



cogta

Department:
Cooperative Governance and Traditional Affairs
PROVINCE OF KWAZULU-NATAL



4th QUARTER REPORT ON PROGRAMME PERFORMANCE FOR THE 2019/2020 FINANCIAL YEAR

This report is prepared in terms of the required Treasury Regulations and the PFMA. The report contains the progress on programme performance against the set performance indicators and targets contained in the Department's Annual Performance Plan. The report firstly gives an overall summary of the performance as at the end of the quarter with a major focus on the validation of progress statements by valid, accurate and complete performance information (evidence).

**Prepared by the Strategic Planning, Monitoring and Evaluation Unit
18 May 2020**

4th QUARTER REPORT ON PROGRAMME APP PERFORMANCE FOR THE 2019/2020 FINANCIAL YEAR

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1. REVIEW OF DEPARTMENTAL APP PERFORMANCE AS AT THE END OF THE QUARTER

INTRODUCTORY COMMENTS

During the preparation of the Annual Performance Plan, the Department continued to take cognisance of the reporting requirements of the Oversight Model for KZN Legislature. From this Model it is expected that by the end of the 1st quarter all procurement matters to get projects started should be complete in order for projects to be in the full swing of implementation by the 2nd quarter. The Department should be able to start seeing whether project/programmes have value for money and/or have benefitted the beneficiaries, and for the Department to adjust where necessary in the 3rd and 4th quarters. Therefore, at the end of the 3rd quarter, projects or programmes were assessed on the basis of whether they are moving into the stages of implementation.

Performance information plays a significant role in planning for and measuring the priorities of government, budget allocations and the monitoring of service delivery and value for money. This quarterly performance reports provide progress on the implementation of the Departmental Annual Performance Plan in the previous quarter, with particular reference to monitoring delivery against quarterly performance targets. The guidelines indicate that institutions should ensure that the actual achievements of targets set in the Annual Performance Plan are reported in the quarterly reports.

The legal requirements related to the production of this quarterly performance reports are reflected in the Treasury Regulations issued in May 2000 included the following provisions:

5.3. Evaluation of performance [Section 27(4) read with 36(5) of the PFMA]

5.3.1. The accounting officer of an institution must establish procedures for quarterly reporting to the executive authority to facilitate effective performance monitoring, evaluation and corrective action.



DEPARTMENTAL APP PERFORMANCE AS AT THE END OF THE QUARTER

The Table reflects the performance as at the respective Programmes in the Department. The detail of each programme follows later in the report. The Strategic Planning, Monitoring and Evaluation Unit studied the reports and consulted with various business units on the detailed captured in reports and the supporting documents submitted. Reports were generally of a good quality and corresponded well with the supporting documents received.

DEPARTMENTAL 4TH QUARTER ACHIEVEMENT IN THE APP TARGETS					
PROGRAMME	Indicators in APP (#)	Indicators with 4th Quarter Targets (#)	Targets Achieved (#)	Targets Not Achieved (#)	Achievement Percentage
Programme One: Administration	78	70	64	6	91%
Programme Two: Local Governance	54	48	48	0	100%
Programme Three: Development and Planning	48	47	45	2	96%
Programme Four: Traditional Affairs	17	17	16	1	94%
Total	197	182	173	9	
Percentage			95%	5%	95%

2. HIGH LEVEL SUMMARY PROGRAMME APP PERFORMANCE AS AT THE CLOSE OF THE QUARTER

PROGRAMME ONE: ADMINISTRATION

PROGRAMME PURPOSE

This programme is dedicated to supporting all sub-programmes within the Department to be able to render quality services to the municipalities under the umbrella of Corporate Services. The programme consists of the following sub-programmes/Business Units listed in the table below and an indication of their 4th quarter achievement on the APP targets:

PROGRAMME ONE 4TH QUARTER ACHIEVEMENT ON THE APP TARGETS					
Business Units	Indicators in APP (#)	Indicators with 4th Quarter Targets (#)	Targets Achieved (#)	Targets Not Achieved (#)	Achievement Percentage
Office of the MEC	3	2	2	0	100%
Office of the Head of Department	7	7	7	0	100%
Human Resources Management - ODES	4	4	4	0	100%
Human Resources Management - HRA	5	5	4	1	80%
Human Resources Management - HCD	7	5	5	0	100%
Information Technology	6	6	6	0	100%
Auxiliary Services	4	4	4	0	100%
Financial Management	12	11	9	2	82%
Internal Control	7	7	7	0	100%
Strategic Planning and Service Delivery	6	5	5	0	100%
Monitoring	4	2	2	0	100%
Evaluation	3	2	2	0	100%
Policy and Research	5	5	4	1	80%
Legal Services	3	3	1	2	33%
Corporate Communication	2	2	2	0	100%
Total	78	70	64	6	
Percentage			91%	9%	91%

Business Unit	Performance Indicator	19/20 Annual Target	4 th Quarter Target	4 th Quarter Actual Output	4 th Quarter Variance	4 th Quarter Progress Summary	Reason for Variance and Corrective Action
Office of the MEC	Number of strategic documents tabled to the legislature as per statutory requirements	5	-	No target set for the 4th quarter	No target set for the 4th quarter	No target set for the fourth quarter as the target was achieved in the second quarter.	None
Office of the MEC	Percentage of community outreach projects supported	100%	100%	100%	0%	Target was achieved. 100% (1/1) Community outreach projects were supported. The Women's day Outreach programme was successful, it was on the 12th of March 2020 at The Olive Convention Centre and the target was 800 Participants (Amakhosi, Mayors, Councillors and Cogta Women in Management).	None
Office of the MEC	Number of Security Policies implemented	1	1 security policy implemented	1 security policy implemented	0	Target was achieved. The Security policy was implemented. The Department has managed to develop a vetting database, to monitor the officials that have undergone vetting process. Security compliance assessments were done at King Cetshwayo, Umkhanyakude, Mzinyathi and Amajuba Local Houses.	None
Office of the Head of Department	Number of Budget implemented	1	3rd Q budget 2019/2020 Budget and Annual performance plans implemented	3rd Q budget 2019/2020 Budget and Annual performance plans implemented	0	Target was achieved. The 3rd quarter financial and non-financial performance reports were compiled and implemented.	None
Office of the Head of Department	Percentage of Service delivery issues facilitated	100%	100% service delivery Issues facilitated	100% of service delivery issues were facilitated	0%	Target was achieved. 100% (1/1) of service delivery issues were facilitated. A status report on status of facilitated service delivery issues were compiled.	None
Office of the Head of Department	Percentage of Strategic Evaluations recommendations implemented	100%	100% Strategic Evaluation Recommendations implemented	100% Strategic Evaluation Recommendations implemented	0%	Target was achieved. 100% (27/27) of strategic evaluations recommendations were monitored. The monitoring report was compiled.	None
Office of the Head of Department	Number of Departmental management structures functional	2	2	2	0	Target was achieved. Two Departmental Management structures being the MANCO and EXCO are functional. 3 MANCO and 3 EXCO meetings were held.	None

Business Unit	Performance Indicator	19/20 Annual Target	4 th Quarter Target	4 th Quarter Actual Output	4 th Quarter Variance	4 th Quarter Progress Summary	Reason for Variance and Corrective Action
Office of the Head of Department	Number of Change Management/Succession Planning Guidelines implemented	1	1 Change Management/ Succession Planning Guideline implemented 1 Change Management/ Succession Planning guideline updated	1 Change Management/ Succession Planning Guideline implemented 1 Change Management/ Succession Planning guideline updated	0	Target was achieved. The Change Management /Succession Guidelines were implemented. The Change Management /Succession Guidelines were also updated. A Report on implementation of change management was compiled.	None
Office of the Head of Department	Number of Risk and Integrity Management Units established	1	1	1	0	Target was achieved. The Risk and Integrity Management Unit was established.	None
Office of the Head of Department	Number of Districts and Metros supported on OSS	10 Districts and 1 Metro	10 Districts and 1 Metro	10 Districts and 1 Metro	0	Target was achieved. 10 districts and the metro were supported on OSS and reports were compiled.	None
Human Resource Management - ODES	Percentage of planned targets contained in MTEF HR plan achieved	100%	100% of 3rd Quarter planned targets achieved as per HR Implementation Plan	100% of 3rd Quarter planned targets achieved as per HR Implementation Plan	0%	Target was achieved. 100% (25/ 25) of the set 3 rd quarter targets were achieved.	None
Human Resource Management - ODES	Number of Organisational Structures implemented	1	Annual Analysis of filled posts against approved structure 1 Organisational Structure implemented	Annual Analysis of filled posts against approved structure 1 Organisational Structure implemented	0	Target was achieved. Analysis conducted in conjunction with information from HRA and Finance. Report compiled and submitted to Acting CD: HRM&D	None
Human Resource Management - ODES	Number of Operations Management Frameworks implemented	1	4 Standard Operating Procedures and Business Process Maps adopted by Branch Heads 1 Operations Management Framework implemented	6 Standard Operating Procedures and Business Process Maps adopted by Branch Heads 1 Operations Management Framework implemented	2	Target was achieved. 6 Standard Operating Procedures have been designed and adopted in the quarter. These included the 1) Development of the Human Resource Plan, 2) Resignation process, 3) Monthly payroll verification of Izinduna, 4) Annual performance assessments, 5) Quality Assurance of Performance Assessments (SL2-12) and 6) Quality Assurance of Performance Agreements, workplans and Personal Development Plans (SL1-12). The Operations Management Framework was implemented.	Requests were made by line function Programmes for standard operating procedures that would be used for their support to their clients.



Business Unit	Performance Indicator	19/20 Annual Target	4 th Quarter Target	4 th Quarter Actual Output	4 th Quarter Variance	4 th Quarter Progress Summary	Reason for Variance and Corrective Action
Human Resource Management - ODES	Number of diversity management strategies implemented	1	Diversity Management Strategy implemented	1 Diversity Management Strategy implemented	0	Target was achieved. The Diversity awareness was campaigns conducted. The Disability Forum was also convened. The work profile was conducted. A Progress Report was compiled on the implementation of the Diversity Management Strategy.	None
Human Resource Management - HRA	Number of headcounts undertaken	8	2	2	0	Target was achieved. Head counts for Departmental officials and Izinduna were undertaken.	None
Human Resource Management - HRA	Percentage of vacancies that is filled as per the priority vacant posts in accordance with Public Administration and Management Delegations	100%	100% of planned priority vacant posts filled within 6 months	79% of planned priority vacant posts filled within 6 months	-21%	Target was not achieved. 79% (11 out of 14 posts) of planned priority vacant posts filled within 6 months of advertising. Progress report on filling of the approved priority posts submitted to EXCO.	Reason for Variance 1. Deputy Director - Municipal Governance Post: filled later than planned. 2. Senior Legal Administration Officer Post: Shortlisting was still pending, committee approved on the 24th of March 2020. 3. Deputy Director - Publications, DTP and Web Design post: submission recommending appointment was on route for approval. Corrective Action These appointments will be finalised in the 1st quarter of the 2020/21 financial year.
Human Resource Management - HRA	Percentage of exit interviews conducted	100%	100% exit interviews conducted	100% exit interviews conducted	0%	Target was achieved. 100% (6/6) of exit interviews were conducted.	None
Human Resource Management - HRA	Number of electronic leave systems implemented	1	4 Programmes utilising Electronic Leave System 1 Electronic leave systems implemented	4 Programmes utilising Electronic Leave System 1 Electronic leave systems implemented	0	Target was achieved. All 4 Programmes are using the electronic leave system.	None
Human Resource Management - HRA	Percentage of People with Disabilities employed	2%	2%	2%	0%	Target was achieved. 2% of people with Disabilities are employed within the Department.	None

