

# DEPARTMENT OF COOPERATIVE GOVERNANCE AND TRADITIONAL AFFAIRS

## STRATEGIC PLAN

Fiscal Years  
**2020 - 2025**



cooperative governance  
and traditional affairs

---

Department of Cooperative Governance  
and Traditional Affairs  
FREE STATE PROVINCE

## CONTENTS

<b>PART A: Departmental Mandate</b>	<b>PAGE NO.</b>
<b>LEGISLATIVE AND OTHER MANDATES</b>	<b>9</b>
• Constitutional Mandate	9
• Legislative Mandate	
• Policy Mandate	
• Revisions to the Legislative and Other Mandates:	14
- Legislation	
- Policies	
- Relevant Court Rulings	15
<b>PART B: STRATEGIC FOCUS</b>	<b>16</b>
<b>Vision</b>	
<b>Mission</b>	
<b>Values</b>	
<b>Situational Analysis</b>	16
• External Environment	17
• Internal Environment	53
<b>PART C: DEPARTMENTAL PERFORMANCE</b>	<b>54</b>
Institutional Performance Information	54
Impact Statement	
<b>PROGRAMME 1: ADMINISTRATION</b>	<b>54</b>
• Purpose of the Programme	
• Brief description of the Programme	
• Outcomes	
• Outcome Indicators and Targets	
<b>PROGRAMME 2: LOCAL GOVERNANCE</b>	<b>55</b>
• Purpose of the Programme	55
• Brief description of the Programme	
• Outcomes	
• Outcome Indicators and Targets	
<b>PROGRAMME 3: DEVELOPMENT PLANNING</b>	
• Purpose of the Programme	58
• Brief description of the Programme	59

- Outcomes
- Outcome Indicators and Targets

**PROGRAMME 4: TRADITIONAL INSTITUTIONAL MANAGEMENT 61**

- Purpose of the Programme 61
- Brief description of the Programme 61
- Outcomes
- Outcome Indicators and Targets

**PROGRAMME 5: HOUSE OF TRADITIONAL LEADERS**

- Purpose of the Programme 62
- Brief description of the Programme 62
- Outcomes
- Outcome Indicators and Targets
- Key Risk Mitigations 63

**PART D: TECHNICAL INDICATORS DESCRIPTIONS 65**

## Executive Authority Statement

It gives me pleasure to present the Strategic Plan of the Department of Cooperative Governance and Traditional Affairs for the 2020 - 2025 MTSF year. This year marks the 26<sup>th</sup> Anniversary of the democratic dispensation in South Africa. What better way to celebrate this achievement than to ensure that our democracy matures whilst bringing dignity to all our people. We work towards ensuring that we build a future where all citizens have equal access to services.

CoGTA is the key driver of the Back-To-Basics (B2B) Programme. This programme is already making strides, although its implementation only started in the 2014/2015 financial year. We are proud to say that there are improvements in different areas of its five strategic thrusts, namely:

- a) Putting people first and engaging with communities.
- b) Delivering basic services in a more efficient and effective manner.
- c) Strengthening and improving on good governance and accountability.
- d) Ensuring sound financial management, thereby improving on delivering on the mandate of municipalities.
- e) Building capabilities by attracting a highly skilled and professional local government administration.

In ensuring that the B2B Programme continues to yield positive results, the Department will continue over the next three years to assist municipalities towards implementing action plans intended to improve the service delivery capacity of municipalities. It is critical that we go back to the basics of serving with intent and humility, thereby making democracy meaningful and tangible to our people.

The Department has taken steps to create an environment in which radical economic transformation can flourish. A key element of this is the adoption of Local Economic Development (LED) as the sixth pillar of the Back-To-Basics programme. This will ensure that each and every municipality considers LED as part and parcel of its everyday function. This will be eased by the fact that the B2B forms the cornerstone of the Department's approach to supporting local government. Municipalities will be monitored on their progress towards achieving their stated objectives.

It would be amiss not to mention our plans on disaster management. The last couple of years were the driest years in South Africa in over a century. Farmers have not had enough rainfall resulting in many farmers in need of financial assistance to aid in the recovery process of the damaging effects of the dry conditions. It is envisaged that it will take years for farmers in the Free State to recover from the adverse effects of the drought. For this reason, the Department will over the next few years support district municipalities with the functionality of their fire brigade services, thereby mitigating the disastrous effect that potential veld fires will have on live stock. Among the steps to be taken will be the assessment of municipalities on their capacity to implement the National Fire Safety and Prevention Strategy.

To realise full benefits of the B2B approach, the institution of traditional leadership as one of the key role players, should play a critical role. Given that, the institution of traditional leadership has a constituency base of people who live in rural areas; it has a vital role to play within the Free State Governance system to advance the developmental agenda. It therefore becomes imperative that the institution plays its role in governance.

In support of the B2B approach, the National Department of Traditional Affairs has assessed the functionality of Traditional Councils (TCs) in a number of provinces, and the Free State is one such

province. One of the key focus areas of the assessment was the level and quality of participation of traditional leadership structures in municipal councils and their contribution to integrated development planning processes. Throughout the MTSF period, the Department will focus on creating a legislative and policy framework to address legislative gaps on participation of traditional leadership on local government level identified from the assessment.

There are some pertinent issues in relation to the institution's co-existence, sustainability and role within democratic rule. Key amongst them is the complementary role played by both municipal councillors and traditional leaders, urbanisation and migration from rural areas to cities and modern society. As society develops and modernisation advances, change management and transformation within the institution are imperative; there must be adaptations to the operations of the institution of traditional leadership to be sustainable in the democratic era. These issues also have a bearing on whether the institution is sustainable in the long term and need to be addressed to maintain its relevance in the democratic and developmental government. There is therefore a need for a policy shift from focusing on individual traditional leaders to community development and repositioning of the institution of traditional leadership in a correct perspective, fit for purpose and ideal state.

The Department is mandated to enhance the status of the institution as the custodian of customary law, customs of communities, culture and heritage. The fatalities resulting from customary initiation practice is at an alarming rate; the causes of which are inadequate regulation of the practice. This requires the institution to take charge and work with government to restore the dignity of the practice. Laws on customary initiation alone cannot deal away with this problem, it requires traditional leaders to be proactive in ensuring that such laws are implemented.

Similarly, related to customary practices and norms, we call upon the institution of traditional leadership to drive government transformation agenda within their statutory structures and communities in pursuit of gender equity within these structures, advancing progressive cultural practices that promote Ubuntu and social cohesion. Traditional leadership should lead the course for promotion and protection of the rights of the vulnerable groups in their communities and ensure that cultural practices and customs conform to the Bill of Rights. We commit ourselves to continue to support the institution of Traditional Leadership to enhance its work in all our traditional communities.

Due to a range of structural disadvantages created by apartheid, local government in South Africa is still in the process of transformation, and rural areas still require a high level of government intervention to promote development. If these interventions are to be successful and sustainable, they must be guided by a clear vision. This APP is but one aspect of this overarching vision. It is on the basis of this plan that we will have to ensure that our performance is monitored on its results.

We further call upon all role-players to work hand in hand with us ensuring that municipalities improve their management systems and practices, and appoint skilled and competent personnel towards improved municipal service delivery. By working together, we will also succeed to restore the confidence of our people in our municipalities, the primary delivery machines of the developmental state, and make municipalities the pride of our people.

I have pleasure in recommending the 2020 - 2025 Departmental Strategic Plan. As we begin the term of new administration, the plan sets the Department of Cooperative Governance and Traditional Affairs on a higher service delivery trajectory. It keeps faith with the ethos of a new dawn that is upon us. We believe our efforts will accelerate progress towards a functional, accountable, responsive, effective and efficient

developmental local governance in the Free State Province. In moving towards 2025 and beyond, the Free State Department of Cooperative Governance and Traditional Affairs will, through the implementation of this Strategic Plan, tirelessly continue to support all our municipalities and various traditional communities.

As we continue delivering services to our communities, we recognise that government cannot act alone. Hence we call upon all stakeholders to work with us to drive the development of our municipalities, the traditional and rural communities.

Ka tshebedisano-mmoho, boitelo le boikitlaetso ha ho se ka re hlang.



**MEC T. S. NXANGISA**  
*Executive Authority: Cooperative  
Governance and Traditional Affairs*

**01 April 2020**

## Accounting Officer Statement

Local government is widely recognized as a strategic site for service delivery as well as socio-economic development and transformation. The triple challenge of poverty, inequality and unemployment are felt most directly at local government level. This is where all our societal challenges and contradictions play themselves out.

Our National Development Plan makes it clear that meeting our transformation agenda requires functional municipalities and capable machinery at a local level that can create safe, healthy and economically sustainable areas where citizens and people can work, live and socialise.

We are about to approach the fifth coming local government elections with confidence. The strength of our democracy and the tenacity of our systems have directly contributed to ensuring relative stability in this environment and space.

In collaboration with the (national) Department of Cooperative Governance and Traditional Affairs, we will continue to implement the Back to Basics 10- point plan, thereby achieving, amongst others, the following:

- National and Provincial Departments must settle pay verified debt owed to municipalities
- The three spheres of government should improve the integration of their planning and service delivery initiatives;
- Strengthening public participation through direct public engagements and media platforms;
- Spatial Planning Framework implementation to be monitored to avoid putting food security at risk.

It still our wish to ensure that the Department is assisting and supporting municipalities to meet their obligations as expected. To strengthen local government strength in a manner that will transform our local communities. All planned target based on the performance indicators are well prearranged to reach our mandate with capable and skilled officials.

I would like to express word of appreciation to all Departmental official for ensuring that the Department is keen to deliver it mandate though challenges faced by the sector. With limited resources been putted forth, it is the intention that we reach all our planned targets accordingly. The support and leadership played by the Hon. MEC Nxangisa in producing this plan is entirely unmeasured. I therefore present the 2020 - 2025 Strategic Plan of the Department of Cooperative Governance and Traditional Affairs.



Mokete V. Duma

**Accounting Officer: Department of Cooperative Governance and Traditional Affairs**

**01 April 2020**

## Official Sign-Off

It is hereby certified that this Annual Performance Plan:

- Was developed by the management of the Department of Cooperative Governance and Traditional Affairs under the guidance of Hon. MEC T.S. Nxangisa, Executive Authority for Cooperative Governance and Traditional Affairs in the Free State Province;
- Takes into account all the relevant policies, legislation and other mandates for which the Department of Cooperative Governance and Traditional Affairs is responsible; and
- Accurately reflects the Impact, Outcomes and Outputs which the Department of Cooperative Governance and Traditional Affairs will endeavour to achieve over the MTSF (2020 – 2025) period.



L.S. Mokoena  
Chief Director: Corporate Service



M.S. Tlali  
Chief Financial Officer.



L.L. Khiba  
Chief Director: Local Governance



M. Thebe  
Chief Director: Planning and Development



S. Thomas  
DDG: Local Governance



A. Buthelezi  
DDG: Traditional Affairs



Mokete V. Duma  
Accounting Officer.

APPROVED BY:



T. S. Nxangisa  
Executive Authority  
Cooperative Governance and Traditional Affairs.

# Part A: Departmental Mandate

## Vision, Mission and Values

Vision: Integrated, responsive and developmental local governance in the Free State Province

Mission: The Department strives to strengthen inter-sectoral cooperation and support municipalities and Traditional Leaders towards effective service delivery through:

- Integrated and sustainable planning and development
- Partnerships
- Research
- Monitoring and evaluation
- Accountability

Values: The Department's inherent values, as informed by Batho Pele principles, are:

- Results-driven
- Professionalism and Integrity
- Responsiveness
- Accountable and Transparent
- Value for money
- Collaborative Leadership

## Legislative and other Mandates

### Constitutional Mandate

The Constitution of the Republic of South Africa, 1996, redefined local government as a sphere of government that is distinctive from, yet interdependent and inter-related with provincial and national government. Importantly, the Constitution conferred developmental duties to local government

### Legislative Mandate

The following legislation applies to the department:

- a) Public Finance Management Act No. 1 of 1999 (as amended by the Public Finance Management Amendment Act No. 29 of 1999). This Act regulates financial management in the national and provincial governments; to ensure that all revenue, expenditure, assets and liabilities of those governments are managed efficiently and effectively; to provide for the responsibility of persons entrusted with financial management in those governments; and provide for matters connected therewith
- b) Division of Revenue Act of 2013. This Act provides for the equitable division of revenue raised nationally among the national, provincial and local spheres of government for the 2013/2014 financial year; to provide for reporting requirements for allocations pursuant to such divisions; to provide for the withholding and the delaying of payments; to provide for liability for cost incurred

in litigation in violation of the principles of co-operative governance and intergovernmental relations; and to provide for matters connected therewith.

- c) The Housing Act No. 107 of 1997: Through this legislation, existing and future, and the Housing Code, the Department of Housing is carrying out its legislative imperative as set out in the Housing Act, 1997. Section 2 of the Housing Act, 1997 (Act No. 107 of 1997) compels all three spheres of government to give priority to the needs of the poor in respect of housing development (section 2(1) (a)). In addition all 3 spheres of government must ensure that housing development:
  - (i) provides as wide a choice of housing and tenure options as is reasonably possible
  - (ii) is economically, fiscally, socially and financially affordable and sustainable
  - (iii) is based on integrated development planning
  - (iv) is administered in a transparent, accountable and equitable manner, and upholds the practice of good governance (Section 2(1)(c)).
- e) Subdivision of Agricultural Land Act No. 70 of 1970: This Act is used for Town Planning advice to the Department of Land Affairs on the subdivision of agricultural land.
- f) The Development Facilitation Act No. 67 of 1995: This Act provides directive principles to guide the drafting, adoption and implementation of all policies and legislation for all spheres of government regulating spatial planning, land use management and land development.
- g) Municipal Systems Act of 2000: The Act introduces changes towards the manner in which municipalities are organized internally, the way they plan and utilize resources, monitor and measure their performance, delegate authority, render services and manage their finances and revenue. Critically, the MSA formalizes a range of alternative service delivery mechanisms that could be used to complement traditional service rendering mechanisms / arrangements used by municipalities. This Act also enables the Integrated Development Plans (IDP). The IDP is a single and inclusive strategic plan that must be compiled and adopted by the municipality. IDPs must include a financial plan, performance management plan, disaster plan and a spatial development framework within which all sector plans should be addressed
- h) Municipal Demarcation Act of 1998: The Municipal Demarcation Act of 1998 provided for the re-demarcation of municipal boundaries and this resulted in the rationalization of 843 municipal entities into 284 larger and possible economically viable entities.
- i) Municipal Structures Act No. 117 of 1998 as amended in 1999 and 2000: The Act defined new institutional arrangements and systems for local government. Importantly, the Act laid a foundation for local government performance management and ward committee systems.
- j) White Paper on Local Government of 1998: The White Paper on Local Government is a broad policy framework that proposes wholesale changes in the areas of political, administrative structures of local government, electoral systems, demarcations, finances, services, infrastructure development, planning and so forth. The White Paper maps out a vision of developmental local government that is committed to working actively with citizens to identify sustainable ways of meeting their social, economic and material needs and thereby improve their quality of life. Developmental local government envisages the transformation of municipal administrations into rationalized, representative, less bureaucratic, people-centred, efficient, transparent, accountable and responsive entities.
- k) The Fund Raising Act No. 107 of 1978: The Act provides for the declaration of a disaster by the President in order to provide relief to the Victims of disasters such as drought disaster.

- l) Disaster Management Act 57 of 2002: The Act streamlines and unifies disaster management and promotes a risk reduction approach particularly at provincial and local levels. It eliminates the confusion around disaster declaration and addresses current legislative gaps.
- m) National Veld and Forestry Act No. 101 of 1998: The Act emphasizes the formation of Fire Protection Associations for the purpose of predicting, preventing, managing and extinguishing veld fires
- n) The National Environmental and Waste Management Act of 1999: The Act provides for environmental management strategies so as to prevent and mitigate environmental disasters
- o) Traditional Leadership and Governance Framework Act No. 41 of 2003: The Act provides for the recognition of traditional leaders, their roles and functions, recognition of traditional communities, establishment of traditional councils and for matters connected therewith.
- p) Public Audit Act, 2004 (Act 25 of 2004): This Act gives effect to the provisions of the Constitution establishing and assigning functions to an Auditor-General; to provide for the auditing of institutions in the public sector; to provide for accountability arrangements of the Auditor-General; to repeal certain obsolete legislation; and to provide for matters connected therewith.
- q) Municipal Finance Management Act, 2003 (Act No. 56 of 2003): This Act aims to modernise budget and financial management practices in municipalities so that financially sustainable municipalities are able to meet their service delivery obligations. The Act also provides a financial governance framework that clarifies the roles and responsibilities of officials, councillors, the Provincial Treasury and this department. The department is responsible for monitoring and supporting municipalities in its implementation, to share its monitoring results and provide warning of impending financial distress. Although the department is endowed with powers of intervention, the primary responsibility to manage finances, identify and avert financial distress rests with municipalities
- r) Municipal Property Rates Act, 2004 (Act No. 6 of 2004): This Act regulates the powers entrusted to municipalities to impose rates on property, to exclude certain property categories from rating and to provide a transparent and fair system for rating of properties and granting rates rebates. The Act further provides for ratepayers to have access and recourse to a process of objection and appeal against rates imposed by municipalities. The mandate of the department is to monitor and support municipalities with MPRA implementation, and to ensure that objections and appeals against property values are resolved through a fair and transparent process of appeal/review.
- s) Spatial Planning and Land Use Management Act 16 of 2013): This Act provides a framework for the monitoring, coordination and review of the spatial planning and land use management system. It also provides for the establishment, functions and operation of Municipal Planning Tribunals.
- t) National Building Regulations and Building Standards Act (Act 103 of 1977): This Act provides for the promotion of uniformity in the law relating to the erection of buildings in the areas of jurisdiction of local authorities for the prescribing of building standards; and for matters connected therewith.
- u) Transportation of Dangerous Goods Act of 1992: This Act provides for public safety in the transportation of dangerous goods.
- v) Safety and Sports and Recreational Events Act (Act 2 of 2010): To provide for measures to safeguard the physical wellbeing and safety of persons and property at sports, recreational, religious, cultural, exhibition, organisational or similar events held at stadiums, venues or along a route; to provide for the accountability of event role players to provide for certain prohibition to provide risk categorisation of events: to provide for the establishment of measures to deal with safety and security at events; to provide for accreditation of role-players at events; to provide for events ticketing; to provide for the

control access of spectators and vehicles at events; to provide for the issuing of safety certificates for planned or existing stadiums or venues; to provide for the contents of safety certificates and amendments to safety certificates; to provide for appointment of inspectors and their powers of entry and inspection; to provide for the development of security services; to provide for spectator exclusion notices; to provide for prohibition notices; to provide for the establishment of an Appeal Board and for appeals; to provide for public liability insurance for events; to provide for payment of fees; to provide for offences and penalties; and to provide for matters connected therewith.

- w) Intergovernmental Relations Framework Act, 2005 (Act 13 of 2005): To establish a framework for the national government , provincial governments and local governments to promote and facilitate intergovernmental relations, and provide for mechanisms and procedures to facilitate the settlements of intergovernmental disputes.
- x) Local Government Laws amendment Act, to mend different acts applicable to local governments, e.g. Structures Act, in relation to the payment of out of pocket expenses for ward committees
- y) Remuneration of Public Office Bearers Act, 1998

### **Policy Mandates**

- a) National Development Plan (7 Priorities of Government)
- b) 2020 - 2025 Medium Term Strategic Framework
- c) Free State Growth and Development Strategy
- d) State of the Nation Address
- e) State of the Province Address
- f) Budget Speech of the National Minister for Cooperative Governance and Traditional Affairs
- g) MEC's Budget Vote Speech
- h) President's Coordinating Council
- i) Premier's Coordinating Forum
- j) Municipal Infrastructure Grant Policy
- k) Municipal Service Partnerships White Paper of 2005
- l) National Disaster Management Framework
- m) Regional Industrial Development Strategy (RIDS)
- n) National Local Economic Development Framework
- o) Free Basic Sanitation Implementation Strategy
- p) Municipal International Relations Policy Framework
- q) White Paper on Local Government
- r) National Spatial Development Perspective (NSDP)
- s) White Paper on Traditional leadership and Governance (July 2003)
- t) Integrated Sustainable Rural Development Program
- u) Private Public Partnerships Regulations of 2005
- v) Free Basic Services Policy of 2000
- w) National guidelines on Indigent Policy and Registers Framework 2005
- x) White Paper on Fire Services

## 2020-2025 Medium Term Strategic Framework

The National Development Plan envisions that by 2030 South Africa will have a state that is capable of playing a developmental and transformative role. In broad terms such a state intervenes to support and guide development in such a way that benefits across society (especially the poor).

