

# **Department of Cooperative Governance, Human Settlements & Traditional Affairs**

## **Strategic Plan for 2020 – 2025**

**Date of Tabling: 5 August 2020**



## Executive Authority Statement



It gives me great pleasure to present the Strategic Plan for the Department of Cooperative Governance, Human Settlements and Traditional Affairs for the 2020-2025 cycle. 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."

In our quest to change the lives of the people , we will at every regular interval pause and take stock of our progress because the delivery of service is a delicate matter which cannot be postponed. Ours is to normalize oversight over government work for the intended purpose of efficient and effective rendering of services.

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 this Strategic Plan 2020-2025 for the Department of Cooperative Governance, Human Settlements and Traditional Affairs and commit to ensuring its implementation during the MTSF 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 the 2020-2025 period, 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!

A handwritten signature in black ink, appearing to read 'Lekalate: P.', written over a horizontal line.

**Accounting Officer of COGHSTA**

## Official Sign-off

We hereby certify that this Strategic 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 over the period 2020 to 2025.

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## Acronyms

### A

<b>AFS</b>	Annual Financial Statements
<b>AG</b>	Auditor General
<b>AGSA</b>	Auditor General South Africa
<b>AIDS</b>	Acquired Immune Deficiency Syndrome
<b>APP</b>	Annual Performance Plan

### B

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

### C

<b>CDW</b>	Community Development Worker
<b>CFO</b>	Chief Financial Officer
<b>COGHSTA</b>	Dept. Cooperative Governance, Human Settlements & Traditional Affairs
<b>CoGTA</b>	Dept. Cooperative Governance & Traditional Affairs
<b>CPMD</b>	Certificate Programme in Management Development
<b>CWP</b>	Community Works Programme

### D

<b>DBSA</b>	Development Bank of South Africa
<b>DCoG</b>	Department of Cooperative Governance
<b>DDM</b>	District Development Model
<b>DDMC</b>	District Disaster Management Committee
<b>DoRA</b>	Division of Revenue Act
<b>DPSA</b>	Department of Public Service and Administration

### E

<b>EEDBS</b>	Enhanced Extended Discount Benefit Scheme
<b>EHW</b>	Employee Health & Wellness
<b>EPMDS</b>	Employee Performance Management Development System

### F

<b>FBS</b>	Free Basic Services
<b>FLISP</b>	Finance Linked Individual Subsidy Program
<b>FMPPi</b>	Framework for Managing Programme Performance Information

### G

<b>GIAMA</b>	Government Immovable Asset Management Act
<b>GG</b>	Government Garage
<b>GVA</b>	Gross value added

### H

<b>HIV</b>	Human Immunodeficiency Virus
<b>HSS</b>	Housing Subsidy System

### I

<b>IA</b>	Implementing Agency
<b>ICT</b>	Information and Communications Technology
<b>IDP</b>	Integrated Development Plan
<b>IGR</b>	Intergovernmental Relations
<b>INEP</b>	Integrated National Electrification Programme
<b>IRDP</b>	Integrated Rural Development Programme
<b>IT</b>	Information Technology
<b>IUDF</b>	Integrated Urban Development Framework
<b>IYM</b>	In-Year Monitoring

### L

<b>LED</b>	Local Economic Development
<b>LG</b>	Local Government
<b>LM</b>	Local Municipality
<b>LUMS</b>	Land Use Management Scheme

### M

<b>M&amp;E</b>	Monitoring & Evaluation
<b>MEC</b>	Member of Executive Council
<b>MFMA</b>	Municipal Finance Management Act
<b>MIG</b>	Municipal Infrastructure Grant
<b>MISA</b>	Municipal Infrastructure Support Agency
<b>MISS</b>	Minimum Information Security Standard
<b>MOA</b>	Memorandum of Agreement
<b>MPAT</b>	Management Performance Assessment Tool
<b>MPRA</b>	Municipal Property Rates Act
<b>MPSS</b>	Minimum Physical Security Standard
<b>MSA</b>	Municipal Systems Act
<b>MTEF</b>	Medium Term Expenditure Framework
<b>MTSF</b>	Medium Term Strategic Framework
<b>MYHDP</b>	Multi Year Housing Development Plan

### N

<b>NatJoc</b>	National Joint Operation Centre
<b>NDP</b>	National Development Plan
<b>NT</b>	National Treasury

### O

<b>O&amp;M</b>	Operation and Maintenance
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### P

<b>PA</b>	Performance Agreement
<b>PERSAL</b>	PERsonnel and SALary Information System
<b>PFMA</b>	Public Finance Management Act
<b>PGDP</b>	Provincial Growth and Development Plan
<b>PHDA</b>	Provincial Housing Development Area
<b>PHP</b>	People's Housing Process
<b>PMS</b>	Performance Management System
<b>PMU</b>	Provincial Monitoring Unit
<b>PPP</b>	Public Private Partnership
<b>ProvJoc</b>	Provincial Joint Operation Centre
<b>PSA</b>	Public Service Act
<b>PSCBC</b>	Public Service Coordinating Bargaining Council
<b>PT</b>	Provincial Treasury

### S

<b>SALGA</b>	South African Local Government Association
<b>SCM</b>	Supply Chain Management
<b>SDF</b>	Spatial Development Framework
<b>SHERQ</b>	Safety, Health, Environment, Risk & Quality
<b>SMME</b>	Small, Medium and Micro Enterprises
<b>SMS</b>	Senior Management Service
<b>SPLUMA</b>	Spatial Planning and Land Use Management Act
<b>STI</b>	Sexually Transmitted Infection

### T

<b>TID</b>	Technical Indicator Description
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### U

<b>UISP</b>	Upgrading of Informal Settlements Programme
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### W

<b>WCWDM</b>	Water Conservation/Water Demand Management
<b>WSA</b>	Water Services Authority
<b>WSP</b>	Water Services Providers

# Glossary

Human Settlements Programme Descriptions				
Delivered	To produce or to achieve what is desired or expected.			
Housing unit	<p>According to the National Housing Code (2009:54), each house to be constructed through the National Housing Programmes must have a gross floor area of at least 40 square meters. In addition each house must be designed on the basis of:</p> <ul style="list-style-type: none"><li>• Two bedrooms;</li><li>• A separate bathroom with a toilet, a shower and hand basin;</li><li>• A combined living area and kitchen with wash basin; and</li><li>• A ready board electrical installation if electricity is available in the project area.</li></ul> <p>The National Norms and Standards furthermore provide minimum technical specifications, including environmentally efficient design proposals.</p>			
100%	<p>Complete: A 100% completed housing unit refers to a housing unit that has been constructed according to the plan submitted, and meets the Departmental norms and standards. Furthermore, the unit is classified as 100% complete when the following criteria have been met and all technical glitches have been attended to:</p> <ul style="list-style-type: none"><li>• All walls are built up to roof height;</li><li>• Internal plumbing installed;</li><li>• Bathroom – toilet pan, wash basin and bath/shower</li><li>• A completed roof has been installed (this includes the timber work and covering);</li><li>• Internal door(s) – bedrooms and bathroom; and</li><li>• Kitchen – sink with cold tap;</li><li>• External doors;</li><li>• All walls have been plastered and painted on the outside;</li><li>• Ceilings installed in Southern Cape Coastal Condensation areas;</li><li>• Electrical distribution board installed (consisting of one plug and one light).</li></ul>			
Practically complete housing unit	<p>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:</p> <p>Internal plumbing;</p> <ul style="list-style-type: none"><li>• Kitchen - sink with a cold water tap;</li><li>• Bathroom – toilet pan, wash basin and bath/shower;</li><li>• Sewerage and water connections; and</li><li>• Electrical distribution board installed (consists of one plug and one light).</li></ul> <p>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:</p> <ul style="list-style-type: none"><li>• Toilet cistern continually flushing and needs to be reset;</li><li>• Re-alignment of doors; and</li><li>• Touch-up of paint.</li></ul>			
Serviced site	<p>Before a site can be developed, the necessary engineering services must be implemented. A serviced site comprises of the following engineering services:</p> <ul style="list-style-type: none"><li>• Clean water;</li><li>• Sanitation;</li><li>• Roads; and</li><li>• Storm water drainage.</li></ul>			
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)	<p>During this phase of the upgrading process, municipalities should receive support to undertake the following activities:</p> <ul style="list-style-type: none"><li>• The acquisition of land where required through negotiation or expropriation;</li><li>• The undertaking of a clear socio-economic and demographic profile of the settlement;</li><li>• 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</li><li>• The conducting of pre-planning studies to determine detailed geotechnical conditions and the undertaking of an environmental impact assessment to support planning processes.</li></ul> <p>The activities under this phase are generally to be undertaken over a period of 24 months.</p>			
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).			