Business Unit	Performance Indicator	19/20 Annual Target	4 th Quarter Target	4 th Quarter Actual Output	4 th Quarter Variance	4 th Quarter Progress Summary	Reason for Variance and Corrective Action
Human Resource Management - HCD	Percentage staff capacitated in accordance with the Departmental Training Plan	100%	100% of staff capacitated in accordance with the Departmental Training Plan	100% of staff capacitated in accordance with the Departmental Training Plan	0%	Target was achieved. 100% (77/77) of staff were capacitated in accordance with the Departmental training plan. Training included the Orientation/Induction Breaking the Barriers, Mentoring for Growth, Project Khaedu, Leading innovation, Compulsory Induction Programme, Irregular, unauthorised, Fruitless and wasteful Expenditure.	None
Human Resource Management - HCD	Number of Performance Management Systems implemented	1	1 Status Report on Annual Assessments(18/19 FY) captured on PERSAL	1 Status Report on Annual Assessments(18/19 FY) captured on PERSAL	0	Target was achieved. The Status Report on the 2018/2019 Annual Assessments was captured on PERSAL.	None
Human Resource Management - HCD	Percentage of Financial Disclosures submitted	100%	-	No target set for the 4th quarter	No target set for the 4th quarter	No target set for the fourth quarter as the target was achieved in the second quarter.	None
Human Resource Management - HCD	Number of Employee Health and Wellness Policies implemented	3	3	3	0	Target was achieved. The Employee Health and Wellness Policies have been implemented. A Report on implementation of 3 policies compiled and submitted to DPSA. Policies implemented included the 1) HIV & AIDS and TB Management Policy, 2) Health & Productivity Management Policy and 3) the Wellness Management Policy.	None
Human Resource Management - HCD	Number of Provincial Policy Frameworks on promoting physical exercises and sport, recreation and relaxation activities amongst employees implemented	1	-	No target set for the 4th quarter	No target set for the 4th quarter	No target set for the fourth quarter as the target was achieved in the third quarter.	None
Human Resource Management - HCD	Number of Employee Assistance Programmes undertaken	1	1	1	0	Target was achieved. The Employee assistance programme has been undertaken. The Department compiled the Absenteeism Trend Analysis and impact on service delivery report, which was submitted to EXCO. There were no referral cases received.	None
Human Resource Management - HCD	Number of Skills Audits conducted	1	1	1	0	Target was achieved. The Skills Audit was completed and a report was compiled.	None

Business Unit	Performance Indicator	19/20 Annual Target	4 th Quarter Target	4 th Quarter Actual Output	4 th Quarter Variance	4 th Quarter Progress Summary	Reason for Variance and Corrective Action
Information Technology	Number of ECM systems Implemented	1	1 ECM systems Implemented	1 ECM systems Implemented	0	Target was achieved. The ECM System was implemented and status report compiled.	None
Information Technology	Number of ICT Governance Policies and Plans implemented	2	2	2	0	Target was achieved. The ICT Governance Policies and plans are implemented. The ICT projects are being implemented according to IT Strategy Plan. The ICT Steering Committee and Operational Committee are established and are meeting as per ICT Corporate Governance Policy and Charter.	None
Information Technology	Number of SITA Service Level Agreements enforced	1	1	1	0	Target was achieved. The SITA Service Delivery Agreement has been enforced. SLA meeting for March was cancelled due to COVID-19 Lockdown. No remedial actions taken as there was no breach recorded against contract.	None
Information Technology	Number of Business Continuity Plans implemented	1	Disaster Recovery Road Map implemented (including off site storage) 1 Business Continuity Plan implemented	Disaster Recovery Road Map implemented (including off site storage) 1 Business Continuity Plan implemented	0	Target was achieved. The Disaster Recovery Road Map was implemented. The Offsite Storage Network points was installed. The Business Continuity Plan was implemented. The BCM committee meeting was held on the 18th of February 2020.	None
Information Technology	Number of fully functional IT Services	1	1	1	0	Target was achieved. The Department has a fully functional IT service. The Availability of server connectivity, dedicated internet services availability, security services and backup reviews were sitting at 100%. Change of passwords to ensure security is automated every 30. Backup reports are done and monitored as per SITA report, Jan, Feb and Mar reports submitted. Upgrade of software is installed in all new laptops and pc's received (Windows 10, MS office 2013, Symantec, Adobe Reader, SAGE etc.).	None



Business Unit	Performance Indicator	19/20 Annual Target	4 th Quarter Target	4 th Quarter Actual Output	4 th Quarter Variance	4 th Quarter Progress Summary	Reason for Variance and Corrective Action
Information Technology	Number of Information Technology Security Policies implemented	1	1	1	0	Target was achieved. Information Technology Security policies were implemented. The Vulnerability assessment and Penetration testing is done using the Tipping point device to view and monitor any loop holes.	None
Auxiliary Services	Percentage of Departmental Buildings compliant with the Occupational Health and Safety Act	100%	100% (including alignment of functional working environment to organisational structure)	100% (including alignment of functional working environment to organisational structure)	0%	Target was achieved. 100% (17/17) of Departmental Buildings are compliant with the Occupational Health and Safety Act. 17 inspections reports produced. Reports available on files, which include Mayville (Including EThekweni District Office), Queensburgh, ILembe, Westville, Ugu, Southern Life Plaza, Natalia, Uthukela, Wadley House, Harry Gwala, Amajuba, UMzinyathi, Mkhondeni, Ulundi, King Cetshwayo, UMKhanyakude and Whitby Lodge. All anomalies found were attended to.	None
Auxiliary Services	Number of Safety, Health, Environment, Risk and Quality (SHERQ) Management policies implemented	1	1 Safety, Health, Environment, Risk and Quality (SHERQ) Management policy implemented	1 Safety, Health, Environment, Risk and Quality (SHERQ) Management policy implemented	0	Target was achieved. The Department has implemented Safety, Health, Environment, Risk and Quality (SHERQ) Management policy. All Departmental buildings were inspected in terms of the (SHERQ) management policy. Remedial actions taken on all the anomalies found.	None
Auxiliary Services	Number of PAIA Manuals Implemented	1	1 PAIA Manual Implemented	1 PAIA Manual Implemented	0	Target was achieved. The PAIA manual was implemented. No PAIA request were received.	None
Auxiliary Services	Percentage of fleet efficiently managed	100%	100% of fleet efficiently managed	100% of fleet efficiently managed	0%	Target was achieved. 100% (242/242) of the Departmental fleet was managed efficiently. Fleet Functionality Report Compiled and Submitted.	None
Financial Management - Office of the Chief Financial Officer	Number of programmes implemented to support municipalities on Financial Administration	1	1 Programme implemented	1 Programme implemented	0	Target was achieved. Programme to support municipalities in financial administration was implemented.	None



Business Unit	Performance Indicator	19/20 Annual Target	4 th Quarter Target	4 th Quarter Actual Output	4 th Quarter Variance	4 th Quarter Progress Summary	Reason for Variance and Corrective Action
Financial Management	Number of clean audits achieved	1	3rd Quarter Interim Financial Statements for 2019/2020 submitted to Treasury	3rd Quarter Interim Financial Statements for 2019/2020 submitted to Treasury	0	Target was achieved. The 3 rd Quarter Interim Financial Statements for the 2019/2020 financial year were submitted to Treasury.	None
Financial Management	Number of Traditional Entities with audited financial statements	1	-	No target set for the 4th quarter	0	Non target was set for the fourth quarter. The Consolidated half yearly financial statement submitted to Treasury for 2019/20 (257 TCs) which was due in the third quarter was finalised in March 2020.	None
Financial Management	Number of Statutory Reports submitted	28	7	7	0	Target was achieved. 7 statutory reports were submitted. Reports included 3 Expenditure IYM's and 3 Revenue IYM's submitted, Cash flow for 2020/21 and Final EPRE submitted to Provincial Treasury.	None
Financial Management	Number of programme budgets spent in accordance with approved budget	4	4 programme budgets spent in accordance with approved budget	4 programme budgets spent in accordance with approved budget	0	Target was achieved. All 4 Programme budgets were spent in accordance with the approved budget. All 4 programmes were monitored and project lists were updated accordingly. Virements and Shifts were done during the adjustment estimates period - Post adjustment shifts were also undertaken during the latter part of the year.	None
Financial Management	Percentage implementation of Procurement Plan	100%	25% implementation of Procurement Plan.	6%	-19%	Target was not achieved. 6% by March 2020. Due to the high percentage achieved in the other quarters. 98,05 % overall implementation of Procurement achieved.	<p>Reason for Variance</p> <p>The procurement processes for 2 projects being the End Term Review and the installation of Biometric systems, had not being concluded within the 4th quarter. Delays in the procurement processes were attributed to challenges in acquiring suitable service providers.</p> <p>Corrective Action</p> <p>1. Recommended for business units to start the procurement process early as they are required to submit their specifications by April each year for SCM processes to be finalized by the 3rd quarter. 2. Business units to monitor expiry of active contracts and submit requirements at an early stage to ensure there is no break in service.</p>



Business Unit	Performance Indicator	19/20 Annual Target	4 th Quarter Target	4 th Quarter Actual Output	4 th Quarter Variance	4 th Quarter Progress Summary	Reason for Variance and Corrective Action
Financial Management	Number of Customer satisfaction surveys conducted	2	1 (Supplier Performance reviewed)	1 (Supplier Performance reviewed)	0	Target was achieved. The Supplier Performance Reviews were conducted for 2 Programmes.	None
Financial Management	Percentage of procurement awarded to SMMEs, Cooperatives, Township/Rural Enterprises and people with disabilities	100%	5 % procurement awarded to SMMEs, Cooperatives, Township/Rural Enterprises and people with disabilities	60%	55%	Target was achieved. 60% of procurement awarded to SMMEs, Cooperatives, Township/Rural Enterprises and people with disabilities.	Reason for Variance Demand Management section within the Department selects companies from CSD which are SMMEs, Cooperatives, Township/Rural Enterprises and people with disabilities.
Financial Management	Percentage of suppliers paid within the thirty day period	100%	100% suppliers paid within the thirty day period	95% suppliers paid within the thirty day period	-5%	Target was not achieved. 95% (996/1048) of suppliers were paid in 30 days.	Reason for Variance <ul style="list-style-type: none"> •13 invoices were certified late by responsibility managers •25 invoices had been received on time, but Account owners delayed in the compilation of payments •8 Invoices were received in mid-December while officials were on leave, and were only certified in mid-January •1 Invoice was received on time, however its requisition was issued late resulting in the late payment. •5 Invoices experienced the late processing of purchase orders, which delayed the payment process Corrective action <ul style="list-style-type: none"> •Introduce cut-off times for receiving invoices during the festive season. •Disciplinary action is to be taken on responsible officials in the 52 cases

Business Unit	Performance Indicator	19/20 Annual Target	4 th Quarter Target	4 th Quarter Actual Output	4 th Quarter Variance	4 th Quarter Progress Summary	Reason for Variance and Corrective Action
Financial Management	Number of Departmental Movable Asset Policies implemented	1	1 Asset Physical verification conducted	1 Asset Physical verification conducted	0	Target was achieved. The Asset physical verification was conducted. 4 Departmental Offices had their Physical Assets verified. 4 reconciliations of movable assets were compiled. The Disposal Committee meetings convened. The Departmental Asset Register was updated. The Interim Financial Statements compiled.	None
Financial Management	Number of Traditional Administrative Centres with updated Movable Asset Registers	267	77	77	0	Target was achieved. 77 Traditional Administration Centres updated their moveable asset registers. Asset verification is done at the District Offices.	None
Traditional Finance	Number of Traditional Councils supported to implement the financial management practice notes	267	57	41	-16	Target was achieved. 41 traditional councils were supported to implement the financial management practice notes. Workshops were held in several Local House(s) namely: Ugu (01), UThukela (02), Ilembe (25), Umgungundlovu (08), Umzinyathi (05) & Zululand (01) respectively and total of 41 secretaries were workshopped and capacitated.	Reason for Variance The Department had over achieved its targets in the previous quarters, in which more TCs were accommodated in the in training sessions than planned. This resulted in 16 less TCs being trained in the 4th quarter. The figures were as follows: •In the 1st quarter 36 TCs were workshopped instead of 25 •In the second quarter 93 TCs were workshopped instead of 85 •In the third quarter 100 TCs were trained as planned •In the fourth quarter 41 TCs were trained instead of 57.
Internal Control	Number of anti-fraud and corruption strategies implemented	1	1 Anti-Fraud and Corruption Strategy implemented	1 Anti-fraud and Corruption strategy implemented	0	Target was achieved. The Anti-fraud and Corruption strategy was implemented. A Centralised incident report was reviewed for the quarter. Workshops on Whistle Blowing policy and on the implementation of Anti-Fraud and Corruption Strategy were conducted. Report on Fraud red flags was reviewed. Risk assessment on Ethics and Corruption Risk was conducted. No fraud cases were reported.	None
Internal Control	Percentage of reported fraud cases investigated	100%	100% of reported fraud cases investigated	100% of reported fraud cases investigated	0%	Target was achieved. There were no allegations received for this quarter.	None