Drawing from the NDP chapter on a Capable and Developmental State, by 2030, we will have a developmental local state that is accountable, focused on citizen's priorities and capable of delivering high-quality services consistently and sustainably through cooperative governance and participatory democracy. In this scenario, local government is at the forefront of participatory democracy involving citizens in meaningful deliberations regarding governance and development; is responsive to citizens' priorities and enjoys high levels of trust and credibility amongst the public; whose employees are skilled, competent and committed to delivering quality services; is able to cost-effectively increase the quantity and quality of services and operates within a supportive and empowering intergovernmental system.

The NDP however also cautions that such a developmental state cannot materialize by decree, nor can it be legislated or waved into existence by declarations. It has to be consciously built and sustained. Local government is at the centre of development and to achieve the aspiration of a transformed and effective local government system will require strong leadership through a clear and consistent, long-term strategy.

In order to achieve the above vision there are a number of immediate barriers, constraints and challenges to be addressed. This requires a proactive approach to managing the intergovernmental system, in order to address specific weaknesses in coordination and capacity. There is a need to mediate agreements between district and local municipalities where there is duplication or conflict over the allocation of responsibilities and resources. There is also a need to develop different modalities for the delivery of services in less well-resourced municipalities, to name just two specific issues.

The 2020-2025 Draft Medium Term Strategic Framework emphasizes that national and provincial departments and entities impacting on local government will have to cooperate better and act with greater synergy in providing oversight and support to the local sphere. Moreover, provincial departments of local government will need to improve the way they monitor and support local government. Key is decisive leadership, a cohesive plan and a coherent approach to the following constraints:

- (i) The level of public trust in local government has steadily declined. Municipalities for their part have not always endeavoured to be more efficient and effective, to prioritise, maintain and sustain services (including basic services) to all in support of social and economic development, to curtail the wasting of funds on non-priority expenditure and to collect all revenue due.
- (ii) Poor governance and accountability are also of major concern with communities often feeling alienated and disconnected from decision-making processes. Much of this stems from undue political interference in operations, weak political leadership, poor communication with communities, lack of transparency and weak and ineffective platforms for public participation. Governments' approach to citizen participation has too often become formulaic and symbolic.

Unsurprisingly, this does little to improve citizens' confidence. Public confidence and trust in local government will have to be consciously rebuilt. As such, municipalities will need to pay greater attention to engaging citizens in their own spaces as well as ensuring that engagement in IDP processes is deliberative with citizens actively involved in identifying and resolving trade-offs.

- (iii) The low confidence is also partly due to the fact that community expectations often exceed the administrative and financial capabilities of many municipalities. Amongst the categories and types of municipalities (from metropolitan municipalities through to small mainly rural municipalities), there is significant variation in capacities and socio-economic context which has a direct impact on municipalities' ability to carry out their full mandate. The NDP confirms that we need to make better use of the scope for differentiation.
- (iv) While a coherent yet flexible approach to differentiation should help to mitigate the worst effects of uneven capacity, a range of other factors will have to be simultaneously attended to for our local government system to become more effective and efficient. These include shortage of skills, undue political influence in the recruitment of senior managers, absence of a positive and focused role for provinces in building municipal capacity, intergovernmental coordination problems and lack of capacity to sustain service delivery through own revenue in the context of high levels of poverty and unemployment.

## **Revisions to the Legislative and Other Mandates**

### **Legislation**

- a) A new Provincial Planning Bill to replace the old and outdated legislation for land use in the Free State, that will also be aligned with the Constitutional Court's decision on land use and land development, is in the process of being developed, funded by the National Department of Rural Development and Land Reform. The proposed legislation is based on the principles of the proposed National Spatial Planning and Land Use Bill that has been submitted to the General Assembly and is presently under consideration. Considering the lengthy processes involved in promulgating new legislation, the current situation (e.g. the continued functioning of the provincial Townships Board) will however continue until the new proposed legislation has been enacted.
- b) The Monitoring, Support and Intervention Bill that has been developed by the National Department of Cooperative Governments will also impact on government's approach to municipal interventions in terms of Section 100 and Section 139 of the Constitution.
- c) The Traditional Affairs Bill will, once enacted, effect the following changes:
  - 1. The development of provincial legislation towards ensuring alignment to national legislation;
  - 2. Increased cost implications
  - 3. Tools of trade for newly recognized traditional communities and leaders.

### **Policies**

The promulgation of the Bills referred to above will result in a policy shift in terms of land use and land development as well as the manner in which government may intervene in the functioning of municipalities.

## **Relevant court rulings**

### **Relief not sought against the Department (Indirect Involvement)**

- Vaal River Development Association vs Ngwathe – Pending
- SAMWU National Provident Fund vs Dihlabeng LM – Pending
- Matjhabeng Local Municipality vs Eskom – Pending
- Life Health Care Group / Mangaung Metro – Pending
- Dihlabeng LM v Eskom – Pending
- Maluti-A-Phofung LM vs Eskom – Pending
- Boxmore Plastic SA vs Moluti-A-Phofung
- Marten Johan Torsius and Others vs The Unlawful TRESPASSERS of Properties as Mentioned in the Notice of Motion – Pending

### **Relief sought against the Department (Direct Involvement)**

- C Mepha vs Department of Cooperative Governance and Traditional Affairs – Pending
- Department of Cooperative Governance and Traditional Affairs vs RS Moloi– Pending
- BC Mekomela vs Department of Cooperative Governance and Traditional Affairs– Pending
- Hiptown Records Trust vs Department of Cooperative Governance and Traditional Affairs– Pending
- Edu-ads Exclusive Advertising and Promotion vs Department of Cooperative Governance and Traditional Affairs– Pending
- Matlole vs Department of Cooperative Governance and Traditional Affairs– Pending

## **Part B: Departmental Strategic Focus**

### **Updated Situation Analysis**

#### **Corporate Services**

The Departmental final moderated score for the MPAT 1.8 results was 43%. Due to grey areas which were identified will need serious attention for improvement and compliance. The Department has developed an improvement plan which will be strictly monitored aiming at all areas need more attention. It is key for general performance of the Department to strive to achieve its compliance to all legislative mandate and policies. The improvement plan which was started to be implemented during 2019/2020 – 2020/2021 financial years in order to address the gaps that were not fully achieved and highlighted for further attention. This was mainly on the fully functioning of the Department.

The Department will continue to focus on the following areas of employment policy or practice barriers, to drive the achievement of our employment equity targets as stipulated in the Employment Equity Plan; recruitment procedures, appointments, training and development, promotions, succession and experience planning, and retention of designated personnel..

It is the responsibility of the Department to organise itself in a manner that will maximise service delivery whilst fulfilling its mandate as per the Constitution of South Africa Act 108 of 1996. The Department has examined its internal organizational environment and agrees that it needs to reconfigure its working arrangement to enhance the responsibility of co-ordination internally and externally of the Department. This environmental change will have very significant impact in the MTSF period. With the new reconfigured arrangement, the Department anticipates becoming more vigorously responsive to the needs of its clients (municipalities). In addition, filling of critical posts remains critical for the Department. Continuous capacitating of employees as per Personal Development Plans (PDP) will work towards improving the service delivery at COGTA.

#### **Number of Employees as at 31 March 2020 on Approved Structure:**

SAL LEVEL	ADMINISTR	LOCAL GOVERNANCE	DEV AND PLANNING	TRAD INST MAN	HOUSE OF TRAD LEADERS	TOTAL
1	0	0	0	0	0	0
2	0	0	0	15	0	15
3	2	0	0	27	3	32
4	2	0	0	0	0	2
5	16	1	3	2	0	22
6	0	0	0	15	0	15
7	41	18	13	18	6	96
8	21	4	11	1	0	37
9	16	10	8	0	0	34
10	2	2	0	1	0	5
11	16	6	10	0	0	32
12	5	7	11	0	1	24
13	7	7	4	1	1	20
14	1	2	1	0	0	4
15	1	2	0	1	0	4
16	1	0	0	0	0	1
MEC	1	0	0	0	0	1
Fixed Establishment	132	59	61	81	11	344

### Municipal Administration

The Municipal Administration directorate has been mandated to monitor compliance with regulation and advice to all Free State municipalities. In particular to administer and implement the following piece of legislation:

### Municipal By-laws

Section 13 sets out the Legislative Procedure for Promulgation of Municipal By-laws and the Department is mandated to assist municipalities comply with legislative requirements as set out in this section.

After promulgation of standard by-laws by the MEC, their adoption is the legislative prerogative of the municipal council in terms of Section 12 of Municipal Systems Act, 2000). Councils in municipalities may also identify and develop new by-laws not on the list of MEC's standard by-laws and the Directorate assists on request in execution of this mandate the Department developed and promulgated 45 Draft Standard by-laws; developed a compliance check list for promulgation of municipal by-laws as well as the By-law Implementation Manual.

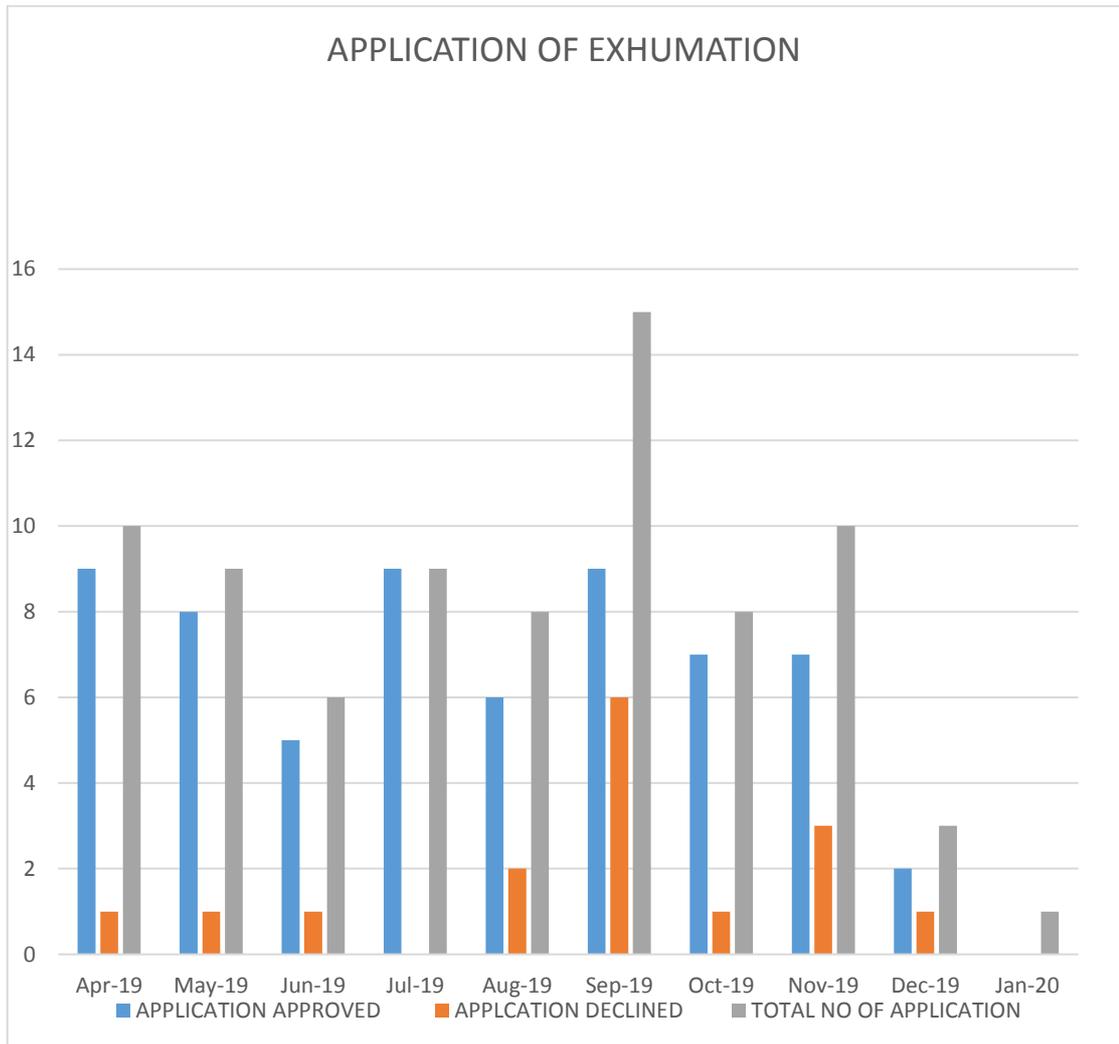
### Status for Promulgated By-laws: Free State Municipalities

Municipality	No. By-Laws
Mangaung	44
Thabo Mofutsanyana	02
Setsoto	18
Dihlabeng	05
Nketoana	11

Maluti a Phofung	19
Mantsopa	18
Phumelela	08
Xhariep	04
Letsemeng	08
Mohokare	14
Kopanaong	19
Fezile Dabi	03
Moqhaka	27
Ngwathe	08
Metsimanholo	07
Mafube	04
Lejweleputsoa	00
Masilonyana	41
Tokoloko	02
Tswelopele	14
Matjhabeng	21
Nala	21

#### **Exhumation and re-interment of Mortal Remains**

Mandated by the Burial Ordinance 27 of 1966 the Department is responsible for the receiving and the processing of applications for exhumation and re-interment of mortal remains. The following illustrate the application for exhumations in Free State municipalities.



**Local Government: Municipal Structures Act 117 of 1998**

Section 20: Determination of number of councillors. The Minister must publish a formula in the Government Gazette; this formula will in turn determine the number of councillors for each municipality. *The formula must be based on the number of voters registered (RV) on that municipality's segment of the national common voters' roll, on a date determined in the notice.*

After the formula are finalised by the Minister, MECs must determine the specific number of councillors for each municipality, and to then publish same in their respective Provincial Gazette.

Conditions of MECs' deviation from the Minister's formula	Restrictions
<p>If 30 or less councillors determined for municipality by Minister's formula</p> <p style="text-align: center;">↕ 3 councillors ↕</p>	<p>May be increased, but not reduced if less than 7 councillors</p>
<p>If more than 30 councillors determined for municipality by Minister's formula</p> <p style="text-align: center;">↕ 10% ↕</p>	<p>May not exceed 270 councillors in metros; and not exceed 90 councillors in local and district municipalities</p>

### Determination of Number of Councillors of Municipalities in the Free State:

#### The Local Government: Municipal Structures Act, 1998.

Section 18(3) of the Local Municipal Structures Act, 1998 (Act No 117 of 1998), the MEC determine the number of Councillors in the Free State Province as contained in the schedule hereunder.

#### Schedule

Code	Name of Municipality	Number of Councillors
MAN	Mangaung Metropolitan Municipality	101
DC16	Xhariep District Municipality	16
FSI61	Letsemeng Local Municipality	13
FSI62	Kopanong Local Municipality	17
FS163	Mohokare Local Municipality	13
DC18	Lejweleputswa District Municipality	39
FS181	Masilonyana Local Municipality	19
FS182	Tokologo Local Municipality	13
FS183	Tswelopele Local Municipality	17
FS184	Matjhabeng Local Municipality	72
FS185	Nala Local Municipality	24
DC19	Thabo Mofutsanyane District Municipality	41
FS191	Setso Local Municipality	33
FSI92	Dihlabeng Local Municipality	40
FS193	Nketoana Local Municipality	18
FSI94	Maluti-a-Phofung Local Municipality	70
FS195	Phumelela Local Municipality	16

FS196	Mantsopa Local Municipality	18
DC20	Fezile Dabi District Municipality	32
FS201	Moqhaka Local Municipality	44
FS203	Ngwathe Local Municipality	37
FS204	Metsimaholo Local Municipality	46
FS205	Mafube Local Municipality	17

### Local Government: Municipal Structures Act, 1998(Act No.117 of 1998)

Section 25(1) A by-election must be held if a vacancy in a ward occurs, when the municipal manager of the municipality concerned does not call and set a date for a by-election within 14 days of the date of the vacancy the MEC for local government in the province, after consulting the Electoral Commission, must, by notice in the Provincial Gazette, call and set a date for the by-election, which must be held within 90 days of the date of the vacancy.

### Current status of the vacancies in wards

Municipality	Ward	Cause of Vacancy	Date of By-elections
Matjhabeng	17	Resignation	7 August 2019
Moqhaka	20	Resignation	7 August 2019
Kopanong	8	Resignation	23 October 2019
Maluti-a-Phofung	01, 07, 08, 10, 11, 15, 16, 18, 20, 23, 24, 26, 29; 31 and 34	Termination of membership of councillors from the party.	28 August 2019

### Litigation Management

The Department after utilizing various assessment tools observed an alarming behavior in litigation management. In an effort to mitigate the high litigation rate in municipalities the Department of Co-operative Governance has identified the need to develop a Litigation Management Strategy and to establish the Free State Municipalities Legal Advisors Forum.

A Draft Litigation Management Strategy has been developed by the Department and a consultative process with municipalities is underway and the final document will be adopted once the processes has been finalised.

Khariep and Fezile Dabi District Legal Advisors Forums have established and fully functional. Lejweleputswa District Legal Advisors Forum also has been established but it is currently not functional due to the vacancy in the Legal Unit. Thabo Mofutsanya Legal Advisors Forums is yet to be established

however engagements are already underway with the Department having conducted a workshop in that District already.

### **Municipal Performance Monitoring**

Section 54A and section 56 of the MSA respectively outline the process to be followed before a person can be appointed as a municipal manager or a manager directly accountable to the municipal manager.

Based on municipal organograms there are 127 senior managers' posts:

- There are currently 87 (68,5%) filled posts and 40 (31,5%) vacant posts;
- Current positions filled by women 24 (27, 59%);
- 6 MM, 2 CFO, 3 Director Technical Services, 6 Director Corporate Service's posts are held by women.

**The state of Senior Manager's in municipalities is as follows:**

	MUNICIPAL MANAGER		CHIEF FINANCIAL OFFICERS		DIRECTOR: TECHNICAL SERVICES	
Total no. of posts	23	23	23	23	20	20
No. filled	22	22	16	14	11	11
No. vacant	01	01	07	09	09	09
No. of <i>females</i> appointed	06	06	02	02	03	03

	DIRECTOR: CORPORATE SERVICES		DIRECTOR: TOWN PLANNING		DIRECTOR: COMMUNITY SERVICES	
Total no. of posts	23	23	06	06	20	20
No. filled	18	17	05	05	11	11
No. vacant	05	06	03	03	09	09
No. of <i>females</i> appointed	06	06	02	02	03	03

*NB: Director Town Planning – is inclusive of Director's responsible for Planning.*

For more details and ease of reference, the following appointments have been made to date during the financial year:

FINANCIAL YEAR	2019/2020											
	Quarter 1			Quarter 2			Quarter 3			Quarter 4		
Municipality	Appointments	Quarterly Total	Municipality	Appointments	Quarterly Total	Municipality	Appointments	Quarterly Total	Municipality	Appointments	Quarterly Total	
Letsemeng LM	Chief Financial Officer Director: Technical Services	02	Kopanong LM	Director Technical Services	01	Phumelela LM	Chief Financial Officer, Director: Corporate Services, Director: Technical Services	03				
Lejweleputswa DM	Director: Corporate Services	01	Mantsopa LM	Director Community Services	01	Mantsopa LM	Director: Technical Services	01				
Setsoto LM	Chief Financial Officer	01	Nketoana LM	Director Technical Services	01							
Mantsopa LM	Chief Financial Officer Director: Corporate Services	02	Mafube LM	Director Corporate Services Director Infrastructure Services	02							
<b>TOTAL</b>		<b>06</b>			<b>05</b>			<b>04</b>				

## **Submission of Employment Contracts and Performance Agreements**

Section 57 of the Municipal Systems Act 32 of 2000 reads-

- (1) A person to be appointed as the municipal manager of a municipality, and a person to be appointed as a manager directly accountable to the municipal manager, may be appointed to that position only-
  - (a) in terms of a written employment contract with the municipality complying with the provisions of this section; and
  - (b) subject to a separate performance agreement concluded annually as provided for in subsection (2).

## **Performance Management System (PMS) Functionality**

PMS Functionality Assessments were conducted and based on presentations made and submissions as well as operational analysis by the Department, the assessment outcomes are as follows:

- 04 Municipalities were found to be non-functional – Mangaung Metro, Matjhabeng, Nala (no PMS unit) & Maluti-a-Phofung (no PMS unit) LMs.
- 07 Municipalities were found to be not fully functional – Fezile Dabi DM (no PMS unit), Letsemeng, Kopanong, Masilonyana, Tokologo, Phumelela & Ngwathe LMs.

The Department has planned to capacitate all mentioned municipalities under the period reviewed.

