



DEPARTMENT OF COOPERATIVE GOVERNANCE, HUMAN SETTLEMENTS & TRADITIONAL AFFAIRS

ANNUAL PERFORMANCE PLAN 2017/18

NORTHERN CAPE PROVINCE

Foreword


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

The Annual Performance Plan 2017/2018 is vital document that is earmarked to implement the Departmental Strategic Plan of 2015/2020, and is aligned to the MTSF 8 and 9 priorities, which are informed by the aspirations of the National Development Plan. Informed by the government's NDP, this plan highlights the department's strategy and vision for the next three years (MTEF period).

The Department of Cooperative Governance, Human Settlements and Traditional Affairs endeavours to work towards positively improving its performance audit; MPAT 1.4 results; accelerate housing delivery; access to quality basic services. Furthermore, it is the vision of the Department to elevate itself to the position of a leader in advancing good governance, sound administration; financial accountability; and functional traditional structures that render quality services to the rural communities.

The Annual Performance Plan 2017/2018 is an authoritative benchmarking tool utilised to monitor the work done by the Department. This Annual Performance Plan provides a terrain for consistent interruption and rectification where challenges arise in order to eventually deliver on our set mission and vision. The ANC led Government is resolute in delivering its policy mandate in the Northern Cape by implementing the ideals and aspirations of the 2017/2018 Annual Performance Plan.

The compilation and the ultimate implementation of the 2017/2018 Annual Performance reaffirms and buttresses a systematic oversight on Outcomes 8 & 9 of the MTSF which in the main deal with the provision of sustainable human settlements and a responsive local government respectively.



Mr Alvin Botes

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

Official sign-off

Mr R Stander
Chief Financial Officer

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

Mr B S Lenkoe
Acting Head of Department

Mr A Botes
Executive Authority






Table of Contents

PART A: STRATEGIC OVERVIEW		
1	Updated Situational Analysis	Page 8
1.1	Performance delivery environment	Page 9
1.1.1	Administration	Page 9
1.1.1.1	Corporate Services	Page 9
1.1.1.2	Financial Management	Page 11
1.1.2	Human Settlements	Page 11
1.1.3	Cooperative Governance	Page 15
1.1.4	Traditional Affairs	Page 20
1.2	Organisational environment	Page 20
2	Revisions to legislative and other mandates	Page 22
3	Overview of 2017/18 - 2019/20 budget and MTEF estimates	Page 23
PART B: PROGRAMME AND SUB-PROGRAMMES PLANS		
4	Programme 1: Administration	Page 25
4.1	Strategic objective annual targets for 2017/18 - 2019/20	Page 25
4.2	Programme performance indicators and annual targets for 2017/18 - 2019/20	Page 26
4.3	Quarterly targets for 2016/17	Page 27
4.4	Reconciling performance targets with the Budget and MTEF	Page 28
5	Programme 2: Human Settlements	Page 29
5.1	Strategic objective annual targets for 2017/18 - 2019/20	Page 30
5.2	Programme performance indicators and annual targets for 2017/18 - 2019/20	Page 31
5.3	Quarterly targets for 2016/17	Page 32
5.4	Reconciling performance targets with the Budget and MTEF	Page 32
6	Programme 3: Cooperative Governance	Page 33
6.1	Strategic objective annual targets for 2017/18 - 2019/20	Page 34
6.2	Programme performance indicators and annual targets for 2017/18 - 2019/20	Page 37
6.3	Quarterly targets for 2016/17	Page 38
6.4	Reconciling performance targets with the Budget and MTEF	Page 39
7	Programme 4: Traditional Affairs	Page 40
7.1	Strategic objective annual targets for 2016/17- 2018/19	Page 41
7.2	Programme performance indicators and annual targets for 2017/18 - 2019/20	Page 41
7.3	Quarterly targets for 2016/17	Page 42
7.4	Reconciling performance targets with the Budget and MTEF	Page 42
PART C: LINKS TO OTHER PLANS		

8	Links to the long-term infrastructure and other capital plans	Page 43
9	Conditional Grants	Page 43
10	Public Entities	Page 44
11	Public-private partnerships	Page 44
ANNEXURES		
ANNEXURE D: CHANGES TO STRATEGIC PLAN AND ANNUAL PERFORMANCE PLAN		Page 46
ANNEXURE E: TECHNICAL INDICATOR DESCRIPTIONS		Page 72

Acronyms

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

PAIA	Promotion of Access to Information Act (Act 2 of 2000)	OTP	Office of the Premier
PAJA	Promotion of Administrative Justice Act (Act 3 of 2000)	SCM	Supply Chain Management
PAR	Provincial Assessment Rating	SDBIP	Service Delivery and Budget Implementation Plan
PERSAL	PERsonnel and SALary Information System	SDF	Spatial Development Framework
PFMA	Provincial Financial Management Act	SHERQ	Safety, Health, Environment, Risk & Quality
PIGF	Provincial Intergovernmental Forum	SLA	Service Level Agreement
PMS	Performance Management System	SMME	Small, Medium and Micro-sized Enterprises
POE	Portfolio of Evidence	SMS	Senior Management Service
ProvJoc	Provincial Joint Operation Centre	SPISYS	Spatial Planning Information System
PSETA	Public Service Sector Education and Training Authority	SPLUMA	Spatial Planning and Land Use Management Act
PT	Provincial Treasury	StatsSA	Statistics South Africa
ROD	Record of Decision	TC	Traditional Council
SALGA	South African Local Government Association	TOR	Terms of Reference
SARS	South African Revenue Service	WSA	Water Services Authority
SASSA	South Africa Social Security Agency	WSP	Water Services Providers

Part A: Strategic overview

1. Updated situational analysis

Introduction

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

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, more dynamic and 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, 28).

The NDP highlights the need for well-run and effectively coordinated state institutions with skilled public servants who are committed to the public good and capable of delivering consistently high quality services, while prioritising the nation's developmental objectives.

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

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

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

It is therefore necessary to take steps needed to strengthen skills, enhance morale, clarify lines of accountability, build an ethos of public service, implement applicable policies, capacitate staff and traditional leaders, openness and transparency, in a bid to achieve service delivery targets, good governance and accountability.

1.1 Performance Delivery Environment

1.1.1 Administration

The administration is responsible for management practices that are based on norms and standards and best practice both locally and internationally. Organizational productivity is measured by the quality and quantity of these management and administrative practices and performance against delivery to citizens.

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

The National Development Plan 2030 asserts that improved Human Resource capacity in departments is critical for the effective implementation of the steps identified above as well as the broader professionalism of individual departments. The department has since appointed officials in different capacities to support its mandates. However, the department needs to equip human resource professionals to enforce rules and implement administrative processes, but also to advise senior management on all aspects 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 espoused in Chapter 10 of the Constitution of South Africa.

1.1.1.1 Corporate Services

Organisational Structure

The organisational structure of the department, which was approved in 2008, applies and it does so despite changes that occurred in the staff establishment, following retirements, resignations, transfers and promotions. Over the 2015/2020 MTSF, COGHSTA will review its organisational structure through capacity and functionality assessments and best practice benchmarks. So far, review of the organisational structure has been completed and the proposed organisational structure document has been submitted to DPSA for assessment.

Human Resource Development

The NDP highlights the importance of adopting a more long-term approach to developing the skills and professional ethos that underpin a development-oriented public service. Critically, the state has to be proactive about producing and reproducing the skills that it needs. This include ensuring that the work environment is conducive for learning to take place on the job. During 2016/2017, the department provided training to 230 officials, which by far, exceeded its annual target of 260 officials. The training interventions comprised a variety of courses ranging from a driver's license to advanced management and post-graduate programs. The department sets itself to train 280 officials during 2017/18.

Employee Performance Management System

There are a number of challenges in the area of Employee Performance Management and Development System (EPMDS) for different categories of employees including Senior Management. These include cases where performance agreements (PAs) are not developed, the provision of feedback and cases where the outcome of the

assessments do not adequately reflect the link between individual and organizational performance. The department has effected disciplinary action against officials who failed to comply with EPMDS policy. There is also a danger that an overly complex performance assessment system is creating perverse incentives.

Recruitment and placement

The department executes the core responsibility for recruitment and skills development. The key challenge that affects service delivery is the high vacancy rate, which takes long to time to fill vacant positions. The blockages in the filling of posts are usually caused amongst other things, by the lack of delegation of authority. In this regard, filling of posts remains a centralised function as opposed to delegated. The difficult economic situation also presents a department with a challenge of cost-containment that in part, hinders 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.

Labour relations

The department is also charged with the responsibility to coordinate labour relations and discipline management. These functions have been centralised at provincial office and the department makes use of internal skilled labour relations and legal services personnel to handle cases and matters thereto. The department also makes use of various forums to achieve the above. These include the management of collective bargaining council for the public service and other sectoral councils.

General Support Services

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

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 situation is exacerbated by a vacant position of records manager for the past three years. The department undertakes to train records officials in all registries and fill the vacant position of records manager to address challenges in this area.

Abuse of fleet and petrol cards remains a challenge facing the department. The department is putting into place strict controls that include disciplining officials found to have acted outside Transport Policy and departmental fleet management policy. The department further plans to use tracking devices and biometric measures to combat abuse of government vehicles and petrol cards.

Policy, Planning, Monitoring and Evaluation

The department has experienced serious challenges around production of strategic plans and annual performance plans that are aligned to the Framework for the Development of Strategic Plans and Annual Performance Plans, culminating in sharp variances manifesting in the quarterly and annual performance reports. Lack of verification of reports

by means of sourcing evidence has largely, led to audit qualification, since performance data was found to be lacking in terms of usefulness and reliability. To turn around the situation, the department has since restructured and beefed up the PPME directorate by transferring three professionals into the unit and provided training in monitoring and evaluation.

1.1.1.2 Financial Management

The irregular expenditure, lack of adherence with procurement processes and budget spending are some of the challenges that were flagged by the Auditor General during the 2015/16 period. This happened despite the department obtaining unqualified audit opinion. Matters raised in the AGSA Report have been included in the departmental audit improvement plan for action. The department has since separated SCM from Financial management, and allocated such responsibilities to two senior managers, in order to turn around the situation.

1.1.2 Human Settlements

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

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

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

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

(Source: Statistics South Africa, 2016)

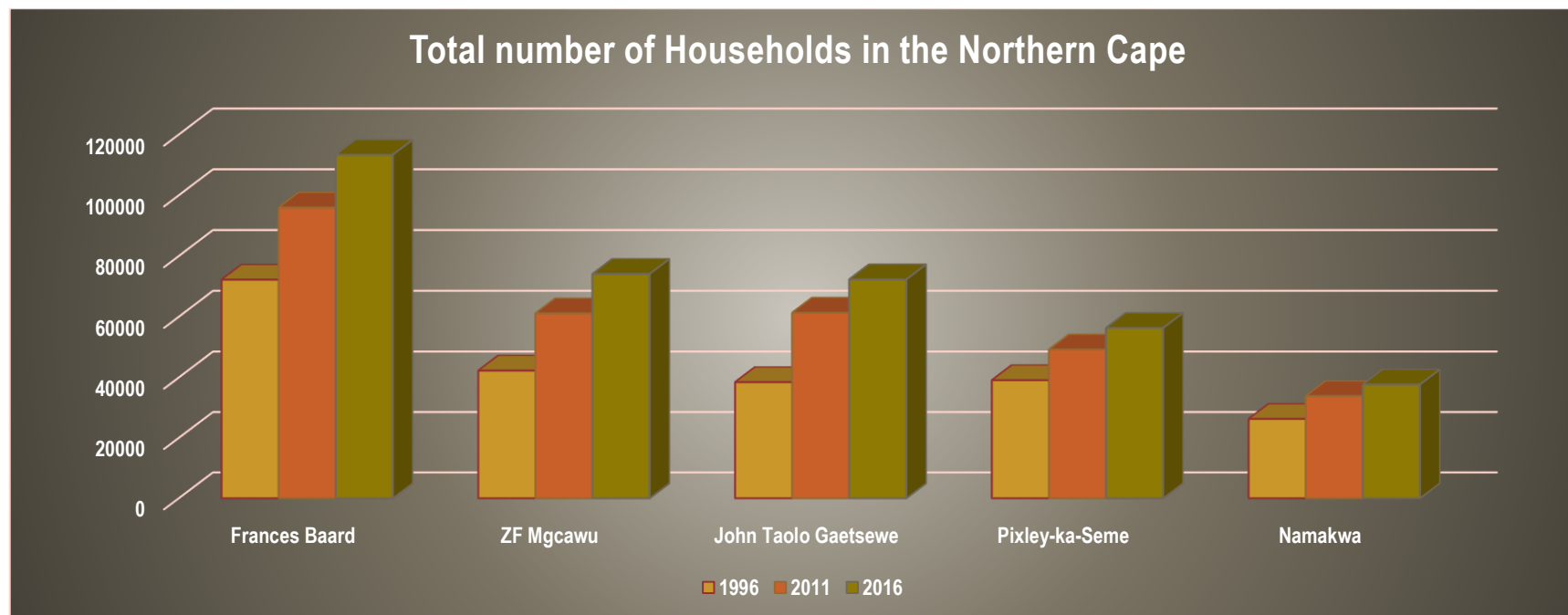


Figure 1: The total number of Households in the Northern Cape for the period 1996 to 2016

The total number of households in Northern Cape increased over the period 1996 to 2016, from 218 339 to 353 709 households respectively. Frances Baard district has the biggest proportion of households when compared to other districts in the province, with 113 330 households. This is equal to a 32.0% share of the total number of households in the province. Namakwa district had the least proportional share in the number of households when compared to other districts with 37 669 households (10.6%) (Source: Survey 2016, South Africa).

As from 2011 to 2016, the Northern Cape experienced an increase in the proportion of households living in formal dwellings. Namakwa district has the highest proportion of households occupying formal dwellings when compared to other districts in the province at 95.2 %, followed by Pixley ka Seme at 89.0%. John Taolo Gaetsewe district had the biggest percentage increase in the proportion of households living in formal dwellings from 76.6% in 2011 to 83.8% in 2016. There was also a decrease in the proportion of traditional dwellings in this district municipality. (Source: Community Survey, 2016 Statistics South Africa)

The province experienced a decrease in the proportion of households whose main source of water for drinking is piped water inside the dwelling, yard, or community stand. The proportion of households with access to this source of drinking water declined by 11,4% over the years 2011 to 2016. John Taolo Gaetsewe district shows the biggest decline in the proportion of households having access to piped drinking water inside the dwelling, yard, or community stand.

(Source: Community Survey, 2016 Statistics South Africa, 2016)

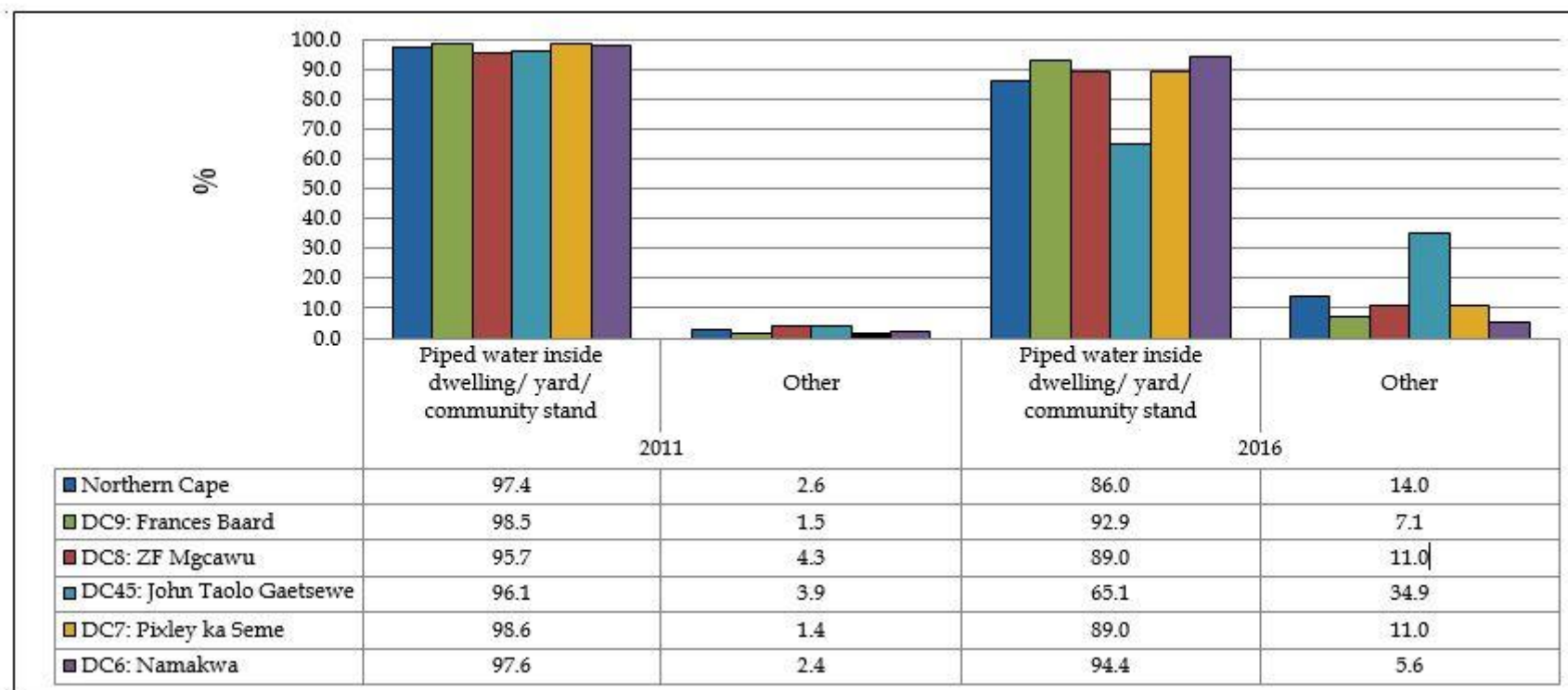


Figure 2: Households with access to piped drinking water in Northern Cape, 2011-2016

Households with access to improved sanitation in the Northern Cape, 2011-2016 increased in the proportion of households with access to improved sanitation in Northern Cape. This happened despite the fact that there was a drop in the sanitation access for the ZF Mgcawu district between 2011 and 2016. However, the district still had the highest proportion of households with access to improved sanitation facilities when compared to other districts in the province at 89,0%, followed by Frances Baard at 83,1%. Namakwa district had the highest percentage increase in the proportion of households with access to sanitation (+8,4%) from 71.7% in 2011 to 80.1% in 2016. John Taolo Gaetsewe district had the least proportion of households with access to improved sanitation facilities when compared to other districts with only 31.4% of households having access to flush or chemical toilets in 2016.

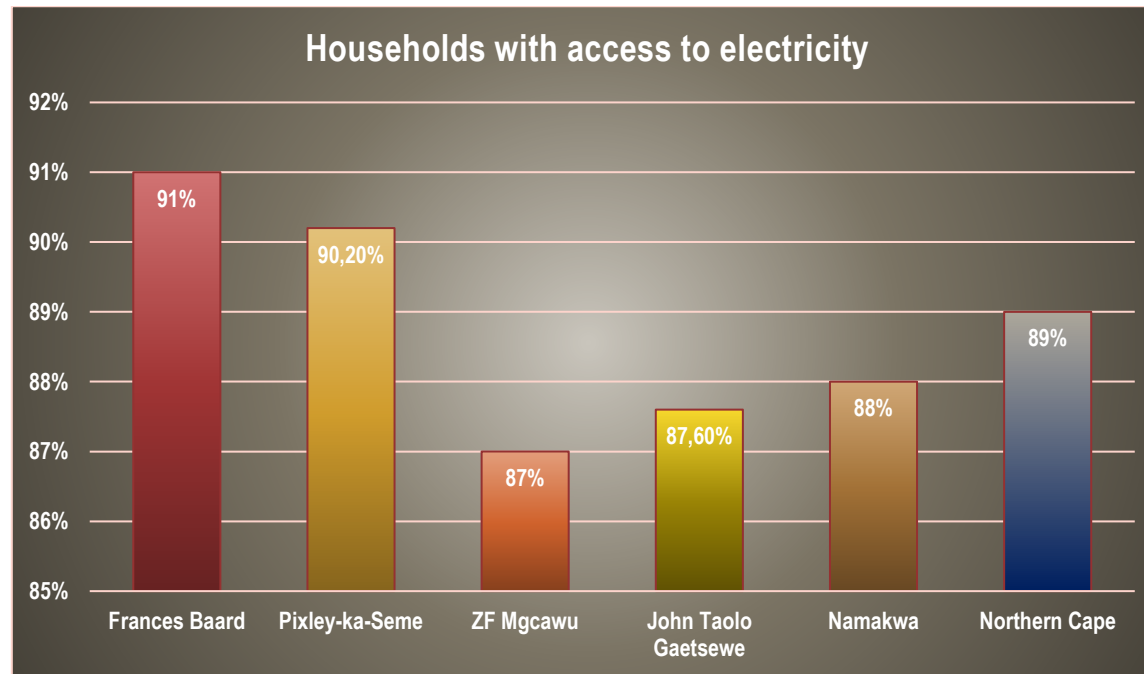


Figure 3: Households with access to electricity in the Northern Cape, 2011-2016

In 2016, households with access to electricity in the Northern Cape stands as follows:

- Frances Baard and Pixley ka Seme have the highest proportions of households with access to electricity at 91.0% and 90.2% respectively in 2016.
- Namakwa, John Taolo Gaetsewe and ZF Mgcawu districts have the least proportions of households with access to electricity at 88%, 87,6% and 87.0% respectively
- In the Northern Cape overall, 89% of households have access to electricity.

(Source: Community Service, Statistics South Africa, 2016).

In terms of the data as per Community Survey 2016 of Stats SA the total housing needs, including informal settlements, traditional rentals and backyard rentals has slightly increased by a percentage. However, the backlogs for informal settlements accounts for 50,953 of the total housing needs as per the Northern Cape Informal Settlements Strategy (2014).

However, the Department of Cooperative Governance, Human Settlements & Traditional Affairs will implement all policies and plans such as the new National Housing Code, 2009, which is aimed at simplifying the implementation of housing projects by being less prescriptive, while providing clear Guidelines. The Housing Code, furthermore, sets out the underlying Principles, Guidelines, Norms and Standards, which apply to Government's various Housing Assistance Programmes, which were introduced since 1994

and subsequently updated. The most important part of the Housing Code relevant to informal settlements is Part 3: Upgrading Informal Settlements. Part 2 of the Housing Code is setting out the Policy Context for the upgrading of informal settlements. It states that upgrading will take place on a progressive basis in a phased development approach that is flexible, needs-orientated, optimised use of existing land and infrastructure; and facilitates community participation in all aspects of development.

In addition, Comprehensive Plan for Sustainable Human Settlements (BNG) (2004) remains an important document that gives effect to the National Human Department's mandate in terms of the provision of adequate housing to all, with reference to Section 26 of the Constitution. This plan endeavours to improve the quality of housing and housing environments by integrating communities and settlements, while retaining the Basic Principles of the Housing White Paper. Simply, the Plan provides for a shift in focus from providing housing to creating sustainable human settlements.

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

1.1.3 Cooperative Governance

The mandate of the department is to monitor and support 31 municipalities of the Northern Cape, in carrying out their service delivery and development responsibilities akin to the developmental state. The core services that local government renders, include, clean drinking water, sanitation, electricity, shelter, waste removal and roads. All these services are basic human rights, which are essential components of the right to dignity enshrined in the Constitution and the Bill of Rights. Most citizens interface with government at local government level; hence, its fundamental ethos must be about serving people. Since 1994, local government has been a primary site of service delivery. Tremendous progress has been made in delivering water, sanitation and refuse removal at all levels of municipality.

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 the quality of life.

The Context for the Back to Basics Concept and Approach

- The White Paper on Local Government and the Municipal Structures Act, provided that district municipalities should fulfil the following developmental mandates:
- Ensuring integrated development planning for the district as a whole;
- Providing district-wide bulk infrastructural development and services;
- Building capacity of local municipalities in its area to perform their functions and exercise their powers, where such capacity is lacking;
- Promoting equitable distribution of resources between local municipalities in its area to ensure appropriate levels of municipal service within the area
- Developmental local government remains the visionary foundation for the continuing reconstruction and development of our country. The Local Government White Paper developed a vision of local government as a key component of the developmental state.
- In pursuit of that vision, basic services, social services, and civil and political rights, including participatory governance, have been progressively extended to more citizens than ever before.
- It is recognized however, that despite our delivery achievements, much still needs to be done to improve the performance of local government.

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

1. *Putting people and their concerns first*
The Provincial Public Participation Forum and District Public Participation forums have been established to support and monitor municipalities with the development and implementation of the Ward Operational Plans, election of Ward Committees and the CDW Programme.
2. *Supporting the delivery of municipal services to the right quality and standard*
COGHSTA is supporting municipalities in updating of their indigent registers. Office of the Premier, COGHSTA, SALGA and Provincial Treasury successfully intervened to stay the disconnection of electricity in four municipalities by ESKOM. A National Task Team to develop an implementation plan on ESKOM repayments. All community protests were closely monitored by the Provincial Joint Operations Centre (ProvJoc) and reported to the National Operation Centre (NatJoc).
3. *Promoting good governance, transparency and accountability*
Premier's IGR Forum commits its commitment to work towards achieving Operation Clean Audit. This will be realised by ensuring that both Operation Clean Audit Action Plan and Back to Basics Programme of Action Plan are implemented fully.
4. *Ensuring sound financial management and accounting*
Section 136/137 of MFMA intervention was instituted to develop Financial Recovery Plans. Payment Plan agreements being negotiated between municipalities and ESKOM to service debt over periods between 6 and 48 months. Provincial Treasury has appointed consultants to assist with the compilation of Annual Financial Statements (AFS).
5. *Building institutional resilience and administrative capability*
Municipalities are being assisted to streamline their management practices through the Local Government Municipal Improvement Model. During the 2015/16 financial year, the following municipalities were supported to prepare and develop their management improvement plans on management practices namely Sol Plaatje, Joe Morolong, Siyathemba, Kai !Garib and Khai Ma for the 2016/17 financial year, the model was introduced to five more municipalities viz Gamagara, Thembelihle, Umsobomvu, Kareeberg and !Kheis. All municipalities with vacancies will be assisted with advertisements, shortlisting, and interviews to ensure the vacancies are filled within three (3) months from the declaration of the new councils.

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

Well Performing	At Risk	Dysfunctional
Frances Baard DM	Gamagara	Mier
ZF Mgcawu DM	Phokwane	!Kheis
	Magareng	!Kai Garib
	Kareeberg	Kgatelopele
	Ubuntu	Dikgatlong
	Kai-Ma	Tsantsabane
	//Khara Hais	Joe Morolong
	Sol Plaatje	Ga-Segonyana
	Richtersveld	Renosterberg
	Namakwa DM	Siyancuma
	Hantam	Nama Khoi

Well Performing	At Risk	Dysfunctional
	John Taolo Gaetsewe DM	Siyathemba
	Pixley ka Seme DM	Thembelihle
	Emthanjeni	Karoo Hoogland
	Umsobomvu	Kamiesberg
2	15	15

Our assessment further revealed vulnerabilities in the following municipalities within this category, which required greater support and even interventions to ensure that they do not regress further into dysfunctionality:

- Dikgatlong
- Renosterberg
- Nama Khoi
- Siyathemba

Some of the municipalities in this category have demonstrated significant stability and improvement. These include Siyancuma, !Kheis and Thembelihle, despite political challenges in the latter two.

Of the “At Risk” municipalities, the following municipalities have deteriorated to a point of “dysfunctional”:

- Magareng
- Ubuntu
- Hantam

A Ten-Point Plan was developed in line with the priorities of the 2nd Phase of the B2B Programme.

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

Ten-point Plan	Activities to address each Point
	<ul style="list-style-type: none"> • Issues of metering and credibility of data and bills; • Address tariff setting challenges; • Non-revenue electricity and water, e.g. System losses (e.g. leaking pipes, house connection leaks, storage overflow), Commercial losses (e.g. billing anomalies, metering errors, water theft, Electricity theft • Address government debt, municipal debt, business and residents debt; and • Other critical issues related to revenue generation by municipality.
4. Appointment of Senior Managers in Municipalities	<ul style="list-style-type: none"> • Analysis of the current state of affairs, data on vacancies, number of senior managers compliant with minimum competency regulations, number of senior managers affected by the National Treasury CPMD competency requirements, number of senior managers contract coming to an end; • Strong oversight over the pre – election and post - election phases as it relate to illegal cancellation of contracts and removal of senior managers and costs implications and court challenges on municipal budgets; • Strategy for monitoring the post- election tasks, in relation to new appointments and meeting appropriate skills requirements; • Affordable organogram aligned to core business; • Resolve the misalignment between NT and COGTA regulations on minimum competency requirements
5. Service and Infrastructure	<ul style="list-style-type: none"> • State of municipal technical capacity and capability, in terms of Technical Units organograms, alignment of structure with core function, existing capacity and vacancies; • Analysis of the municipal absorption capacity and capability to manage infrastructure grants, e.g. whether all critical post are filled with appropriate expertise and critical functions such as BTO's and SCM's are in place; • Increase access to quality, reliable and sustainable basic levels of service in 27 prioritised districts, through diagnostic analysis leading to support and intervention to address key challenges • Put in place regional support contractors to assist municipalities to improve infrastructure delivery and operation • Mobilise more funding for rehabilitation, refurbishment and replacement of ageing infrastructure, from government grants and loan funding • Make municipal infrastructure procurement more efficient and effective through putting in place national framework contract
6. Implementation of Forensic Reports	<ul style="list-style-type: none"> • State of forensic reports, (collation of the forensic investigation undertaken by Province and Municipalities); • Analysis of the reports; • Status of reports in Councils and consequence management and accountability; • Monitor municipal implementation plans; and • Role of MEC and other agencies in enforcing consequence management
7. Metropolitan B2B Programme (Not applicable in Northern Cape)	<ul style="list-style-type: none"> • Priorities issues that have immediate impact on the citizens; • Better understanding of the complexity of urban voter/variety of needs and interest to serve; • Effective complaints management systems and improving frontline services; • Enforcement mechanisms for service norms and standards, quicker response times and improve communication/feedback to citizens; • Provision of interim services to informal settlements; • Role of Metro in the declining economy – infrastructure investment that stimulate economy <i>(These municipalities are key drivers of economic growth and economic activity. Metropolitan cities and large towns produce 80% of the country's GVA and are home to 69% of the population)</i> • Visible and impactful spatial transformation and integration initiatives
8. Strengthen Roles of District Municipalities	<ul style="list-style-type: none"> • Clarify allocation and distribution of powers and functions; • Regional integrated planning and delivery of services • District and local IGR coordination model • Shared service model and strong district support plans for weaker local municipalities
9. Spatial Regional Integration Zones/Spatial Contracts	<ul style="list-style-type: none"> • The development of a spatial development strategy for various localities and spaces <i>(District, Locals, small vibrant towns, mining towns and possible new towns)</i> • The development of an infrastructure development/implementation plan to underpin the spatial development programme. The plan should outline the infrastructure requirements (catalytic regional and local infrastructure projects) in support of the proposed development and financial modelling;

Ten-point Plan	Activities to address each Point
	<ul style="list-style-type: none"> • The development of more detailed spatial development strategies for individual municipalities/towns/growth points which nest with the district strategies; • High-level designs/conceptual frameworks for the new cities/towns; and • The development of programmes of action (and the projects associated with each) at both District and municipal level and the sequencing of actions (across all spheres) that need to give effect to the plan.
10. Strengthen Capacity and Role of Provincial CoGTA Departments	<ul style="list-style-type: none"> • Clarify core functions and mandates/structure (<i>constitutional and Legislative</i>) • Empowering provisions and levers • Capacity and expertise required • Operational and Funding model • Municipal support plans

As part of the Back-to-Basics Approach which it has adopted since its inception in 2014, the Department of Cooperative Governance, Human Settlements & Traditional Affairs has prioritized its support to dysfunctional local municipalities, which include Kgatelopele, Phokwane, Magareng, Dikgatlong, Renosterberg, Tsantsabane, Siyathemba and Ga-Segonyana. These local municipalities face a plethora of challenges that lead disclaimer audit outcome, as follows:

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

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

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

These interventions have already started to show success as follows:

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

- Municipalities are increasingly improving their audit outcomes and the appointment of qualified and competent senior managers. Section 106 investigations are conducted where it is necessary.
- A MOU has been approved by the Executive Council to transfer the Municipal Finance from COGHSTA to Provincial Treasury
- The Province is also following the Back to Basics Ten Point Plan targeted at municipalities that received disclaimers namely Namakwa, John Taolo Gaetsewe and Pixley ka Seme to clean audits and targeted support with the appointment of senior managers at municipal level.