Business Unit	Performance Indicator	19/20 Annual Target	4 th Quarter Target	4 th Quarter Actual Output	4 th Quarter Variance	4 th Quarter Progress Summary	Reason for Variance and Corrective Action
Internal Control	Number of Risk Management Workshops conducted	8	2	2	0	Target was achieved. 2 Risk Management Workshops were conducted.	None
Internal Control	Number of Internal Audit Improvement Strategies implemented	1	1 strategy implemented	1 strategy implemented	0	Target was achieved. The Internal Audit Strategy was implemented. The audit improvement strategy was updated and monitored to determine if the action plans as reflected in the audit reports, were implemented by risk owners/management.	None
Internal Control	Number of audits conducted on the payment of Izinduna	12	3	6	3	Target was achieved. 6 Reconciliation files were audited this quarter, that is, August 2019 to January 2020 .	Reason for Variance Backlog of outstanding audits were conducted as part of the catch-up plan to meet the annual target.
Internal Control	Percentage of Risk Action Plans verified	100%	100% of 2018/2019 Risk Action/mitigation Plans verified	100% of 2018/2019 Risk Action/mitigation Plans verified	0%	Target was achieved. 100% (31/31) of the 2018/2019 Risk/mitigation plans were verified. All completed action/mitigation plans monitored and verified.	None
Internal Control	Percentage of AG Issues resolved	100%	100% AG Issues resolved	100% AG Issues resolved	0%	Target was achieved. 100% (120/120) of AG issues were resolved. 100% of the action plans reflected in the Auditor General audit improvement strategy were monitored and verified.	None
Strategic Planning and Service Delivery	Number of Service Delivery Improvement Plans monitored	1	SDIP for 2019/2020 monitored	SDIP for 2019/2020 monitored	0	Target was achieved. 2019/2020 SDIP was monitored. A draft SDIP is in place. Progress report was submitted to OTP.	None
Strategic Planning and Service Delivery	Number of stakeholder consultations held in relation to the SDIP	8	2	2	0	Target was achieved. 2 stakeholder consultations were held in relation to the SDIP. Internal stakeholder consultation sessions were conducted on the 10th March 2020 and External consultation was conducted on the 20th March 2020.	None
Strategic Planning and Service Delivery	Number of excellence programmes implemented	1	1	1	0	Target was achieved. Excellence programme was implemented. Assessments were conducted and only 1 nomination was received for January.	None
Strategic Planning and Service Delivery	Percentage of Community concerns monitored as per the complaints management policy	100%	100% Community concerns monitored as per the complaints management policy	100% Community concerns monitored as per the complaints management policy	0%	Target was achieved. 100% (1/1) of Community concerns were monitored as per departmental complaints management policy.	None

Business Unit	Performance Indicator	19/20 Annual Target	4 th Quarter Target	4 th Quarter Actual Output	4 th Quarter Variance	4 th Quarter Progress Summary	Reason for Variance and Corrective Action
Strategic Planning and Service Delivery	Number of Performance Plans aligned to National and Provincial imperatives	2	2	2	0	Target was achieved. 2 Performance Plans are aligned to National and Provincial imperatives. The Strategic Plan and APP was submitted to the Provincial Legislature on 20 March 2020.	None
Strategic Planning and Service Delivery	Percentage of Business Plans aligned to Strategic Plans	100%	-	No target set for the 4 th quarter	0	No target set for the fourth quarter. Target was achieved in the first quarter.	None
Monitoring	Number of Clean Audits on performance information achieved	1	-	No target set for the 4 th quarter	0	No target set for the fourth quarter. Target was achieved in the second quarter.	None
Monitoring	Number of Performance Reviews conducted	4	1	1	0	Target was achieved. 1 Performance review process has been conducted to which the 3 rd quarter report was finalised and presented in January 2020.	None
Monitoring	Percentage of Grant transfers monitored in accordance to the Transfer Manual	100%	-	No target set for the 4 th quarter	0	No target set for the fourth quarter. Target was achieved in the third quarter.	None
Monitoring	Percentage of Grant expenditure monitored in line with the approved business plan	100%	100%	100%	0%	Target was achieved. 100% (157/157) of expenditure is monitored in line with the approved business plan.	None
Evaluation	Percentage of confirmed evaluation recommendations monitored for implementation	100%	100% of confirmed recommendations monitored	100% of confirmed recommendations monitored	0%	Target was achieved. 100% (27/27) of confirmed Recommendations were monitored and the recommendations monitoring tool was updated with relevant progress.	None
Evaluation	Number of evaluation studies conducted on Departmental programmes	1	-	No target set for the 4 th quarter	0	No target set for the fourth quarter. The target was achieved in the third quarter.	None
Evaluation	Number of periodic evaluations conducted	8	2 periodic evaluations conducted on identified projects	2 periodic evaluations conducted on identified projects	0	Target was achieved. Two periodic evaluations were conducted. The first one was an implementation evaluation of the District Development Agencies. The second one was an evaluation of the GIS technical support provided to municipalities.	None
Policy and Research	Number of departmental policies reviewed	8	8 Departmental Policies reviewed	25 Departmental Policies were reviewed	17	Target was achieved. 25 final draft Policies were shared with Business units for presentation at Legal Services and EXCO and only 15 of these were certified.	Reason for Variance The Executive Committee of the Department resolved that all Policies due for a review must be reviewed.



Business Unit	Performance Indicator	19/20 Annual Target	4 th Quarter Target	4 th Quarter Actual Output	4 th Quarter Variance	4 th Quarter Progress Summary	Reason for Variance and Corrective Action
Policy and Research	Number of policies monitored	3	3 policies monitored	49 policies monitored	46	Target was achieved. A total of 49 final drafts polices were monitored. 34 were monitored for approval, 12 monitored for communication and training and 3 monitored for implementation.	Reason for Variance The scope of the monitoring process includes the draft policies set to be approved by EXCO. The inclusion of the policies in the scope arose from an EXCO resolution held on the 15th of April 2019 all drafted Policies finalized in 2018/2019 be monitored.
Policy and Research	Percentage of Policy recommendations monitored	100%	100%	100%	0%	Target was achieved. 100% (26/26) of policy recommendations were monitored. Monitoring findings and recommendations were shared with Business units for 35 policies.	None
Policy and Research	Number of information hubs with data related to Municipalities and Traditional Institutions updated	1	Knowledge Sharing Session held1 information hub with information from 10 Districts and 1 Metro	0	0	Target was not achieved. The knowledge Sharing Session that was planned for the 4 th quarter was not held. The session was cancelled due to the panic caused by the coronavirus outbreak.	Reason for Variance The session was cancelled due to the panic caused by the coronavirus outbreak. Corrective action The session will be conducted in the new financial year, 2020/21.
Policy and Research	Number of research projects undertaken	8	2 Research Projects conducted	2 Research Projects conducted	0	Target was achieved. 2 Research projects were conducted. One on Documenting of best practices within COGTA and the other on Examining COGTA support to municipalities with focus on Programme 3 Business Units.	None



Business Unit	Performance Indicator	19/20 Annual Target	4 th Quarter Target	4 th Quarter Actual Output	4 th Quarter Variance	4 th Quarter Progress Summary	Reason for Variance and Corrective Action
Legal Services	Percentage compliance with all legislation	100% compliance with all legislation	100% compliance with all line function and transversal legislation	96%	-4%	Target was not achieved. 96%(237/245) of action were complaint with line and functional and transversal legislation.	<p style="text-align: center;">Reason for variance</p> <p>4% (8/245) non-compliance was attained as result of certain pieces of legislation not being received for assessment.</p> <ul style="list-style-type: none"> •Public Service Regulations (sect 53)- on breaches regarding OHS in the buildings: Auxiliary Services. • Public Service Regulations sections 68(6); 69(4); 68(1), (5) and (7)- on probation period for 12 officials exceeding 12 months and staff performing additional functions without records: Human Resource Administration. •Public Service Regulations (37(1), (2) and (3)- on service Delivery Charter and Service Delivery Improvement Plan: Strategic Planning & Service Delivery. • Local Government: Municipal Performance Regulations for Municipal Managers and Managers Directly Accountable to Municipal Managers - Complete Department (section 34(3)- on submission of Performance Assessments to the MEC: Municipal Performance, Monitoring, Reporting and Evaluation. <p style="text-align: center;">Corrective action</p> <p>Relevant Business Units to be engaged on possible measures to be implemented to improve their compliance and submit relevant outstanding evidence to prove compliance.</p>



Business Unit	Performance Indicator	19/20 Annual Target	4 th Quarter Target	4 th Quarter Actual Output	4 th Quarter Variance	4 th Quarter Progress Summary	Reason for Variance and Corrective Action
Legal Services	Percentage of Service Delivery Decisions compliant with PAJA	100%	100% Service Delivery Decisions compliant with PAJA	100% Service Delivery Decisions compliant with PAJA	0%	Target was achieved. No new decisions were added to the register.	None
Legal Services	Percent of cases completed within 90 days	90% of cases completed within 90 days	90% of cases completed within 90 days	42% of cases completed within 90 days	-47%	Target was not achieved. 42% (6/14) cases were completed within 90 days. This included the following: 5 out of 5 Informal cases finalised and 1 out of 9 Formal cases finalised.	Reason for Variance 8 cases were not finalised within the 90-day period as Formal disciplinary hearings & investigations in progress Corrective Action The Department is working on the finalisation of the formal cases.
Corporate Communications	Number of Communication Strategies implemented	1	1 Communication strategy implemented	1 Communication strategy implemented	0	Target was achieved. The Communication strategy was implemented. The departmental programmes were communicated on departmental internal platforms these were included on snap news, COGTA newsletter, intranet and one on one with... The very same programmes were also communicated on external programmes such as social media and on the departmental website. The major provincial campaigns were prioritised, such as the disaster awareness campaign, uLwaluko and School functionality programme.	None
Communication	Number of Local Government Communication Plans implemented	1	1 Local Government Communication Plans implemented	1 Local Government Communication Plans implemented	0	Target was achieved. Implementation of the local government back to basics communication plan was implemented at the eThekweni Metro on the 6 th of March 2020. This included the disaster relief visits around the NDZ municipality and eThekweni metro. The remedial action plan was prepared and implemented at the Local Government Communication's Forum (LGCF) in eThekweni metro. Functionality of municipal communication units were monitored and the report was discussed during the LGCF in eThekweni metro. Municipalities were supported at the Local Government Communicators' Forum to develop measures to effectively communicate with communities at the eThekweni Metro.	None



PROGRAMME TWO: LOCAL GOVERNANCE

PROGRAMME PURPOSE

The Department was able to keep its commitment to providing effective support to local government institutions for strengthened governance, promote sound financial management, enhance public participation and improve capacity of municipalities to accelerate service delivery. The purpose of the programme is to co-ordinate, support, promote and enhance governance, administration and public participation in local government. The programme consists of the following sub-programmes/Business Units listed in the table below and an indication of their 4th quarter achievement on the APP targets:

PROGRAMME TWO 4TH QUARTER ACHIEVEMENT ON THE APP TARGETS					
Business Units	Indicators in APP (#)	Indicators with 4th Quarter Targets (#)	Targets Achieved (#)	Targets Not Achieved (#)	Achievement Percentage
Local Government Specialists	1	1	1	0	100%
Inter-Governmental Relations	3	3	3	0	100%
IDP Co-ordination	6	4	4	0	100%
Municipal Performance, Monitoring, Reporting and Evaluation	8	7	7	0	100%
Municipal Governance and Administration	8	8	8	0	100%
Synergistic Partnerships	2	2	2	0	100%
Municipal Forensics	5	5	5	0	100%
Municipal finance	11	8	8	0	100%
Public Participation	6	6	6	0	100%
Capacity Building	4	4	4	0	100%
Total	54	48	48	0	
Percentage			100%	0%	100%