## **Technical advice and support on vetting of applicants**

The following municipalities were supported with vetting processes for Senior Manager position applicants:

- Mohokare LM
- Phumelela LM
- Setsoto LM
- Metsimaholo LM

## **Municipal Finance**

### **Audit Outcomes**

The following Audit outcomes from 2017/18 points out strong, medium and weak municipalities as far as financial administration, management and compliance capabilities:

**FREE STATE 2017/18 MUNICIPAL AUDIT OUTCOMES**

District	No	Auditee	Audit Outcomes			Movement
			2015/16	2016/17	2017/18	
Xhariep District	1	Xhariep	Unqualified	Unqualified	Unqualified	Unchanged
	2	Kopanong	Unqualified	Qualified	Qualified	Unchanged
	3	Letsemeng	Qualified	Disclaimer	Qualified	Improvement
	4	Mohokare	Unqualified	Disclaimer	Qualified	Improvement
	5	Naledi	Disclaimer			
Lejweleputswa District	1	Lejweleputswa	Unqualified	Unqualified	Unqualified	Unchanged
	2	Masilonyana	Disclaimer	Disclaimer	AFS outstanding	
	3	Matjhabeng	Unqualified	Unqualified	Qualified	Regression
	4	Nala	Unqualified	Unqualified	Qualified	Regression
	5	Tokologo	Unqualified	Disclaimer	Disclaimer	Unchanged
	6	Tswelopele	Unqualified	Unqualified	Qualified	Regression
Thabo Mofutsanyana District	1	Thabo Mofutsanyana	Unqualified	Unqualified	Qualified	Regression
	2	Dihlabeng	Unqualified	Unqualified	Qualified	Regression
	3	Maluti-A-Phofung	Qualified	Audit outcome currently unknown	AFS outstanding	
	4	Nketoana	Qualified	Disclaimer	Qualified	Improvement
	5	Phumelela	Unqualified	Unqualified	Qualified	Regression
	6	Setsoto	Unqualified	Unqualified	Qualified	Regression
	7	Mantsopa	Qualified	Qualified	Qualified	Unchanged
Fezile Dabi District	1	Fezile Dabi	Clean	Adverse	Qualified	Improvement
	2	Mafube	Disclaimer	Disclaimer	Audit underway	
	3	Metsimaholo	Unqualified	Unqualified	Qualified	Regression
	4	Moghaka	Unqualified	Unqualified	Unqualified	Unchanged
	5	Ngwathe	Unqualified	Qualified	Disclaimer	Regression
Municipal Entities	1	Centlec (Pty) Ltd	Unqualified	Unqualified	Qualified	Regression
	2	Lejweleputswa Dev. Agency	Unqualified	Unqualified	Qualified	Regression
	3	Maluti-A-Phofung Water (Pty) Ltd	Unqualified	Audit in progress	AFS outstanding	

Summary	2015/16	2016/17	2017/18
Adverse	0	1	0
Disclaimer	3	5	2
Qualified	4	3	16
Unqualified	18	13	3
Clean	1	0	0
Audit pending	0	3	4
<b>Total</b>	<b>26</b>	<b>25</b>	<b>25</b>

**The main reasons why Municipal Audit Opinions stagnate or run the risk of regressing are the following;**

- Going concern
- Unauthorised, Irregular and Fruitless and Wasteful expenditure
- Conditional Grants
- Expenditure
- Revenue
- Trade and other Receivables
- Investment Property

- h) Property, Plant and Equipment (both movable and infrastructure assets)

**The main root causes for disclaimer and qualified opinions were the following:**

- a) **Leadership and Oversight inadequacy**
  - Ineffective leadership culture, with no consequences for actions
  - Leadership instability
- b) **Financial and Performance Management**
  - No proper Record Management
  - No monthly Asset count for movable Assets
  - Inadequate and lack of implementation plan for Infrastructure Assets
  - Quality of Annual Financial Statements
  - High reliance on Consultants
  - CFOs not performing their functions
  - Inadequate Procurement and Contract Management
- c) **Governance**
  - Lack of response to Risks identified and discussed with Management
  - Ineffective Governance Structure (only 21% have Internal Audit units and 5% have effective Internal Audit Committees)
- d) **Procurement/ SCM**
  - Leadership did not prevent, detect and monitor non-compliance with Laws and Regulations
  - Tender processes were sometimes not followed
  - Lack of supporting documentation
  - Lack of consequences management
- e) **Predetermined Objectives**
  - Predetermined **Objectives** in Municipalities are not well defined
  - Municipalities are not able to meet their Predetermined Objectives
  - Lack of supporting documentation
- f) **HR Management**
  - Poor Leadership
  - Low staff morale
  - High level of suspensions
  - Terminations not timely submitted to System Administrators
  - Overtime not approved in advance
- g) **IT Management**
  - Leadership did not implement and monitor IT Governance Framework and related IT controls
  - No IT Strategic Plans and Municipal wide IT planning is not in place
  - Lack of Security Management and User Access Controls
  - Lack of IT Service continuity and Programme Change Management

**The following are remedial actions required from municipalities:**

- a) Daily disciplines of reconciling cash receipts, deposits and payments
- b) Proper document management
- c) Monitoring of monthly reconciliations
- d) Implementation of consequences management
- e) Confirmation of monthly Asset counts and Asset reconciliations, including progress on record keeping of Infrastructure Assets
- f) Monthly feedback to the Mayor on revenue and expenditure linked to Performance Management
- g) Monthly feedback to the Mayor on the Monitoring of Compliance with Laws and Regulations

Municipalities where these factors combined resulted in Disclaimer Audit opinions are the following:

- a) Ngwathe Local Municipality
- b) Tokologo Local Municipality

## Audit Committees and Internal Audit Units

The apparent weaknesses in oversight and early warning structures further impedes the capabilities of municipalities to anticipate challenges and constraints, resolve these timely and also to strengthen oversight and internal control. The fact that prior year Audit findings are not timely resolved may also be attributed to these apparent capacity constraints.

### MUNICIPAL AUDIT COMMITTEES (ACs): 2017/2018 AGSA ASSESSMENT

MUNICIPALITY	PROVIDED LIMITED / NO ASSURANCE	PROVIDED SOME ASSURANCE	PROVIDED ASSURANCE
Xhariep DM			
Letsemeng LM			
Kopanong LM	Audit Committee not functional		
Mohokare LM			
Lejweleputswa DM			
Masilonyana LM			
Tokologo LM			
Tswelopele LM			
Matjhabeng LM			
Nala LM			
Thabo Mofutsanyana DM			
Mantsopa LM			
Setsoto LM			
Dihlabeng LM			
Nketoana LM			
Phumelela LM			
Maluti A Phofung LM			
Fezile Dabi DM			
Moqaka LM			
Ngwathe LM			
Metsimaholo LM			
Mafube LM	Audit of 2017/18 AFS currently conducted		

**MUNICIPAL INTERNAL AUDIT UNITS (IAUs): 2017/2018 AGSA ASSESSMENT**

MUNICIPALITY	PROVIDED LIMITED / NO ASSURANCE	PROVIDED SOME ASSURANCE	PROVIDED ASSURANCE
Xhariep DM			
Letsemeng LM			
Kopanong LM			
Mohokare LM			
Lejweleputswa DM			
Masilonyana LM	2017/18 AFS still outstanding		
Tokologo LM			
Tswelopele LM			
Matjhabeng LM			
Nala LM			
Thabo Mofutsanyana DM			
Mantsopa LM			
Setsoto LM			
Dihlabeng LM			
Nketoana LM			
Phumelela LM			
Maluti A Phofung LM	2017/18 AFS still outstanding		
Fezile Dabi DM			
Moqaka LM			
Ngwathe LM			
Metsimaholo LM			
Mafube LM	Audit of 2017/18 AFS currently conducted		

**Municipal Public Accounts Committees (MPACs)**

The functionality of MPAC's for the 2017/18 financial year is summarised in the Table below taking into consideration the assurance provided for the 2017/18 financial year as reflected in the Management Letters of the respective Municipalities;

**MUNICIPAL PUBLIC ACCOUNTS COMMITTEES (MPACs): 2017/2018 AGSA ASSESSMENT**

MUNICIPALITY	PROVIDED LIMITED / NO ASSURANCE	PROVIDED SOME ASSURANCE	PROVIDED ASSURANCE
Xhariep DM			
Letsemeng LM			
Kopanong LM			
Mohokare LM	Not established		
Lejweleputswa DM			
Masilonyana LM	2017/18 AFS still outstanding		
Tokologo LM			
Tswelopele LM			
Matjhabeng LM			
Nala LM			
Thabo Mofutsanyana DM			
Mantsopa LM			
Setsoto LM			
Dihlabeng LM			
Nketoana LM			
Phumelela LM			
Maluti A Phofung LM	2017/18 AFS still outstanding		
Fezile Dabi DM			
Moqaka LM			
Ngwathe LM			
Metsimaholo LM			
Mafube LM	Audit of 2017/18 AFS currently conducted		

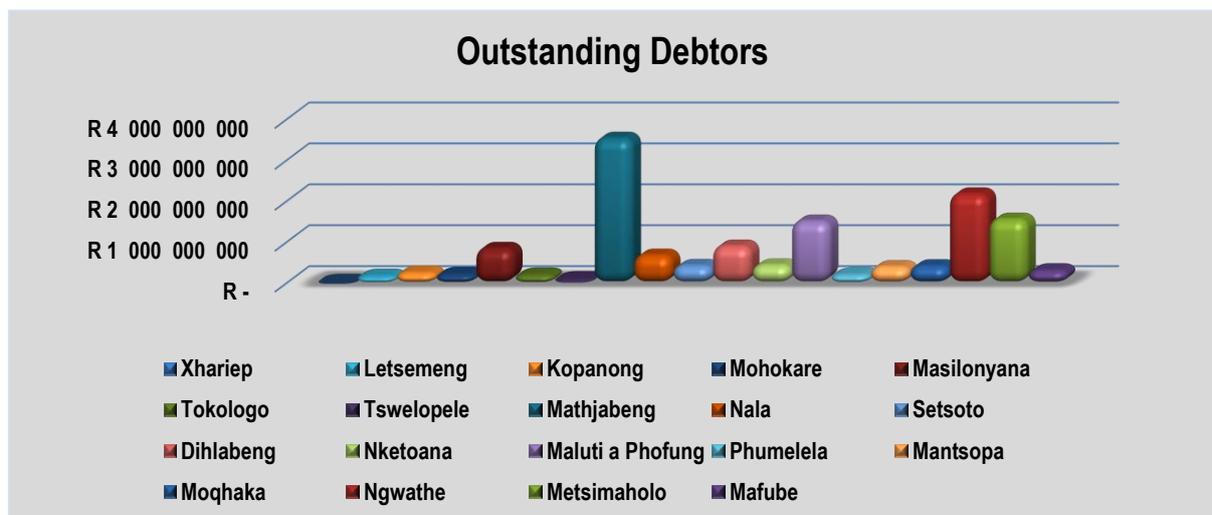
The following challenges were highlighted which negatively impact on the functionality / effectiveness of MPAC's in the Free State emanating from previously held training sessions and interactions with members of MPAC's:

- No budget allocation, limited support staff e.g. researcher, office admin assistant etc. as well as limited resources
- Lack of training provided to the broader Council
- The guidelines for MPAC's are not legislated
- Political interference
- Lack of work ethic's
- Lack of commitment amongst MPAC members
- Poor cooperation by officials in terms of logistics such as travel arrangements e.g. accommodation and claims

**Debtors**

The outstanding debtors of Free State municipalities have reached alarming proportions as illustrated in the table below. The absence of cost reflective and economic tariffs combined with poor revenue-raising mechanisms and weak implementation of debt collection policies further compounds the problem. Correct metering and accurate billing was found to be a serious challenge to most municipalities, which constrains credit control and revenue collection.

DEBTORS INFORMATION AS AT 30 SEPTEMBER 2019					
OUTSTANDING DEBTORS					
MUNICIPALITIES	CURRENT	30 + DAYS	60 + DAYS	120 + DAYS	TOTAL
Xhariep	R 40 946	R 111 097	R 156 842	R 3 866 211	R 4 175 096
Letsemeng	R 4 667 034	R 2 785 260	R 9 059 350	R 155 973 874	R 172 485 518
Kopanong	R 2 854 783	R 4 386 938	R 5 554 136	R 243 882 064	R 256 677 921
Mohokare	R 3 909 665	R 3 974 614	R 4 899 602	R 209 599 989	R 222 383 870
Masilonyana	R 17 759 960	R 15 340 418	R 15 409 861	R 797 126 841	R 845 637 080
Tokologo	R 6 539 031	R 7 767 100	R 4 527 196	R 187 090 034	R 205 923 361
Tswelopele	R 6 672 082	R 4 664 309	R 17 280 533	R 74 056 113	R 102 673 037
Mathjabeng	R 193 505 930	R 120 188 554	R 89 635 337	R 3 134 089 471	R 3 537 419 292
Nala	R 18 833 985	R 13 584 197	R 12 877 265	R 635 098 232	R 680 393 679
Setsoto	R 36 079 183	R 16 008 184	R 10 787 107	R 362 913 174	R 425 787 648
Dihlabeng	R 47 364 614	R 27 474 816	R 24 353 591	R 803 200 699	R 902 393 720
Nketoana	R 18 301 838	R 11 266 440	R 11 006 967	R 399 968 071	R 440 543 316
Maluti a Phofung	R 48 976 650	R 56 083 686	R 77 127 245	R 1 331 486 354	R 1 513 673 935
Phumelela	R 3 591 041	R 4 088 569	R 3 205 408	R 201 234 861	R 212 119 879
Mantsopa	R 12 109 899	R 9 946 398	R 10 761 968	R 365 891 586	R 398 709 851
Moqhaka	R 37 031 717	R 14 772 674	R 10 853 663	R 354 291 385	R 416 949 439
Ngwathe	R 64 560 768	R 21 781 784	R 750 651 820	R 1 338 935 904	R 2 175 930 276
Metsimaholo	R 120 343 769	R 72 470 882	R 50 568 037	R 1 317 503 650	R 1 560 886 338
Mafube	R 8 602 924	R 5 690 680	R 4 646 318	R 296 540 422	R 315 480 344
<b>TOTAL</b>	<b>R 651 745 819</b>	<b>R 412 386 600</b>	<b>R 1 113 362 246</b>	<b>R 12 212 748 935</b>	<b>R 14 390 243 600</b>

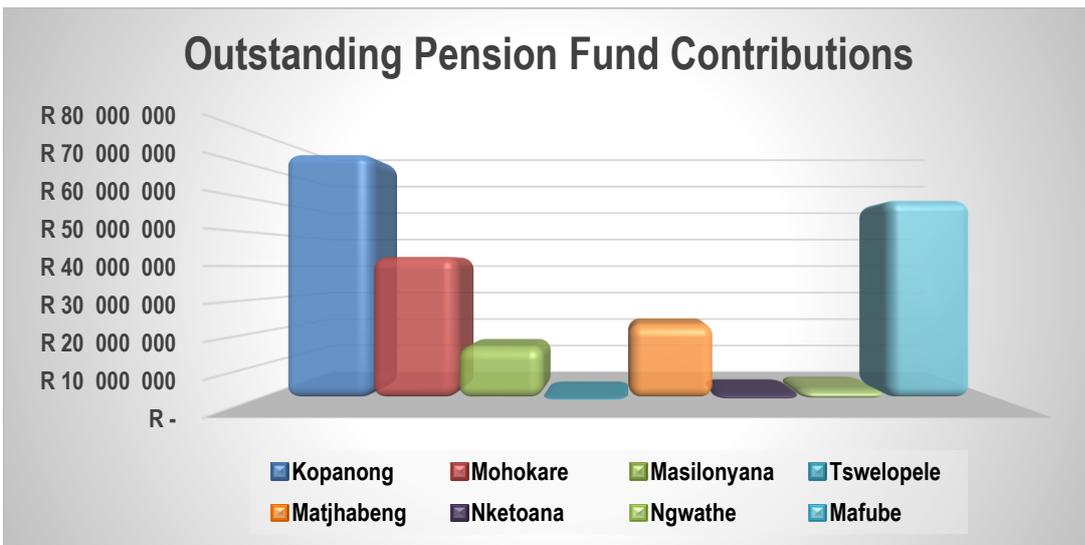
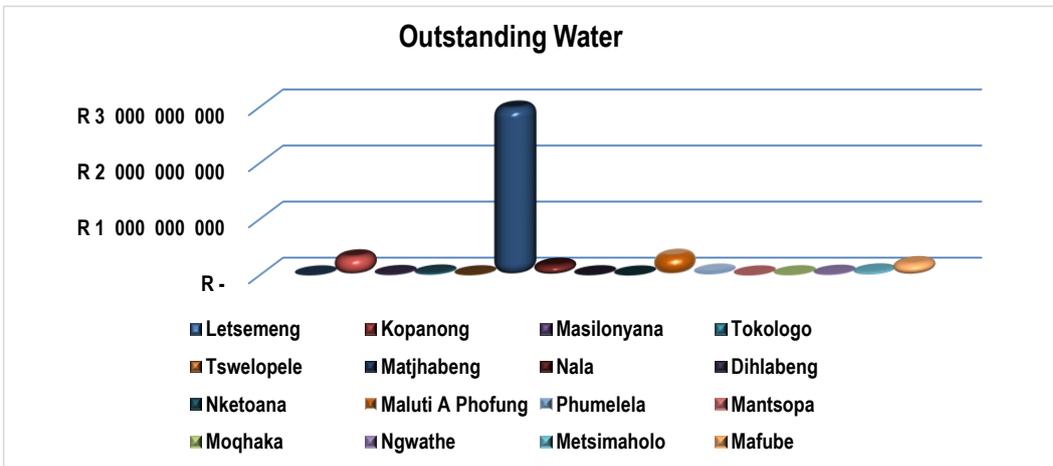
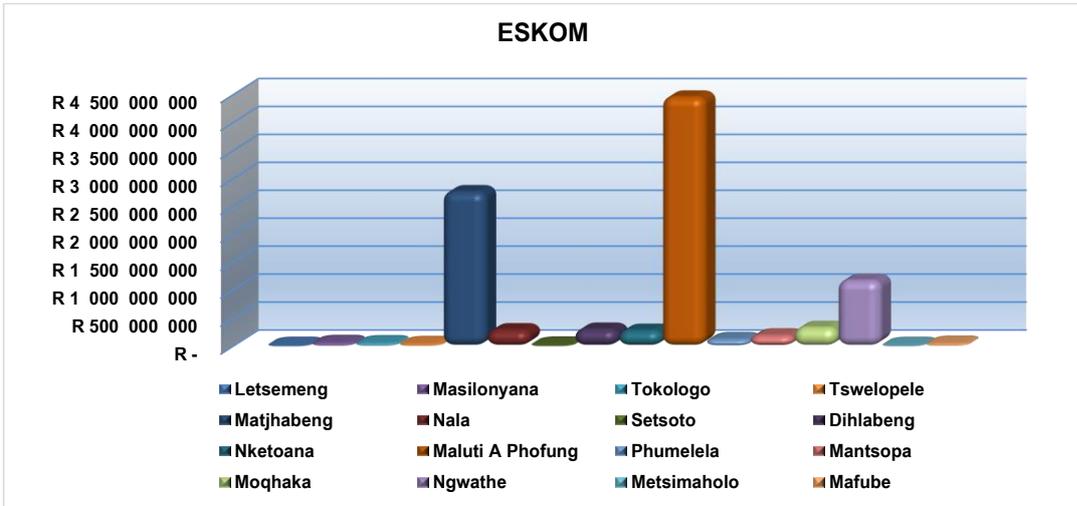