1.1.4 Traditional Affairs

During 2016/17, the appointed anthropologist has been able to update genealogies of royal families. Traditional leadership disputes and claims have been attended to, and at most, resolved. The Provincial House of Traditional Leaders in partnership with Phokwane Local Municipality and communities of John Taolo Gaetsewe have come together to deal with deaths and painful incidents that are caused by illegal initiation schools. There was consensus among key stakeholders that initiation schools need to be regulated.

The Houses of Traditional Leaders have been performing their legislative mandates with aplomb. The Provincial House of Traditional Leaders has been participating in national and inter-provincial forum meetings such as Chairpersons' Forum and Secretaries' Forum. Provincial House members who serve as members of the National House of Traditional Leaders continue to play a critical role in the promotion of traditions, customs and culture. The Provincial Government continues to hold formal engagements with the leaders of the Khoi-San groupings on matters affecting service delivery and future possibilities of future inclusion of Khoi-San leaders into formal leadership structures. Finally, the department assists traditional councils with financial management issues, auditing of books and ensuring good governance.

1.2 Organisational environment

As at 31 March 2016 the Department had a staff complement of 760 employees. The vacancy rate stands at 4.3%. 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 Department worked with the consultants to review the organizational structure, which has since been submitted to the Department of Public Service and Administration for further processing. The Department has taken a proactive approach to ensure that all critical posts are filled so that service delivery is not compromised. The Department is currently adopting and implementing policies, initiatives and functions that flow from the National Departments of Co-operative Governance, Human Settlements and Traditional Affairs.

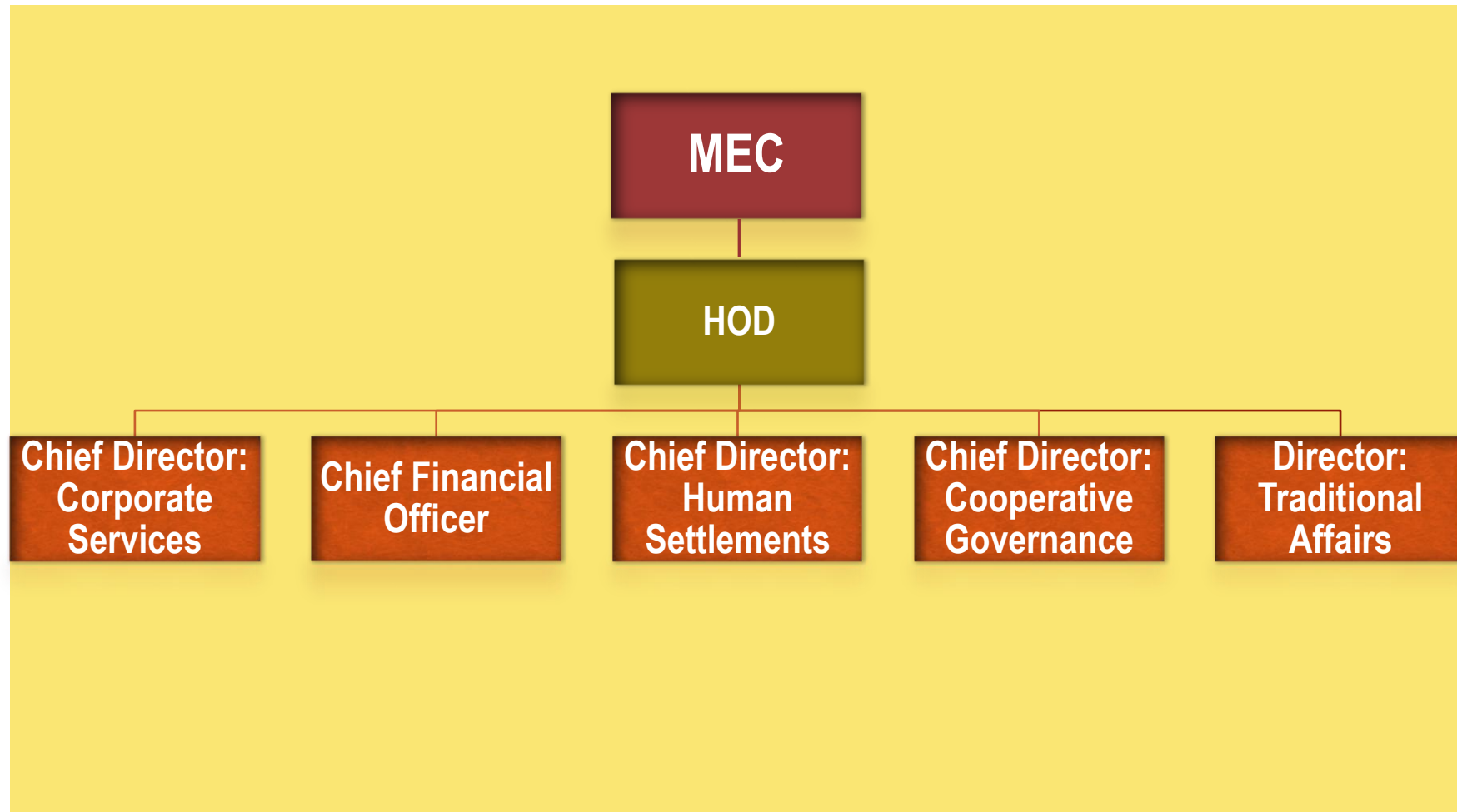
However, given the economic pressures owed to the recent developments relating to the continued constrained economic and fiscal situation; the weakened outlook of the global economy; the downward revision to South Africa's growth forecast for 2016 by the International Monetary Fund; the severe drought; a weaker rand; expected interest rate hikes and market volatility, and increased debt service costs.

The Department has to realise the necessary savings needed to fund the new and pressing priorities. Furthermore, the Department is required to bear the effects of revised 2016 fiscal framework on compensation of employees during the 2016/17 financial year. This means that the Department must continue to employ strategies around containing the rapidly increasing wage bill.

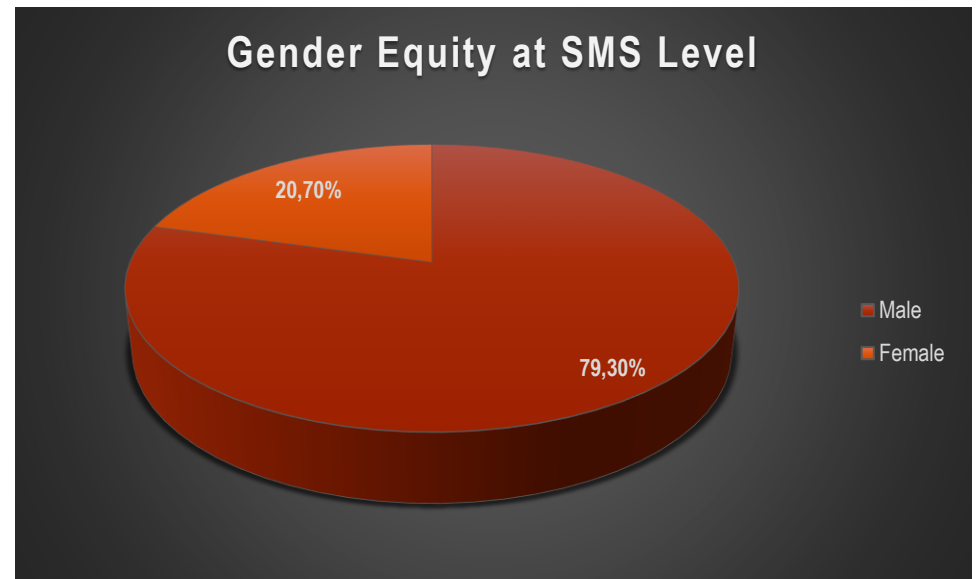
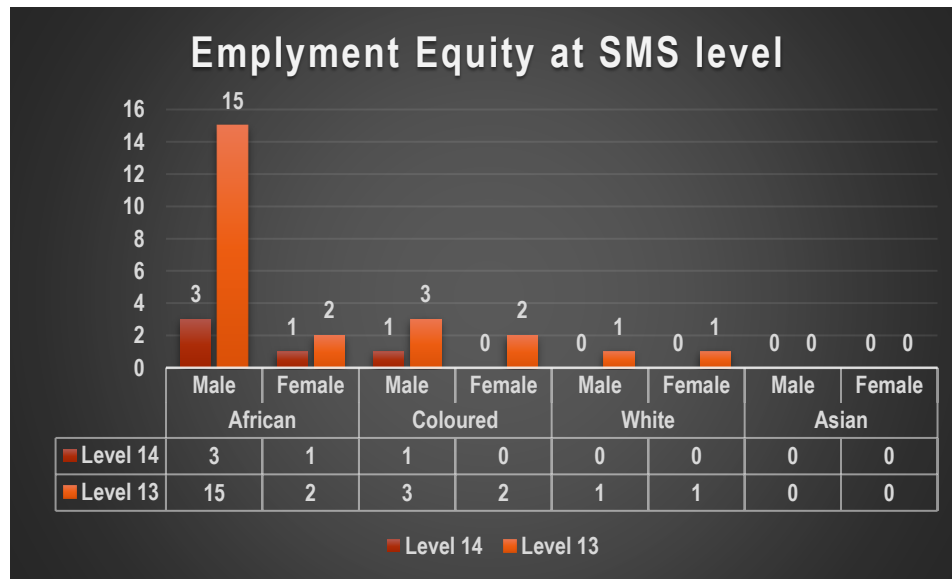
The department consists of the following four programmes:

- Programme 1: Administration

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



The Employment Equity does not reflect the demographics of the country and the province's population. Furthermore, it does not speak to the 50/50 equity targets as desired by Government.



2. Revisions to legislative and other mandates

- Northern Cape Traditional Leadership Governance and Houses of Traditional Leaders Act 2 of 2007
- Traditional Affairs Bill of 2010
- Traditional Leadership and Governance Framework Act 41 of 2003
- White Paper on Traditional Leadership of 2003

3. Overview of 2016/17-2018/19 budget estimates and MTEF estimates

Budget estimates outlined as per programmes

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

R thousand	Outcome			Main appropriation	Adjusted appropriation 2016/17	Revised estimate	Medium-term estimates		
	2013/14	2014/15	2015/16				2017/18	2018/19	2019/20
1. Administration	107 504	89 373	116 459	89 977	104 977	122 166	97 483	98 762	107 649
2. Human Settlement	616 481	422 391	449 756	431 634	442 634	445 692	474 642	496 259	525 728
3. Co-Operative Governance	102 616	120 603	136 970	134 548	134 548	130 066	132 786	149 086	152 204
4. Traditional Institutional Management	14 968	19 508	20 440	20 016	20 016	17 952	20 521	22 270	23 518
Total payments and estimates	841 569	651 875	723 625	676 175	702 175	715 876	725 432	766 377	809 099

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

R thousand	Outcome			Main appropriation	Adjusted appropriation 2016/17	Revised estimate	Medium-term estimates		
	2013/14	2014/15	2015/16				2017/18	2018/19	2019/20
Current payments	256 261	264 364	309 295	285 105	311 105	315 243	305 894	323 218	344 497
Compensation of employees	197 116	211 663	226 200	239 800	239 800	239 518	258 970	273 238	291 282
Goods and services	59 145	52 701	83 095	45 305	71 305	75 725	46 924	49 980	53 215
Interest and rent on land	–	–	–	–	–	–	–	–	–
Transfers and subsidies to:	581 735	381 814	407 587	387 646	387 646	395 629	414 943	438 210	458 776
Provinces and municipalities	3 009	4 837	23 013	9 332	9 332	13 332	1 750	7 645	2 421
Departmental agencies and accounts	1	–	–	–	–	2	–	–	–
Higher education institutions	–	–	–	–	–	–	–	–	–
Foreign governments and international organisations	–	–	–	–	–	–	–	–	–
Public corporations and private enterprises	–	–	–	–	–	–	–	–	–
Non-profit institutions	57	–	–	–	–	–	–	–	–
Households	578 668	376 977	384 574	378 314	378 314	382 295	413 193	430 565	456 355
Payments for capital assets	3 573	5 697	6 743	3 424	3 424	5 004	4 595	4 949	5 826
Buildings and other fixed structures	–	–	–	–	–	13	–	–	–
Machinery and equipment	3 573	5 690	6 743	3 424	3 424	4 250	4 595	4 949	5 826
Heritage Assets	–	–	–	–	–	–	–	–	–
Specialised military assets	–	–	–	–	–	–	–	–	–
Biological assets	–	–	–	–	–	–	–	–	–
Land and sub-soil assets	–	–	–	–	–	–	–	–	–
Software and other intangible assets	–	7	–	–	–	741	–	–	–
Payments for financial assets	–	–	–	–	–	–	–	–	–
Total economic classification	841 569	651 875	723 625	676 175	702 175	715 876	725 432	766 377	809 099

Table 3.3: Summary of Receipts

R thousand	Outcome			Main appropriation	Adjusted appropriation 2016/17	Revised estimate	Medium-term estimates		
	2013/14	2014/15	2015/16				2017/18	2018/19	2019/20
Equitable share	237 945	276 405	316 038	303 066	329 066	323 070	320 764	339 742	359 623
Conditional grants	603 624	375 470	382 561	373 109	376 930	373 228	404 668	426 635	449 476
Departmental receipts	1 628	965	1 208	528	528	662	557	590	624
Total receipts	843 197	652 840	699 807	676 703	706 524	696 960	725 989	766 967	809 723

Table 3.4: Summary of departmental receipts collected

R thousand	Outcome			Main appropriation	Adjusted appropriation 2016/17	Revised estimate	Medium-term estimates		
	2013/14	2014/15	2015/16				2017/18	2018/19	2019/20
Tax receipts	–	–	–	–	–	–	–	–	–
Casino taxes	–	–	–	–	–	–	–	–	–
Horse racing taxes	–	–	–	–	–	–	–	–	–
Liquor licences	–	–	–	–	–	–	–	–	–
Motor vehicle licences	–	–	–	–	–	–	–	–	–
Sales of goods and services other than capital assets	445	435	424	417	417	427	441	465	492
Transfers received	–	–	–	–	–	–	–	–	–
Fines, penalties and forfeits	–	–	–	–	–	–	–	–	–
Interest, dividends and rent on land	1	9	40	25	25	6	27	30	32
Sales of capital assets	340	150	–	–	–	–	–	–	–
Transactions in financial assets and liabilities	842	371	744	85	85	229	90	95	100
Total departmental receipts	1 628	965	1 208	528	528	662	557	590	624

PART B: PROGRAMME AND SUB-PROGRAMME PLANS

4. Programme 1: Administration

Purpose

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

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

Description

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

Structure

This programme consists of the following four sub-programmes:

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

4.1 Strategic objective annual targets for 2017/2018 to 2019/2020

Strategic Objective 1	Provide the Department with political and strategic direction through corporate support and financial management by 2019
Objective Statement	Providing effective and efficient administrative support and direction to the Department by ensuring compliance with relevant policy prescripts and legislation
Baseline	New strategic objective
Justification	Providing effective support to the core functions in the Department to deliver quality services to stakeholders
Links	Public Service Act National Development Plan and MTSF Chapter- Outcome 12 PFMA Treasury Regulations Auditor-General audit outcomes of the previous financial year DPME Management Performance Assessment Tool

Strategic Objective Indicator		5 Year Strategic Plan Target	Audited/Actual performance			Estimated Performance 2016/17	Medium-term targets		
			2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
1.1	Setting policies and priorities for the Department by 2019	MEC Budget Speech tabled annually	-	-	-	-	Budget Speech tabled timeously	Budget Speech tabled timeously	Budget Speech tabled timeously
1.2	Provide corporate support services to the Department by 2019	Overall MPAT standard \geq Level 3	-	-	-	-	Overall MPAT standard \geq Level 3	Overall MPAT standard \geq Level 3	Overall MPAT standard \geq Level 3
1.3	Ensure effective financial management and accountability by improving audit outcomes by 2019	Improved audit outcome	-	-	-	-	Improved audit outcome	Improved audit outcome	Improved audit outcome

4.2 Programme performance indicators and annual target for 2017/2018 to 2019/2020

Strategic Objective		Programme performance indicator	Audited/Actual performance			Estimated Performance 2016/17	Medium-term targets		
			2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
Provide the Department with political and strategic direction through corporate support and financial management by 2019	1	Number of reports submitted on the implementation of the approved organisational structure	-	-	-	1	4	4	4
	2	Number of reports submitted on the implementation of the approved Human Resource Plan	-	1	1	1	4	4	4
	3	Number of PERSAL activity verification reports submitted	4	4	4	4	4	4	4
	4	Number of conditions of employment reports submitted	-	4	2	4	4	4	4
	5	Number of recruitment reports submitted	-	4	2	4	4	4	4
	6	Number of reports submitted on labour relations matters	-	-	-	-	4	4	4
	7	Number of reports submitted on the implementation of the EHW 4 Pillar Plans	4	4	4	4	4	4	4
	8	Number of reports submitted on the implementation of the Gender Equality Strategic Framework	1	1	-	1	1	1	1
	9	Number of reports submitted on the implementation of the Job Access Strategic Framework Implementation Plan	1	1	-	1	1	1	1
	10	Number of reports submitted on the implementation of the approved Workplace Skills Plan	1	1	1	1	4	4	4
	11	Number of reports submitted on the implementation of EPMDS	1	1	1	1	4	4	4
	12	Number of reports submitted on the implementation of the Communication Strategy	-	-	1	1	4	4	4
	13	Number of reports submitted on the implementation of the ICT Strategy	-	-	4	1	4	4	4
	14	Number of reports submitted on fleet management	-	-	4	4	4	4	4
	15	Number of reports submitted on the implementation of approved Records Management Policy	-	-	-	4	4	4	4
	16	Number of reports submitted on the implementation of the Legal Compliance Improvement Plan	-	-	-	1	4	4	4
	17	Number of reports submitted on Departmental Security Management in line with MISS and MPSS	-	-	-	4	4	4	4

Strategic Objective	Programme performance indicator	Audited/Actual performance			Estimated Performance 2016/17	Medium-term targets		
		2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
	18 Annual performance plan submitted	1	1	1	1	1	1	1
	19 Number of quarterly performance reports submitted	4	4	4	4	4	4	4
	20 Annual performance report submitted	1	1	1	1	1	1	1
	21 Report on the annual compliance with MPAT	-	-	1	1	1	1	1
	22 Number of integrated risk management reports submitted	4	4	4	4	4	4	4
	23 Number of Audit Action Plans submitted	4	4	4	4	4	4	4
	24 Annual budget submitted	1	1	1	1	1	1	1
	25 Adjusted budget submitted	1	1	1	1	1	1	1
	26 Number of in-year monitoring reports submitted	12	12	12	12	12	12	12
	27 Compilation and submission of Annual Financial Statements	1	1	1	1	1	1	1
	28 Number of Interim financial statements submitted	4	4	4	3	3	3	3
	29 Number of fund requisitions submitted	12	12	4	12	12	12	12
	30 Number of certificates of compliance submitted	12	12	12	12	12	12	12
	31 Number of Instruction Note 34 reports submitted	12	12	12	12	12	12	12
	32 Number of annual tax reconciliations submitted	1	1	1	1	1	1	1
	33 Number of mid-year tax reconciliations submitted	2	2	2	2	1	1	1
	34 Number of monthly tax reconciliations submitted	-	-	-	-	12	12	12
	35 Number of reports on approved Contract Management Policy	-	-	0	1	4	4	4
	36 Approved supply chain management plan	1	1	0	1	1	1	1
	37 Number of supply chain management reports submitted	12	12	12	12	12	12	12
	38 Number of LOGIS reports submitted	-	-	-	-	4	4	4

4.3 Quarterly targets for 2017/2018

Performance indicator		Reporting period	Annual target 2017/18	Quarterly targets			
				1 st	2 nd	3 rd	4 th
1	Number of reports submitted on the implementation of the approved organisational structure	Quarterly	4	1	1	1	1
2	Number of reports submitted on the implementation of the approved Human Resource Plan	Quarterly	4	1	1	1	1
3	Number of PERSAL activity verification reports submitted	Quarterly	4	1	1	1	1
4	Number of conditions of employment reports submitted	Quarterly	4	1	1	1	1
5	Number of recruitment reports submitted	Quarterly	4	1	1	1	1
6	Number of reports submitted on labour relations matters	Quarterly	4	1	1	1	1
7	Number of reports submitted on the implementation of the EHW 4 Pillar Plans	Quarterly	4	1	1	1	1
8	Number of reports submitted on the implementation of the Gender Equality Strategic Framework	Annually	1	-	-	-	1
9	Number of reports submitted on the implementation of the Job Access Strategic Framework Implementation Plan	Annually	1	-	-	-	1
10	Number of reports submitted on the implementation of the approved Workplace Skills Plan	Quarterly	4	1	1	1	1
11	Number of reports submitted on the implementation of EPMDS	Quarterly	4	1	1	1	1
12	Number of reports submitted on the implementation of the Communication Strategy	Quarterly	4	1	1	1	1
13	Number of reports submitted on the implementation of the ICT Strategy	Quarterly	4	1	1	1	1
14	Number of reports submitted on fleet management	Quarterly	4	1	1	1	1

Performance indicator		Reporting period	Annual target 2017/18	Quarterly targets			
				1 st	2 nd	3 rd	4 th
15	Number of reports submitted on the implementation of approved Records Management Policy	Quarterly	4	1	1	1	1
16	Number of reports submitted on the implementation of the Legal Compliance Improvement Plan	Quarterly	4	1	1	1	1
17	Number of reports submitted on Departmental Security Management in line with MISS and MPSS	Quarterly	4	1	1	1	1
18	Annual performance plan submitted	Annually	1	-	-	-	1
19	Number of quarterly performance reports submitted	Quarterly	4	1	1	1	1
20	Annual performance report submitted	Annually	1	-	1	-	-
21	Report on the annual compliance with MPAT	Annually	1	-	-	1	-
22	Number of integrated risk management reports submitted	Quarterly	4	1	1	1	1
23	Number of Audit Action Plans submitted	Quarterly	4	1	1	1	1
24	Annual budget submitted	Annually	1	-	-	-	1
25	Adjusted budget submitted	Annually	1	-	-	1	-
26	Number of In-year monitoring reports submitted	Quarterly	12	3	3	3	3
27	Compilation and submission of Annual Financial Statements	Annually	1	1	-	-	-
28	Number of Interim financial statements submitted	Quarterly	3	-	1	1	1
29	Number of fund requisitions submitted	Quarterly	12	3	3	3	3
30	Number of certificates of compliance submitted	Quarterly	12	3	3	3	3
31	Number of Instruction Note 34 reports submitted	Quarterly	12	3	3	3	3
32	Number of annual tax reconciliations submitted	Annually	1	1	-	-	-
33	Number of mid-year tax reconciliations submitted	Annually	1	-	-	1	-
34	Number of monthly tax reconciliations submitted	Quarterly	12	3	3	3	3
35	Number of reports on approved Contract Management Policy	Quarterly	4	1	1	1	1
36	Approved supply chain management plan	Annually	1	1	-	-	-
37	Number of supply chain management reports submitted	Quarterly	12	3	3	3	3
38	Number of LOGIS reports submitted	Quarterly	4	1	1	1	1

4.4 Reconciling performance targets with the Budget and MTEF

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

R thousand	Outcome			Main appropriation	Adjusted appropriation 2016/17	Revised estimate	Medium-term estimates		
	2013/14	2014/15	2015/16				2017/18	2018/19	2019/20
1. Office Of The MEC	10 043	9 045	10 227	13 084	13 084	10 613	13 833	14 100	14 888
2. Corporate Services	97 461	80 328	106 232	76 893	91 893	111 553	82 861	84 662	92 761
Total payments and estimates	107 504	89 373	116 459	89 977	104 977	122 166	96 694	98 762	107 649

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

R thousand	Outcome			Main appropriation	Adjusted appropriation 2016/17	Revised estimate	Medium-term estimates		
	2013/14	2014/15	2015/16				2017/18	2018/19	2019/20
Current payments	104 678	87 533	112 418	88 489	103 489	118 998	95 132	97 084	105 278
Compensation of employees	61 518	67 522	71 638	74 350	74 350	83 226	81 597	85 314	92 834
Goods and services	43 160	20 011	40 780	14 139	29 139	35 772	13 535	11 770	12 444
Interest and rent on land	–	–	–	–	–	–	–	–	–
Transfers and subsidies to:	9	89	181	–	–	71	–	–	–
Provinces and municipalities	–	–	–	–	–	–	–	–	–
Departmental agencies and accounts	1	–	–	–	–	2	–	–	–
Higher education institutions	–	–	–	–	–	–	–	–	–
Foreign governments and international organisations	–	–	–	–	–	–	–	–	–
Public corporations and private enterprises	–	–	–	–	–	–	–	–	–
Non-profit institutions	–	–	–	–	–	–	–	–	–
Households	8	89	181	–	–	69	–	–	–
Payments for capital assets	2 817	1 751	3 860	1 488	1 488	3 097	1 562	1 678	2 371
Buildings and other fixed structures	–	–	–	–	–	13	–	–	–
Machinery and equipment	2 817	1 749	3 860	1 488	1 488	2 350	1 562	1 678	2 371
Heritage Assets	–	–	–	–	–	–	–	–	–
Specialised military assets	–	–	–	–	–	–	–	–	–
Biological assets	–	–	–	–	–	–	–	–	–
Land and sub-soil assets	–	–	–	–	–	–	–	–	–
Software and other intangible assets	–	2	–	–	–	734	–	–	–
Payments for financial assets	–	–	–	–	–	–	–	–	–
Total economic classification	107 504	89 373	116 459	89 977	104 977	122 166	96 694	98 762	107 649

5. Programme 2: Human Settlements

Purpose

The purpose of this programme is to develop sustainable human settlements in the Northern Cape in the context of transforming cities, towns and rural communities. This will be achieved through building cohesive, sustainable and caring communities with closer access to work and other critical amenities.

Description

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

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

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

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

Structure

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

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

5.1 Strategic objective annual targets for 2017/2018 to 2019/2020

Strategic Objective 1		Enhanced institutional capability for effective coordination of spatial investment decisions by 2019							
Objective Statement		Capacitate all 31 municipalities in the Northern Cape with targeted training and support to ensure that their Human Settlements Plans and Project Pipelines are credible and strategically aligned to provincial and national priorities by March 2019							
Baseline		1 Multi-Year Housing Development Plan 1 Informal Settlement Upgrading Plan 1 approved Policy guideline 1 Report on monitoring and evaluation conducted 20 Municipalities with credible project pipelines 3 Municipalities capacitated 3 500 Consumers educated							
Justification		To give effect to Section 26 of the South African Constitution (Act 108, 1996) which states: 'Everyone has the right to have access to adequate housing? The state must take reasonable legislative and other measure within its available resources, to achieve the progressive realisation of this right'							
Links		Outcome 8 National development MTSF Chapter of outcome 8							
Strategic Objective Indicator		5 Year Strategic Plan Target	Audited/Actual performance			Estimated Performance 2016/17	Medium-term targets		
			2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
1.1	Approved Multi-Year Housing Development Plan (MYHDP) by 2019	5	1	1	1	1	1	1	1

Strategic Objective 2		Adequate housing and improved quality living environment by 2019								
Objective Statement		Delivery of 8000 housing opportunities by 2019								
Baseline		2464 houses constructed under all programmes 7612 sites planned and surveyed under all programmes 2875 sites serviced under all programmes								
Justification		To give effect to Section 26 of the South African Constitution (Act 108, 1996) which states: 'Everyone has the right to have access to adequate housing'. The state must take reasonable legislative and other measure within its available resources, to achieve the progressive realisation of this right'								
Links		MTSF Outcome 8 National Development Plan								
Strategic Objective Indicator			5 Year Strategic Plan Target	Audited/Actual performance			Estimated Performance 2016/17	Medium-term targets		
				2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
2.1	Subsidy housing opportunities created by 2019		8000	2464	1735	2324	1373	1320	1320	1320

Strategic Objective 3		Provide human settlements with asset and inventory management by 2019							
Objective Statement		Compliance with requirements of Human Settlements Grant Framework, housing subsidy system, human settlements registry and property management by 2019							
Baseline		R603 624m Conditional Grant Business Plan 464 title deeds issued							
Justification		'Everyone has the right to have access to adequate housing. The state must take reasonable legislative and other measure within its available resources, to achieve the progressive realisation of this right '							
Links		PFMA Division of Revenue Act Treasury Regulations Northern Cape Planning and Development Act (Act No.7 of 1998) Spatial Planning Land Use Management Act (Act No. 16 of 2013) National Development Plan MTSF (Outcome 8 Chapter)							
Strategic Objective Indicator		5 Year Strategic Plan Target	Audited/Actual performance			Estimated Performance 2016/17	Medium-term targets		
			2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
3.1	Title deeds registered by 2019	14000	-	-	3602	3500	3500	3500	4578

5.2 Programme performance indicators and annual target for 2017/2018 to 2018/2019

Strategic Objective	Programme performance indicator		Audited/Actual performance			Estimated Performance 2016/17	Medium-term targets		
			2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
Enhanced institutional capability for effective coordination of spatial investment decisions by 2019	1	Multi-Year Housing Development Plan (MYHDP) approved	1	1	1	1	1	1	1
	2	Number of plans developed for the upgrading of existing informal settlements	-	-	-	1	1	1	1
	3	Number of policy guidelines approved	-	-	1	1	1	1	1
	4	Number of reports on M&E conducted on accredited municipalities	-	-	-	1	1	1	1
	5	Number of municipalities supported with development of credible project pipelines	-	-	-	20	20	20	20

Strategic Objective	Programme performance indicator		Audited/Actual performance			Estimated Performance 2016/17	Medium-term targets		
			2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
	6	Number of municipalities capacitated through accredited training courses	-	1	-	3	3	3	3
	7	Number of consumers exposed to consumer education	-	-	-	3500	3500	3500	3500
	8	Number of young people involved in Skills Development Initiatives	-	-	-	-	100	100	100
Adequate housing and improved quality living environment by 2019	9	Number of households provided with access to basic infrastructure and services	-	-	-	3330	1587	3832	3640
	10	Number of housing units completed under all programmes	-	2133	1664	1373	1320	904	1219
Provide human settlements with asset and inventory management by 2019	11	Number of title deeds registered	464	648	3602	8173	9300	9192	6100
	12	Number of local municipalities assisted with acquisition of land	-	-	-	1	2	1	1
	13	Number of conditional grant business plans submitted	1	1	1	1	1	1	1
	14	Number of monthly conditional grant reports submitted to national human settlements and other stakeholders	12	12	12	12	12	12	12

5.3 Quarterly targets for 2017/18

Performance indicator		Reporting period	Annual target 2017/18	Quarterly targets			
				1 st	2 nd	3 rd	4 th
1	Multi-Year Housing Development Plan (MYHDP) approved	Annually	1	-	-	-	1
2	Number of plans developed for the upgrading of existing informal settlements	Annually	1	-	-	1	-
3	Number of policy guidelines approved	Annually	1	-	-	-	1
4	Number of reports on M&E conducted on accredited municipalities	Annually	1	-	-	-	1
5	Number of municipalities supported with development of credible project pipelines	Quarterly	20	5	5	5	5
6	Number of municipalities capacitated through accredited training courses	Annually	3	-	3	-	-
7	Number of consumers exposed to consumer education	Quarterly	3500	875	875	875	875
8	Number of young people involved in Skills Development Initiatives	Annually	100	-	-	-	100
9	Number of households provided with access to basic infrastructure and services	Annually	1587	-	-	-	1587
10	Number of housing units completed under all programmes	Quarterly	1320	13	416	713	178
11	Number of title deeds registered	Quarterly	9300	820	1663	2871	3946
12	Number of local municipalities assisted with acquisition of land	Annually	2	-	-	-	2
13	Number of conditional grant business plans submitted	Annually	1	-	-	-	1
14	Number of monthly conditional grant reports submitted to national human settlements and other stakeholders	Quarterly	12	3	3	3	3

