100%	Complete A 100% completed housing unit refers to a housing unit that has been constructed according to the plan submitted, and meets the Departmental norms and standards. Furthermore, the unit is classified as 100% complete when the following criteria have been met and all technical glitches have been attended to: • All walls are built up to roof height; • A completed roof has been installed (this includes the timber work and covering); • All walls have been plastered and painted on the outside; • Ceilings installed in Southern Cape Coastal Condensation areas; • Internal plumbing installed: • Kitchen – sink with cold tap; • Bathroom – toilet pan, wash basin and bath/shower; • External doors; • Internal door(s) – bedrooms and bathroom; and • Electrical distribution board installed (consisting of one plug and one light).
Practically complete housing unit	A new housing unit has reached the minimum stage of practical completion when the house is 98% complete. A practically completed house refers to a unit that has been completely constructed as per the plan submitted and meets the Departmental norms and standards. The unit includes the following: Internal plumbing; • Kitchen - sink with a cold water tap; • Bathroom – toilet pan, wash basin and bath/shower; • Sewerage and water connections; and • Electrical distribution board installed (consists of one plug and one light). Beneficiaries are able to occupy the houses, however there are minor technical glitches (snags) that need to be attended to before the house is classified as 100% complete. These technical glitches include the following, inter alia: • Toilet cistern continually flushing and needs to be reset; • Re-alignment of doors; and • Touch-up of paint.
Serviced site	Before a site can be developed, the necessary engineering services must be implemented. A serviced site comprises of the following engineering services: • Clean water; • Sanitation; • Roads; and • Storm water drainage.
Job Opportunity	A job opportunity is a chance of employment.
Cumulative	Increasing or an increase in quantity by means of successive additions.
Non-cumulative	An annual target that does not accumulate by means of successive additions across four quarters.
Phase 2 (Project Initiation)	During this phase of the upgrading process, municipalities should receive support to undertake the following activities: • The acquisition of land where required through negotiation or expropriation; • The undertaking of a clear socio-economic and demographic profile of the settlement; • The installation of interim services to provide basic water and sanitation services to households within the settlement on an interim basis pending the formalization of the settlement; and • The conducting of pre-planning studies to determine detailed geotechnical conditions and the undertaking of an environmental impact assessment to support planning processes. The activities under this phase are generally to be undertaken over a period of 24 months.

Priority Housing Development Area	PHDA is intended to advance Human Settlements Spatial Transformation and Consolidation by ensuring that the delivery of housing is used to restructure and revitalise towns and cities, strengthen the livelihood prospects of households and overcome apartheid spatial patterns by fostering integrated urban forms. The PHDA is underpinned by the principles of the National Development Plan (NDP) and allied objectives of the IUDF which includes spatial justice, spatial efficiency, access to connectivity, economic and social infrastructure, access to adequate accommodation, and the provision of quality housing options.			
	Sol Plaatje		Khai-Ma	
	PHDA Name	Kimberley	PHDA Name	Pofadder
	Municipality Name	Sol Plaatje	Municipality Name	Khai-Ma
	Main Place	Kimberley	Main Place	Pofadder
	Sub Place	Carters Glen, Lerato Park	Sub Place	Pella, Onseepkaans and Pofadder
Housing Programmes				
Financial Interventions				
Individual Housing Subsidies (Non-credit linked)	The individual subsidy programme provides beneficiaries with access to state assistance where qualifying households wish to acquire an existing house or vacant serviced stand linked to a building contract (National Housing Code, 2009:29). Non-credit linked subsidies are provided to beneficiaries who satisfy the criteria of the housing subsidy and do not qualify for credit from financial institutions (National Housing Code, 2009:30). Beneficiaries are able to acquire an existing household solely from the subsidy amount awarded (National Housing Code, 2009:30). The non-credit linked subsidies are also made available for beneficiaries who do not wish to access credit from a financial institution (National Housing Code, 2009:30). The following criteria is used to determine if beneficiaries qualify for an individual housing subsidy: • Married or cohabiting (with or without financial dependants) or single or divorced with financial dependants; • South African citizen in possession of a green barcoded identity document or in possession of a permanent residence permit; • Competent to contract (i.e. 18 years of age or older or legally married or legally divorced or declared competent by a court of law and of sound mind); • Gross monthly household income of up to R3 500; • Have not previously benefited from government assistance; and • Have not previously owned fixed residential property, except where the applicant has acquired a vacant site from own resources and needs assistance to construct • or complete a house.			
Finance Linked Individual Subsidy Programme (FLISP)	The Finance Linked Individual Subsidy Programme (FLISP) provides beneficiaries with access to state assistance where qualifying households wish to acquire an existing house or vacant serviced stand linked to a building contract. The subsidy is paid to your bank or financial institution and will reduce your monthly loan instalments. The following criteria is used to determine if beneficiaries qualify for an individual housing subsidy: • Earn between R3 501 to R22 000; • Be a South African citizen with a valid Identity Document, or be a permanent resident with a permanent residence permit; • Not have qualified for a government housing subsidy before; • Not have owned a fixed residential property before; • Be competent to contract – over 18 years or legally married or legally divorced and of sound mind; • Be married or co-habiting; and • Be single with financial dependants.			
Incremental Housing Programme				
Integrated Residential Development Programme (IRDP)	The Integrated Residential Development Programme (IRDP) was introduced to facilitate the development of integrated human settlements in areas that provide convenient access to urban amenities, including places of employment (National Housing Code, 2009:13). The IRDP provides for the acquisition of land and servicing of sites for a variety of land uses, this include the provision of residential stands for low, middle and high income areas (National Housing Code, 2009:13). The programme has been designed based on a phased in implementation approach (National Housing Code, 2009:32). These phases include, inter alia, the securing of land, the installation of municipal services and construction of top structures (National Housing Code, 2009:32).			
Upgrading of Informal Settlements Programme (UISP)	The objective of the Upgrading of Informal Settlements Programme (UISP) is to upgrade the living conditions of the people living within informal settlements. The Programme contributes to the strategic objectives of the State by providing secure tenure and access to basic services. The Programme focuses on the in situ upgrading of informal settlements, however, in instances where the area is not suitable for human settlement (due to flooding, shallow undermining conditions, etc.), residents may be relocated (National Housing Code, 2009:17). The Programme only finances the creation of serviced stands (National Housing Code, 2009:17). The Department will provide the serviced sites comprising of the following engineering services: • Clean water:			

	• Sanitation; • Roads; and • Storm water drainage.
Social and Rental Housing	
Institutional Subsidy Programme	Government introduced the Institutional Subsidy Programme to provide capital grants to social housing institutions, which construct and manage affordable rental units for at least four years (National Housing Code, 2009:25). Furthermore, the Programme provides for the sale of rental units by the social housing institution after four years from the initial occupation of the units (National Housing Code, 2009:25). The units are predominantly constructed in a high-density "block" development. Units are owned and managed by an Institution (either offering permanent rental or rent-to-own options to tenants), which must be accredited in terms of the Social Housing Act, 16 of 2008. Beneficiaries get The subsidy on condition that they will not take transfer of the property for at least four years after the date of occupation (National Housing Code, 2009:13). If the beneficiary decides to purchase the property, the grant is converted to an individual ownership subsidy (National Housing Code, 2009:13).
Peoples Housing Process	The Peoples Housing Process (PHP) Programme assists households who wish to enhance their homes by actively contributing towards building their own homes. Beneficiaries play an active role in the design and building of their neighbourhood and homes through the PHP Programme. The active participation by beneficiaries in the process is regarded as a contribution towards the achievement of their housing opportunities (National Housing Code, 2009:45).
Land and Asset Management	
Rental Unit	A property from which the owner receives payment from the occupant(s), referred to as tenants, in return for occupying or using the property (www.businessdictionary.com).
Sold	Having disposed of or remitted ownership of an item or another party in exchange for money or value. When an item is sold there will be one party acting as the seller and another acting as the purchaser (www.investorwords.com).
Transferred	The act of transferring property or shares of stock from one person to another.
Enhanced Extended Discount Benefit Scheme (EEDBS)	Government introduced the Enhanced Extended Discount Benefit Scheme (EEDBS) to stimulate and facilitate the transfer of public housing stock to qualifying occupants by using subsidisation up to the full prevailing individual housing subsidy amount. The aim of the EEDBS is to ensure that the majority of the occupants of public housing stock have the opportunity to secure individual ownership of their housing units (National Housing Code, 2009:37).

Part A: Our Mandate

1. Constitutional mandate

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

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

2. Legislative and policy mandate

2.1 Legislative Mandates

2.1.1 Transversal Legislation

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

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

2.1.2 Human Settlements

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

2.1.3 Local Government

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

- Disaster Management Act, 2002 (Act 57 of 2002)

- Disaster Management Amendment Act, 2015 (Act 16 of 2015)
- Intergovernmental Relations Framework Act, 2005 (Act 13 of 2005)
- Local Government: Municipal Structures Act, 1998 (Act 117 of 1998)
- Local Government: Municipal Systems Act, 2000 (Act 32 of 2000)
- Local Government: Municipal Demarcation Act, 1998 (Act 27 of 1998)
- Municipal Finance Management Act, 2003 (Act 56 of 2003)
- Municipal Property Rates Act, 2004 (Act 6 of 2004) as amended by the Local Government: Municipal Property Rates Amendment Act, 2014 (Act No. 29 of 2014)
- Spatial Planning Land Use Management Act, 2013 (Act 16 of 2013)
- Division of Revenue (DORA) Act, 2018 (Act 1 of 2018) as amended
- Fire Brigade Services Act, 1987 (Act 99 of 1987)
- Remuneration of Public Office Bearers Act, 1998 (Act 20 of 1998)
- Organized Local Government Act, 1997 (Act 52 of 1997)
- Local Government: Cross-Boundary Municipal Act, 1998 (Act 29 of 1998)
- Intergovernmental Fiscal Relations Act, 2005 (Act 13 of 2005)
- Cross-Boundary Municipal Act 29 of 1998

2.1.4 Traditional Institutional Management

- Commission for the Promotion and Protection of the Rights of Cultural, Religious and Linguistic Communities Act, 2002 (Act 19 of 2002)
- Traditional Leadership and Governance Framework Act, 2003 (Act 41 of 2003)
- National House of Traditional Leaders Act, 1997 (Act 10 of 1997)
- Northern Cape Traditional Leadership Governance and Houses of Traditional Leaders Act, 2007 (Act 2 of 2007)
- The Traditional and Khoi-San Leadership, 2019 (Act 3 of 2019)
- Amended Traditional Leadership Governance Framework Act, 2009 (Act 23 of 2009)
- National House of Traditional Leaders Act, 2009 (Act 22 of 2009) and its amendment
- Draft Northern Cape Circumcision Bill 2016

2.2 Policy Mandates

2.2.1 Transversal Policy Mandates

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

2.2.2 Human Settlements

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

2.2.3 Local Government

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

- Local Government Anti-Corruption Strategy, 2006
- Free Basic Services Policy, 2000/01
- National Public Participation Framework, 2007
- National Disaster Management Framework, 2005
- National CDW Master Plan
- Municipal Infrastructure Grant Framework, 2004

2.2.4 Traditional Institutional Management

- Traditional Affairs Bill
- White Paper on Traditional Leadership, 2003

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

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

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

4. Relevant Court Rulings

The Department does not have any specific court rulings that have a significant, ongoing impact on operations or service delivery obligations.

Part B: Our Strategic Focus

5. Vision

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

6. Mission

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

7. Values

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

Equity:

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

Team work:

- Co-operation
- Support
- Trust

Integrity:

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

Accountability:

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

Development:

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

Efficiency:

- Productivity
- The best work methods
- Excellent services



8. Situational Analysis

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

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

It does so by:

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

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.

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.

Provincial Growth and Development Plan

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

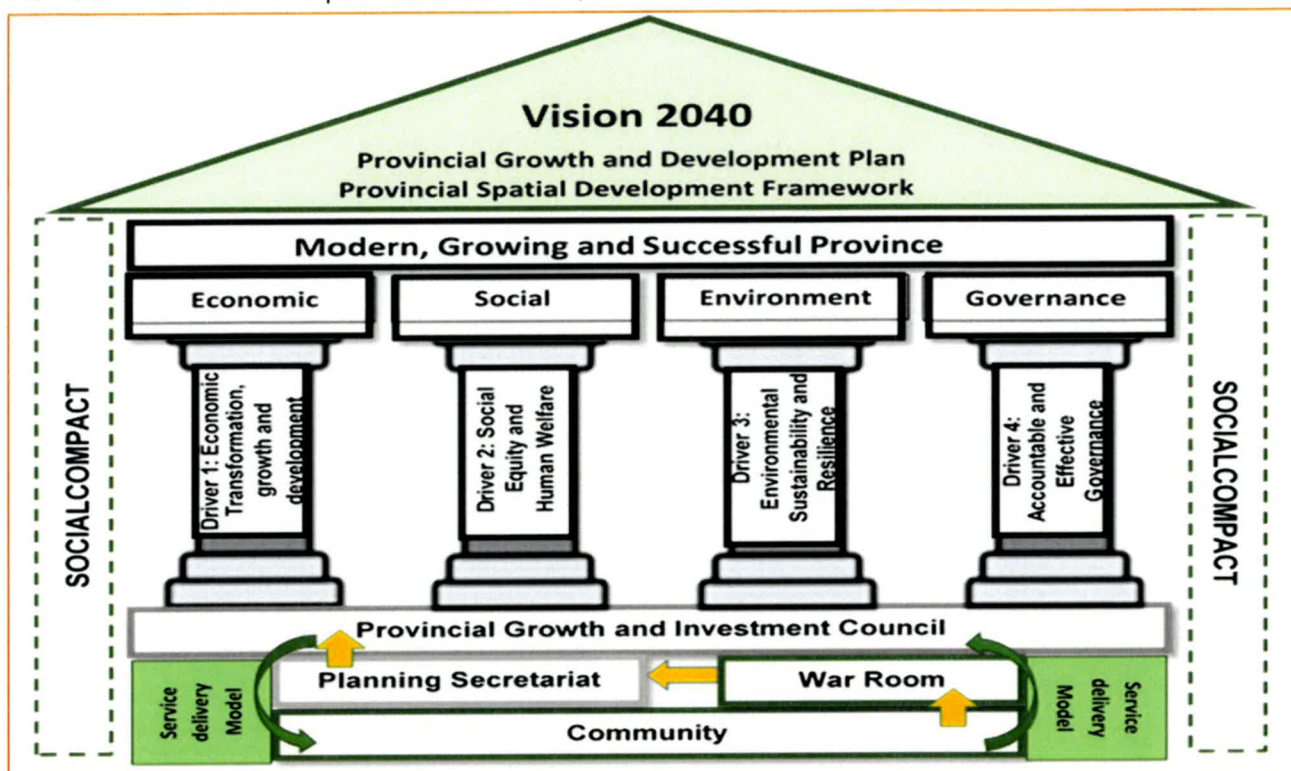


Figure 1: PGDP Drivers

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

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

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

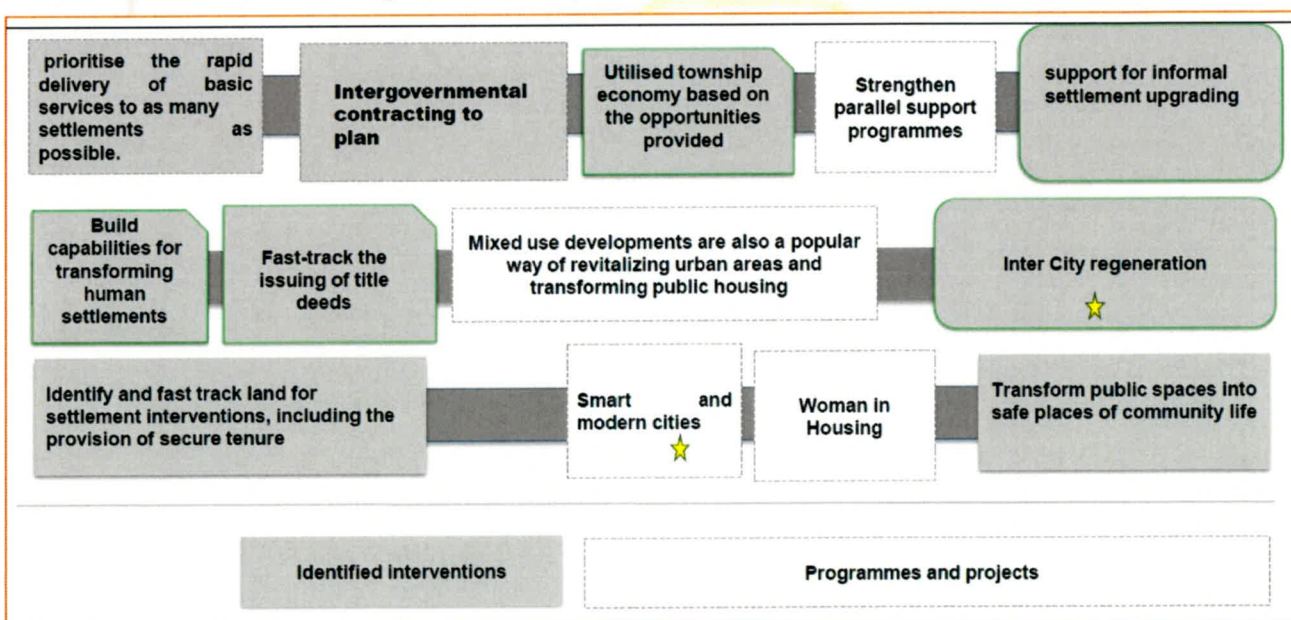


Figure 2: PGDP Driver 3 Identified Interventions and Programmes and Projects

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

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

The following key issues were identified:

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

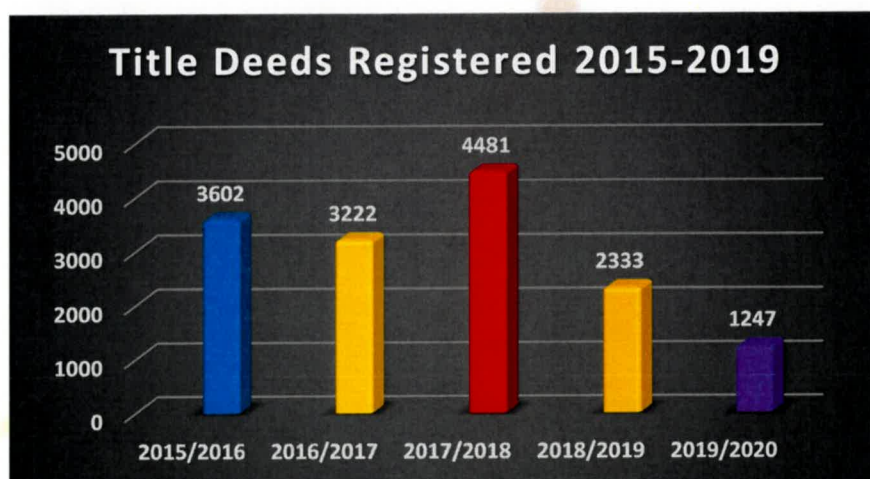
8.1 External Environment Analysis

Human Settlements

Recent reports from the Housing Subsidy System (HSS) indicate 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:

- 2015/2016 financial year = 3 602 title deeds
- 2016/2017 financial year = 3 222 title deeds
- 2017/2018 financial year = 4 481 title deeds
- 2018/2019 financial year = 2 333 title deeds
- 2019/2020 financial year = 1 247 title deeds (Q1-Q3)



Graph 1: The total number of Title Deeds Registered in the Northern Cape for the period 2015/2016 to 2019/2020

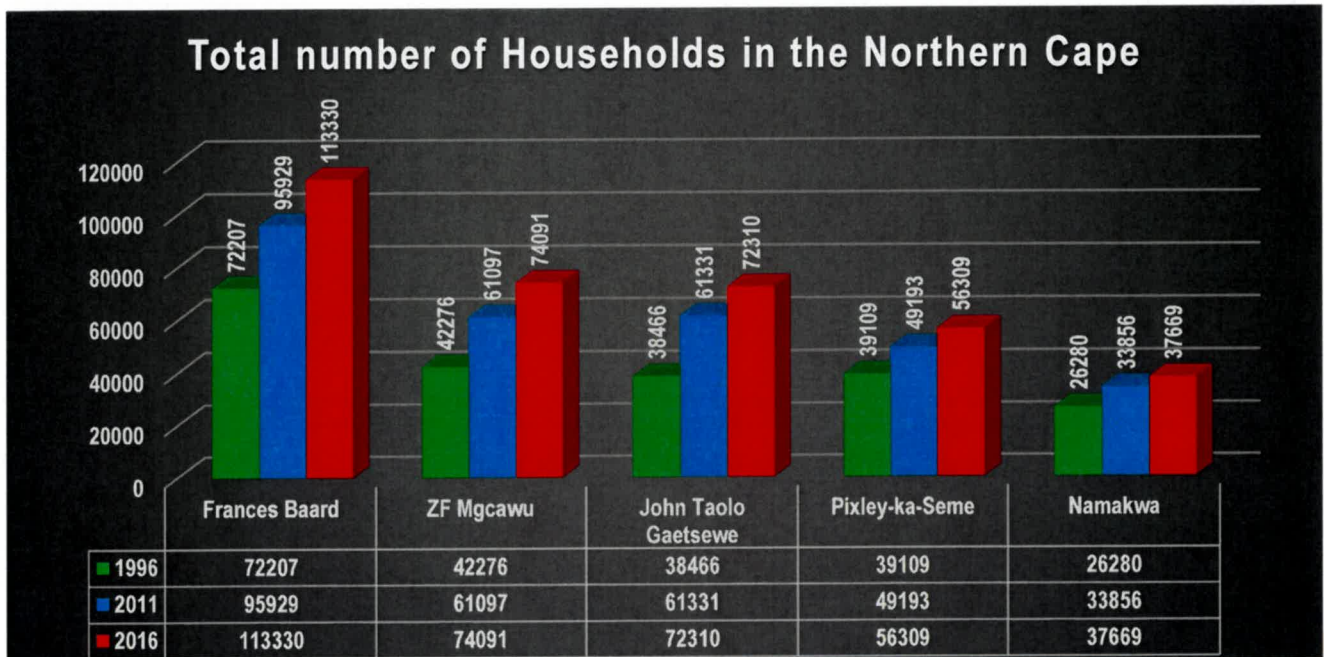
Challenges such as inadequate budget for goods & services, delay in the delivery of building materials, loss of rare technical personnel as well as increment of prices of materials due to transportation costs, among others, continue to beset the Department, and will inevitably impede the achievement of MTSF priorities and targets.

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 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)



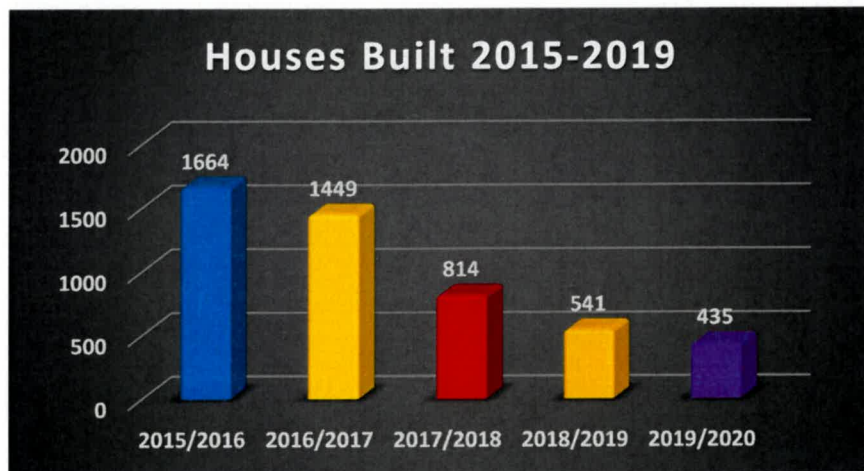
Graph 2: The total number of Households in the Northern Cape for the period 1996 to 2016

The Department will implement all policies and plans such as the new National Housing Code, 2009, which aims 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 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.

During the past almost five years, the Department has delivered 70% of its target for housing delivery. This slow delivery of houses can be attributed to various reasons - the main being contractors struggling to meet contractual obligations and not being financially viable, environmental hazards relating to community disruptions, vandalism and service delivery protests, as well as slow beneficiary administration.

- 2015/2016 financial year = 1 664 houses
- 2016/2017 financial year = 1 449 houses
- 2017/2018 financial year = 814 houses
- 2018/2019 financial year = 541 houses
- 2019/2020 financial year = 435 houses (Q1-Q3)



Graph 3: The total number of houses built in the Northern Cape for the period 2015/2016 to 2019/2020

Disaggregated information on housing recipients within vulnerable groups

	FLISP		Individual Housing Subsidy		Institutional Subsidy		Project Linked Subsidy	
	Male	Female	Male	Female	Male	Female	Male	Female
Disabled	0	0	1	3	0	0	18	22
Aged [#]	1	0	11	29	0	0	265	355
Youth [*]	15	21	2	14	6	4	248	530
Veterans	0	0	0	0	0	0	75	11
Total: Vulnerable	16	21	14	46	6	4	606	918
Total	24	35	25	77	9	6	1424	2233

[#] Aged = older than 60

^{*}Youth = younger than 35

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 municipalities do not address the challenges of inadequate budget, lack of good governance, poor financial management and irregular appointments. Despite this difficult background, the Department focuses on those 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. Local Government has made tremendous progress in delivering water, sanitation and refuse removal at all levels within municipalities.

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

The Back-to-Basics initiative, as a vehicle to drive municipalities to return to basic norms, standards and practices of good governance and progress, 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 they dispense basic services, social services, and civil and political rights (which includes participatory governance) progressively to an increased number of citizen. Although the Department realised most of its delivery targets, we still need to do a lot in order to improve the performance of local government.

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 last three financial years, the model was introduced to the following municipalities: John Taolo Gaetsewe, Ga-Segonyana, Joe Morolong and Gamagara. In addition, 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 Mgcawu and Frances Baard District municipalities) whilst fifteen (15) were classified as "at risk" and the remaining fifteen (15) were "dysfunctional".

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

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

Ten-point Plan	Activities to address each Point
1. Positive Community Experiences	- Develop ward based service delivery dashboard; - Community feedback mechanism; (<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	- Prioritise and target municipalities receiving disclaimers for more than 3 years; - Analysis of the AG management letters and Post Audit Action Plans of municipalities; - Develop hands-on programme to reverse this trend with clear and achievable interventions based on issues consistently raised AG management letters; - Mobilise and work with critical stakeholders such as, AG, PT and SA Institute of Auditors, etc.; and - Minister and MEC's engagement with these municipalities and post-election priorities.
3. Revenue Management Enhancement	- Consider a workable model for allocation and distribution of powers and functions, e.g. District performing both WSA and WSP functions against roles of Local municipalities; - Consolidated Bill for municipal services rendered to residents; - Issues of metering and credibility of data and bills; - Address tariff setting challenges; - Non-revenue electricity and water, e.g. System losses (e.g. leaking pipes, house connection leaks, storage overflow), Commercial losses (e.g. billing anomalies, metering errors, water theft, Electricity theft - Address government debt, municipal debt, business and residents debt; and - Other critical issues related to revenue generation by municipality.
4. Appointment of Senior Managers in Municipalities	- Analysis of the current state of affairs, data on vacancies, number of senior managers compliant with minimum competency regulations, number of senior managers affected by the National Treasury CPMD competency requirements, number of senior managers contract coming to an end; - Strong oversight over the pre – election and post - election phases as it relate to illegal cancellation of contracts and removal of senior managers and costs implications and court challenges on municipal budgets; - Strategy for monitoring the post- election tasks, in relation to new appointments and meeting appropriate skills requirements; - Affordable organogram aligned to core business; - Resolve the misalignment between NT and COGTA regulations on minimum competency requirements
5. Service and Infrastructure	- State of municipal technical capacity and capability, in terms of Technical Units organograms, alignment of structure with core function, existing capacity and vacancies; - Analysis of the municipal absorption capacity and capability to manage infrastructure grants, e.g. whether all critical post are filled with appropriate expertise and critical functions such as BTOs and SCMs are in place; - Increase access to quality, reliable and sustainable basic levels of service in 27 prioritised districts, through diagnostic analysis leading to support and intervention to address key challenges - Put in place regional support contractors to assist municipalities to improve infrastructure delivery and operation - Mobilise more funding for rehabilitation, refurbishment and replacement of ageing infrastructure, from government grants and loan funding - Make municipal infrastructure procurement more efficient and effective through putting in place national framework contract
6. Implementation of Forensic Reports	- State of forensic reports, (collation of the forensic investigation undertaken by Province and Municipalities); - Analysis of the reports; - Status of reports in Councils and consequence management and accountability; - Monitor municipal implementation plans; and - Role of MEC and other agencies in enforcing consequence management
7. Metropolitan B2B Programme (Not applicable in Northern Cape)	- Priorities issues that have immediate impact on the citizens; - Better understanding of the complexity of urban voter/variety of needs and interest to serve; - Effective complaints management systems and improving frontline services; - Enforcement mechanisms for service norms and standards, quicker response times and improve communication/feedback to citizens; - Provision of interim services to informal settlements; - Role of Metro in the declining economy – infrastructure investment that stimulate economy (<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
8. Strengthen Roles of District Municipalities	- Clarify allocation and distribution of powers and functions; - Regional integrated planning and delivery of services - District and local IGR coordination model - Shared service model and strong district support plans for weaker local municipalities
9. Spatial Regional Integration	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>)

Ten-point Plan	Activities to address each Point
Zones/Spatial Contracts	• The development of an infrastructure development/implementation plan to underpin the spatial development programme. The plan should outline the infrastructure requirements (catalytic regional and local infrastructure projects) in support of the proposed development and financial modelling; • The development of more detailed spatial development strategies for individual municipalities/towns/growth points which nest with the district strategies; • High-level designs/conceptual frameworks for the new cities/towns; and • The development of programmes of action (and the projects associated with each) at both District and municipal level and the sequencing of actions (across all spheres) that need to give effect to the plan.
10. Strengthen Capacity and Role of Provincial CoGTA Departments	• Clarify core functions and mandates/structure (<i>constitutional and Legislative</i>) • Empowering provisions and levers • Capacity and expertise required • Operational and Funding model • Municipal support plans

According to the AG not much has changed in the Northern Cape. The 2017-18 audit outcomes regressed, with three municipalities moving from an unqualified audit opinion to a qualified audit opinion, and two municipalities moving from a qualified audit opinion to a disclaimed audit opinion. Included in this regression are Sol Plaatje and Gamagara, two of the municipalities with the largest budgets in the province. Irregular expenditure shot up from R283-million in 2016-2017 to R586-million. The overall regression confirms that the message of accountability that the AG intensely focused on during the past two years has not been heeded yet. This message entailed that mayors, municipal managers and senior managers need to hold each other and their subordinates accountable. As this did not happen, similar findings are reported year after year in many instances, confirming that accountability for financial and performance management continues to deteriorate. This deterioration in accountability is further confirmed by the re-occurrence of concerns we also highlighted in the previous year.