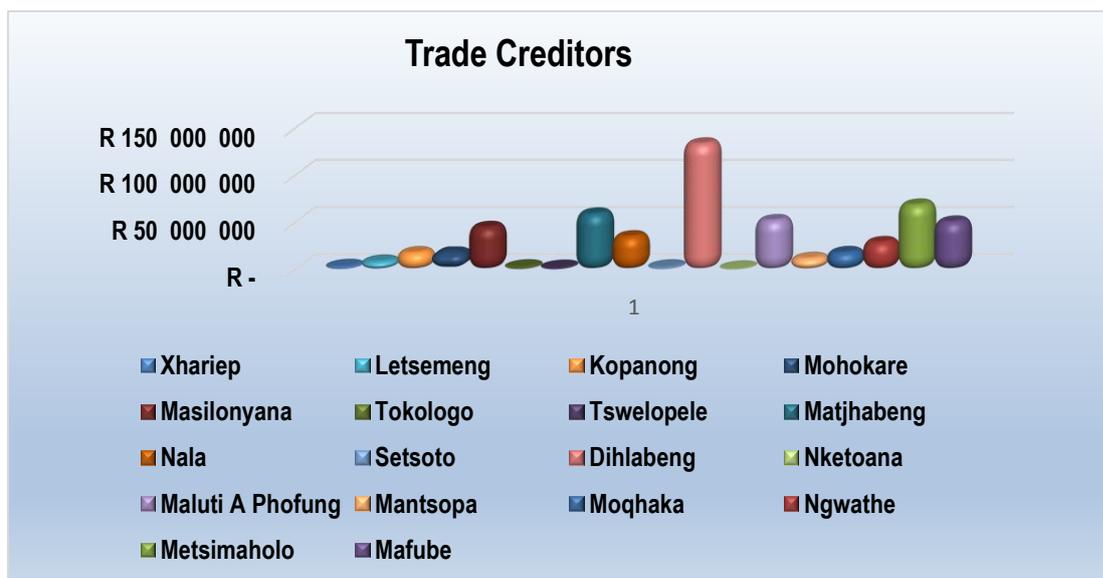
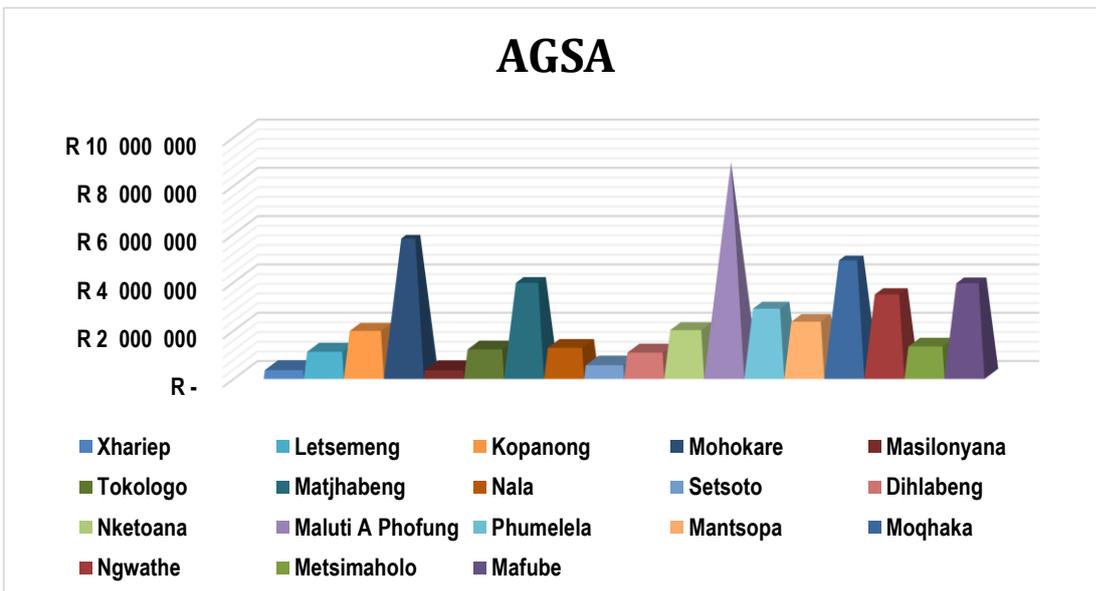
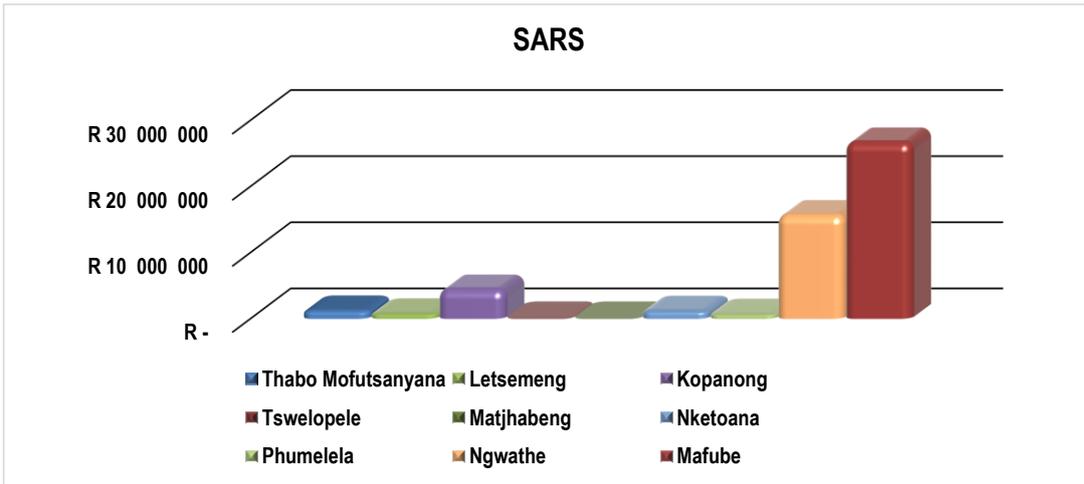
**The following are main root causes for the deteriorating debt position of municipalities:**

- Absence of, or restricted application of credit control
- Incorrect, incomplete, dormant information in consumer debtor data bases – Debtor data base verifications over due
- Incorrect, irregular meter readings and billing of consumers
- Failure by most Municipalities to apply the procedure determined for dealing with debtor legacy issues (MFMA Circular 16/2010)
- Poor Customer care and application of “amnesties” for default payers, which stimulates mal-payment rather than combat it over longer term
- Poor service delivery and unaccountable Municipal officials are catalysts for mal-payment and often stimulates the creation of ratepayer coalitions against the Municipality

**Creditors.**

CREDITORS PAYABLE ON 30 SEPTEMBER 2019									
MUNICIPALITIES	ESKOM AS AT 14/10/2019	OUTSTANDING WATER AS AT 30/09/2019	OUTSTANDING PENSION (30 days Plus)	OUTSTANDING OTHER SALARY DEDUCTIONS (30 days Plus)	SARS (PAYE, UIF & VAT)	AGSA	AGSA ENTITIES	OTHER CREDITORS (30 days Plus)	TOTAL CREDITORS
Xhariep	R 0	R 0	R 0	R 0	R 0	R 358 029	R 0	R 3 703 494	R 4 061 523
Thabo Mofutsanyana	R 0	R 0	R 0	R 1 649 911	R 1 187 722	R 0	R 0	R 0	R 2 837 633
Letsemeng	R 22 283 051	R 3 551 589	R 0	R 3 464 304	R 732 870	R 1 100 507	R 0	R 8 951 733	R 40 084 054
Kopanong	R 0	R 327 505 165	R 74 079 366	R 4 515 354	R 4 446 125	R 1 943 530	R 0	R 18 167 070	R 430 656 610
Mohokare	R 0	R 0	R 42 814 865	R 0	R 0	R 5 679 341	R 0	R 19 251 151	R 67 745 357
Masilonyana	R 67 650 319	R 15 843 970	R 15 679 857	R 0	R 0	R 351 598	R 0	R 45 070 678	R 144 596 422
Tokologo	R 61 761 728	R 30 123 375	R 0	R 1 008 335	R 0	R 1 192 407	R 0	R 3 117 003	R 97 202 848
Tswelopele	R 43 497 674	R 6 869 534	R 622 255	R 429 822	R 32 979	R 0	R 0	R 2 593 135	R 54 045 399
Matjhabeng	R 2 762 858 259	R 2 981 913 725	R 22 592 510	R 0	R 3 000	R 3 888 504	R 0	R 59 411 907	R 5 830 667 905
Nala	R 291 511 148	R 173 889 283	R 0	R 0	R 0	R 1 258 479	R 0	R 35 131 327	R 501 790 237
Setso	R 29 789 558	R 0	R 0	R 0	R 0	R 553 995	R 0	R 3 050 392	R 33 393 945
Dihlabeng	R 303 076 148	R 8 527 080	R 0	R 0	R 0	R 1 063 264	R 0	R 133 817 508	R 446 484 000
Nketoana	R 282 957 974	R 1 451 176	R 1 685 200	R 1 047 940	R 1 180 959	R 1 974 923	R 0	R 1 403 847	R 177 258 777
Maluti A Phofung	R 4 455 702 155	R 340 276 149	R 0	R 0	R 0	R 909 782	R 7 868 650	R 52 290 304	R 4 857 047 040
Phumelela	R 126 121 437	R 59 360 477	R 0	R 103 712	R 675 798	R 2 841 079	R 0	R 0	R 189 102 503
Mantsopa	R 196 909 691	R 2 062 174	R 1 176 023	R 0	R 0	R 2 316 469	R 0	R 12 028 946	R 214 493 303
Moghaka	R 334 781 051	R 7 686 518	R 0	R 0	R 0	R 4 798 291	R 0	R 18 296 790	R 365 562 650
Ngwathe	R 1 177 680 238	R 23 836 367	R 2 795 110	R 1 781 613	R 15 703 000	R 3 416 318	R 0	R 28 984 645	R 1 254 197 291
Metsimaholo	R 21 525 153	R 57 550 732	R 0	R 0	R 0	R 1 313 874	R 0	R 68 887 455	R 149 277 214
Mafube	R 51 401 728	R 203 721 074	R 60 031 458	R 4 111 169	R 26 690 305	R 3 869 802	R 0	R 50 747 598	R 400 573 134
<b>TOTAL</b>	<b>R 10 229 507 312</b>	<b>R 4 244 168 388</b>	<b>R 221 476 644</b>	<b>R 18 112 160</b>	<b>R 50 652 758</b>	<b>R 38 830 192</b>	<b>R 7 868 650</b>	<b>R 564 904 983</b>	<b>R 15 261 077 845</b>





**The main root causes for the escalation of creditors in municipalities are the following:**

- a) The absence of creditor management plans
- b) The absence of cash flow forecasting and cash flow management
- c) Poor fiscal discipline and expenditure management

**Public Participation**

Government is committed to a form of community participation which is genuinely empowering, and not token consultation or manipulation. This involves a range of activities including creating democratic representative structures (ward committees), assisting those structures to plan at a local level, through development of ward profiles, ward based database of community concerns, ward operational plans. To implement and monitor these plans using regular community report back meetings and compiling functionality reports. Free State is divided into 309 wall to wall wards. 308 (except ward 5 in Harrismith) of the 309 ward committees have been established, with varying levels of functionality.

Municipalities developed and implemented their ward operational plans, except Mangaung Metropolitan Municipality. National government adopted public participation programme (Izimbizo), which requires all the elected public representatives to plan and convene regular community meetings. To date elected leaders have been convening their Izimbizo across the length and breadth of the Province. Efforts have been made in the sector to develop mechanisms to involve vulnerable groups in some of the core municipal processes.

Although all municipalities have adopted their public participation policies, most municipalities have not developed public participation plans or strategies. The involvement of the vulnerable groups in core municipal processes is not effectively being coordinated; and no effective mechanisms and procedures for handling community concerns (complaints).

**Complaints and Compliments Management System:**

The South African Constitution, 1996, (Act No. 108 of 1996 as amended) provides for municipalities to encourage the involvement of communities and community organisations in matters of local government to ensure a democratic and accountable government.

Further, The Local Government: Municipal Systems Act 32 of 2000 section 17 (2) provides that municipality must develop mechanisms, processes and procedures for the receipt, processing and consideration of petitions and complaints lodged by members of community.

This assertion is further emphasized through chapter 4 of the Local Government: Municipal Systems Act, 2000, (Act No. 32 of 2000) which provides for municipalities to develop a culture of community participation as well as mechanism, processes and procedures for community participation but more specifically the “receipt, processing and consideration of petitions and complaints lodged by community members”.

The establishment of systems of managing community complaints need to be prioritized at municipal level with a view of trying to minimize service delivery protests by members of the communities.

All the municipalities in the province *continue* to use manual systems to capture the complaints of the communities. Some municipalities use *complaints boxes* while others use *complaints registers*.

**Usage of the electronic web based system**

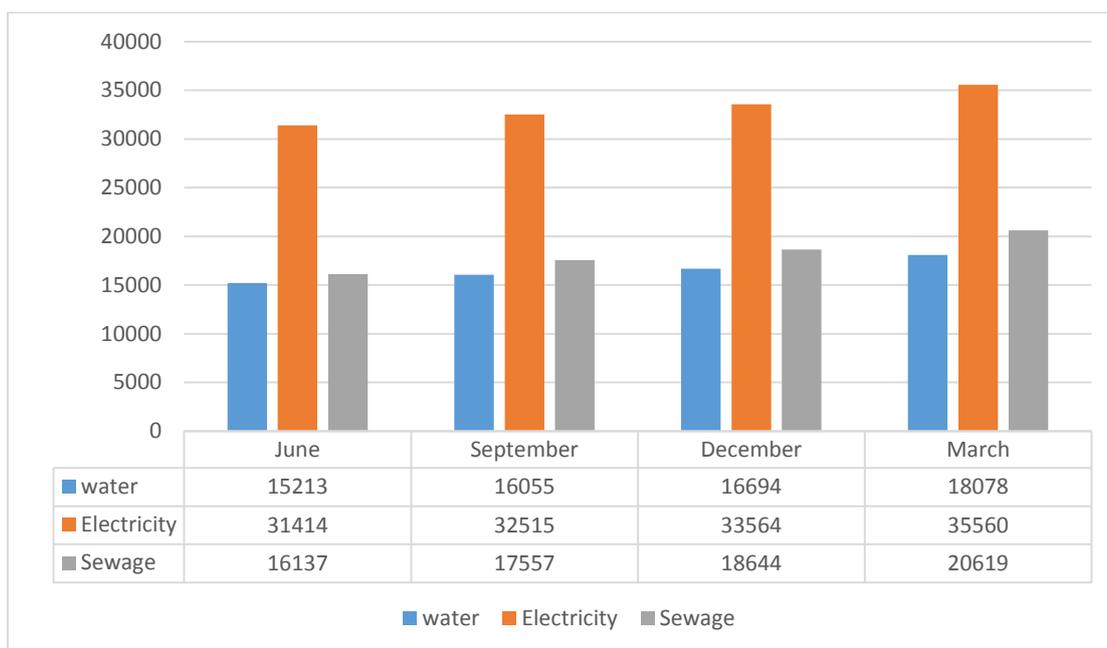
The number of municipalities using the Customer Complaints and Compliments for Free State Municipalities System has increased since 2014 when the system was announced.

The following municipalities are currently using the system albeit on varying levels

- Dihlabeng LM
- Moqhaka LM
- Phumelela LM
- Matjhabeng LM
- Nketoana LM
- Letsemeng LM
- Maluti A Phofung LM
- Setsoto LM
- Ngwathe LM

Technology utilisation is critical in complaint management system by developing and maintaining a database of complaints and compliments and keeping a track on how they were resolved, by making sure that the personal details of community members are fully and securely protected.

During the 2018/2019 financial year, the performance of the municipalities consistently using the system to capture complaints has been as follows:



### Introduction of GovChat

The GovChat community engagement platform is the world's first citizen engagement platform with inbuilt communication tools on the popular WhatsApp application. This community engagement platform comes as a result of partnership between GovChat and the Departments of Cooperative Governance and Traditional Leadership at a national level.

Through this platform the communities will be able to access their elected representatives (councillors). In order to improve accessibility the platform will use Unstructured Supplementary Service Data (USSD) channel which enable those outside the urban areas to communicate.

Free State has been identified as pilot province together with KwaZulu Natal, Northern Cape and Western Cape.

The department has identified Matjhabeng and Dihlabeng as two pilot sites for the roll out of the GovChat engagement platform.

### **Inter-Governmental Relations:**

The Department continuously supported all District IGR Forums to hold meetings, especially District Technical IGR Support Forums whose main mandate is to technically support the District Mayors in the coordination and strengthening of the service delivery machinery of government through the IGR system. The main challenges experienced are the lack of following up on the implementation of resolutions taken during IGR Forum meetings and attendance of meetings by primary members. The main challenge during the period under review was Fezile Dabi District not convening both Technical and Political IGR meetings.

### **Ward Committees:**

308 out of 309 ward committees were established. Ward 5 in Maluti A Phofung remains a challenge and no ward committee has been established yet. The ward committees have varied levels of functionality (development and implementation of ward operational plans, development and implementation of ward based data-base of community concerns, schedules of community and report-back meetings, development of ward profiles, submission of monthly reports). Furthermore the Department will focus on preparations for the 2021 local government elections and monitor the readiness of municipalities with regard to the re-establishment of ward committees after the local government elections.

Municipalities will be assisted with refresher training on the roles and responsibilities of ward committees and filling of ward committee vacancies. The Department will further support all municipalities to convene regular ward committee forums to ensure that challenges faced by ward committees be addressed.

The Department will also embark on a road-show to request all municipalities to ensure that both ward committees and Public Participation Officers are included in the Workplace Skills Plan of the municipality.

### **Batho Pele:**

Batho Pele as a change management process is aimed at inculcating a customer service--oriented and performance culture, efficiency, excellence and accountability in government. At the centre of implementing Batho Pele is respect and putting citizens first (Back to Basic pillar). The eight principles of Batho Pele are the foundation of our Government's approach to guide all interaction between Government institutions and the public. The National Department of DCOG has recently finalized the Local Government Batho Pele Framework. The document is aimed to guide implementation of Batho Pele Principles within local government sector. The document places special premium on the development of Service Standards and charters, as one of the MSA requirements.

### **Frontline Service Delivery Monitoring Program**

The Department will convene meetings with various municipalities during the 2020/2021 financial year to monitor the extent to which municipalities have progressed on the implementation of corrective measures.

### **National Integrated Service Delivery Improvement Forum**

The Department attended and participated in the National Integrated Service Delivery Improvement Forum which was held in Cape Town. The 4<sup>th</sup> National Service delivery Improvement Forum (NSDIF) provided a platform to strengthen the coordination, collaboration and facilitation of the institutionalization of service delivery improvement planning, development, implementation, monitoring, reporting and evaluation across the public service.

## Spatial Planning

The spatial planning and land use management commenced in July 2015. Amongst other things the act provides a framework for spatial planning and land use management in the republic, specifies the relationship between the spatial planning and land use management systems and other kinds of planning. It provides a framework for the policies, principles, norms and standards for spatial development planning and land use management and promotes greater consistency and uniformity in the application procedures and decision making by authorities responsible for land use decisions and development applications. Lastly it provides for the establishment, functions and operations of municipal planning tribunals.

In line with the act, the spatial planning directorate supports the municipalities with drafting of Spatial Development Framework (SDF) and Land Use Schemes (LUS). The spatial development framework guides spatial planning, land development and land use management, while the land use scheme which must be consistent with the spatial development framework determine the use and development of land within the municipal area in order to promote the following:

- Economic growth
- Social inclusion
- Efficient land development and
- Minimal impact on public health, the environment and natural resources

In addition to above the directorates support and must ensure that the municipalities have the functional Municipal Planning Tribunals (MPT).

STATUS OF MPT OPERATION			
DISTRICT	MUNICIPALITY	ESTABLISHED MPT	FUNCTIONING
MANGAUNG METRO		Yes	Yes
XHARIEP DISTRICT	Kopanong	Yes	Yes
	Letsemeng	Yes	No
	Mohokare	Yes	Yes
LEJWELEPUTSWA	Tokologo	Yes	Yes
	Tswelopele	Yes	Yes
	Nala	Yes	Yes
	Masilonyana	Yes	Yes
	Matjhabeng	Yes	Yes
THABO MOFUTSANYANE	Mantsopa	Yes	Yes
	Setsoto	Yes	Yes
	Dihlabeng	Yes	Yes
	Maluti-a-Phofung	Yes	Yes
	Nketoana	Yes	No
	Phumelela	Yes	No
FEZILE DABI	Moqhaka	Yes	Yes
	Ngwathe	Yes	No
	Mafube	Yes	Yes
	Metsimaholo	Yes	Yes

With the implementation of SPLUMA municipalities had to have MPTs, Tariff structure and Bylaws in place to fully implement the Act. All the municipalities in the Free State province complied with the above requirements and had their MPT established and gazetted. However only 4 of the 18 municipalities' Municipal Planning Tribunal (25%) are not operational due to a number of reasons. Lack of capacity, incomplete land development applications and resignation of some of the MPT members are some of the reasons for this.