	<p>Non-credit linked subsidies are provided to beneficiaries who satisfy the criteria of the housing subsidy and do not qualify for credit from financial institutions (National Housing Code, 2009:30). Beneficiaries are able to acquire an existing household solely from the subsidy amount awarded (National Housing Code, 2009:30). The non-credit linked subsidies are also made available for beneficiaries who do not wish to access credit from a financial institution (National Housing Code, 2009:30). The following criteria is used to determine if beneficiaries qualify for an individual housing subsidy:</p> <ul style="list-style-type: none"> <li>• Married or cohabiting (with or without financial dependants) or single or divorced with financial dependants;</li> <li>• South African citizen in possession of a green barcoded identity document or in possession of a permanent residence permit;</li> <li>• 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);</li> <li>• Gross monthly household income of up to R3 500;</li> <li>• Have not previously benefited from government assistance; and</li> <li>• 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.</li> </ul>
<b>Finance Linked Individual Subsidy Programme (FLISP)</b>	<p>The Finance Linked Individual Subsidy Programme (FLISP) provides beneficiaries with access to state assistance where qualifying households wish to acquire an existing house or vacant serviced stand linked to a building contract. The subsidy is paid to your bank or financial institution and will reduce your monthly loan instalments. The following criteria is used to determine if beneficiaries qualify for an individual housing subsidy:</p> <ul style="list-style-type: none"> <li>• Be a South African citizen with a valid Identity Document, or be a permanent resident with a permanent residence permit;</li> <li>• Earn between R3 501 to R22 000;</li> <li>• Not have owned a fixed residential property before;</li> <li>• Not have qualified for a government housing subsidy before;</li> <li>• Be competent to contract – over 18 years or legally married or legally divorced and of sound mind;</li> <li>• Be married or co-habiting; and</li> <li>• Be single with financial dependants.</li> </ul>
<b>Incremental Housing Programme</b>	
<b>Integrated Residential Development Programme (IRDP)</b>	<p>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).</p>
<b>Upgrading of Informal Settlements Programme (UISP)</b>	<p>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:</p> <ul style="list-style-type: none"> <li>• Clean water;</li> <li>• Sanitation;</li> <li>• Roads; and</li> <li>• Storm water drainage.</li> </ul>
<b>Social and Rental Housing</b>	
<b>Institutional Subsidy Programme</b>	<p>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).</p>
<b>Peoples Housing Process</b>	<p>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).</p>
<b>Land and Asset Management</b>	
<b>Rental Unit</b>	<p>A property from which the owner receives payment from the occupant(s), referred to as tenants, in return for occupying or using the property (<a href="http://www.businessdictionary.com">www.businessdictionary.com</a>).</p>
<b>Sold</b>	<p>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 (<a href="http://www.investorwords.com">www.investorwords.com</a>).</p>
<b>Transferred</b>	<p>The act of transferring property or shares of stock from one person to another.</p>
<b>Enhanced Extended Discount Benefit Scheme (EEDBS)</b>	<p>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).</p>

# 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 mandates

### 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 (FMPPi), 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.

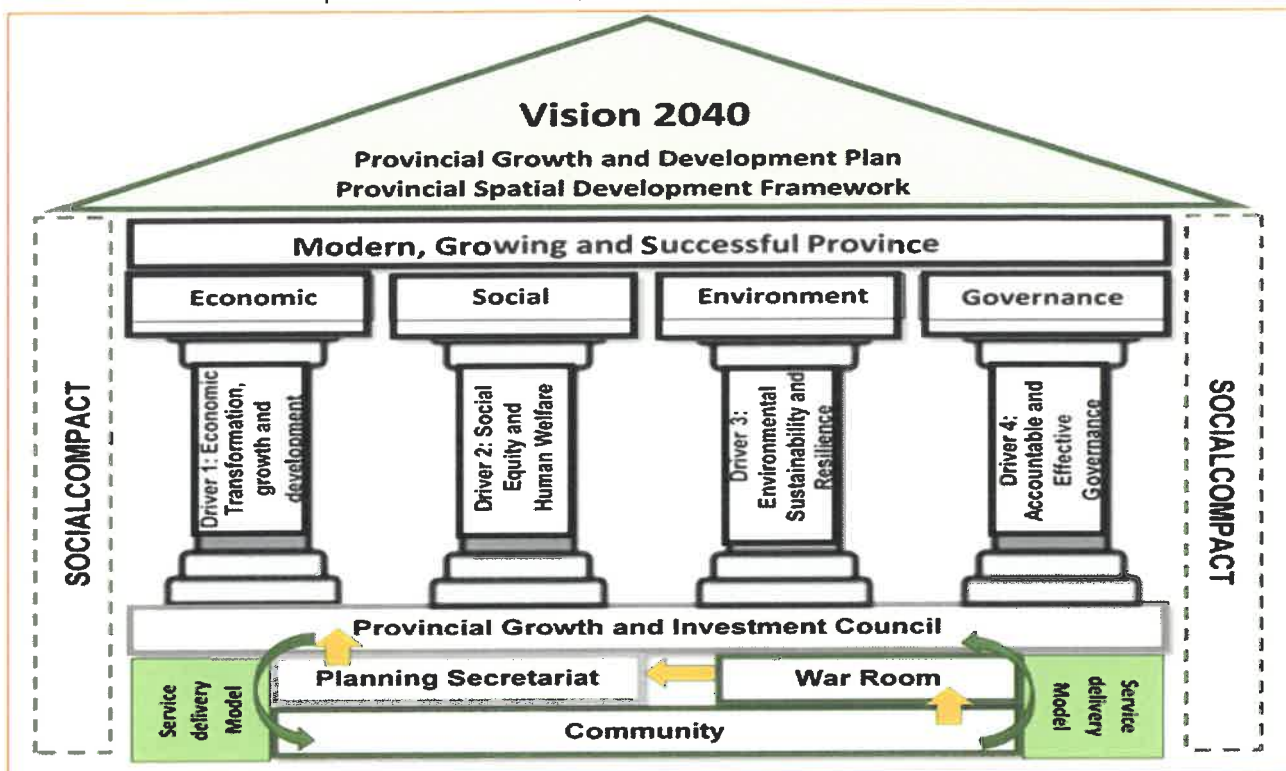
The Province needs an economy that is more inclusive and more dynamic, in which the fruits of growth are shared equitably. In 2030, the economy should be close to full employment, equip people with the skills they need, ensure that ownership of production is more diverse and able to pay for investment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

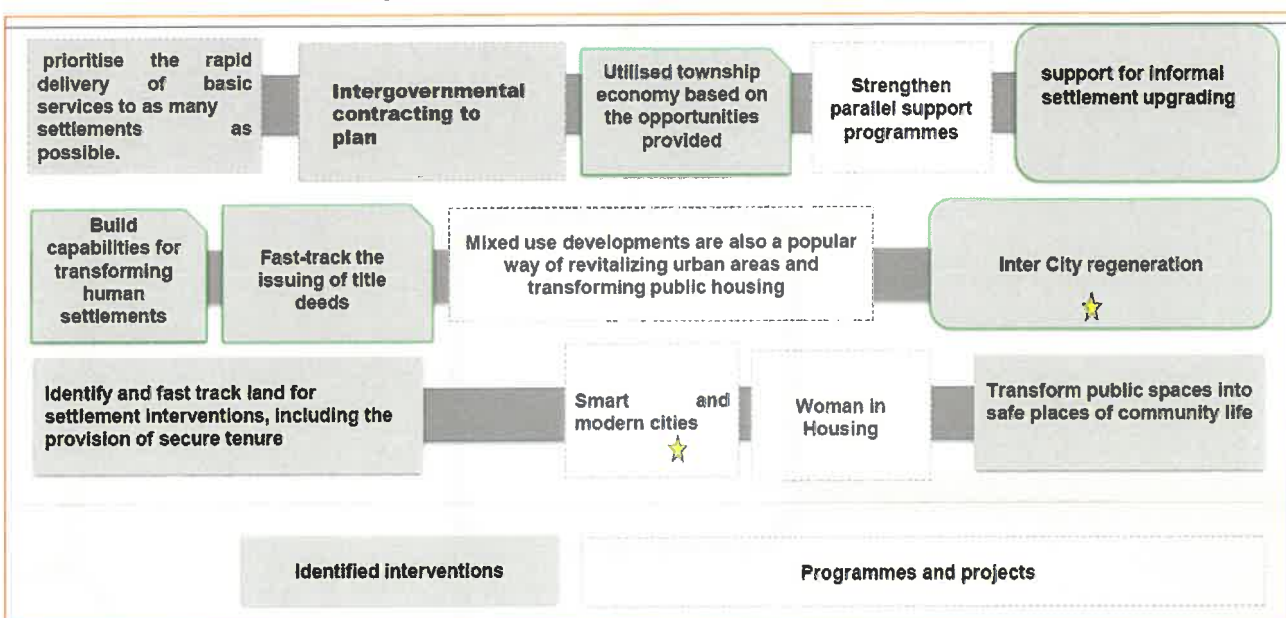


**Figure 1:** PGDP Drivers

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:

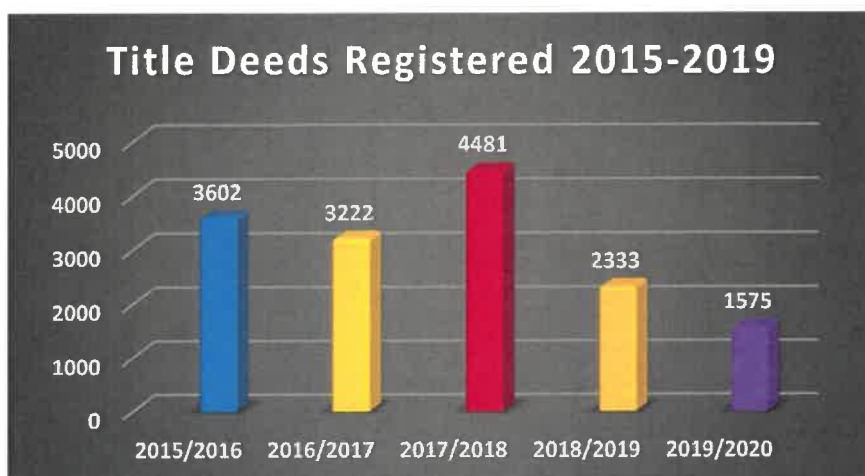
- Stronger intergovernmental cooperation;
- The spatial form of LG;
- Technical services authorities; and
- DM expenditure trends

## 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:



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

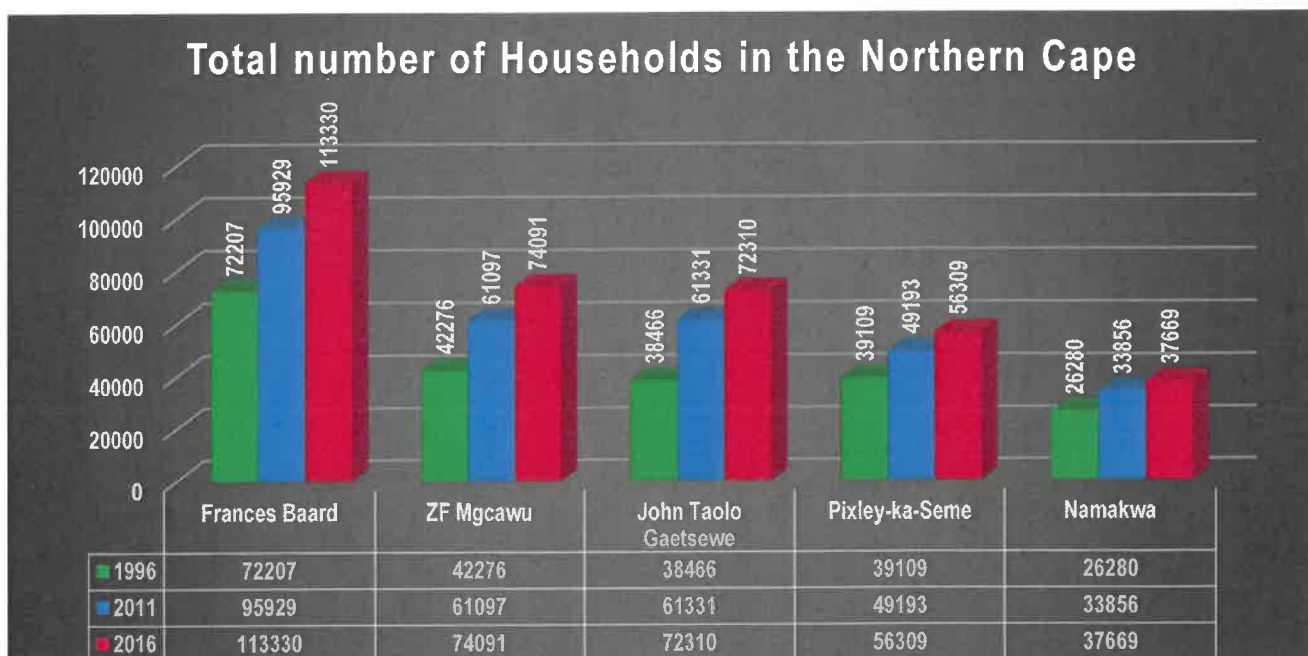
Challenges such as inadequate budget for goods & services, delay in the delivery of building materials, loss of rare technical personnel as well as increment of prices of materials due to transportation costs, among others, continue to beset the Department, and will inevitably impede the achievement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

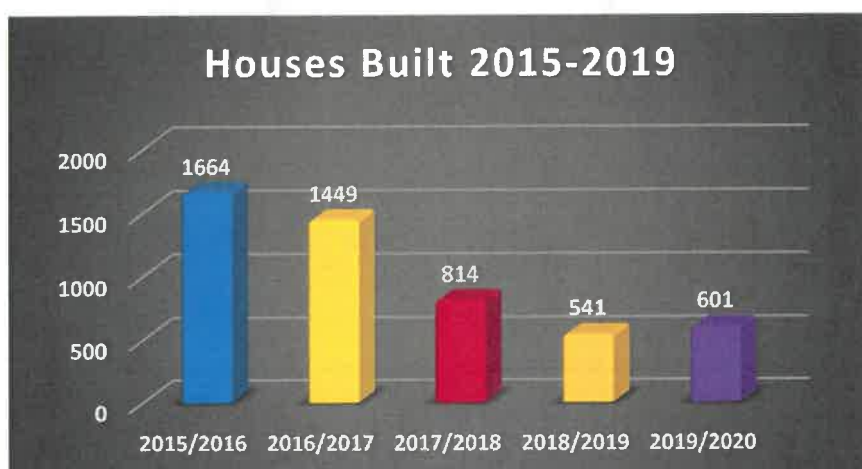


**Graph 2:** The total number of Households in the Northern Cape for the period 1996 to 2016

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.



**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
<b>Disabled</b>	0	0	1	3	0	0	18	22
<b>Aged<sup>#</sup></b>	1	0	11	29	0	0	265	355
<b>Youth<sup>*</sup></b>	15	21	2	14	6	4	248	530
<b>Veterans</b>	0	0	0	0	0	0	75	11
<b>Total: Vulnerable</b>	16	21	14	46	6	4	606	918
<b>Total</b>	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 2<sup>nd</sup> 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 2<sup>nd</sup> Phase of the B2B Programme.

Ten-point Plan	Activities to address each Point
<b>1. Positive Community Experiences</b>	<ul style="list-style-type: none"> <li>Develop ward based service delivery dashboard;</li> <li>Community feedback mechanism; (<i>sms community feedback system</i>)</li> <li>Implementation of ward improvement plans that addresses basic services, e.g. cutting of grass, working street lights and robots, water leaks, etc.;</li> <li>Improvement of complaints management systems and municipal frontline offices;</li> <li>Use of Community Development Workers, Community Work Programme participants and Ward Committee members into the implementation of B2B programme</li> </ul>
<b>2. Municipalities receiving disclaimers over 5 years</b>	<ul style="list-style-type: none"> <li>Prioritise and target municipalities receiving disclaimers for more than 3 years;</li> <li>Analysis of the AG management letters and Post Audit Action Plans of municipalities;</li> <li>Develop hands-on programme to reverse this trend with clear and achievable interventions based on issues consistently raised AG management letters;</li> <li>Mobilise and work with critical stakeholders such as, AG, PT and SA Institute of Auditors, etc.; and</li> <li>Minister and MEC's engagement with these municipalities and post-election priorities.</li> </ul>
<b>3. Revenue Management Enhancement</b>	<ul style="list-style-type: none"> <li>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;</li> <li>Consolidated Bill for municipal services rendered to residents;</li> </ul>