The quality of the submitted financial statements continued to be poor, with only two municipalities (8% [2016-17: 4%]) being 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. This was again evident, as 35% of the municipalities achieved unqualified audit opinions only because they corrected all misstatements identified during the audit. The poor quality, despite the use of consultants as detailed below, confirms that the leadership did not respond to the matters the AG had raised in 2016-17, and that municipalities had still not implemented controls that were meant to ensure quality financial statements.

The use of consultants has become the norm, with 21 municipalities utilising consultants for financial reporting purposes at a cost of R40 million. The AG's concern is not the use of consultants, but rather the province not receiving a return on investment, as all 21 municipalities had material misstatements in the area of the consultants' responsibility. Nine of the 21 municipalities (43%) corrected the misstatements and thereby obtained an unqualified audit opinion, but the remaining 12 municipalities (57%) still had either a disclaimed or a qualified opinion.

Performance reporting remained an area showing limited progress, with 73% of the municipalities (2016-17: 77%) being unable to produce performance reports that were useful and reliable – clearly indicating that this area was still not receiving the necessary attention. If the AG had not allowed audit adjustments, all municipalities would have had findings on their performance reports. Most municipalities were unable to provide supporting documents for their reported results, due to poor record management and a lack of controls to timeously and reliably report on their performance.

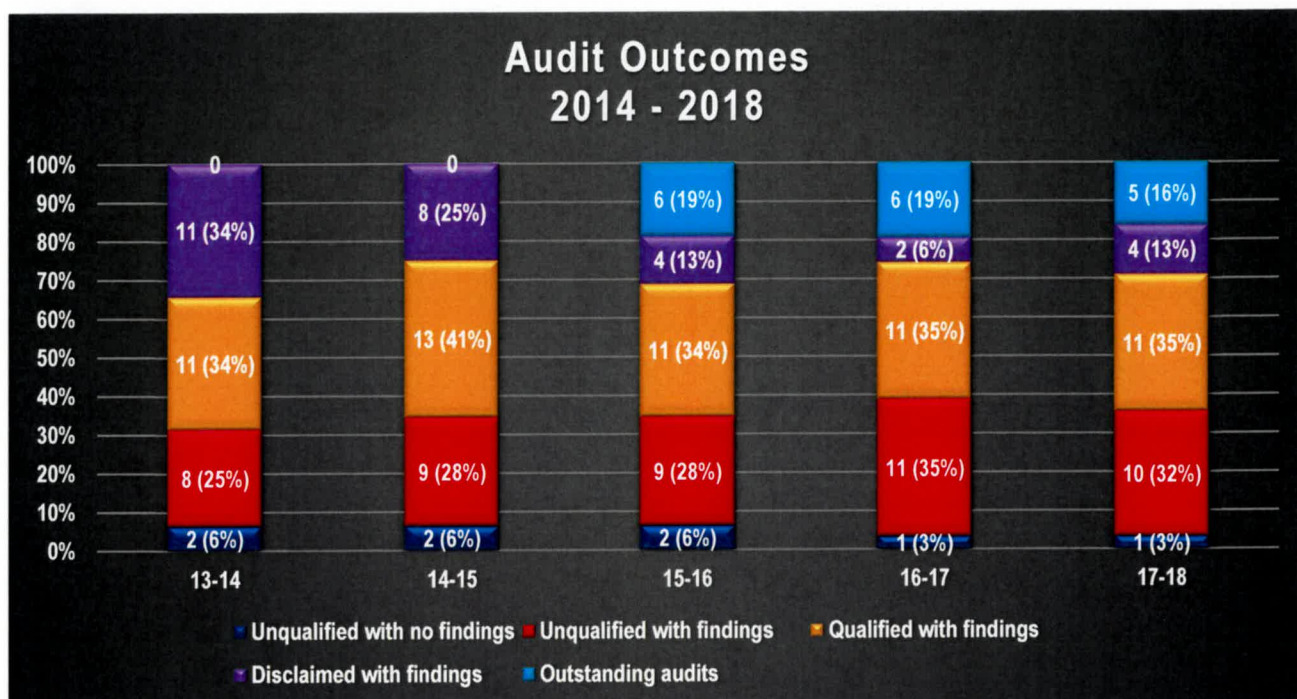
The status of compliance with legislation was still a concern, with only 4% of the municipalities avoiding findings on compliance (2016-17: 4%) – reconfirming that the municipal leadership was not taking this area seriously. The most common compliance findings related to managing procurement and contracts (96%); the quality of financial statements submitted for auditing (92%); and the prevention of unauthorised, irregular and fruitless and wasteful expenditure (88%).

The level of irregular expenditure significantly increased from the previous year and amounted to R586 million (2016-17: R283 million). However, this figure is incomplete as 10 municipalities were qualified on the completeness of their irregular expenditure, while another 10 were investigating the completeness of their irregular expenditure. Ga-Segonyana was the main contributor to irregular expenditure in the current year, accounting for R256 million or 44% of the total amount incurred. Of the R586 million, 86% resulted from instances of non-compliance with the Supply Chain Management Regulations. The most common supply chain management findings related to uncompetitive or unfair procurement processes (92%) and inadequate contract management (69%).

During the year, municipalities wrote off irregular expenditure amounting to R572 million. This represents only 40% of the prior year irregular expenditure balance of R1 423 million. The fact that no irregular expenditure was recovered from the

liable person, indicates that investigations are either not taking place or not rigorous enough to reduce this balance. Of further concern is that the two main contributors to the irregular expenditure balance, namely Gamagara (R360 million) and Nama Khoi (R198 million), did not investigate their irregular expenditure in the current year. This lack of accountability and consequences was consistently reported in prior years, but no progress had been made in this regard.

The extent and nature of supply chain management findings increased, pointing to a disregard for compliance with legislation. The AG is extremely concerned about this culture, as it exposes municipalities to the widespread misuse of public funds.



Graph 4: Five-year Audit Outcome

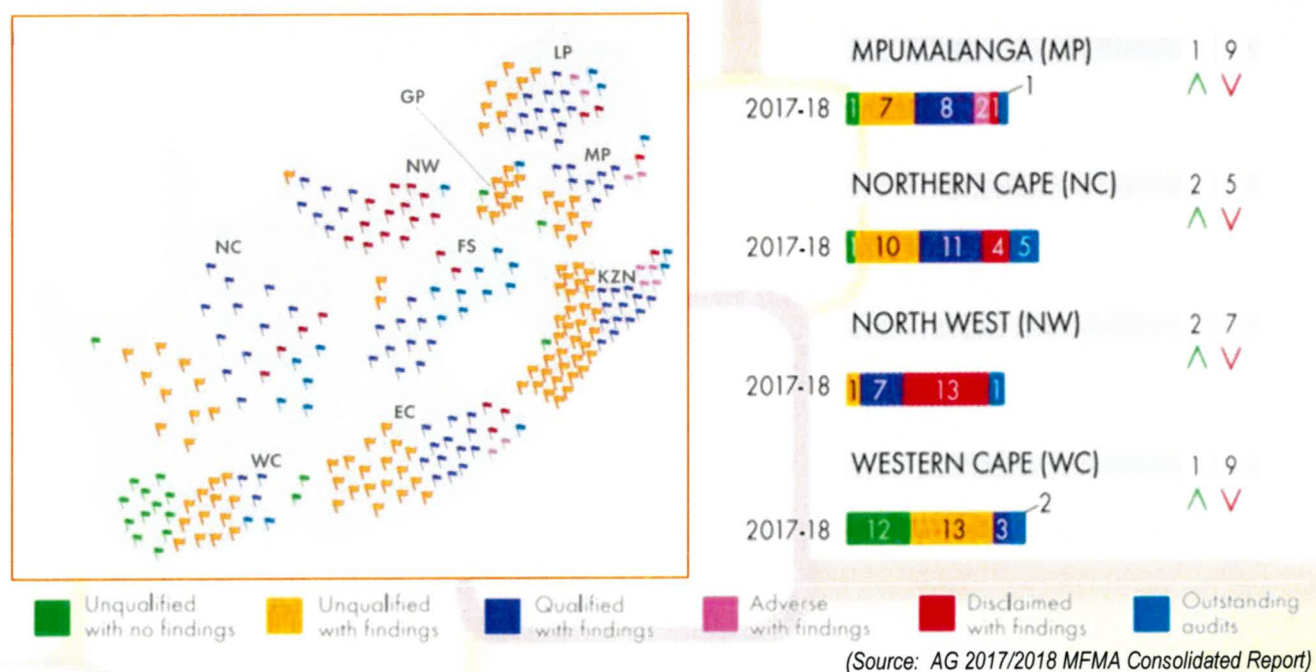


Figure 3: The overall audit outcome results of the country

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 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**
- **Tsantsabane**

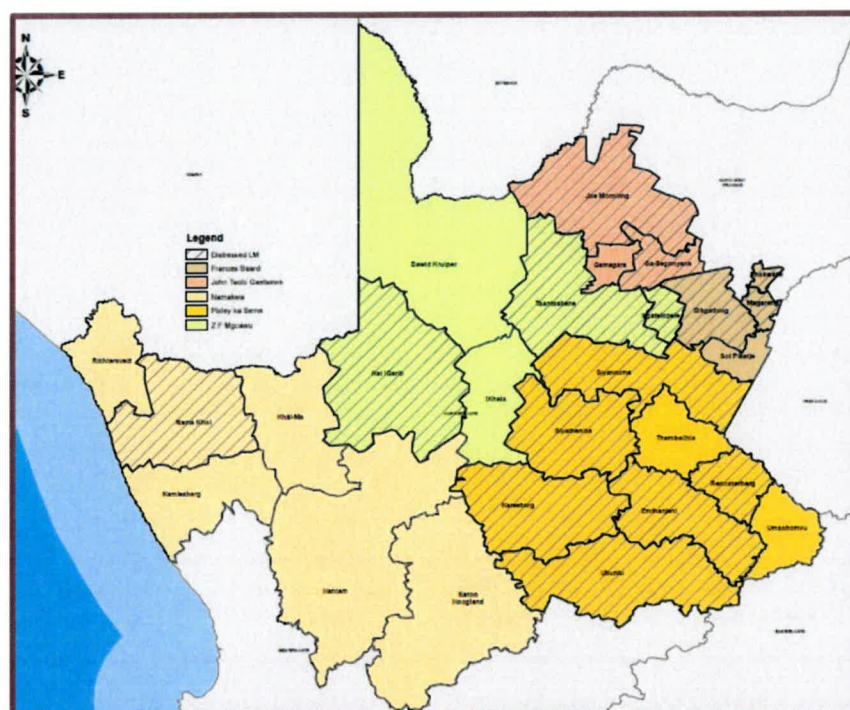


Figure 4: 15 Distressed Municipalities

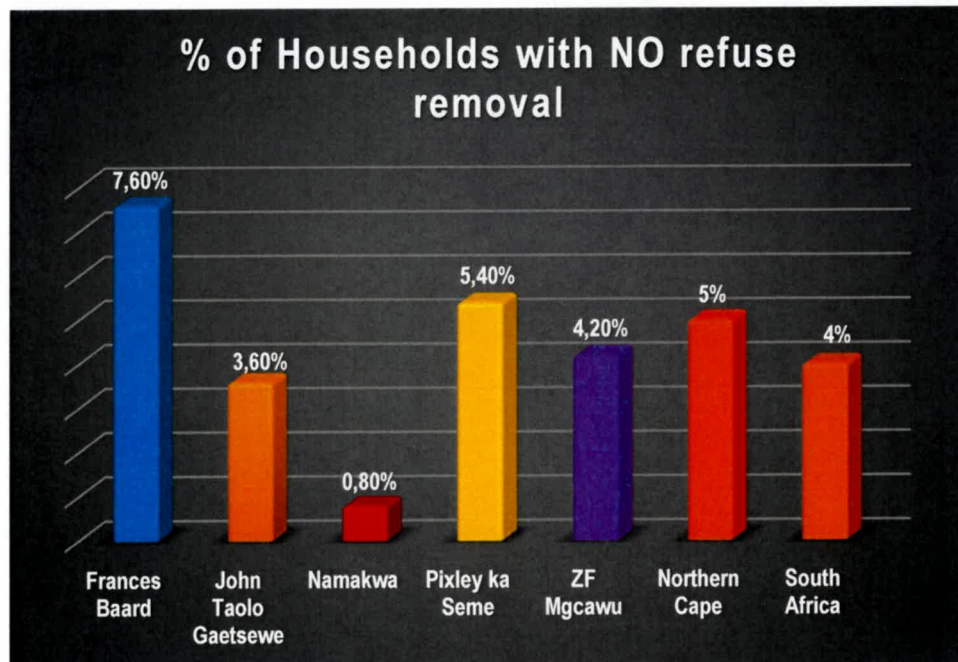
The Department entered into a Memorandum of Understanding with Provincial Treasury to deal with Municipal Finance (municipal audit outcomes, audit committees, credit control, revenue management and debt collection).

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

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

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

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



Graph 5: Percentage of households with **NO** refuse removal by district, CS 2016

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

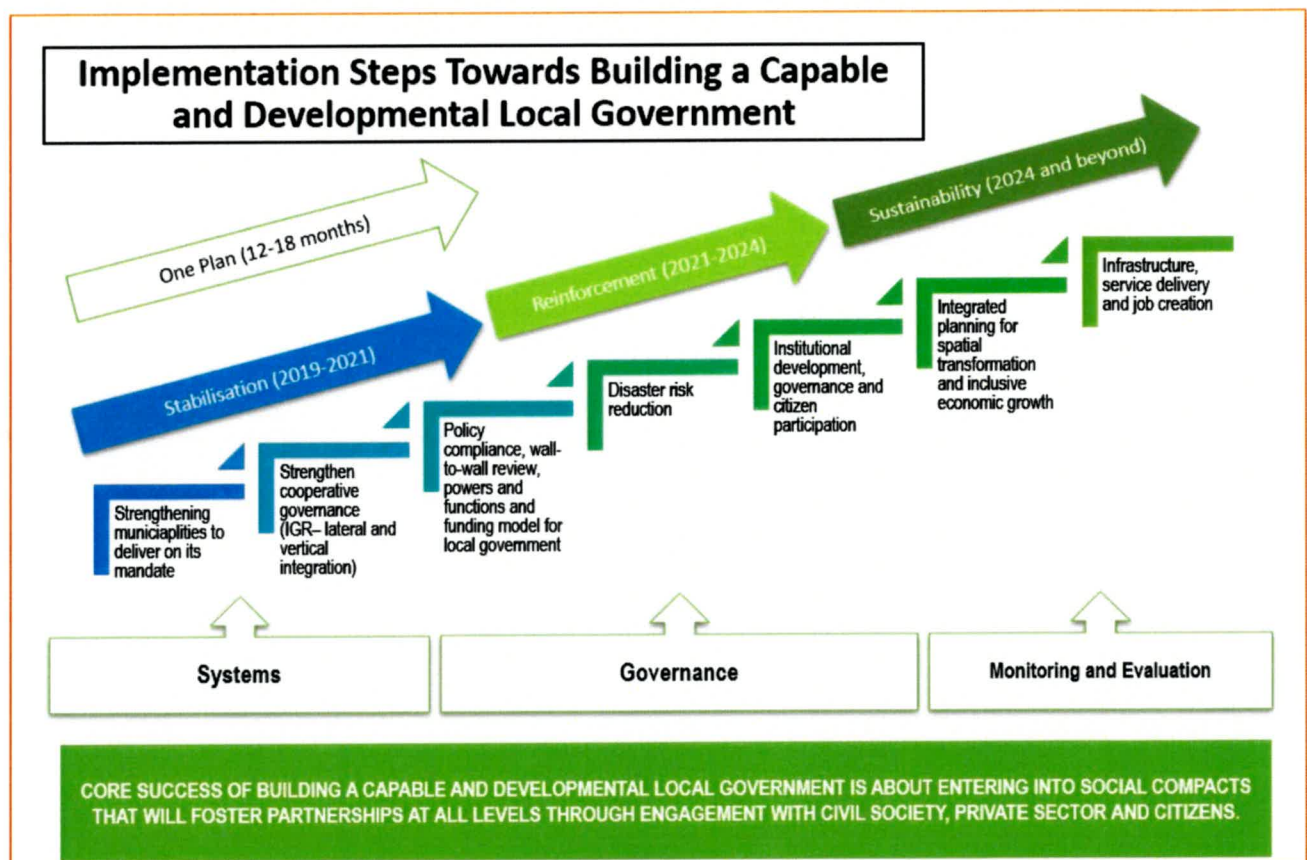


Figure 5: Steps towards Building a Capable and Developmental Local Government

The purpose of the MTSF is to outline the Government strategic intent in implementing the electoral mandate and NDP Vision 2030 as our lodestar. This MTSF 2019-2024 outlines the priorities to be implemented in the sixth administration. The department contributes to Priority 5: Spatial integration, human settlements and local government. Central to achieving this priority, is improved coordination and cooperation among all government structures as envisaged in the Constitution. To address the fragmented approach to planning and implementation within government, Cabinet has approved the District

Development Model, as an important mechanism for enhancing the cooperative governance system.