The spatial planning directorate is composed of four units, namely Land Use Management, Specialised Town and Regional Planning, Land Development and Capacity Building and Geographical Information Systems. The functions of these units are detailed below:

### **Geographic Information Systems**

The Geographical Information provides crucial GIS support to other units as well as municipalities. The main functions of the unit are as follows:

- Ensure availability of accurate and credible spatial information for development purposes
- Process and capture GIS data towards producing specific maps in accordance to with the needs of client
- Support municipalities with the development and maintenance of a database for GIS

### **Land Use Management**

Ensure that all legal and administrative process are followed in the processing of applications. This unit provides administrative advice to municipalities by ascertaining that proper administrative procedures are followed, development applications are complete and ready to be assessed. This unit is also responsible for training and capacitating municipalities on matters related to Land Use Management

The following Municipalities are supported with administrative procedures (applications and MPT's):

- Nala Local Municipality
- Masilonyana Local Municipality
- Tswelopele Local Municipality
- Tokologo Local Municipality
- Maluti-a-Phofung Local Municipality
- Dihlabeng Local Municipality
- Phumelela Local Municipality
- Nketoana Local Municipality
- Mantsopa Local Municipality
- Ngwathe Local Municipality
- Mafube Local Municipality
- Kopanong Local Municipality

### **Land Development Capacity Building**

This unit is responsible for ensuring that capacity is built and maintained in the municipalities. It is responsible for planning, coordinating and providing training to the municipalities. In recent years it has concentrated on training municipalities in collaboration with the land use management unit on the following:

- Train councillors and officials responsible for spatial planning on SPLUMA;
- Training municipal officials with matters related to land use management; and
- Train municipal councillors on matters related to Appeals on applications
- Train municipal planning tribunals

The unit has trained all the municipalities in the province and continues to attend to them on a regular basis.

### **Specialised Town and Regional Planning Unit**

Supports municipalities on matters related to the specialised town and regional planning as well as land use management. The functions of the unit are as follows:

- Promote integrated and sustainable planning and development at local government level and successful review and implementation of integrated spatial development frameworks
- Oversee effective land use management
- Support municipalities with development and implementation of credible spatial development frameworks as part of the IDP towards integrated service delivery
- Provide technical support/advice to municipalities with regard to assessment of development applications.

The unit is supporting the following municipalities with the compiling and review of Spatial Development Framework:

- Mohokare LM
- Thabo Mafutsanyana DM

The unit is supporting the following municipalities with the compiling of Land Use Schemes:

- Kopanong
- Tokologo
- Setsoto
- Nketoana

### **Integrated Development Planning**

Section 31 of the Municipal Systems Act stipulates that the MEC for local government in the province may, subject to any other law regulating provincial supervision of local government:

- Monitor the process followed by a municipality in terms of Section 29;
- Assist a municipality with the planning, drafting, adoption and review of its Integrated Development Plan;
- Facilitate the co-ordination and alignment of IDP:
  - Integrated development plans of different municipalities, including those of a district municipality and the local municipalities within its area; and
  - The integrated development plan of a municipality with the plans, Strategies and programmes of national and provincial organs of state:
- Take any appropriate steps to resolve disputes or differences in connection with the planning, drafting, adoption or review of an integrated development plan between-
  - A municipality and the local community; and
  - Different municipalities.

In response to the legislative requirement and to support and assist the MEC commenting process, The Department of Cooperative Governance and Traditional affairs coordinated, conducted and facilitated IDP draft assessment session that was held from the 23 to 26 April 2019, and subsequently assessment report was generated and shared with all municipalities to consider comments or inputs made during IDP draft assessment sessions and incorporate into their final IDP documents.

<b>Specific area of focus</b>	<b>Progress to date</b>
Annual IDP assessment sessions	The directorate to date coordinated, conducted and facilitated draft assessment sessions to monitor the whether the municipalities have considered comments or inputs made during IDP draft assessment sessions.
Provincial IDP Mangers forum	The directorate to date coordinated, conducted and facilitated two Provincial IDP Managers forum. The purpose of the forum is to focus on planning and to manage, co-ordinate and support the implementation of various IDP initiatives, IDP related activities in order to strengthen support and to avoid duplication.
Provincial IDP Support meeting	The directorate to date coordinated, conducted and facilitated one Provincial IDP Support Meeting. The purpose of the meeting was to encourage the maximum participation and accountability of IDP stakeholders
Provincial IDP capacity building	The directorate to date coordinated, conducted and facilitated one Provincial IDP Capacity Building. The purpose of the meeting was to

	share information on IDP processes and to strengthen the capacity of municipalities.
Municipal IDP Engagement Session	The Directorate to date successfully managed to convene and facilitate Municipal IDP Engagements. The purpose was to lobby and solicit support from sector departments for all 23 municipalities during the review of IDP for 2020/2021 financial year.

### Local Economic Development.

The purpose of the LED Strategies of the Municipalities is to ensure that there is an enabling environment within the local areas that will promote economic growth. The most important part of the LED strategy will be the Implementation Plan. The LED strategies also form part of the sector plans of credible IDP documents. It is therefore important that municipalities should review the strategies in line with the 5-year IDP cycle. Currently the following municipalities do have updated LED strategies: Letsemeng (2019), Maluti a Phofung (2017), Metsimaholo (2017) and Masilonyana (2019)

The municipalities are busy with the review of the LED strategies: Xhariep, Kopanong, Tokologo, Setsoto, Dihlabeng, Ngwathe, Mafube, Nketoana, Moqhaka, Mohokare, Tswelopele

In order to implement the LED strategies each municipality should have a functional LED unit with the necessary resources (budget, human resources etc) to ensure that the environment within the local towns is conducive to attract possible investors and business activities. The following towns only have one official responsible for the implementation of LED: Phumelela, Letsemeng, Moqhaka.

According to the White Paper on Local Government Municipalities are not supposed to create jobs. The private sector is the job creator within towns. The Business forum will create a platform for government and private institutions to engage and form partnerships in the implementation of local economic development. Currently the following Business forums do exist in Municipalities: Xhariep District, Lejweleputswa District, Fezile Dabi District, Mohokare, Phumelela, Metsimaholo, Manguang and Masilonyana .

The Department monitor and support municipalities with the implementation of Local Economic Development that will address the economic challenges and create an enabling environment for business to grow. The LED Sub Directorate is also involved and participate in several LED related initiatives: Provincial LED Forum, Provincial Cooperative Forum, and FS Partnerships steering committee, Revitalization of Mining Towns as well as the Small Town Regeneration Programme of SALGA. The Department focuses on the following:

- The development of updated Local Economic Development Strategies (LED) that will address the economic challenges and create an enabling environment for business to grow. The LED strategies will form part of the IDP as a sector plan in the ensuing years. The strategies will include issues such as rural development, Spatial Planning, Land Use Management, local procurement, informal economy and Green economy etc;
- Functional LED Units within municipalities that will be capacitated to implement the LED strategy of municipalities and to be able to identify economic opportunities and competitive advantages;
- The establishment of operational Business Development Forums that will create a platform for private business and public service to engage on the implementation of economic initiatives.

### Free Basic Services

All municipalities in the province are providing Free Basic Services to qualifying households. The Department is currently assisting municipalities to align their Indigent policies to the National guidelines. The department is also monitoring municipalities on how indigent registers are updated. A tool kit was developed in conjunction with the National Department of Cooperative governance to assist municipalities to align their Indigent policies to the National guidelines.

The challenges facing municipalities generally are:

- a) Households that do not indicate when no longer indigent to the municipality;
- b) The registration of indigent households throughout the year;
- c) The process of obtaining letters of authority for child headed households to ensure access to Free Basic Services;
- d) The process of registering indigents in some cases is long;
- e) The indigent policies are not in line with the National guidelines;
- f) Provision of Free Basic Services to households in privately owned land; and
- g) Provision of Free Basic Services to backyard households

The following reflects that status of Free Basic Services in the Free State Province:

Municipality	Households N0	Indigents N0	FBW	FBE	FBSAN	FBRR
Maluti-a-Phofung	100 228	34201	6438	20004	6438	6438
Setsoto	39 020	1780	37 165	1 780	1780	1780
Dihlabeng	4 033	5 381	5 381	5 381	5 381	5 381
Nketoana	17 318	2 295	2 205	1 751	2284	2 280
Phumelela	9 582	0	0	0	0	0
Mantsopa	12 927	965	965	965	965	965
Matjhabeng	97 000	0	0	0	0	0
Tokologo	18 214	0	0	0	0	0
Tswelopele	11 690	197	73	134	122	122
Nala	24 343	3 674	12340	3 674	3416	3674
Masilonyana	18 750	0	0	0	0	0
Mangaung	385 685	2298	2 298	2298	2298	2298
Ngwathe	38 000	10 537	10 537	10 533	10 537	10 537
Metsimaholo	40 212	9994	8358	8779	9171	7765
Letsemeng	10 024	1819	1819	1819	1819	1819
Mohokare	8 464	864	864	864	864	864
Moqhaka	35 235	14 559	14 559	14 559	14 559	14 559
Mafube	18 701	3 600	3 600	3 600	3 600	3 600
Kopanong	13 313	2 290	2 290	2 290	2290	2 290

## Municipal Infrastructure

The Municipal Infrastructure Grant (MIG) continued to contribute towards municipal service delivery in the Province during the 2018/2019 MIG financial year (July 2018-June 2019) and the 2019/2020 MIG financial year (July 2019-Oct 2019) which overlapped with the Provincial financial years:

### 2018/2019 MIG financial year:

A total amount of R715,844,237.38 (94%) out of a revised MIG allocation of R761,828,000.00 was spent by 30 June 2019.

National Treasury during March 2019 stopped R4,7m MIG funds from the Kopanong Local Municipality due to discrepancies between reports submitted by the Municipality to National Treasury. In addition National Treasury allocated additional MIG funds to Moqhaka (R4m) and to Metsimaholo (R6m) based on current expenditure performance.

National Treasury approved 2017/2018 Roll Over applications for Tswelopele (R6.3m) and Phumelela (R7.1m). Both Municipalities reported 100% expenditure against the approved roll over amounts.

Only 8 Municipalities did not spend their full MIG allocation and National Treasury during October 2019 concluded as follows on the roll over process of the unspent 2018/2019 MIG funds.

Municipality	Unspent 2018/2019 Funds	Roll Over amount Approved	Comments
Lejweleputswa	R18,399,902.01	R18,399,902.01	These funds will be spent against projects in the Masilonyana Local Municipality. MIG funds for the Masilonyana Local Municipality were during the 2018/2019 financial year transferred to the District Municipality.
Letsemeng	R7,225,039.35	R0.00	Not sufficient funds in the bank account. MIG funds used for operations.
Kopanong	R3,054,386.26	R0.00	Not sufficient funds in the bank account. MIG funds used for operations.
Mohokare	R6,774,546.83	R0.00	Not sufficient funds in the bank account. MIG funds used for operations.
Tokologo	R7,633,915.52	R0.00	The Municipality did not apply for a Roll Over and did not submit Financial Statements in time.
Nala	R2,492,496.60	R0.00	The Municipality did not submit all required documentation with their application.
Metsimaholo	R327,629.01	R0.00	CFO position vacant for longer than 6 months
Mafube	R75,847.04	R0.00	Annual Financial Statements not submitted in time

The MIG expenditure per Municipality as at 30 June 2019 is indicated underneath:

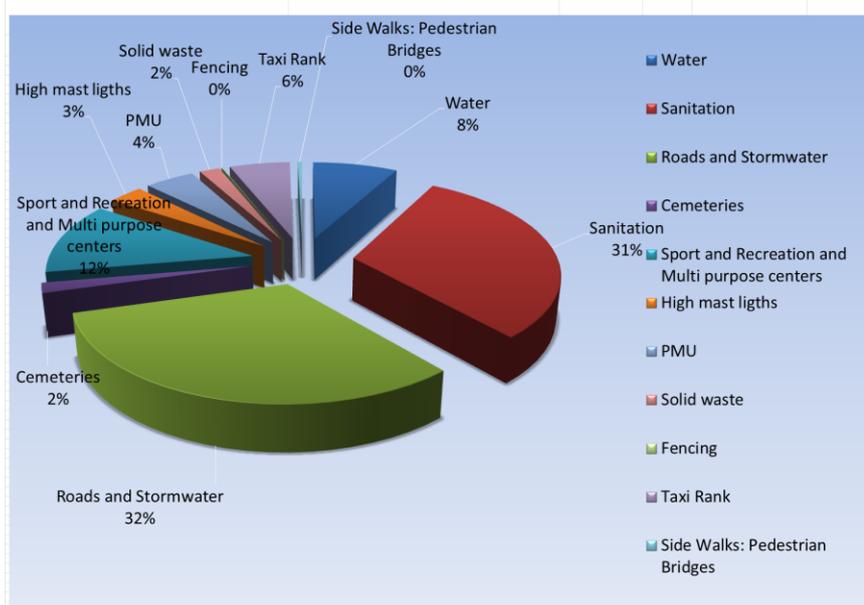
Municipality	Expenditure vs MIG Allocation					
	Allocation	Adjustment (March 2019)	Revised Allocation	Expenditure	%	Balance
Letsemeng (FS161)	29 949 000.00	-	29 949 000.00	22 723 960.65	75.9%	7 225 039.35
Kopanong (FS162)	20 201 000.00	-4 700 000.00	15 501 000.00	12 446 613.74	80.3%	3 054 386.26
Mohokare (FS163)	17 708 000.00	-	17 708 000.00	10 933 453.17	61.7%	6 774 546.83
<b>Xhariep (DC16)</b>	-					-
Masilonyana (FS181)	23 019 000.00	-	23 019 000.00	4 619 097.99	20.1%	18 399 902.01
Tokologo (FS182)	16 301 000.00	-	16 301 000.00	8 667 084.48	53.2%	7 633 915.52
Tswelopele (FS183)	23 837 000.00	-	23 837 000.00	23 837 000.00	100%	-
Matjhabeng (FS184)	116 581 000.00	-	116 581 000.00	116 581 000.00	100%	-
Nala (FS185)	29 107 000.00	-	29 107 000.00	26 614 503.40	91.4%	2 492 496.60
<b>Lejweleputswa (DC18)</b>	-					-
Setsoto (FS191)	57 782 000.00	-	57 782 000.00	57 782 000.00	100%	-
Dihlabeng (FS192)	37 914 000.00	-	37 914 000.00	37 914 000.00	100%	-
Nketoana (FS193)	24 927 000.00	-	24 927 000.00	24 927 000.00	100%	-
Maluti-a-Phofung (FS194)	159 321 000.00	-	159 321 000.00	159 321 000.00	100%	-
Phumelela (FS195)	20 698 000.00	-	20 698 000.00	20 698 000.00	100%	-
Mantsopa (FS173)	32 759 000.00	-	32 759 000.00	32 759 000.00	100%	-
<b>Thabo Mofutsanyana (DC19)</b>						
Moqhaka (FS201)	39 410 000.00	4 000 000.00	43 410 000.00	43 410 000.00	100%	-
Ngwathe (FS203)	41 164 000.00	-	41 164 000.00	41 164 000.00	100%	-
Metsimaholo (FS204)	43 786 000.00	6 000 000.00	49 786 000.00	49 458 370.99	99.3%	327 629.01
Mafube (FS205)	22 064 000.00	-	22 064 000.00	21 988 152.96	99.7%	75 847.04
<b>Fezile Dabi (DC20)</b>			-	-		-
Provincial Total	756 528 000.00	5 300 000.00	761 828 000.00	715 844 237.38	94%	45 983 762.62

### MIG Project Categories and Households serviced: 30 June 2019

The total amount of R729,334,923.04 (roll over included) was spent on the following project categories:

**MIG EXPENDITURE CATEGORIES: 2018/2019 MIG FINANCIAL YEAR: JUNE 2019**

Expenditure 2018/2019 and 2017/2018 Roll over				Households completed	
Water	R	57 435 608.43	7.9%	13 810	
Sanitation	R	224 158 255.27	30.7%	19 214	
Roads and Stormwater	R	233 265 544.79	32.0%		<b>30 km completed</b>
Cemeteries	R	12 258 351.87	1.7%	12 888	
Sport and Recreation and Multi purpose centers	R	88 087 482.17	12.1%	105 840	<b>206 High mast lights completed</b>
High mast ligths	R	23 005 095.06	3.2%	132 965	
PMU	R	33 355 811.54	4.6%	-	
Solid waste	R	13 644 976.91	1.9%	14 590	
Fencing	R	469 147.51	0.1%	-	
Taxi Rank	R	40 901 111.80	5.6%	13 066	
Side Walks: Pedestrian Bridges	R	2 753 537.69	0.4%	2 047	
<b>Subtotal</b>	<b>R</b>	<b>729 334 923.04</b>	<b>100.0%</b>	<b>314 420</b>	



**314,420** Households were serviced through MIG projects implemented and **30km** of roads and storm water were completed during the 2018/2019 MIG financial year.

**a) 2019/2020 MIG financial year**

The Provincial MIG Expenditure target for the end of October 2019 was set at 30%. A total amount of R207,082,307.97(61%) out of a revised allocation of R761,828,000.00 was spent as at 31 October 2019. The financial year will come to an end by June 2020.

9 Municipalities namely Masilonyana, Mohokare, Matjhabeng, Maluti a Phofung, Mantsopa, Letsemeng, Kopanong, Tokologo and Mafube are currently on a cost reimbursement method whereby monthly transfers will be done based on claims received by the Municipalities and verified by MISA.

The MIG expenditure per Municipality as at 31 October 2019 is indicated underneath:

October 2019	Provincial Expenditure Target: 30%			
Municipality	Expenditure vs MIG Allocation 2019/2020			
	Allocation	Expenditure	%	Balance
Letsemeng (FS161)	17 149 000.00	3 147 285.44	18%	14 001 714.56
Kopanong (FS162)	20 540 000.00	5 424 708.24	26%	15 115 291.76
Mohokare (FS163)	17 991 000.00	1 993 647.94	11%	15 997 352.06
<b>Xhariep (DC16)</b>	-			-
Masilonyana (FS181)	32 421 000.00	8 099 586.41	25%	24 321 413.59
Tokologo (FS182)	16 553 000.00	-	0%	16 553 000.00
Tswelopele (FS183)	16 488 000.00	6 378 947.46	39%	10 109 052.54
Matjhabeng (FS184)	119 070 000.00	31 815 142.05	27%	87 254 857.95
Nala (FS185)	29 645 000.00	9 216 400.14	31%	20 428 599.86
<b>Lejweleputswa (DC18)</b>	-			-
Setsoto (FS191)	47 203 000.00	12 402 120.37	26%	34 800 879.63
Dihlabeng (FS192)	38 648 000.00	15 383 897.64	40%	23 264 102.36
Nketoana (FS193)	38 372 000.00	15 349 000.00	40%	23 023 000.00
Maluti-a-Phofung (FS194)	162 763 000.00	50 403 145.35	31%	112 359 854.65
Phumelela (FS195)	21 048 000.00	5 157 326.51	25%	15 890 673.49
Mantsopa (FS173)	19 971 000.00	2 553 613.97	13%	17 417 386.03
<b>Thabo Mofutsanyana (DC19)</b>				
Moqhaka (FS201)	40 178 000.00	12 499 739.06	31%	27 678 260.94
Ngwathe (FS203)	41 971 000.00	11 133 794.18	27%	30 837 205.82
Metsimaholo (FS204)	51 652 000.00	11 910 185.00	23%	39 741 815.00
Mafube (FS205)	22 444 000.00	4 213 768.21	19%	18 230 231.79
<b>Fezile Dabi (DC20)</b>		-		-
Provincial Total	754 107 000.00	207 082 307.97	27%	547 024 692.03

The MIG expenditure per Municipality can be categorized as follows:

Only 6 Municipalities reached the Provincial expenditure target of 30%:

- Tswelopele (39%)
- Nala (31%)
- Dihlabeng (40%)
- Nketoana (40%)
- Maluti-a-Phofung (31%)
- Moqhaka (25%)

Only 6 Municipalities spend between **25% and 30%** (*Low Risk*):

Municipality	Reasons for under expenditure forwarded by Municipalities
Kopanong (26%)	Cost Reimbursement. Late implementation of projects by the Municipality resulted in the lower than expected expenditure. A session to address slow performance was held on 11 October 2019.
Masilonyana (25%)	Cost Reimbursement. Late implementation of projects by the Municipality resulted in the lower than expected expenditure. A session to address slow performance was held on 16 October 2019. Expenditure improved significantly from the previous month.
Matjhabeng (27%)	Cost Reimbursement. Late implementation of projects by the Municipality resulted in the lower than expected expenditure. A session to address slow performance was held on 16 October 2019.
Setsoto (26%)	The late implementation of projects by the Municipality resulted in the lower than expected expenditure. A session to address slow performance was held on 25 October 2019. Expenditure improved significantly from the previous month.
Phumelela (25%)	The late implementation of projects by the Municipality resulted in the lower than expected expenditure. A session to address slow performance was held on 29 October 2019. Expenditure improved significantly from the previous month.
Ngwathe (27%)	Late implementation of projects by the Municipality resulted in the lower than expected expenditure. Expenditure improved significantly from the previous month.