5.4 Reconciling performance targets with the Budget and MTEF

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

R thousand	Outcome			Main appropriation	Adjusted appropriation 2016/17	Revised estimate	Medium-term estimates		
	2013/14	2014/15	2015/16				2017/18	2018/19	2019/20
1. Housing Needs, Research And Planning	9 434	18 368	35 768	25 637	36 637	35 171	27 830	29 773	31 441
2. Housing Development	585 929	398 522	390 003	392 317	392 317	391 692	432 441	451 085	478 023
3. Housing Asset Management	21 118	5 501	23 985	13 680	13 680	18 829	14 371	15 401	16 264
Total payments and estimates	616 481	422 391	449 756	431 634	442 634	445 692	474 642	496 259	525 728

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

R thousand	Outcome			Main appropriation	Adjusted appropriation 2016/17	Revised estimate	Medium-term estimates		
	2013/14	2014/15	2015/16				2017/18	2018/19	2019/20
Current payments	38 505	46 386	66 420	57 900	68 900	68 047	62 057	66 307	70 020
Compensation of employees	32 112	33 119	35 416	40 369	40 369	37 055	42 737	45 277	47 812
Goods and services	6 393	13 267	31 004	17 531	28 531	30 992	19 320	21 030	22 208
Interest and rent on land	–	–	–	–	–	–	–	–	–
Transfers and subsidies to:	577 608	375 570	382 570	373 109	373 109	377 049	411 928	429 227	454 942
Provinces and municipalities	–	–	–	–	–	–	–	–	–
Departmental agencies and accounts	–	–	–	–	–	–	–	–	–
Higher education institutions	–	–	–	–	–	–	–	–	–
Foreign governments and international organisations	–	–	–	–	–	–	–	–	–
Public corporations and private enterprises	–	–	–	–	–	–	–	–	–
Non-profit institutions	–	–	–	–	–	–	–	–	–
Households	577 608	375 570	382 570	373 109	373 109	377 049	411 928	429 227	454 942
Payments for capital assets	368	435	766	625	625	596	657	725	766
Buildings and other fixed structures	–	–	–	–	–	–	–	–	–
Machinery and equipment	368	435	766	625	625	596	657	725	766
Heritage Assets	–	–	–	–	–	–	–	–	–
Specialised military assets	–	–	–	–	–	–	–	–	–
Biological assets	–	–	–	–	–	–	–	–	–
Land and sub-soil assets	–	–	–	–	–	–	–	–	–
Software and other intangible assets	–	–	–	–	–	–	–	–	–
Payments for financial assets	–	–	–	–	–	–	–	–	–
Total economic classification	616 481	422 391	449 756	431 634	442 634	445 692	474 642	496 259	525 728

6. Programme 3: Cooperative Governance

Purpose

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

Description

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

Structure

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

- Municipal Governance and Administration
 - To ensure legislative compliance and good governance
- Municipal Improvement coordination, Performance and Valuations

- To improve and support performance management, property valuations and Back to Basics
- Municipal Infrastructure Development
 - To promote, facilitate, coordinate and monitor infrastructure development and provision of free basic services at municipalities
- Municipal Public Participation
 - To tackle poverty, provide livelihood support for poor households and maximise public participation and community involvement in matters of local government
- Municipal Planning
 - To strengthen the planning capacity of 31 municipalities to perform their functions
- Municipal Finance
 - To monitor and coordinate municipal finances

6.1 Strategic objective annual targets for 2017/2018 to 2019/2020

Strategic Objective 1		Intergovernmental and democratic governance for a functional system of cooperative governance by 2019							
Objective Statement		Enhance functional inter-governmental relations structures in the five districts of the Province, functional ward committees in all wards as well as regular engagements between councillors and their communities by 2019							
Baseline		5 District Intergovernmental Relations Structures 31 Municipalities							
Justification		To foster cooperation, coordination of planning and service delivery as well as policy alignment							
Links		Intergovernmental Relations Framework Act National Development Plan Local Government: Municipal Systems Act Local Government: Municipal Structures Act							
Strategic Objective Indicators		5 Year Strategic Plan Target	Audited/Actual performance			Estimated Performance 2016/17	Medium-term targets		
			2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
1.1	Municipalities with functional municipal councils by 2019	31 municipalities with functional municipal councils	-	New	New	31 municipalities with functional municipal councils	31 municipalities with functional municipal councils	31 municipalities with functional municipal councils	31 municipalities with functional municipal councils
1.2	Municipalities with functional Municipal Public Accounts Committees (MPAC) by 2019	31 municipalities with functional MPACs	-	New	New	New	31 municipalities with functional MPACs	31 municipalities with functional MPACs	31 municipalities with functional MPACs
1.3	District municipalities with functional Inter Governmental Relations Forums (IGR) by 2019	5 district municipalities with functional IGRs	-	5 district municipalities with functional IGRs	5 district municipalities with functional IGRs	5 district municipalities with functional IGRs	5 municipalities with functional IGR Fora	5 municipalities with functional IGR Fora	5 municipalities with functional IGR Fora

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

Strategic Objective Indicators		5 Year Strategic Plan Target	Audited/Actual performance			Estimated Performance 2016/17	Medium-term targets		
			2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
2.1	Support and coordinate municipal management improvement plans (LGMIMs) and Back to Basics approach by 2019	21 municipalities implementing LGMIM	-	New	New	10	10	21	21
2.2	Support and coordinate the valuation of properties in municipalities by 2019	31 municipalities implementing MPRA	-	-	10	8	31	31	31
2.3	Improve municipal performance monitoring, evaluation and reporting by 2019	31 municipalities implementing PMS	-	-	17	10	31	31	31

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

Strategic Objective Indicators		5 Year Strategic Plan Target	Audited/Actual performance			Estimated Performance 2016/17	Medium-term targets		
			2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
3.1	Percentage of households with access to water by 2019	95% water	97%	78%	97,4% water	97% water	90% water ¹	95% water	95% water

¹ This decrease is attributed to the influx of beneficiaries

Strategic Objective Indicators		5 Year Strategic Plan Target	Audited/Actual performance			Estimated Performance 2016/17	Medium-term targets		
			2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
3.2	Percentage of households with access to sanitation by 2019	95% sanitation	-	-	86% sanitation	83% sanitation	90% sanitation	95% sanitation	95% sanitation
3.3	Percentage of households with access to electricity by 2019	95% electricity	-	-	88% electricity	90% electricity	90% electricity	95% electricity	95% electricity
3.4	Percentage of households with access to refuse removal by 2019	75% refuse removal	-	-	64% refuse removal	70% refuse removal	72% refuse removal	75% refuse removal	75% refuse removal

Strategic Objective 4	Enhanced community participation at local level to strengthen relations between local government and the community by 2019								
Objective Statement	Create access to a minimum level of regular work for those who need it, by targeting areas of high unemployment and poverty, and or where sustainable alternatives for employment are likely to remain limited for the immediate future, promote community development and enhance governance through public participation by 2019								
Baseline	11 municipalities implementing CWP 31 municipalities with ward committees								
Justification	To tackle poverty, provide livelihood support for poor households and maximise public participation and community involvement in matters of local government								
Links	National Development Plan MTSF chapters - outcome 9 Local Government: Municipal Systems Act National CDW Master Plan National Public Participation Framework								

Strategic Objective Indicator		5 Year Strategic Plan Target	Audited/Actual performance			Estimated Performance 2016/17	Medium-term targets		
			2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
4.1	Local municipalities implementing Community Work Programmes by 2019	26 municipalities	-	-	-	18 municipalities	26 municipalities	26 municipalities	26 municipalities
4.2	Municipalities with functional ward committees by 2019	31 municipalities with functional ward committees	-	New	New	31 municipalities with functional ward committees	31 municipalities with functional ward committees	31 municipalities with functional ward committees	31 municipalities with functional ward committees

Strategic Objective 5	Municipalities with development planning capacity and credible sector plans by 2019								
Objective Statement	Support municipalities with the development of IDPs within legislated framework by 2019								
Baseline	31 Integrated Development Plans								
Justification	To provide support to municipalities for effective integrated planning, development and coordination								
Links	Revised IDP Framework SPLUMA 2013 National Development Plan MTSF Chapter 9 National Local Government Turnaround Strategy 2009 National Disaster Management Framework 2005								

Strategic Objective Indicator		5 Year Strategic Plan Target	Audited/Actual performance			Estimated Performance 2016/17	Medium-term targets		
			2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
5.1	Municipalities with legally compliant IDP's by 2019	31 municipalities	32	32	-	31 municipalities	31 municipalities	31 municipalities	31 municipalities

Strategic Objective 6		Sound financial governance within 31 municipalities by 2019							
Objective Statement		Support the work of audit committees to achieve full compliance with laws and regulations, such as the Municipal Finance Management Act, Municipal Structures Act, Municipal Systems Act, Municipal Property Rates Act (MPRA) and Municipal Fiscal and Powers Act by 2019							
Baseline		8 Disclaimers 10 Qualified 10 Unqualified with matters 2 Unqualified without matters 1 Outstanding New Strategic Objective							
Justification		To improve municipal audit outcomes, enhance revenue and increase collection							
Links		Local Government Anti-Corruption Strategy of 2006 Municipal Finance Management Act National Development Plan							
Strategic Objective Indicator		5 Year Strategic Plan Target	Audited/Actual performance			Estimated Performance 2016/17	Medium-term targets		
			2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
6.1	Municipalities with sound financial management by 2019	31 municipalities with sound financial management	13	16	31 with sound financial management	31 with sound financial management	31 with sound financial management	31 with sound financial management	31 with sound financial management

6.2 Programme performance indicators and annual target for 2017/2018 to 2019/2020

Strategic Objective	Programme performance indicator		Audited/Actual performance			Estimated Performance 2016/17	Medium-term targets		
			2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
Intergovernmental and democratic governance for a functional system of cooperative governance by 2019	1	Number of municipalities supported to comply with MSA regulations (Sub-outcome 3, Action 6)	4	14	10	14	14	14	14
	2	Number of capacity building interventions conducted in municipalities (Sub-outcome 3)	-	-	17	8	8	8	8
	3	Number of municipalities supported to roll-out the gender policy framework	-	-	-	8	8	8	8
	4	Number of reports produced on the extent to which municipalities comply with the implementation of Anti-corruption measures (Sub-outcome 3)	-	-	-	4	4	4	4
	5	Number of reports on fraud, corruption and maladministration cases reported and investigated (Sub-outcome 3)	-	-	4	4	4	4	4
Sound administrative governance within 31 municipalities by 2019	6	Report on implementation of Back to Basics support plans by municipalities (Sub-outcome 1)	-	-	-	4	4	4	4
	7	Number of municipalities guided to comply with MPRA by target date (Sub-outcome 3)	-	-	-	8	8	8	10
	8	Number of municipal performance reports compiled as per the requirements of Section 47 of the MSA	-	-	1	1	1	1	1
	9	Number of municipalities supported to institutionalize performance management system (PMS)	-	-	17	10	14	14	14

Strategic Objective	Programme performance indicator		Audited/Actual performance			Estimated Performance 2016/17	Medium-term targets		
			2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
Members of the society have sustainable and reliable access to basic services by 2019	10	Number of municipalities supported with service delivery programmes	-	-	19	26	26	26	26
	11	Number of municipalities supported to implement indigent policies (Sub-outcome 1)	-	-	8	14	14	14	14
	12	Number of households benefiting from the provision of free basic services	-	-	-	80 h/holds	120 h/holds	150 h/holds	180 h/holds
Enhanced community participation at local level to strengthen relations between local government and the community by 2019	13	Number of municipalities supported to implement Local Economic Development projects in line with updated LED strategies (Sub-outcome 4)	-	-	-	18	26	26	26
	14	Number of municipalities supported to implement the Red Tape reduction programme (Sub-outcome 4)	-	-	-	8	8	8	8
	15	Number of work opportunities created through the CWP in municipalities	-	13 800	-	17 000	21 000	22 000	26 000
	16	Number of Employment Opportunities created for young people	-	New	New	New	6037	6100	6200
	17	Number of ward committees supported on implementation of ward operational plans (Sub-outcome 2)	-	-	4	56	56	56	56
	18	Number of municipalities supported on the development of ward level database with community concerns and remedial actions produced (Sub-outcome 2)	-	-	16	8	8	8	8
	19	Report on the number of community report back meetings convened by Councillors in each ward (Sub-outcome 2)	-	-	4	4	4	4	4
Municipalities with development planning capacity and credible sector plans by 2019	20	Number of municipalities supported with development of legally compliant IDP (Sub-outcome 1)	-	-	32	31	31	31	31
	21	Number of municipalities supported with the implementation of SPLUMA	5	5	22	31	31	31	31
	22	Number of municipalities supported with functional municipal disaster management centres	3	3	5	5	5	5	5
	23	Provincial Fire Brigade Services established by target date	-	-	0	1	1	1	1
Sound financial governance within 31 municipalities by 2019	24	Number of municipalities supported to improve revenue management and debt collection (Sub-outcome 3)	-	-	8	11	11	11	11
	25	Number of municipalities with functional audit committees	-	-	16	14	14	14	14
	26	Number of municipalities monitored on implementation of audit response plans based on the 2015/16 audit outcomes (Sub-outcome 3)	-	-	13	14	14	14	14

6.3 Quarterly targets for 2017/2018

Performance indicator		Reporting period	Annual target 2017/18	Quarterly targets			
				1 st	2 nd	3 rd	4 th
1	Number of municipalities supported to comply with MSA regulations (Sub-outcome 3, Action 6)	Quarterly	14	4	4	4	2
2	Number of capacity building interventions conducted in municipalities (Sub-outcome 3)	Quarterly	8	2	2	2	2

Performance indicator		Reporting period	Annual target 2017/18	Quarterly targets			
				1 st	2 nd	3 rd	4 th
3	Number of municipalities supported to roll-out the gender policy framework	Quarterly	8	2	2	2	2
4	Number of reports produced on the extent to which municipalities comply with the implementation of Anti-corruption measures (Sub-outcome 3)	Quarterly	4	1	1	1	1
5	Number of reports on fraud, corruption and maladministration cases reported and investigated (Sub-outcome 3)	Quarterly	4	1	1	1	1
6	Report on implementation of Back to Basics support plans by municipalities (Sub-outcome 1)	Quarterly	4	1	1	1	1
7	Number of municipalities guided to comply with MPRA by target date (Sub-outcome 3)	Quarterly	8	2	2	2	2
8	Number of municipal performance reports compiled as per the requirements of Section 47 of the MSA	Annually	1	-	-	1	-
9	Number of municipalities supported to institutionalize performance management system (PMS)	Quarterly	14	4	4	3	3
10	Number of municipalities supported with service delivery programmes	Quarterly	26	6	7	7	6
11	Number of municipalities supported to implement indigent policies (Sub-outcome 1)	Quarterly	14	4	4	4	2
12	Number of households benefiting from the provision of free basic services	Quarterly	120 h/holds	30 h/holds	30 h/holds	30 h/holds	30 h/holds
13	Number of municipalities supported to implement Local Economic Development projects in line with updated LED strategies (Sub-outcome 4)	Quarterly	26	26	26	26	26
14	Number of municipalities supported to implement the Red Tape reduction programme (Sub-outcome 4)	Quarterly	8	2	2	2	2
15	Number of work opportunities created through the CWP in municipalities	Quarterly	21 000	21 000	21 000	21 000	21 000
16	Number of Employment Opportunities created for young people	Quarterly	6 037	6 037	6 037	6 037	6 037
17	Number of ward committees supported on implementation of ward operational plans (Sub-outcome 2)	Quarterly	56	14	14	14	14
18	Number of municipalities supported on the development of ward level database with community concerns and remedial actions produced (Sub-outcome 2)	Quarterly	8	2	2	2	2
19	Report on the number of community report back meetings convened by Councillors in each ward (Sub-outcome 2)	Quarterly	4	1	1	1	1
20	Number of municipalities supported with development of legally compliant IDP (Sub-outcome 1)	Quarterly	31	31	31	31	31
21	Number of municipalities supported with the implementation of SPLUMA	Quarterly	31	31	31	31	31
22	Number of municipalities supported with functional municipal disaster management centres	Quarterly	5	1	2	1	1
23	Provincial Fire Brigade Services established by target date	Annually	1	-	-	-	1
24	Number of municipalities supported to improve revenue management and debt collection (Sub-outcome 3)	Quarterly	11	4	3	2	2
25	Number of municipalities with functional audit committees	Quarterly	14	4	4	4	2
26	Number of municipalities monitored on implementation of audit response plans based on the 2015/16 audit outcomes (Sub-outcome 3)	Quarterly	14	4	4	4	2

6.4 Reconciling performance targets with the Budget and MTEF

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

R thousand	Outcome			Main appropriation	Adjusted appropriation 2016/17	Revised estimate	Medium-term estimates		
	2013/14	2014/15	2015/16				2017/18	2018/19	2019/20
1. Local Governance	89 329	103 818	118 043	108 429	108 429	107 786	107 903	122 762	124 405
2. Development And Planning	13 287	16 785	18 927	26 119	26 119	22 280	24 883	26 324	27 799
Total payments and estimates	102 616	120 603	136 970	134 548	134 548	130 066	132 786	149 086	152 204

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

R thousand	Outcome			Main appropriation	Adjusted appropriation 2016/17	Revised estimate	Medium-term estimates		
	2013/14	2014/15	2015/16				2017/18	2018/19	2019/20
Current payments	99 224	114 778	112 149	120 027	120 027	111 466	128 788	139 060	147 268
Compensation of employees	91 866	96 975	103 350	108 529	108 529	104 888	117 271	124 175	131 130
Goods and services	7 358	17 803	8 799	11 498	11 498	6 578	11 517	14 885	16 138
Interest and rent on land	–	–	–	–	–	–	–	–	–
Transfers and subsidies to:	3 057	4 945	23 750	13 332	13 332	17 404	1 750	7 645	2 421
Provinces and municipalities	3 000	4 837	23 013	9 332	9 332	13 332	1 750	7 645	2 421
Departmental agencies and accounts	–	–	–	–	–	–	–	–	–
Higher education institutions	–	–	–	–	–	–	–	–	–
Foreign governments and international organisations	–	–	–	–	–	–	–	–	–
Public corporations and private enterprises	–	–	–	–	–	–	–	–	–
Non-profit institutions	57	–	–	–	–	–	–	–	–
Households	–	108	737	4 000	4 000	4 072	–	–	–
Payments for capital assets	335	880	1 071	1 189	1 189	1 196	2 248	2 381	2 515
Buildings and other fixed structures	–	–	–	–	–	–	–	–	–
Machinery and equipment	335	875	1 071	1 189	1 189	1 189	2 248	2 381	2 515
Heritage Assets	–	–	–	–	–	–	–	–	–
Specialised military assets	–	–	–	–	–	–	–	–	–
Biological assets	–	–	–	–	–	–	–	–	–
Land and sub-soil assets	–	–	–	–	–	–	–	–	–
Software and other intangible assets	–	5	–	–	–	7	–	–	–
Payments for financial assets	–	–	–	–	–	–	–	–	–
Total economic classification	102 616	120 603	136 970	134 548	134 548	130 066	132 786	149 086	152 204

7. Programme 4: Traditional Affairs

Purpose

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

Description

The primary focus of the programme is to provide administrative, financial, advisory and strategic management support to all traditional leadership structures in a quest to promote good governance, sound administration, accountability as well as community stability within traditional communities.

Once supported, the traditional leadership institution will preserve and promote traditions, customs and culture; as well as give advice to government accordingly on matters related thereto.

Furthermore, the programme will apply laws in accordance with Chapter 12 of the Constitution of South Africa Act (Act No.108) of 1996; help develop legislations; and broaden the institution of traditional leadership by including other communities such as the Khoi-San.

This programme currently supports the operation of the Provincial and Local Houses of Traditional Leaders, eight (8) recognized traditional communities and deal with matters related to Khoi-San communities on ad-hoc basis.

Structure

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

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

7.1 Strategic objective annual targets for 2017/2018

Strategic Objective		Build good governance and sound administration within the institution of traditional leadership and its stakeholders by 2019							
Objective Statement		All Traditional Councils to be reconstituted as per Sec3(2) of the Framework Act of 2003 by 2019							
Baseline		8							
Justification		To recognize/transform the traditional institution along democratic principles							
Links		Sec 4(3)(b) of the Framework Act of 2003 MTSF Chapter 9 Chapter 12 of RSA Constitution Manual on the tools of trade for Traditional Leaders							
Strategic Objective Indicator		5 Year Strategic Plan Target	Audited/Actual performance			Estimated Performance 2016/17	Medium-term targets		
			2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
1.1	Functional traditional leadership structures by 2019	8	8	8	8	8	8	8	8

7.2 Programme performance indicators and annual target for 2016/17 to 2018/2019

Strategic Objective		Programme performance indicator	Audited/Actual performance			Estimated Performance 2016/17	Medium-term targets		
			2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
Build good governance within the institution of traditional leadership by 2019	1	Number of activities of the Provincial and Local Houses of Traditional Leaders in compliance with Act 2 of 2007	4	4	7	9	12	11	11
	2	Number of reports on initiatives to promote social development of traditional communities	New	New	New	New	4	4	4
	3	Number of engagement sessions between the Provincial and Local Houses of Traditional Leaders	2	3	1	4	4	4	4

Strategic Objective	Programme performance indicator	Audited/Actual performance			Estimated Performance 2016/17	Medium-term targets		
		2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
	4 Number of reports submitted on Traditional Leadership disputes or claims attended to	New	New	New	New	4	4	4
	5 Number of capacity building programmes provided to the institution of Traditional Leadership	2	2	4	4	4	4	4
	6 Number of reports on structured engagements between ward committees and traditional councils	New	New	New	New	4	4	4
	7 Number of traditional councils supported on administration and financial management	8	8	23	8	8	8	8

7.3 Quarterly targets for 2017/2018

Performance indicator		Reporting period	Annual target 2017/18	Quarterly targets			
				1 st	2 nd	3 rd	4 th
1	Number of activities of the Provincial and Local Houses of Traditional Leaders in compliance with Act 2 of 2007	Quarterly	12	4	2	4	2
2	Number of reports on initiatives to promote social development of traditional communities	Quarterly	4	1	1	1	1
3	Number of engagement sessions between the Provincial and Local Houses of Traditional Leaders	Quarterly	4	1	1	1	1
4	Number of reports submitted on Traditional Leadership disputes or claims attended to	Quarterly	4	1	1	1	1
5	Number of capacity building programmes provided to the institution of Traditional Leadership	Quarterly	4	1	1	1	1
6	Number of reports on structured engagements between ward committees and traditional councils	Quarterly	4	1	1	1	1
7	Number of traditional councils supported on administration and financial management	Monthly	8	8	8	8	8

7.4 Reconciling performance targets with the Budget and MTEF

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

R thousand	Outcome			Main appropriation	Adjusted appropriation 2016/17	Revised estimate	Medium-term estimates		
	2013/14	2014/15	2015/16				2017/18	2018/19	2019/20
1. Traditional Institutional Administration	14 968	19 508	20 440	20 016	20 016	17 952	20 521	22 270	23 518
2. Traditional Resource Administration	–	–	–	–	–	–	–	–	–
Total payments and estimates	14 968	19 508	20 440	20 016	20 016	17 952	20 521	22 270	23 518

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

R thousand	Outcome			Main appropriation	Adjusted appropriation 2016/17	Revised estimate	Medium-term estimates		
	2013/14	2014/15	2015/16				2017/18	2018/19	2019/20
Current payments	13 854	15 667	18 308	18 689	18 689	16 732	19 128	20 767	21 931
Compensation of employees	11 620	14 047	15 796	16 552	16 552	14 349	17 365	18 472	19 506
Goods and services	2 234	1 620	2 512	2 137	2 137	2 383	1 763	2 295	2 425
Interest and rent on land	–	–	–	–	–	–	–	–	–
Transfers and subsidies to:	1 061	1 210	1 086	1 205	1 205	1 105	1 265	1 338	1 413

R thousand	Outcome			Main appropriation	Adjusted appropriation 2016/17	Revised estimate	Medium-term estimates		
	2013/14	2014/15	2015/16				2017/18	2018/19	2019/20
Provinces and municipalities	9	–	–	–	–	–	–	–	–
Departmental agencies and accounts	–	–	–	–	–	–	–	–	–
Higher education institutions	–	–	–	–	–	–	–	–	–
Foreign governments and international organisations	–	–	–	–	–	–	–	–	–
Public corporations and private enterprises	–	–	–	–	–	–	–	–	–
Non-profit institutions	–	–	–	–	–	–	–	–	–
Households	1 052	1 210	1 086	1 205	1 205	1 105	1 265	1 338	1 413
Payments for capital assets	53	2 631	1 046	122	122	115	128	165	174
Buildings and other fixed structures	–	–	–	–	–	–	–	–	–
Machinery and equipment	53	2 631	1 046	122	122	115	128	165	174
Heritage Assets	–	–	–	–	–	–	–	–	–
Specialised military assets	–	–	–	–	–	–	–	–	–
Biological assets	–	–	–	–	–	–	–	–	–
Land and sub-soil assets	–	–	–	–	–	–	–	–	–
Software and other intangible assets	–	–	–	–	–	–	–	–	–
Payments for financial assets	–	–	–	–	–	–	–	–	–
Total economic classification	14 968	19 508	20 440	20 016	20 016	17 952	20 521	22 270	23 518

PART C: LINKS TO OTHER PLANS

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

None

9. Conditional grants

Name of grant	Human Settlements Development Grant
Purpose	To provide funding for the creation of sustainable human settlements
Performance indicator	<ul style="list-style-type: none"> • Number of residential units delivered in each housing programme • Number of serviced sites delivered in each housing programme • Number of finance linked to subsidies approved and disbursed • Number of households in informal settlements provided with household access to services /upgraded services • Number of properties transferred and / or released for residential development • Hectares of well-located land acquired and / or released for residential development • Number of work opportunities created through related programme
Continuation	5 years
Motivation	To give effect to Chapter 2; Bill of Rights, section 26 of the Constitution of the Republic of South Africa

Name of grant	Disaster Management Grant
Purpose	To enhance municipalities' capacity to deal with disasters and emergencies
Performance Indicator	<ul style="list-style-type: none"> • Ensured effective communication links • Improved response time to deal with disasters • Enhanced emergency /disaster readiness • Prevented and reduced disaster risks • Training and recruitment of volunteers • Functionality of disaster units in municipalities
Continuation	5 years
Motivation	The Disaster Management Grant is the largest grant that is allocated to departments and municipalities during occurrence of disasters. The funding is used to respond to natural disasters and is disbursed in terms of the Disaster Management Act

Name of grant	Municipal Infrastructure Grant
Purpose	The purpose of MIG is to fund provision of infrastructure to provide basic services, roads and social infrastructure for poor households in all non-metropolitan municipalities
Performance Indicator	<ul style="list-style-type: none"> • Improved administration of grants spending in municipalities • Supported MIG audit recommendations in municipalities • Administered, monitored and transferred conditional grants in line with DORA
Continuation	5 years

10. Public entities

None

11. Public-private partnerships

Table 11.1: Summary of departmental Public-Private Partnership projects

R thousand	Annual cost of project Outcome			Main appropriation	Adjusted appropriation 2016/17	Revised estimate	Medium-term estimates		
	2013/14	2014/15	2015/16				2017/18	2018/19	2019/20
Projects signed in terms of Treasury Regulation 16	-	-	-	-	-	-	-	-	-
PPP unitary charge ¹	-	-	-	-	-	-	-	-	-
of which:									
for the capital portion (principal plus interest)	-	-	-	-	-	-	-	-	-
for services provided by the operator	-	-	-	-	-	-	-	-	-
Advisory fees ²	-	-	-	-	-	-	-	-	-
Project monitoring cost ³	-	-	-	-	-	-	-	-	-
Revenue generated (if applicable) ⁴	-	-	-	-	-	-	-	-	-
Contingent liabilities (information) ⁵	-	-	-	-	-	-	-	-	-

R thousand	Annual cost of project Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
	2013/14	2014/15	2015/16				2017/18	2018/19	2019/20
Projects in preparation, registered in terms of Treasury Regulation 16*	-	-	-	-	-	2 110	-	-	-
Advisory fees	-	-	-	2 110	2 110	2 110	-	-	-
Project team cost	-	-	-	-	-	-	-	-	-
Site acquisition	-	-	-	-	-	-	-	-	-
Capital payment (where applicable) ⁶	-	-	-	-	-	-	-	-	-
Other project costs	-	-	-	-	-	-	-	-	-
Total	-	-	-	-	-	2 110	-	-	-

CHANGES TO THE STRATEGIC PLAN AND ANNUAL PERFORMANCE PLAN

Vision

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

Mission

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

Values

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

Equity:

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

Integrity:

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

Development:

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

Team work:

- Co-operation
- Support
- Trust

Accountability:

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

Efficiency:

- Productivity
- The best work methods
- Excellent services

Strategic outcome-orientated goals of the Department

Programme 1: Administration

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

Programme 2: Human Settlements

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

Programme 3: Co-operative Governance

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

Programme 4: Traditional Affairs

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

Budget Programmes

Programme 1: Administration

Purpose: To provide strategic direction and administration to the Department

Strategic Objectives

	COGHSTA Strategic Plan 2015-2020	COGHSTA Annual Performance Plan 2015/2016	COGHSTA Annual Performance Plan 2016/2017	COGHSTA Annual Performance Plan 2017/2018
	Corporate Services Strategic Objective 1	Corporate Services Strategic Objective 1	Corporate Services Strategic Objective 1	
Strategic Objective	A stable political-administrative interface in the next five years	A stable political-administrative interface in the next five years	A stable political administrative interface in the next five years	DISCONTINUED
Objective Statement	Develop a minimum level of PSA delegations from EAs to Accounting Officers (AOs) and other senior officials for implantation in the next five years	Develop a minimum level of PSA delegations from EAs to Accounting Officers (AOs) and other senior officials for implantation in the next five years	Develop a minimum level of PSA delegations from EAs to Accounting Officers (AOs) and other senior officials for implantation in the next five years	
Baseline	New strategic objectives	New strategic objectives	New strategic objectives	
Justification	A task of building a capable and developmental state requires a degree of stability in the top levels of the bureaucracy	A task of building a capable and developmental state requires a degree of stability in the top levels of the bureaucracy	A task of building a capable and developmental state requires a degree of stability in the top levels of the bureaucracy	
Links	<ul style="list-style-type: none"> Public Service Act National Development Plan and MTSF Chapter- Outcome 12 	<ul style="list-style-type: none"> Public Service Act National Development Plan and MTSF Chapter- Outcome 12 	<ul style="list-style-type: none"> Public Service Act National Development Plan and MTSF Chapter- Outcome 12 	

	COGHSTA Strategic Plan 2015-2020	COGHSTA Annual Performance Plan 2015/2016	COGHSTA Annual Performance Plan 2016/2017	COGHSTA Annual Performance Plan 2017/2018
	Corporate Services Strategic Objective 2	Corporate Services Strategic Objective 2	Corporate Services Strategic Objective 2	
Strategic Objective	A department that is a career of choice in the next five years	A department that is a career of choice in the next five years	A department that is a career of choice in the next five years	DISCONTINUED
Objective Statement	Build confidence in recruitment process by attracting qualified & skilled personnel and create capacity through in-service training and interventions such as learnerships and internships	Build confidence in recruitment process by attracting qualified & skilled personnel and create capacity through in-service training and interventions such as learnerships and internships	Build confidence in recruitment process by attracting qualified & skilled personnel and create capacity through in-service training and interventions such as learnerships and internships	
Baseline	<ul style="list-style-type: none"> Total number of post on approved establishment - 723 Number of posts filled - 665 Number of new recruitments – 25 Number of trained employees – 408 Vacancy rate – 8% Number of employees with disabilities - 14 	<ul style="list-style-type: none"> Total number of post on approved establishment - 723 Number of posts filled - 665 Number of new recruitments – 25 Number of trained employees – 408 Vacancy rate – 8% Number of employees with disabilities - 14 	<ul style="list-style-type: none"> Total number of post on approved establishment - 723 Number of posts filled - 665 Number of new recruitments – 25 Number of trained employees – 408 Vacancy rate – 8% Number of employees with disabilities - 14 	