The District Development Model seeks to facilitate joint planning, budgeting and implementation, as well as monitoring and evaluation between and among all spheres of government. This 'One Plan' will be developed for each of the identified 52 spaces as an instrument for guiding all strategic investments and projects within the respective district spaces. The plan will also provide a basis for a society wide social compact to draw the participation of key stakeholders within and outside government in the implementation of development initiatives.

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

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

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

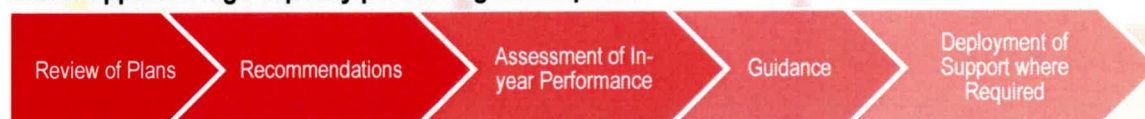
MISA support to low capacity/performing municipalities:



MISA support to medium capacity/performing municipalities:



MISA support to high capacity/performing municipalities:



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

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

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

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

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

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

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

- Effective water management system for the benefit of all
- Efficiency in infrastructure management
- Long term municipal infrastructure investment
- Enhanced intergovernmental and inter-departmental coordination through the implementation of the District Development Model
- A spatially just and transformed national space economy that enables equal access to social services and economic opportunities in cities, regions and rural areas
- Capacitation of municipalities to fund and implement climate change programmes and adaptation measures
- Improved municipal capacity to deliver basic services, quality infrastructure and integrated public transport to increase household access to basic services

The Province is faced with significant service delivery backlogs and funding shortfalls. This created an opportunity to establish a Programme Management Unit (PMU). The department and the Development Bank of Southern Africa (DBSA) have signed a Memorandum of Agreement to accelerate the development of sustainable infrastructure in municipalities through non-lending and lending support assistance with master plans, project preparation, asset care, revenue enhancement, any other future non-lending products of the DBSA. This initiative has several benefits in terms of cost efficiency, ease of reporting, monitoring and evaluation, etc.

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

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

The areas of focus for support entail:

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

- Access to mini grid for qualifying municipalities;
- Institutional Capacity; and
- District Development Model

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

Programme	Description	Municipalities that will be supported		
		2020/21	2021/22	2022/23
Governance and Accountability	Continue to strengthen support to municipalities with the aim of maintaining stability and promoting good governance. Ability of the municipality to execute its mandate.	Sol Plaatje, Phokwane, Gamagara, Nama Khoi, !Kheis	Continuous monitoring of the performance of the identified municipalities and identify other municipalities to receive support.	
Institutional Capacity	Skills development addressing capacity constraints. Improving systems and processes. Section 56 and 57 MSA employee stability. Currently 40 vacancies in NC.	Tsantsabane, Sol Plaatje, Gamagara, Phokwane & Renosterberg	Ubuntu, !Kheis Continuous monitoring of the performance of the identified municipalities and identify other municipalities to receive support.	Continuous monitoring of the performance of the identified municipalities and identify other municipalities to receive support.
Revenue Enhancement	Improving different elements in the revenue collection value chain. Including updating data cleansing, indigent registers. Understand "non-technical" losses, unauthorized and authorised unmetered consumers. Cost reflective tariff structures. Review of municipal property rates (rolling 5 years and interim valuations). Understanding of own municipal consumption patterns and demand. Policies. Support municipalities to pay outstanding creditors (i.e. Eskom, Water Boards and third parties)	Sol Plaatje, Ga-Segonyana, Magareng, Tsantsabane & Dawid Kruiper, Kamiesberg, Richtersveld	Hantam, Khai-Ma, Dikgatlong, Richtersveld & Nama Khoi	Gamagara, Ubuntu, Renosterberg, Phokwane & !Kheis
Audit outcomes: Criteria include late submission, Regression, Adverse, Clean Audit, and Disclaimer	Address the findings in the AG reports in order to improve audit outcomes of municipalities over the next 5 years.	Late submission (Renosterberg, Phokwane)	Will be informed by the outcomes of the previous year.	Dependent on the audit outcomes
Ageing Infrastructure	Aging infrastructure leads to revenue losses. Refurbishment and replacement of old infrastructure, which will lead to improved revenue and reduction of physical losses. Lack of funding and prioritisation of existing funding. An assessment report will be developed based on available information.	Ga-Segonyana, Sol Plaatje, Dikgatlong, Dawid Kruiper	Khai-Ma, Dikgatlong, Richtersveld & Nama Khoi	Magareng, Ubuntu, Renosterberg & Phokwane
Asset Care Programme (Operations & Maintenance [O&M] included)	Lack of best practice O&M budgets. As built, spatially referenced asset registers and maintenance plans to guide best practice O&M budgeting. Ensure that Asset Care is adequately funded. Ensure that municipalities develop competent leadership and staff. Ensure that the necessary Policies, Strategic and Operational and Maintenance Plans including maintenance schedules, detailing all the required resources, are in place. Ensure that the processes of updating infrastructure condition assessments is built into the operational and maintenance activities and processes. Ensure that there is an adequate information system to enable knowledge about the infrastructure to be managed.	Ga-Segonyana, Sol Plaatje, Dikgatlong, Tsantsabane	Hantam, Kareeberg, Thembelihle, Siyathemba, Siyancuma & Kai !Garib	Karoo Hoogland, Ubuntu, Umsobomvu, Emthanjeni & Kgatelopele
Spatial Development Framework and Infrastructure Master Plans	Capacitate municipal planning function in terms of finance and resources. Reviewing SDF in line with objectives and principles of SPLUMA. Introduction of shared services within the District relating to municipal planning.	Dawid Kruiper, Tsantsabane, !Kheis	Sol Plaatje, Dawid Kruiper, Dikgatlong, Ga-Segonyana, Gamagara	Magareng, Ubuntu, Renosterberg & Phokwane
Capital Expenditure	Project life cycle planning constraints. Capacity to implement and monitor. Enhanced project life cycle support.	All municipalities		
Local Economic Development	Red tape in supporting SMME's and investors leading to low economic development and high unemployment. (LED strategies, investment plans)	Nama Khoi, Emthanjeni, Dawid Kruiper, Sol Plaatje, Ga-Segonyana	As identified by the province	
Project Preparation	Ensure that prioritised projects are prepared with particular attention paid to infrastructure development	Sol Plaatje, Ga-Segonyana, Tsantsabane, Dawid Kruiper & Gamagara	Richtersveld, Nama Khoi, Hantam, Khai Ma, Tsantsabane	Sol Plaatje, Dawid Kruiper, Dikgatlong, Ga-Segonyana, Gamagara
Climate change/drought, water resources	Persisting drought affecting provincial prosperity. Uncoordinated support by Government to Province. Development of municipal WCWDM strategies.	Sol Plaatje, Namakwa, Pixley ka Seme, John Taolo Gaetsewe, ZF Mgcawu, Frances Baard	To be determined	
Monitoring &	Ensure growth in capital spending of municipalities	Sol Plaatje, Ga-	Dawid Kruiper,	To be determined

Programme	Description	Municipalities that will be supported		
		2020/21	2021/22	2022/23
Implementation Support	and skill transfer.	Segonyana (projects supported by Misa Anglo American), Nama Khoi, Khai-Ma & Tsantsabane, Ubuntu, !Kheis	Dikgatlong, Magareng, Gamagara (Depending on the performance of previous year)	
Township Establishment	Bad planning (i.e. bulk and reticulation misalignment, establishment of informal settlements in towns. Closing of existing mines lead to migration to other towns.	Hantam, Richtersveld, Sol Plaatje, Nama Khoi & Ga-Segonyana	Nama Khoi, Khai-Ma, Tsantsabane, Dawid Kruiper, Dikgatlong, & Ubuntu	Nama Khoi, Magareng, Phokwane, !Kheis & Gamagara, Work in collaboration with Human Settlements
IDP review process	Lack of participation of sector departments at municipal level. Lack of planning capacity and driven by junior officials. New District Development Model to address this. Updated Master Plans to inform the IDP.	Phokwane, Dikgatlong, Magareng, Sol Plaatje, Ubuntu, Khai Ma	Projects in Master Plan migrate into IDP and budgets.	Projects in Master Plan migrate into IDP and budgets. Hantam
Waste Water Treatment Works	Wastewater re-use initiatives. Refurbishment, upgrading etc.	Dawid Kruiper, Richtersveld, Dikgatlong, Tsantsabane & !Kheis	Khai-Ma, Magareng, Magareng & Gamagara	Ga-Segonyana
Waste management	Best practice operation and maintenance. Sludge disposal initiatives. Waste to energy.	Nama Khoi, Richtersveld, Tsantsabane, !Kheis & Gamagara	Dawid Kruiper, Magareng, Ubuntu & Ga-Segonyana	Gamagara, Ubuntu, Renosterberg, Phokwane & !Kheis
Infrastructure financing(Loans) Alternative funding models from Provincial Treasury	Ability to source funding to fast track infrastructure implementation at small municipalities. Private sector participation. Sewer system at Hantam.	Sol Plaatje, Kheis, Hantam	Identified through the budget and MIG/INEP allocation	
Innovation & Technology	Developing innovative use of technology to enhance service delivery, management of information and knowledge management.	Kai Garib, Gamagara, Nama Khoi	Ga-Segonyana, !Kheis	To be determined

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

8.2 Internal Environment Analysis

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.

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 2018/19 report has shown improvement on both financial and non-financial information. Programme 2 received an unqualified opinion on performance information for the 2nd consecutive year.

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.

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, promotions and new mandates (e.g. creation of new directorate Municipal Improvement Coordination). The Organisation Structure thus remains under review, which is further impeded by financial constraints. The finalisation of an approved budget for the reviewed proposed Organisational Structure will impede the submission of the reviewed Organisational Structure to the Office of the Premier and DPSA.

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 centralized 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.

The fundamental objective of the Employee Health and Wellness Strategic Framework is to facilitate the development of strategies, mechanisms and interventions for the implementation of HIV, TB and STIs Management, Health and Productivity

Management; Safety, Health, Risk and Quality Management; and Wellness Management in the Public Service.

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 endeavours 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 - 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. To execute audit and verify strategies and plans in accordance to the prescribed standards and to assess internal control systems that are in place, risk management systems and financial management processes. Ensuring effective, efficient and transparent systems of ethics management, risk management and internal controls exists.

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 concerning verification of performance information, which resulted in Programme 2 receiving an unqualified audit opinion for the 2nd consecutive year.

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.

Financial Management

The Department received an unqualified with matters audit opinion - for the 3rd consecutive year. Matters raised in the AGSA Report were included in the departmental Audit Action Plan.

Given the changing legislative landscape, and the need to strategically position the Department, the organizational structure was reviewed to support delivery of integrated sustainable human settlements, enhance support for municipalities and

Traditional Leadership institution. 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-Ga Mothibi from North West will also add pressure to the organisational structure and financial resources of the Department.

The Department consists of the following four programmes:

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

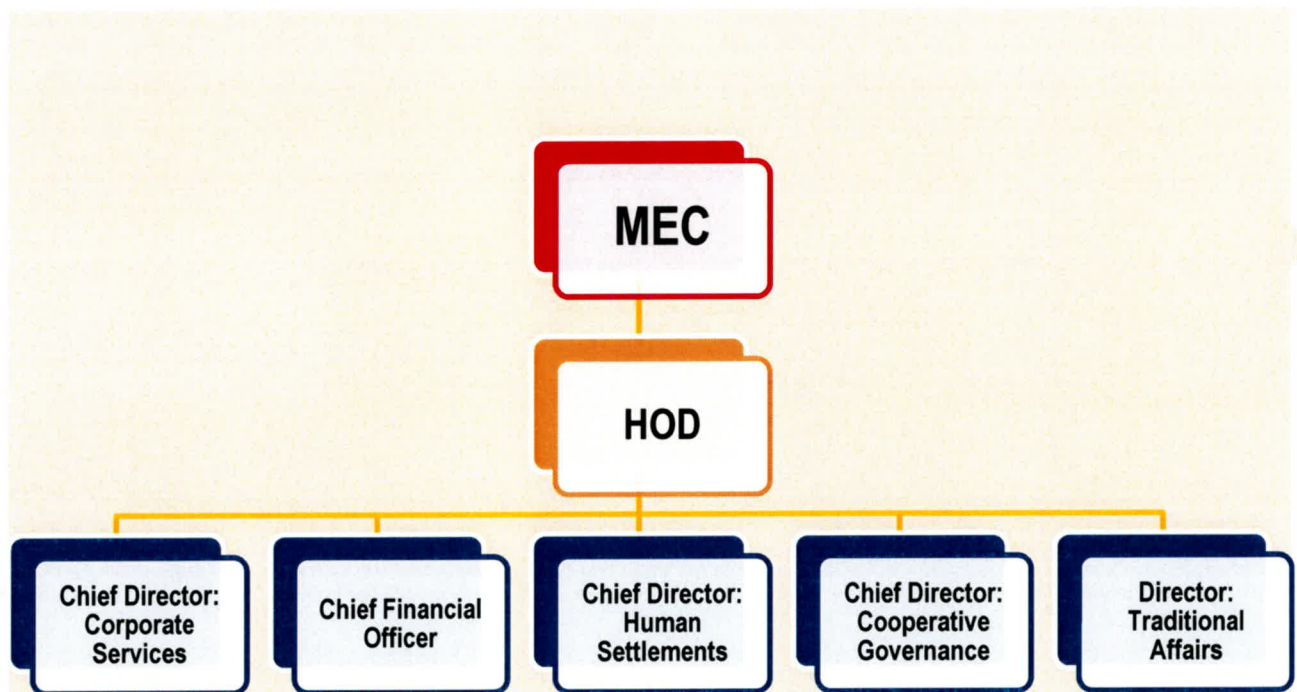


Figure 6: Top Structure of the Department

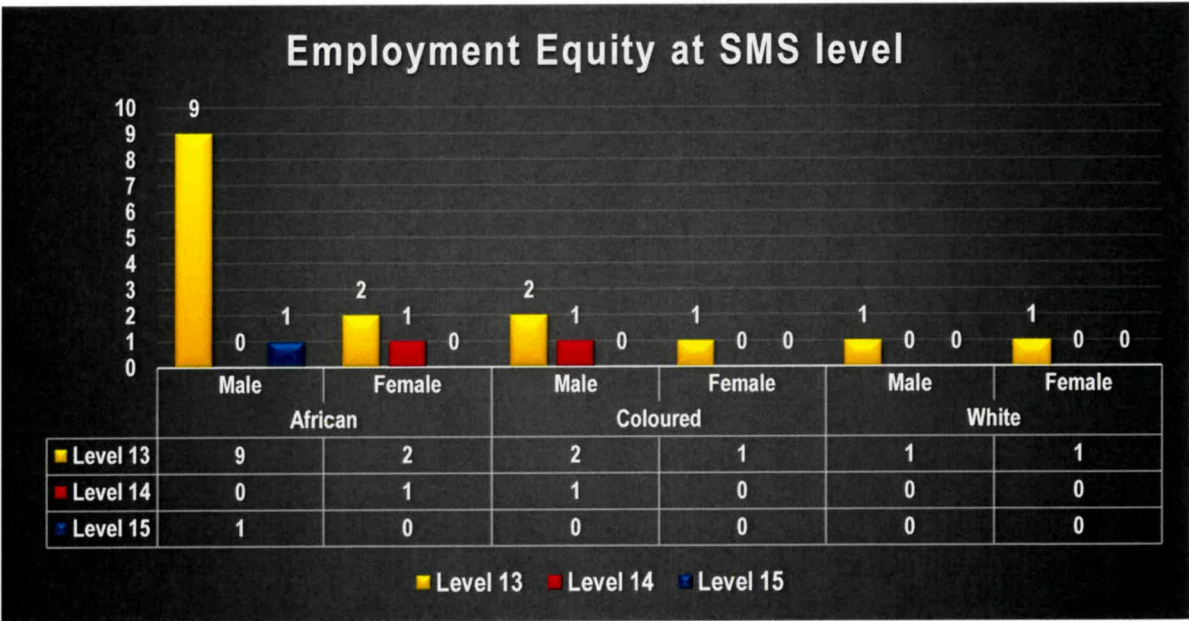
The Employment Equity neither reflects the demographics of the country nor the Province's population. It also does not adhere to the 50/50 equity targets at SMS level as desired by Government.

Whilst the SMS equity is on 19%, the overall gender equity in the Department is 55%.

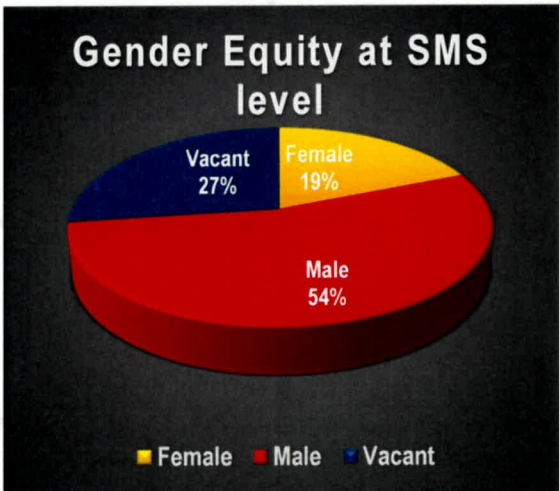
In an effort to address the SMS equity, the Department endeavours to mentor and couch female employees in middle

management, as well as ensuring that females in the Department are empowered through training (in an effort to groom female employees for possible appointment at SMS level). In addition, the Department will give preference to the appointment of females in vacant positions - on both SMS and other levels.

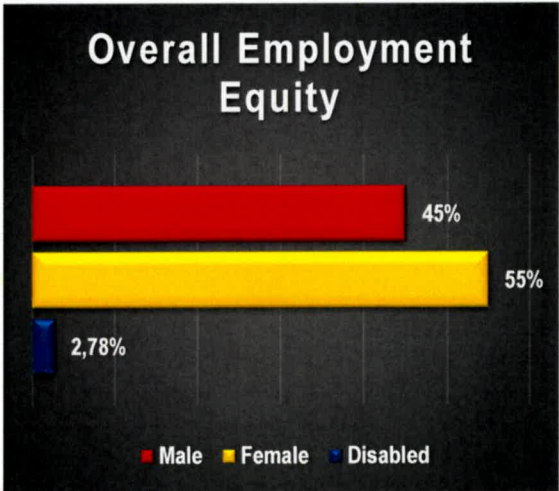
The Department's disability rate is currently at 2,7%, whilst the National target is 2%.



Graph 6: Employment Equity at SMS level



Graph 7: Gender Equity at SMS level



Graph 8: Overall Employment Equity

Part C: Measuring Our Performance

1. Institutional Programme Performance Information

1.1 Programme 1: Administration

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

1.1.1 Sub-Programme: Office of the MEC

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

1.1.2 Sub-Programme: Corporate Services

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

1.2 Programme 2: Human Settlements

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

1.2.1 Sub-Programme: Housing Needs, Research and Planning

Purpose: To facilitate and undertake housing delivery planning

1.2.2 Sub-Programme: Housing Development

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

1.2.3 Sub-Programme: Housing Asset Management

Purpose: To provide for the effective management of housing

1.3 Programme 3: Cooperative Governance

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

1.3.1 Sub-Programme: Municipal Administration

Purpose: To ensure legislative compliance and good governance

1.3.2 Sub-Programme: Municipal Performance Monitoring, Reporting and Evaluation

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

1.3.3 Sub-Programme: Municipal Infrastructure

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

1.3.4 Sub-Programme: Public Participation

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

1.3.5 Sub-Programme: Municipal Planning

Purpose: To strengthen the planning capacity of 31 municipalities to perform their functions

1.4 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

1.4.1 Sub-Programme: Traditional Leadership and Institutional Support

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

1.4.2 Sub-Programme: Secretariat of Houses of Traditional Leaders

Purpose: To render strategic administration and management of Houses of Traditional Leaders

1.4.3 Sub-Programme: Research, Policy and Legislation Development

Purpose: To perform rigorous and professional research, develop policies and legislation

2. Outcomes, outputs, performance indicators and targets

Programme 1: Administration

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

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance			Estimated Performance	MTEF Period		
			16/17	17/18	18/19	19/20	20/21	21/22	22/23
Improved audit outcome	Expenditure according to the allocated budget	Percentage expenditure in relation to the allocated budget	New	New	New	New	100%	100%	100%
	All supplier invoices paid within 30 days	Percentage of invoices paid within 30 days	New	New	New	New	100%	100%	100%
	External audit recommendations implemented	Percentage of external audit recommendations implemented	New	New	New	New	100%	100%	100%
	Equal gender representation	Percentage of female employees in middle management developed	New	New	New	New	100%	100%	100%
	Corporate support services rendered	Percentage of departmental policies implemented	New	New	New	New	100%	100%	100%

Programme 2: Human Settlements

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

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance			Estimated Performance	MTEF Period		
			16/17	17/18	18/19	19/20	20/21	21/22	22/23
Adequate Housing and improved quality living environments	Planned housing delivery	Number of approved Multi-Year Housing Development Plans (MYHDP)	New	New	New	New	1	1	1
	Housing opportunities provided	Number of subsidy housing opportunities created	1 449	814	541	435	500	1 000	1 500
Security of Tenure to households in the subsidy market	Improved home-ownership	Number of beneficiaries with home-ownership	3 222	4 481	2 333	1 247	1 500	1 500	1 500

Programme 3: Cooperative Governance

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

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance			Estimated Performance	MTEF Period		
			16/17	17/18	18/19	19/20	20/21	21/22	22/23
Transformation of the Local Government sector	Enhanced inter-governmental relations structures	Number of functional municipal councils	New	31	31	New	31	31	31
		Number of functional IGR fora	4	5	New	New	5	5	5
	Improved municipal performance management	Number of municipalities implementing PMS	24	12	31	9	31	31	31
	MPRA compliance	Number of local municipalities guided to comply with the MPRA	1	31	26	26	26	26	26
	Improved access to basic services	Number of local municipalities monitored on the implementation of infrastructure delivery	26	26	26	26	26	26	26
		Number of local municipalities monitored on the implementation of free basic services	New	New	New	New	26	26	26
	Improved public participation	Number of local municipalities with functional ward committees	New	New	0	1	26	26	26
	Integrated municipal planning and development	Number of municipalities with legally compliant IDPs	31	31	9	9	31	31	31
	Coordinated Provincial Disaster Management	Number of District Municipalities with functional DDMCs	5	5	2	2	5	5	5

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

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance			Estimated Performance	MTEF Period		
			16/17	17/18	18/19	19/20	20/21	21/22	22/23
Realizing good governance, peaceful co-existence and development within Traditional Communities	Traditional leaderships with good governance and sound administration	Number of functional traditional leadership structures	New	8	8	8	10	10	10

3. Output Indicators: Annual and Quarterly Targets

No	Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Programme 1: Administration						
1	Percentage expenditure in relation to the allocated budget	100%	100%	100%	100%	100%
2	Percentage of invoices paid within 30 days	100%	100%	100%	100%	100%
3	Percentage of external audit recommendations implemented	100%	100%	100%	100%	100%
4	Percentage of female employees in middle management developed	100%	-	-	-	100%
5	Percentage of departmental policies implemented	100%	100%	100%	100%	100%
Programme 2: Human Settlements						
6	Number of approved Multi-Year Housing Development Plans (MYHDP)	1	-	-	-	1
7	Number of subsidy housing opportunities created	500	100	150	150	100
8	Number of beneficiaries with home-ownership	1 500	350	400	400	350
Programme 3: Cooperative Governance						
9	Number of functional municipal councils	31	7	8	8	8
10	Number of functional IGR fora	5	5	5	5	5
11	Number of municipalities implementing PMS	31	7	8	8	8
12	Number of local municipalities guided to comply with the MPRA	31	7	8	8	8
13	Number of municipalities monitored on the implementation of infrastructure delivery	26	5	8	8	5
14	Number of municipalities monitored on the implementation of free basic services	26	5	8	8	5
15	Number of local municipalities with functional ward committees	26	5	8	8	5
16	Number of municipalities with legally compliant IDPs	31	-	-	-	31
17	Number of District Municipalities with functional DDMCs	5	5	5	5	5
Programme 4: Traditional Affairs						
18	Number of functional traditional leadership structures	10	10	10	10	10

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

Programme 2:

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

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

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

In the main, the planned performance for the MTSF is based on this reality and it is strongly aligned to Chapter 8 of the NDP in seeking to reverse the effects of apartheid spatial planning that still persists in the democratic South Africa. Priority will specifically be given to human settlements projects in the approved Priority Housing Developments Areas with the potential

to spatial transformation our cities and towns. The department will also ensure that all the land previously acquired, in the 2014-19 MTSF, within the PHDA's are completely rezoned towards total spatial transformation.

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

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

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

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

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

Programme 3:

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

Special focus will be given to the following dysfunctional municipalities:

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

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

Programme 4:

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

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

5. Programme resource considerations

Cooperative Governance, Human Settlements and Traditional Affairs									
	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term Estimates		
	16/17	17/18	18/19	19/20			20/21	21/22	22/23
Administration	120 013	113 745	146 218	159 675	159 675	155 915	169 871	176 519	190 250
Human Settlements	432 864	552 958	580 339	533 118	539 915	541 004	387 350	398 419	414 742
Cooperative Governance	120 608	121 582	139 063	145 040	154 040	158 122	139 494	147 672	148 856
Traditional Affairs	17 828	17 863	24 921	21 018	25 143	23 602	22 862	25 504	26 728
Total	691 313	806 148	890 541	858 851	878 773	878 643	719 577	748 114	780 576
Economic Classification									
Current payments	308 399	318 842	334 616	347 769	356 769	356 181	378 805	399 478	418 009
Compensation of employees	238 087	253 700	273 928	269 464	278 464	285 999	292 289	307 632	304 636
Goods and services	70 312	65 142	60 688	78 305	78 305	70 181	86 516	91 846	113 373
Interest and rent on land	–	–	–	–	–	1	–	–	–
Transfers and subsidies to:	379 440	485 395	546 397	505 242	512 039	512 497	334 612	342 137	355 756
Provinces and municipalities	5 638	1 750	14 950	21 231	21 231	21 231	–	–	–
Public corporations and private enterprises	–	–	100	–	–	–	–	–	–
Households	373 802	483 645	531 347	484 011	490 808	491 266	334 612	342 137	355 756
Payments for capital assets	3 474	1 911	9 528	5 840	9 965	9 965	6 160	6 499	6 811
Buildings and other fixed structures	21	–	–	–	–	–	–	–	–
Machinery and equipment	2 714	1 911	8 929	5 840	9 965	9 365	6 160	6 499	6 811
Software and other intangible assets	739	–	599	–	–	600	–	–	–
Total economic classification	691 313	806 148	890 541	858 851	878 773	878 643	719 577	748 114	780 576

Programme 1: Administration									
	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term Estimates		
	16/17	17/18	18/19	19/20			20/21	21/22	22/23
1. Office Of The MEC	10 142	10 592	12 233	14 588	14 588	12 430	16 161	16 523	17 313
2. Corporate Services	109 871	103 153	133 985	145 087	145 087	143 485	153 710	159 996	172 937
Total	120 013	113 745	146 218	159 675	159 675	155 915	169 871	176 519	190 250
Economic Classification									
Current payments	117 117	111 860	144 115	157 304	157 304	153 456	167 370	173 880	187 484
Compensation of employees	82 431	88 785	95 970	98 958	98 958	98 030	104 798	110 618	113 667
Goods and services	34 686	23 075	48 145	58 346	58 346	55 425	62 572	63 262	73 817
Interest and rent on land	–	–	–	–	–	1	–	–	–
Transfers and subsidies to:	95	727	425	–	–	88	–	–	–
Public corporations and private enterprises	–	–	100	–	–	–	–	–	–
Households	95	727	325	–	–	88	–	–	–
Payments for capital assets	2 801	1 158	1 678	2 371	2 371	2 371	2 501	2 639	2 766
Buildings and other fixed structures	21	–	–	–	–	–	–	–	–
Machinery and equipment	2 048	1 158	1 678	2 371	2 371	2 371	2 501	2 639	2 766
Software and other intangible assets	732	–	–	–	–	–	–	–	–
Total economic classification	120 013	113 745	146 218	159 675	159 675	155 915	169 871	176 519	190 250

Programme 2: Human Settlements									
	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term Estimates		
	16/17	17/18	18/19	19/20			20/21	21/22	22/23
1. Housing Needs, Research and Planning	32 439	36 919	12 243	13 075	13 075	12 153	13 901	14 666	15 371
2. Housing Development	367 779	360 027	531 057	498 637	505 434	505 939	349 831	370 801	385 797
3. Housing Asset Management	32 646	156 012	37 039	21 406	21 406	22 912	23 618	12 952	13 574
Total payments and estimates	432 864	552 958	580 339	533 118	539 915	541 004	387 350	398 419	414 742
Economic Classification									
Current payments	64 349	71 399	50 003	49 254	49 254	50 179	53 272	56 331	59 037
Compensation of employees	36 232	41 391	45 606	42 812	42 812	45 793	46 441	48 996	51 349
Goods and services	28 117	30 008	4 397	6 442	6 442	4 386	6 831	7 335	7 688
Transfers and subsidies to:	368 285	481 275	529 611	483 098	489 895	490 059	333 271	341 237	354 813
Households	368 285	481 275	529 611	483 098	489 895	490 059	333 271	341 237	354 813
Payments for capital assets	230	284	725	766	766	766	807	851	892
Machinery and equipment	230	284	725	766	766	766	807	851	892
Total economic classification	432 864	552 958	580 339	533 118	539 915	541 004	387 350	398 419	414 742