Ten-point Plan	Activities to address each Point
4. <b>Appointment of Senior Managers in Municipalities</b>	<ul style="list-style-type: none"> <li>• Issues of metering and credibility of data and bills;</li> <li>• Address tariff setting challenges;</li> <li>• 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)</li> <li>• Address government debt, municipal debt, business and residents debt; and</li> <li>• Other critical issues related to revenue generation by municipality.</li> <li>• 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;</li> <li>• 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;</li> <li>• Strategy for monitoring the post- election tasks, in relation to new appointments and meeting appropriate skills requirements;</li> </ul>
5. <b>Service and Infrastructure</b>	<ul style="list-style-type: none"> <li>• Affordable organogram aligned to core business;</li> <li>• Resolve the misalignment between NT and COGTA regulations on minimum competency requirements</li> <li>• State of municipal technical capacity and capability, in terms of Technical Units organograms, alignment of structure with core function, existing capacity and vacancies;</li> <li>• 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;</li> <li>• 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</li> <li>• Put in place regional support contractors to assist municipalities to improve infrastructure delivery and operation</li> <li>• Mobilise more funding for rehabilitation, refurbishment and replacement of ageing infrastructure, from government grants and loan funding</li> <li>• Make municipal infrastructure procurement more efficient and effective through putting in place national framework contract</li> </ul>
6. <b>Implementation of Forensic Reports</b>	<ul style="list-style-type: none"> <li>• State of forensic reports, (collation of the forensic investigation undertaken by Province and Municipalities);</li> <li>• Analysis of the reports;</li> <li>• Status of reports in Councils and consequence management and accountability;</li> <li>• Monitor municipal implementation plans; and</li> <li>• Role of MEC and other agencies in enforcing consequence management</li> </ul>
7. <b>Metropolitan B2B Programme (Not applicable in Northern Cape)</b>	<ul style="list-style-type: none"> <li>• Priorities issues that have immediate impact on the citizens;</li> <li>• Better understanding of the complexity of urban voter/variety of needs and interest to serve;</li> <li>• Effective complaints management systems and improving frontline services;</li> <li>• Enforcement mechanisms for service norms and standards, quicker response times and improve communication/feedback to citizens;</li> <li>• Provision of interim services to informal settlements;</li> <li>• 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></li> <li>• Visible and impactful spatial transformation and integration initiatives</li> </ul>
8. <b>Strengthen Roles of District Municipalities</b>	<ul style="list-style-type: none"> <li>• Clarify allocation and distribution of powers and functions;</li> <li>• Regional integrated planning and delivery of services</li> <li>• District and local IGR coordination model</li> <li>• Shared service model and strong district support plans for weaker local municipalities</li> </ul>
9. <b>Spatial Regional Integration Zones/Spatial Contracts</b>	<ul style="list-style-type: none"> <li>• 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></li> <li>• 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;</li> <li>• The development of more detailed spatial development strategies for individual municipalities/towns/growth points which nest with the district strategies;</li> <li>• High-level designs/conceptual frameworks for the new cities/towns; and</li> <li>• 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.</li> </ul>
10. <b>Strengthen Capacity and Role of Provincial CoGTA Departments</b>	<ul style="list-style-type: none"> <li>• Clarify core functions and mandates/structure <i>(constitutional and Legislative)</i></li> <li>• Empowering provisions and levers</li> <li>• Capacity and expertise required</li> <li>• Operational and Funding model</li> <li>• Municipal support plans</li> </ul>

According to the AG, “the province is in a prolonged state of undesirable audit outcomes, with yet another overall regression – six of the 31 municipalities regressed and only three improved, while four audits had not been finalised as the financial statements were submitted late.

This sad state of affairs reflects an unresponsive leadership and ongoing breakdowns in the control environment, resulting in the abuse of supply chain management processes, a lack of proper reconciliations, inadequate scrutiny of bank accounts, and revenue lost due to system failures.

The municipal salary bill grew to R2,4 billion. The province's municipalities had a R500 million shortfall, severely affecting their ability to deliver services and pay service providers.

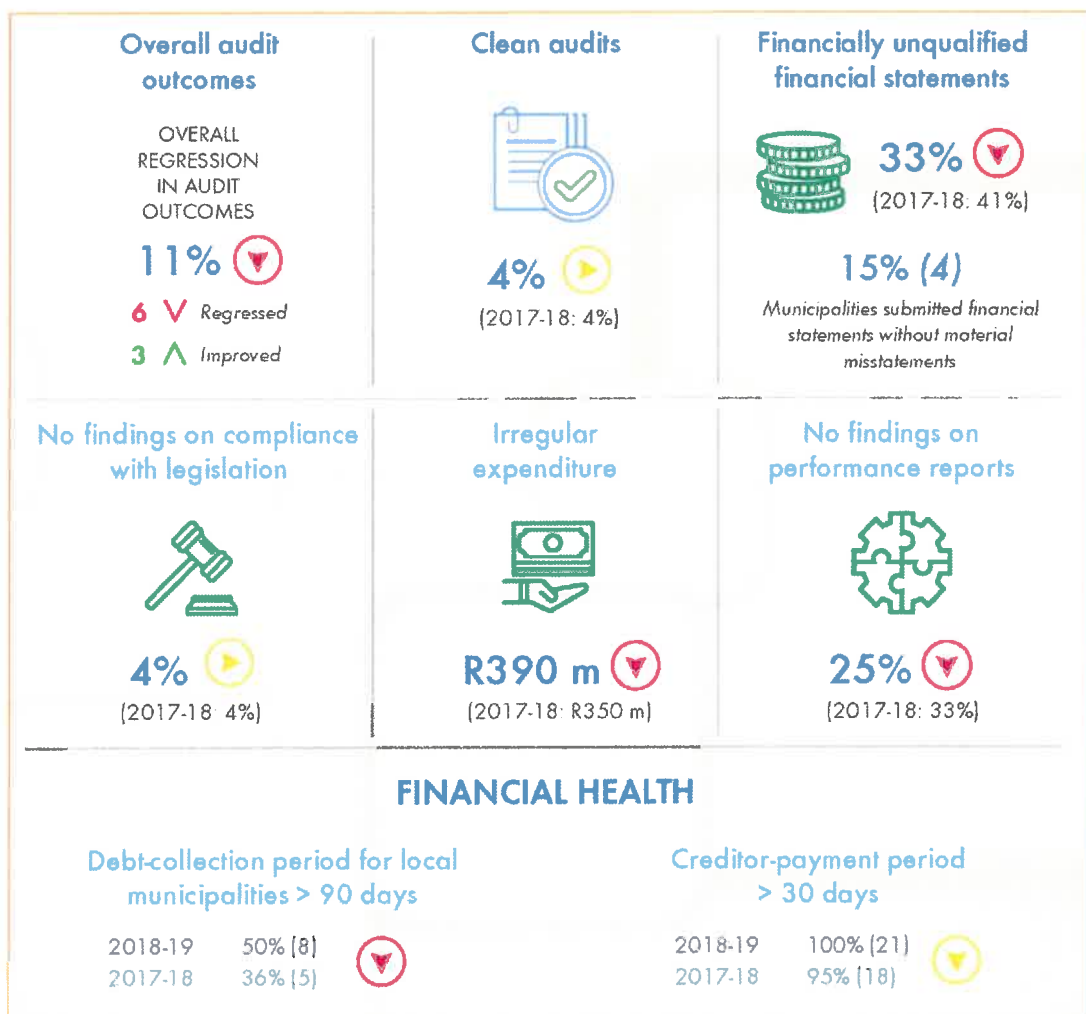
Debt owed to Eskom grew by 39% during the year, amounting to R1,2 billion at the end of the year. Ageing and neglected water and electricity infrastructure resulted in heavy distribution losses. For example, Sol Plaatje lost 26% of its electricity and 62% of its water, despite spending R159 million on repairs to infrastructure.

Only three (11%) Northern Cape municipalities are in good financial health, while the rest are either of concern or in need of intervention (63%). Twelve municipalities incurred a deficit and 15 (56%) were considered to be in a financially vulnerable position at year-end.

Against this backdrop of poor municipal performance, John Taolo Gaetsewe District in Kuruman stands out. It achieved a clean audit on the strength of its sound internal controls and its involved municipal manager and other senior staff members, who set the tone from the top.

Unfortunately, the clean audit status of ZF Mgcawu District regressed to financially unqualified with one compliance finding, as preventative controls were not implemented for competitive bidding. Previously, this municipality had received clean audits for six consecutive years."

(Source: AG: Citizen's Report, MFMA 2018-19)



**Figure 3:** Performance Snapshot: Northern Cape Province

## AUDIT OUTCOMES

### ZF MGCAWU



- ZF Mgcawu DM
- !Kheis LM
- Dawid Kruiper LM
- Kai !Garib LM
- Kgatelopele LM
- Tsantsabane LM

### JOHN TAOLO



- John Taolo DM
- Gamagara LM
- Ga-Segonyana LM
- Joe Morolong LM

### NAMAKWA



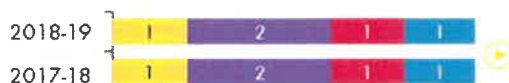
- Namakwa DM
- Hantam LM
- Kamiesberg LM
- Karoo Hoogland LM
- Khai-Ma LM
- Nama Khoi LM
- Richtersveld LM

### PIXLEY KA SEME



- Pixley ka Seme DM
- Emthanjeni LM
- Kareeberg LM
- Renosterberg LM
- Siyancuma LM
- Siyathemba LM
- Thembelihle LM
- Ubuntu LM
- Umsobomvu LM