	COGHSTA Strategic Plan 2015-2020	COGHSTA Annual Performance Plan 2015/2016	COGHSTA Annual Performance Plan 2016/2017	COGHSTA Annual Performance Plan 2017/2018
Justification	Appointments at all levels are both based on the necessary combination of experience and expertise, and serve the objectives of transformation	Appointments at all levels are both based on the necessary combination of experience and expertise, and serve the objectives of transformation	Appointments at all levels are both based on the necessary combination of experience and expertise, and serve the objectives of transformation	
Links	<ul style="list-style-type: none"> Public Services Act National Development Plan and MTSF Chapter – Outcome 12 	<ul style="list-style-type: none"> Public Services Act National Development Plan and MTSF Chapter – Outcome 12 	<ul style="list-style-type: none"> Public Services Act National Development Plan and MTSF Chapter – Outcome 12 	

	COGHSTA Strategic Plan 2015-2020	COGHSTA Annual Performance Plan 2015/2016	COGHSTA Annual Performance Plan 2016/2017	COGHSTA Annual Performance Plan 2017/2018
	Corporate Services Strategic Objective 3	Corporate Services Strategic Objective 3	Corporate Services Strategic Objective 3	
Strategic Objective	Translate policies and government priorities into departmental strategy for improved service delivery	Translate policies and government priorities into departmental strategy for improved service delivery	Translate policies and government priorities into departmental strategy for improved service delivery in the next five years.	DISCONTINUED
Objective Statement	Develop strategic and annual performance plan of the department, compile reports, monitor & evaluate performance information for the next five years	Develop strategic and annual performance plan of the department, compile reports, monitor & evaluate performance information for the next five years	Develop strategic and annual performance plan of the department, compile reports, monitor & evaluate performance information for the next five years	
Baseline	<ul style="list-style-type: none"> Strategic plan Annual Performance Plan Approved monitoring & evaluation framework 	<ul style="list-style-type: none"> Strategic plan Annual Performance Plan Approved monitoring & evaluation framework 	<ul style="list-style-type: none"> Strategic plan Annual Performance Plan Approved monitoring & evaluation framework 	
Justification	Extent to which a strategic planned annual performance plan is based on analysis of and aligned with MTSF, PGDS and delivery agreements	Extent to which a strategic planned annual performance plan is based on analysis of and aligned with MTSF, PGDS and delivery agreements	Extent to which a strategic planned annual performance plan is based on analysis of and aligned with MTSF, PGDS and delivery agreements	
Links	<ul style="list-style-type: none"> Framework for the development of Strategic plans and annual performance plan National Treasury Regulations Public Finance Management Act of 1999 Part iii B of the Public Service Regulations of 2001 	<ul style="list-style-type: none"> Framework for the development of Strategic plans and annual performance plan National Treasury Regulations Public Finance Management Act of 1999 Part iii B of the Public Service Regulations of 2001 	<ul style="list-style-type: none"> Framework for the development of Strategic plans and annual performance plan National Treasury Regulations Public Finance Management Act of 1999 Part iii B of the Public Service Regulations of 2001 	

	COGHSTA Strategic Plan 2015-2020	COGHSTA Annual Performance Plan 2015/2016	COGHSTA Annual Performance Plan 2016/2017	COGHSTA Annual Performance Plan 2017/2018
	Corporate Services Strategic Objective 4	Corporate Services Strategic Objective 4	Corporate Services Strategic Objective 4	
Strategic Objective	An effective and economical support to the programmes of the department	An effective and economical support to the programmes of the department	An effective and economical support to the programmes of the department in the next five years	DISCONTINUED
Objective Statement	Upkeep of departmental records, disseminate information, manage facilities and fleet as well	Upkeep of departmental records, disseminate information, manage facilities and fleet as well	Upkeep of departmental records, disseminate information, manage facilities and fleet as well	

	COGHSTA Strategic Plan 2015-2020	COGHSTA Annual Performance Plan 2015/2016	COGHSTA Annual Performance Plan 2016/2017	COGHSTA Annual Performance Plan 2017/2018
	as provide information technological support to programmes	as provide information technological support to programmes	as provide information technological support to programmes	
Baseline	<ul style="list-style-type: none"> • Communication strategy • Public participation policy • Transport policy • Records procedure manual • Line function file plan • ICT Governance framework • Records management policy 	<ul style="list-style-type: none"> • Communication strategy • Public participation policy • Transport policy • Records procedure manual • Line function file plan • ICT Governance framework • Records management policy 	<ul style="list-style-type: none"> • Communication strategy • Public participation policy • Transport policy • Records procedure manual • Line function file plan • ICT Governance framework • Records management policy 	
Justification	To strengthen the department service delivery agenda through provision of general support services to core programmes	To strengthen the department service delivery agenda through provision of general support services to core programmes	To strengthen the department service delivery agenda through provision of general support services to core programmes	
Links	<ul style="list-style-type: none"> • National Archive and records service Act, 43 of 1996 as amended • Northern Cape Archives Act of 2013 	<ul style="list-style-type: none"> • National Archive and records service Act, 43 of 1996 as amended • Northern Cape Archives Act of 2013 	<ul style="list-style-type: none"> • National Archive and records service Act, 43 of 1996 as amended • Northern Cape Archives Act of 2013 	

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

	COGHSTA Strategic Plan 2015-2020	COGHSTA Annual Performance Plan 2015/2016	COGHSTA Annual Performance Plan 2016/2017	COGHSTA Annual Performance Plan 2017/2018
	Office of the CFO Strategic Objective 1	Office of the CFO Strategic Objective 1	Office of the CFO Strategic Objective 1	
Strategic Objective	Sound financial management of department finances	Sound financial management of department finances	Sound financial management of the department in the next five years	DISCONTINUED
Objective Statement	Ensure efficient and effective process in place to detect and prevent unauthorized irregular, fruitless and wasteful expenditure	Ensure efficient and effective process in place to detect and prevent unauthorized irregular, fruitless and wasteful expenditure	Ensure efficient and effective process in place to detect and prevent unauthorized irregular, fruitless and wasteful expenditure	
Baseline	Unqualified audit outcome with matters	Unqualified audit outcome with matters	Unqualified audit outcome with matters	
Justification	Encouraged the department to have documented policies and procedures in place to	Encouraged the department to have documented policies and procedures in place to	Encouraged the department to have documented policies and procedures in place to	

	COGHSTA Strategic Plan 2015-2020	COGHSTA Annual Performance Plan 2015/2016	COGHSTA Annual Performance Plan 2016/2017	COGHSTA Annual Performance Plan 2017/2018
	detect and prevent incurrence of unauthorized, irregular and wasteful expenditure	detect and prevent incurrence of unauthorized, irregular and wasteful expenditure	detect and prevent incurrence of unauthorized, irregular and wasteful expenditure	
Links	PFMA Treasury Regulations Outcome 12 Auditor-General 2013/15 audit outcome	PFMA Treasury Regulations Outcome 12 Auditor-General audit outcomes of the previous financial year	PFMA Treasury Regulations Outcome 12 Auditor-General audit outcomes of the previous financial year	

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

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

	COGHSTA Strategic Plan 2015-2020	COGHSTA Annual Performance Plan 2015/2016	COGHSTA Annual Performance Plan 2016/2017	COGHSTA Annual Performance Plan 2017/2018
			Auditor-General audit outcomes of the previous financial year	

	COGHSTA Strategic Plan 2015-2020	COGHSTA Annual Performance Plan 2015/2016	COGHSTA Annual Performance Plan 2016/2017	COGHSTA Annual Performance Plan 2017/2018
	Corporate Services Strategic Objective 1	Corporate Services Strategic Objective 1	Corporate Services Strategic Objective 1	Corporate Services Strategic Objective 1
Strategic Objective				Provide the Department with political and strategic direction through corporate support and financial management by 2019
Objective Statement				Providing effective and efficient administrative support and direction to the Department by ensuring compliance with relevant policy prescripts and legislation
Baseline				New strategic objective
Justification				Providing effective support to the core functions in the Department to deliver quality services to stakeholders
Links				<ul style="list-style-type: none"> Public Service Act National Development Plan and MTSF Chapter- Outcome 12 PFMA Treasury Regulations Auditor-General audit outcomes of the previous financial year

Strategic Objective Indicators

2015/2016			2016/2017			2017/2018		
						1.1	Setting policies and priorities for the Department by 2019	Annually
						1.2	Provide corporate support services to the Department by 2019	Annually
						1.3	Ensure effective financial management and accountability by improving audit outcomes by 2019	Annually

Performance Indicators

2015/2016 (*Numbered according to the APP)			2016/2017 (*Numbered according to the APP)			2017/2018 (*Numbered according to the APP)		
1	Improved adherence to delegation principles	Quarterly						

2015/2016 (*Numbered according to the APP)			2016/2017 (*Numbered according to the APP)			2017/2018 (*Numbered according to the APP)		
2	An approved organizational structure	Annually	1	Approved organizational structure	Annually			
3	An approved Human Resource Plan	Annually	2	Approved Human Resource Plan	Annually			
4	Number of PERSAL Activity Verification reports submitted	Quarterly	3	Number of Persal activity verification reports submitted	Quarterly	3	Number of PERSAL activity verification reports submitted	Quarterly
5	Number of conditions of employment reports submitted	Quarterly	4	Number of conditions of employment reports submitted	Quarterly	4	Number of conditions of employment reports submitted	Quarterly
6	Number of recruitment reports submitted	Quarterly	5	Number of recruitment reports submitted	Quarterly	5	Number of recruitment reports submitted	Quarterly
7	Number of disciplinary cases finalized	Quarterly	7	Number of disciplinary cases finalized	Quarterly			
8	Number of grievances resolved	Quarterly	6	Number of grievances resolved	Quarterly			
9	Number of employee Health & Wellness manual approved	Annually	8	Development of the EHW 4 pillar implementation plans	Annually			
10	Number of Employee Health & Wellness Programmes implemented	Quarterly						
11	An approved Work Skills Plan	Annually	10	An approved workplace skills plan submitted	Annually			
12	Number of departmental programmes supported with legal advice	Quarterly						
13	Number of external stakeholders assisted with legal support	Quarterly						
14	An Annual Performance Plan submitted	Annually	20	An annual performance plan submitted	Annually	18	Annual performance plan submitted	Annually
15	Number of quarterly performance reports submitted	Quarterly	21	Number of quarterly performance reports submitted.	Quarterly	19	Number of quarterly performance reports submitted.	Quarterly
16	Annual Performance Report submitted	Annually	22	Annual performance report submitted	Annually	20	Annual performance report submitted	Annually
17	Reviewed Monitoring and Evaluation Framework	Annually	23	Reviewed monitoring and evaluation framework	Annually			
18	Executive Council and Makgotla reports submitted	Bi-Annually						
19	MPAT Compliance report submitted	Annually	24	Annual compliance with MPAT	Annually	21	Report on the annual compliance with MPAT	Annually
20	Number of reports on the implementation of the approved records management policy and procedures manual submitted	Quarterly	17	Number of reports on the implementation of approved records management policy	Quarterly	15	Number of reports submitted on the implementation of approved Records Management Policy	Quarterly
21	Approved communication strategy submitted	Annually	13	An approved communication strategy	Annually			
			14	Reviewed and implemented communication strategy	Annually			
22	Information Communication Technology status reports submitted	Annually						
			15	Reviewed and implemented ICT Strategy	Annually			
23	Number of reports on Occupational Health and Safety Compliance compiled	Quarterly						
24	Number of Fleet management reports submitted	Quarterly	16	Number of reports on fleet management submitted	Quarterly	14	Number of reports submitted on fleet management	Quarterly
			9	Development of Gender and job access implementation plans	Annually			

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

2015/2016 (*Numbered according to the APP)			2016/2017 (*Numbered according to the APP)			2017/2018 (*Numbered according to the APP)		
1	Annual budget submitted	Annually	1	Annual budget submitted	Annually	24	Annual budget submitted	Annually
2	Adjusted budget submitted	Annually	2	Adjusted budget submitted	Annually	25	Adjusted budget submitted	Annually
3	In-Year Monitoring reports submitted	Quarterly	3	In-year monitoring reports submitted	Monthly	26	Number of In-year monitoring reports submitted	Quarterly

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

Programme 2: Human Settlements

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

Strategic Objectives

	COGHSTA Strategic Plan 2015-2020	COGHSTA Annual Performance Plan 2015/2016	COGHSTA Annual Performance Plan 2016/2017	COGHSTA Annual Performance Plan 2017/2018
	Human Settlements Strategic Objective 1	Human Settlements Strategic Objective 1	Human Settlements Strategic Objective 3	Human Settlements Strategic Objective 2
Strategic Objective	Adequate housing and improved quality living environments	Adequate housing and improved quality living environment	Adequate housing and improved quality living environment in the next five years	Adequate housing and improved quality living environment by 2019
Objective Statement	Delivery of 8000 housing opportunities in the next five years.	Delivery of 8000 housing opportunities in the next five years.	Delivery of 8000 housing opportunities in the next five years.	Delivery of 8000 housing opportunities by 2019.
Baseline	<ul style="list-style-type: none"> 2464 houses constructed under all programmes 	<ul style="list-style-type: none"> 2464 houses constructed under all programmes 	<ul style="list-style-type: none"> 2464 houses constructed under all programmes 	<ul style="list-style-type: none"> 2464 houses constructed under all programmes

	COGHSTA Strategic Plan 2015-2020	COGHSTA Annual Performance Plan 2015/2016	COGHSTA Annual Performance Plan 2016/2017	COGHSTA Annual Performance Plan 2017/2018
	<ul style="list-style-type: none"> 7612 sites planned and surveyed under all programmes 2875 sites serviced under all programmes 	<ul style="list-style-type: none"> 7612 sites planned and surveyed under all programmes 2875 sites serviced under all programmes 	<ul style="list-style-type: none"> 7612 sites planned and surveyed under all programmes 2875 sites serviced under all programmes 	<ul style="list-style-type: none"> 7612 sites planned and surveyed under all programmes 2875 sites serviced under all programmes
Justification	To give effect to Section 26 of the South African Constitution (Act 108, 1996) which states: <i>'Everyone has the right to have access to adequate housing'. The state must take reasonable legislative and other measure within its available resources, to achieve the progressive realisation of this right'</i>	To give effect to Section 26 of the South African Constitution (Act 108, 1996) which states: <i>'Everyone has the right to have access to adequate housing'. The state must take reasonable legislative and other measure within its available resources, to achieve the progressive realisation of this right'</i>	To give effect to Section 26 of the South African Constitution (Act 108, 1996) which states: <i>'Everyone has the right to have access to adequate housing'. The state must take reasonable legislative and other measure within its available resources, to achieve the progressive realisation of this right'</i>	To give effect to Section 26 of the South African Constitution (Act 108, 1996) which states: <i>'Everyone has the right to have access to adequate housing'. The state must take reasonable legislative and other measure within its available resources, to achieve the progressive realisation of this right'</i>
Links	<ul style="list-style-type: none"> MTSF Outcome 8 National Development Plan 	<ul style="list-style-type: none"> MTSF Outcome 8 National Development Plan 	<ul style="list-style-type: none"> MTSF Outcome 8 National Development Plan 	<ul style="list-style-type: none"> MTSF Outcome 8 National Development Plan

	COGHSTA Strategic Plan 2015-2020	COGHSTA Annual Performance Plan 2015/2016	COGHSTA Annual Performance Plan 2016/2017	COGHSTA Annual Performance Plan 2017/2018
	Human Settlements Strategic Objective 2	Human Settlements Strategic Objective 2	Human Settlements Strategic Objective 2	
Strategic Objective	To integrate the work of sector departments involved in Human Settlements development informed by municipal IDPs	To integrate the work of sector departments involved in human settlements development informed by municipal IDP's	To integrate the work of sector departments involved in Human Settlements development informed by municipal IDPs	DISCONTINUED
Objective Statement	Capacitate all 32 municipalities in the Northern Cape with targeted training and support to ensure that their Human Settlements Plan s and Project Pipelines are credible, strategically aligned to provincial and national priorities; and appropriately integrated with other sector plans in the Municipal integrated Plans by March 2016	Capacitate all 32 municipalities in the Northern Cape with targeted training and support to ensure that their Human Settlements Plan s and Project Pipelines are credible, strategically aligned to provincial and national priorities; and appropriately integrated with other sector plans in the Municipal integrated Plans by March 2016	Capacitate all 32 municipalities in the Northern Cape with targeted training and support to ensure that their Human Settlements Plan s and Project Pipelines are credible, strategically aligned to provincial and national priorities; and appropriately integrated with other sector plans in the Municipal integrated Plans by March 2016	
Baseline	<ul style="list-style-type: none"> Currently synchrony and synergy between the sector departments and other stakeholders is not effective. In the past, planning, budgeting and implementation between the department and municipalities were fragmented The department has developed a pipeline of human settlements development projects that align different sector departments that contribute to the development of integrated human settlements (No audited baseline since the strategic objective is new. Thereof audited baseline will be included on a revised strategic plan) 	<ul style="list-style-type: none"> Currently synchrony and synergy between the sector departments and other stakeholders is not effective. In the past, planning, budgeting and implementation between the department and municipalities were fragmented The department has developed a pipeline of human settlements development projects that align different sector departments that contribute to the development of integrated human settlements (No audited baseline since the strategic objective is new. Thereof audited baseline will be included on a revised strategic plan) 	<ul style="list-style-type: none"> Currently synchrony and synergy between the sector departments and other stakeholders is not effective. In the past, planning, budgeting and implementation between the department and municipalities were fragmented The department has developed a pipeline of human settlements development projects that align different sector departments that contribute to the development of integrated human settlements (No audited baseline since the strategic objective is new. Thereof audited baseline will be included on a revised strategic plan) 	

	COGHSTA Strategic Plan 2015-2020	COGHSTA Annual Performance Plan 2015/2016	COGHSTA Annual Performance Plan 2016/2017	COGHSTA Annual Performance Plan 2017/2018
Justification	To give effect to Section 26 of the South African Constitution (Act 108, 1996) which states: <i>'Everyone has the right to have access to adequate housing? The state must take reasonable legislative and other measure within its available resources, to achieve the progressive realisation of this right'</i>	To give effect to Section 26 of the South African Constitution (Act 108, 1996) which states: <i>'Everyone has the right to have access to adequate housing? The state must take reasonable legislative and other measure within its available resources, to achieve the progressive realisation of this right'</i>	To give effect to Section 26 of the South African Constitution (Act 108, 1996) which states: <i>'Everyone has the right to have access to adequate housing? The state must take reasonable legislative and other measure within its available resources, to achieve the progressive realisation of this right'</i>	
Links	<ul style="list-style-type: none"> • Outcome 8 • National development • MTSF Chapter of outcome 8 	<ul style="list-style-type: none"> • Outcome 8 • National development • MTSF Chapter of outcome 8 	<ul style="list-style-type: none"> • Outcome 8 • National development • MTSF Chapter of outcome 8 	

	COGHSTA Strategic Plan 2015-2020	COGHSTA Annual Performance Plan 2015/2016	COGHSTA Annual Performance Plan 2016/2017	COGHSTA Annual Performance Plan 2017/2018
	Human Settlements Strategic Objective 3	Human Settlements Strategic Objective 3	Human Settlements Strategic Objective 5	Human Settlements Strategic Objective 3
Strategic Objective	Provide human settlements with grant management support , coordinate and manage housing subsidy system, human settlements registry and human settlements assets and property management in an economical, efficient and effective manner	Provide human settlements with grant management support, coordinate and manage housing subsidy system, human settlements registry, assets and property management in an economical, effective and efficient manner	Provide human settlements with grant management support, coordinate and manage housing registry and human settlements assets and property management in an economical, efficient and effective manner in the next five years	Provide human settlements with grant management support, coordinate and manage housing registry and human settlements assets and property management in an economical, efficient and effective manner by 2019
Objective Statement	Compliance with requirements of Human Settlements Grant Framework, housing subsidy system, human settlements registry and property management in the next five years	Compliance with requirements of Human Settlements Grant Framework, housing subsidy system, human settlements registry and property management in the next five years	Compliance with requirements of Human Settlements Grant Framework, housing subsidy system, human settlements registry and property management in the next five years	Compliance with requirements of Human Settlements Grant Framework, housing subsidy system, human settlements registry and property management by 2019
Baseline	<ul style="list-style-type: none"> • R603 624 • Conditional Grant Business Plan • 464 title deeds issued 	<ul style="list-style-type: none"> • R603 624m • Conditional Grant Business Plan • 464 title deeds issued 	<ul style="list-style-type: none"> • R603 624m • Conditional Grant Business Plan • 464 title deeds issued 	<ul style="list-style-type: none"> • R603 624m • Conditional Grant Business Plan • 464 title deeds issued
Justification	<i>'Everyone has the right to have access to adequate housing? The state must take reasonable legislative and other measure within its available resources, to achieve the progressive realisation of this right '</i>	<i>'Everyone has the right to have access to adequate housing. The state must take reasonable legislative and other measure within its available resources, to achieve the progressive realisation of this right '</i>	<i>'Everyone has the right to have access to adequate housing. The state must take reasonable legislative and other measure within its available resources, to achieve the progressive realisation of this right '</i>	<i>'Everyone has the right to have access to adequate housing. The state must take reasonable legislative and other measure within its available resources, to achieve the progressive realisation of this right '</i>
Links	<ul style="list-style-type: none"> • PFMA • Division of Revenue Act • Treasury Regulations • Northern Cape Planning and Development Act (Act No.7 of 1998) • Spatial Planning Land Use Management Act (Act No 16 of 2013) • National Development Plan • MTSF (Outcome 8 Chapter) 	<ul style="list-style-type: none"> • PFMA • Division of Revenue Act • Treasury Regulations • Northern Cape Planning and Development Act (Act No.7 of 1998) • Spatial Planning Land Use Management Act (Act No 16 of 2013) • National Development Plan • MTSF (Outcome 8 Chapter) 	<ul style="list-style-type: none"> • PFMA • Division of Revenue Act • Treasury Regulations • Northern Cape Planning and Development Act (Act No.7 of 1998) • Spatial Planning Land Use Management Act (Act No 16 of 2013) • National Development Plan • MTSF (Outcome 8 Chapter) 	<ul style="list-style-type: none"> • PFMA • Division of Revenue Act • Treasury Regulations • Northern Cape Planning and Development Act (Act No.7 of 1998) • Spatial Planning Land Use Management Act (Act No 16 of 2013) • National Development Plan • MTSF (Outcome 8 Chapter)

	COGHSTA Strategic Plan 2015-2020	COGHSTA Annual Performance Plan 2015/2016	COGHSTA Annual Performance Plan 2016/2017	COGHSTA Annual Performance Plan 2017/2018
			Human Settlements Strategic Objective 1	Human Settlements Strategic Objective 1
Strategic Objective			Enhanced institutional capability for effective coordination of spatial investment decisions in the next five years	Enhanced institutional capability for effective coordination of spatial investment decisions by 2019
Objective Statement			Capacitate all 32 municipalities in the Northern Cape with targeted training and support to ensure that their Human Settlements Plans and Project Pipelines are credible, strategically aligned to provincial and national priorities; and appropriately integrated with other sector plans in the Municipal integrated Plans by March 2016	Capacitate all 31 municipalities in the Northern Cape with targeted training and support to ensure that their Human Settlements Plans and Project Pipelines are credible and strategically aligned to provincial and national priorities by March 2019
Baseline			<ul style="list-style-type: none"> • Multi-Year Housing Development Plan • 1 Informal Settlement Upgrading Plan • 1 approved Policy guideline • 1 Report on monitoring and evaluation conducted • 20 Municipalities with credible project pipelines • 3 Municipalities capacitated • 3 500 Consumers educated • 8 Municipalities with sector plans 	<ul style="list-style-type: none"> • 1 Multi-Year Housing Development Plan • 1 Informal Settlement Upgrading Plan • 1 approved Policy guideline • 1 Report on monitoring and evaluation conducted • 20 Municipalities with credible project pipelines • 3 Municipalities capacitated • 3 500 Consumers educated
Justification			To give effect to Section 26 of the South African Constitution (Act 108, 1996) which states: <i>'Everyone has the right to have access to adequate housing? The state must take reasonable legislative and other measure within its available resources, to achieve the progressive realisation of this right'</i>	To give effect to Section 26 of the South African Constitution (Act 108, 1996) which states: <i>'Everyone has the right to have access to adequate housing? The state must take reasonable legislative and other measure within its available resources, to achieve the progressive realisation of this right'</i>
Links			<ul style="list-style-type: none"> • Outcome 8 • National development • MTSF Chapter of outcome 8 	<ul style="list-style-type: none"> • Outcome 8 • National development • MTSF Chapter of outcome 8

	COGHSTA Strategic Plan 2015-2020	COGHSTA Annual Performance Plan 2015/2016	COGHSTA Annual Performance Plan 2016/2017	COGHSTA Annual Performance Plan 2017/2018
			Human Settlements Strategic Objective 4	
Strategic Objective			Transfer of property in the next five years	DISCONTINUED
Objective Statement			Compliance with requirements of property management by 2019	

	COGHSTA Strategic Plan 2015-2020	COGHSTA Annual Performance Plan 2015/2016	COGHSTA Annual Performance Plan 2016/2017	COGHSTA Annual Performance Plan 2017/2018
Baseline			<ul style="list-style-type: none"> • 464 title deeds issued 	
Justification			<i>'Everyone has the right to have access to adequate housing. The state must take reasonable legislative and other measure within its available resources, to achieve the progressive realisation of this right'</i>	
Links			<ul style="list-style-type: none"> • PFMA • Division of Revenue Act • Treasury Regulations • Northern Cape Planning and Development Act (Act No.7 of 1998) • Spatial Planning Land Use Management Act (Act No 16 of 2013) • National Development Plan • MTSF (Outcome 8 Chapter) 	

Strategic Objective Indicators

2015/2016			2016/2017			2017/2018		
						1.1	Approved Multi-Year Housing Development Plan (MYHDP) by 2019	Annually
						2.1	Subsidy housing opportunities created by 2019	Annually
						3.1	Title deeds registered by 2019	Annually

Performance Indicators

2015/2016 (*Numbered according to the APP)			2016/2017 (*Numbered according to the APP)			2017/2018 (*Numbered according to the APP)		
1	Multi-Year Housing Development Plan approved	Annually	1	Multi-Year Housing Development Plan approved	Annually	1	Multi-Year Housing Development Plan (MYHDP) approved	Annually
2	Number of municipalities capacitated and supported with regards to Human Settlements development planning	Quarterly						
3	Number of Acts passed and /or policy guidelines approved	Annually	3	Number of policy guidelines approved	Annually	3	Number of policy guidelines approved	Annually
4	Number of sites planned and surveyed under all programmes	Annually	13	Number of sites planned and surveyed under all programmes in new developments	Annually			
5	Number of serviced sites to be completed	Annually						
6	Number of housing units completed	Quarterly	12	Number of housing units completed under all programmes:	Annually	10	Number of housing units completed under all programmes	Quarterly

2015/2016 (*Numbered according to the APP)			2016/2017 (*Numbered according to the APP)			2017/2018 (*Numbered according to the APP)		
7	Number of monthly conditional grant reports submitted to National Department of Human Settlements and other stakeholders	Quarterly	18	Number of monthly conditional grant reports submitted to national human settlements and other stakeholders	Quarterly	14	Number of monthly conditional grant reports submitted to national human settlements and other stakeholders	Monthly
8	Number of conditional grants business plans submitted	Annually	17	Number of conditional grant business plans submitted	Quarterly	13	Number of conditional grant business plans submitted	Annually
9	Number of Local municipalities assisted with acquisition of land	Annually	16	Number of local municipalities assisted with acquisition of land	Quarterly	12	Number of local municipalities assisted with acquisition of land	Annually
10	Number of residential properties transferred to beneficiaries	Quarterly	15	Number of title deeds issued to households	Quarterly			
			2	Number of existing informal settlements upgrading plans developed	Annually	2	Number of plans developed for the upgrading of existing informal settlements	Annually
			4	Number of reports on monitoring and evaluation conducted on accredited municipalities	Annually	4	Number of reports on M&E conducted on accredited municipalities	Annually
			5	Number of municipalities supported with development of credible project pipelines	Quarterly	5	Number of municipalities supported with development of credible project pipelines	Quarterly
			6	Number of local municipalities capacitated through accredited training courses	Quarterly	6	Number of municipalities capacitated through accredited training courses	Quarterly
			7	Number of consumers exposed to consumer education	Quarterly	7	Number of consumers exposed to consumer education	Quarterly
			8	Number of municipalities supported with the development of sector plans	Quarterly			
			9	Number of households in informal settlements upgraded to phase 2	Annually			
			10	Number of households in informal settlements provided with access to basic infrastructure and services (individual and shared)	Quarterly			
			11	Number of households in new development provided with basic infrastructure and services	Annually			
			14	Number of households provided with access to basic infrastructure and services under all programmes (excluding informal settlements and new developments)	Quarterly			
						8	Number of young people involved in Skills Development Initiatives	Annually
						9	Number of households provided with access to basic infrastructure and services	Annually
						11	Number of title deeds registered	Quarterly

Programme 3: Cooperative Governance

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

Strategic Objectives

	COGHSTA Strategic Plan 2015-2020	COGHSTA Annual Performance Plan 2015/2016	COGHSTA Annual Performance Plan 2016/2017	COGHSTA Annual Performance Plan 2017/2018
	Co-operative Governance Strategic Objective 1	Co-operative Governance Strategic Objective 1	Co-operative Governance Strategic Objective 2	Co-operative Governance Strategic Objective 3
Strategic Objective	Members of society have sustainable and reliable access to basic services	Members of the society have sustainable and reliable access to basic services	Members of the society have sustainable and reliable access to basic services in the next five years	Members of the society have sustainable and reliable access to basic services by 2019
Objective Statement	Improve number of households with access to basic services such as water, sanitation, electricity and refuse removal by 2019	Improve number of households with access to basic services such as water, sanitation, electricity and refuse removal by 2019	Improve number of households with access to basic services such as water, sanitation, electricity and refuse removal by 2019	Improve number of households with access to basic services such as water, sanitation, electricity and refuse removal by 2019
Baseline	<ul style="list-style-type: none"> Water - 97.4% Sanitation - 75% Electricity - 85% Refuse removal - 64% 	<ul style="list-style-type: none"> Water - 97.4% Sanitation - 75% Electricity - 85% Refuse removal - 64% 	<ul style="list-style-type: none"> Water - 97.4% Sanitation - 75% Electricity - 85% Refuse removal - 64% 	<ul style="list-style-type: none"> Water - 97.4% Sanitation - 75% Electricity - 85% Refuse removal - 64%
Justification	Social upliftment of the poor	Social upliftment of the poor	Social upliftment of the poor	Social upliftment of the poor

	COGHSTA Strategic Plan 2015-2020	COGHSTA Annual Performance Plan 2015/2016	COGHSTA Annual Performance Plan 2016/2017	COGHSTA Annual Performance Plan 2017/2018
	Co-operative Governance Strategic Objective 2	Co-operative Governance Strategic Objective 2	Co-operative Governance Strategic Objective 1	Co-operative Governance Strategic Objective 1
Strategic Objective	Intergovernmental and democratic governance arrangements for a functional system of cooperative governance and participatory democracy	Intergovernmental and democratic governance for a functional system of cooperative governance and participatory democracy	Intergovernmental and democratic governance for a functional system of cooperative governance and participatory democracy in the next five years	Intergovernmental and democratic governance for a functional system of cooperative governance by 2019
Objective Statement	Enhance functional inter-governmental relations structures in the five districts of the Province, functional ward committees in all wards as well as regular engagements between councillors and their communities by 2019	Enhance functional inter-governmental relations structures in the five districts of the Province, functional ward committees in all wards as well as regular engagements between councillors and their communities by 2019	Enhance functional inter-governmental relations structures in the five districts of the Province, functional ward committees in all wards as well as regular engagements between councillors and their communities by 2019	Enhance functional inter-governmental relations structures in the five districts of the Province, functional ward committees in all wards as well as regular engagements between councillors and their communities by 2019
Baseline	<ul style="list-style-type: none"> 5 District Intergovernmental Relations Structures 198 ward committees MuniMec 	<ul style="list-style-type: none"> 5 District Intergovernmental Relations Structures 198 ward committees MuniMec 	<ul style="list-style-type: none"> 5 District Intergovernmental Relations Structures 198 ward committees MuniMec 	<ul style="list-style-type: none"> 5 District Intergovernmental Relations Structures 31 Municipalities
Justification	To foster cooperation, coordination of planning and service delivery as well as policy alignment	To foster cooperation, coordination of planning and service delivery as well as policy alignment	To foster cooperation, coordination of planning and service delivery as well as policy alignment	To foster cooperation, coordination of planning and service delivery as well as policy alignment
Links	Intergovernmental Relations Framework Act National Development Plan	Intergovernmental Relations Framework Act National Development Plan	Intergovernmental Relations Framework Act National Development Plan	Intergovernmental Relations Framework Act National Development Plan