Programme 3: Cooperative Governance									
	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term Estimates		
	16/17	17/18	18/19	19/20			20/21	21/22	22/23
1. Local Governance	103 828	106 390	118 105	103 683	112 683	123 916	116 228	123 945	127 238
2. Development And Planning	16 780	15 192	20 958	41 357	41 357	34 206	23 266	23 727	21 618
Total payments and estimates	120 608	121 582	139 063	145 040	154 040	158 122	139 494	147 672	148 856
Economic Classification									
Current payments	110 262	119 108	121 060	121 280	130 280	134 156	136 826	144 857	145 906
Compensation of employees	104 979	108 114	115 209	110 188	119 188	125 911	122 472	128 418	119 079
Goods and services	5 283	10 994	5 851	11 092	11 092	8 245	14 354	16 439	26 827
Transfers and subsidies to:	9 996	2 128	15 023	21 231	21 231	21 437	–	–	–
Provinces and municipalities	5 638	1 750	14 950	21 231	21 231	21 231	–	–	–
Households	4 358	378	73	–	–	206	–	–	–
Payments for capital assets	350	346	2 980	2 529	2 529	2 529	2 668	2 815	2 950
Machinery and equipment	343	346	2 381	2 529	2 529	1 929	2 668	2 815	2 950
Software and other intangible assets	7	–	599	–	–	600	–	–	–
Total economic classification	120 608	121 582	139 063	145 040	154 040	158 122	139 494	147 672	148 856

Programme 4: Traditional Affairs									
	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term Estimates		
	16/17	17/18	18/19	19/20			20/21	21/22	22/23
1. Traditional Institutional Administration	17 828	17 863	24 921	21 018	25 143	23 602	22 862	25 504	26 728
Total payments and estimates	17 828	17 863	24 921	21 018	25 143	23 602	22 862	25 504	26 728
Economic Classification									
Current payments	16 671	16 475	19 438	19 931	19 931	18 390	21 337	24 410	25 582
Compensation of employees	14 445	15 410	17 143	17 506	17 506	16 265	18 578	19 600	20 541
Goods and services	2 226	1 065	2 295	2 425	2 425	2 125	2 759	4 810	5 041
Transfers and subsidies to:	1 064	1 265	1 338	913	913	913	1 341	900	943
Households	1 064	1 265	1 338	913	913	913	1 341	900	943
Payments for capital assets	93	123	4 145	174	4 299	4 299	184	194	203
Machinery and equipment	93	123	4 145	174	4 299	4 299	184	194	203
Total economic classification	17 828	17 863	24 921	21 018	25 143	23 602	22 862	25 504	26 728

The Department reprioritized its budget based on the current reduction of 0.1 percent for equitable share over the 2020 MTEF. The impact resulted in a financial reduction of R0.863 million for 2020/21, with a further 0.1 percent and 0.2 percent on the outer years. The alignment of the MTEF strategic cycle annual targets will be adjusted as per the reduced allocation. The Department reviewed and updated the Annual Performance Plans (APP) and MTEF budget within the current baseline allocations. The allocation of funds is done according to priority given to the different programmes, with the high priority being service delivery programmes and less priority on non-core items.

The Department plans to upgrade the departmental network infrastructure during 2019/20 and 2020/21 financial years. The procurement plan will be based on the number of human settlements projects to be implemented for houses and services.

The Department has two main sources of funding namely, equitable share and conditional grants. The equitable share funding constitutes 54 percent of the total departmental budget while conditional grants account for 46 percent. The overall budget of the Department still fluctuates significantly owing to conditional grant allocations, which vary from year to year. So much so, that the average growth rate was 6 percent for the periods between 2016/17 and 2017/18 financial years. Over the 2020 MTEF, the Department will receive equitable share to the amount of R1 218 billion while receipts from conditional grants are expected to be R1 029 billion. The Department's overall budget was reduced from R858 851 million in 2019/20 to R719 577 million in 2020/2021. This is because of financial reductions implemented by National Treasury in order to lower the expenditure ceiling across the country. The reductions are effected against both the equitable share and the conditional grant allocations of the Department. However, the Department will receive an additional allocation of R9 912 million in 2020/2021 earmarked for interventions and secondments to municipalities.

The Department observes that with these trends and the absence of additional funding to baseline expenditure over the MTEF, spending on non-core items must be reduced without negatively affecting service delivery. Funding for possible new policy priorities will also have to come mainly from reprioritisation. Despite the reduction, the budget for the Vote as a whole shows a slight increase of only 2 percent and 4 percent over the 2020/21 MTEF.

The Department is not a significant revenue contributor and generates its revenue primarily from sales of goods and services other than capital assets; which comprises commission received from monthly PERSAL deductions, such as insurance premiums and garnishee orders, parking fees and rental from officials occupying state houses. The 2019/20 revised estimate reflects a projected under-collection, mainly as a result of lower than anticipated receipts from transactions in financial assets. A steady increase is still anticipated over the 2020 MTEF.

Interest, dividends and rent on land relates to interest received on staff debts, and is expected to increase over the MTEF. Transactions in financial assets and liabilities includes the recovery of staff debts such as breached bursary contracts and refunds received relating to previous years' expenditure. The slow growth over the MTEF can be attributed to the uncertain nature of this category. The share of current payments to total budget is set to increase steadily with an average of 5.1 percent over the 2020 MTEF. Goods and Services constitute only 12 percent of the total departmental budget. Compensation of Employees, which is the Department's largest cost driver under current payments constitute 41 percent of the total departmental budget. General economic conditions that influence compensation, is the inflation rate, changes in the cost of living, etc.

The Department anticipates an increase in personnel, from 662 in 2019/20 to 722 by 2022/23, across all programmes. The aim is to strengthen its capacity for the implementation of the human settlements' programs and municipal support functions. The anticipated growth in 2020/21 is 4.3 percent; 3.5 percent in 2021/2022 and 3.3 percent in 2022/2023.

6. Updated key risks and mitigation from the Strategic Plan

Outcome		Key Risk	Risk Mitigation
1	Improved audit outcome	- Consequence management not implemented - Policies not updated or implemented - Payments not made within 30 days - Internal control deficiencies	- Implement consequence management continuously and consistently - Assess, update and implement policies regularly - Ensure payments are made within 30 days - Identify and address internal control deficiencies, where necessary
2	Adequate Housing and improved quality living environments	- Adequate funding to meet the national targets - Service delivery protest and unrest - Link and connector services - Adequate bulk infrastructure - Adequate capacity to implement programmes for 2 PHDAs - Lack of IGR coordination, including local and provincial authorities - Mushrooming of informal settlements - Viable social housing entity and projects	- Leverage additional funding from the National Department of Human Settlements and the private sector - Community meetings - Support with feasibility studies - Reprioritize funding towards PHDAs - Alignment of human settlements development with infrastructure grants - Support municipalities - Request capacity support from the National Department of Human Settlements - Regular district engagements

Outcome		Key Risk	Risk Mitigation
			- Leverage additional funding from the National Department of Human Settlements, sector departments and the private sector - Implementation of municipal planning instruments - Capacitate social housing entities in partnership and a credible project pipeline
3	Security of Tenure to households in the subsidy market	- Untraceable beneficiaries - Delays with signing documentation by Municipalities	- Weekly meetings with conveyancers to monitor progress - Continuous engagement with the Municipal Managers
4	Transformation of the Local Government sector	- Municipalities not having a sufficient budget - Non-compliance with MFMA - Weaknesses in the functionality of ward committees	- Informing the municipalities to budget for the review and the development of the SDFs and LUMs - Adherence to financial management principles - Implementation of consequence management - Revision of the policy framework on ward committees - Consultation through workshops, bilateral with key stakeholders - Strengthen stakeholder relations through public participation IGR platforms at national, provincial, district and local level
5	Realizing good governance, peaceful co-existence and development within Traditional Communities	- Lack of enabling legislation - Unstable traditional communities - Poor planning and coordination of traditional leaders - Illegal initiation schools - Areas straddling provincial boundaries - Lack of training of traditional surgeons and nurses - Lack of commitment from both stakeholders - Non adherence to customary law - Self-created Traditional Leadership positions	- Proper planning and coordination of activities between Traditional Leaders and the Houses of Traditional Leaders - Capacitate communities - Capacity building on roles and functions of traditional councils - Setting up local committees to clamp down on illegal initiation schools - Awareness campaigns - Inter provincial coordination's - Training of traditional surgeons and nurses by Department of Health - Inter-governmental relations - Enforcement of customary law

7. Public Entities

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

8. Infrastructure Projects

No.	Project Name	Programme	Description	Outputs	Start Date	Completion date	Total estimated cost	Current year expenditure
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a

9. Public-Private Partnerships (PPPs)

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

Part D: Technical Indicator Description (TID)

Impact Statement	Spatial transformation through improved integrated settlement development in collaboration with a capable Local Government sector
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Outcome 1	Improved audit outcome
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Indicator Title	Percentage expenditure in relation to the allocated budget	
Definition	Amount of budget spent against the budget allocation in order to assess the Department's capacity to spend against the planned budget.	
Source of data	In-Year Monitoring tool, Vulindlela database, Estimates of Provincial Revenue and Expenditure, Estimates of National Expenditure	
Method of Calculation or Assessment	Quantitative:	Calculate the amount of budget spent over the allocated budget, multiplied by 100 $\frac{\text{Amount of Budget spent}}{\text{Allocated Budget}} * \frac{100}{1}$
Means of Verification	IYM BAS Expenditure reports Vulindlela report	
Assumptions	Expenditure relates to Programme and specific financial year Sufficient budget	
Disaggregation of Beneficiaries (where applicable)	n/a	
Spatial Transformation (where applicable)	- Contribution to Spatial Transformation priorities: n/a - Spatial impact area: n/a	
Calculation Type	Cumulative (Percentage, year to date)	
Reporting cycle	Quarterly	
Desired performance	100% expenditure in relation to the allocated budget	
Indicator Responsibility	Chief Financial Officer	

Indicator Title	Percentage of invoices paid within 30 days	
Definition	The number of valid invoices paid within 30 days of receipt against the total number of invoices received to comply with Section 38(1)(f) of the PFMA	
Source of data	Instruction Note 34 reports, BAS	
Method of Calculation or Assessment	Quantitative:	Calculate the number of invoices paid within 30 days over the total number of invoices received, multiplied by 100 $\frac{\text{Number of invoices paid within 30 days}}{\text{Number of invoices received}} * \frac{100}{1}$
Means of Verification	Instruction Note 34 reports to Provincial Treasury on invoices paid within 30 days	
Assumptions	All invoices are received in time Budget availability	
Disaggregation of Beneficiaries (where applicable)	n/a	
Spatial Transformation (where applicable)	- Contribution to Spatial Transformation priorities: n/a - Spatial impact area: n/a	
Calculation Type	Cumulative (Percentage, year to date)	
Reporting cycle	Quarterly	
Desired performance	100% compliance with Section 38(1)(f) of PFMA	
Indicator Responsibility	Senior Manager: Financial Administration	

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

Assumptions	Recommendations can be addressed in one financial year
Disaggregation of Beneficiaries (where applicable)	n/a
Spatial Transformation (where applicable)	- Contribution to Spatial Transformation priorities: n/a - Spatial impact area: n/a
Calculation Type	Cumulative (Percentage, year to date)
Reporting cycle	Quarterly
Desired performance	100% implementation of external audit recommendations
Indicator Responsibility	Manager: Security and Risk Management

Indicator Title	Percentage of female employees in middle management developed	
Definition	Ensuring that identified females in middle management are developed for possible future promotion into Senior Management positions in an attempt to address gender equality.	
Source of data	Approved gender equality strategic framework implementation plan Annual implementation report, with proof of submission of plan and reports to DPSA Workplace Skills Plan List of identified female employees for the financial year	
Method of Calculation or Assessment	Quantitative:	Calculate the total number identified female employees in middle management developed over the total number of identified female employees in middle management, multiplied by 100 $\frac{\text{Number of identified female employees in middle management developed}}{\text{Number of identified female employees in middle management}} * \frac{100}{1}$
Means of Verification	Report on the implementation of the Workplace Skills Plan	
Assumptions	Budget availability Identified female employees available for development interventions	
Disaggregation of Beneficiaries (where applicable)	Women in middle management	
Spatial Transformation (where applicable)	- Contribution to Spatial Transformation priorities: n/a - Spatial impact area: n/a	
Calculation Type	Non-cumulative (Percentage)	
Reporting cycle	Annually	
Desired performance	100% of the identified female employees in middle management developed	
Indicator Responsibility	Senior Manager: Human Capital Management	

Indicator Title	Percentage of departmental policies implemented	
Definition	Policies set expectations, keeps management accountable, and ensures compliance with the law. They also set standards of behaviour, conduct and performance for employees. Compliance to policies contributes to the improvement of the audit outcome.	
Source of data	List of approved departmental policies	
Method of Calculation or Assessment	Quantitative:	Calculate the number of implemented policies divided by the total number of approved policies, multiplied by 100 $\frac{\text{Number of implemented policies}}{\text{Number of approved policies}} * \frac{100}{1}$
Means of Verification	Report on assessment of policies concerning implementation, relevance and review.	
Assumptions	That all policies are relevant and being implemented	
Disaggregation of Beneficiaries (where applicable)	n/a	
Spatial Transformation (where applicable)	- Contribution to Spatial Transformation priorities: n/a - Spatial impact area: n/a	
Calculation Type	Non-cumulative (Percentage)	
Reporting cycle	Annually	
Desired performance	100% implementation of departmental policies	
Indicator Responsibility	Senior Manager: Policy, Planning, Monitoring & Evaluation	

Outcome 2	Adequate Housing and improved quality living environments
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Indicator Title	Number of approved Multi-Year Housing Development Plans (MYHDP)
Definition	Annual reviewing and approval of one Multi-Year Housing Development Plan that will guide development of houses
Source of data	Human Settlements Project List

	- Human Settlements Business Plan - Human Settlements Project List - Human Settlements Project Readiness Matrix - MTSF targets (provincial) - Department of Water and Sanitation, Energy, Roads, Environment and Nature and Transport Business Plans	
Method of Calculation or Assessment	Quantitative:	Manual count of the approved multi-year Housing Development Plan submitted
Means of Verification	Approved MYHDP	
Assumptions	Access to updated transport & bulk infrastructure plans from relevant sector departments	
Disaggregation of Beneficiaries (where applicable)	Women Youth Aged (over 60) Disabled Veterans	
Spatial Transformation (where applicable)	- Contribution to Spatial Transformation priorities: As per District Development Model - Spatial impact area: As per District Development Model	
Calculation Type	Non-Cumulative (Number)	
Reporting cycle	Annually	
Desired performance	Systematic delivery of planned houses	
Indicator Responsibility	Senior Manager: Housing Needs, Planning and Research	

Indicator Title	Number of subsidy housing opportunities created	
Definition	Providing subsidy housing opportunities in the following programmes: Community Residential Units; Integrated Residential Development Programme (IRDP); Military Veterans and Finance Linked Individual Subsidy Programme (FLISP)	
Source of data	Happy letters / certificate of occupation / engineer's certificate / building inspectors reports	
Method of Calculation or Assessment	Quantitative:	Manual count of the number of housing units completed as per the quarterly Housing Progress Reports
Means of Verification	Building inspector reports Quarterly Housing Progress Reports	
Assumptions	Late submission of building inspector reports	
Disaggregation of Beneficiaries (where applicable)	Women Youth Aged (over 60) Disabled Veterans	
Spatial Transformation (where applicable)	- Contribution to Spatial Transformation priorities: As per District Development Model - Spatial impact area: As per District Development Model	
Calculation Type	Cumulative (Number)	
Reporting cycle	Quarterly	
Desired performance	Providing sustainable and integrated human settlements	
Indicator Responsibility	Senior Manager: Housing Development	