Business Unit	Performance Indicator	19/20 Annual Target	4 th Quarter Target	4 th Quarter Actual Output	4 th Quarter Variance	4 th Quarter Progress Summary	Reason for Variance and Corrective Action
Local Government Specialists	Percentage of Service Delivery issues coordinated	100%	100% Service Delivery Issues coordinated	100% Service Delivery Issues coordinated	0%	Target was achieved. 100% (106/106) of service delivery issues were coordinated. 54 Municipalities were visited, Service Delivery reports were compiled and one consolidated report was drafted. Support plan have been developed. Integrated report with issues identified by LG Specialist linking to B2B issues has been developed. Service Delivery issues are facilitated through weekly Nerve Centre meetings.	None
Inter-Governmental Relations	Number of IGR Structures functional in accordance with the IGR Framework	10 Structures fully functional in accordance with the IGR Framework	10 IGR Structures achieving 80% of the functionality criteria	10 IGR Structures achieving 80% of the functionality criteria	0	Target was achieved. 10 IGR Structures achieved 80% and above of the functionality criteria. Functionality percentages were as follows: (1) Ugu-90%, (2) Umgungundlovu-95%, (3) Uthukela-100%, (4) Umzinyathi-100%, (5) Amajuba-100%, (6) Zululand-100%, (7) Umkhanyakude-100%, (8) King Cetshwayo-100%, (9) Ilembe-100%, (10) Harry Gwala-100%.	None
Inter-Governmental Relations	Number of stakeholder engagement sessions held	4	1	1	0	Target achieved. 1 Stakeholder engagement session was held. A Joint Technical PCF and Technical MUNIMEC was held on the 10 th of March 2020.	None
Inter-Governmental Relations	Percentage of stakeholder MOUs formalised	100%	100%	100%	0%	Target was achieved. 100% (2/2) stakeholder MOUs were formalised. The MOU with MISA finalised, MOU with Treasury Finalised.	None
IDP Co-ordination	Number of municipalities supported with development of the IDP	54	-	No target set for the 4 th quarter	0	No target set for the fourth quarter. The target was achieved in the third quarter.	None
IDP Co-ordination	Percentage of IDP Implementation issues facilitated via the Joint Provincial Service Delivery Forum	100%	100%	100%	0%	Target was achieved. 100% (9/9) of IDP implementation issues facilitated via the Joint Provincial Service Delivery Forum (JSDF). The JSDF was convened on the 12 th of February 2020. Status report on issues facilitated compiled.	None



Business Unit	Performance Indicator	19/20 Annual Target	4 th Quarter Target	4 th Quarter Actual Output	4 th Quarter Variance	4 th Quarter Progress Summary	Reason for Variance and Corrective Action
IDP Co-ordination	Number of municipalities with ward based plans aligned to the IDP	44	-	No target set for the 4th quarter	0	No target set for the fourth quarter. The target was achieved in the third quarter.	None
IDP Co-ordination	Number of district shared services implemented	10	10 District Shared services implemented	10 District Shared services implemented	0	Target was achieved. 10 District Shared Services were implemented and monitored. The Quarterly DPSS MANCO convened on the 20 th of March 2020.	None
IDP Co-ordination	Number of social cohesion and nation building programmes supported	1	1 Programme for social cohesion conversations implemented	1 Programme for social cohesion conversations implemented	0	Target was achieved. Programme for Social Cohesion conversations was implemented with the session convened for Umvoti on 11-12 March 2020.	None
IDP Co-ordination	Number of District Traditional Leadership and Interfaith Forums convened	10	1 District Traditional Leadership and Interfaith Forum convened	1 District Traditional Leadership and Interfaith Forum convened	0	Target was achieved. A District Traditional Leadership and Interfaith Forum convened at Ugu District on the 13rd of February 2020.	None
Municipal Performance, Monitoring, Reporting and Evaluation	Number of municipalities supported to institutionalise performance management system	54	54 municipalities supported to implement response measures to AG Report on Performance Information/ Predetermined Objectives	54 municipalities supported to implement response measures to AG Report on Performance Information/ Predetermined Objectives	0	Target was achieved. 54 Municipalities were supported to institutionalise PMS through support provided in relations to the development of Annual Performance Reports, assessments of draft IDPs, the monitoring of Internal Audit reports and Performance Audit Committee meeting compliance.	None
Municipal Performance, Monitoring, Reporting and Evaluation	Number of Section 47 Reports compiled as prescribed by the MSA	1	-	No target set for the 4th quarter	0	No target set for the fourth quarter. The target was achieved in the second quarter.	None
Municipal Performance, Monitoring, Reporting and Evaluation	Number of evaluations conducted	1	1 Evaluation conducted	1 Evaluation conducted	0	Target was achieved. Evaluation was conducted. An Evaluation Report was produced and an improvement plan was developed. Feedback was provided to 54 municipalities.	None



Business Unit	Performance Indicator	19/20 Annual Target	4 th Quarter Target	4 th Quarter Actual Output	4 th Quarter Variance	4 th Quarter Progress Summary	Reason for Variance and Corrective Action
Municipal Performance, Monitoring, Reporting and Evaluation	Number of municipalities complying with the single reporting mechanism	54	54 municipalities compliant with the reporting mechanism	54 municipalities compliant with the reporting mechanism	0	Target was achieved. 54 municipalities were compliant with the reporting mechanism. 54 Municipalities submitted completed reporting templates and were monitored and assessed in terms of the single reporting system.	None
Municipal Performance, Monitoring, Reporting and Evaluation	Number of electronic dashboards implemented	11 implemented	11 electronic dashboards implemented	11 electronic dashboards implemented	0	Target was achieved. 11 electronic dashboards were implemented. The dashboards were updated.	None
Municipal Performance, Monitoring, Reporting and Evaluation	Report on the implementation of Back-to-Basics action plans by municipalities	4	1 Report on implementation of Back to Basics Action Plans by 54 municipalities (DCOG Requirement)	1 Report on implementation of Back to Basics Action Plans by 54 municipalities	0	Target was achieved. A report on the implementation of Back to Basics Action Plans by 54 municipalities was compiled. 54 Municipalities monitored on the implementation of action plans.	None
Municipal Performance, Monitoring, Reporting and Evaluation	Percentage of COGTA issues resolved	100%	100% of issues as per the B2B Plan resolved	100% of issues as per the B2B Plan resolved	0%	Target was achieved. 100% (49/49) of issues as per the B2B plan were resolved.	None
Municipal Performance, Monitoring, Reporting and Evaluation	Percentage of Sector issues facilitated	100%	100% of issues facilitated	100% of issues facilitated	0%	Target was achieved. 100% (23/23) of Sector issues were facilitated. Provincial Task Team meeting held on the 12 th of February 2020 during which sector issues were facilitated. 1 report compiled.	None



Business Unit	Performance Indicator	19/20 Annual Target	4 th Quarter Target	4 th Quarter Actual Output	4 th Quarter Variance	4 th Quarter Progress Summary	Reason for Variance and Corrective Action
Municipal Governance and Administration	Percentage of municipalities with functional oversight structures	100%	100% municipalities with functional oversight structures	100% municipalities with functional oversight structures	0%	<p>Target was achieved. 100% (54/54) municipalities have functional oversight structures. Functionality assessments were conducted on quarterly basis to establish if the functionality criteria such as the Quorating of meetings, discussion of municipal performance reports and maintenance of resolution registers had been met. It was found that all 54 municipalities had met of the requirements of the functionality criteria.</p> <p>Support was also provided to identified municipalities in the form of workshops, for the purposes of maintaining and enhancing the oversight capacity of municipalities.</p>	None
Municipal Governance and Administration	Percentage of municipalities supported to comply with local government legislation	100%	100% Identified municipalities supported to comply with local government legislation	100% Identified municipalities supported to comply with local government legislation	0%	<p>Target was achieved. 100% (40/40) of identified municipalities were supported to comply with local government legislation. A status report on compliance was produced.</p>	None
Municipal Governance and Administration	Percentage of municipalities supported to comply with local government policies	100%	100% Identified municipalities supported to comply with local government policies	100% Identified municipalities supported to comply with local government policies	0%	<p>Target was achieved. 100% (5/5) of identified municipalities were supported to comply with local government policies. One remedial action plan implemented in the following identified municipalities which indicated challenges with the implementation of Municipal Administration Policies: Umhlabuyalingana LM, Dr Nkosazane Dlamini-Zuma LM and Amajuba District Municipality.</p> <p>Delegations: two municipalities namely, uMvoti and uMlalazi requested support in the form of the delegation framework prototype in order to review their existing documents, which was provided. Delegation policy was implemented in all 54 municipalities.</p>	None



Business Unit	Performance Indicator	19/20 Annual Target	4 th Quarter Target	4 th Quarter Actual Output	4 th Quarter Variance	4 th Quarter Progress Summary	Reason for Variance and Corrective Action
Municipal Governance and Administration	Number of draft standard by-laws developed to support the municipalities with their legislative competency	5	5 Standard by-laws Gazetted	5 Standard by-laws Gazetted	0	Target was achieved. 5 Standard by-laws were Gazetted. Approval was obtained from the MEC in the gazetting of the by-laws which includes the following: 1. Cemeteries and Crematoria By-law 2. Credit Control By-law 3. Environmental health By-law 4. Municipal Parks and Recreational Grounds By-law 5. Sewerage By-law	None
Municipal Governance and Administration	Number of municipalities supported to comply with MSA regulations on the appointment of Senior Managers	54	54 municipalities supported to comply with MSA regulations on the appointment of senior managers	54 municipalities supported to comply with MSA regulations on the appointment of senior managers	0	Target was achieved. 54 municipalities were supported to comply with MSA Regulations on the appointment of senior managers. The Department Assessed 8 appointments from 7 municipalities as follows: MM at Msunduzi, MM and CFO at Mpopana, Director: Corporate Services at Jozini and Umdoni, Director: Technical Services at Umkhanyakude and King Cetshwayo. Assessed acting appointment of Director: Engineering Services at Umlalazi.	None
Municipal Governance and Administration	Number of municipalities supported to achieve 50/50 representation of women in Section 56 posts (B2B Pillar 5)	54	54 Municipalities supported to implement Gender Policy framework	54 Municipalities supported to implement Gender Policy framework	0	Target was achieved. 54 Municipalities were supported to implement the Gender Policy Framework. One remedial action plan to support municipalities to implement the National Gender Policy implemented through the Municipal Support Week. Annual Report on implementation of National Gender Policy Framework finalised.	None
Municipal Governance and Administration	Percentage of municipalities under administration monitored for improvement	100%	100%	100%	0%	Target was achieved. 100% (9/9) of municipalities under administration were monitored for improvement. The Support plan/intervention recovery plans for each municipality are currently being implemented. An intervention steering committee meeting was held on the 21 st of February 2020 and the 16 th of March 2020.	None
Municipal Governance and Administration	Percentage of Municipal Governance and Administration COGTA B2B issues resolved	100%	100% of issues as per the 10 Point Plan resolved	100% of issues as per the 10 Point Plan resolved	0%	Target was achieved. 100% (1/1) of Back 2 Basics issues was resolved as per the 10 Point Plan. One issue was brought forward for resolution in the 4 th quarter. Report on issues resolved was produced.	None



Business Unit	Performance Indicator	19/20 Annual Target	4 th Quarter Target	4 th Quarter Actual Output	4 th Quarter Variance	4 th Quarter Progress Summary	Reason for Variance and Corrective Action
Synergistic Partnerships	Number of municipalities with the participation of traditional leaders	52	52 municipalities with the participation of traditional leaders	52 municipalities with the participation of traditional leaders	0	Target was achieved. A total of 52 municipalities with recognized traditional leaders within their jurisdictional areas were enabled to have traditional leaders participating in the legislative and executive decisions through an identification process vested in the MEC invoked through the subsisting Provincial Notice 45 of 2019 and Provincial Notice 28 of 2020.	None
Synergistic Partnerships	Percentage of Synergistic Partnerships COGTA B2B issues resolved	100%	100% of issues as per the 10 Point Plan resolved	100% of issues as per the 10 Point Plan resolved	0%	Target was achieved. No Synergistic partnership issues brought forward for resolution.	None
Municipal Forensics	Number of municipalities monitored on the extent to which anti-corruption measures are implemented	54	54 Municipalities monitored on the implementation of anticorruption measures	54 Municipalities monitored on the implementation of anticorruption measures	0	Target was achieved. 54 municipalities were monitored on the implementation of anti-corruption measures. The report was compiled on the findings of the assessment.	None
Municipal Forensics	Percentage of fraud, corruption and maladministration cases investigated (Including NACH Cases)	100%	100% cases investigated	100% cases investigated	0%	Target was achieved. 100% (27/27) of cases were investigated. The Department continues to investigate all reported incidents of maladministration, fraud and corruption.	None
Municipal Forensics	Number of municipalities supported with the review of fraud risk registers	54	12 municipalities assessed on the credibility of fraud risk registers	12 municipalities assessed on the credibility of fraud risk registers	0	Target was achieved. 12 municipalities were assessed on the credibility of fraud risk registers. The same 12 Municipalities were supported with assessing effectiveness of controls in fraud risk registers.	None
Municipal Forensics	Percentage of COGTA forensic investigation recommendations monitored	100%	100% of recommendations monitored	100% of recommendations monitored	0%	Target was achieved. 100% (530/530) of recommendations were monitored on their implementation.	None
Municipal Forensics	Percentage of Municipal Forensics COGTA B2B issues resolved	100%	100% of issues as per the 10 Point Plan resolved	100% of issues as per the 10 Point Plan resolved	0%	Target was achieved. No Municipal Forensics issues were brought forward for resolution in the fourth quarter.	None
Municipal Finance	Number of municipalities assessed on budget allocated to capital infrastructure(new constructions, maintenance and operation)	54	-	No target set for the 4th quarter	0	No target set for the fourth quarter. The target was achieved in the third quarter.	None