### FRANCES BAARD



- Frances Baard DM
- Dikgatlong LM
- Magareng LM
- Phokwane LM
- Sol Plaatje LM

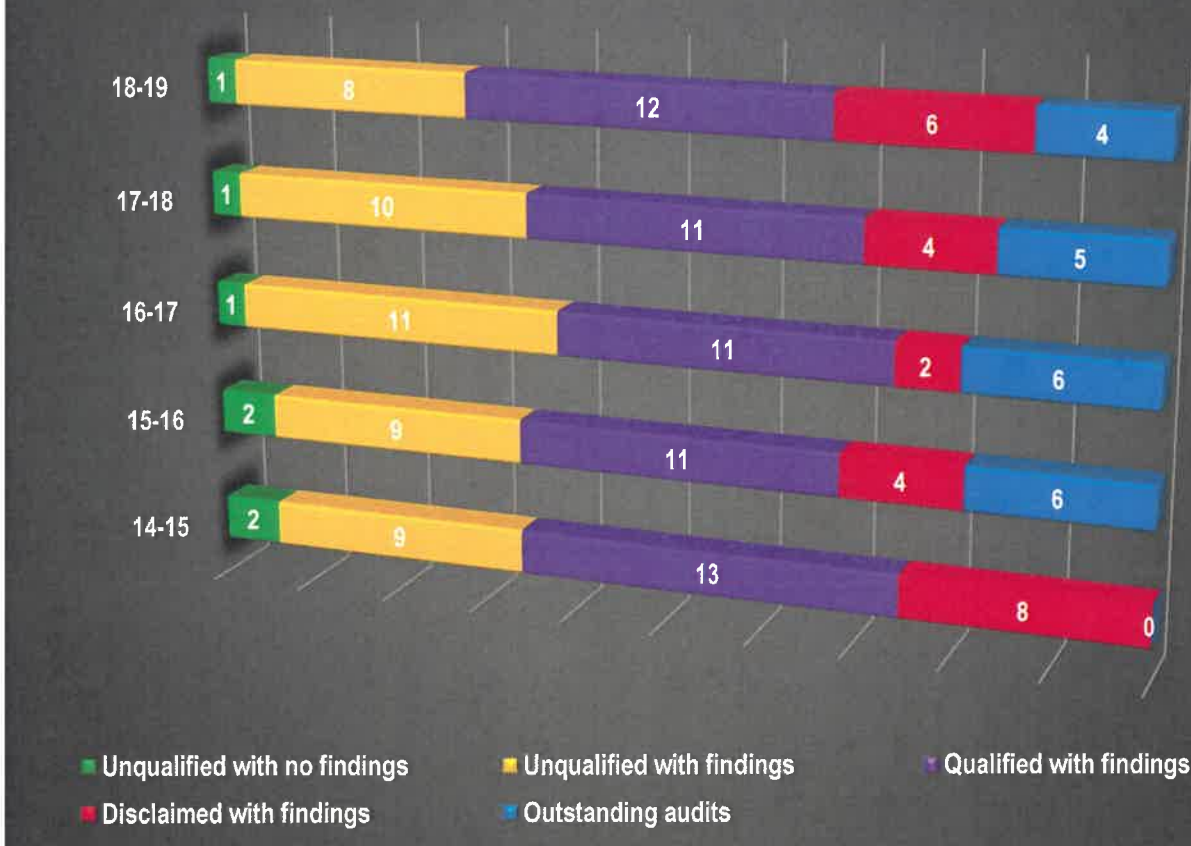


Figure 4: Audit Outcomes: Northern Cape Province

(Source: AG: Consolidated General Report, 2018-19)



## Audit Outcomes 2015 - 2019



**Graph 4:** Five-year Audit Outcome

**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.

The Department prioritises its support to municipalities based on the 2017/2018 Back to Basic interventions, 2018/2019 MFMA audit outcomes, National Treasury interventions (financially distressed), and CoGTA Simplified Revenue Plan.

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

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

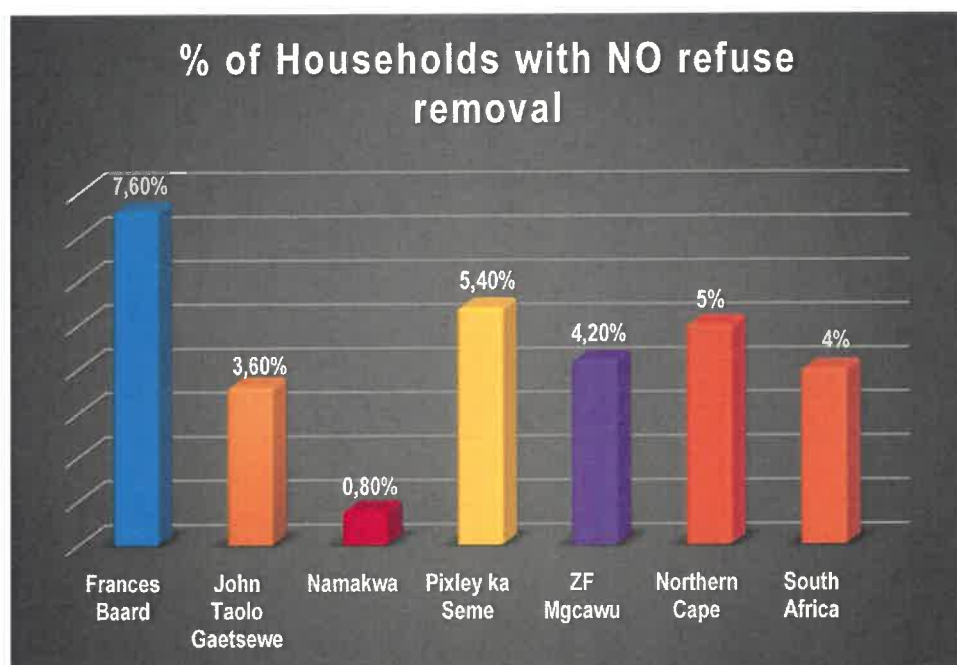
The Survey further indicates that in the Northern Cape, the majority of households (223 667 or 63,2%) have access to a flush toilet connected to a public sewerage system, followed by 34 813 (9,8%) of households using a pit latrine or toilet without a ventilation pipe, while the number of households using 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



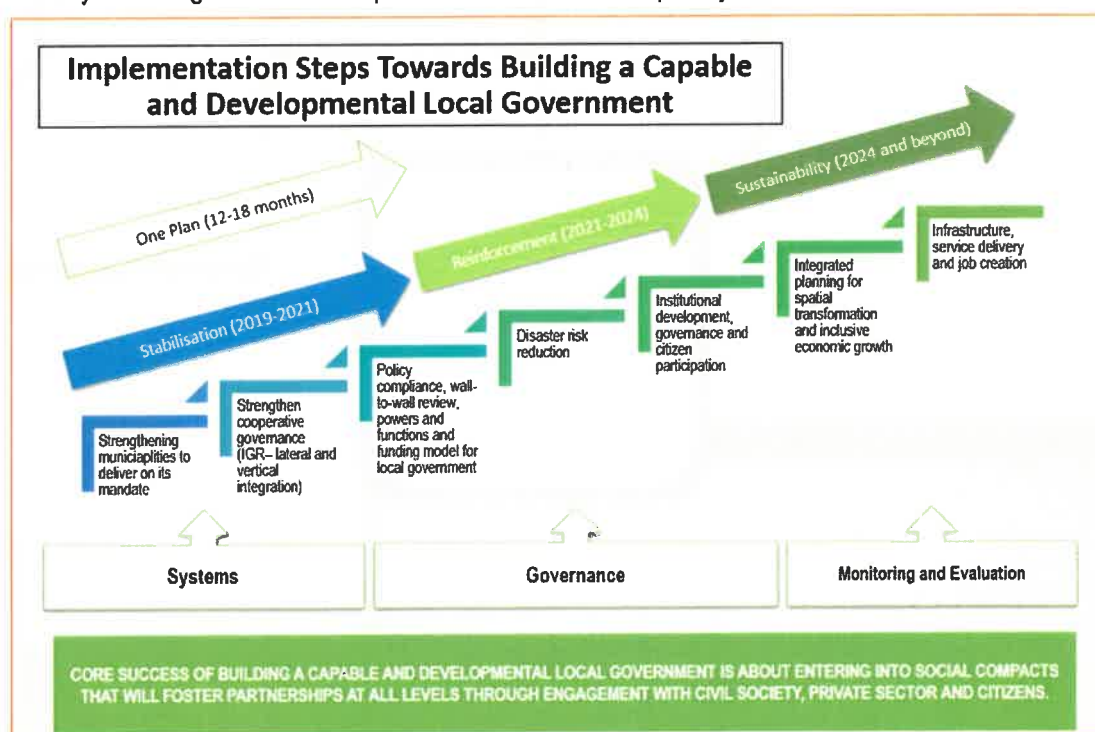
(8,5%). However, the majority of households in the province are using an in-house prepaid electricity meter. This phenomenon is seen across all geographical levels in the province. In Namakwa, 6,5% of households use a solar home system as their main source of energy, followed by households in ZF Mgcawu (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.