Outcome 3	Security of Tenure to households in the subsidy market
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Indicator Title	Number of beneficiaries with home-ownership	
Definition	Ensuring security of tenure for subsidy housing units	
Source of data	Approved beneficiary list Conveyancers' certificates	
Method of Calculation or Assessment	Quantitative:	Manual count of the number of registrations (according to conveyancers' certificates received) as per quarterly reports
Means of Verification	Departmental listing of quarterly registrations	
Assumptions	Timeous receipt of Conveyancers' certificates Beneficiary list complete and correct Township establishment completed Deeds Office has no backlogs	
Disaggregation of Beneficiaries (where applicable)	n/a	
Spatial Transformation (where applicable)	- Contribution to Spatial Transformation priorities: n/a - Spatial impact area: n/a	
Calculation Type	Cumulative (Number)	

Reporting cycle	Quarterly
Desired performance	All housing beneficiaries provided with home-ownership
Indicator Responsibility	Senior Manager: Housing Asset Management

Outcome 4 Transformation of the Local Government sector

Indicator Title	Number of functional municipal councils			
Definition	Monitor/assess and support all municipalities regarding the functionality of municipal councils to ensure a functional system of cooperative governance and participatory democracy in accordance with the prescripts of the Municipal Structures Act (Act 117 of 1998).			
Source of data	Legislative and other mandates Functionality assessment tool Quarterly departmental report on the functionality of municipal councils			
Method of Calculation or Assessment	Quantitative:	Manual count of the number of municipal councils assessed		
Means of Verification	- Applied assessment tool - Functionality assessment report that informs support to municipalities regarding compliance with the Municipal Structures Act (Act 117 of 1998).			
Assumptions	Municipal councils are constituted correctly			
Disaggregation of Beneficiaries (where applicable)	n/a			
Spatial Transformation (where applicable)	- Contribution to Spatial Transformation priorities: n/a - Spatial impact area: ~ Frances Baard ~ Joe Morolong ~ Pixley Ka Seme ~ Umsobomvu ~ Dikgatlong ~ Namakwa ~ Emthanjeni ~ ZF Mgcawu ~ Magareng ~ Hantam ~ Kareeberg ~ Dawid Kruiper ~ Phokwane ~ Kamiesberg ~ Renosterberg ~ !Kheis ~ Sol Plaatje ~ Karoo Hoogland ~ Siyancuma ~ Kai !Garib ~ John Taolo Gaetsewe ~ Khai-Ma ~ Siyathemba ~ Kgatelopele ~ Gamagara ~ Nama Khoi ~ Thembelihle ~ Tsantsabane ~ Ga-Segonyana ~ Richtersveld ~ Ubuntu			
Calculation Type	Cumulative (Number)			
Reporting cycle	Quarterly			
Desired performance	Functional municipal councils in all municipalities			
Indicator Responsibility	Senior Manager: Municipal Governance and Administration			

Indicator Title	Number of functional IGR fora	
Definition	Monitor the functionality of IGR fora and promote the implementation of recommendations/decisions in an attempt to strengthen IGR structures	
Source of data	Attendance Registers and Minutes of District IGR Fora	
Method of Calculation or Assessment	Quantitative:	Manual count of the number of District IGR structures assessed
Means of Verification	Applied tracking tool to assess the implementation of recommendations/decisions Quarterly Report on the functionality of District IGR fora based on the implementation of recommendations/decisions	
Assumptions	District Municipalities will submit minutes of IGR fora meetings	
Disaggregation of Beneficiaries (where applicable)	n/a	
Spatial Transformation (where applicable)	• Contribution to Spatial Transformation priorities: n/a • Spatial impact area: ~ Frances Baard District Municipality ~ Namakwa District Municipality ~ Pixley ka Seme District Municipality ~ Z F Mgcawu District Municipality ~ John Taolo Gaetsewe District Municipality	
Calculation Type	Non-Cumulative (Number)	
Reporting cycle	Quarterly	
Desired performance	Functional District IGR fora	
Indicator Responsibility	Senior Manager: Municipal Administration	

Indicator Title	Number of municipalities implementing PMS	
Definition	Assist municipalities to develop and implement PMS core elements to manage institutional performance as per Chapter 6 of the MSA in order to 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 of data	- PMS assessment tools - PMS assessment report that will inform the support (Support will be provided through engagements, workshops and training.) - Departmental report detailing the municipalities supported and the type of support provided, together with meeting documentation.	
Method of Calculation or Assessment	Quantitative:	Manual count of number of municipalities supported
Means of Verification	PMS assessment report, reports from municipalities, PMS audit reports, PMS assessment tool	
Assumptions	Municipalities cooperate and comply with the relevant legislation	
Disaggregation of Beneficiaries (where applicable)	n/a	
Spatial Transformation (where applicable)	- Contribution to Spatial Transformation priorities: n/a - Spatial impact area: n/a	
Calculation Type	Cumulative (Year-end, Number)	
Reporting cycle	Quarterly	
Desired performance	All municipalities implementing PMS in accordance with Chapter 6 of the MSA	
Indicator Responsibility	Senior Manager: Municipal Performance Monitoring, Reporting and Evaluations	

Indicator Title	Number of municipalities monitored on the implementation of infrastructure delivery	
Definition	Monitor compliance of infrastructure delivery programmes in collaboration with sector departments	
Source of data	Municipal service delivery reports, Sector departments, CoGTA and entities	
Method of Calculation or Assessment	Quantitative:	Manual count of number of municipalities monitored
Means of Verification	MIG DoRA reports, site visit reports and report on progressive access to basic services	
Assumptions	Limitation of information due to lack or inaccurate data	
Disaggregation of Beneficiaries (where applicable)	See Annexure D: District Development Model	
Spatial Transformation (where applicable)	- Contribution to Spatial Transformation priorities: As per District Development Model - Spatial impact area: As per District Development Model	
Calculation Type	Cumulative	
Reporting cycle	Quarterly	
Desired performance	Improved access to basic service delivery and livelihoods	
Indicator Responsibility	Senior Manager: Municipal Infrastructure Development	

Indicator Title	Number of municipalities monitored on the implementation of free basic services		
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		
Source of data	Municipal quarterly reports on implementation of the indigent policy framework		
Method of Calculation or Assessment	Quantitative:	Manual type on number of municipalities monitored	
Means of Verification	Departmental report on the analysis and recommendations for improvement and implementation, invitation letters, agenda, attendance registers and/or letters		
Assumptions	Limitation of scope due to non-reporting and inaccurate data from municipalities		
Disaggregation of Beneficiaries (where applicable)	Indigent households		
Spatial Transformation (where applicable)	Contribution to Spatial Transformation priorities: n/a Spatial impact area: ~ Dikgatlong ~ Hantam ~ Kareeberg ~ Umsobomvu ~ Magareng ~ Kamiesberg ~ Renosterberg ~ Dawid Kruiper ~ Phokwane ~ Karoo Hoogland ~ Siyancuma ~ !Kheis ~ Sol Plaatje ~ Khai-Ma ~ Siyathemba ~ Kai !Garib ~ Gamagara ~ Nama Khoi ~ Thembelihle ~ Kgatelopele ~ Ga-Segonyana ~ Richtersveld ~ Ubuntu ~ Tsantsabane ~ Joe Morolong ~ Emthanjeni		
Calculation Type	Cumulative		
Reporting cycle	Quarterly		

Desired performance	Increased provision of free basic services to indigent households and improved livelihoods
Indicator Responsibility	Senior Manager: Municipal Infrastructure Development

Indicator Title	Number of local municipalities with functional ward committees	
Definition	Municipalities must 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.	
Source of data	Regional reports (reporting on the minutes of ward committee meetings, attendance registers of ward committee meetings, payment of ward committee information from municipalities, attendance registers of community meetings organised by ward committees, minutes of council meetings [showing resolutions on submitted ward reports], and evidence of door-to-door campaigns)	
Method of Calculation or Assessment	Quantitative:	Manual count of the number of local municipalities with functional ward committees
Means of Verification	Assess the Report on the functionality of ward committees in line with national functionality criteria	
Assumptions	• Ward Committees are operating in line with the national policy guidelines. • Ward Committees meet on a monthly basis. • Recommendations from ward committees discussed at sec 79 committees of council/portfolio committees of council and recommendations from these portfolio committees discussed at council level and resolved upon. • Ward Committee members are part of the quarterly "Councillor meets the ward"-community meetings where feedback is provided to the ward.	
Disaggregation of Beneficiaries (where applicable)	n/a	
Spatial Transformation (where applicable)	Contribution to Spatial Transformation priorities: n/a Spatial impact area: ~ Dikgatlong ~ Magareng ~ Phokwane ~ Sol Plaatje ~ Gamagara ~ Ga-Segonyana ~ Joe Morolong ~ Hantam ~ Kamiesberg ~ Karoo Hoogland ~ Khai-Ma ~ Nama Khoi ~ Richtersveld ~ Emthanjeni ~ Kareeberg ~ Renosterberg ~ Siyancuma ~ Siyathemba ~ Thembelihle ~ Ubuntu ~ Umsobomvu ~ Dawid Kruiper ~ !Kheis ~ Kai !Garib ~ Kgatelopele ~ Tsantsabane	
Calculation Type	Cumulative	
Reporting cycle	Quarterly	
Desired performance	All ward committees functioning in line with national criteria	
Indicator Responsibility	Deputy Director: Public Participation	

Indicator Title	Number of municipalities with legally compliant IDPs	
Definition	Support and monitor whether municipalities have legally complied with annual IDP review process. <u>Review process:</u> The council review the IDP based on: • Assessment of performance measures • Demand based on changing circumstances <u>Amendment process (if required):</u> • A council member or committee introduces a proposal to amend the IDP • A memo detailing the reasons to amend • Give reasonable notice to members of the council • Publish proposed amendments for 21 days • Consultation between the district and local • Council adopt the IDP	
Source of data	Below is the information to ask from municipalities for monitoring purposes: • Assessment of performance measures • A council member or committee introduces a proposal to amend the IDP • A memo detailing the reasons to amend • Give reasonable notice to members of the council • Publish proposed amendments for 21 days • Consultation between the district and local Council adopt the IDP	
Method of Calculation or Assessment	Quantitative:	Manual count of number of municipalities supported

Means of Verification	Annual IDP review report that contains information on review and amendment process and date and council resolution on council adoption			
Assumptions	- All 31 municipalities have adopted their 5 Year IDPs. - All 31 municipalities have IDP Steering committees with approved terms of reference. - All 31 municipalities have IDP Rep Forums with approved terms of reference. - All municipalities hold their strategic sessions. - All municipalities undergoes IDP public participation and consultation process. - All municipalities annually reviews their IDP based on performance measures.			
Disaggregation of Beneficiaries (where applicable)	n/a			
Spatial Transformation (where applicable)	- Contribution to Spatial Transformation priorities: n/a - Spatial impact area: ~ Frances Baard ~ Joe Morolong ~ Pixley Ka Seme ~ Umsobomvu ~ Dikgatlong ~ Namakwa ~ Emthanjeni ~ ZF Mgcawu ~ Magareng ~ Hantam ~ Kareeberg ~ Dawid Kruiper ~ Phokwane ~ Kamiesberg ~ Renosterberg ~ !Kheis ~ Sol Plaatje ~ Karoo Hoogland ~ Siyancuma ~ Kai !Garib ~ John Taolo Gaetsewe ~ Khai-Ma ~ Siyathemba ~ Kgatelopele ~ Gamagara ~ Nama Khoi ~ Thembelihle ~ Tsantsabane ~ Ga-Segonyana ~ Richtersveld ~ Ubuntu			
Calculation Type	Non-cumulative (Number)			
Reporting cycle	Annually			
Desired performance	31 municipalities with reviewed IDPs			
Indicator Responsibility	Senior Manager: Municipal Planning			

Indicator Title	Number of District Municipalities with functional DDMCs	
Definition	All the Municipal Disaster Management Centres (Metro/District) in the Province maintained on their functionality in terms of the Disaster Management Act, 2002	
Source of data	Quarterly report in terms of section 24 (4)-(8) of the Disaster Management Act, 2002 and the national Monitoring and Evaluation Framework	
Method of Calculation or Assessment	Quantitative:	Manual count of number of District Municipal Disaster Management Centres maintained
Means of Verification	- Assess the extent to which the Municipal Disaster Management Centre's are functional using an assessment tool. - Produce assessment reports, and share them with the municipalities to note areas of improvement. - The municipalities are engaged (via meeting or written communique) on a quarterly basis to give guidance where there is non-compliance to the Act.	
Assumptions	All five district municipalities have functional Disaster Management Centres	
Disaggregation of Beneficiaries (where applicable)	n/a	
Spatial Transformation (where applicable)	- Contribution to Spatial Transformation priorities: n/a - Spatial impact area: ~ Frances Baard District Municipality ~ Namakwa District Municipality ~ Pixley ka Seme District Municipality ~ Z F Mgcawu District Municipality ~ John Taolo Gaetsewe District Municipality	
Calculation Type	Non-cumulative (Number)	
Reporting cycle	Quarterly	
Desired performance	All district municipalities to have functional disaster management centres	
Indicator Responsibility	Provincial Head: Disaster Management Centre	

Outcome 5	Realizing good governance, peaceful co-existence and development within Traditional Communities
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Indicator Title	Number of functional traditional leadership structures
Definition	The Houses must perform their functions in line with Act 2 of 2007. Traditional Councils are supported to perform their functions Traditional leadership structures refer to the 8 Traditional Councils and 2 Houses (Provincial and Local)
Source of data	Checklist reflecting administration and financial documents required i.e. (attendance register, minutes etc.) in relation to Traditional Councils Quarterly reports on the activities of the Provincial House and the Local House

Method of Calculation or Assessment	Quantitative:	Manual count of the traditional leadership structures assessed for functionality
Means of Verification	Reports, attendance registers, minutes and monitoring report	
Assumptions	We assume that the programmes of the institutions are approved and members are well informed	
Disaggregation of Beneficiaries (where applicable)	n/a	
Spatial Transformation (where applicable)	• Contribution to Spatial Transformation priorities: The following area will be affected: ~ John Taolo Gaetsewe District Municipality • Spatial impact area: The following areas will be impacted: ~ Dithakong ~ Camden ~ Cassel ~ Gamorona ~ Heuningvlei ~ Manyeding ~ Batlharos ~ Deerward	
Calculation Type	Non-Cumulative (Number)	
Reporting cycle	Quarterly	
Desired performance	Traditional Councils as well as Houses of Traditional Leaders are able to perform their functions	
Indicator Responsibility	Senior Manager: Traditional Affairs	