Business Unit	Performance Indicator	19/20 Annual Target	4 th Quarter Target	4 th Quarter Actual Output	4 th Quarter Variance	4 th Quarter Progress Summary	Reason for Variance and Corrective Action
Municipal Finance	Number of municipalities assessed on expenditure allocated to capital infrastructure spent (new constructions, maintenance and operation)	54	54 municipalities assessed in respect of achieving 100% spend on municipal expenditure allocated to capital infrastructure (19/20 FY – Q	54 municipalities assessed in respect of achieving 100% spend on municipal expenditure allocated to capital infrastructure.	0	Target was achieved. 54 municipalities were assessed in respect of achieving 100% spend on municipal expenditure allocated to capital infrastructure. 54 municipalities were assessed on CMET Tools in respect of spending in municipal expenditure allocated Capital Infrastructure. 54 municipalities assessed on CMET tools in respect of municipal expenditure allocated to Capital infrastructures. 1 Report prepared on spending of municipal expenditure allocated to Capital Infrastructure. Report prepared in relation of spending municipal expenditure allocated to Capital Infrastructure.	None
Municipal Finance	Percentage of public sector expenditure spent in accordance to the municipal IDP	75%	-	No target set for the 4th quarter	0	No target set for the fourth quarter. The target was met in the second quarter.	None
Municipal Finance	Number of municipalities supported to reduce government debt	54	54 municipalities 18/19 audited AFS assessed on government debt	54 municipalities 18/19 audited AFS assessed on government debt	0	Target was achieved. 54 municipalities 18/19 had audited AFS assessed on government debt. An analysis of the AFS was prepared and Cabinet memo finalised. A report was compiled on analysis of Government Debt in 54 municipalities 18/19 audited AFS.	None
Municipal Finance	Number of municipalities supported to reduce consumer debt	51	17 municipal policies assessed and feedback provided 1 Provincial Coordinating Forum on Government Debt held	17 municipal policies assessed and feedback provided 1 Provincial Coordinating Forum on Government Debt held	0	Target was achieved. 17 municipal policies were assessed and feedback was provided. Municipalities included Impendle, Umuziwabantu, Ray Nkonyeni, Okhahlamba, Zululand, Emadlangeni, Msunduzi, Ugu, Mtubatuba, Umzumbe, Abaqulusi, Mthonjaneni, Richmond, Umhlabuyalingana, Harry Gwala, Mkhambathini and Newcastle municipalities. The Provincial Coordinating Forum on Government Debt was held on the 7 th of February 2020.	None
Municipal Finance	Number of municipalities guided to comply with the MPRA	44	44 municipalities assessed on rates revenue	44 municipalities assessed on rates revenue	0	Target was achieved. 44 municipalities were assessed on rates revenue. Report on the analysis of rates revenue on the 2018/2019 audited AFS.	None
Municipal Finance	Number of municipalities supported to implement indigent policies	53	-	No target set for the 4th quarter	0	No target set for the fourth quarter. The target was met in the third quarter.	None



Business Unit	Performance Indicator	19/20 Annual Target	4 th Quarter Target	4 th Quarter Actual Output	4 th Quarter Variance	4 th Quarter Progress Summary	Reason for Variance and Corrective Action
Municipal Finance	Number of Reports submitted on state of municipal finance in terms of section 131 of the MFMA	1	Annual Financial Statements, Audit Reports, Responses and compliance with MFMA analysed	Annual Financial Statements, Audit Reports, Responses and compliance with MFMA analysed	0	Target was achieved. 54 Annual financial statements were analysed, as well as Audit reports, responses and MFMA compliance. An Analyses the 54 Annual Financial Statements (AFS) on debtors was conducted. The 54 AFS were also analysed on MFMA compliance. The Department further analysed the 54 Audit Action plans and prepared an Audit Outcome strategy/ Audit Improvement plan.	None
Municipal Finance	Number of municipalities supported towards the achievement of clean audits	54	MEC MFMA Audit Commitments(18/19 FY) developed 54 municipalities supported to achieve clean audits	MEC MFMA Audit Commitments(18/19 FY) developed 54 municipalities supported to achieve clean audits	0	Target was achieved. The MEC audit commitments for the 2018/19 financial year was developed. Audit outcomes 2018/2019 financial year analysed in the Audit Outcomes Strategy/ Municipal Audit Improvement plan. All 54 municipalities were supported to achieve clean audits. The Audit Outcome Strategy/ Municipal Audit Improvement plan with MEC Commitments was developed.	None
Municipal Finance	Number of municipalities with functional audit committees	54	54 municipalities with functional Audit Committees	54 municipalities with functional Audit Committees	0	Target was achieved. 54 municipalities have functional Audit Committees. 1 Report on the Functionality of Audit Committee was prepared. Meeting with Audit Committee members and Performance Audit Committee members was held on 19 /03/2020 at SALGA in Durban.	None
Municipal Finance	Percentage of Municipal Finance COGTA B2B issues resolved	100%	100% of issues as per the 10 Point Plan resolved	100% of issues as per the 10 Point Plan resolved	0%	Target was achieved. 100% (4/4) issues as the 10 Point Plan were resolved.	None
Public Participation	Number of municipalities supported to maintain functional ward committees	44	44 Municipalities supported on ward committee functionality	44 Municipalities supported on ward committee functionality	0	Target was achieved. 44 Municipalities were supported on ward committee functionality. All 44 municipalities were assessed on the functionality of ward committees and remedial action implemented on non-compliant municipalities.	None
Public Participation	Number of municipalities supported on implementation of ward operational plans	44	44 Municipalities monitored on the implementation Ward operational plans	44 Municipalities monitored on the implementation Ward operational plans	0	Target was achieved. All 44 Municipalities monitored on the implementation of Ward Operational Plans and remedial action plan was implemented on non-compliant municipalities.	None
Public Participation	Percentage of Sectoral Parliament Resolutions implemented	100%	100% Sectoral Parliament Resolutions implemented	100% Sectoral Parliament Resolutions implemented	0%	Target was achieved. 100% (75/75) of Sectoral Parliament Resolutions implemented. Responses on 2018 sectoral parliament resolutions were consolidated and signed off by MEC. 2019 Resolutions for Women, Youth, Senior Citizens & Disability circulated to municipalities & internal business units for interventions.	None



Business Unit	Performance Indicator	19/20 Annual Target	4 th Quarter Target	4 th Quarter Actual Output	4 th Quarter Variance	4 th Quarter Progress Summary	Reason for Variance and Corrective Action
Public Participation	Number of municipalities supported to respond to community concerns	44	44 municipalities supported to respond to community concerns	44 municipalities supported to respond to community concerns	0	Target was achieved. 44 municipalities were supported to respond to community concerns. These 44 Municipalities were invited to attend the Provincial Integrated Complaints Management System (ICMS) and Rapid Response Teams on the 25th-27th March 2020.	None
Public Participation	Number municipalities with functional rapid response teams in line with the Rapid Response Strategy	54	54 municipalities with Functional Rapid Response Teams	54 municipalities with Functional Rapid Response Teams	0	Target was achieved. All 54 Municipalities were monitored and assessed on the functionality of their Rapid Response Task Teams in line with the Rapid Response Strategy.	None
Public Participation	Percentage of Public Participation COGTA B2B issues resolved	100%	100% of issues as per the 10 Point Plan resolved	100% of issues as per the 10 Point Plan resolved	0%	Target was achieved. 100% (2/2) of Back to Basics issues as per the 10 Point Plan were resolved on the ward functionality indicators as per intervention meetings with municipalities.	None
Capacity Building	Number of provincial capacity building strategies coordinated	1	1	1	0	Target was achieved. The Provincial capacity building strategies was coordinated. The coordinated activities include: 1. Peer Learning session 2. Khaedu Methods & Perspectives Training 3. Coaching for Leadership 4. Evidence Based Policy Making.	None
Capacity Building	Number of capacity building interventions conducted in municipalities	3	3	3	0	Target was achieved. 3 capacity building interventions were conducted in municipalities. About 51 Municipal Officials were capacitated on the Disability Rights Awareness Training. 9 Councillors were capacitated on The Disability Rights Awareness training and 118 Councillors were capacitated on the #PressforChange Women in Leadership Training. A total of 23 Traditional Institutions were capacitated on the Disability Rights Awareness Training and 5 Amakhosi on the #PressforChange Women in Leadership Training.	None
Capacity Building	Number of skills audits conducted on all municipalities	1	1	1	0	Target was achieved. Skills audit of seven municipalities was completed in the third quarter. A report on the skills audit of 7 challenged municipalities was compiled. These municipalities include Edumbe, Mpofana, Msunduzi, Umkhanyakude District, Umzinyathi District, Emadlangeni and Inkosi Langalibalele Local Municipalities.	None
Capacity Building	Percentage of Capacity Building COGTA B2B issues resolved	100%	100% of issues as per the 10 Point Plan resolved	100% of issues as per the 10 Point Plan resolved	0%	Target was achieved. No B2B issues to be resolved.	None



PROGRAMME THREE: DEVELOPMENT AND PLANNING

PROGRAMME PURPOSE

Accelerated sustainable development can be achieved through effective integrated planning, local economic development and implementation of schemes and provision of basic services. The purpose of this programme is to promote informed integrated planning and development in the province. The programme consists of the following sub-programmes/Business Units listed in the table below and an indication of their 4th quarter achievement on the APP targets:

PROGRAMME THREE 4TH QUARTER ACHIEVEMENT ON THE APP TARGETS					
Business Units	Indicators in APP (#)	Indicators with 4th Quarter Targets (#)	Targets Achieved (#)	Targets Not Achieved (#)	Achievement Percentage
Spatial Planning	8	7	7	0	100%
Development Information Services	5	5	5	0	100%
Land Use Management	5	5	5	0	100%
Land Use Management (Traditional Land Administration)	1	1	1	0	100%
LED Special Initiatives	4	4	4	0	100%
LED Community Services Centres	4	4	4	0	100%
LED Community Works Programme	1	1	1	0	100%
LED Expanded Public Works Programme	2	2	2	0	100%
Municipal Infrastructure	10	10	9	1	90%
Disaster Management	8	8	7	1	88%
Total	48	47	45	2	
Percentage			96%	4%	96%