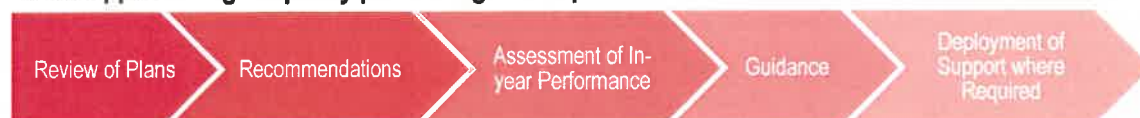
#### **MISA support to low capacity/performing municipalities:**



#### **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	2023/24	2024/25
Governance and Accountability	Continue to strengthen support to municipalities with the aim of maintaining stability and promoting good governance. Ability of the municipality to execute its mandate.	Continuous monitoring of the performance of the identified municipalities and identify other municipalities to receive support.				
Institutional Capacity	Skills development addressing capacity constraints. Improving systems and processes. Section 56 and 57 MSA employee stability. Currently 40 vacancies in NC.		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, Magareng, Dawid Kruiper, Kamiesberg, Hantam, Phokwane, Umsobomvu, Emthanjeni Thembelihle and Nama Khoi	Khai-Ma, Dikgatlong, Richtersveld & Nama Khoi	Gamagara, Ubuntu, Renosterberg, Phokwane & !Kheis	Karoo Hoogland, Ubuntu, Umsobomvu, Emthanjeni & Kgatelopele	Kareeberg, Thembelihle, Siyathemba, Siyancuma & Kai !Garib
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 18/19 (Renosterberg, Phokwane, Tsantsabane & Ga-Segonyana)	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.		Khai-Ma, Dikgatlong, Richtersveld & Nama Khoi	Magareng, Ubuntu, Renosterberg & Phokwane	Gamagara, Ubuntu, Renosterberg, Phokwane & !Kheis	Karoo Hoogland, Ubuntu, Umsobomvu, Emthanjeni & Kgatelopele
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.	Sol Plaatje	Hantam, Kareeberg, Thembelihle, Siyathemba, Siyancuma & Kai !Garib	Karoo Hoogland, Ubuntu, Umsobomvu, Emthanjeni & Kgatelopele	Gamagara, Ubuntu, Renosterberg, Phokwane & !Kheis	Kgatelopele, Phokwane & Joe Morolong



Programme	Description	Municipalities that will be supported				
		2020/21	2021/22	2022/23	2023/24	2024/25
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, Nama Khoi, Emthanjani, Kamiesberg, Phokwane, Thembelihle, Magareng & Hantam	Sol Plaatje, Dawid Kruiper, Dikgatlong, Ga-Segonyana, Gamagara	Magareng, Ubuntu, Renosterberg & Phokwane	Master Plans: Kgatelopele, Tsantsabane, !Kheis & Kail Garib	Master plans: Dikgatlong; Gamagara; Ga-Segonyana; Joe Morolong
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 SMMEs and investors leading to low economic development and high unemployment. (LED strategies, investment plans)	As identified by the province				
Project Preparation	Ensure that prioritised projects are prepared with particular attention paid to infrastructure development		Richtersveld, Nama Khoi, Hantam, Khai Ma, Tsantsabane	Sol Plaatje, Dawid Kruiper, Dikgatlong, Ga-Segonyana, Gamagara	Magareng, Ubuntu, Renosterberg & Phokwane	Master Plans: Kgatelopele; Tsantsabane; !Kheis; Kail Garib
Climate change(drought, water resources)	Persisting drought affecting provincial prosperity. Uncoordinated support by Government to Province. Development of municipal WCWDM strategies.	To be determined				
Monitoring & Implementation Support	Ensure growth in capital spending of municipalities and skill transfer.		Dawid Kruiper, Dikgatlong, Magareng, Gamagara	To be determined		
Township Establishment	Bad planning (i.e. bulk and reticulation misalignment, establishment of informal settlements in towns. Closing of existing mines lead to migration to other towns.		Nama Khoi, Khai-Ma, Tsantsabane, Dawid Kruiper, Dikgatlong, & Ubuntu	Nama Khoi, Magareng, Phokwane, !Kheis & Gamagara, Work in collaboration with Human Settlements	Karoo Hoogland, Umsobomvu, Emthanjani & Kgatelopele	Gamagara, Ubuntu, Renosterberg, Phokwane & !Kheis
IDP review process	Lack of participation of sector departments at municipal level. Lack of planning capacity and driven by junior officials. New District Development Model to address this. Updated Master Plans to inform the IDP.			Projects in Master Plan migrate into IDP and budgets. Hantam	Projects in Master Plan migrate into IDP and budgets.	
Waste Water Treatment Works	Wastewater re-use initiatives. Refurbishment, upgrading etc.			Ga-Segonyana	To be determined	
Waste management	Best practice operation and maintenance. Sludge disposal initiatives. Waste to energy.			Gamagara, Ubuntu, Renosterberg, Phokwane & !Kheis	Karoo Hoogland, Umsobomvu, Emthanjani & Kgatelopele	Major towns to be identified for consideration
Infrastructure financing(Loans) Alternative funding models from Provincial Treasury	Ability to source funding to fast track infrastructure implementation at small municipalities. Private sector participation. Sewer system at Hantam.	Identified through the budget and MIG/INEP allocation				
Innovation & Technology	Developing innovative use of technology to enhance service delivery, management of information and knowledge management.	To be determined				

## 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 second 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 second 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 third 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.

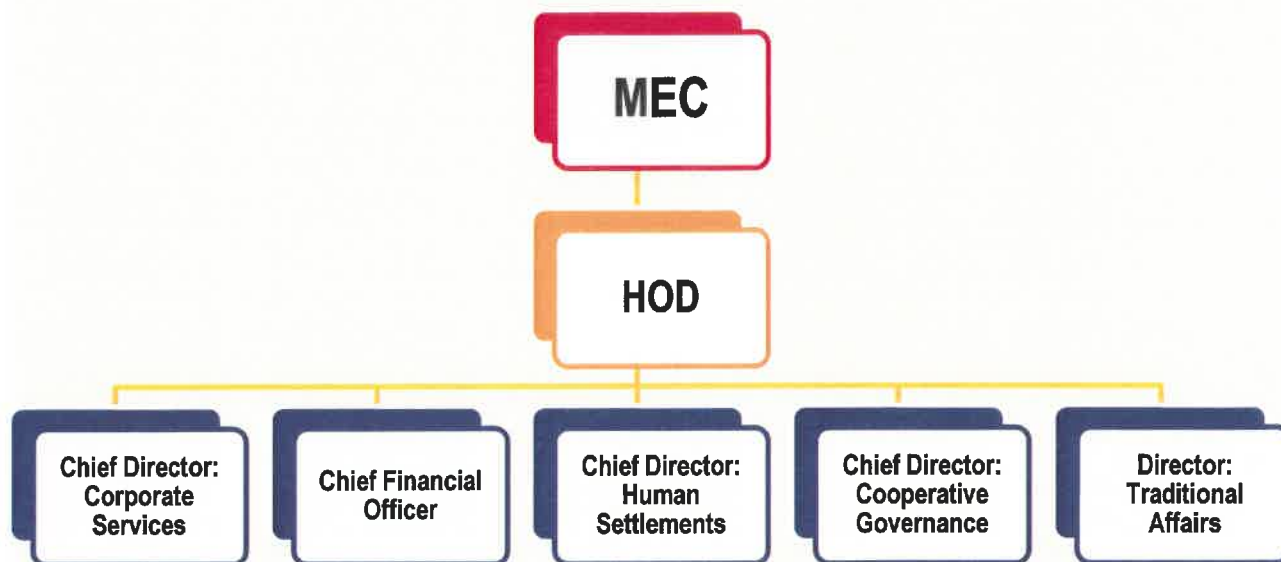
Posts are created and abolished as required within the ambit of legislation/directives/approved submission – this is recorded on PERSAL. Vacant posts are advertised – following the recruitment and selection policy of the Department. Service terminations, transfers, and appointments are also recorded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