Annexure A: Amendments to the Strategic Plan

n/a

Annexure B: Conditional Grants

Name of Grant	Purpose	Outputs	Current Annual Budget (R thousand)	Period of Grant
HOUSING DEVELOPMENT GRANT	To provide funding for the progressive realization of access to adequate housing through the creation of sustainable and integrated human settlements	- Number of housing opportunities may include the following: - Number of residential units delivered in relevant housing programmes, - Number of serviced sites delivered in relevant housing programmes, - Number of households in informal settlements provided with access to basic services - Number of informal settlements upgraded in-situ and/or relocated - Number of title deeds registered to beneficiaries post 31 March 2014 - Hectares of well located land acquired for development of housing opportunities - Hectares of well located land acquired (zoned) and number of housing opportunities created - Number of socio-economic amenities delivered in human settlements - Number of integrated residential development projects planned, approved, funded and implemented	R477 059 000	Annual
TITLE DEEDS RESTORATION GRANT	To provide funding for the eradication of the pre 2014 title deeds registration backlog	- Number of title deeds registered and issued in favor of beneficiaries of government subsidized housing (pre 1994 & post 1994) for projects completed by 31 March 2014 - Number of townships proclaimed and registers opened - Number of beneficiaries confirmed as legitimate occupiers - Percentage of ownership disputes resolved - Enhanced institutional capacity of municipalities and provinces in respect of property registration	R	Annual

Annexure C: Consolidated Indicators

Institution	Output Indicator	Annual Target	Data Source
n/a			

Annexure D: District Development Model

Areas of Intervention	Five-year planning period						
	Project description	Budget allocation	District Municipality	Location: GPS coordinates		Project leader	Social partners
				Latitude	Longitude		
Housing	Magobing	R14 101 160	John Taolo Gaetsewe	-27,24	23,06	COGHSTA	None
	Individuals	R805 000	John Taolo Gaetsewe	n/a	n/a	COGHSTA	None
	Individuals	R900 000	Frances Baard	n/a	n/a	COGHSTA	None
	FLISP	R2 000 000	Frances Baard	n/a	n/a	COGHSTA	None
	Lerato Park CRU's	R63 404 750	Frances Baard	-28,68	24,72	COGHSTA	None
	Proteahof	R7 000 000	Frances Baard	-28,42	24,32	COGHSTA	None
	Lennertsville 6 MV	R1 194 000	ZF Mgcawu	-28,75	20,99	COGHSTA	None
	Individuals	R1 288 000	ZF Mgcawu	n/a	n/a	COGHSTA	None
	Individuals	R900 000	Namakwa	n/a	n/a	COGHSTA	None
	Individuals	R900 000	Pixley Ka Seme	n/a	n/a	COGHSTA	None
	Bankara Budolong	R11 340 000	John Taolo Gaetsewe	-27,42	23,38	COGHSTA	None
	Military Veterans	R1 990 000	John Taolo Gaetsewe	n/a	n/a	COGHSTA	None
	Bufferzone	R9 000 000	Frances Baard	-28,53	24,51	COGHSTA	None
	Proteahof	R8 820 000	Frances Baard	-28,42	24,32	COGHSTA	None
	Wegdraai 50	R9 000 000	ZF Mgcawu	-28,84	21,86	COGHSTA	None
	Paulshoek	R5 040 000	Namakwa	-30,37	18,26	COGHSTA	None
	Soebatsfontein	R4 500 000	Namakwa	-30,12	17,59	COGHSTA	None
	Loxton 51	R9 180 000	Pixley Ka Seme	-31,47	22,35	COGHSTA	None
	Ouboks 50	R9 000 000	Pixley Ka Seme	-30,72	25,11	COGHSTA	None
	Van Wyksvlei	R7 200 000	Pixley Ka Seme			COGHSTA	None
	Strydenburg 63	R11 340 000	Pixley Ka Seme	-29,95	23,67	COGHSTA	None
	Dalton 177	R31 860 000	Pixley Ka Seme	-29,04	23,76	COGHSTA	None
	Kathu 5700	R60 000 000	John Taolo Gaetsewe	-27,69	23,03	COGHSTA	None
	Lotlhakajaneleg	R6 480 000	Namakwa	-27,57	23,42	COGHSTA	None
	Pofadder	R13 548 000	Namakwa	-29,13	19,39	COGHSTA	None
	Kathu 5700	R90 000 000	John Taolo Gaetsewe	-27,69	23,03	COGHSTA	None
	Pofadder	R17 640 000	Namakwa	-29,13	19,39	COGHSTA	None
	Individuals	R600 000	Frances Baard	n/a	n/a	COGHSTA	None
	Colville	R20 000 000	Frances Baard	-28,76	24,76	COGHSTA	None
	China Square	R6 000 000	Frances Baard			COGHSTA	None
	Makweta	R20 000 000	ZF Mgcawu	-28,43	21,20	COGHSTA	None
	Individuals	R900 000	Namakwa	n/a	n/a	COGHSTA	None
	Williston	R8 400 000	Namakwa	-31,34	20,93	COGHSTA	None
	Calvinia	R15 500 000	Namakwa	-31,46	19,78	COGHSTA	None

Areas of Intervention	Five-year planning period						
	Project description	Budget allocation	District Municipality	Location: GPS coordinates		Project leader	Social partners
				Latitude	Longitude		
Serviced Sites	Kathu 5700	R62 162 720	John Taolo Gaetsewe	-27,69	23,03	COGHSTA	None
	Lennertsville 6 MV	R354 000	ZF Mgcawu	-28,75	20,99	COGHSTA	None
	Makweta 500	R16 588 466	ZF Mgcawu	-28,43	21,20	COGHSTA	None
	Smarties 324	R20 116 000	ZF Mgcawu	-27,46	21,19	COGHSTA	None
	Calvinia 247	R15 500 000	Namakwa	-31,46	19,78	COGHSTA	None
	De Aar 2386	R5 900 000	Pixley Ka Seme	-30,66	24,03	COGHSTA	None
	Breipaal 500	R15 463 626	Pixley Ka Seme	-23,455	29,291	COGHSTA	None
	Ganspan 531	R20 627 874	Frances Baard	-27,58	25,45	COGHSTA	None
	Ivory Park	R11 891 500	Frances Baard	-28,66	24,719	COGHSTA	None
	Pabalelo NE 980	R3 603 393	ZF Mgcawu	-28,43	21,21	COGHSTA	None
	Lerato Park Phase 5	R8 833 430	Frances Baard	-28,677	24,719	COGHSTA	None
	Lerato Park Phase 6	R15 584 945	Frances Baard	-28,677	24,719	COGHSTA	None
	Ivory Park	R11 891 500	Frances Baard	-28,66	24,719	COGHSTA	None
	Kathu 5700	R20 000 000	John Taolo Gaetsewe	-27,69	23,03	COGHSTA	None
	Lerato Park Phase 5	R33 192 405	Frances Baard	-28,677	24,719	COGHSTA	None
	Lerato Park Phase 6	R17 193 735	Frances Baard	-28,677	24,719	COGHSTA	None
	Lerato Park Phase 7	R16 094 750	Frances Baard	-28,677	24,719	COGHSTA	None
	Lerato Park Phase 8	R14 791 110	Frances Baard	-28,677	24,719	COGHSTA	None
	Kathu 5700	R30 000 000	John Taolo Gaetsewe	-27,69	23,03	COGHSTA	None

Areas of Intervention	Five-year planning period						
	Project description	Budget allocation	District Municipality	Location: GPS coordinates		Project leader	Social partners
				Latitude	Longitude		
MIG	MIG 1466: Hantam: Calvinia Sport Field Irrigation and Facilities Infrastructure	Total Project cost: R13 713 151,20 MIG Budget/Balance: R 5 880 648,60	Namakwa	-31° 28' 30"	19° 46' 22"	Hantam LM	None
	MIG 1505: Khai-Ma: Pella Bulk Water Reticulation Network	Total Project cost: R19 098 337.50 MIG Budget/Balance: R16 298 043.77	Namakwa	-29° 02'02"	19° 9'10"	Khai-Ma LM	None
	MIG 1074: Kamiesberg: Kamieskroon Ground water desalination, bulk water, borehole development & reservoir	Total project cost Phase 1 R 9 815 075 MIG Budget/Balance: R4 000 0000 Phase 2 application R21 million	Namakwa	-30° 12' 33"	17° 56' 1"	Kamiesberg LM	None
	MIG 1255:Karoo Hoogland: Sutherland Water Reticulation Network	Total project cost R 24 307 650 MIG Budget/Balance: R6 500 000	Namakwa	-32° 23' 38"	20° 39' 38"	Karoo Hoogland LM	None
	MIG 1449: Nama Khoi Bergsig Phillip Souden Street & Stormwater	Total project cost R 20 151 043,56 MIG Budget/Balance: R5 million	Namakwa	-29° 38' 40"	17° 52' 16"	Nama Khoi LM	None
	MIG 1413 Nama Khoi Komaggas Upgrading of Bulk Water Supply	Total project cost R 24 785 205,74 MIG Budget/Balance: R14 million	Namakwa	-29° 47' 55"	17° 28' 40"	Nama Khoi LM	None
	MIG 1286: Richtersveld Port Nolloth Oxidation Ponds	Total project cost R 14 359 995,18 MIG Budget/Balance: R7 million	Namakwa	-29° 15'11"	16° 53'46"	Richtersveld LM	None
	MIG 1529: !Kheis: Gariep Bulk Water Supply	Total projected project cost R7 million	ZF Mgcawu	-28° 37'00"	21° 46'00"	!Kheis LM	None
	MIG 1536: !Kheis Wegdraai: Sewer Reticulation, Pump station & Rising Main	Total projected project cost R19 million	ZF Mgcawu	-28° 50'06"	21° 52'30"	!Kheis LM	None
	MIG Dawid Kruiper: Rosedale Sport Grounds	Total project cost R9 million	ZF Mgcawu	-28° 27'59"	21° 12'09"	Dawid Kruiper LM	None
	MIG 1369: Dawid Kruiper Melkstroom: Waste Water Treatment Works	Total Project cost R5 million	ZF Mgcawu	-28° 24'58"	21° 19'45"	Dawid Kruiper LM	None
	MIG 1320: Dawid Kruiper: Mier Loubos Internal streets	Total project cost R39 million MIG balance/ budget R25 million	ZF Mgcawu	-26° 42' 33"	20° 6' 54"	Dawid Kruiper LM	None
	MIG 1441: Dawid Kruiper: Rosedale: Paving of streets	Total project cost R19 million MIG budget/balance R12 million	ZF Mgcawu	-28° 27' 12"	21° 12' 28"	Dawid Kruiper LM	None

Areas of Intervention	Five-year planning period						
	Project description	Budget allocation	District Municipality	Location: GPS coordinates		Project leader	Social partners
				Latitude	Longitude		
MIG	MIG 1351: Kai !Garib: Currieskamp: Ext. / Upgrading of Raw Water Supply	Total project cost R10 million	ZF Mgcawu	-28° 40' 32"	21° 2' 19"	Kai !Garib LM	None
	MIG 1518: Kgatelopele: Danielskuil Solid waste disposal site	Total project cost R78 million	ZF Mgcawu	-28° 12' 20"	23° 33' 14"	Kgatelopele LM	None
	MIG 1484: Tsantsabane: Postmasburg: 10.6ML reservoir at Mountain View	Total project cost R27 million MIG budget / balance R12 million	ZF Mgcawu	-28° 19' 20"	23° 6' 28"	Tsantsabane LM	None
	MIG 1343: Emthanjeni Stormwater Phase 2	Total project cost R36 million MIG budget / balance R12 million	Pixley Ka Seme	-30° 38' 59"	24° 0' 59"	Emthanjeni LM	None
	MIG 1445: Kareeberg: Carnarvon Bonteheuwel Streets & Storm water	Total Project Cost: R20 million MIG budget / balance R12 million	Pixley Ka Seme	-30° 57' 6"	22° 7' 5"	Kareeberg LM	None
	MIG 991: Renosterberg: Philipstown construction of roads	Total project cost R23 million MIG budget / balance R3 million	Pixley Ka Seme	-30° 28' 7"	24° 18' 57"	Renosterberg LM	None
	MIG 1141: Siyancuma Douglas, Griekwastad, Cambell and Schmidtsdrift: Upgrading of gravel streets	Total project cost R64 million MIG budget / balance R3 million	Pixley Ka Seme	-29° 3' 20"	23° 46' 15"	Siyancuma LM	None
	MIG 1398: Siyathemba: Prieska, Marydale & Niekerkshoop: Upgrading of streets & Access roads Phase 2	Total project cost R213 million MIG balance / budget R160 million	Pixley Ka Seme	-29° 40' 43"	22° 44' 49"	Siyathemba LM	None
	MIG 1331: Siyathemba Prieska Bulk Water Supply	Total project cost R40 million MIG budget / balance R10 million	Pixley Ka Seme	-29° 39' 42"	22° 45' 6"	Siyathemba LM	None
	MIG 1517: Thembelihle: Steynville: Outfall Sewer Phase 2	Total project cost R8 million	Pixley Ka Seme	-29° 36' 51"	24° 5' 57"	Thembelihle LM	None
	MIG 1519: Thembelihle Hopetown Refurbishment & Upgrading of Wastewater Treatment works	Total project cost R32 million	Pixley Ka Seme	-29° 36' 20"	24° 05' 22"	Thembelihle LM	None
	MIG 1437: Dikgatlong Windsorton Construction of Waste Water Treatment Works	Total project cost R36 million MIG budget / balance R2 million	Frances Baard	-28° 20' 59"	24° 41' 35"	Dikgatlong LM	None
	MIG 1342: Magareng: Ikhukseng Bulk Water Supply and Reticulation	Total project cost R45 million MIG Budget / balance R15 million	Frances Baard	-28° 7' 47"	24° 51' 7"	Magareng LM	None

Areas of Intervention	Five-year planning period						
	Project description	Budget allocation	District Municipality	Location: GPS coordinates		Project leader	Social partners
				Latitude	Longitude		
MIG	MIG 1270: Phokwane Valspan upgrading of roads and storm water LIC project Phase 2	Total project cost R62 million MIG balance/ budget R28 million	Frances Baard	-27° 54' 57"	24° 48' 50"	Phokwane LM	None
	MIG 1510: Gamagara : Dibeng Sewer Network Phase 4	Total project cost R30 million MIG budget / balance R21 million	John Taolo Gaetsewe	-27° 35' 56"	22° 52' 00"	Gamagara LM	None
	MIG 1428: Ga-Segonyana Gamopedi Upgrading internal road from gravel to paved	Total Project cost R10 million MIG Budget / Balance R4 million	John Taolo Gaetsewe	-27° 14' 0"	23° 13' 11"	Ga-Segonyana LM	None
	MIG 1427: Ga-Segonyana Kagung: Upgrading of gravel internal road to paved road	Total project cost R9 million	John Taolo Gaetsewe	-27° 25' 24"	23° 34' 14"	Ga-Segonyana LM	None
	MIG 1501: Joe Morolong Ditlharapeng/Longhurst Water Supply	Total project cost R11 million MIG budget/balance R3 million	John Taolo Gaetsewe	-26° 51' 8"	23° 34' 33"	Joe Morolong LM	None
	MIG 1386: Joe Morolong: Kome Water Supply Augmentation	Total project cost R5 million	John Taolo Gaetsewe			Joe Morolong LM	None
	MIG 1520 Joe Morolong Logobate Construction of Paved Roads & Culvert Bridge	Total project cost R8 million	John Taolo Gaetsewe			Joe Morolong LM	None
	MIG 1509: Joe Morolong: Dithakong Rural Dry Sanitation	Total project cost R48 million MIG budget / balance R8 million	John Taolo Gaetsewe	-27° 5' 9"	23° 55' 26"	Joe Morolong LM	None
	MIG 1495: Ubuntu Victoria West: Upgrading of existing water infrastructure	Total project cost R 30 million MIG budget / balance R23 million	Pixley Ka Seme	-31° 24' 20"	23° 6' 49"	Ubuntu LM	None
	MIG 1496 Umsobomvu Colesberg: Van der Waltsfontein Rising Main	Total project cost R15 million MIG budget / balance R6 million	Pixley Ka Seme	-30° 44' 56"	25° 8' 10"	Umsobomvu LM	None