Business Unit	Performance Indicator	19/20 Annual Target	4 th Quarter Target	4 th Quarter Actual Output	4 th Quarter Variance	4 th Quarter Progress Summary	Reason for Variance and Corrective Action
Spatial Planning	Number of municipal SDFs compliant with SPLUMA provisions	54	-	No target set for the 4th quarter	0	No target set for the fourth quarter. The target was met in the second quarter.	None
Spatial Planning	Number of Provincial Spatial Development Frameworks reviewed	1	1 Provincial SDF Reviewed	1 Provincial SDF Reviewed	0	Target was achieved. The Provincial Spatial Development Framework (PSDF) was reviewed. A service provider was appointed to take the PSDF on a formal public stakeholder consultation. The formal public stakeholder consultation is towards the formal and final adoption of the PSDF by the Provincial EXCO.	None
Spatial Planning	Number of provincial spatial planning norms and standards on spatial equity implemented	1	1 Provincial Framework for Spatial Equity Norms and Standards implemented Spatial Equity Report developed	1 Provincial Framework for Spatial Equity Norms and Standards implemented Spatial Equity Report developed	0	Target was achieved. The Provincial Framework for Spatial Equity Norms and Standards was implemented. Annual report prepared on the implementation of the Provincial Framework for Spatial Equity Norms and Standards. This Report includes an assessment of the audited 2017/18 Annual Performance Plan and Annual Reports for Departments for alignment of capital expenditure to the PGDS/ P. Provincial Treasury's Infrastructure Reporting Model (IRM) projects location and Municipal Infrastructure Grant (MIG) projects are also analysed in terms of the Spatial Equity pillar areas per District Municipality and Metro area. The Spatial Equity Report was developed.	None
Spatial Planning	Number of municipalities supported to implement Land Use Schemes	44	44 municipalities supported to implement Land Use Schemes	44 municipalities supported to implement Land Use Schemes	0	Target was achieved. 44 Municipalities were supported to implement Land Use Schemes. Support included: - Non-compliant municipalities monitored on Land Use Scheme Development, - Facilitating legal compliance: application for extension of time for Land Use Schemes - Facilitating the Subdivision of Agricultural Land Act programme.	None
Spatial Planning	Number of Traditional Settlement Master Plans developed	8	8 TSMPs developed	8 TSMPs developed	0	Target was achieved. 8 Traditional Settlement Master Plans (TSMPs) were developed (3 for Mandeni and 5 for Mfobozi). The TSMPs still require consultation with Traditional Councils as there had been challenges (Community unrest and rejection of SPLUMA by Traditional Councils). These TSMPs were integrated into the scheme development process.	None
Spatial Planning	Number of nodal development plans developed to promote growth of small towns	5	5 Nodal plans developed for implementation	5 Nodal plans developed for implementation	0	Target was achieved. 5 Nodal plans were developed for implementation for eDumbe, Alfred Duma, Jozini, Nkandla, and Umvoti Local Municipalities.	None



Business Unit	Performance Indicator	19/20 Annual Target	4 th Quarter Target	4 th Quarter Actual Output	4 th Quarter Variance	4 th Quarter Progress Summary	Reason for Variance and Corrective Action
Spatial Planning	Number of Corridor Development Plans developed	1	1 Corridor Plan developed	1 Corridor Plan developed	0	Target was achieved. The 1 corridor plan was developed.	None
Spatial Planning	Percentage of Spatial Planning COGTA B2B issues resolved	100%	100% of issues as per the 10 Point Plan resolved	100% of issues as per the 10 Point Plan resolved	0%	Target was achieved. There were no Spatial Planning Back to Basics issues due for resolution in the fourth quarter.	None
Development Information Services	Percentage of incidents data mapped	100% of incidents data received mapped	100% of incidents data received mapped	100% of incidents data received mapped	0%	Target was achieved. 100% (8833 of 8833) of disaster incidents received were mapped. Web based GIS Dashboard updated. Geospatial report compiled reflecting disaster hotspots was circulated.	None
Development Information Services	Percentage of adopted municipal schemes in the Province mapped	100% of adopted municipal schemes mapped	100% of adopted municipal schemes mapped	100% of adopted municipal schemes mapped	0%	Target was achieved. 100% (3/3) of adopted municipal schemes were mapped for Ray Nkonyeni, Nquthu and Endumeni Local Municipalities. Land Use Schemes sourced. Web Based Scheme Coverage GIS Dashboard updated.	None
Development Information Services	Percentage of PGDP Projects mapped	100% PGDP Projects Mapped	100% PGDP Projects Mapped	100% PGDP Projects Mapped	0%	Target was achieved. 100% (68/68) PGDP projects were mapped. Map showing all projects from project lists has been compiled. Updated Web based GIS dashboard. Geospatial Report Map has been compiled. 3 Project lists were sourced from Municipal Infrastructure Business Unit, LED Business Unit and OTP, list from OTP with 0 new records. (Received a MIG list with 58 new projects, 8 LED and 2 CSC projects).	None



Business Unit	Performance Indicator	19/20 Annual Target	4 th Quarter Target	4 th Quarter Actual Output	4 th Quarter Variance	4 th Quarter Progress Summary	Reason for Variance and Corrective Action
Development Information Services	Number of municipalities supported with MPRA implementation	39	39 municipalities supported with MPRA implementation	39 municipalities supported with MPRA implementation	0	Target was achieved. 39 Municipalities were supported with MPRA implementation. 39 municipal property registers were updated with newly sourced ownership data for January; February & March 2020. This also include municipalities without newly sourced ownership.	None
Development Information Services	Number of municipalities supported with functional GIS units	10	10 support plans implemented	10 support plans implemented	0	<p>Target was achieved. 10 municipal support plans were implemented. This was done through engagement sessions held at Ugu, Zululand, and Ilembe District family of Municipalities and shared information products in the form of GIS datasets. The GIS operational manuals were distributed to Umzinyathi and uThukela District family of Municipalities. Transfer grant project meetings held with Amajuba DM and Ilembe DM for acquisition of daily satellite data, transfer grant project meetings held with Umgungundlovu DM for deeds data converter development and acquisition of aerial photography for selected areas within the District, transfer grant project meetings held with 3 local municipalities for Building Plan application development.</p> <p>GIS datasets were shared with Umkhanyakude, King Cetshwayo and Harry Gwala District family of municipalities</p> <p>Provincial GIS Technical Forum meeting held on the 4th March 2020 and 10 GIS support plans implemented.</p>	None
Land Use Management	Percentage of development applications that meet time norms for processing	80%	80% of development applications at municipalities meet time norms for processing	100%	20%	Target was achieved. 100% (347 of 347) of development applications at municipalities met time norms for processing.	<p>Reason for Variance</p> <p>The municipalities met the 100% of development applications being compliant with time norms than planned.</p>



Business Unit	Performance Indicator	19/20 Annual Target	4 th Quarter Target	4 th Quarter Actual Output	4 th Quarter Variance	4 th Quarter Progress Summary	Reason for Variance and Corrective Action
Land Use Management	Number of municipalities supported with the implementation of SPLUMA	44	11 municipalities supported with the implementation of SPLUMA	11 municipalities supported with the implementation of SPLUMA	0	Target was achieved. 11 Municipalities were supported with the implementation of SPLUMA. Support was provided through 3 cluster engagement sessions held. Municipalities included: Greater Kokstad, Emadlangeni, Msinga, Umuziwabantu, Ray Nkonyeni, Kwadukuza, Maphumulo, Ndwedwe, Mandeni, Nquthu and Endumeni Local Municipalities.	None
Land Use Management	Number of municipalities capacitated on Development Administration	44	44 Municipalities Capacitated on Development Administration	44 Municipalities Capacitated on Development Administration	0	Target was achieved. 44 municipalities were capacitated on Development Administration. Capacitation included training on the drafting of conditions of establishment.	None
Land Use Management	Number of municipalities supported with the Formalisation of Towns	15	5 Land Right Enquiries conducted	5 Land Right Enquiries conducted	0	Target was achieved. Land Right Enquiries conducted for 5 towns: Jozini-Ndumo, Newcastle-Ncandu Park, Big 5 Hlabisa-Hluhluwe, Mhlabuyalingana-Phelandaba and Dannhouser-Koppie Allien. 5 initial meetings with Municipalities and relevant Traditional Councils were held. 5 Project Areas agreed on by the relevant stakeholders .5 Land Rights Enquiries were completed. This was achieved using Trimble Geo XT GPS machines. data downloaded and converted to shape files using Pathfinder Software. Data was amended accordingly and 5 Layout plans produced.	None
Land Use Management	Number of Provincial Development Norms and Standards developed	1	1 Provincial Development Norms and Standards developed	1 Provincial Development Norms and Standards developed	0	Target was achieved. The Provincial Development Norms and Standards was developed. The Norms and Standards for Public Social Facilities developed.	None
Special Initiatives	Number of District Agencies supported to drive LED	10	10 Districts supported to implement DDA action plans	10 Districts supported to implement DDA action plans	0	Target was achieved. 10 Districts were supported to implement DDA action plans. The SES support by the German for Industrial cooperation was concluded. The first recipient was the UThukela Development Agency, a German business analyst expert was deployed to the Agency the whole month of January 2020; furthermore, UKZN is at advanced stages of developing structured modules for the capacitation of DDA's. A report for the functionality of DDA's was developed.	None



Business Unit	Performance Indicator	19/20 Annual Target	4 th Quarter Target	4 th Quarter Actual Output	4 th Quarter Variance	4 th Quarter Progress Summary	Reason for Variance and Corrective Action
Special Initiatives	Number of municipalities supported to implement Local Economic Development projects in line with updated municipal LED strategies	54	54 Support Plans monitored for the implementation of LED projects	54 Support Plans monitored for the implementation of LED projects	0	Target was achieved 54 Municipalities were supported to implement Local Economic Development projects in line with LED Strategies and a Consolidated report was prepared.	None
Special Initiatives	Number of Municipalities supported to implement the Red Tape Reduction programme	54	Implementation of 54 Municipal Action plans monitored	Implementation of 54 Municipal Action plans monitored	0	Target was achieved. The implementation of 54 municipal Action plans was monitored. Consolidated close out reports for 54 Municipal Red tape Action Plans was compiled.	None
Special Initiatives	Number of apprentices placed in municipalities	500	500	500	0	Target was achieved. 500 apprentices were placed in municipalities.	None
Community Service Centres	Number of CSC construction programmes implemented	1	1 CSC programme implemented	1 CSC programme implemented	0	Target was achieved. The CSC programme with 3 projects at implementation phase (2 projects (Matimatolo & Mvozana) has reached implementation phase and one project (Ntshangase) at close out. The 3 Programme implementation reports were prepared.	None
Community Service Centres	Number of CSC Rehabilitation programmes implemented	1	1 CSC Rehabilitation programme implemented	1 CSC Rehabilitation programme implemented	0	Target was achieved. The CSC Rehabilitation programme was implemented and Close out report was compiled.	None
Community Service Centres	Number of municipalities supported with Grade 1 CSCs Functionality	21	21 municipalities supported with Grade 1 CSCs functionality	22 municipalities supported with Grade 1 CSCs functionality	1	Target was achieved. 22 municipalities were supported with Grade 1 CSC functionality. Municipal Support Plans for Grade 1 CSCs were developed.	Reason for Variance The recently completed Umfolozi Facility was supported in addition to the targeted 21 Grade 1 CSCs, for its preparations to full functionality
Community Service Centres	Number of Traditional Councils Supported with Grade 2 CSCs Functionality	30	30 TCs supported with Grade 2 CSCs functionality	30 TCs supported with Grade 2 CSCs functionality	0	Target was achieved. 30 TC's were supported with Grade 2 CSC's functionality. A Report on Grade 2 CSC's supported towards functionality compiled.	None



Business Unit	Performance Indicator	19/20 Annual Target	4 th Quarter Target	4 th Quarter Actual Output	4 th Quarter Variance	4 th Quarter Progress Summary	Reason for Variance and Corrective Action
Community Works Programme	Number of work opportunities created through the CWP in municipalities	42 600	42 600 work opportunities maintained	44 434 work opportunities maintained	1834	Target was achieved 44 434 employment opportunities were maintained by the end of financial year.	Reason for variance The implementation of phased projects and new projects resulted in the creation of new employment opportunities
Expanded Public Works Programme	Number of employment opportunities created through EPWP inclusive of sub-programmes	1500	1500 employment opportunities created	1881 employment opportunities created	381	1881 employment opportunities were created through EPWP initiatives. The overachievement is due to rotation of participants in the programme.	Reason for variance The commencement of new Implementing Agent contracts resulted in the recruitment of new beneficiaries. This overlapped with the contract of the targeted number of beneficiaries.
Expanded Public Works Programme	Number of municipalities supported to comply with EPWP principles	54	54 municipalities supported to comply with EPWP principles	54 municipalities supported to comply with EPWP principles	0	Target was achieved. 54 municipalities were supported to comply with EPWP principles. The 54 Municipalities were supported through a workshop.	None
Municipal Infrastructure	Number of functional coordinating structures for infrastructure development and service delivery	11	1 infrastructure forum convened	2 infrastructure forum convened	2	Target was achieved. 2 Infrastructure forums were convened. The unit convened the following structures to coordinate to infrastructure development and service delivery. 1. Greytown Bulk Water Project Meeting (12/02/20) 2. Municipal Business Plans Appraisal Committee (19/02/2020)	Reason for variance Support was demand driven. The meetings were convened to address water issues which needed urgent attention and support in terms of budgeting and technical support.
Municipal Infrastructure	Number of municipalities monitored on the implementation of infrastructure delivery programmes	53	53 Municipalities monitored on the implementation of infrastructure delivery programmes	53 Municipalities monitored on the implementation of infrastructure delivery programmes	0	Target was achieved. 53 municipalities were monitored on the implementation of infrastructure delivery programmes against the full service delivery spectrum (water, sanitation, electricity, solid waste, roads). Other indicators utilized include Operations and Maintenance, planning, grant utilization, accountability and reporting.	None