	COGHSTA Strategic Plan 2015-2020	COGHSTA Annual Performance Plan 2015/2016	COGHSTA Annual Performance Plan 2016/2017	COGHSTA Annual Performance Plan 2017/2018
	National CDW Master Plan National Public Participation Framework, 2005 Local Government: Municipal Systems Act Local Government: Municipal Systems Act	National CDW Master Plan National Public Participation Framework, 2005 Local Government: Municipal Systems Act Local Government: Municipal Systems Act	National CDW Master Plan National Public Participation Framework, 2005 Local Government: Municipal Systems Act Local Government: Municipal Systems Act	Local Government: Municipal Systems Act Local Government: Municipal Structures Act

	COGHSTA Strategic Plan 2015-2020	COGHSTA Annual Performance Plan 2015/2016	COGHSTA Annual Performance Plan 2016/2017	COGHSTA Annual Performance Plan 2017/2018
	Co-operative Governance Strategic Objective 3	Co-operative Governance Strategic Objective 3	Co-operative Governance Strategic Objective 5	Co-operative Governance Strategic Objective 6
Strategic Objective	Sound financial and administrative management within 32 municipalities	Sound financial and administrative governance within 32 municipalities over the period of five years	Sound financial and administrative governance within 31 municipalities in the next five years	Sound financial governance within 31 municipalities by 2019
Objective Statement	Support the work of audit committees to achieve full compliance with laws and regulations, such as the Municipal Finance Management Act, Municipal Structures Act, Municipal Systems Act, Municipal Property Rates Act (MPRA) and Municipal Fiscal and Powers Act by 2019	Support the work of audit committees to achieve full compliance with laws and regulations, such as the Municipal Finance Management Act, Municipal Structures Act, Municipal Systems Act, Municipal Property Rates Act (MPRA) and Municipal Fiscal and Powers Act by 2019	Support the work of audit committees to achieve full compliance with laws and regulations, such as the Municipal Finance Management Act, Municipal Structures Act, Municipal Systems Act, Municipal Property Rates Act (MPRA) and Municipal Fiscal and Powers Act by 2019	Support the work of audit committees to achieve full compliance with laws and regulations, such as the Municipal Finance Management Act, Municipal Structures Act, Municipal Systems Act, Municipal Property Rates Act (MPRA) and Municipal Fiscal and Powers Act by 2019
Baseline	<ul style="list-style-type: none"> • 9 Disclaimers • 10 Qualified • 10 Unqualified with matters • 2 Unqualified without matters • 1 Outstanding 	<ul style="list-style-type: none"> • 9 Disclaimers • 10 Qualified • 10 Unqualified with matters • 2 Unqualified without matters • 1 Outstanding 	<ul style="list-style-type: none"> • 8 Disclaimers • 10 Qualified • 10 Unqualified with matters • 2 Unqualified without matters • 1 Outstanding 	<ul style="list-style-type: none"> • 8 Disclaimers • 10 Qualified • 10 Unqualified with matters • 2 Unqualified without matters • 1 Outstanding New Strategic Objective
Justification	To improve municipal audit outcomes, enhance revenue and increase collection	To improve municipal audit outcomes, enhance revenue and increase collection	To improve municipal audit outcomes, enhance revenue and increase collection	To improve municipal audit outcomes, enhance revenue and increase collection
Links	Local Government Anti-Corruption Strategy of 2006 Municipal Finance Management Act National Development Plan	Local Government Anti-Corruption Strategy of 2006 Municipal Finance Management Act National Development Plan	Local Government Anti-Corruption Strategy of 2006 Municipal Finance Management Act National Development Plan	Local Government Anti-Corruption Strategy of 2006 Municipal Finance Management Act National Development Plan

	COGHSTA Strategic Plan 2015-2020	COGHSTA Annual Performance Plan 2015/2016	COGHSTA Annual Performance Plan 2016/2017	COGHSTA Annual Performance Plan 2017/2018
	Co-operative Governance Strategic Objective 4	Co-operative Governance Strategic Objective 4	Co-operative Governance Strategic Objective 3	
Strategic Objective	Local public employment programmes expanded through the Community Work Programme	Local public employment programmes expanded through the Community Work Programme	Local employment programmes created through the CWP programme in the next five years	DISCONTINUED
Objective Statement	Create access to a minimum level of regular work for those who need it, by targeting areas of high unemployment and poverty, and or	Create access to a minimum level of regular work for those who need it, by targeting areas of high unemployment and poverty, and or	Create access to a minimum level of regular work for those who need it, by targeting areas of high unemployment and poverty, and or	

	COGHSTA Strategic Plan 2015-2020	COGHSTA Annual Performance Plan 2015/2016	COGHSTA Annual Performance Plan 2016/2017	COGHSTA Annual Performance Plan 2017/2018
	where sustainable alternatives for employment are likely to remain limited for the immediate future	where sustainable alternatives for employment are likely to remain limited for the immediate future	where sustainable alternatives for employment are likely to remain limited for the immediate future	
Baseline	11 municipalities implementing CWP	11 municipalities implementing CWP	11 municipalities implementing CWP	
Justification	To tackle poverty and provide livelihood support for poor households	To tackle poverty and provide livelihood support for poor households	To tackle poverty and provide livelihood support for poor households	
Links	National Development Plan MTSF chapters - outcome 9 National Local Government Turnaround Strategy 2009	National Development Plan MTSF chapters - outcome 9 National Local Government Turnaround Strategy 2009	National Development Plan MTSF chapters - outcome 9 National Local Government Turnaround Strategy 2009	

	COGHSTA Strategic Plan 2015-2020	COGHSTA Annual Performance Plan 2015/2016	COGHSTA Annual Performance Plan 2016/2017	COGHSTA Annual Performance Plan 2017/2018
	Co-operative Governance Strategic Objective 5	Co-operative Governance Strategic Objective 5	Co-operative Governance Strategic Objective 4	Co-operative Governance Strategic Objective 5
Strategic Objective	Municipalities with development planning capacity and credible sector plans	Municipalities with development planning capacity and credible sector plans	Municipalities with development planning capacity and credible sector plans in the next five years	Municipalities with development planning capacity and credible sector plans by 2019
Objective Statement	Support municipalities with the development of credible IDPs with in legislated framework by 2019	Support municipalities with the development of credible IDPs with in legislated framework by 2019	Support municipalities with the development of credible IDPs with in legislated framework by 2019	Support municipalities with the development of credible IDPs with in legislated framework by 2019
Baseline	32 Integrated Development Plans	32 Integrated Development Plans	31 Integrated Development Plans	31 Integrated Development Plans
Justification	To provide support to municipalities for effective integrated planning, development and coordination	To provide support to municipalities for effective integrated planning, development and coordination	To provide support to municipalities for effective integrated planning, development and coordination	To provide support to municipalities for effective integrated planning, development and coordination
Links	Revised IDP Framework SPLUMA 2013 National Development Plan MTSF Chapter 9 National Local Government Turnaround Strategy 2009 National Disaster Management Framework 2005	Revised IDP Framework SPLUMA 2013 National Development Plan MTSF Chapter 9 National Local Government Turnaround Strategy 2009 National Disaster Management Framework 2005	Revised IDP Framework SPLUMA 2013 National Development Plan MTSF Chapter 9 National Local Government Turnaround Strategy 2009 National Disaster Management Framework 2005	Revised IDP Framework SPLUMA 2013 National Development Plan MTSF Chapter 9 National Local Government Turnaround Strategy 2009 National Disaster Management Framework 2005

	COGHSTA Strategic Plan 2015-2020	COGHSTA Annual Performance Plan 2015/2016	COGHSTA Annual Performance Plan 2016/2017	COGHSTA Annual Performance Plan 2017/2018
				Co-operative Governance Strategic Objective 2
Strategic Objective				Sound administrative governance within 31 municipalities by 2019

	COGHSTA Strategic Plan 2015-2020	COGHSTA Annual Performance Plan 2015/2016	COGHSTA Annual Performance Plan 2016/2017	COGHSTA Annual Performance Plan 2017/2018
Objective Statement				Improve and support municipal performance management, property valuations and Back to Basics
Baseline				2 municipalities doing well 15 municipalities at risk 15 dysfunctional municipalities (Back to Basics 2014 Categorisation of Municipalities)
Justification				To foster cooperation, coordination of planning, service delivery as well as policy alignment
Links				Municipal Property Rates Act Municipal Systems Act Back to Basic Programme National Development Plan Outcome 9

	COGHSTA Strategic Plan 2015-2020	COGHSTA Annual Performance Plan 2015/2016	COGHSTA Annual Performance Plan 2016/2017	COGHSTA Annual Performance Plan 2017/2018
				Co-operative Governance Strategic Objective 4
Strategic Objective				Enhanced community participation at local level to strengthen relations between local government and the community by 2019
Objective Statement				Create access to a minimum level of regular work for those who need it, by targeting areas of high unemployment and poverty, and or where sustainable alternatives for employment are likely to remain limited for the immediate future, promote community development and enhance governance through public participation
Baseline				21 municipalities implementing CWP 31 municipalities with ward committees
Justification				To tackle poverty, provide livelihood support for poor households and maximise public participation and community involvement in matters of local government
Links				Municipal Property Rates Act Local Government: Municipal Systems Act Back to Basic Programme National Development Plan Outcome 9

	COGHSTA Strategic Plan 2015-2020	COGHSTA Annual Performance Plan 2015/2016	COGHSTA Annual Performance Plan 2016/2017	COGHSTA Annual Performance Plan 2017/2018
				Local Government Management Improvement Model

Strategic Objective Indicators

2015/2016			2016/2017			2017/2018		
						1.1	Municipalities with functional municipal councils by 2019	Annually
						1.2	Municipalities with functional Municipal Public Accounts Committees (MPAC) by 2019	Annually
						1.3	District municipalities with functional Inter Governmental Relations Forums (IGR) by 2019	Annually
						2.1	Support and coordinate municipal management improvement plans (LGMIMs) and Back to Basics approach by 2019	Annually
						2.2	Support and coordinate the valuation of properties in municipalities by 2019	Annually
						2.3	Improve municipal performance monitoring, evaluation and reporting by 2019	Annually
						3.1	Percentage of households with access to water by 2019	Annually
						3.2	Percentage of households with access to sanitation by 2019	Annually
						3.3	Percentage of households with access to electricity by 2019	Annually
						3.4	Percentage of households with access to refuse removal by 2019	Annually
						4.1	Local municipalities implementing Community Work Programme by 2019	Annually
						4.2	Municipalities with functional ward committees by 2019	Annually
						5.1	Municipalities with legally compliant IDP's by 2019	Annually
						6.1	Municipalities with sound financial management by 2019	Annually

Performance Indicators

2015/2016 (*Numbered according to the APP)			2016/2017 (*Numbered according to the APP)			2017/2018 (*Numbered according to the APP)		
1	Number of municipalities supported to comply with Municipal Systems Act Regulations	Quarterly	1	Number of municipalities supported to comply with MSA regulations (Sub-outcome 3, Action 6)	Quarterly	1	Number of municipalities supported to comply with MSA regulations (Sub-outcome 3, Action 6)	Quarterly

2015/2016 (*Numbered according to the APP)			2016/2017 (*Numbered according to the APP)			2017/2018 (*Numbered according to the APP)		
2	Number of municipalities guided to comply with MPRA by target date (Sub-outcome 3, Action 1)	Quarterly	23	Number of municipalities guided to comply with MPRA by target date (Sub-outcome 3)	Quarterly	7	Number of municipalities guided to comply with MPRA by target date (Sub-outcome 3)	Quarterly
3	Number of municipalities supported to improve revenue management and debt collection (Sub-outcome 3, Action 1)	Quarterly	24	Number of municipalities supported to improve revenue management and debt collection (Sub-outcome 3)	Quarterly	24	Number of municipalities supported to improve revenue management and debt collection (Sub-outcome 3)	Quarterly
4	Number of municipalities with functional audit committees	Quarterly	25	Number of municipalities with functional audit committees	Quarterly	25	Number of municipalities with functional audit committees	Quarterly
5	Number of municipalities monitored on implementation of Audit Response Plan based on the 2014/15 audit outcomes monitored (Sub-outcome 3, Action 4)	Quarterly	26	Number of municipalities monitored on implementation of audit response plan based on the 2014/15 audit outcomes monitored (Sub-outcome 3)	Quarterly	26	Number of municipalities monitored on implementation of audit response plans based on the 2015/16 audit outcomes (Sub-outcome 3)	Quarterly
6	Report on functional provincial anti-corruption technical working groups developed (Sub-outcome 3, Action 8)	Quarterly						
7	Number of reports on fraud, corruption and maladministration cases reported and investigated (Sub-outcome 3, Action 8)	Quarterly	28	Number of reports on fraud, corruption and maladministration cases reported and investigated (Sub-outcome 3)	Quarterly	5	Number of reports on fraud, corruption and maladministration cases reported and investigated (Sub-outcome 3)	Quarterly
8	Number of reports on ward committees supported on implementation of operational plans (Sub-outcome 2, Action 5)	Quarterly	9	Number of ward committees supported on implementation of ward operational plans (Sub-outcome 2)	Quarterly	17	Number of ward committees supported on implementation of ward operational plans (Sub-outcome 2)	Quarterly
9	Number of municipalities supported on the development of ward level database with community concerns and remedial actions produced (Sub-outcome 2, Action 5)	Quarterly	10	Number of municipalities supported on the development of ward level database with community concerns and remedial actions produced (Sub-outcome 2)	Quarterly	18	Number of municipalities supported on the development of ward level database with community concerns and remedial actions produced (Sub-outcome 2)	Quarterly
10	Report on the number of community report back meetings convened by Councillors in each ward (Sub-outcome 2, Action 7)	Quarterly	11	Report on the number of community report back meetings convened by Councillors in each ward (Sub-outcome 2)	Quarterly	19	Report on the number of community report back meetings convened by Councillors in each ward (Sub-outcome 2)	Quarterly
11	Number of capacity building interventions conducted in municipalities (Sub-outcome 3, Action 7)	Quarterly	2	Number of capacity building interventions conducted in municipalities (Sub-outcome 3)	Quarterly	2	Number of capacity building interventions conducted in municipalities (Sub-outcome 3)	Quarterly
12	Number of municipalities supported to roll-out gender policy framework	Quarterly	3	Number of municipalities supported to roll-out the gender policy framework	Quarterly	3	Number of municipalities supported to roll-out the gender policy framework	Quarterly
13	Number of Municipalities supported to institutionalize performance management system (PMS)	Quarterly	29	Number of municipalities supported to institutionalize performance management system (PMS)	Quarterly	9	Number of municipalities supported to institutionalize performance management system (PMS)	Quarterly
14	Number of reports on work opportunities created through Community Work Programme in municipalities	Quarterly	17	Number of work opportunities created through the CWP in municipalities	Quarterly	15	Number of work opportunities created through the CWP in municipalities	Quarterly
15	Number of functional coordinating structures for infrastructure development and service delivery	Quarterly						
16	Number of municipalities assessed against service delivery benchmarks	Quarterly						

2015/2016 (*Numbered according to the APP)			2016/2017 (*Numbered according to the APP)			2017/2018 (*Numbered according to the APP)		
17	Number of municipalities supported with service delivery programmes	Quarterly	12	Number of municipalities supported with service delivery programmes	Quarterly	10	Number of municipalities supported with service delivery programmes	Quarterly
18	Number of municipalities supported to implement indigent policies (Sub-outcome 1, Action 6)	Quarterly	13	Number of municipalities supported to implement indigent policies (Sub-outcome 1)	Quarterly	11	Number of municipalities supported to implement indigent policies (Sub-outcome 1)	Quarterly
19	Number of municipalities supported with the implementation of SPLUMA	Quarterly	19	Number of municipalities supported with the implementation of SPLUMA	Quarterly	21	Number of municipalities supported with the implementation of SPLUMA	Quarterly
20	Number of functional Municipal Disaster Management Centres	Quarterly	20	Number of municipalities supported with functional municipal disaster management centres	Quarterly	22	Number of municipalities supported with functional municipal disaster management centres	Quarterly
21	Provincial Fire Brigade Services established by target date	Quarterly	21	Provincial Fire Brigade Services established by target date	Annually	23	Provincial Fire Brigade Services established by target date	Annually
22	Number of municipal performance reports compiled as per the requirements of Section 47 of the Municipal Structures Act (MSA)	Annually	30	Number of municipal performance reports compiled as per the requirements of Section 47 of the MSA	Annually	8	Number of municipal performance reports compiled as per the requirements of Section 47 of the MSA	Annually
23	Number of municipalities supported with development of legally compliant IDP (Sub-outcome 1, Action 2)	Annually	18	Number of municipalities supported with development of legally compliant IDP (Sub-outcome 1)	Annually	20	Number of municipalities supported with development of legally compliant IDP (Sub-outcome 1)	Quarterly
			4	Number of District Municipalities with functional IGR structures	Quarterly			
			5	Report on implementation of Back to Basics support plans by municipalities (Sub-outcome 1)	Quarterly	6	Report on implementation of Back to Basics support plans by municipalities (Sub-outcome 1)	Quarterly
			6	Number of municipal reports on cases investigated on the determination of boundaries in municipalities	Quarterly			
			7	Number of municipalities monitored and supported with good governance	Quarterly			
			8	Number of municipalities supported and monitored with the implementation of the CDWP	Quarterly			
			14	Number of households benefiting from the provision of free basic services	Quarterly	12	Number of households benefiting from the provision of free basic services	Quarterly
			15	Number of municipalities supported to implement Local Economic Development projects in line with updated LED strategies (Sub-outcome 4)	Quarterly	13	Number of municipalities supported to implement Local Economic Development projects in line with updated LED strategies (Sub-outcome 4)	Quarterly
			16	Number of municipalities supported to implement the Red Tape reduction programme (Sub-outcome 4)	Quarterly	14	Number of municipalities supported to implement the Red Tape reduction programme (Sub-outcome 4)	Quarterly
			22	Number of reports on data obtained for GIS outputs	Quarterly			
			27	Number of reports produced on the extent to which municipalities comply with the implementation of the Anti-corruption measures (Sub-outcome 3)	Quarterly	4	Number of reports produced on the extent to which municipalities comply with the implementation of Anti-corruption measures (Sub-outcome 3)	Quarterly

2015/2016 (*Numbered according to the APP)			2016/2017 (*Numbered according to the APP)			2017/2018 (*Numbered according to the APP)		
						16	Number of employment opportunities created for young people	Quarterly

Programme 4: Traditional Affairs

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

Strategic Objectives

	COGHSTA Strategic Plan 2015-2020	COGHSTA Annual Performance Plan 2015/2016	COGHSTA Annual Performance Plan 2016/2017	COGHSTA Annual Performance Plan 2017/2018
	Traditional Affairs Strategic Objective 1	Traditional Affairs Strategic Objective 1	Traditional Affairs Strategic Objective 1	Traditional Affairs Strategic Objective 1
Strategic Objective	Good governance and sound administration	Good governance and sound administration	Build good governance and sound administration within the institution of traditional leadership and its stakeholders in the next five years	Build good governance and sound administration within the institution of traditional leadership and its stakeholders by 2019
Objective Statement	All Traditional Councils to be reconstituted as per Sec3(2) of the Framework Act of 2003	All Traditional Councils to be reconstituted as per Sec3(2) of the Framework Act of 2003	All Traditional Councils to be reconstituted as per Sec3(2) of the Framework Act of 2003	All Traditional Councils to be reconstituted as per Sec3(2) of the Framework Act of 2003
Baseline	New strategic objective			
Justification	To recognize/transform the traditional institution along democratic principles	To recognize/transform the traditional institution along democratic principles	To recognize/transform the traditional institution along democratic principles	To recognize/transform the traditional institution along democratic principles
Links	Sec 4(3)(b) of the Framework Act of 2003 MTSF Chapter 9 Chapter 12 of RSA Constitution Manual on the tools of trade for Traditional Leaders	Sec 4(3)(b) of the Framework Act of 2003 MTSF Chapter 9 Chapter 12 of RSA Constitution Manual on the tools of trade for Traditional Leaders	Sec 4(3)(b) of the Framework Act of 2003 MTSF Chapter 9 Chapter 12 of RSA Constitution Manual on the tools of trade for Traditional Leaders	Sec 4(3)(b) of the Framework Act of 2003 MTSF Chapter 9 Chapter 12 of RSA Constitution Manual on the tools of trade for Traditional Leaders

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

	Chapter 12 of RSA Constitution Manual on the tools of trade for Traditional Leaders	Chapter 12 of RSA Constitution Manual on the tools of trade for Traditional Leaders		
--	--	--	--	--

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

	COGHSTA Strategic Plan 2015-2020	COGHSTA Annual Performance Plan 2015/2016	COGHSTA Annual Performance Plan 2016/2017	COGHSTA Annual Performance Plan 2017/2018
	Traditional Affairs Strategic Objective 4	Traditional Affairs Strategic Objective 4		
Strategic Objective	Harmonising relations and facilitating partnerships between traditional councils and government/ business community and civic organisations	Harmonising relations and facilitating partnerships between traditional councils and government/ business community and civic organisations		DISCONTINUED
Objective Statement	Develop and implement partnership agreements allocating roles and functions to traditional councils and traditional leaders as per Sec20 of the Framework Act in the next five years	Develop and implement partnership agreements allocating roles and functions to traditional councils and traditional leaders as per Sec20 of the Framework Act in the next five years		
Baseline	New strategic objective			
Justification	Enabling traditional leaders to fulfil their leadership roles within their areas of jurisdiction	Enabling traditional leaders to fulfil their leadership roles within their areas of jurisdiction		
Links	Sec 4(3)(b) of the Framework Act of 2003 MTSF Chapter 9 Chapter 12 of RSA Constitution Manual on the tools of trade for Traditional Leaders	Sec 4(3)(b) of the Framework Act of 2003 MTSF Chapter 9 Chapter 12 of RSA Constitution Manual on the tools of trade for Traditional Leaders		

Strategic Objective Indicators

2015/2016			2016/2017			2017/2018		
						1.1	Number of functional traditional leadership structures by 2019	Annually

Performance Indicators

2015/2016 (*Numbered according to the APP)			2016/2017 (*Numbered according to the APP)			2017/2018 (*Numbered according to the APP)		
1	Number of Traditional Councils reconstituted in terms of applicable legislation, Section 3 (2) of the Traditional Governance Framework Act of 2003	Quarterly						
2	Programme of support to the Provincial House of traditional Leaders in compliance with Act No. 2 of the Northern Cape	Quarterly						
3	Number of Commission on Traditional Leadership Disputes and Claims cases researched and processed	Quarterly						
4	Record of engagement sessions between traditional Council and communities as per Section 4 (3) (b) of the Framework Act of 2003	Quarterly						
5	Number of initiatives by the Provincial House in promoting social development of traditional communities and the Provincial social development plan in cooperation with the National House of Traditional Leaders	Quarterly						
6	Number of engagement sessions between the Provincial House of Traditional Leaders and the Local House of Traditional Leaders	Quarterly	3	Number of engagement sessions between the Provincial and Local Houses of Traditional Leaders	Quarterly	3	Number of engagement sessions between the Provincial and Local Houses of Traditional Leaders	Quarterly
7	Community Authorities not disestablished as per Section 28 (5) of Act 41 of 2003	Quarterly	4	Community authorities disestablished as per Section 28(5) of Act 41 of 2003	Annually			
8	Number and nature of dispute or claim referred to the Provincial Houses that arise between or within traditional communities or other customary institutions on a matter arising from the implementation of Act 41 of 2003	Bi-Annually	5	Number and nature of dispute or claims referred to the directorate that arises between or within traditional communities or other customary institutions on a matter arising from the implementation of Act 2 of 2007	Quarterly			
9	Capacity building programmes provided to the institution of Traditional Leadership	Quarterly	6	Capacity building programmes provided to the institution of Traditional Leadership	Quarterly	5	Number of capacity building programmes provided to the institution of Traditional Leadership	Quarterly
10	Number of personnel of Traditional Councils trained in administration and financial management practices	Quarterly						
11	Number of signed and implemented Partnership agreements allocating roles and functions to	Quarterly						

2015/2016 (*Numbered according to the APP)			2016/2017 (*Numbered according to the APP)			2017/2018 (*Numbered according to the APP)		
	Traditional Council or traditional leaders in respect of Section 20 of the Traditional Leadership Governance Framework Act of 2003							
12	Number and nature of Partnership agreements entered into between the institution of Traditional leadership and non-governmental organization	Quarterly						
13	Existence and implementation of a national programme of support to land use management and other land issues	Quarterly						
14	Number of structured engagements between Ward Councils and Traditional Councils in promoting participatory democracy and development of traditional communities	Quarterly	7	Number of structured engagements between ward councils and traditional councils in promoting participatory democracy and development of traditional communities	Quarterly			
15	Improved financial accountability by Traditional Councils with uniform norms and standards for financial management within Traditional Councils approved	Quarterly						
16	Number of traditional Councils supported on sound financial management	Quarterly	9	Number of traditional councils supported on administration and financial management	Monthly	7	Number of traditional councils supported on administration and financial management	Quarterly
			1	Number of activities of the Provincial House of Traditional Leaders in compliance with Act 2 of 2007	Quarterly	1	Number of activities of the Provincial and Local Houses of Traditional Leaders in compliance with Act 2 of 2007	Quarterly
			2	Number of initiatives to promote social development of traditional communities	Quarterly			
			8	Improved financial accountability of traditional councils	Annually			
						2	Number of reports on initiatives to promote social development of traditional communities	Quarterly
						4	Number of reports submitted on Traditional Leadership disputes or claims attended to	Quarterly
						6	Number of reports on structured engagements between ward committees and traditional councils	Quarterly

TECHNICAL INDICATOR DESCRIPTORS FOR ALL PROGRAMMES

PROGRAMME 1: ADMINISTRATION - STRATEGIC OBJECTIVE INDICATOR TECHNICAL DESCRIPTORS

Strategic objective indicator 1.1	Setting policies and priorities for the Department by 2019
Short definition	Providing political direction and giving executive support to the Department
Purpose/importance	To direct, oversee, and monitor the implementation of mandates and departmental commitments during 2017/2018
Source/collection of data	Origin: Appointment of MEC Processes: Give executive support to the department Provide political direction to the department Render parliamentary services Prepare oversight reports Evidence: Oversight reports Parliamentary reports
Method of calculation	Manual count of the tabling of the MEC's Budget Speech
Data limitations	Change of political leadership and political directives
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	Yes
Desired performance	Having policies and priorities that ensures a responsive and service delivery-oriented department with good governance and accountability
Indicator responsibility	Head of Ministry
Strategic objective indicator 1.2	Provide corporate support services to the Department by 2019
Short definition	Giving effective and sound corporate (HR, ICT, Legal and general) support to all the Programmes within the Department
Purpose/importance	To provide operational support to the Department in order to comply with legislation governing the management of the public sector during 2017/2018
Source/collection of data	Origin: Legislative and other mandates Processes: Self-assessment and internal audit validation External moderation and feedback Performance improvement and monitoring Evidence: Final MPAT results
Method of calculation	Calculate the average of the 4 MPAT KPA's as per the final MPAT results
Data limitations	None
Type of indicator	Process
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	Yes
Desired performance	Overall MPAT standard Level 4 for corporate support services
Indicator responsibility	Executive Manager: Corporate Services
Strategic objective indicator 1.3	Ensure effective financial management and accountability by improving audit outcomes by 2019
Short definition	Working towards improving audit outcomes through ensuring compliance with SCM prescripts and sound financial management

Purpose/importance	To improve departmental audit outcomes during 2017/2018
Source/collection of data	Origin: Legislative and other mandates
	Processes: Supply Chain Management Financial Management (Budgeting and accounting)
	Evidence: Audit Report
Method of calculation	Audit opinion expressed by the Auditor General for the year under review measured against the Audit opinion for the previous year
Data limitations	None
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	Yes
Desired performance	Unqualified Audit Outcome with no matters
Indicator responsibility	Chief Financial Officer

PROGRAMME 1: ADMINISTRATION – PERFORMANCE INDICATOR TECHNICAL DESCRIPTORS

Indicator title 1	Number of reports submitted on the implementation of the approved organisational structure
Short definition	Produce and submit quarterly reports on the implementation of the approved organisational structure
Purpose/importance	To align organizational structure to the strategic objectives of the department by 31 March 2018
Source/collection of data	Origin: Existing organisational structure
	Processes: Draft an organisational structure Do job evaluations Submit draft structure to DPSA for concurrence Submit final structure to the MEC for approval Report quarterly on progress
	Evidence: Proof of submission to DPSA Approved organizational structure Quarterly implementation reports
Method of calculation	Manual count of the number of reports submitted on the implementation of the approved organisational structure
Data limitations	Change of political leadership and political directives can lead to review of the organizational structure
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Functional implementation of the an approved organizational structure
Indicator responsibility	Senior Manager: Human Capital Management
Indicator title 2	Number of reports submitted on the implementation of the approved Human Resource Plan
Short definition	Produce and submit quarterly reports on the implementation of the approved Human Resource Plan
Purpose/importance	To enable the department to meet the human resource needs resulting from the strategic plan in order to meet its operational objectives by 31 March 2018
Source/collection of data	Origin: Approved Human Resource Plan
	Processes: Appraise departmental personnel, management and stakeholders (public) in terms of department's Human Resource Plan Consult with HR planning committee, Develop and present draft HR plan to management of the department,

	Prepare final HR draft plan to the Head of Department and relevant Executive Authority for approval, Approval by the MEC Submission of the implementation report by 30 June 2017
Evidence:	Acknowledgement letter Approved HR Plan Quarterly implementation reports
Method of calculation	Manual count of the number of reports submitted on the implementation of the approved Human Resource Plan
Data limitations	HR Planning Committee did not meet; data received from other units is incomplete
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Functional implementation of the approved Human Resource Plan
Indicator responsibility	Senior Manager: Human Capital Management
Indicator title 3	Number of PERSAL activity verification reports submitted
Short definition	Produce and submit quarterly reports on the proper use of the PERSAL system
Purpose/importance	To compile PERSAL verification reports of the department by 31 March 2018
Source/collection of data	Origin: PERSAL Processes: Ensure security of PERSAL by registration of users Allocation and removal of functions Transaction codes as well as termination of users Reset of revoked IDs Evidence: Completed annexures as per Treasury PERSAL manual
Method of calculation	Manual count of the number of PERSAL activity verification reports submitted
Data limitations	System failure
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Prevent misuse of PERSAL system
Indicator responsibility	Senior Manager: Human Capital Management
Indicator title 4	Number of conditions of employment reports submitted
Short definition	Produce and submit quarterly reports on the correct allocation of housing allowances, pension benefits, leave, acting allowances and resettlement applications
Purpose/importance	To process and allocate benefits of employees in terms of their conditions of employment by 31 March 2018
Source/collection of data	Origin: Legislative and other mandates PERSAL Processes: Process housing allowance Pension benefit Leave Acting allowance Resettlement applications Evidence: PERSAL reports

Method of calculation	Manual count of the number of reports submitted on conditions of employment
Data limitations	System failure
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Employees of the department that are satisfied with the conditions of employment
Indicator responsibility	Senior Manager: Human Capital Management

Indicator title 5	Number of recruitment reports submitted
Short definition	Produce and submit quarterly reports on the recruitment of suitably qualified employees
Purpose/importance	To fill vacant funded posts within a short space of time by 31 March 2018
Source/collection of data	Origin: Legislative and other mandates
	Processes: Advertise vacant funded positions within six months Record applications Long listing and short-listing Interview process
	Evidence: Consolidated PERSAL Report
Method of calculation	Manual count of the number of recruitment reports submitted
Data limitations	System failure
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Competent and capable workforce appointed
Indicator responsibility	Senior Manager: Human Capital Management