Only 1 Municipality spend between 20% and 25% (*Medium Risk*):

Municipality	Reasons for under expenditure forwarded by Municipalities
Metsimaholo (23%)	Expenditure since the previous month improved from 11% to 23%. Late implementation of projects resulted in the lower than expected expenditure.

Only 5 Municipalities spend less than 20% (*High Risk*):

Municipality	Reasons for under expenditure forwarded by Municipalities
Letsemeng (18%)	Cost Reimbursement. Expenditure since the previous month improved from 3% to 18%. Late implementation of projects by the Municipality resulted in the low expenditure. A session was held with the Municipality on 11 October 2019 in order to address low expenditure.
Mohokare (11%)	Cost Reimbursement. The Municipality only increased expenditure with 2% since the previous month. Late implementation of projects by the Municipality resulted in the low expenditure. A session was held with the Municipality on 1 November 2019 in order to revise target dates and speed up the implementation of projects.
Tokologo (0%)	Cost Reimbursement. The Municipality did not submit a monthly expenditure and non-financial report for October 2019 and therefore zero expenditure was reported. A meeting was held with the Municipality on 22 October 2019 in order to address the low expenditure and subsequent non-implementation of projects as well as the non-compliance with reference to reporting. There are currently no projects running and the Municipality is busy with the appointment of consultants. The Municipality has to appoint contractors before the end of November 2019 in order to spend 40% of their annual allocation by 31 December 2019.
Mantsopa (13%)	Cost Reimbursement. The Municipality could not pay all service providers. A payment of R591,000.00 is still not paid due to the contractor on the Sports facility that passed away. The Municipality is busy making arrangements to pay the amount. A session was held with the Municipality on 25 October 2019 in order to address the low expenditure.
Mafube (19%)	Cost Reimbursement. Expenditure since the previous month improved from 9% to 19%. Late implementation of projects by the Municipality resulted in the lower than expected expenditure. It is expected that expenditure will increase from November 2019.

## MIG Project Categories and Households serviced: 31 October 2019

The amount of R207,082,307.97 was spend on the following project categories at the end of October 2019:

MIG EXPENDITURE CATEGORIES:2019/2020 MIG FINANCIAL YEAR: OCT 2019						
Expenditure 2019/2020				Households completed		
Water	R	35 163 760.22	17.0%	1 060	880 in Dihlabeng	
Sanitation	R	57 596 675.51	27.8%	25 973	750 Dihlabeng; 350 Setsoto; 1209 Matjhabeng	
Roads and Stormwater	R	48 321 509.71	23.3%		<b>5.97 km completed</b>	
Sport and Recreation	R	21 882 736.59	10.6%	8 671		
PMU	R	10 903 081.99	5.3%			
High Mast Lights	R	4 917 680.66	2.4%			
Cemeteries	R	16 676 984.14	8.1%			
Taxi Ranks	R	7 665 268.27	3.7%			
Fencing	R	2 138 275.50	1%			
Solid Waste	R	1 816 335.38	0.9%			
<b>Subtotal</b>	<b>R</b>	<b>207 082 307.97</b>	<b>100.0%</b>	<b>35 704</b>		

Category	Percentage
Sanitation	28%
Roads and Stormwater	23%
Water	17%
Sport and Recreation	11%
Cemeteries	8%
PMU	5%
Taxi Ranks	4%
High Mast Lights	2%
Fencing	1%
Solid Waste	1%

**35,704** Households were serviced through MIG projects implemented and **5.97km** of roads and stormwater were completed by 31 October 2019 during the 2019/2020 MIG financial year.

The following contributed in the effective monitoring of the Municipal Infrastructure Grant:

11 MIG Intervention meetings held with Masilonyana (3), Letsemeng, Kopanong, Mohokare, Tokologo, Matjhabeng, Maluti a Phofung, Mantsopa and Mafube with regard to cost reimbursement and project progress and challenges.

29 MIG one to one meetings held with Setsoto (1),Matjhabeng (3), Nala (3), Mohokare (1),Mafube (2), Metsimaholo (2), Ngwathe (2), Moqhaka (1), Letsemeng (2), Kopanong (2), Mantsopa (1), Maluti a Phofung (2), Phumelela (3), Toklologo (1), Masilonyana (1), Tswelopele (1) and Nketoana (1) on MIG implementation plans, MIG reporting, project reconciliation and project registration.

8 MIG quarterly forum meetings conducted with 18 Municipalities and Sector Department in order to discuss project implementation, challenges, remedial measures, PMU expenditure, MIG non-financial and MIS Status.

18 Site visits conducted in Tokologo (1), Maluti a Phofung (2), Matjhabeng (2), Mantsopa (2), Setsoto (2), Metsimaholo (1), Moqhaka (2) and Nketoana (2), Tswelopele (2) and Dihlabeng (2) and recommendations made to the respective Municipal Managers.

9 PMU evaluations conducted in Mantsopa, Tokologo, Matjhabeng, Mohokare, Dihlabeng, Nketoana, Tswelopele, Metsimaholo and Maluti a Phofung. All PMU's were functional.

2 Project appraisal meeting held on 13 June 2019 and 7 August 2019 for the registration of 17 projects and 10 PMU Budgets for the 2019/2020 MIG financial.

### **Temporary Job Creation: 2018/2019 and 2019/2020 MIG financial year**

#### **MIG Temporary Job creation: 1 July 2018 to 30 June 2019:**

2,953 (98%) Jobs were created from the targeted 3000 planned for the 2018/2019 financial year and more specifically as follows:

- Adult Men: 970
- Adult Women: 372
- Young Men: 1,108
- Young Women: 483
- Disabled Men: 16
- Disabled Women: 4

**Women jobs created:** 30% (859) Women employed of the above total

#### **MIG Temporary Job creation: 1 July 2019 to 31 October 2019:**

1,828 (61%) Temporary Jobs were created from the planned 3000 jobs and more specifically as follows:

- Adult Men: 622
- Adult Women: 228
- Young Men: 689
- Young Women: 285
- Disabled Men: 3
- Disabled Women: 1

**Women jobs created:** 28% (514) Women employed of the above total

### **Infrastructure Operation and Maintenance**

Maintenance of the infrastructure remains a challenge in the Free State Municipalities since Municipalities are at the centre of service delivery. Expectations from the Communities are that services have to be rendered without any interruptions irrespective of the internal challenges faced by these Municipalities. Some of the challenges are but not limited to:

- Skills capacity within Infrastructure departments
- Human resource capacity within the Infrastructure departments
- Inability to collect revenue
- Poor asset management
- Poor fleet condition and machinery
- High staff turnover
- Utilisation of DoRA grants for operations etc.

Internal capacity within COGTA also plays a major role coming to support these Municipalities and also strengthening them to execute their functions. We have 60% vacancy rate within our unit which affects optimal use of human resource which we do not have. Due to capacity constraints within the Department, only the Xhariep and Lejweleputswa Districts are being

supported on **matters** related to infrastructure operation and maintenance, and more specifically through the Basic Services Coordinating Forum (in partnership with sector Departments).

We have also embark on a campaign to assist Municipalities to put more effort in ensuring that Master Plans for Infrastructure Services are developed. We have just completed Mohokare and Letsemeng Master Plans to the value of R16m, we are continuing supporting Maluti-A- Phofung LM with development of Energy Master Plan including Audit of electricity infrastructure and metres to the value of R6, 7m. DBSA (Development Bank of South Africa) also partnered with COGTA to assist Municipalities in ensuring that Municipalities have Master Plans. Letsemeng and Mafube LM's are currently benefiting from DBSA support. Other outstanding Municipalities (Masilonyana, Tswelopele, Dihlabeng, Phumelela, Mantsopa, and Matjhabeng) who have applied for this support are to be considered after completion of DBSA internal processes. MISA also partnered with us in ensuring that assessment of infrastructure is conducted as and when required in different Municipalities utilising their professionals is different specialities. MISA also funded Water Conservation/ Water Demand Management projects in Mafube and Maluti-A-Phofung LM and projects were implemented successfully.

To ensure that there is capacity within Municipalities in the Infrastructure Departments, during quarterly forum meetings of Services Delivery as COGTA we urged Municipalities to apply for skills funding available at National Treasury through DoRA called ISDG (Infrastructure Skills Development Grant). Thorough assessment of fleet was conducted by Department of Police Roads and Transport (Government Garage) so that they act on what the report recommends. This process was concluded in Mafube and Masilonyana LM's.

We are exploring possibilities of working with other sector partners in ensuring that Municipalities are assisted on O & M and delivery of services is sustained.

## Disaster Management

The Free State Disaster Management Centre (FSPDMC) is responsible for the administration & implementation of two pieces of legislation, i.e. the Disaster Management Act 57 of 2002 amended by Act 16 of 2015 (DM Act), Act 57 of 2002 & the Fire Brigade Services Act (FBSA), 1987. (Act no 99 of 1987).

Municipality	Disaster Management Advisory forum	Disaster Management Centres	Disaster Management Plans	Disaster Management Personnel	DM Framework	DM Staff Establishment
Thabo Mofutsanyana	Yes	Yes	No	Yes	Yes (Draft)	2
Maluti-a-Phofung	No – participate in district forum	No	No	No	Yes (developed in collaboration with district)	0
Setsoto	No – participate in district forum	No	Yes	Yes	Yes (developed in collaboration with district)	1
Mantsopa	No – participate in district forum	No	Yes	Yes	Yes (developed in collaboration with district)	1
Nketoana	No – participate in district forum	No	No	No	Yes (developed in collaboration with district)	0
Phumelela	No – participate in district forum	No	No	No	Yes (developed in collaboration with district)	0
Dihlabeng	No – participate in district forum	No	Yes	Yes	Yes (developed in collaboration with district)	1

Municipality	Disaster Management Advisory forum	Disaster Management Centres	Disaster Management Plans	Disaster Management Focal Person	DM Framework	DM Staff Establishment
Lejweleputswa	Yes	Yes	Yes	Yes	Yes	12

Matjhabeng	No – participate in district forum	No	No	Yes	Yes (developed in collaboration with district)	1
Masilonyana	No – participate in district forum	No	No	Yes	Yes (developed in collaboration with district)	1
Tswelopele	Yes	No	Yes	Yes	Yes (developed in collaboration with district)	1
Tokologo	No – participate in district forum	No	Yes	Yes	Yes (developed in collaboration with district)	1
Nala	No – participate in district forum	No	No	No	Yes (developed in collaboration with district)	1

Municipality	Disaster Management Advisory forum	Disaster Management Centre	Disaster Management Plan	Disaster Management Focal Person	DM Framework	DM Staff Establishment
Fezile Dabi	Yes	Yes	Yes	Yes	Yes	6
Metsimaholo	Yes	Yes	Yes (Draft)	Yes	Yes (developed in collaboration with district)	1
Moqhaka	Yes	Yes	Yes	No	Yes (developed in collaboration with district)	0
Mafube	No	No	No	No	Yes (developed in collaboration with district)	0
Ngwathe	No	No	No	No	Yes (developed in collaboration with district)	0

Municipality	Disaster Management Advisory forum	Disaster Management Centres	Disaster Management Plans	Disaster Management Focal Person	DM Framework	DM Staff Establishment
Xhariep	Yes	No	Yes	Yes	Yes	3
Kopanong	No – participate in district forum	No	Yes	Yes	Yes (developed in collaboration with district)	0
Letsemeng	No – participate in district forum	No	No	No	Yes (developed in collaboration with district)	0
Mohokare	No – participate in district forum	No	Yes	Yes	Yes (developed in collaboration with district)	0

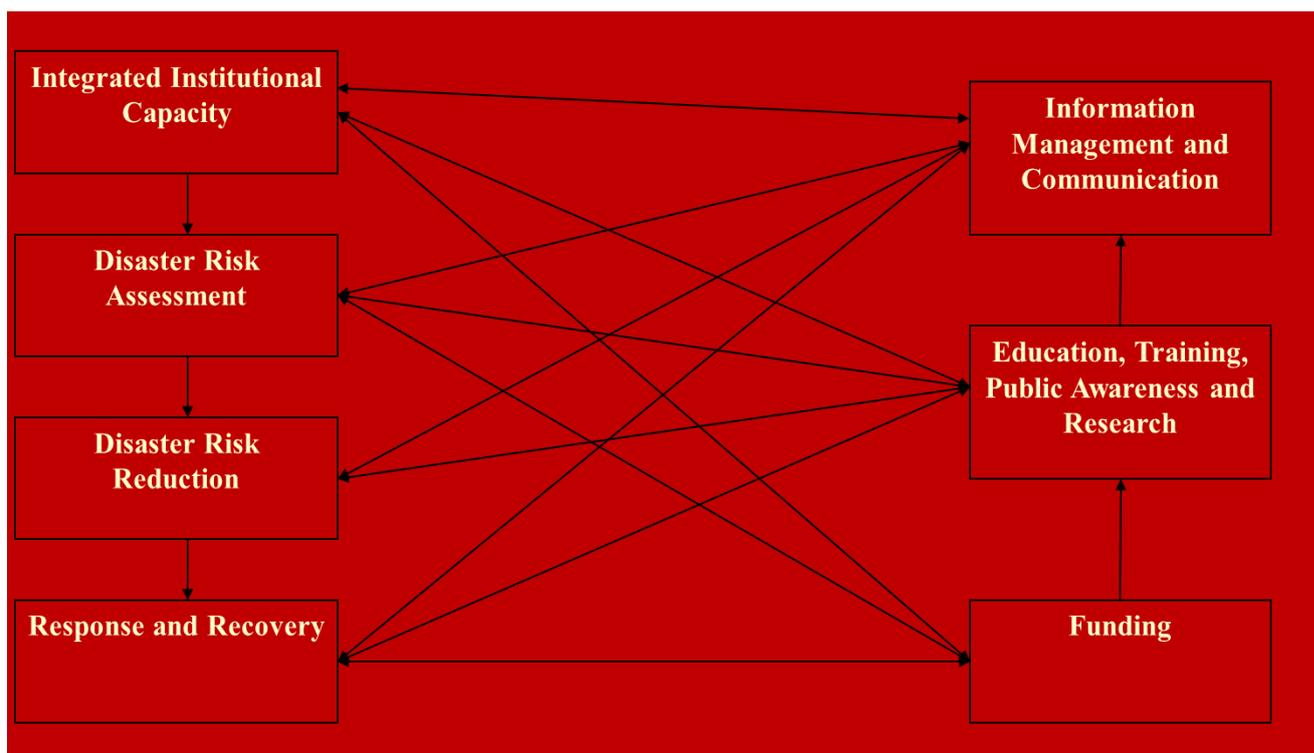
Disaster management functions has been ‘assigned’ to local government through the promulgation of the Disaster Management Act, 2002 (Act no 57 of 2002 as amended by Act 16 of 2015). The Constitution, 1996 (Act 108 of 1996) assigns in section 156 executive authority to local government to administer firefighting services with provincial and national government having concurrent legislative competence. Section 152 (1) (d) also requires local government “to promote a safe and healthy environment”. Section 26(g) of Municipal Systems Act as well as Municipal IDP guidelines provide for municipalities have an integrated disaster management plan.

According to Part A, Schedule 4 of the Constitution, disaster management is a functional area of concurrent national and provincial legislative competence. This means that national and provincial governments have a legal imperative to ensure that disaster management is implemented according to legislative requirements (i.e. the Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996) and Disaster Management Act, 2002 (Act No. 57 of 2002). The Disaster Management Amendment Act, 2015 (Act No. 16 of 20015) further requires the local government to also deal with disaster management responsibilities.

The Constitution further assigns national and provincial government various additional powers to monitor, guide, support and intervene, within certain parameters, in local government to ensure that the objectives of local government are met. Links to other indicators: Outcome 9 of the 10 point plan and NDP Programme 3: Sub-programme: Disaster Management and Fire Brigade Services. Sustainable Development Goals 2030(SDG) 13 Climate Action. National Development Plan (NDP) Chapter 5: Environmental Sustainability & Resilience SDG 13 2030 Climate Action: climate related hazard & natural hazards.

Disaster Management is a functional area of concurrent competence of national, provincial, and municipal spheres in terms of Part A of Schedule 4 of the Constitution. The Disaster Management Act, No 57 of 2002 as amended Disaster Management Act, No 16 of 2015, prescribe the establishment of disaster management centres at national, provincial and local level. Section 29 of the Act prescribes the establishment of a Provincial Disaster Management Centre which forms part of, and functions within, a department designated by the Premier in the provincial administration. The Provincial Disaster Management Centre must, among others:

- specialize in issues concerning disasters and disaster management in the province;
- promote an integrated and coordinated approach to disaster management in the province;
- act as a repository of, and conduit for, information concerning disasters, impending disasters and disaster management in the province;
- act as an advisory and consultative body on issues concerning disasters and disaster management in the province;
- promote disaster management capacity building, training and education in the province; and
- give advice and guidance by disseminating information regarding disaster management in the province, especially to communities that are vulnerable to disasters.



## Traditional Affairs

Recognised traditional leadership in the Free State province is situated in three Municipal areas, namely Maluti A Phofung Local municipality, Phumelela Local Municipality and Mangaung Metropolitan Municipality.

The traditional leadership is as follows: Following the passing on of the King of Bakoena ba Mopeli during 2017/2018 financial year, this traditional community will no longer have a kingship status but a Principal Traditional Leadership Status, thus it is called Bakoena ba Mopeli Principal Traditional Community, which comprises of seven traditional communities, Batlokoa ba Mota Principal Traditional Community, which comprises of three traditional communities, Makgolokoe Traditional Community, they all reside within Maluti A Phofung Local municipality.

Batlokoa ba Mokgalong Traditional Community resides in Phumelela Local Municipality and Barolong boo-Seleka Traditional Community resides in the Mangaung Metropolitan Municipality.

Prior to 1994, traditional leadership in the province was administered by the QwaQwa Administration of Authorities Act, Act No. 6 of 1983, Bophuthatswana Traditional Authorities Act, Act No. 23 of 1978, and the Black Administration Act, Act No. 38 of 1927.

Post 1994, the provincial government enacted the Free State Traditional Leadership and Governance Act, Act No. 8 of 2005, which repealed a part of the Black Administration Act and the whole of other mentioned pieces of legislation. The provincial government also enacted the Free State House of Traditional Leaders Act, Act No. 6 of 1994, which establishes the Free State House of Traditional Leaders. The development of the new legislation led to the establishment of transformed structures such as the Free State Provincial House of Traditional Leaders, the two Local Houses of Traditional Leaders, i.e, Thabo Mofutsanyana and Mangaung, and Traditional Councils.

The Free State Provincial and Local Houses of Traditional Leaders Act, No 7 of 2017, was assented to by the Premier on 29 September 2019 and came into operation on 31 March 2019.

Before the process of the reconstitution of Traditional Councils in 2007, there were 105 recognized traditional leadership positions. After the reconstitution process, the total number of traditional leaders is 135, comprised as follows:

- 2 Principal Traditional Leaders
- 13 Senior Traditional Leaders

- 120 Headmen

The two Principal Traditional Councils will be established ones the Minister's determination on the numbers of members constituting the Principal Traditional Council is gazetted.

All staff members of Traditional Councils were absorbed into suitable posts on the structure of the department to improve the efficiency of Councils. Support staff for the two (2) Principal Traditional Leaders were appointed but currently there is a vacancy for a Protocol Officer in the Batlokoa ba Mota Principal Traditional Leader. The Chairperson and the Deputy Chairperson of the Free State House of Traditional Leaders and the Executive Committee Members are appointed on a full-time basis. Members of the House were inaugurated and sworn in, functional committees of the House were established and the opening of the House took place successfully.

The two Local Houses of Traditional Leaders of Mangaung and Thabo Mofutsanyana were established on 24 April 2019 and 30 April 2019 respectively.

The Principal Traditional Leader of Batlokoa ba Mota was recognised and inaugurated into office on the 30<sup>th</sup> September 2016 and that of Bakoena ba Mopeli was recognised and inaugurated into office on the 13<sup>th</sup> October 2018.

The traditional leadership of Barolong boo Seleka have been involved in a succession dispute and the investigation by the Tolo Commission on Traditional Leadership Disputes and Claims and its findings were communicated to all relevant parties involved. The Royal family of Richard Maramantshi has been identified by the Commission as the legitimate family to lead Barolong boo Seleka traditional community going forward.

The reconstitution of traditional councils is awaiting the enactment of the Traditional and Koi Leadership Bill into law so that 12 traditional councils are legal and fully functional and Department of Traditional Affairs is busy with the legislative processes and hope to finalise the matter in the 2020/21 financial year.