Business Unit	Performance Indicator	19/20 Annual Target	4 th Quarter Target	4 th Quarter Actual Output	4 th Quarter Variance	4 th Quarter Progress Summary	Reason for Variance and Corrective Action
Municipal Infrastructure	Number of municipalities supported with the implementation of MIG	53	53 municipalities supported to achieve 65% expenditure on MIG	53 municipalities supported to achieve 65% expenditure on MIG	0	Target was achieved. 53 municipalities were supported to achieve 65% expenditure on MIG. Support was provided at the MIG stopping of Funds meeting (22 municipalities) to improve expenditure. Further engagements and support meetings continued for the 18 municipalities. Business Plan appraisals were conducted to improve expenditure on 46 projects. MIG Management Meetings were held in February 2020 with all WSA's.	None
Municipal Infrastructure	Number of municipalities supported with increasing yard water connections	13	13 Municipalities supported with increasing water connections	13 Municipalities supported with increasing water connections	0	Target was achieved. 13 municipalities were supported with increasing water connections. All 13 WSAs (Metro excluded) were supported in increasing yard water connections. This is dependent on Council priority, system capacity and funding availability.	None
Municipal Infrastructure	Number of municipalities supported in provision of basic level of sanitation services	13	13 Municipalities supported with provision of basic level of sanitation services	13 Municipalities supported with provision of basic level of sanitation services	0	Target was achieved. 13 municipalities were supported with provision of basic levels of sanitation services. The Department has continued to support municipalities with the provision of sanitation, with evidence of projects that are currently underway or have been completed.	None
Municipal Infrastructure	Number of Water Service Authorities assessed on capability to provide water and sanitation services	14	14	14	0	Target was achieved. 14 Water Service Authorities were assessed on capability to provide water and sanitation services. Existing CoGTA and water services sector mechanisms were evaluated and criteria was determined. A Capability assessment tool was developed and utilized to present a multi-dimensional representation of WSA capacity. Results indicate that uThukela, Newcastle and Ilembe are severely constrained. EThekwini, unsurprisingly, has adequate capacity. The other WSAs have low or intermediate capacity levels.	None
Municipal Infrastructure	Number of Water Master Plans developed	1	1 Water Master Plan developed	0 Water Master Plan developed	-1	<p>Target was not achieved. The Water Master Plan had not been finalized. The water master plan consists of three components :</p> <p>(1) Regional bulk water master plan (primary and secondary)</p> <p>(2) Reticulation plan</p> <p>(3) Sustainability plan i.e. operation and maintenance plan</p> <p>Additionally, a short-term intervention plan was necessary. The Premier set the timeframe for the water master plan as June 2020.</p>	<p>Reason for variance</p> <p>While substantial and significant progress has been made, the completion timeframes of the above components proved to be unachievable in the current financial year.</p> <p>Corrective action</p> <p>Work on the Water Master plan is underway and it is anticipated to be completed by June 2020</p>



Business Unit	Performance Indicator	19/20 Annual Target	4 th Quarter Target	4 th Quarter Actual Output	4 th Quarter Variance	4 th Quarter Progress Summary	Reason for Variance and Corrective Action
Municipal Infrastructure	Number of municipalities supported with increasing households with a source of electrical supply	3	3 municipalities supported with a source of electrical supply	7 municipalities supported with a source of electrical supply	4	Target was achieved. 7 municipalities were supported with a source of electrical supply. Support included the monitoring the status of current and newly funded projects. These municipalities includes (1) Mpopana Municipality on the Mpopana Sivest Electricity Project (2) Msinga Municipality on the Mzweni Electrification Project (3) Abaqulusi Municipality on the Abaqulusi Electrification Project (4) Umzumbe Municipality on the Isiphofu Electrification (5) Umhlabuyalingana Municipality on the Ward 7 Electrification Project (6) Big 5 Hlabisa Municipality on the Gabadela/Ekuphindisweni Electrification Project and (7) Umvoti Municipality on the Makhabeleni Electrification Project.	Reason for Variance Support was provided to old projects in addition to the 4 new projects which were targeted for support in the current financial year.
Municipal Infrastructure	Number of municipalities supported to implement operation and maintenance plans	53	53 Municipalities monitored on the implementation operation and maintenance plans	53 Municipalities monitored on the implementation operation and maintenance plans	0	Target was achieved. 53 municipalities were monitored on the implementation of operations and maintenance plans. The 53 municipalities were monitored in implementation of operation and maintenance.	None
Municipal Infrastructure	Percentage of Municipal Infrastructure COGTA B2B issues resolved	100%	100% of issues as per the 10 Point Plan resolved	100% of issues as per the 10 Point Plan resolved	0%	Target was achieved. 100% (30/30) of Back to Basics issues as per the 10 Point Plan were resolved.	None
Disaster Management	Percentage of disaster incidents where prior warning was disseminated	100%	100% Weather warnings disseminated	100% Weather warnings disseminated	0%	Target was achieved. 100% (122/122) of weather warnings were disseminated via emails and SMS to the practitioners and community structures.	None
Disaster Management	Percentage of disaster events responded to within 6 hours	100%	100% disaster events responded to within 6 hours	100% disaster events responded to within 6 hours	0%	Target was achieved. 100% (2164/2164) of disaster events were responded to within 6b hours. The monthly incident reports from municipalities were analysed to ascertain the response time of hours and consolidated provincial reports compiled.	None



Business Unit	Performance Indicator	19/20 Annual Target	4 th Quarter Target	4 th Quarter Actual Output	4 th Quarter Variance	4 th Quarter Progress Summary	Reason for Variance and Corrective Action
Disaster Management	Number of Integrated Communication System projects installed	1	Integrated Communication System tested and deficiencies rectified	0 Integrated Communication System tested and deficiencies rectified	-1	<p>Target was not achieved. The Integrated Communication System had not been tested and deficiencies could not be rectified.</p> <p>The suitable Service Provider has not yet been appointed due to the complexity of the project. The procurement process was initiated, however there were no sufficient responses. The project is still being pursued.</p>	<p>Reason for Variance Challenges are experienced in the appointment of a suitable service provider.</p> <p>Corrective action The project is still being pursued for 2020/21.</p>
Disaster Management	Number of Disaster Management Advisory Forums supported	12	12	12	0	Target was achieved. 12 Disaster Management Advisory Forums were supported. The provincial advisory forum was held with disaster management role-players and municipalities to engage, consult and advise on matters related to disaster management.	None
Disaster Management	Number of municipalities supported on Fire Brigade Services	10 Districts and 1 Metro	2 Districts and 1 Metro Monitored and supported with municipal fire brigade services	2 Districts and 1 Metro Monitored and supported with municipal fire brigade services	0	Target was achieved. 2 Districts and the Metro were monitored and supported with the municipal fire and brigade services. The two (2) districts and Metro were uMgungundlovu District, King Cetshwayo District and eThekweni Metro.	None
Disaster Management	Number of Districts and Metro monitored on the implementation of Disaster Risk Management Legislation	10 districts plus 1 metro (11)	10 Districts and 1 Metro monitored on the implementation of Disaster Risk Management Legislation	10 Districts and 1 Metro monitored on the implementation of Disaster Risk Management Legislation	0	Target was achieved. 10 Districts and a Metro were monitored on the implementation of Disaster Risk Management Legislation and supported to ensure compliance on the implementation of Disaster Risk Management Legislation, including advisory forums.	None



Business Unit	Performance Indicator	19/20 Annual Target	4 th Quarter Target	4 th Quarter Actual Output	4 th Quarter Variance	4 th Quarter Progress Summary	Reason for Variance and Corrective Action
Disaster Management	Number of sector departments and Stakeholders monitored on the implementation of Disaster Risk Management Legislation	17	17 Stakeholders monitored on the implementation of Disaster Risk Management Legislation	17 Stakeholders monitored on the implementation of Disaster Risk Management Legislation	0	Target was achieved. 17 Stakeholders were monitored on the implementation of Disaster Risk Management Legislation. Engagement sessions on monitoring of legislation were held with the following stakeholders: (1) Department of Education, (2) Department of Social Development, (3) Department of Economic Development, Tourism and Environmental Affairs, (5) Department of Water & Sanitation, (6) Department of Health, (7) Department of Transport, (8) Department of Human Settlements, (9) Department of Home Affairs, (8) Department of Arts and Culture, (10) Airports Company South Africa, (11) Department of Agriculture, (12) Department of Rural development and Land Reform, (13) South African Social Security Agency, (14) South African Weather Services, (15) KZN Ezemvelo Wildlife, (16) Eskom, and (17) Transnet.	None
Disaster Management	Number of municipalities supported to maintain functional Disaster Management Centres	10 districts plus 1 metro	10 districts plus 1 metro provided with technical support	10 districts plus 1 metro provided with technical support	0	Target was achieved. 10 districts plus and the metro were provided with technical support. Technical support on disaster management planning, IGR structures, effective & rapid response, community education, public awareness and fire services is provided to municipalities on an on-going basis to ensure functional disaster management centres.	None



PROGRAMME FOUR: TRADITIONAL AFFAIRS

Programme Purpose:

Good governance is critical for the Institutions of Traditional Leadership to provide effective support to the communities. The purpose of this programme is to support and enhance the capacity of traditional councils. The programme consists of the following sub-programmes/Business Units listed in the table below and an indication of their 4th quarter achievement on the APP targets:

PROGRAMME FOUR 4TH QUARTER ACHIEVEMENT ON THE APP TARGETS					
Business Units	Indicators in APP (#)	Indicators with 4th Quarter Targets (#)	Targets Achieved (#)	Targets Not Achieved (#)	Achievement Percentage
Traditional Institutional Administration (Traditional Governance)	7	7	6	1	86%
Traditional Institutional Administration (Dispute Resolution)	2	2	2	0	100%
Traditional Resources Administration	8	8	8	0	100%
Total	17	17	16	1	
Percentage			94%	6%	94%



Business Unit	Performance Indicator	19/20 Annual Target	4 th Quarter Target	4 th Quarter Actual Output	4 th Quarter Variance	4 th Quarter Progress Summary	Reason for Variance and Corrective Action
Traditional Institutional Administration (Traditional Governance)	Number of programmes undertaken to support the finalisation of the Bill on Traditional Leadership	1	1 Programme implemented to support Legislature	0 Programme implemented to support Legislature	-1	Target was not achieved. No programmes were implemented to support legislature. The redrafting of the Bill was started immediately after the Traditional & Khoi- San bill was signed into law in November 2019. Exco has approved the appointment of the service provider to assist the Department in finalising the Bill and the anticipation is that it will be submitted to Legislature before the end of the next financial year 2020/21. Department participated in the drafting of the bill working with Legislature and the National Council of Provinces.	Reason for Variance Delays were experienced in the appointment of a service provider which would assist in the drafting of the Bill Corrective Action Exco approved the appointment of the service provider to assist the Department in finalising the Bill. It is anticipated to be submitted to Legislature before the end of the next financial year 2020/21.
Traditional Institutional Administration (Traditional Governance)	Percentage of Ibamba recognitions concluded within 3 months of becoming vacant	100%	100%	100%	0%	Target was achieved. 100% (10/10) Amabambabukhosi recognitions were concluded within 3 months of becoming vacant by the Executive Council. These were for Mbhense, Qwabe N, Mlaba/Ximba, Radebe, Shangase, Mbatha, Mkhize, Mkhwanazi, Dlomo/Gcothoyi, and Ntuli/Godide. All appointment letters were handed to Amabambabukhosi as soon as the recognitions were finalised.	None
Traditional Institutional Administration (Traditional Governance)	Percentage of Amakhosi recognitions concluded within 18 months of becoming vacant	100%	100%	100%	0%	Target was achieved. 100 % (3/3) of Amakhosi recognitions were concluded within 18 months of becoming vacant. Three Amakhosi were recognised during the 2019/20 financial year. These were Magwaza, Othaka and Chwezi. All appointment letters were handed over to Amakhosi.	None