Indicator title 6	Number of reports submitted on labour relations matters
Short definition	Produce and submit quarterly reports on all labour relations matters addressed
Purpose/importance	To attend to labour relations matters and resolve them successfully by 31 March 2018
Source/collection of data	Origin: Legislative and other mandates Case register database
	Processes: Investigate misconduct cases, resolve grievances and finalise disputes All investigation reports submitted to the HOD Report quarterly to OTP on anti-fraud and corruption cases
	Evidence: Quarterly report on labour relations matters
Method of calculation	Manual count of the number of reports submitted
Data limitations	Lack of cooperation from senior managers and staff
	Lack of cooperation from witnesses and unavailability of presiding officers
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Yes

Desired performance	Labour relation matters resolved to the satisfaction of aggrieved parties, fair labour practice, minimal referral of grievances
Indicator responsibility	Senior Manager: Human Capital Management
Indicator title 7	Number of reports submitted on the implementation of the EHW 4 Pillar Plans
Short definition	Produce and submit quarterly reports on the implementation of the EHW 4 Pillar Plans
Purpose/importance	To ensure a healthy, responsive and productive public service through the implementation of all four pillar programmes in the department by 31 March 2018
Source/collection of data	Origin: EHW 4 Pillar Plans Processes: Compile HIV-Aids, Wellness, Health & Productivity and SHERQ operational plans in line with DPSA standards Submit draft plans to HOD for approval Submit approved implementation plans to DPSA and OTP Submit quarterly implementation reports to OTP Evidence: Comprehensive approved operational plan Quarterly comprehensive implementation reports on four pillars to OTP Acknowledgement letters proving submission of plans and reports
Method of calculation	Manual count of the number of comprehensive quarterly reports submitted on the implementation of all four pillar plans
Data limitations	Lack of support from individual employees and managers. No ring-fenced budget for EHW programmes
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	EHW 4 Pillar Plans duly implemented
Indicator responsibility	Senior Manager: Human Capital Management
Indicator title 8	Number of reports submitted on the implementation of the Gender Equality Strategic Framework
Short definition	Produce and submit an annual report on ensuring that gender equality is implemented throughout all departmental policies, projects and programmes
Purpose/importance	To mainstream gender equality into all departmental policies, projects and programmes by 31 March 2018
Source/collection of data	Origin: Gender Equality Strategic Framework Processes: Consultation with relevant internal local stakeholders about contents of the plan; Compile gender equality strategic framework draft implementation plan in line with DPSA standards; Submit plan to the HOD for approval; Implement gender equality strategic framework plan; Submit annual implementation report to DPSA before 28 February each year. Evidence: Approved gender equality strategic framework implementation plan Annual implementation report Proof of submission of plan and reports to DPSA
Method of calculation	Manual count of the number of annual gender equality reports submitted
Data limitations	Lack of support from Directorates in providing input into plan as well as to provide annual feedback information No ring-fenced budget for implementation of Gender Equality Strategic Framework Plan
Type of indicator	Output
Calculation type	Non-Cumulative
Reporting cycle	Annually
New indicator	Yes
Desired performance	Mainstreaming of gender into all departmental policies, projects and programmes
Indicator responsibility	Senior Manager: Human Capital Management

Indicator title 9	Number of reports submitted on the implementation of the Job Access Strategic Framework Implementation Plan
Short definition	Produce and submit an annual report on ensuring that the Job Access Strategic Framework is implemented through the recruitment and retention of people with disabilities and providing them with the necessary tools of trade
Purpose/importance	To manage the implementation of Job Access into Department's plans, policies, procedures and training programmes by 31 March 2018
Source/collection of data	Origin: Job Access Strategic Framework Implementation Plan Processes: Consultation with relevant internal local stakeholders about contents of the plan Compile a Job Access Draft Implementation Plan in line with DPSA standards, especially focusing on vulnerable groups Submit plan to the HOD for approval Implement the Job Access Strategic Framework Plan Submit annual implementation report to DPSA by 28 February each year Evidence: Approved Job Access Strategic Framework Implementation Plan Annual Job Access Strategic Framework Implementation Report Proof of submission of plan and reports to DPSA
Method of calculation	Manual count of the number of annual Job Access reports submitted
Data limitations	Lack of support from Directorates in providing input into plan as well as to provide annual feedback information No ring-fenced budget for implementation of Job Access Strategic Framework Plan
Type of indicator	Output
Calculation type	Non-Cumulative
Reporting cycle	Annually
New indicator	Yes
Desired performance	Implementation of Job Access into all departmental plans, policies, procedures and training programmes
Indicator responsibility	Senior Manager: Human Capital Management
Indicator title 10	Number of reports submitted on the implementation of the approved Workplace Skills Plan
Short definition	Produce and submit quarterly reports on ensuring that the approved Workplace Skills Plan is implemented
Purpose/importance	To skill and capacitate the workforce of the department, to be highly competent & to enhance the performance of officials by 31 March 2018
Source/collection of data	Origin: Approved Workplace Skills Plan Processes: Conduct skills Audits, analyse and draw up a precise schedule of analysis Schedule meeting with Training committee for cognisance and signature of concurrence HOD to sign off the WSP before electronic submission Training is rolled out Awaiting Portfolios of Evidence (POE) Courier POE to training providers Compile and submit Quarterly Monitoring Reports (PSETA- template) to PSETA with evidence of concluded training each quarter Evidence: Proof of submission of the approved Workplace Skills Plan to PSETA Acknowledgement email from PSETA of receipt of approved Workplace Skills Plan submitted Approved Workplace Skills Plan Quarterly report on the implementation of the Approved Workplace Skills Plan (WSP)
Method of calculation	Manual count of the number of quarterly reports submitted on the implementation of the approved Workplace Skills Plan
Data limitations	Non-submission of POE
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly

New indicator	Yes
Desired performance	Capable and well-skilled workforce, which will result in the positive enhancement of the performance of officials
Indicator responsibility	Senior Manager: Human Capital Management
Indicator title 11	Number of reports submitted on the implementation of EPMDS
Short definition	Produce and submit quarterly reports on ensuring that all employees conclude performance agreements, job descriptions, work plans and personal development plans by 30 April of each year
Purpose/importance	To assess staff performance, identify developmental needs and improve service delivery by 31 March 2018
Source/collection of data	Origin: EPMDS Policy Processes: Advise all supervisors to conduct quarterly performance assessments of support staff by end of each quarter Record all received performance assessments, draft submission to HOD for appointment of the Intermediate review committee and moderation committee by April of each year Assessment is done each quarter and calculated each mid-term through rating process of the KPA's and GAF's Prepare a schedule for Intermediate Review Committee and moderation committee, Intermediate Review Committee (IRC) reviews provisional assessment rating (PAR) through assessment of reviews and presentation process, moderation committee quality assures all recommendations made by the IRC for assessments of previous financial year and draft recommendations by 30 June for approval by the HOD and MEC Evidence: Quarterly report on the implementation of EPMDS
Method of calculation	Manual count of the number of quarterly reports submitted on the implementation of EPMDS
Data limitations	Non-submission of employees' performance agreements, work-plans and personal development plans, Officials whose service is terminated or have not completed their probation period (newly appointed officials)
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	All employees' performance assessed, accountability to performance established and strategic goals achieved by the department
Indicator responsibility	Senior Manager: Human Capital Management
Indicator title 12	Number of reports submitted on the implementation of the Communication Strategy
Short definition	Produce and submit quarterly reports on ensuring that the approved Communication Strategy is implemented
Purpose/importance	To review and implement the department's communication strategy by 31 March 2018
Source/collection of data	Origin: Approved Communication Strategy Processes: Consult programmes and regions Consolidate inputs Submit a draft review document for approval Issue press statements Print newsletter Facilitate public participation programmes Participate in provincial communication forums as well as provincial communication core-team (OTP, SALGA, GCIS and COGHSTA) Evidence: A copy of reviewed communication strategy Implementation report (press statements issued, quarterly publications, newsletters) Schedule, minutes and attendance register of public participation programs Report on hotline cases received and feedback from the Presidency Schedule, minutes and attendance register for communication forum and provincial communication core-team
Method of calculation	Manual count of the number of reports submitted on the implementation of the Communication Strategy

Data limitations	Lack of public participation
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Effective and efficient communication
Indicator responsibility	Senior Manager: General Support Services

Indicator title 13	Number of reports submitted on the implementation of the ICT Strategy	
Short definition	Produce and submit quarterly reports on aligning the ICT strategy to MPAT standards as well as consult ICT committee; GITOC and DPSA; consolidate inputs and review for approval. Enforce policy standards with consistent management and reporting services; standardise desktop and servers for automated deployment and standardised governance framework	
Purpose/importance	To review and implement ICT strategy in the department and align it to programmes' plans by 31 March 2018	
Source/collection of data	Origin:	Service Management System Administration Network Administration Security Management Risk Register (Q) GAP Analysis (bi-annually) ICT Operational Plan implementation (Q)
		Relevant Systems
	Processes:	Draft ICT Status report from information collected from relevant systems. Review ICT Strategy and submit to DICTC Chairperson for recommendation and to HOD for approval
	Evidence:	Approved ICT strategy (annually) ICT status report (quarterly)
Method of calculation	Manual count of the number of quarterly ICT status reports submitted	
Data limitations	Failure to get ICT Strategy approved Failure to obtain relevant information from systems e.g. server failure due to disasters	
Type of indicator	Output	
Calculation type	Cumulative	
Reporting cycle	Quarterly	
New indicator	Yes	
Desired performance	ICT MPAT Level 4 score	
Indicator responsibility	Senior Manager: General Support Services	

Indicator title 14	Number of reports submitted on fleet management	
Short definition	Produce and submit quarterly reports on ensuring the management of the departmental fleet	
Purpose/importance	To give briefing in the form of reports on the use, condition, maintenance and management of departmental fleet by 31 March 2018	
Source/collection of data	Origin:	Legislative and other mandates National Transport Policy SLA (NCFMTE) Car Tracker report
	Processes:	Check and manage use of fleet Check condition of vehicles prior and after use Check and ensure servicing and maintenance of fleet Compile informational reports

	Evidence: Quarterly Fleet management reports
Method of calculation	Manual count of the number fleet management reports submitted
Data limitations	Tracker system failure Failure to timeously obtain monthly reports from regions
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Well-managed departmental fleet
Indicator responsibility	Senior Manager: General Support Services
Indicator title 15	Number of reports submitted on the implementation of approved Records Management Policy
Short definition	Produce and submit quarterly reports on ensuring that the approved Records Management Policy is implemented
Purpose/importance	To review the manual and ensure its implementation as well as compilation and submission of reports by 31 March 2018
Source/collection of data	Origin: Legislative and other mandates Approved Records Management Policy Processes: Review and implement records management policy and procedures manual Generate and submit quarterly reports to the Provincial Archives Evidence: Copy of approved records management policy Quarterly Procedure Manual and Annual Implementation reports (file plan, records retention schedule, disposal certificates) Proof of submission and acknowledgement / confirmation letter
Method of calculation	Manual count of the number of quarterly reports submitted
Data limitations	Non-approval of policy
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Well-managed records management system
Indicator responsibility	Senior Manager: General Support Services
Indicator title 16	Number of reports submitted on the implementation of the approved Legal Compliance Improvement Plan
Short definition	Produce and submit quarterly reports on improving the compliance of the Department on legal matters, and improve the Department's capacity to resolve legal cases timeously and to ensure that all PAJA & PAIA requests are dealt with timeously
Purpose/importance	To report on how legal matters are addressed and resolved by 31 March 2018
Source/collection of data	Origin: Letters of demand, summonses, requests Processes: Develop a Legal Compliance Improvement Plan Follow processes as determined by Litigation Risk Management Policy Evidence: Approved Legal Compliance Improvement Plan Approved Litigation Risk Management Policy Quarterly reports on all legal matters attended to
Method of calculation	Manual count of the number of quarterly reports submitted on legal matters attended to
Data limitations	Case backlog of State Attorney
Type of indicator	Output

Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Duly implemented Legal Compliance Improvement Plan resulting in minimising the number of legal cases
Indicator responsibility	Senior Manager: Legal Services
Indicator title 17	Number of reports submitted on Departmental Security Management in line with MISS and MPSS
Short definition	Produce and submit quarterly reports on ensuring that minimum information and minimum physical security standards are implemented
Purpose/importance	To ensure the security of personnel, state assets and information by 31 March 2018
Source/collection of data	Origin: Minimum Information Security Standards (MISS) Minimum Physical Security Standards (MPSS) Approved Departmental Security Policy Processes: Review Security Policy Submit reviewed policy to HOD for approval Management of access control Monitoring and implementation of security policy and plan Conducting security audits and awareness sessions Doing pre-employment screening and vetting Managing security breaches Attending Security Committee Meetings Evidence: Quarterly reports on Security Management
Method of calculation	Manual count of the number of quarterly reports submitted on the Departmental Security Management
Data limitations	Lack of cooperation from staff Inadequate resources Non-submission of required evidence
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Secure personnel, state assets and information
Indicator responsibility	Senior Manager: General Support Services
Indicator title 18	Annual Performance Plan submitted
Short definition	Annually facilitating strategic planning sessions to develop and submit approved APP by end February 2018
Purpose/importance	To guide the department's planning and performance reporting processes by 31 March 2018
Source/collection of data	Origin: Legislative and other mandates Processes: Conduct strategic planning sessions Submission of first draft by August 2017 Submission of second draft by November 2017 Submission of final draft by February 2018 Approval of APP by end February 2018 Tabling to Legislature by March 2018 Evidence: Approved APP
Method of calculation	Manual count of the number of approved Annual Performance Plan submitted on time

Data limitations	Uncoordinated planning
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	An approved Annual Performance Plan in line with the Framework for the development of Strategic Plan, MPAT results and Annual Performance Plan
Indicator responsibility	Senior Manager: Policy, Planning, Monitoring and Evaluation
Indicator title 19	Number of quarterly performance reports submitted
Short definition	Produce and timeously submit quarterly performance reports to Office of the Premier
Purpose/importance	To reflect on the departmental performance to the oversight authorities (Auditor General, Premier's Office, and Parliament) by 31 March 2018
Source/collection of data	Origin: Legislative and other mandates Processes: Request quarterly reports from Programmes Compile consolidated departmental quarterly performance reports Populate data file Timeously submit approved quarterly performance report and data file to OTP Evidence: Approved quarterly performance report Letter of acknowledgement / proof of submission
Method of calculation	Manual count of the number of quarterly performance reports submitted on time
Data limitations	Non-submission of performance information
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Credible quarterly performance reports
Indicator responsibility	Senior Manager: Policy, Planning, Monitoring and Evaluation
Indicator title 20	Annual Performance Report submitted
Short definition	Annually produce and submit the Annual Performance Report for the previous financial year
Purpose/importance	To account for the budget spent and report on the performance of the department by 31 March 2018
Source/collection of data	Origin: Collate Programme performance information Submission of first draft by May 2017 Submission of second draft by June 2017 Submission of final report by end July 2017 Arrange publication of Annual Report by end August 2017 Submission to Provincial Treasury by end August 2017 Tabling to Legislature by September 2017 Processes: Gather, consolidate, verify, and submit annual performance report to the Auditor General and Provincial Treasury Evidence: Approved annual performance report Proof of submission
Method of calculation	Manual count of the number of Annual Performance reports submitted on time
Data limitations	Non-submission of performance information
Type of indicator	Output

Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	Credible departmental annual performance report
Indicator responsibility	Senior Manager: Policy, Planning, Monitoring and Evaluation
Indicator title 21	Report on the annual compliance with MPAT
Short definition	Produce and submit an annual report on ensuring the improvement of management practices in strategic management, governance and accountability, human resources and financial management
Purpose/importance	To comply with MPAT requirements on all Key Performance Areas and standards by 31 March 2018
Source/collection of data	Origin: MPAT standards Processes: Consult internally with all MPAT KPA managers Prepare, verify and upload required information for all standards Verification by Internal Audit Moderation by DPME Challenge moderation results (where necessary) Issuing of final results by DPME Compile and submit improvement plan for all key performance areas to the Office of the Premier (OTP) and the Department of Planning, Monitoring and Evaluation (DPME) Evidence: Final MPAT results MPAT Improvement plan
Method of calculation	Final MPAT score/results received
Data limitations	Non-submission and uploading of required evidence
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	Level 4 scores in all MPAT key performance areas and standards
Indicator responsibility	Senior Manager: Policy, Planning, Monitoring and Evaluation
Indicator title 22	Number of integrated risk management reports submitted
Short definition	Draft, assess and submit quarterly Integrated Risk Management reports
Purpose/importance	To evaluate risk management in the department by 31 March 2018
Source/collection of data	Origin: Risk Management Register Processes: Consolidate risk assessment reports Evidence: Monthly integrated risk management reports submitted
Method of calculation	Manual count of the number of quarterly integrated risk management reports submitted
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	All risks managed and mitigated effectively
Indicator responsibility	Senior Manager: Supply Chain Management

Indicator title 23	Number of audit action plans submitted
Short definition	Collate, compile and submit quarterly audit action plans to Provincial Treasury / Audit Committee
Purpose/importance	Report on the implementation of audit findings as raised by the Auditor General by 31 March 2018
Source/collection of data	Origin: Auditor General Report Processes: Consolidate Audit Action Plans Evidence: Quarterly Audit Action Plans
Method of calculation	Manual count of the number of quarterly audit action plans submitted
Data limitations	Lack of capacity and other resources
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Improvement on audit findings from previous financial year
Indicator responsibility	Senior Manager: Supply Chain Management
Indicator title 24	Annual Budget submitted
Short definition	Annually compile and submit the approved 2018/2019 departmental budget to Provincial Treasury before 31 March 2018
Purpose/importance	To facilitate the budget process, and to monitor and track spending and savings by 31 March 2018
Source/collection of data	Origin: Treasury allocation letter Processes: CFO meets with Programme and responsibility managers Programmes submit their budget inputs to Financial Management Consolidate budget inputs Compile and Submit final budget to Provincial Treasury before 31 March 2018 Load approved budget on BAS Evidence: Proof of submission of the budget to Provincial Treasury Vote 9 budget
Method of calculation	Manual count of the approved budget submitted to Treasury before 31 March 2018
Data limitations	None
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	All departmental spending within allocated budget
Indicator responsibility	Senior Manager: Financial Administration
Indicator title 25	Adjusted budget submitted
Short definition	Annually compile and submit adjusted budget to Provincial Treasury by October 2017
Purpose/importance	To apply virements and consolidate an adjusted budget for the department by 31 March 2018
Source/collection of data	Origin: Treasury allocation letter Processes: CFO meets with Programme and responsibility managers to identify reallocation based on in-year pressures Programmes submit their budget inputs to Financial Management Consolidate the adjusted budget Submit adjusted budget to Provincial Treasury Load approved adjusted budget on BAS

	Evidence: Proof of submission/acknowledgement letter Approved adjusted budget
Method of calculation	Manual count of the approved adjusted budget submitted to Treasury by October 2017
Data limitations	None
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	Reprioritised resource allocations
Indicator responsibility	Senior Manager: Financial Administration
Indicator title 26	Number of in-year monitoring reports submitted
Short definition	Produce and submit monthly in-year monitoring reports to Provincial Treasury by the 15th of each month
Purpose/importance	To ensure effective financial management compliance by 31 March 2018
Source/collection of data	Origin: Section 40 projections Processes: Populate the projection as per Provincial Treasury template Populate monthly expenditure Monthly review of projections based on expenditure Evidence: Proof of submission In-year monitoring reports
Method of calculation	Manual count of the number of monthly in-year monitoring reports submitted by the 15th of each month
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Spending trends analysed and expenditure within monthly cash flow projections
Indicator responsibility	Senior Manager: Financial Administration
Indicator title 27	Compilation and submission of Annual Financial Statements
Short definition	Collate, analyse and submit annual financial statements to Provincial Treasury by 31st May 2017 in accordance with the MCS Manual
Purpose/importance	To provide information on the financial position, performance, cash flow and changes in the financial position of the department in compliance with the MCS Manual by 31 March 2018
Source/collection of data	Origin: Trial balance and PERSAL Reports Processes: Source information from different units Populate figures onto prescribed template Committee to review AFS before submission Submit AFS with working paper files to Provincial Treasury Evidence: Proof of submission/Acknowledgement from AGSA Annual Financial Statement
Method of calculation	Manual count of number of complete sets of Annual Financial Statements
Data limitations	None
Type of indicator	Output
Calculation type	Non-cumulative

Reporting cycle	Annually
New indicator	No
Desired performance	Annual Financial Statements without any misstatements
Indicator responsibility	Senior Manager: Financial Administration
Indicator title 28	Number of Interim Financial Statements submitted
Short definition	Produce and submit three Interim Financial Statements to Provincial Treasury (Quarters 2, 3 and 4)
Purpose/importance	To provide information on the financial position, performance, cash flow and changes in financial position to the department in compliance with the MCS manual by 31 March 2018
Source/collection of data	Origin: Trial balance and PERSAL Reports Processes: Source information from different units Populate figures onto prescribed template Committee to review AFS before submission Submit AFS with working paper files to Provincial Treasury Evidence: Proof of submission/Acknowledgement Interim Financial Statement
Method of calculation	Manual count of one complete set of Interim Financial Statements submitted to Provincial Treasury in Quarters 2, 3 and 4
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Interim Financial Statements without any misstatements
Indicator responsibility	Senior Manager: Financial Administration
Indicator title 29	Number of fund requisitions submitted
Short definition	Produce and submit to Provincial Treasury monthly fund requisitions as per cash flow projections
Purpose/importance	To request funds from Treasury for cash flow by 31 March 2018
Source/collection of data	Origin: Cash flow projections Processes: Populate fund requisition from cash flow projections and trial balance Evidence: Fund requisitions submitted Acknowledgement of receipt
Method of calculation	Manual count of the number of monthly fund requisitions submitted
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Improved monthly cash flow projections
Indicator responsibility	Senior Manager: Financial Administration
Indicator title 30	Number of certificates of compliance submitted
Short definition	Produce and submit to Provincial Treasury one certificate of compliance every month as per prescribed template
Purpose/importance	To comply with the relevant legislative framework and internal processes by 31 March 2018
Source/collection of data	Origin: Trial Balance/BAS and PERSAL Reports

	Processes: Various units analyse progress on relevant indicators and submit inputs to manager for consolidation
	Evidence: Acknowledgement of receipt (Provincial Treasury stamp) Certificates of compliance
Method of calculation	Manual count of the number of monthly certificates of compliance submitted
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Certificates of compliance submitted as prescribed
Indicator responsibility	Senior Manager: Financial Administration
Indicator title 31	Number of Instruction Note 34 reports submitted
Short definition	Produce and submit twelve reports to Provincial Treasury to indicate compliance with 30 day payments
Purpose/importance	To report compliance of payments within 30 days by 31 March 2018
Source/collection of data	Origin: Payment register report 30 day Tool document
	Processes: Import payment register report from BAS onto 30 day Tool
	Evidence: Acknowledgement of receipt (Provincial Treasury stamp) Instruction Note 34 reports
Method of calculation	Manual count of the number of monthly instruction note 34 reports submitted
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Instruction Notes 34 reports submitted as prescribed
Indicator responsibility	Senior Manager: Financial Administration
Indicator title 32	Annual tax reconciliations submitted
Short definition	Produce and submit quarterly reports one annual tax reconciliation (EMP501) to SARS
Purpose/importance	To manage tax reconciliations by 31 March 2018
Source/collection of data	Origin: Monthly tax reconciliations (EMP201) submitted to SARS
	Processes: Reconcile data on PERSAL to ensure correct pay over to SARS
	Evidence: Employer Reconciliation Declaration (EMP501) and IRP 5's
Method of calculation	Manual count of number of EMP501 submitted
Data limitations	None
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	Accurate IRP5's
Indicator responsibility	Senior Manager: Financial Administration

Indicator title 33	Number of mid-year tax reconciliations submitted
Short definition	Produce and submit one mid-year tax reconciliation (EMP501) to SARS by 31 October 2017
Purpose/importance	To manage tax reconciliations by 31 March 2018
Source/collection of data	Origin: Monthly tax reconciliations (EMP201) submitted to SARS
	Processes: Reconcile data on PERSAL to ensure correct pay over to SARS
	Evidence: Employer Reconciliation Declaration (EMP501)
Method of calculation	Manual count of the number of EMP501s submitted timeously
Data limitations	None
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	Yes
Desired performance	Accurate tax reconciliations
Indicator responsibility	Senior Manager: Financial Administration
Indicator title 34	Number of monthly tax reconciliations submitted
Short definition	Produce and submit monthly tax reconciliation (EMP201) to SARS
Purpose/importance	To ensure correct tax reconciliations by 31 March 2018
Source/collection of data	Origin: Monthly tax reconciliations (EMP201) submitted to SARS
	Processes: Reconcile data on PERSAL to ensure correct pay over to SARS
	Evidence: Monthly Employer Declaration (EMP201)
Method of calculation	Manual count of the monthly EMP201 submitted
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Accurate tax reconciliations
Indicator responsibility	Senior Manager: Financial Administration
Indicator title 35	Number of reports on approved Contract Management Policy
Short definition	Develop and report quarterly on the implementation of the Contract Management Policy
Purpose/importance	To monitor contracts according to the policy by 31 March 2018
Source/collection of data	Origin: Approve Contract Management Policy
	Processes: Develop Contract Management Policy according to relevant legislation
	Evidence: Approved contract management policy (Quarter 1) Quarterly contract management reports
Method of calculation	Manual count of the number of quarterly reports submitted
Data limitations	Non-approval of policy
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly

New indicator	Yes
Desired performance	Contract Management Policy duly implemented
Indicator responsibility	Senior Manager: Supply Chain Management
Indicator title 36	Approved Supply Chain Management Plan
Short definition	Annually produce and submit one supply chain management plan
Purpose/importance	To remain within the allocated budget and procure according to needs by 31 March 2018
Source/collection of data	Origin: Approved budget Processes: Compile plan according to prescribed Treasury template Evidence: Proof of submission to Provincial Treasury Approved supply chain management plan
Method of calculation	Manual count of the approved Supply Chain Management Plan
Data limitations	Depends on other stakeholders
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	Supply Chain Management Plan duly implemented
Indicator responsibility	Senior Manager: Supply Chain Management
Indicator title 37	Number of supply chain management reports submitted
Short definition	Produce and submit monthly Supply Chain Management reports to Provincial Treasury
Purpose/importance	To keep updates of procurement and tendering information by 31 March 2018
Source/collection of data	Origin: Approved Supply Chain Management Plan Processes: Report on procurements over R100k Evidence: Proof of submission to Provincial Treasury Monthly supply chain management reports
Method of calculation	Manual count of the number of monthly supply chain management reports submitted
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Updated tendering and procurement information
Indicator responsibility	Senior Manager: Supply Chain Management
Indicator title 38	Number of LOGIS reports submitted
Short definition	Produce and submit quarterly reports related to the utilisation of LOGIS pertaining to Commitments, Accruals, Receipts, Invoice Tracking & Customer Survey Management
Purpose/importance	To ensure procurement of good and services on LOGIS by 31 March 2018
Source/collection of data	Origin: EXCO resolution Processes: Request LOGIS reports Evidence: Quarterly LOGIS reports
Method of calculation	Manual count of the number of quarterly LOGIS reports submitted
Data limitations	None

Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Optimal Utilisation of LOGIS
Indicator responsibility	Senior Manager: Supply Chain Management

PROGRAMME 2: HUMAN SETTLEMENTS - STRATEGIC OBJECTIVES INDICATOR TECHNICAL DESCRIPTORS

Strategic objective indicator 1.1	Approved Multi-Year Housing Development Plan (MYHDP) by 2019
Short definition	Annually produce and submit a Multi-Year Housing Development Plan for the implementation of key human settlements programmes, municipal accreditation and upgrade of informal settlements programmes, to achieve spatial integration
Purpose/importance	To resolve the deficiencies of apartheid spatial planning by integrating and investing in sustainable human settlements during 2017/2018
Source/collection of data	<p>Origin: Legislative and other mandates</p> <p>Processes: Reviewing and approval of one Multi-Year Housing Development Plan Assessment of informal settlements for formalisation Development of a policy guideline in relation to human settlements Evaluate implementation of the municipal accreditation programme by accredited municipalities Development of project pipeline for 20 municipalities Capacitate municipal officials in 3 municipalities on the housing programme Educate 3500 housing beneficiaries on their responsibilities as new home owners Involve young people in skills development initiatives</p> <p>Evidence: Approved multi-year Housing Development Plan Technical studies: desktop geotechnical investigation, basic engineering and basic EIA report; social facilitation and preliminary layout Approved policy guideline Annual departmental report on the performance of accredited municipalities List of projects from municipalities Certificates of successful completion of courses Attendance registers for consumer education Attendance registers for young people involved in skills development initiatives</p>
Method of calculation	Manual count of the number of Multi-Year Housing Development Plans (MYHDP) submitted
Data limitations	Accessibility and credibility of data from sector departments and municipalities Lack of participation and inputs by municipalities Accuracy of the calculated proposed plan, council resolution Accuracy of lists of projects received from municipalities Timeous submission of certificates by service providers Timeous submission of registers and housing sector plans by municipalities
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	Investment in sustainable and integrated human settlements
Indicator responsibility	Executive Manager: Human Settlements

Strategic objective indicator 2.1	Subsidy housing opportunities created by 2019
Short definition	Improved living conditions within informal settlements and new developments through the provision of basic infrastructure and services to identified households, providing quality housing units in formally developed settlements and upgrading identified households from informal to formal settlements
Purpose/importance	Construction of standardised houses with access to basic services during 2017/2018
Source/collection of data	Origin: Legislative and other mandates Processes: Formalization of the informal settlements Providing basic infrastructure and services to households in informal settlements, new developments and all infill programmes Sites planned and surveyed towards establishing human settlements Providing housing units Evidence: Layout plan Housing Development report on serviced sites Building inspector reports FLISP payments Housing Progress Report
Method of calculation	Manual count of the number of housing units completed
Data limitations	Completion of the GeoTech and EIA Timeous submission of building inspector reports Stability tests
Type of indicator	Impact
Calculation type	Cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	Investment in sustainable and integrated human settlements
Indicator responsibility	Executive Manager: Human Settlements
Strategic objective indicator 3.1	Title deeds registered by 2019
Short definition	Accommodating the registration of properties, the acquisition of land for municipalities, the approval of the Human Settlements Development Grant (HSDG) Business Plan, and the submission of monthly DoRA reports
Purpose/importance	To submit credible monthly conditional grant report; planning and submission of conditional grant business plan to promote homeownership and security of tenure to beneficiaries during 2017/2018
Source/collection of data	Origin: Legislative and other mandates Processes: Interact with municipalities to obtain beneficiary lists to instruct attorneys to effect transfers and to receive the title deeds back Assisting municipalities in acquiring land for human settlement development Developing and submission of 1 conditional grant business plan Monthly reporting to National Human Settlements and other stakeholders on financial and non-financial performance Evidence: Conveyancers' certificates received Pre-feasibility reports and/or ownership records (deeds records) Submission/business plan approved by MEC Conditional grant reports and proof of expenditure from BAS
Method of calculation	Manual count of the number of title deeds registered
Data limitations	Timeous receipt of Conveyancers' certificates Lengthy processes on transferring of state owned land Timeous and accurate project list Timeous submission of regional and building inspector's reports and BAS and HSS reconciliations

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

PROGRAMME 2: HUMAN SETTLEMENTS – PERFORMANCE INDICATOR TECHNICAL DESCRIPTORS

Indicator title 1	Multi-Year Housing Development Plan (MYHDP) approved	
Short definition	Annual reviewing and approval of one Multi-Year Housing Development Plan	
Purpose/importance	To develop a plan that will guide development of houses by 31 March 2018	
Source/collection of data	Origin:	Human Settlements Project List Human Settlements Business Plan Human Settlements Project List Human Settlements Project Readiness Matrix MTSF targets (provincial) Department of Water and Sanitation, Energy, Roads, Environment and Nature and Transport Business Plans
	Processes:	Analyse the ability of the department to deliver on its mandate and provide recommendations Outline challenges faced with land availability and acquisition, urbanisation trends, management of space, and access to basic services. Explore the funding methods and options (initiation of partnerships and incentives). Provide strategic implication and strategic direction (Facilitate a strategic workshop with senior officials of the department). Provide resources and risk implications of the strategic implications. Align the Human Settlements Strategy with the Multi-year plan
	Evidence:	Approved multi-year Housing Development Plan
Method of calculation	Manual count of the approved multi-year Housing Development Plan submitted	
Data limitations	Accessibility and credibility of data from sector departments and municipalities	
Type of indicator	Output	
Calculation type	Non-Cumulative	
Reporting cycle	Annually	
New indicator	No	
Desired performance	Systematic delivery of planned houses	
Indicator responsibility	Senior Manager: Housing Needs, Planning and Research	
Indicator title 2	Number of plans developed for the upgrading of existing informal settlements	
Short definition	Produce and submit an annual plan on the assessment of informal settlements for formalisation	
Purpose/importance	To develop an upgrading plan for informal settlements by 31 March 2018	
Source/collection of data	Origin:	Municipal Housing Sector Plans Project Pipeline Spatial Development Framework Housing needs register
	Processes:	Conduct rapid assessment Categorise settlements Develop programmes and strategies