Traditional affairs within the Free State Province face the following challenges:

- a) Insufficient staff and/or budget that affects the efficacy of the Traditional Affairs Branch.
- b) The manner in which Initiation Schools are managed within the province remains one of the biggest challenges in that the Free State Initiation Schools Health Act provides a very limited role for traditional leaders, even though they are the custodians of traditional culture. The House is often not consulted until such time when specific challenges are experienced within initiation schools. The House is in negotiation with the Department of Health (who is the custodian of the Initiation Schools Health Act) towards amending or repealing relevant legislation towards allocating more powers to traditional leaders and to include offences for any wrong-doing.
- c) No provision is made for allocation in the Departmental Structure and support staff for the 2 Principal Traditional Leadership Councils and the two Local Houses.
- d) No budget and staff for newly established local houses of traditional leaders.
- e) No office accommodation and equipment for newly established local houses of traditional leaders
- f) There is no staff and offices to implement the Framework on the Resolution of Traditional Leadership Disputes and Claims.
- g) Insufficient budget to implement all tools of trades for Traditional Leadership.
- h) Dilapidated Traditional Council buildings.
- i) Lack of proper security.
- j) Limited elementary skills amongst some officials in the Traditional Council Offices including traditional leaders.
- k) Unclear roles and responsibilities between traditional leaders and councillors and ward committees.
- l) Development of ways of working with the Traditional Health Practitioners, the Department of health and Tourism and environmental affairs.
- m) The building of palaces for Marena a Maholo/ Principal Traditional Leaders Mopeli and Mota.
- n) The landless Traditional Leadership of Batlokoa ba Mokgalong.

# Part C: Measuring Our Performance

## 1. Institutional Performance Information

### PROGRAMME 1: ADMINISTRATION

<b>Impact statement</b>	Building a capable and developmental local government
-------------------------	---

#### 1.1. Measuring Outcomes (Implementation Delivery Model)

NDP Five Year Implementation Plan Priority		Priority 6	
Outcome	Outcome Indicator	Baseline	Five year target
Improved institutional capacity	Achievement of all planned targets in the Annual Performance Plan	82%	100%
	National Operations Management and Methodology Framework successfully implemented towards improving identified operations of the Department	0	4
	All critical funded posts filled	87%	100%
	Independent and objective assurance provided on governance, risk management and control in the Department towards contributing to the achievement of the Department's strategic and compliance objectives	76%	100%
	Unqualified Audit Report with no matter of emphasis	The Department received an unqualified Audit Report with the following two matters of emphasis: <ul style="list-style-type: none"> <li>• Restatement of corresponding figures</li> <li>• Irregular Expenditure</li> </ul>	Clean Audit Report
	Increased compliance with KCM standards	99.6%	100%

#### 1.2. Explanation of Planned Performance over the Five Year Planning Period

- This Programme consists of approximately 33% of the total workforce which provide support to the line function of the Department.
- Considering the budget deficit in the Public Service, and more specifically in the Free State Provincial Government, this Programme will, over the next 5 years, endeavour to use a multi-skilled approach towards ensuring that an effective and efficient support service is rendered to the Department, thereby enabling the Department to fulfil its mandate. This will be achieved by ensuring that all officials within the Programmes are optimally developed and utilized.
- Human resources capacity constraints in the following areas within this Programme however still needs to be improved over the next 5 years:
  - Corporate Communication
  - HR Planning and Policy Development
  - Special Programmes in relation to gender equity and empowerment, youth empowerment and the disabled.
  - Supply Chain Management,

## PROGRAMME 2: LOCAL GOVERNMENT

### Brief description of the Programme

This Programme consists of the following Sub-Programmes:

- Municipal Administration
- Municipal Finance
- Public Participation
- Capacity Development

<b>Impact statement</b>	Building a capable and developmental local government
-------------------------	---

<b>Sub-Programme</b>	Municipal Administration
----------------------	--------------------------

### 1.3. Measuring Outcomes (Implementation Delivery Model)

NDP Five Year Implementation Plan Priority		Priority 4 & 6	
Outcome	Outcome Indicator	Baseline	Five year target
Improved municipal and traditional institutional capacity.	No. of municipalities that have adopted standardized or customized municipal by-laws	6 Tokologo Dihlabeng Moqhaka Ngwathe Mangaung Nketoana	22 (All municipalities excluding the Mangaung Metro)
	No. of municipalities that have implemented municipal by-laws	6 Tokologo Dihlabeng Moqhaka Ngwathe Mangaung Nketoana	22 (All municipalities excluding the Mangaung Metro)
	No. of municipalities successfully implementing anti-corruption measures	9 Lejweleputswa Matjhabeng Tswelopele Dihlabeng Maluti-a-Phofung Metsimaholo Mafube Mantsopa Tokologo	22 (All municipalities excluding the Mangaung Metro)

<b>Sub-Programme</b>	MUNICIPAL PERFORMANCE MONITORING
----------------------	----------------------------------

### 1.4. Measuring Outcomes (Implementation Delivery Model)

NDP Five Year Implementation Plan Priority		Priority 4 & 6	
Outcome	Outcome Indicator	Baseline	Five year target
Improved coordination of service delivery	No. of municipalities complying with MSA Regulations on the appointment of senior managers.	2  Kopanong & Mantsopa	22
	No. of municipalities who have filled their top 4 posts	3 Nketoana Mafube Phumelela	22
	No. of municipalities with functional Performance Management Systems	4 Xhariep Mohokare Nketoana Mafube	22

NDP Five Year Implementation Plan Priority		Priority 4 & 6	
Outcome	Outcome Indicator	Baseline	Five year target
	No of municipalities who submit their annual performance reports as per section 46 of Municipal Systems Act	20	23 (all mun's and the Metro)
	No. of municipalities who submitted Section 57 Managers' signed employment contracts within due dates	19	23 (all mun's and the Metro)
	No. of municipalities who submitted Section 57 Managers' signed performance agreements within due dates	18	23 (all mun's and the Metro)

<b>Sub-Programme</b>	<b>MUNICIPAL FINANCE</b>
----------------------	--------------------------

### 1.5. Measuring Outcomes (Implementation Delivery Model)

NDP Five Year Implementation Plan Priority		Priority 6	
Outcome	Outcome Indicator	Baseline	Five year target
Improved municipal and traditional institutional capacity.	Improved average monthly collection rate on billings within municipalities	9%	65%
	% Reduction of debt owed to municipalities	0%	30%
	No. of municipalities with unqualified audits: <ul style="list-style-type: none"> <li>• District Municipalities</li> <li>• Local Municipalities</li> </ul>	2: Xhariep Lejweleputswa 1: Moghaka	4 18
	No. of municipalities with functional audit committees: <ul style="list-style-type: none"> <li>• District Municipalities</li> <li>• Local Municipalities</li> </ul>	2 Lejweleputswa Thabo Mofutsanyana 4 Mantsopa Setsoto Ditlhabeng Moghaka	4 18
	No of Municipalities with functional Municipal Public Accounts Committees (MPACs)	1 Lejweleputswa	22 (All municipalities excluding the Mangaung Metro)

<b>Sub-Programme</b>	<b>PUBLIC PARTICIPATION</b>
----------------------	-----------------------------

### 1.6. Measuring Outcomes (Implementation Delivery Model)

NDP Five Year Implementation Plan Priority		Priority 6	
Outcome	Outcome Indicator	Baseline	Five year target
Improved coordination of service delivery	Number of municipalities with functional ward committees	19	19
	No. of municipalities with mechanisms and forums to include vulnerable groups in core municipal processes	22	23 (all municipalities)

Sub-Programme	CAPACITY DEVELOPMENT
---------------	----------------------

### 1.7. Measuring Outcomes (Implementation Delivery Model)

NDP Five Year Implementation Plan Priority		Priority 6	
Outcome	Outcome Indicator	Baseline	Five year target
Improved coordination of service delivery	No. of municipalities implementing Back to Basics Action Plans	0	22 (all mun's)
	No. of municipalities implementing capacity building interventions towards improving their service delivery capacity.	0	5 <ul style="list-style-type: none"> <li>• Nketoana</li> <li>• Letsemeng</li> <li>• Masilonyana</li> <li>• Mafube</li> <li>• Tokologo</li> </ul>

### 1.8. Planned Performance over the Five Year Planning Period

- The department will continue with assisting local municipalities in term of legal matters as well as support the department in legal cases.
- The department is continuing with the Provincial Performance Management Forum, with the objective to assist and support municipalities towards complying with legislation relating to the municipal performance management system i.e. the filling of section 56 posts and conclusion of performance agreements and employment contracts). The Provincial Forum continues to meet on a 6-monthly basis towards ensuring that all municipalities comply with legislative requirements in this regard.
- We shall continue to intensify implementation of the Back to Basics programme to ensure local government structures serve our communities better. Phase 2 of the B2B programme will henceforth be rolled out by the District Crack Teams.
- The Directorate will support all Municipalities to maintain functional ward committees and support all Municipalities to respond to community concerns.
- An amount is allocated to the Directorate for Financial Assistance of municipalities who experience financial difficulties.

## PROGRAMME 3: DEVELOPMENT AND PLANNING

This Programme consists of the following Sub-Programmes:

1. Spatial Planning
2. Land Use Management
3. Integrated Development Planning
4. Local Economic Development
5. Municipal Infrastructure
6. Disaster Management

<b>Sub-Programme</b>	<b>SPATIAL PLANNING AND LAND USE MANAGEMENT</b>
----------------------	---

### 1.9. Measuring the Impact

<b>Impact statement</b>	Building a capable and developmental local government
-------------------------	---

### 1.10. Measuring Outcomes (Implementation Delivery Model)

NDP Five Year Implementation Plan Priority		Priority 4	
Outcome	Outcome Indicator	Baseline	Five year target
Improved coordination of service delivery	No. of municipalities with functional Geographical Information Systems	8	22 <small>(all local and district municipalities)</small>
	No. of municipalities with updated SDFs in line with SPLUMA	4	22 <small>(all local and district municipalities)</small>
	No. of local municipalities with LUSs in line with SPLUMA	1 <small>Moghaka</small>	22 <small>(all local and district municipalities)</small>
	Fully functional Provincial Planning Forum	1	1

<b>Sub-Programme</b>	<b>MUNICIPAL INTEGRATED DEVELOPMENT PLANNING</b>
----------------------	--

### 1.11. Measuring Outcomes (Implementation Delivery Model)

NDP Five Year Implementation Plan Priority		Priority 4	
Outcome	Outcome Indicator	Baseline	Five year target
Improved coordination of service delivery	No. of municipalities with legally compliant IDPs:		
	• Metro	1	1
	• District	4	4
	• Local	18	18
	No. of municipalities that have adopted their IDPs:		
	• Metro	1	1
• District	4	4	
• Local	18	18	
No. of institutions participating in the IDP processes:	• Metro	1	1
	• District	4	4
	• Local	18	18
	• Sector Departments	12	11

<b>Sub-Programme</b>	LOCAL ECONOMIC DEVELOPMENT (LED)
----------------------	----------------------------------

### 1.12. Measuring Outcomes (Implementation Delivery Model)

NDP Five Year Implementation Plan Priority		Priority 4	
Outcome	Outcome Indicator	Baseline	Five year target
Improved coordination of service delivery	No. of municipalities with updated LED strategies	10	22
	No. of municipalities with functional LED units	19 excluding Moghaka, Letsemeng & Phumelela	22
	No. of municipalities implementing the CWP in at least 2 wards	18	18 1 (all local mun's and Metro)
	No. of municipalities with business development forums	6	22
	No. of (temporary) jobs created through MIG projects	3013	3000
	No. of work opportunities created through the CWP in municipalities	24016	50,000

<b>Sub-Programme</b>	MUNICIPAL INFRASTRUCTURE
----------------------	--------------------------

### 1.13. Measuring Outcomes (Implementation Delivery Model)

NDP Five Year Implementation Plan Priority		Priority 6	
Outcome	Outcome Indicator	Baseline	Five year target
Improved coordination of service delivery	No. of indigent households with access to free basic services:		
	• Water	129416	168834
	• Refuse Removal	129254	168834
	• Electricity	109821	168834
	• Sanitation	131805	168834
	No. of municipalities that have updated indigent Registers for the provision of free basic services	19	19
No. of households with access to electricity supply	168446	936000	
No. of municipalities spending 100% of MIG funds in accordance with municipal infrastructure implementation plans	9	18	
Improved functionality of Project Management Units in Municipalities	18	18	

<b>Sub-Programme</b>	DISASTER MANAGEMENT
----------------------	---------------------

### 1.14. Measuring Outcomes (Implementation Delivery Model)

NDP Five Year Implementation Plan Priority		Priority 4	
Outcome	Outcome Indicator	Baseline	Five year target
Improved coordination of service delivery	No. of functional Municipal Disaster Management Centres:		
	• Metro	1	1
	• District	4	4
	Functional:		

	• Provincial DM Centre	1	1
	• Provincial DM Advisory Forum	1	1
	No. of municipalities with updated Disaster Management Plans	1	23
	Updated and integrated Provincial Disaster Management Plan	1	1

### 1.15. Planned Performance over the Five Year Planning Period

- The Department is responsible for the monitoring of MIG projects implemented by Municipalities in accordance with the MIG guidelines, policies and framework as promulgated as well as the Division of Revenue Act.
- Fully capacitated employees in order to implement DORA in the Technical Services.
- Assist municipalities in drafting SPLUMA compliant Land Use Schemes and Spatial Development Frameworks.
- To enhance integration amongst all spheres of government
- To encourage maximum participation and accountability of the IDP stakeholders during IDP processes
- To strengthen legality and to ensure the credibility of the IDP produced by all provincial municipalities
- The PDMC will:
  - Coordinate Provincial Disaster Management Advisory Forums and Provincial Fire Services Advisory committee meetings.
  - Coordinate the Provincial Drought Task Team and Disaster Management Centres committee meetings.
  - Provide support to Municipal Disaster Management Advisory Forums.

## PROGRAMME 4: TRADITIONAL INSTITUTIONAL MANAGEMENT

### Brief description of the Programme.

This Programme consists of the following Sub-Programme:

1. Traditional Institutional Administration

### 1.16. Measuring the Impact

<b>Impact statement</b>	Improved livelihoods of traditional communities.
-------------------------	--

### 1.17. Measuring Outcomes (Implementation Delivery Model)

NDP Five Year Implementation Plan Priority		Priority 6	
Outcome	Outcome Indicator	Baseline	Five year target
Improved municipal and traditional institutional capacity	% Reduction of audit findings iro Traditional Councils.	89%	100% of audit findings
	Increased participation of traditional leaders in municipal councils.	0	Traditional Leaders participate in all municipal council meetings
	Successful implementation of leadership development initiatives for Traditional Leaders.	1	1
	Functional Senior Traditional Leader's Forum.	1	Bi-annual meetings held involving all Senior Traditional Leaders

### 1.18. Explanation of Planned Performance over the Five Year Planning Period

The Department will continue to support Traditional Leaders in the Province and some of the following activities will be facilitated under this MTSF period:

- The Amendment of two pieces of legislation Provincial legislation, on Establishment of Provincial and Local Houses and the FS Traditional leadership and Governance.
- The reconstitution of all thirteen Traditional Council estimated budget for logistics.
- Support landless traditional leaders, Batlokoa ba Mokgalong with purchasing land for their traditional community.
- Capacity building of Traditional Leaders.
- Culture and Heritage Celebration.
- To facilitate the renovation of Traditional Councils Traditional Councils offices.
- To facilitate the building of palaces.

## PROGRAMME 5: FREE STATE HOUSE OF TRADITIONAL LEADERS

### Brief description of the Programme

This Programme consists of the following Sub-Programme:

- Administration of Houses of Traditional Leaders

### 1.19. Measuring the Impact

<b>Impact statement</b>	Improved livelihoods of traditional communities
-------------------------	---

### 1.20. Measuring Outcomes (Implementation Delivery Model)

NDP Five Year Implementation Plan Priority		Priority 6	
Outcome	Outcome Indicator	Baseline	Five year target
Improved municipal and traditional institutional capacity	No. of meetings held by fully functional Committees of the House of Traditional Leaders	11	20
	No. of sittings held by the Executive Committee to review progress on decisions taken.	7	12
	No. of sittings held by the House of Traditional Leaders to review progress of the institution.	4	4

### 1.21. Explanation of Planned Performance over the Five Year Planning Period

The following projects are prioritised for this MTSF period:

- Fully functioning of the Free State House of Traditional Leaders
- Safe initiation school practices
- Outreach programme related activities
- Developed traditional communities
- Increment for members of the House

The desired impact is to improve livelihood in traditional communities. The indicators for the outcome have been developed in such a manner that provides a measureable success of what the department aims to achieve over the MTSF period.

## 2. Key Risks and Mitigation

Outcome	Key Risk	Risk Mitigation
<ul style="list-style-type: none"> <li>Creation of a department geared towards service excellence</li> </ul>	<ul style="list-style-type: none"> <li>Negative impact of unplanned Political decisions and interventions resulting in unfunded mandates. Fraud and Corruption, Non-Compliance to general administration acts, policies and operating procedures leading to adverse Audit outcomes.</li> </ul>	<ul style="list-style-type: none"> <li>Regular reporting, Business Planning Maps', internal audit reports and regular review of policies and procedures.</li> </ul>
<ul style="list-style-type: none"> <li>Administratively and institutionally viable and sustainable municipalities</li> </ul>	<ul style="list-style-type: none"> <li>Failure to comply with relevant legislative framework by stakeholders internally and externally to the Department.</li> </ul>	<ul style="list-style-type: none"> <li>Capacity development internally and externally to the Department(Skills, competence, shortage) interventions in line with applicable legislation; and Stakeholder management and coordination. Investigation and implementation of an early warning system to provide information with regards to stakeholder performance.</li> </ul>
<ul style="list-style-type: none"> <li>Cooperative governance and service delivery through effective community participation</li> </ul>	<ul style="list-style-type: none"> <li>Inadequate participation and coordination between stakeholders in the integrated planning process;</li> </ul>	<ul style="list-style-type: none"> <li>Capacity development(Skills and budget and, Human capacity);</li> <li>intervention in line with applicable legislation; and</li> <li>Stakeholder management and coordination.</li> </ul>
<ul style="list-style-type: none"> <li>Effective administration of traditional leadership institutions</li> </ul>	<ul style="list-style-type: none"> <li>The administrative process of passing legislation by the provincial legislature affects the stabilisation of the traditional leadership institutions. The activities of Traditional Councils could be rendered illegal and therefore null and void due to unavailability of enabling national legislation to reconstitute traditional councils. Inability to process succession claims/ disputes due to lack of capacity in the areas of research and anthropology and other administrative functions negatively affecting the implementation of the current succession claims.</li> </ul>	<ul style="list-style-type: none"> <li>Regular engagement with the HOD and MEC regarding provincial legislature processes;</li> <li>Continuous engagement with the National Department through the Traditional Affairs Technical Governance Forum</li> <li>Regular monitoring and reporting of milestones. Reconfiguration and financing of the organisational structure to accommodate the new mandate functions.</li> </ul>
<ul style="list-style-type: none"> <li>Functioning of the FS House of Traditional Leaders</li> </ul>	<ul style="list-style-type: none"> <li>Programme 5 is unable to adequately support the activities of the House of Traditional Leaders due to budgetary financial constraints; Inadequate human capacity to check compliance of initiation Schools Guidelines.</li> </ul>	<ul style="list-style-type: none"> <li>Enhance and strengthen the relationship of the House of Traditional Leaders with internal stakeholders Identify critical areas within programme 5, and appoint suitably qualified and experienced people to the positions. Appointment of personnel in the areas of Tradition and customs.</li> </ul>

### **3. Public Entities**

None

## Part D: Technical Indicator Description (TID)

### PROGRAMME 1: ADMINISTRATION

#### SUB-PROGRAMME: CORPORATE SERVICES

<b>Indicator title</b>	Achievement of all planned targets in the Annual Performance Plan
<b>Short definition</b>	The targets are planned per quarter as per the APP of the department. The monitoring and Evaluation unit is therefore responsible for the monitoring of the achievement of the planned targets. Thus in turn will lead to the achievement of the objectives of the department.
<b>Purpose/importance</b>	The purpose of this indicator is to ensure that all non-financial performance is monitored and analyzed in order to achieve the mandate of the department.
<b>Source/collection of data</b>	Quarterly Validated performance report
<b>Method of calculation</b>	Quantitative
<b>Data limitations</b>	Late submission of supporting documents and supporting documents that are not credible enough to justify the achievement of the target.
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Annually
<b>New indicator</b>	No
<b>Desired performance</b>	All targets are achieved for the year
<b>Indicator responsibility</b>	Corporate Services (Departmental Planning and Performance Monitoring Directorate)

<b>Indicator title</b>	National Operations Management Framework and Methodology Framework successfully implemented towards improving identified operations of the Department.
<b>Short definition</b>	The process mapping of services
<b>Purpose/importance</b>	To map the process procedure and responsibility of services rendered in the Department.
<b>Source/collection of data</b>	Updated and comprehensive BPMs/SoP's signed-off by the relevant manager
<b>Method of calculation</b>	Quantitative
<b>Data limitations</b>	Lack of cooperation from programme managers
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Annually
<b>New indicator</b>	No
<b>Desired performance</b>	BPM's are in place for all Departmental services
<b>Indicator responsibility</b>	Departmental Planning and Performance Monitoring Directorate

<b>Indicator title</b>	All critical funded posts filled
<b>Short definition</b>	Vacancies critical for service delivery in the Department
<b>Purpose/importance</b>	To address the service delivery expectations
<b>Source/collection of data</b>	Signed-off reports submitted to the Chief Director, reflecting the extent to which critical vacancies are filled with an outgoing mail register.
<b>Method of calculation</b>	Quantitative
<b>Data limitations</b>	Shortage of funds for the filling of critical posts in the Department.
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Annually
<b>New indicator</b>	No
<b>Desired performance</b>	Filling of critical vacancies for the Department.
<b>Indicator responsibility</b>	Human Resources Management and - Development Directorate

<b>Indicator title</b>	Independent and objective assurance provided on governance, risk management and control in the Department towards contributing to the achievement of the Department's strategic and compliance objectives
<b>Short definition</b>	Implementation of Enterprise Risk Management
<b>Purpose/importance</b>	Assessment, prioritization and monitoring of strategic and operational risks
<b>Source/collection of data</b>	Risk Register
<b>Method of calculation</b>	Quantitative
<b>Data limitations</b>	Non adherence to the Risk Management Implementation Plan
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Annually
<b>New indicator</b>	No
<b>Desired performance</b>	Achievement of the Department's strategic and compliance objectives
<b>Indicator responsibility</b>	Risk Management.