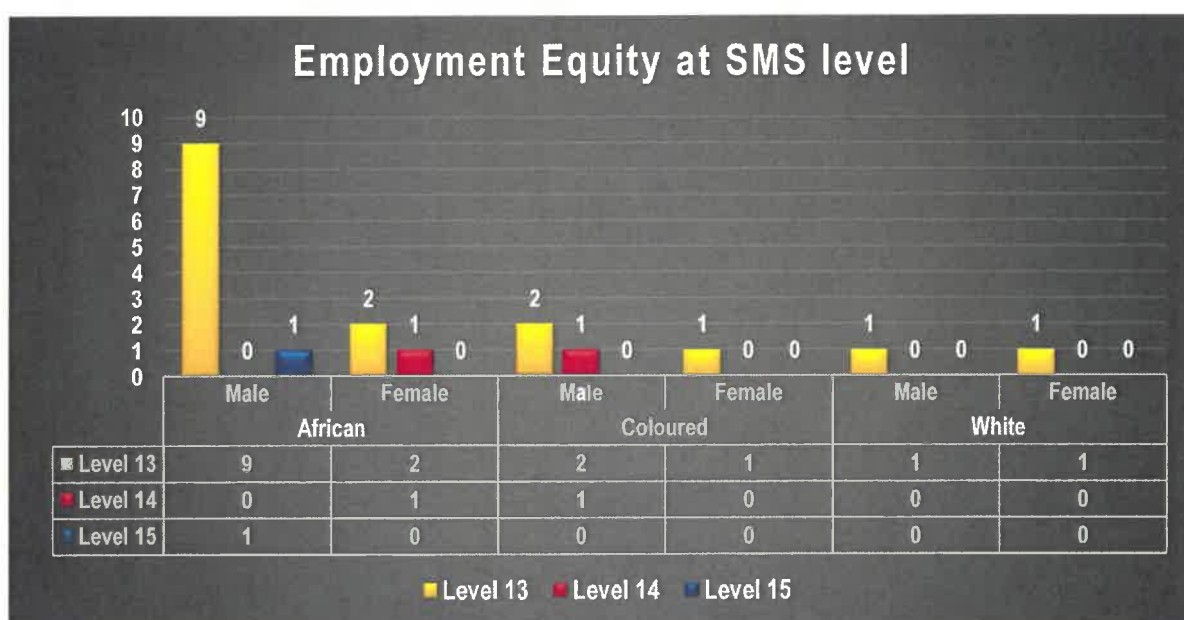
**Figure 6:** Top Structure of the Department

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.

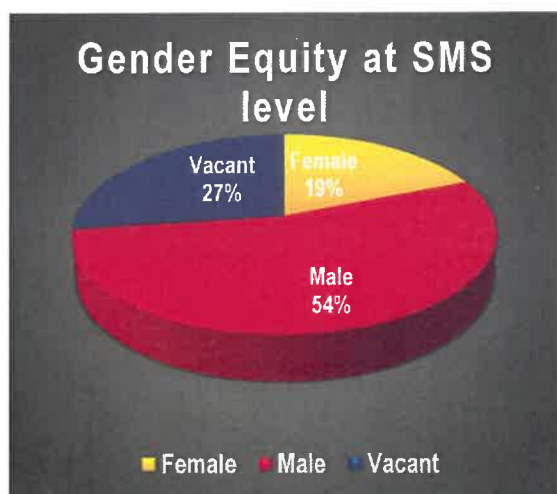
Whilst the SMS equity is on 19%, the overall gender equity in the Department is 55%.

In an effort to address the SMS equity, the Department endeavours to mentor and coach 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.

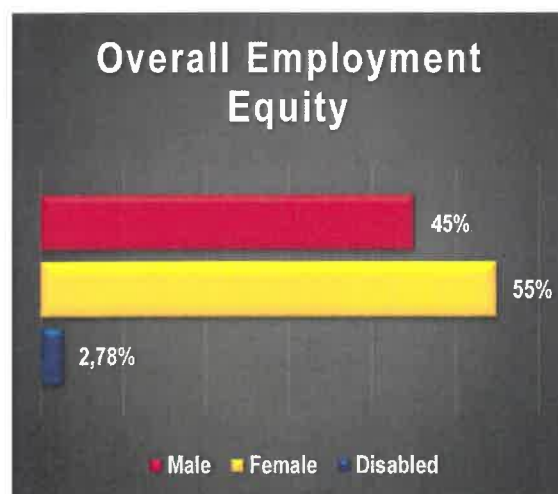
The Department's disability rate is currently at 2,7%, whilst the National target is 2%.



**Graph 6:** Employment Equity at SMS level



**Graph 7:** Gender Equity at SMS level



**Graph 8:** Overall Employment Equity

## Part C: Measuring Our Performance

### 9. Institutional Performance Information

#### 9.1 Measuring the Impact

<b>Impact Statement</b>	<b>Spatial transformation through improved integrated settlement development in collaboration with a capable Local Government sector</b>
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#### 9.2 Measuring Outcomes

<b>MTSF Priority 5: Spatial integration, human settlements and local government</b>				
<b>Outcomes</b>		<b>Outcome Indicators</b>	<b>Baseline</b>	<b>Five-year target</b>
1	Improved audit outcome	Reduced number of matters raised in the Audit report	Unqualified audit with 11 matters	Unqualified audit with no matters
2	Adequate Housing in improved quality living environments	Number of informal settlements upgraded to Phase 2 of the Informal Settlements Upgrading Programme	1	5 informal settlements upgraded to Phase 2
		Number of priority housing development areas invested in	New	Investment in 2 priority development areas
3	Security of Tenure to households in the subsidy market	Number of households securing ownership	13 308	5 450 households with ownership secured
4	Transformation of the Local Government sector	Number of municipalities progressing from dysfunctional to functional	15	15 municipalities progressing from dysfunctional to functional
5	Realizing good governance, peaceful co-existence and development within Traditional Communities	Number of Traditional Councils with inter-sphere relationships	New	8 Traditional Councils with inter-sphere relationships

#### 9.3 Explanation of Planned Performance over the Five-Year Planning Period

<b>Impact Statement</b>	<b>Spatial transformation through improved integrated settlement development in collaboration with a capable Local Government sector</b>
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##### Programme 2:

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

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

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

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

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

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

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

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

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

#### Programme 3:

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

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

#### 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.



## 10. Key Risks

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

## 11. Public Entities

Name of Public Entity	Mandate	Outcomes	Current Annual Budget (R thousand)
n/a	n/a	n/a	n/a

## Part D: Technical Indicator Description (TID)

<b>Impact Statement</b>	<b>Spatial transformation through improved integrated settlement development in collaboration with a capable Local Government sector</b>
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<b>Outcome 1</b>	<b>Improved audit outcome</b>
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<b>Indicator Title</b>	<b>Reduced number of matters raised in the Audit report</b>	
<b>Definition</b>	To address matters raised in the Audit Report of the previous financial year	
<b>Source of data</b>	Audit Report of the Previous Financial Year Audit Action Plan	
<b>Method of Calculation or Assessment</b>	Quantitative:	Manual count of the number of matters reduced
<b>Assumptions</b>	Sufficient Human capacity and Resources	
<b>Disaggregation of Beneficiaries (where applicable)</b>	n/a	
<b>Spatial Transformation (where applicable)</b>	<ul style="list-style-type: none"> <li>Contribution to Spatial Transformation priorities: n/a</li> <li>Spatial impact area: n/a</li> </ul>	
<b>Desired performance</b>	Clean audit outcome - financial statements are free from material misstatements (in other words, a financially unqualified audit opinion) and there are no material findings on reporting on performance objectives or non-compliance with legislation.	
<b>Indicator Responsibility</b>	Chief Financial Officer	

<b>Outcome 2</b>	<b>Adequate Housing and improved quality living environments</b>
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<b>Indicator Title</b>	<b>Number of informal settlements upgraded to Phase 2 of the Informal Settlements Upgrading Programme</b>	
<b>Definition</b>	Phase 2 of the Informal Settlements Upgrading Programme entails the following: <ul style="list-style-type: none"> <li>The acquisition of land where required through negotiation or expropriation;</li> <li>The undertaking of a clear socio-economic and demographic profile of the settlement;</li> <li>The installation of interim services to provide basic water and sanitation services to households within the settlement on an interim basis pending the formalisation of the settlement; and</li> <li>The conducting of pre-planning studies to determine detailed geotechnical conditions and the undertaking of an environmental impact assessment to support planning processes.</li> </ul>	
<b>Source of data</b>	<ul style="list-style-type: none"> <li>Project Readiness Matrix</li> <li>Approved conditional grant business plan</li> <li>Engineering designs (VIP drawings/layout diagram for water, sewer and roads)</li> <li>Bill of Quantities</li> </ul>	
<b>Method of Calculation or Assessment</b>	Quantitative:	Manual count of the number of informal settlements upgraded to Phase 2 of the Informal Settlements Upgrading Programme
<b>Assumptions</b>	Reports from professional service providers are accurate Approval by local authorities Submission of business plans for upgrading by municipalities	
<b>Disaggregation of Beneficiaries (where applicable)</b>	n/a	
<b>Spatial Transformation (where applicable)</b>	<ul style="list-style-type: none"> <li>Contribution to Spatial Transformation priorities: The following informal settlements will be upgraded:               <ul style="list-style-type: none"> <li>~ Lerato Park in Sol Plaatje (Lat Deg: 28.67340000, Long Deg: 24.71560000)</li> <li>~ Churchill 3500 in Joe Morolong (Lat Deg: 31:11:45, Long Deg: 24:56:53)</li> <li>~ Kathu 5700 in Gamagara (Lat Deg: 27:41:15, Long Deg: 23:4:14)</li> <li>~ Postmasburg 4460 in Tsantsabane (Lat Deg: 28:19:26, Long Deg: 23:04:02)</li> <li>~ Promised land 2100 in Ga-Segonyana (Lat Deg: 27:25:35, Long Deg: 23:27:27)</li> </ul> </li> <li>Spatial impact area: The following areas will be impacted:               <ul style="list-style-type: none"> <li>~ Sol Plaatje</li> <li>~ Joe Morolong</li> <li>~ Gamagara</li> <li>~ Tsantsabane</li> <li>~ Ga-Segonyana</li> </ul> </li> </ul>	
<b>Desired performance</b>	5 informal settlements upgraded to Phase 2	
<b>Indicator Responsibility</b>	Chief Director: Human Settlements	