	Evidence: Technical studies: desktop geotechnical investigation, basic engineering and basic EIA report; social facilitation and preliminary layout
Method of calculation	Manual count of the number of upgrading plans developed
Data limitations	Access to credible data (engineering reports, etc.)
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	Settlements ready for phase 2 development (township establishment)
Indicator responsibility	Senior Manager: Housing Needs, Planning & Research
Indicator title 3	Number of policy guidelines approved
Short description	Annual development of a policy guideline in relation to human settlements
Purpose/Importance	To develop policies for support of human settlements by 31 March 2018
Source/collection of data	Origin: Housing Code (2009) Housing Act (1997) Protection Measures Act (1998) White Paper on Housing Rental Housing Act (1999) Processes: Conduct research Develop 1st draft Consultation through workshops and Provincial policy forum. Develop 2nd draft Final draft Evidence: Approved policy guideline
Method of calculations	Manual count of the approved policy guideline submitted
Data limitations	Lack of participation and inputs by municipalities
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	Approved policy guideline for human settlements
Indicator responsibility	Senior Manager: Housing Needs, Planning and Research
Indicator title 4	Number of reports on M&E conducted on accredited municipalities
Short description	Produce and submit an annual report on evaluating the implementation of the municipal accreditation programme by accredited municipalities
Purpose/Importance	Compliance with the delegated functions by the accredited municipalities by 31 March 2018
Source/collection of data	Origin: Monthly municipal accreditation reports Quarterly municipal accreditation reports Housing Subsidy System Processes: Support, monitor and evaluate the Level 1 and 2 Accredited Municipalities through one on one engagements and quarterly forum meetings Provide capacity Support to the Level 1 and 2 Municipalities Disbursement of Capacity funding to Accredited Municipalities Evidence: Annual departmental report on the performance of accredited municipalities
Method of calculations	Manual count of the number of reports on the performance of accredited municipalities submitted

Data limitations	Accuracy of the calculated proposed plan, council resolution
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	Successful monitoring and evaluation of accredited municipalities
Indicator responsibility	Senior Manager: Housing Needs, Planning and Research

Indicator title 5	Number of municipalities supported with development of credible project pipelines
Short description	Produce and submit quarterly reports on the development of project pipelines for the following municipalities: Dawid Kruiper, Kai Garib, !Kheis, Tsantsabane, Emthanjeni, Siyancuma, Siyathemba, Thembelihle, Kareeberg, Renosterberg, Ubuntu, Umsobomvu, Hantam, Karoo Hoogland, Sol Plaatje, Phokwane, Magareng, Gamagara, Joe Morolong and Ga-Segonyana
Purpose/Importance	To develop a pipeline of projects to assist in project allocation by 31 March 2018
Source/collection of data	Origin: Municipal business plans Business plans from key sector departments such Department of Water Affairs, COGHSTA MIG unit, Department of Energy etc. Housing sector plans Spatial Development Frameworks Provincial and municipal informal settlements strategies Processes: List new project business plans on the project pipeline template Desk-top analysis of project business plans Verify project business plan information with the relevant sector departments (Department of Water Affairs, COGHSTA MIG unit, Department of Energy etc.) Engage municipalities on the submitted business plans Detailed verification by professionals (town planner, engineer and project manager) Prioritise projects that are ready for implementation on the project pipeline template Evidence: List of projects from municipalities
Method of calculations	Manual count of the municipalities supported with the development of credible project pipelines, ensuring that the actual municipalities supported corresponds with the identified municipalities
Data limitations	Accuracy of lists received from municipalities
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Sequenced pipeline of projects aligned to municipal business plans
Indicator responsibility	Senior Manager: Housing Needs, Planning and Research

Indicator title 6	Number of municipalities capacitated through accredited training courses
Short description	Produce and submit an annual report on municipal housing practitioners in 3 (Frances Baard, ZF Mgcawu and Pixley-ka-Seme) municipalities capacitated on the housing programme
Purpose/Importance	Produce knowledgeable housing practitioners by 31 March 2018
Source/collection of data	Origin: Official requests for training by municipalities Municipal skill audits Processes: Capacity Development Business Plan approved Identification of relevant municipal officials to attend training courses Accredited courses conducted for municipal officials Disbursement of payments to service provider Support to municipal officials

	Develop a close-out report
Evidence:	Certificates of successful completion of the courses
Method of calculations	Manual count of the number of municipalities capacitated as per the certificates of successful completion, ensuring that the actual municipalities supported corresponds with the identified municipalities
Data limitations	Timely submission of certificates by service providers
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	Municipalities with skilful and knowledgeable municipal housing practitioners
Indicator responsibility	Senior Manager: Housing Needs, Planning and Research
Indicator title 7	Number of consumers exposed to consumer education
Short description	Produce and submit quarterly reports on housing beneficiaries educated on their responsibilities as new home owners
Purpose/Importance	To ensure housing beneficiaries are informed by 31 March 2018
Source/collection of data	Origin: Training statistics from municipalities Processes: Conduct district steering committee meetings Collect training statistics and attendance registers of training conducted from municipalities Query and verify statistics and attendance registers submitted Populate HCE statistics template Evidence: Attendance registers for consumer education Quarterly consolidation reports
Method of calculations	Manual count of the number of consumers educated as per quarterly reports
Data limitations	Timeous submission of registers by municipalities
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Housing beneficiaries duly capacitated with home-ownership information
Indicator responsibility	Senior Manager: Housing Needs, Planning and Research
Indicator title 8	Number of young people involved in Skills Development Initiatives
Short description	Produce and submit an annual report on the number of young people involved in Skills Development Initiatives in the human settlements sector
Purpose/Importance	To empower the youth in the built environment by 31 March 2018
Source/collection of data	Origin: Ministerial directives National Youth Policy Human Settlements Youth Development Framework Processes: Establish a need Target a region Engage municipalities Mobilise unemployed youth Conduct training Evidence: Certificate of successful completion of training
Method of calculations	Manual count of the number of youths successfully completing skills development training as per Completion Certificates

Data limitations	Stakeholder commitment
Type of indicator	Output
Calculation type	Non-Cumulative
Reporting cycle	Annually
New indicator	Yes
Desired performance	Empowered youth that actively participate in the human settlements sector
Indicator responsibility	Senior Manager: Housing Needs, Planning and Research
Indicator title 9	Number of households provided with access to basic infrastructure and services
Short description	Produce and submit an annual report on the provision of basic infrastructure and services to households in informal settlements, new developments and all infill programmes
Purpose/Importance	To improve the lives of people living in informal settlements, new developments and all infill programmes through the provision of basic infrastructure and services by 31 March 2018
Source/collection of data	Origin: Project Readiness Matrix and Project Pipeline Processes: Provision of basic infrastructure and services (access to water, sanitation and roads) to households in: Informal settlements (individual and shared), new developments, and all infill programmes (excluding informal settlements and new development). Evidence: Housing Development report on serviced sites
Method of calculations	Manual count of the number of households provided with access to basic infrastructure and services as per annual report
Data limitations	Completion of GeoTech and stability tests
Type of indicator	Output
Calculation type	Non-Cumulative
Reporting cycle	Annually
New indicator	Yes
Desired performance	Households with access to basic infrastructure and services
Indicator responsibility	Senior Manager: Housing Development
Indicator title 10	Number of housing units completed under all programmes
Short description	Produce and submit quarterly Housing Progress Reports on the provision of housing units in the following programmes: Community Residential Units; Integrated Residential Development Programme (IRDP); Military Veterans and Finance Linked Individual Subsidy Programme (FLISP)
Purpose/Importance	To reduce the housing backlog in the Province by 31 March 2018
Source/collection of data	Origin: Project Readiness Matrix and Project Pipeline Processes: Engage with municipalities to develop housing plans; network with service providers (contractors and suppliers of building materials); check construction progress; building inspections - in all the following programmes: Community Residential Units Integrated Residential Development Programme (IRDP) Military Veterans Finance Linked Individual Subsidy Programme (FLISP) Evidence: Building inspector reports FLISP payments Housing Progress Report
Method of calculations	Manual count of the number of housing units as per the quarterly Housing Progress Reports
Data limitations	Timeous submission of building inspector reports
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly

New indicator	No
Desired performance	Providing sustainable and integrated human settlements (<i>"To be a shack-free Province"</i>)
Indicator responsibility	Senior Manager: Housing Development
Indicator title 11	Number of title deeds registered
Short description	Produce and submit quarterly reports on the number of title deeds registered
Purpose/Importance	To promote home-ownership by 31 March 2018
Source/collection of data	Origin: Approved beneficiary list Processes: Interact with municipalities to obtain beneficiary lists Instruct attorneys to effect transfer of properties according to the approved beneficiary list with corresponding erf numbers Evidence: Conveyancers' certificates received
Method of calculations	Manual count of the number of registrations (according to conveyancers' certificates received) as per quarterly reports
Data limitations	Timeous receipt of Conveyancers' certificates
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	All housing beneficiaries provided with home-ownership
Indicator responsibility	Senior Manager: Housing Asset Management
Indicator title 12	Number of local municipalities assisted with acquisition of land
Short description	Produce and submit an annual report on local municipalities (Tsantsabane and Gamagara) assisted in acquiring land for human settlement development
Purpose/Importance	To assist municipalities to acquire land for human settlement development by 31 March 2018
Source/collection of data	Origin: Request by Local Municipalities for assistance in the acquisition of land for human settlement development Processes: Identification of land by Housing Development Agency Receipt of pre-feasibility reports Negotiate to acquire land Entering into a sales agreement, followed by transfer of land to local municipality Evidence: Pre-feasibility reports and/or ownership records (title deeds)
Method of calculations	Manual count of the number of local municipalities with title deed as proof of successfully acquired land for human settlement development
Data limitations	Lengthy processes on transferring of state owned land
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	Local municipalities with sufficient land to develop human settlements
Indicator responsibility	Senior Manager: Housing Asset Management
Indicator title 13	Conditional grant business plan submitted
Short description	Annual development and submission of 1 conditional grant business plan
Purpose/Importance	To submit a plan for allocation of conditional grant in terms of DoRA by 31 March 2018
Source/collection of data	Origin: Municipal business plans Commitments Project Readiness Matrix and Project Pipeline

	Processes: Consultation with applicable role-players Develop project list, taking commitments into consideration
	Evidence: Business plan (approved by MEC) Proof of submission
Method of calculations	Manual count of the number of duly approved business plans submitted
Data limitations	Timeous and accurate municipal business plans and readiness matrix pipeline
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	Conditional grant expenditure according to the approved business plan
Indicator responsibility	Senior Manager: Housing Asset Management

Indicator title 14	Number of monthly conditional grant reports submitted to national human settlements and other stakeholders
Short description	Produce and submit monthly DoRA reports to National Human Settlements and other stakeholders on financial and non-financial performance
Purpose/Importance	To keep track of financial and non-financial performance on a monthly basis, to ensure that performance is in accordance with the approved business plan by 31 March 2018
Source/collection of data	Origin: Information received from HSS on financial and non-financial performance Reconciliation with BAS expenditure
	Processes: Collect financial and non-financial performance information Compile monthly DoRA report
	Evidence: Monthly Conditional grant (DoRA) reports with proof of expenditure from BAS
Method of calculations	Manual count of the number of monthly DoRA reports with proof of expenditure from BAS
Data limitations	Timeous submission of regional and building inspector's reports and BAS and HSS reconciliation
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Financial and non-financial performance in correlation with the approved business plan
Indicator responsibility	Senior Manager: Housing Asset Management

PROGRAMME 3: COOPERATIVE GOVERNANCE - STRATEGIC OBJECTIVE INDICATOR TECHNICAL DESCRIPTORS

Strategic objective indicator 1.1	Municipalities with functional municipal councils by 2019
Short definition	Support, monitor and intervene in all municipalities with regards to the functionality of municipal councils
Purpose/importance	To ensure a functional system of cooperative governance and participatory democracy during 2017/2018
Source/collection of data	Origin: Legislative and other mandates
	Processes: Supporting municipalities with the recruitment and appointment of Senior Managers Ensuring that Senior Managers are capacitated to meet the minimum competency requirements Guide municipalities on gender policy to achieve the 50/50 representation of women in senior management positions
	Evidence: Quarterly departmental report on the functionality of municipal councils
Method of calculation	Manual count of the number of municipalities with functional councils
Data limitations	Non-sitting of municipal councils
Type of indicator	Impact
Calculation type	Non-cumulative

Reporting cycle	Annually
New indicator	Yes
Desired performance	Functional municipal councils in all municipalities
Indicator responsibility	Executive Manager: Cooperative Governance
Strategic objective indicator 1.2	Municipalities with functional Municipal Public Accounts Committees (MPAC) by 2019
Short definition	Support, monitor and intervene in all municipalities with regards to the functionality of Municipal Public Accounts Committees
Purpose/importance	To ensure a functional system of cooperative governance and participatory democracy during 2017/2018
Source/collection of data	Origin: Legislative and other mandates Processes: Ensuring that anti-corruption measures include the establishment and functionality of a structure that deals with Anti-corruption issues, towards combating fraud and corruption and/or maladministration in municipalities Reporting comprehensively on analysis of fraud, corruption and maladministration cases Evidence: Quarterly departmental report on the functionality of MPACs within municipalities
Method of calculation	Manual count of the number of municipalities with functional MPACs
Data limitations	Non-sitting of MPACs
Type of indicator	Impact
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	Yes
Desired performance	Functional Municipal Public Accounts Committees in all municipalities
Indicator responsibility	Executive Manager: Cooperative Governance
Strategic objective indicator 1.3	District Municipalities with functional Inter-Governmental Relations Forums (IGR) by 2019
Short definition	Support, monitor and intervene in all district municipalities with regards to the functionality of Inter-Governmental Relations Forums
Purpose/importance	To ensure a functional system of cooperative governance and participatory democracy during 2017/2018
Source/collection of data	Origin: Legislative and other mandates Processes: Supporting and monitoring the functionality of all 5 district IGR Fora in district municipalities Evidence: Quarterly departmental consolidated report on the functionality of IGR Fora
Method of calculation	Manual count of the number of district municipalities with functional IGRs
Data limitations	Non-sitting of IGRs
Type of indicator	Impact
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	Yes
Desired performance	Functional Inter-Governmental Relations Forums in all district municipalities
Indicator responsibility	Executive Manager: Cooperative Governance
Strategic objective indicator 2.1	Support and coordinate municipal management improvement plans (LGMIMs) and Back to Basics approach by 2019
Short definition	Support municipalities through the coordination and monitoring of LGMIMs (Gamagara, Thembelihle, Umsobomvu, Kheis, Kareeberg, Joe Morolong, Kai Garib, Sol Plaatje, Siyathemba & Khai Ma) and Back to Basic approach (Tsantsabane, Phokwane, Magareng, Kgatelopele, Ga-Segonyana, Renosterberg, Dikgatlong, Siyathemba, Pixley Ka Seme, John Taolo Gaetsewe, Namakwa, Kareeberg, Umsobomvu and Khai Ma)
Purpose/importance	To support and coordinate the municipal management improvement plans and Back to Basics approach during 2017/2018
Source/collection of data	Origin: Legislative and other mandates Processes: Support, coordinate and monitor:

	<p>Implementation of LGMIM; Stakeholders within and outside government in support of municipal improvement programme; and Functionality of the B2B Provincial Coordinating Forum Support and monitor the implementation of B2B in municipalities</p>
Evidence:	Quarterly departmental reports on the implementation of LGMIM and B2B
Method of calculation	Manual count of the number of municipalities implementing LGMIM
Data limitations	Inaccurate or no data provided by municipalities
Type of indicator	Impact
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	Yes
Desired performance	Municipalities with Management Improvement Plans and complying with the Back to Basics approach
Objective responsibility	Executive Manager: Cooperative Governance
<hr/>	
Strategic objective indicator 2.2	Support and coordinate the valuation of properties in municipalities by 2019
Short definition	Support, monitor and intervene with regards to the functionality of IGR
Purpose/importance	To support and coordinate the valuation of properties in municipalities during 2017/2018
Source/collection of data	<p>Origin: Legislative and other mandates (MPRA)</p> <p>Processes: Support and monitor: The implementation of the MPRA; The municipal determination of property categories and special rating areas for rating purposes; The impact of levying rates on sectors of the economy, on national economic policies, and on economic activities across municipal boundaries; and The establishment and functionality of the property valuation structures.</p> <p>Evidence: Quarterly departmental consolidated report on the implementation of the MPRA</p>
Method of calculation	Manual count of the number of municipalities implementing MPRA
Data limitations	Inaccurate or no data provided by municipalities
Type of indicator	Impact
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	Yes
Desired performance	Municipalities complying with the Municipal Property Rates Act
Indicator responsibility	Executive Manager: Cooperative Governance
<hr/>	
Strategic objective indicator 2.3	Improve municipal performance monitoring, evaluation and reporting by 2019
Short definition	Improving performance monitoring, evaluation and reporting in all municipalities
Purpose/importance	To improve performance monitoring, evaluation and reporting in municipalities during 2017/2018
Source/collection of data	<p>Origin: Legislative and other mandates</p> <p>Processes: Support municipal performance management system Conduct performance assessment and report thereon Enhance data integrity and information management Conduct statutory compliance and reporting on municipal performance Monitor, support and promote compliance in municipal performance audit process</p> <p>Evidence: Quarterly departmental consolidated report on the implementation of PMS in municipalities</p>
Method of calculation	Manual count of the number of municipalities implementing PMS

Data limitations	Inaccurate or no data provided by municipalities
Type of indicator	Impact
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	Yes
Desired performance	Municipalities effectively implementing performance monitoring, evaluation and reporting
Indicator responsibility	Executive Manager: Cooperative Governance

Strategic objective indicator 3.1	Percentage of households with access to water by 2019
Short definition	Continuously co-ordinate the delivery of water services, monitor provision of basic services and assist municipalities to plan and implement infrastructure programmes through infrastructure co-ordinating forum
Purpose/importance	To ensure members of society have access to sustainable and reliable basic services during 2017/2018
Source/collection of data	Origin: Legislative and other mandates Stats SA Census 2011 DORA allocations Processes: Assist and support all 26 local municipalities to plan, implement, operate and maintain infrastructure programmes and projects Monitor the provision and access to households benefiting from Free Electricity Evidence: MIG M&Q Project List
Method of calculation	$\frac{\text{Number of households benefitted during period}}{\text{Total number of households in Province}} * \frac{100}{1}$

Data limitations	Inaccurate or no data provided by sector departments, municipalities and infrastructure agencies Budget limitation for site visits to verify information
Type of indicator	Impact
Calculation type	Incremental
Reporting cycle	Annually
New indicator	Yes
Desired performance	Improved access to basic water services
Indicator responsibility	Executive Manager: Cooperative Governance

Strategic objective indicator 3.2	Percentage of households with access to sanitation by 2019
Short definition	Continuously co-ordinate the delivery of sanitation services, monitor provision of basic services and assist municipalities to plan and implement infrastructure programme through infrastructure co-ordinating forum.
Purpose/importance	To ensure members of society have access to sustainable and reliable basic services during 2017/2018
Source/collection of data	Origin: Legislative and other mandates Stats SA Census 2011 DORA allocations Processes: Assist and support all 26 local municipalities to plan, implement, operate and maintain infrastructure programmes and projects Monitor the provision and access to households benefiting from Free Electricity Evidence: MIG M&Q Project List
Method of calculation	$\frac{\text{Number of households benefitted during period}}{\text{Total number of households in Province}} * \frac{100}{1}$

Data limitations	Inaccurate or no data provided by sector departments, municipalities and infrastructure agencies Budget limitation for site visits to verify information
-------------------------	---

Type of indicator	Impact
Calculation type	Incremental
Reporting cycle	Annually
New indicator	Yes
Desired performance	Improved access to basic sanitation services
Indicator responsibility	Executive Manager: Cooperative Governance
Strategic objective indicator 3.3	Percentage of households with access to electricity by 2019
Short definition	Continuously co-ordinate the delivery of electricity services, monitor provision of basic services and assist municipalities to plan and implement infrastructure programme through infrastructure co-ordinating forum.
Purpose/importance	To ensure members of society have access to sustainable and reliable basic services during 2017/2018
Source/collection of data	Origin: Legislative and other mandates Stats SA Census 2011 DORA allocations Processes: Assist and support all 26 local municipalities to plan, implement, operate and maintain infrastructure programmes and projects Monitor the provision and access to households benefiting from Free Electricity Evidence: MIG M&Q Project List
Method of calculation	$\frac{\text{Number of households benefitted during period}}{\text{Total number of households in Province}} * \frac{100}{1}$
Data limitations	Inaccurate or no data provided by sector departments, municipalities and infrastructure agencies Budget limitation for site visits to verify information
Type of indicator	Impact
Calculation type	Incremental
Reporting cycle	Annually
New indicator	Yes
Desired performance	Improved access to basic electricity services
Indicator responsibility	Executive Manager: Cooperative Governance
Strategic objective indicator 3.4	Percentage of households with access to refuse removal by 2019
Short definition	Continuously co-ordinate the delivery of refuse removal services, monitor provision of basic services and assist municipalities to plan and implement infrastructure programme through infrastructure co-ordinating forum.
Purpose/importance	To ensure members of society have access to sustainable and reliable basic services during 2017/2018
Source/collection of data	Origin: Legislative and other mandates Stats SA Census 2011 DORA allocations Processes: Assist and support all 26 local municipalities to plan, implement, operate and maintain infrastructure programmes and projects Monitor the provision and access to households benefiting from Free Refuse Removal Evidence: MIG M&Q Project List
Method of calculation	$\frac{\text{Number of households benefitted during period}}{\text{Total number of households in Province}} * \frac{100}{1}$
Data limitations	Inaccurate or no data provided by sector departments, municipalities and infrastructure agencies Budget limitation for site visits to verify information
Type of indicator	Impact

Calculation type	Incremental
Reporting cycle	Annually
New indicator	Yes
Desired performance	Improved access to basic refuse removal services
Indicator responsibility	Executive Manager: Cooperative Governance
Strategic objective indicator 4.1 Local municipalities implementing Community Work Programmes by 2019	
Short definition	Support and monitor local municipalities to tackle poverty and provide livelihood for poor households.
Purpose/importance	To create local employment through the CWP programme during 2017/2018
Source/collection of data	Origin: Legislative and other mandates Processes: Supporting municipalities in coordinating the creation (provision) of work opportunities in line with the CWP implementation manual Evidence: Quarterly departmental consolidated reports
Method of calculation	Manual count of the number municipalities (sites) implementing CWP
Data limitations	Inaccurate monthly reports from IA Budget limitation for site visits to verify information
Type of indicator	Impact
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	Yes
Desired performance	More job opportunities created in local municipalities
Indicator responsibility	Executive Manager: Cooperative Governance
Strategic objective indicator 4.2 Municipalities with functional ward committees by 2019	
Short definition	Support and monitor local municipalities on the functionality of ward committees.
Purpose/importance	To ensure a functional system of cooperative governance and participatory democracy during 2017/2018
Source/collection of data	Origin: Legislative and other mandates Processes: Address functionality of ward committees in relation to the implementation of ward operational plans in municipal wards Establishment of systems and processes to register and respond to community concerns Evidence: Quarterly departmental consolidated report on the functionality of ward committees within municipalities
Method of calculation	Manual count of the number of municipalities with functional ward committees
Data limitations	Non-sitting of ward committees
Type of indicator	Impact
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	Yes
Desired performance	Functional municipal ward committees
Indicator responsibility	Executive Manager: Cooperative Governance
Strategic objective indicator 5.1 Municipalities with legally compliant IDP's by 2019	
Short definition	Support and monitor an improved approach to secure integrated urban, rural and economic development plans
Purpose/importance	To ensure municipalities with development planning capacity and credible sector plans in place during 2017/2018
Source/collection of data	Origin: Legislative and other mandates Processes: Support to all 31 municipalities in the development of implementable IDPs through sector coordination, IDP Rep forums and IDP analysis and engagements Evidence: Provincial IDP Assessment Report

Method of calculation	Manual count of the number of municipalities with credible IDPs
Data limitations	Non-compliance with legislation
Type of indicator	Impact
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	Yes
Desired performance	Improved development planning capacity within municipalities
Indicator responsibility	Executive Manager: Cooperative Governance

Strategic objective indicator 6.1	Number of municipalities with sound financial management by 2019
Short definition	Give financial, legislative and advisory support to all 31 municipalities of the province
Purpose/importance	To support, monitor and intervene with regards to compliance with financial frameworks during 2017/2018
Source/collection of data	Origin: Legislative and other mandates Processes: Municipalities supported to improve revenue management and debt collection Monitoring the functionality of municipal audit committees Supporting municipalities to develop and implement audit response plans Evidence: Quarterly departmental consolidated reports
Method of calculation	Manual count of the number of municipalities with improved audit outcomes
Data limitations	Non-compliance with legislation
Type of indicator	Impact
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	Yes
Desired performance	Municipalities complying with the Municipal Finance Management Act
Indicator responsibility	Provincial Treasury

PROGRAMME 3: COOPERATIVE GOVERNANCE – PERFORMANCE INDICATOR TECHNICAL DESCRIPTORS

Indicator title 1	Number of municipalities supported to comply with MSA regulations (Sub-outcome 3, Action 6)
Short definition	Produce and submit quarterly reports on municipalities supported with the recruitment and appointment of Senior Managers. The Directorate will focus their support on the following municipalities: Tsantsabane, Phokwane, Magareng, Kgatelopele, Ga-Segonyana, Renosterberg, Dikgatlong, Siyathemba, Pixley-ka-Seme, John Taolo Gaetsewe, Namakwa, Kareeberg, Umsobomvu and Khai-Ma.
Purpose/importance	To promote the appointment of competent and suitably qualified senior managers by 31 March 2018
Source/collection of data	Origin: Municipal reports on compliance Processes: Issue a circular / notice / guideline to the respective municipalities detailing steps to be undertaken in the filling of the senior manager positions. Develop a report on compliance of municipalities with the Regulations on the appointment of senior managers. Assist and support municipalities through meetings and workshops to interpret and apply the Regulations. Intervene where municipalities do not comply and provide support. Attend quarterly National meeting Agenda, reports & minutes Presentations made to PIGF Evidence: Departmental report on compliance of municipalities with the Regulations on the appointment of senior managers Quarterly national meeting agenda, minutes, attendance registers and back-to-office reports
Method of calculation	Manual count of the number of quarterly reports on municipalities complying with the Regulations on the appointment of senior managers
Data limitations	Non submission of reports by municipalities

Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Municipalities with improved institutional and administrative capabilities to effectively perform and deliver services
Indicator responsibility	Senior Manager: Municipal Governance
Indicator title 2	Number of capacity building interventions conducted in municipalities (Sub-outcome 3)
Short definition	Produce and submit quarterly reports on capacity building interventions in municipalities in ensuring that Senior Managers are capacitated to meet the minimum competency requirements (CPMD)
Purpose/importance	To institutionalise capacity building for municipalities so that officials meet the prescribed minimum competency requirements and councillors are able to fulfil their governance obligations by 31 March 2018
Source/collection of data	Origin: Municipal reports on capacity building initiatives Processes: List of Senior managers enrolled for the 2017/2018 Attendance registers of capacity building interventions Quarterly report on training completed Evidence: Quarterly consolidated provincial report
Method of calculation	Manual count of the number of capacity building interventions completed as per quarterly report
Data limitations	Lack of submission of information from municipalities
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Municipalities with capable officials and councillors to accomplish their governance responsibilities
Indicator responsibility	Senior Manager: Municipal Governance
Indicator title 3	Number of municipalities supported to roll-out the gender policy framework
Short definition	Produce and submit quarterly reports on guiding the following 8 municipalities on gender policy to achieve the 50/50 representation of women in senior management positions: Tsantsabane, Phokwane, Magareng, Kgatelopele, Ga-Segonyana, Renosterberg, Dikgatlong, and Siyathemba
Purpose/importance	To respond to a non-racist, non-sexist society by 31 March 2018
Source/collection of data	Origin: Municipal reports on the Status of the implementation of the EEA and EEP Municipal reports on the progress of the implementation of the EEP Processes: Inviting municipalities to meetings Attendance Registers and Minutes of meetings Presentations to guide municipalities on achieving 50/50 representation of women in senior management positions Evidence: Quarterly report Copy of presentations made
Method of calculation	Manual count of the number of municipalities supported in relation to gender policy framework as per quarterly report
Data limitations	Lack of maintaining the gender disaggregation
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Gender equity in municipalities

Indicator responsibility	Senior Manager: Municipal Governance
Indicator title 4	Number of reports produced on the extent to which municipalities comply with the implementation of Anti-corruption measures (Sub-outcome 3)
Short definition	Produce and submit quarterly reports on ensuring that anti-corruption measures include the establishment and functionality of a structure that deals with Anti-corruption issues, towards combating fraud and corruption and/or maladministration in municipalities. The structure should comprise of Law enforcement agency, OTP, Municipalities, Treasury, CoGTA, etc. to identify risk and mitigating factors to reduce levels of corruption in municipalities.
Purpose/importance	To ensure coordination of all anti-corruption activities per province by 31 March 2018
Source/collection of data	Origin: Municipal quarterly reports on anti-corruption and reports from law enforcement agencies Processes: Letters to municipalities on progress of implementation Meetings of provincial technical working group & municipalities per district Evidence: Quarterly progress reports on anti-corruption Agendas, Attendance registers and Minutes of meetings of provincial technical working group
Method of calculation	Manual count of the number of quarterly progress reports on anti-corruption cases
Data limitations	Non-functionality of the anti-corruption technical working group
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Key risk areas (including political interference) in municipalities identified and addressed
Indicator responsibility	Senior Manager: Municipal Governance
Indicator title 5	Number of reports on fraud, corruption and maladministration cases reported and investigated (Sub-outcome 3)
Short definition	Produce and submit quarterly reports comprehensively analysing of fraud, corruption and maladministration cases reported, investigated and concluded that demonstrate corruption threads in municipalities by 31 March 2018
Purpose/importance	To reduce incidences of corruption in municipalities by 31 March 2018
Source/collection of data	Origin: Progress reports on cases referred and investigated by law enforcement agencies Municipal progress reports on anti-corruption Processes: Letter to municipalities Report quarterly on progress reports of cases referred and investigated by law enforcement agencies Meetings of provincial technical working group Evidence: Quarterly consolidated reports on fraud, corruption and maladministration Agendas, Attendance registers and Minutes of meetings of provincial technical working group
Method of calculation	Manual count of the number of quarterly consolidated reports on fraud, corruption and maladministration cases
Data limitations	Non-submission of reports by municipalities
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Corruption in municipalities addressed effectively and consistently
Indicator responsibility	Senior Manager: Municipal Governance
Indicator title 6	Report on implementation of Back to Basics support plans by municipalities (Sub-outcome 1)
Short definition	Produce and submit quarterly reports on coordinating all stakeholder commitments and supporting interventions within the Back to Basics support plans
Purpose/importance	To improve coordination of support interventions directed to municipalities by national, provincial, sector departments and other key stakeholders by 31 March 2018