Business Unit	Performance Indicator	19/20 Annual Target	4 th Quarter Target	4 th Quarter Actual Output	4 th Quarter Variance	4 th Quarter Progress Summary	Reason for Variance and Corrective Action
Traditional Institutional Administration (Traditional Governance)	Number of initiation schools complying with the National Initiation schools guidelines	3	3	5	2	Target was achieved. Five (5) initiation schools complied with the National Initiation school's guidelines. The 5 initiation schools were opened and monitored in KZN this season and one (1) verbal report from Indlondlo was produced.	Reason for Variance There were 2 newly registered Initiation schools in the Province, in which the compliance tool their registration was concluded during the preparations of the compliance assessments. The 2 new schools needed to be included in the target group of the compliance assessments.
Traditional Institutional Administration (Traditional Governance)	Number of Traditional Affairs Policies/Guidelines developed	6	6	6	0	Target was achieved. 6 Traditional Affairs Policies/Guidelines were developed. These included the Guidelines on the appointment and removal of Izinduna, 2 policies on Disputes and Funeral of Amakhosi and 3 policies on Recognition of Amakhosi, Cultural Functions support given to Traditional Communities and Role of Amakhosi in Disaster Management were developed.	None
Traditional Institutional Administration (Traditional Governance)	Percentage of approved cultural functions supported	100%	100% approved cultural functions supported	100% approved cultural functions supported	0%	Target was achieved. 100% (9/9) approved cultural functions were supported. 1) Isivivane saBambo-Isimahla TC, 2) Isiminza Cultural Event-Isiminza TC, 3) Zulu/Nsimbi Umcimbi wamasiko-Nsimbi TC, 4) Umcimbi wezintombi zesizwe-Malangen TC, 5) Mashabane Imbizo-Mashabane TC, 6) Annual Commemoration for Umkhosi waseMlibeni Amakhosi esizwe sakwaMlamula-Mlamula TC, 7) Umcimbi wesizwe samaNdebele-Ndebele TC, 8) Qomintaba Cultural Event- Amantungwa TC, 9) Ingom yezintombi Celebration-Sithole TC.	None
Traditional Institutional Administration (Traditional Governance)	Percengate of newly recognised Amakhosi with updated family trees	100%	100%	100%	0%	Target was achieved. 100% (3/3) of newly recognised Amakhosi had their family trees updated. 3 iminden meetings convened for the purpose of verifying and updating the family trees during the 2019/20 financial year. These were for Magwaza, Othaka and Chwezi.	None



Business Unit	Performance Indicator	19/20 Annual Target	4 th Quarter Target	4 th Quarter Actual Output	4 th Quarter Variance	4 th Quarter Progress Summary	Reason for Variance and Corrective Action
Traditional Institutional Administration (Dispute Resolution)	Percentage of succession claims/disputes processed	100%	100% succession claims/disputes processed	100% succession claims/disputes processed	0%	Target was achieved. 100% (17/17) succession claims/disputes were processed. There were 17 Dispute Claims Received from January 2020-March 2020. There were 14 land matters and 03 Governance matter. All 17 Disputes and Conflicts received were registered and captured on the Traditional Data Management System.	None
Traditional Institutional Administration (Dispute Resolution)	Percentage of Litigation matters monitored	100%	100% litigation matters monitored	100% litigation matters monitored	0%	Target was achieved. 100% (23/23) of litigation matters were monitored. The report reflects that there were 23 litigation matters received and monitored and 04 have been finalised and 19 have not been finalised but at different phases. A detailed report has been compiled and submitted on all litigation matters / court cases monitored.	None
Traditional Resource Administration (Traditional Administration)	Number of awareness campaigns conducted in traditional communities to sensitize vulnerable groups on their Rights	2	1	1	0	Target was achieved. An Awareness campaign was conducted in traditional communities to sensitize vulnerable groups on their Rights. campaign was hosted at Harry Gwala (Greater Kokstad area) on HIV/AIDS (Ulwaluko) on the 5th of January 2020.	None
Traditional Resource Administration (Traditional Administration)	Number of Traditional Authorities supported to participate in the IDP processes	11	2 Local Houses supported	2 Local Houses supported	0	Target was achieved. 2 Local houses were supported. The 2 districts which had been supported on IDP guidelines were Ugu and Umzinyathi Local Houses.	None
Traditional Resource Administration (Traditional Administration)	Number of Engagement sessions facilitated for the Institution of Traditional Leadership	48	12	12	0	Target was achieved. 12 engagement sessions were facilitated for the Institution of Traditional Leadership. This included the session of the 12 houses in the province.	None



Business Unit	Performance Indicator	19/20 Annual Target	4 th Quarter Target	4 th Quarter Actual Output	4 th Quarter Variance	4 th Quarter Progress Summary	Reason for Variance and Corrective Action
Traditional Resource Administration (Traditional Administration)	Number of Provincial Houses of Traditional Leaders supported with functionality	1	1	1	0	Target was achieved. The Provincial House of Traditional Leaders was supported with functionality. Engagement sessions were all facilitated, remedial action plans were monitored, COGTA issues are resolved and logistic for the PHTL opening were facilitated.	None
Traditional Resource Administration (Traditional Administration)	Number of Local Houses of Traditional Leaders supported with functionality	11	11	11	0	Target was achieved. 11 Local Houses of Traditional Leaders were supported with functionality. Engagement sessions were facilitated, remedial action plans monitored and COGTA issues resolved in all 11 houses.	None
Traditional Resource Administration (Traditional Administration)	Number of Traditional Councils supported to perform their duties	257	257	257	0	Target was achieved. 257 Traditional Councils were supported to perform their duties. Physical conditions were assessed, remedial actions were monitored, District Manager checklists were compiled, cash books were reviewed, compliance reports were compiled and partnerships were maintained.	None
Traditional Resource Administration (Traditional Administration)	Number of performance management systems developed for the Institution of Traditional Leadership	1	1	1	0	Target was achieved. The performance management system was developed for the Institution of Traditional Leadership. The Job description was finalized and adopted by EXCO.	None
Traditional Resource Administration (Traditional Administration)	Number of Policies implemented on support to families of deceased Amakhosi	1	1 Policy implemented	1 Policy implemented	0	Target was achieved. The Policy was implemented. Registers are updated and the annual register was consolidated.	None





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3. ANNEXURE A: UNACHIEVED TARGETS



cogta

Department:
Cooperative Governance and Traditional Affairs
PROVINCE OF KWAZULU-NATAL

Accounting Officer: _____

Date: _____

PROGRAMME ONE UNACHIEVED TARGETS

Business Unit	Performance Indicator	19/20 Annual Target	4 th Quarter Target	4 th Quarter Actual Output	4 th Quarter Variance	Reason for Variance	Corrective Action
Human Resource Management - HRA	Percentage of vacancies that is filled as per the priority vacant posts in accordance with Public Administration and Management Delegations	100%	100% of planned priority vacant posts filled within 6 months	79%	-21%	1. Deputy Director - Municipal Governance Post: filled later than planned. 2. Senior Legal Administration Officer Post: Shortlisting was still pending, committee approved on the 24th of March 2020. 3. Deputy Director - Publications, DTP and Web Design post: submission recommending appointment was on route for approval.	These appointments will be finalised in the 1st quarter of the 2020/21 financial year.
Financial Management	Percentage implementation of Procurement Plan	100%	25% implementation of Procurement Plan.	6%	-19%	The procurement processes for 2 projects being the End Term Review and the installation of Biometric systems, had not being concluded within the 4th quarter. Delays in the procurement processes were attributed to challenges in acquiring suitable service providers.	1. Recommended for business units to start the procurement process early as they are required to submit their specifications by April each year for SCM processes to be finalized by the 3rd quarter. 2. Business units to monitor expiry of active contracts and submit requirements at an early stage to ensure there is no break in service.
Financial Management	Percentage of suppliers paid within the thirty day period	100%	100% suppliers paid within the thirty day period	95% suppliers paid within the thirty day period	-5%	<ul style="list-style-type: none"> •13 invoices were certified late by responsibility managers •25 invoices had been received on time, but Account owners delayed in the compilation of payments •8 Invoices were received in mid-December while officials were on leave, and were only certified in mid-January •1 Invoice was received on time, however its requisition was issued late resulting in the late payment. •5 Invoices experienced the late processing of purchase orders, which delayed the payment process. 	<ul style="list-style-type: none"> •Introduction of cut-off times for receiving invoices during the festive season. •Disciplinary action is to be taken on responsible officials in the 52 cases.
Policy and Research	Number of information hubs with data related to Municipalities and Traditional Institutions updated	1	Knowledge Sharing Session held	0 Knowledge Sharing Session held	0	The Knowledge Sharing Session was cancelled due to the panic caused by the coronavirus outbreak.	The session will be conducted in the new financial year, 2020/21.



Business Unit	Performance Indicator	19/20 Annual Target	4 th Quarter Target	4 th Quarter Actual Output	4 th Quarter Variance	Reason for Variance	Corrective Action
Legal Services	Percentage compliance with all legislation	100% compliance with all legislation	100% compliance with all line function and transversal legislation	96%	-4%	<p>4% (8/245) non-compliance was attained as result of certain pieces of legislation not being received for assessment.</p> <ul style="list-style-type: none"> •Public Service Regulations (sect 53)- on breaches regarding OHSA in the buildings: Auxiliary Services. • Public Service Regulations sections 68(6); 69(4); 68(1), (5) and (7)- on probation period for 12 officials exceeding 12 months and staff performing additional functions without records: Human Resource Administration. •Public Service Regulations (37(1), (2) and (3)– on service Delivery Charter and Service Delivery Improvement Plan: Strategic Planning & Service Delivery. • Local Government: Municipal Performance Regulations for Municipal Managers and Managers Directly Accountable to Municipal Managers - Complete Department (section 34(3)- on submission of Performance Assessments to the MEC: Municipal Performance, Monitoring, Reporting and Evaluation. 	Relevant Business Units to be engaged on possible measures to be implemented to improve their compliance and submit relevant outstanding evidence to prove compliance.
Legal Services	Percent of cases completed within 90 days	90% of cases completed within 90 days	90% of cases completed within 90 days	42% of cases completed within 90 days	-47%	8 cases were not finalised within the 90 day period as Formal disciplinary hearings & investigations in progress.	The Department is working on the finalisation of the formal cases.



PROGRAMME THREE UNACHIEVED TARGETS

Business Unit	Performance Indicator	19/20 Annual Target	4 th Quarter Target	4 th Quarter Actual Output	4 th Quarter Variance	Reason for Variance	Corrective Action
Municipal Infrastructure	Number of Water Master Plans developed	1	1 Water Master Plan developed	0 Water Master Plan developed	-1	While substantial and significant progress has been made, the completion timeframes of the above components proved to be unachievable in the current financial year. Current target is June 2020.	Work on the Water Master plan is underway and it is anticipated to be completed by June 2020.
Disaster Management	Number of Integrated Communication System projects installed	1	Integrated Communication System tested and deficiencies rectified	0 Integrated Communication System tested and deficiencies rectified	-1	Challenges were experienced in the appointment of a suitable service provider.	It is proposed that the project should be open for normal tender process for bidders to propose their ideas on the required system. The project is still being pursued for 2020/21.



PROGRAMME FOUR UNACHIEVED TARGETS

Business Unit	Performance Indicator	19/20 Annual Target	4 th Quarter Target	4 th Quarter Actual Output	4 th Quarter Variance	Reason for Variance	Corrective Action
Traditional Institutional Administration (Traditional Governance)	Number of programmes undertaken to support the finalisation of the Bill on Traditional Leadership	1	1 Programme implemented to support Legislature	0 Programme implemented to support Legislature	-1	Delays were experienced in the appointment of a service provider which would assist in the drafting of the Bill.	Exco has approved the appointment of the service provider to assist the Department in finalising the Bill and the anticipation is that it will be submitted to Legislature before the end of the next financial year 2020/21.