<b>Indicator Title</b>	<b>Number of priority housing development areas invested in</b>	
<b>Definition</b>	PHDAs intends 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. Investment in these areas are	
<b>Source of data</b>	Multi-Year Housing Development Plan Project Pipeline	
<b>Method of Calculation or Assessment</b>	Quantitative:	Manual count of the number of priority housing development areas invested in
<b>Assumptions</b>	Land ownership by municipalities can be a limitation Updated and approved special development frameworks Submission of business plans to populate the project pipeline Integrated planning at local government level	
<b>Disaggregation of Beneficiaries (where applicable)</b>	n/a	
<b>Spatial Transformation (where applicable)</b>	<ul style="list-style-type: none"> <li>Contribution to Spatial Transformation priorities: The following areas will be invested in: <ul style="list-style-type: none"> <li>~ Lerato Park and Carters Glen in Sol Plaatje Municipality</li> <li>~ Pella, Onseepkans and Pofadder in Khai-Ma Municipality</li> </ul> </li> <li>Spatial impact area: The following areas will be impacted: <ul style="list-style-type: none"> <li>~ Sol Plaatje</li> <li>~ Khai-Ma</li> </ul> </li> </ul>	
<b>Desired performance</b>	Investment in 2 priority housing development areas	
<b>Indicator Responsibility</b>	Chief Director: Human Settlements	

<b>Outcome 3</b>	<b>Security of Tenure to households in the subsidy market</b>
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<b>Indicator Title</b>	<b>Number of households securing ownership</b>	
<b>Definition</b>	Accommodating the following processes: <ul style="list-style-type: none"> <li>The approval of the Human Settlements Development Grant (HSDG) Business Plan;</li> <li>The acquisition of land for Local Municipalities;</li> <li>The implementation of Housing Opportunity Projects;</li> <li>The registration of properties; and</li> <li>Submission of monthly DoRA reports.</li> </ul>	
<b>Source of data</b>	<ul style="list-style-type: none"> <li>Approved letter HSDG Business Plan</li> <li>Deed of Sale / Title Deed</li> <li>Engineer's Completion Certificates / Happy Letters</li> <li>Conveyancers Certificate / Title Deed</li> <li>Proof of submission of DoRA reports</li> </ul>	
<b>Method of Calculation or Assessment</b>	Quantitative:	Manual count of the number of households securing ownership according to title deeds registered
<b>Assumptions</b>	<ul style="list-style-type: none"> <li>HSDG Business Plan is approved</li> <li>Land has been acquired</li> <li>Housing projects are completed</li> <li>Consent has been received from the Minister (Section 28(1) certificate issued, when applicable)</li> <li>Lost Title Deed issues has been resolved, where applicable (Regulation 68(1) issues)</li> <li>DoRA reports have been submitted</li> </ul>	
<b>Disaggregation of Beneficiaries (where applicable)</b>	n/a	
<b>Spatial Transformation (where applicable)</b>	<ul style="list-style-type: none"> <li>Contribution to Spatial Transformation priorities: n/a</li> <li>Spatial impact area: n/a</li> </ul>	
<b>Desired performance</b>	7 000 households with ownership secured	
<b>Indicator Responsibility</b>	Chief Director: Human Settlements	

<b>Outcome 4</b>	<b>Transformation of the Local Government sector</b>
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Indicator Title	Number of municipalities progressing from dysfunctional to functional	
Definition	<p><b>Functional:</b> In these municipalities, the basics are in place, and there are innovative practices to ensure sustainability and resilience. This represents the desired (ideal) state for all our municipalities.</p> <p><b>Dysfunctional:</b> In these municipalities, one finds endemic corruption, dysfunctional councils, no structured community engagement and participation systems, and poor financial management leading to continuous negative audit outcomes. There is a poor record of service delivery and service management functions such as fixing potholes, collecting refuse, maintain public places, fixing street lights, etc.</p>	
Source of data	B2B: Local Government Back to Basics Approach (Concept document published by Cogta) Assessment report on functionality of identified municipalities on areas identified for intervention	
Method of Calculation or Assessment	Quantitative:	Manual count of the number of municipalities progressing from dysfunctional to functional
Assumptions	All municipalities report to Province	
Disaggregation of Beneficiaries (where applicable)	n/a	
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> <li>Contribution to Spatial Transformation priorities: n/a</li> <li>Spatial impact area: n/a</li> </ul>	
Desired performance	All municipalities in the Province functional	
Indicator Responsibility	Chief Director: Cooperative Governance	

<b>Outcome 5</b>	<b>Realizing good governance, peaceful co-existence and development within Traditional Communities</b>
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Indicator Title	Number of Traditional Councils with inter-sphere relationships	
Definition	Promote participation of Traditional Leaders in municipal councils in terms of section 81 of the Municipal Structures Act, and encourage cooperative relations for services delivery in traditional communities between the municipality and the traditional councils	
Source of data	Provincial assessment report on Traditional Councils participating in inter-sphere relationships Attendance registers of meetings attended Report from Local House of Traditional Leaders Attendance register and monitoring report on the participation of Traditional Councils in IDP processes	
Method of Calculation or Assessment	Quantitative:	Manual count of the number of Traditional Councils participating in inter-sphere relationships
Assumptions	That the municipalities will create an enabling environment for traditional leaders to participate That the IGR structure is in place and functional That traditional leaders are committed to the process	
Disaggregation of Beneficiaries (where applicable)	n/a	
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> <li>Contribution to Spatial Transformation priorities: The following area will be affected:               <ul style="list-style-type: none"> <li>~ John Taolo Gaetsewe District Municipality</li> </ul> </li> <li>Spatial impact area: The following areas will be impacted:               <ul style="list-style-type: none"> <li>~ Dithakong</li> <li>~ Camden</li> <li>~ Cassel</li> <li>~ Gamorona</li> <li>~ Heuningvlei</li> <li>~ Manyeding</li> <li>~ Batlharos</li> <li>~ Deerward</li> </ul> </li> </ul>	
Desired performance	8 Traditional Communities with sound inter-sphere relationships	
Indicator Responsibility	Director: Traditional Affairs	



## Annexure A: 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		
<b>Housing</b>	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		
<b>Serviced Sites</b>	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	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	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	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	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	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	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	None
	MIG 1529: !Kheis: Gariep Bulk Water Supply	Total projected project cost R7 million	ZF Mgcawu	-28° 37' 00"	21° 46' 00"	!Kheis	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	None
	MIG Dawid Kruiper: Rosedale Sport Grounds	Total project cost R9 million	ZF Mgcawu	-28° 27' 59"	21° 12' 09"	Dawid Kruiper	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	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	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	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	None
	MIG 1518: Kgatelopele: Danielskuil Solid waste disposal site	Total project cost R78 million	ZF Mgcawu	-28° 12' 20"	23° 33' 14"	Kgatelopele	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	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	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	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	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	None
	MIG 1398: Siyathemba: Prieska, Marydale & Niekershoop: 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	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	None
	MIG 1517: Thembelihle: Steynville: Outfall Sewer Phase 2	Total project cost R8 million	Pixley Ka Seme	-29° 36' 51"	24° 5' 57"	Thembelihle	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	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	None
	MIG 1342: Magareng: Ikhutseng Bulk Water Supply and Reticulation	Total project cost R45 million MIG Budget / balance R15 million	Frances Baard	-28° 7' 47"	24° 51' 7"	Magareng	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	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	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	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	None
	MIG 1501: Joe Morolong Ditharapeng/Longhurst Water Supply	Total project cost R11 million MIG budget/balance R3 million	John Taolo Gaetsewe	-26° 51' 8"	23° 34' 33"	Joe Morolong	None
	MIG 1386: Joe Morolong: Kome Water Supply Augmentation	Total project cost R5 million	John Taolo Gaetsewe			Joe Morolong	None
	MIG 1520 Joe Morolong Logobate Construction of Paved Roads & Culvert Bridge	Total project cost R8 million	John Taolo Gaetsewe			Joe Morolong	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	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	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	None