Source/collection of data	Origin: Reports from municipalities, District Crack Teams (DCT), sector departments and other key stakeholders Processes: Letters/Emails to DCT heads/Regional Heads Inputs from Pillar Champions Presentations to PIGF/PCC/G&A Cluster/MINMEC/MUNIMEC Agendas, attendance registers and minutes of meetings of DCT Evidence: Quarterly consolidated reports on Back to Basics Agendas, attendance registers and minutes of meetings
Method of calculation	Manual count of the number of Back to Basics reports submitted
Data limitations	Lack of report and commitment from sector departments
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Improved service delivery at municipal level
Indicator responsibility	Senior Manager: Municipal Improvement
Indicator title 7	Number of municipalities guided to comply with MPRA by target date (Sub-outcome 3)
Short definition	Produce and submit quarterly reports on municipalities (in particular, but not limited to Magareng, Kai !Garib, Dawid Kruiper and the five districts for the appointment of appeal boards) monitored, assessed and guided to comply with the MPRA by the end of the financial year
Purpose/importance	To monitor and assess municipal compliance with the MPRA and provide guidance with respect to non-compliance by 31 March 2018
Source/collection of data	Origin: MPRA, municipal rating information Processes: Rates policies General valuation rolls Supplementary valuation rolls Appointment of valuation appeal boards Feedback letters Minutes of meetings Evidence: Quarterly report on municipalities guided to comply with MPRA
Method of calculation	Manual count of the number of municipalities guided to comply with MPRA as per quarterly reports
Data limitations	Lack of submission of information or incorrect information being submitted by municipalities and provinces
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Municipalities complying with critical aspects of the MPRA and its regulations
Indicator responsibility	Senior Manager: Municipal Improvement
Indicator title 8	Number of municipal performance reports compiled as per the requirements of Section 47 of the MSA
Short definition	Produce and submit an annual consolidated municipal performance report as required by Section 47 of the Municipal Systems Act, which requires the MEC for Local Government to compile and submit to provincial legislature and Minister for Local Government
Purpose/importance	To put in place provincial mechanisms to organize, consolidate and interpret primary data collected from municipalities or secondary data sources to develop a consolidated municipal performance report and to monitor and report municipal performance in order to identify gaps, interventions and support on municipal performance by 31 March 2018
Source/collection of data	Origin: Quarterly Performance and Annual Municipal reports (section 46) and secondary data from sector departments Processes: Liaise with municipalities to obtain reports

	Consolidate information from municipal reports Produce Section 47 Report
Evidence:	Section 47 report Agendas, Attendance registers and Minutes of meetings
Method of calculation	Manual count of the number of Section 47 reports submitted
Data limitations	Credibility of data and none submission of performance reports
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	Annual consolidated municipal performance report as required by Section 47 of the Municipal Systems Act
Indicator responsibility	Senior Manager: Municipal Improvement
Indicator title 9	Number of municipalities supported to institutionalize performance management system (PMS)
Short definition	Produce and submit quarterly reports on assisting municipalities that are part of the 10 Point Plan of Back to Basics (Tsantsabane, Phokwane, Magareng, Kgatelopele, Ga-Segonyana, Renosterberg, Dikgatlong, Siyathemba, Pixley Ka Seme, John Taolo Gaetsewe, Namakwa, Kareeberg, Umsobomvu and Khai Ma) to develop and implement PMS core components to manage institutional performance
Purpose/importance	To improve service delivery and accountability in terms of Chapter 6 of the MSA and Municipal Planning and Performance Regulations of 2001 by 31 March 2018
Source/collection of data	Origin: Reports from municipalities, PMS audit reports, SDBIPs, municipal performance agreements, municipal performance management policies, municipal operational plan Processes: Liaise with identified municipalities Apply PMS assessment Tool to identify challenges Produce assessment report Evidence: PMS assessment report per municipality PMS assessment tool per municipality Agendas, Attendance registers and Minutes of meetings
Method of calculation	Manual count of the number of municipalities supported as per PMS assessment reports submitted
Data limitations	Municipalities not cooperative, Non-compliance to the legislation by municipalities
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Municipalities implementing functional Performance Management Systems
Indicator responsibility	Senior Manager: Municipal Improvement
Indicator title 10	Number of municipalities supported with service delivery programmes
Short definition	Produce and submit quarterly reports on assisting and supporting all 26 local municipalities to plan, implement, operate and maintain infrastructure programmes and projects with specific focus on the Municipal Infrastructure Grant
Purpose/importance	To ensure functional infrastructure in municipalities by 31 March 2018
Source/collection of data	Origin: Sector departments, municipalities and utilities Processes: Receive business plan project applications from municipalities Evaluate business plans according to MIG and DoRA conditions Register business plans after receiving recommendations from relevant sectors Monitor financial expenditure of municipalities according to allocations received through verification of proof of expenditure Inform municipalities on key deadlines on reporting and other submissions of MIG documents

	<p>Monitor the implementation of projects</p> <p>Conduct site visits to do quality control</p> <p>Analyse municipal reports and advise accordingly where there are challenges</p> <p>Ensure compliance on all DoRA conditions</p> <p>Train municipalities on MIG processes</p> <p>Receive and assess municipal implementation plans to check compliance with IDP and other relevant documents</p> <p>Evaluate implementation plans</p> <p>Coordinate infrastructure planning and district forums</p>
Evidence:	<p>Attendance registers and minutes from sector departments and municipalities and/or back-to-office reports</p> <p>Expenditure reports</p> <p>Registration letters</p> <p>Site visit reports</p> <p>Quarterly sub-directorate reports based on support rendered to municipalities</p> <p>Report of meetings held with sector departments with regards to municipal support</p>
Method of calculation	Manual count of the number of municipalities supported as per quarterly sub-directorate reports
Data limitations	Inaccurate and/or lack of information
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Enhanced municipal service delivery
Indicator responsibility	Senior Manager: Municipal Infrastructure Development
Indicator title 11	Number of municipalities supported to implement indigent policies (Sub-outcome 1)
Short definition	Produce and submit quarterly reports on providing guidance to municipalities, focussing on those, but not limited to those that are part of the 10 Point Plan of Back to Basics in developing/reviewing indigent policies and updating indigent registers aligned to the national policy framework (Tsantsabane, Phokwane, Magareng, Kgatelopele, Ga-Segonyana, Renosterberg, Dikgatlong, Siyathemba, Pixley Ka Seme, John Taolo Gaetsewe, Namakwa, Kareeberg, Umsobomvu and Khai Ma)
Purpose/importance	To provide free basic services to indigent households by 31 March 2018
Source/collection of data	<p>Origin: Municipal quarterly reports</p> <p>Indigent policy evaluation</p> <p>Processes: Send out all FBS guidelines and requirements to municipalities - during the first week of April 2017</p> <p>Assessment of indigent policy in line with the framework, send back the assessment report/ comments to municipalities for consideration and incorporation in the review process.</p> <p>Request the final indigent policies with council resolution from the municipalities and check credibility in the new municipal financial year.</p> <p>Send out monthly reporting template to the municipalities and monitor implementation accordingly.</p> <p>Municipal support meetings</p> <p>District workshops/forums</p> <p>Evidence: Quarterly reports on municipalities supported to implement indigent policy</p>
Method of calculation	Manual count of the number of municipalities supported to implement indigent policy as per the quarterly reports
Data limitations	Non-reporting and credibility of data from municipalities
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No

Desired performance	Municipalities implementing indigent policies
Indicator responsibility	Senior Manager: Municipal Infrastructure Development
Indicator title 12	Number of households benefiting from the provision of free basic services
Short definition	Produce and submit quarterly reports on the monitoring of provision and access to households benefiting from Free Basic Services
Purpose/importance	To accelerate provision of Free basic services to indigent households by 31 March 2018
Source/collection of data	Origin: Municipal reports and statistics SA information Processes: Requesting verification of indigent verification process. Assessments of FBS monthly reports. Evidence: Quarterly reports on the new indigents registered that are benefitting from free basic services
Method of calculation	Manual count of the number of new registered indigents at municipal level as per the monthly reports on free basic services evaluated for the specific quarter
Data limitations	Non-reporting and credibility of data from municipalities
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Increase access to free basic services to indigent households
Indicator responsibility	Senior Manager: Municipal Infrastructure Development
Indicator title 13	Number of municipalities supported to implement Local Economic Development projects in line with updated LED strategies (sub-outcome 4, action 2)
Short definition	Obtain and submit quarterly reports from the Department of Economic Development and Tourism on all local municipalities supported with the development/review of their LED strategies
Purpose/importance	To improve medium term economic development planning, aligned to national and provincial plans and promote job creation at local level by 31 March 2018
Source/collection of data	Origin: Municipal quarterly report on LED and provincial quarterly reports Processes: Guide municipalities to develop/review Local Economic Development Strategies with high impact and sustainable programmes aligned to the national LED framework, approved by the council. Funded projects in the municipal strategies implemented, monitored and key stakeholders coordinated. Prioritization of JTG district municipality. Sustainable LED Projects generate own revenue/income without dependency on grant funding in long term Obtain report from Department of Economic Development Attend Provincial LED Forum meetings Evidence: Quarterly report by Department of Economic Development
Method of calculation	Manual count of the number of municipalities supported to implement LED projects as per report by Department of Economic Development
Data limitations	Non-reporting by municipalities
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Municipalities implementing LED projects in line with their LED strategies
Indicator responsibility	Department Economic Development and Tourism
Indicator title 14	Number of municipalities monitored to reduce costs of doing business through Red Tape intervention (sub-outcome 4, action 2)
Short definition	Obtain and submit quarterly reports from the Department of Economic Development and Tourism on the monitoring of the implementation of municipal red tape reduction action plans in the 8 disclaimed municipalities (Tsantsabane, Phokwane, Magareng, Kgatelopele, Ga-Segonyana, Renosterberg, Dikgatlong and Siyathemba) to ensure investment attraction and retention at local level

Purpose/importance	To improve investment attraction and retention and SMME developments by 31 March 2018
Source/collection of data	Origin: Municipal and Provincial Quarterly reports Processes: Obtain report from Department of Economic Development Attend Provincial LED Forum meetings Evidence: Quarterly report by Department of Economic Development
Method of calculation	Manual count of the number of municipalities monitored to reduce cost of doing business as per report by Department of Economic Development
Data limitations	Non-reporting by municipalities
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Improved ease of doing business in municipalities
Indicator responsibility	Department Economic Development and Tourism
Indicator title 15	Number of work opportunities created through the CWP in municipalities
Short definition	Produce and submit quarterly reports on 26 municipalities/sites (21 000 work opportunities) supported in coordinating the creation (provision) of work opportunities in line with the CWP implementation manual (Dikgatlong 1000, Magareng 1000, Phokwane 1000, Sol Plaatje 1000, Gamagara 1000, Ga-Segonyana 500, Joe Morolong 1500, Hantam 500, Kamiesberg 500, Karoo Hoogland 500, Khai Ma 1000, Nama Khoi 500, Richtersveld 1000, Emthanjeni 1000, Kareeberg 1000, Renosterberg 1000, Siyancuma 500, Siyathemba 500, Thembelihle 500, Ubuntu 1000, Umsobomvu 500, Kheis 500, Dawid Kruiper 1000, Kai Garib 1000, Kgatelopele 1000, Tsantsabane 500)
Purpose/importance	To provide employment safety nets, alleviate poverty and community development by 31 March 2018
Source/collection of data	Origin: Monitoring monthly reports from implementing agency (IA) Processes: Liaise with and monitor Implementing Agencies Evidence: Monthly IA monitoring reports Quarterly report consolidating monthly IA monitoring reports
Method of calculation	Manual count of the number of work opportunities created as per quarterly consolidated reports
Data limitations	Inaccuracy of monthly monitoring reports by agency
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	More work opportunities created in local municipalities
Indicator responsibility	Senior Manager: Community Work Programme and Public Participation
Indicator title 16	Number of Employment Opportunities created for young people
Short definition	Produce and submit quarterly reports on employment opportunities creating for young people through the CWP
Purpose/importance	To boost economic growth, transformation and job creation by 31 March 2018
Source/collection of data	Origin: Legislative and other mandates Processes: Liaise with and monitor Implementing Agencies Evidence: Monthly IA monitoring reports Quarterly report consolidating monthly IA monitoring reports
Method of calculation	Manual count of the number of work opportunities created for young people as per quarterly reports
Data limitations	Inaccuracy of monthly monitoring reports by agency
Type of indicator	Output
Calculation type	Non-Cumulative

Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Economic growth, transformation and job opportunities created for young people
Indicator responsibility	Senior Manager: Community Work Programme and Public Participation
Indicator title 17	Number of ward committees supported on implementation of ward operational plans (Sub-outcome 2)
Short definition	Produce and submit quarterly reports on supporting the ward committees in the 8 disclaimed municipalities (Tsantsabane, Phokwane, Magareng, Kgatelopele, Ga-Segonyana, Renosterberg, Dikgatlong, and Siyathemba) with the functionality of ward committees in relation to the implementation of ward operational plans in municipal wards that include basic ward level issues (potholes, non-functioning traffic lights, service interruptions, billing queries, etc.) to be addressed
Purpose/importance	To strengthen ward committee functionality and enhance community participation by 31 March 2018
Source/collection of data	Origin: Monthly and Quarterly reports from regional offices Processes: Obtain reports from regional offices Evidence: Ward level operational plans and ward committee functionality reports from regional offices Agendas, attendance registers and minutes of meetings
Method of calculation	Manual count of the number of ward committees with ward level operational plans developed and implemented in each municipal ward
Data limitations	Lack of capacity and administrative support by municipalities
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Ward committees implementing ward operational plans
Indicator responsibility	Senior Manager: Community Work Programme and Public Participation
Indicator title 18	Number of municipalities supported on the development of ward level database with community concerns and remedial actions produced (Sub-outcome 2)
Short definition	Establishment of systems and processes to register and respond to community concerns focussing on, but not limited to, the 8 disclaimed municipalities that are part of the 10 Point Plan of Back to Basics (Tsantsabane, Phokwane, Magareng, Kgatelopele, Ga-Segonyana, Renosterberg, Dikgatlong, and Siyathemba) by 31 March 2018
Purpose/importance	To ensure a structured two-way communication between municipalities and communities on service delivery concerns, acting as an early warning system to address issues at an early stage by 31 March 2018
Source/collection of data	Origin: Database on community concerns Monthly, Quarterly and Annual Reports from the regional CLO's and mentors Processes: Holding Quarterly Provincial Public Participation Forum meetings and monthly district meetings Evidence: Reports from Regional Offices Quarterly provincial consolidated reports Agendas, attendance registers and minutes of meetings
Method of calculation	Manual count of the number of municipalities supported to develop ward level databases as per the quarterly provincial consolidated report
Data limitations	Non-availability of applicable systems
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Improved rate of response to community concerns by municipalities
Indicator responsibility	Senior Manager: Community Work Programme and Public Participation

Indicator title 19	Report on the number of community report back meetings convened by Councillors in each ward (Sub-outcome 2)
Short definition	Produce and submit quarterly reports on municipal councillors strengthening community feedback mechanisms through report back meetings
Purpose/importance	To ensure compliance with schedule 5 of the MSA by 31 March 2018
Source/collection of data	Origin: Municipal community engagement plans Processes: Report quarterly on community engagements Evidence: Reports from Regional Offices Agendas, attendance registers and minutes of meetings Quarterly reports
Method of calculation	Manual count of the number of quarterly reports on community report back meetings convened by municipal councillors
Data limitations	Lack of capacity and administrative support by municipalities, lack of monitoring on commitments made by municipalities
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Improved communication between Councillors and communities on service delivery issues
Indicator responsibility	Senior Manager: Community Work Programme and Public Participation
Indicator title 20	Number of municipalities supported with development of legally compliant IDP (Sub-outcome 1)
Short definition	Produce and submit an annual assessment report on supporting all 31 municipalities in the development of legally compliant IDPs through sector coordination, IDP Rep forums and IDP analysis and engagements as required by applicable legislation.
Purpose/importance	To ensure Municipalities develop community responsive IDP's within legislated framework by 31 March 2018
Source/collection of data	Origin: Process plans, Municipal IDPs (drafts and final documents) Processes: Submit process by 31 August 2017 COGHSTA assess the process plans Disseminate the process plans to sector departments Monitor the implementation of the process plans Submission of draft IDP Assessment of draft IDPs by COGHSTA Assessment of draft IDPs by sector department Assess the incorporation of inputs to the IDP's IDP engagements MEC commence IDP assessment and analysis reports Evidence: Template on the submission of process plans Letters to municipalities on none-compliance Feedback to municipalities on the assessment of their process plans Assessment of the Draft IDPs Letter of inputs to the draft IDPs MEC comments Provincial assessment/analysis report (annual)
Method of calculation	Manual count of the number of municipalities with legally compliant IDPs as per assessment report
Data limitations	IDPs not adopted by Council as per IDP process plan
Type of indicator	Output
Calculation type	Non-cumulative

Reporting cycle	Annually
New indicator	No
Desired performance	All municipalities with legally compliant IDPs
Indicator responsibility	Senior Manager: Development and Planning
Indicator title 21	Number of municipalities supported with the implementation of SPLUMA
Short definition	Produce and submit quarterly reports on 31 municipalities supported to comply with SPLUMA through reviewing of SDF's, Land Use Management schemes, By-laws, regulations and capacity building
Purpose/importance	To improve spatial planning and land use management by 31 March 2018
Source/collection of data	Origin: SPLUMA SDF Processes: Send advisory letters to municipalities Attend steering review committee meeting on the development of SDFs Submit written inputs on SDF documents Visit municipalities to guide the on the preparation of the review SDFs Evidence: Copies of advisory letters or inputs on implementation of SPLUMA Attendance registers and minutes of meetings/workshops attended in relation to the implementation of SPLUMA Back to office reports Quarterly implementation reports: training, review of SDF Inputs on any development planning aspects requested
Method of calculation	Manual count of the number of municipalities supported with the implementation of SPLUMA as per quarterly implementation reports
Data limitations	Non-compliance with SPLUMA
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Municipalities implementing the Spatial Planning and Land Use Management Act
Indicator responsibility	Senior Manager: Development and Planning
Indicator title 22	Number of municipalities supported with functional Municipal Disaster Management Centres
Short definition	Produce and submit quarterly reports on the establishment and functionality of the 5 District Disaster Management Centres in the province in terms of the Disaster Management Act, 2002
Purpose/importance	To ensure an efficient, effective, integrated and coordinated approach to all aspects of disaster management in the province with special emphasis on prevention and mitigation as well as ensuring the co-ordination and management of disasters that occur in the province by 31 March 2018
Source/collection of data	Origin: Disaster Management Act, 2002 District Disaster Management Frameworks District Disaster Management Plans Processes: Appointment of the Heads of Disaster Management Centres in the Province Ensure that the District disaster management centres have organisational structures and physical structures that meet the minimum standards. Conduct Quarterly advisory forum meetings Ensure that the Districts have approved Disaster Management Frameworks Ensure that there are Disaster Management Plans outlining strategies on prevention, mitigation, preparedness, response and recovery within the province. Each District Disaster Management Centre publishes its annual report Ensure that disaster public awareness, advocacy and awareness programmes are developed and implemented Support municipalities to establish and maintain functional disaster management centres

	Evidence: Quarterly report covering all the processes Attendance registers and minutes of advisory forum meetings Annual reports of District Disaster Management Centres
Method of calculation	Manual count of the number of district municipalities with functional Disaster Management Centres as per quarterly reports
Data limitations	Lack of norms and standards for the Disaster Management Centres at municipal level.
Type of indicator	Output
Calculation type	Non-Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Functional District Municipal Disaster Management Centres
Indicator responsibility	Senior Manager: Development & Planning
Indicator title 23	Provincial Fire brigade services established by target date
Short definition	Produce and submit quarterly reports on the establishment of a Provincial Fire Brigade services unit to coordinate fire services activities in the province in terms of legislative requirements
Purpose/importance	To ensure effective and efficient oversight and support of the management of fires in the province by 31 March 2018
Source/collection of data	Origin: Fire Brigade Service Act Processes: Establish a provincial fire services unit Appoint dedicated and adequately qualified personnel to perform the function Submit Provincial reports on fire services activities within the province which includes number of fire prevention activities, responses to key incidents that required rescue of life and property in the province, and support provided to municipal fire services Submit Reports of activities undertaken by Category of Authorised Persons in terms of legislative requirements Evidence: Quarterly Progress report on the processes followed Municipal Fire Services Monthly reports
Method of calculation	Manual count of the Provincial Fire Brigade Services established as per quarterly progress reports
Data limitations	Non-submission of fire services reports
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	Provincial Fire Brigade established
Indicator responsibility	Senior Manager: Development & Planning
Indicator title 24	Number of municipalities supported to improve revenue management and debt collection (Sub-outcome 3)
Short definition	Obtain and submit quarterly reports from Provincial Treasury on local municipalities, that are part of the 10 Point Plan of Back to Basics (Tsantsabane, Phokwane, Magareng, Kgatelopele, Ga-Segonyana, Renosterberg, Dikgatlong, Siyathemba, Pixley Ka Seme, John Taolo Gaetsewe, Namakwa, Kareeberg, Umsobomvu and Khai Ma), supported to improve revenue management and debt collection
Purpose/importance	To monitor municipal credit control and debt collection policies and their implementation in order to improve revenue collection, ensuring that municipalities have proper systems in place to collect and account for revenue by 31 March 2018
Source/collection of data	Origin: Section 71 reports Municipal credit control and debt collection policies Processes: Request draft credit control and debt collection policies from municipalities during the fourth quarter. Assess these policies to ensure that it is aligned to municipal processes and procedures, applicable legislation The unit provide written feedback to municipalities on the assessment done as inputs for consideration by the municipality. If necessary, the credit control officials are workshoped on the draft policy or a meeting is arranged to present the inputs before approval by the municipal council.

	Once the policy is approved, as at the 30 June 2017, by the municipal council, the unit request the council resolution and notice of publication of the policy or the by-law as per Section 75 of the Municipal Systems Act. The unit continuously monitors and advised municipalities as and when necessary on the implementation of these policies or by-laws and revenue enhancement strategies
Evidence:	Municipal credit control and debt collection policies/by-laws Feedback and compliance letters Quarterly reports from Provincial Treasury
Method of calculation	Manual count of the number of municipalities supported to improve revenue management and debt collection as per quarterly reports
Data limitations	Non-implementation of credit control and debt collection policies by municipalities and incorrect or inconsistent data submitted on S71 reports.
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Improved municipal revenue management and debt collection
Indicator responsibility	Provincial Treasury
Indicator title 25	Number of municipalities with functional audit committees
Short definition	Obtain and submit quarterly databases from Provincial Treasury, compiled by district municipalities on the functionality of audit committees in all municipalities to oversee the internal audit and its functionality at municipal level
Purpose/importance	To strengthen the municipal council's oversight responsibility over the executive obligations of council, thereby increasing the council awareness of the financial and performance issues of the municipality and its entities by 31 March 2018
Source/collection of data	Origin: Quality of annual financial statements and annual performance reports of the municipalities and their entities Latest auditor general reports of municipalities Processes: Ensure that database is in place that is updated on a quarterly basis in monitoring the functionality of audit committees. The database is completed at a district level in the case where it is a shared service and municipal level in the case where the municipality has appointed its own audit committee. The database contain the following information: Name of municipality Audit committee in place (Yes/No) Shared Service/In-house Composition of Audit Committee (this include the number of members, qualifications etc.) If no audit committee is in place, what plans does the municipality have in place to ensure an audit committee is appointed No. of meetings held for the year Date of last meeting Date scheduled for the next meeting The latest auditor generals' report of the municipalities also consulted to determine the functionality of audit committees. Evidence: Database on functional audit committees (as compiled by district municipalities) Minutes and attendance registers of municipal audit committees
Method of calculation	Manual count of the number of municipalities with functional audit committees as per the database
Data limitations	Lack of cooperation by identified role players
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Functional municipal audit committees
Indicator responsibility	Provincial Treasury

Indicator title 26	Number of municipalities monitored on implementation of audit response plans based on the 2015/16 audit outcomes (Sub-outcome 3)
Short definition	Obtain and submit quarterly analysis reports from Provincial Treasury on all municipalities monitored to develop and implement audit response plans
Purpose/importance	To improve municipal audit outcomes, by ensuring approved audit action plans are implemented by 31 March 2018
Source/collection of data	Origin: Municipal audit action plans Quarterly municipal progress reports Processes: The audit response plans are assess and written feedback is given to municipalities. On a quarterly basis, progress reports are requested from municipalities to assess whether the municipalities have adequately address the issues raised by the Auditor General. Evidence: Analysis of audit action plans Feedback letters
Method of calculation	Manual count of the number of municipalities monitored as per analysis of the audit action plans
Data limitations	Non submission of annual financial statements, quality of remedial plans and capacity to implement them
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Improved audit outcomes of municipalities
Indicator responsibility	Provincial Treasury

PROGRAMME 4: TRADITIONAL AFFAIRS - STRATEGIC OBJECTIVES TECHNICAL DESCRIPTORS

Strategic Objective Indicator 1.1	Functional traditional leadership structures by 2019
Short definition	Implementing programmes and activities to support the recognised traditional leadership structures; rendering administrative, financial and advisory support to houses of traditional leaders, traditional councils and traditional communities by providing administrative, financial & legislative support to traditional leaders, councils, communities and royal councils; rendering strategic administration and management of Houses of Traditional Leaders; and performing rigorous and professional research, develop policies and legislation by 2019
Purpose/importance	To provide overall support to traditional leadership structures in order to enable them to function optimally, efficiently and effectively as per the Constitution (Chapter 12) and applicable legislations during 2017/2018
Source/collection of data	Origin: Legislative and other mandates Processes: Activities undertaken by the Provincial and Local Houses of Traditional Leaders Initiatives to promote social development Houses to work together to resolve disputes and strengthen the performance of traditional structures Attending to disputes, claims and complaints relating to traditional leadership matters Capacitate officials and traditional leaders Engagements between ward committees and traditional councils in order to deepen participatory democracy and promote service delivery Technical support on administration and finances for traditional councils to ensure administration and financial compliance Evidence: Reports of Houses of Traditional Leaders; Genealogical reports; research reports; disputes and claims referred; disputes and claims resolved; reports of reconstitution and coronation of traditional leaders and headmen/women
Method of calculation	Manual count of the number of activities, initiatives, engagements and programmes to ensure good governance
Data limitations	Lack of correlation between National Legislation and guidelines
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	Yes
Desired performance	Functional Traditional Leadership structures
Indicator responsibility	Senior Manager: Traditional Institutional Management

PROGRAMME 4: TRADITIONAL INSTITUTIONAL MANAGEMENT – PERFORMANCE INDICATOR TECHNICAL DESCRIPTORS

Indicator title 1	Number of activities of the Provincial and Local Houses of Traditional Leaders in compliance with Act 2 of 2007
Short description	Submit quarterly activities undertaken by the Provincial and Local Houses of Traditional Leaders, as mandated by Act 2 of 2007, such as the sitting of Houses, attending to National mandates such as the Chairperson's and Secretary's Forum, and having discussions and taking decisions regarding the business of the Houses
Purpose/importance	To enable both Houses to carry out its mandates by making inputs on important legislation and documents relating to customs, culture and issues that impact on traditional communities during 2017/18.
Source/collection of data	Origin: National House directives Legislative mandates (Act 2 of 2007) Processes: Activities include the development of year planner/schedule of activities; arrange house sittings, produce minutes of house sittings and meetings; prepare order papers; compile quarterly reports; make logistical arrangements for travelling, accommodation, subsistence and travel for members; and do payments of claims Evidence: Year schedule; minutes, attendance registers; order papers; Secretary's and Chairperson's reports
Method of calculations	Manual count of the following activities: Year schedule Opening of Provincial House Minutes of ManCom & sittings of Provincial House and the Local House Reports from Chairperson's and Secretary's Forum Reports on the reconstitution of the Provincial House of Traditional Leaders and Traditional Councils
Data limitations	Lack of correlation between National Legislation and guidelines Provincial and Local Houses not quorating
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Functional and efficient Houses of Traditional Leaders
Indicator Responsibility	Manager: Provincial House of Traditional Leaders
Indicator title 2	Number of reports on initiatives to promote social development of traditional communities
Short description	Produce and submit quarterly reports on the co-operation with the National, Provincial and Local Houses of Traditional Leaders to promote the social well-being and welfare of traditional communities, nation building, peace, stability and cohesive communities and to preserve moral fibre and regeneration of communities
Purpose/importance	To facilitate active participation in social development programmes within traditional communities by 31 March 2018
Source/collection of data	Origin: National House directives Provincial initiatives / programmes Processes: Identify initiative/programme. Obtain HOD approval. Obtain facilitator. Check availability of Traditional Leaders. Implement initiative / programme. Evidence: Reports on social activities / programs; attendance registers
Method of calculations	Manual count of the number of reports submitted on initiatives to promote social development
Data limitations	None
Type of indicator	Input
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Empowered traditional communities and leaders in addressing social challenges of the traditional communities
Indicator Responsibility	Senior Manager: Traditional Institutional Management

Indicator title 3	Number of engagement sessions between the Provincial House of Traditional Leaders and the Local House of Traditional Leaders
Short description	Submit evidence quarterly of engagement sessions enabling the Houses to work together to resolve disputes and strengthen the performance of traditional structures in ensuring delivery of services
Purpose/importance	To ensure continued collaboration between the Houses by 31 March 2018
Source/collection of data	Origin: Provincial House Year Schedule Processes: Draft agenda Arrange meetings Provide secretariat for meetings Evidence: Minutes of joint House meetings Attendance registers
Method of calculations	Manual count of the number of engagement sessions / meetings
Data limitations	No quorum at meetings
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Functional collaboration between Houses
Indicator Responsibility	Manager: Provincial House of Traditional Leaders
Indicator title 4	Number of reports submitted on Traditional Leadership disputes or claims attended to
Short description	Produce and submit quarterly reports on disputes, claims and complaints relating to traditional leadership matters attended to
Purpose/importance	To ensure stability within traditional communities by 31 March 2018
Source/collection of data	Origin: Complaints Register Processes: Inform relevant Traditional Leader Arrange meeting Compile report with recommendation Evidence: Quarterly Reports
Method of calculations	Manual count of the number of reports
Data limitations	Lack of information by claimant or complainant Insufficient research by claimant or complainant
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	All traditional leadership disputes or claims attended to
Indicator responsibility	Senior Manager: Traditional Institutional Management
Indicator title 5	Number of capacity building programmes provided to the institution of traditional leadership
Short description	Submit quarterly evidence on 4 capacity building programmes for officials and traditional leaders Identified and implemented
Purpose/importance	To capacitate traditional leaders and officials on various fields by 31 March 2018
Source/collection of data	Origin: Interactions with Traditional Leaders and strategic partners e.g. Justice, SASSA, Commission of Gender Equality Processes: Identify needs Interact with Traditional Leaders and strategic partners Arrange capacity building initiatives

	Evidence: Proof of capacity building initiatives (presentations/reports) Attendance registers
Method of calculation	Manual count of the number of capacity building initiative / programmes conducted
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Skilled traditional leaders and officials
Indicator responsibility	Senior Manager: Traditional Institutional Management
Indicator title 6	Number of reports on structured engagements between ward committees and traditional councils
Short description	Produce and submit quarterly reports on engagements between ward committees and traditional councils to deepen participatory democracy and promote service delivery
Purpose/importance	Promote the participation of traditional councillors in the Local Government Sphere by 31 March 2018
Source/collection of data	Origin: National House directives Legislative and other mandates Year schedule Processes: Arrange meetings Evidence: Quarterly reports
Method of calculations	Manual count of the number of reports submitted
Data limitations	Non-participation and consultation by ward committees with TC's
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Regular structured engagements between ward committees and traditional councils
Indicator responsibility	Senior Manager: Traditional Institutional Management
Indicator title 7	Number of traditional councils supported on administration and financial management
Short description	Produce and submit monthly checklists on technical support provided on administration and finances for traditional councils to ensure administration and financial compliance
Purpose/importance	To give support to all 8 recognized traditional councils in order for them to deliver quality services to communities by 31 March 2018
Source/collection of data	Origin: Reviewed Financial Manual Legislative mandate (Act 2 of 2007) Processes: District office visits Traditional Councils monthly to monitor compliance in accordance with the financial manual and applicable legislation Evidence: Checklist of support rendered to Traditional Councils
Method of calculations	Manual count of the number of Traditional Councils supported, excluding Seoding which is a sub-council of the Manyeding Traditional Council
Data limitations	Non-availability of financial records
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Monthly
New indicator	No
Desired performance	All Traditional Councils complying to the relevant legislation and financial prescripts
Indicator responsibility	Senior Manager: Traditional Institutional Management