<b>Indicator title</b>	Unqualified Audit Report with no matter of emphasis
<b>Short definition</b>	Submission of monthly, quarterly and bi-annual audit action plans

<b>Purpose/importance</b>	It monitor corrective actions of components in the Department and verifies actions achieved against supporting documents, submits to the CFO verified and updated action plans are also reported to the Shared Audit Committee to allow them to exercise their oversight responsibility.
<b>Source/collection of data</b>	Signed-off reports submitted to the CFO, reflecting the extent to which corrective action plans are implemented in the Department
<b>Method of calculation</b>	Quantitative
<b>Data limitations</b>	Unavailability of supporting documentation
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Annually
<b>New indicator</b>	No
<b>Desired performance</b>	Monitoring and verification of corrective action plans implemented.
<b>Indicator responsibility</b>	Internal Audit Directorate

<b>Indicator title</b>	<b>Increased compliance with KCM standards</b>
<b>Short definition</b>	Ensure that the Department report on all KCM indicators as included in the KCM report on an expectable level.
<b>Purpose/importance</b>	To ensure that indicators are implemented to increase financial management and internal controls.
<b>Source/collection of data</b>	Signed-off KCM reports and proof that it was submitted to PT within the required time-frames
<b>Method of calculation</b>	Quantitative
<b>Data limitations</b>	Non- submission of inputs from Programmes
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Annually
<b>New indicator</b>	No
<b>Desired performance</b>	To achieve a 100% submission of documentation and an acceptable rate of compliance with implementation of controls
<b>Indicator responsibility</b>	Office of the CFO

## PROGRAMME 2

### SUB-PROGRAMME: MUNICIPAL ADMINISTRATION

<b>Indicator title</b>	<b>No. of municipalities that have adopted standardized or customized municipal by-laws</b>
<b>Short definition</b>	To assist municipalities towards customizing and/or adopting municipal by-laws as required in terms of sec 12 and 13 of Municipal Systems Act.
<b>Purpose/importance</b>	This indicators measures the extent to which the Department assists and support municipalities towards customizing and/or adopting standardized municipal by-laws towards complying with Sections 12 and 13 of the Municipal Systems Act
<b>Source/collection of data</b>	Signed off report submitted to the HoD on the status of support and assistance rendered to municipalities and the outgoing mail register.
<b>Method of calculation</b>	Quantitative
<b>Data limitations</b>	Non-adoption of municipal by-laws by Municipal Councils / Lack of cooperation from municipalities to commence with process of customization / adoption of by-laws
<b>Type of indicator</b>	Output Indicator
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Annually
<b>New indicator</b>	No
<b>Desired performance</b>	All municipalities customize and adopt Municipal By-Laws as required in terms of Sections 12 and 13 of the Municipal Systems Act
<b>Indicator responsibility</b>	Municipal Administration (Legal services and Municipal Policy and Advice Directorate)

<b>Indicator title</b>	<b>No. of municipalities that have implemented municipal by-laws</b>
<b>Short definition</b>	Monitor the no of municipalities that have implemented the municipal by-laws
<b>Purpose/importance</b>	To measure the extent in which the municipalities are implementing the municipal by-laws
<b>Source/collection of data</b>	Signed off report
<b>Method of calculation</b>	Quantitative
<b>Data limitations</b>	Sitting of the municipal council
<b>Type of indicator</b>	Output Indicator
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Annually
<b>New indicator</b>	No
<b>Desired performance</b>	Effective administration of the municipality
<b>Indicator responsibility</b>	Municipal Administration (Legal services and Municipal Policy and Advice Directorate)

<b>Indicator title</b>	<b>No. of municipalities successfully implementing anti-corruption measures</b>
<b>Short definition</b>	Ensuring that effective measures of implementation are in place e.g policies, strategies and implementation plans
<b>Purpose/importance</b>	To reduce incidences of corruption in municipalities towards promoting good governance and accountability
<b>Source/collection of data</b>	Signed off report.
<b>Method of calculation</b>	Quantitative
<b>Data limitations</b>	Non implementation of Anti-corruption strategies by municipalities and sitting of the municipal council
<b>Type of indicator</b>	Output Indicator
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Annually
<b>New indicator</b>	No
<b>Desired performance</b>	To ensure municipalities are tackling and effectively implementation anti-corruption measures
<b>Indicator responsibility</b>	Municipal Administration (Legal services and Municipal Policy and Advice Directorate)

SUB-PROGRAMME MUNICIPAL PERFORMANCE MONITORING

<b>Indicator title</b>	<b>No. of municipalities complying with MSA Regulations in relation to the filing of their top 4 posts</b>
<b>Short definition</b>	<ul style="list-style-type: none"> <li>Issue a circular/notice/guideline to the respective municipality detailing steps to be undertaken in the filling of the senior manager positions</li> <li>Develop a report on compliance of municipalities with the Regulations on appointment of</li> <li>Assist and support municipalities through meetings and workshops to interpret and apply the Regulations</li> <li>Intervene where municipalities do not comply and provide support (support differs from province to province)</li> </ul>
<b>Purpose/importance</b>	To promote the appointment of competent and suitably qualified <b>senior managers</b>
<b>Source/collection of data</b>	Signed off status report – outgoing mail register.
<b>Method of calculation</b>	Quantitative
<b>Data limitations</b>	Non submission of reports by municipalities
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Annually
<b>New indicator</b>	No
<b>Desired performance</b>	Improved institutional and administrative capability to effectively perform and deliver services
<b>Indicator responsibility</b>	Municipal Performance Monitoring

<b>Indicator title</b>	<b>No. of municipalities with functional Performance Management Systems</b>
<b>Short definition</b>	Assist municipalities to develop and implement PMS core components to manage institutional performance.
<b>Purpose/importance</b>	Improve service delivery and accountability in terms of Chapter 6 of the MSA and Municipal Planning and Performance Regulations of 2001
<b>Source/collection of data</b>	Signed off report– Out going register.
<b>Method of calculation</b>	Quantitative
<b>Data limitations</b>	Municipalities not cooperative, Non-compliance to the legislation by municipalities
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Annually
<b>New indicator</b>	No
<b>Desired performance</b>	All municipalities implementing functional PMS
<b>Indicator responsibility</b>	Municipal Performance Monitoring

<b>Indicator title</b>	<b>No of municipalities who submit their annual performance reports as per section 46 of Municipal Systems Act</b>
<b>Short definition</b>	The consolidated annual municipal performance report is a legal requirement in Section 47 of the Municipal Systems Act which requires the MEC for local government to compile and submit to provincial legislature and Minister for Local Government.
<b>Purpose/importance</b>	To put in place provincial mechanisms to organize, consolidate and interpret primary data collected from municipalities or secondary data sources to develop a consolidated municipal performance report and to monitor municipal performance in order to identify gaps, interventions and support on municipal performance
<b>Source/collection of data</b>	Signed off status report – outgoing mail register.
<b>Method of calculation</b>	Quantitative
<b>Data limitations</b>	Credibility of data and non-submission of performance reports
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Annually
<b>New indicator</b>	No
<b>Desired performance</b>	Consolidated annual performance report
<b>Indicator responsibility</b>	Municipal Performance Monitoring

<b>Indicator title</b>	<b>No. of municipalities who have filled their top 4 posts.</b>
<b>Short definition</b>	<ol style="list-style-type: none"> <li>Consolidate and evaluate signed-off information received from municipalities on the appointment of <b>senior managers</b> and assess processes that municipalities follow during the appointment of <b>senior managers</b>.</li> <li>Develop and submit a report with appropriate recommendations on the extent to which municipalities comply with the Regulations on the appointment of <b>senior managers</b>.</li> <li>Support municipalities to comply with the MSA Regulations dealing with the appointment of and conditions of employment for <b>senior managers</b></li> </ol>
<b>Purpose/importance</b>	This indicator measures the extent to which municipalities comply with the MSA Regulations when filling vacant senior management posts with competent and suitably qualified senior managers, which will in turn result in municipalities creating institutional stability, applying effective recruitment processes and practices and professionalizing local government.
<b>Source/collection of data</b>	Signed off Free state HR Template and Departmental (signed-off) report dealing with the extent to which municipalities comply with the MSA Regulations when filling vacant <b>senior management posts</b> and Outgoing Mail Register.
<b>Method of calculation</b>	Quantitative
<b>Data limitations</b>	Non-submission of reports by municipalities; non-compliance with provisions of MSA during the appointment of Senior Managers
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Annually
<b>New indicator</b>	No
<b>Desired performance</b>	All municipalities appoint and fill senior manager posts with competent and suitable quality senior managers in compliance with the MSA and Regulations
<b>Indicator responsibility</b>	Municipal Performance Monitoring

<b>Indicator title</b>	<b>No. of municipalities who submitted Section 57 Managers' signed employment contracts within due dates</b>
<b>Short definition</b>	To monitor to the (national) Minister responsible for Cooperative Governance on the extent to which Section 54A and S57 (municipal) Managers have signed employment contracts and performance agreements in compliance with the Municipal Systems Act.
<b>Purpose/importance</b>	This indicator measures the extent to which the Department successfully monitor to the Minister responsible for Cooperative Governance on the status of signed Employment Contracts and Performance Agreements by Section 54A and S57 (municipal) Managers, thereby complying with the provisions of the Municipal Systems Act
<b>Source/collection of data</b>	Signed off Free state HR Template and Departmental (signed-off) report dealing with the extent to which municipalities comply with the MSA Regulations when filling vacant <b>senior management posts</b> and Outgoing Mail Register.
<b>Method of calculation</b>	Quantitative: sum of reports produced
<b>Data limitations</b>	Lack of credible information provided by municipalities, non-submission of signed employment contracts and performance agreements by Section 54A and 57 (municipal) managers. Lack of response by municipalities within the required time-frames
<b>Type of indicator</b>	Output Indicator
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Annually
<b>New indicator</b>	No

<b>Desired performance</b>	All municipalities timeously submit signed performance agreement on the status of signed Performance Agreements by Section 54A managers and S57 managers
<b>Indicator responsibility</b>	Municipal Performance Monitoring
<b>Indicator title</b>	<b>No. of municipalities who submitted Section 57 Managers' signed performance agreements within due dates</b>
<b>Short definition</b>	To monitor to the (national) Minister responsible for Cooperative Governance on the extent to which Section 54A and S57 (municipal) Managers have signed employment contracts and performance agreements in compliance with the Municipal Systems Act.
<b>Purpose/importance</b>	This indicator measures the extent to which the Department successfully monitor to the Minister responsible for Cooperative Governance on the status of signed Employment Contracts and Performance Agreements by Section 54A and S57 (municipal) Managers, thereby complying with the provisions of the Municipal Systems Act
<b>Source/collection of data</b>	Signed off Free state HR Template and Departmental (signed-off) report dealing with the extent to which municipalities comply with the MSA Regulations when filling vacant <b>senior management posts</b> and Outgoing Mail Register.
<b>Method of calculation</b>	Quantitative: sum of reports produced
<b>Data limitations</b>	Lack of credible information provided by municipalities, non-submission of signed employment contracts and performance agreements by Section 54A and 57 (municipal) managers. Lack of response by municipalities within the required time-frames
<b>Type of indicator</b>	Output Indicator
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Annually
<b>New indicator</b>	No
<b>Desired performance</b>	All municipalities timeously submit signed performance agreement on the status of signed Performance Agreements by Section 54A managers and S57 managers
<b>Indicator responsibility</b>	Municipal Performance Monitoring

#### SUB – PROGRAMME: MUNICIPAL FINANCE

<b>Indicator title</b>	<b>Improved average monthly collection rate on billings within municipalities</b>
<b>Short definition</b>	Monthly increase on the cash that municipalities receive on the account rendered services.
<b>Purpose/importance</b>	To improve municipalities financial viability and sustainability
<b>Source/collection of data</b>	Consolidated report on the comparative analysis status of municipal finance - Outgoing mail register.
<b>Method of calculation</b>	Quantitative: sum of reports produced
<b>Data limitations</b>	Lack of submission of information or incorrect information being submitted by municipalities and provinces
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Annually
<b>New indicator</b>	No
<b>Desired performance</b>	The aim is to ensure that municipalities comply with critical aspects of the MPRA and its regulations
<b>Indicator responsibility</b>	Municipal Finance

<b>Indicator title</b>	<b>% Reduction of debt owed to municipalities</b>
<b>Short definition</b>	Monthly increase on the cash that municipalities receive on the account rendered services.
<b>Purpose/importance</b>	To improve municipalities financial viability and sustainability
<b>Source/collection of data</b>	Consolidated report on the comparative analysis status of municipal finance - Outgoing mail register.
<b>Method of calculation</b>	Quantitative: sum of reports produced
<b>Data limitations</b>	Lack of submission of information or incorrect information being submitted by municipalities and provinces
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Annually
<b>New indicator</b>	Yes
<b>Desired performance</b>	The aim is to ensure that municipalities comply with critical aspects of the MPRA and its regulations
<b>Indicator responsibility</b>	Municipal Finance

<b>Indicator title</b>	<b>No of municipalities with unqualified audits:</b> <ul style="list-style-type: none"> <li>• District Municipalities</li> <li>• Local Municipalities</li> </ul>
<b>Short definition</b>	Municipalities that are transparent and accountable within the framework of sound financial governance
<b>Purpose/importance</b>	Municipalities that fully comply with legislation, accounting standards and good governance
<b>Source/collection of data</b>	Assessment report on the Audit finding of the municipalities.
<b>Method of calculation</b>	Quantitative: sum of reports produced
<b>Data limitations</b>	Lack of submission of information or incorrect information being submitted by municipalities and provinces
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Annually
<b>New indicator</b>	Yes
<b>Desired performance</b>	The aim is to ensure that municipalities comply with critical aspects of the MPRA and its regulations
<b>Indicator responsibility</b>	Municipal Finance

<b>Indicator title</b>	<b>No. of municipalities with functional audit committees:</b> <ul style="list-style-type: none"> <li>• District Municipalities</li> <li>• Local Municipalities</li> </ul>
<b>Short definition</b>	Fully functional audit committees in municipalities. An Audit Committee is an independent committee constituted to review the control, governance and risk management within the Institution, established in terms of section 77 of the Public Finance Management Act (PFMA), or section 166 of the Municipal Finance Management Act (MFMA).
<b>Purpose/importance</b>	Advise the municipal council, the political office-bearers, the accounting officer and the management staff of the municipality, or the board of directors, the accounting officer and management staff of the municipal entity, on matters relating to control, governance, risk management.
<b>Source/collection of data</b>	Invitation, agenda, attendance register and signed off report and outgoing mail register.
<b>Method of calculation</b>	Quantitative: sum of reports produced
<b>Data limitations</b>	Lack of submission of information or incorrect information being submitted by municipalities and provinces
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Cumulative

Reporting cycle	Annually
New indicator	Yes
Desired performance	The aim is to ensure that municipalities comply with critical aspects of the MPRA and its regulations
Indicator responsibility	Municipal Finance

Indicator title	No of Municipalities with functional Municipal Public Accounts Committees (MPACs)
Short definition	Fully functional Public Account committees in municipalities. A Committee is an independent committee constituted to review the control, governance and risk management within the Institution, established in terms of section 77 of the Public Finance Management Act (PFMA), or section 166 of the Municipal Finance Management Act (MFMA).
Purpose/importance	Advise the municipal council, the political office-bearers, the accounting officer and the management staff of the municipality, or the board of directors, the accounting officer and management staff of the municipal entity, on matters relating to control, governance, risk management.
Source/collection of data	Annual Functionality check list
Method of calculation	Quantitative: sum of reports produced
Data limitations	Lack of submission of information or incorrect information being submitted by municipalities and provinces
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Annually
New indicator	Yes
Desired performance	The aim is to ensure that municipalities comply with critical aspects of the MPRA and its regulations
Indicator responsibility	Municipal Finance

#### SUB-PROGRAMME: PUBLIC PARTICIPATION

Indicator title	Number of municipalities with functional ward committees
Short definition	Monitor municipalities with functional ward committees
Purpose/importance	Enhance community participation through functional ward committees
Source/collection of data	Signed off report to HOD and outgoing mail register.
Method of calculation	Ward level operational plan developed and implemented in each municipal ward
Data limitations	Lack of capacity in the office of the speakers
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	Effective ward committee.
Indicator responsibility	Public Participation

Indicator title	No. of municipalities with mechanisms and forums to include vulnerable groups in core municipal processes
Short definition	To develop systems and procedures for involvement of special groups in matters of local government.
Purpose/importance	To encourage the involvement of special groups in matters of local government.
Source/collection of data	Signed-off report – outgoing mail register.
Method of calculation	Quantitative
Data limitations	Non-participation of the communities to establish the functional ward committees.
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	Mainstreaming of the interest of special groups.
Indicator responsibility	Public Participation

#### SUB-PROGRAMME: CAPACITY DEVELOPMENT

Indicator title	No. of municipalities implementing Back to Basics Action Plans.
Short definition	Coordinate all stakeholder's commitments and support interventions within the Back to Basics support plans
Purpose/importance	Improve coordination of support interventions directed to municipalities by national, provincial, sector departments and other key stakeholders
Source/collection of data	Reports or presentations from municipalities, sector departments and other key stakeholders
Method of calculation	Quantitative: sum of reports produced
Data limitations	Lack of report and commitment from sector departments
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	Yes
Desired performance	To improve the service delivery capacity of municipalities
Indicator responsibility	Capacity Development.

Indicator title	No. of municipalities implementing capacity building interventions towards improving their service delivery capacity.
Short definition	To implement the following interventions towards improving the service delivery capacity of municipalities: <ul style="list-style-type: none"> <li>Municipal Support Plan (MSP) on matters related to municipal finance</li> <li>Training of municipal finance officials towards improving the financial capacity of municipalities</li> </ul>
Purpose/importance	Institutionalize capacity building for municipalities so that municipalities have the required capacity to fulfil their service delivery obligations and meet the needs of the community as per the legal mandate applicable to municipalities
Source/collection of data	Municipal quarterly report.
Method of calculation	Quantitative
Data limitations	Lack of submission of information from municipalities
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	To strengthen the capability and ability of officials and councillors to accomplish their governance responsibilities
Indicator responsibility	Capacity Development

PROGRAMME 3

SUB-PROGRAMME: SPATIAL PLANNING AND LAND USE MANAGEMENT

<b>Indicator title</b>	<b>No. of municipalities with functional Geographical Information Systems</b>
<b>Short definition</b>	Municipalities with functional GIS
<b>Purpose/importance</b>	This indicator measures the extent to which the Department successfully supports municipalities on the development of a GIS to inform orderly planning in municipalities
<b>Source/collection of data</b>	Municipal Geographical Information system/database.
<b>Method of calculation</b>	Quantitative: sum of municipalities supported
<b>Data limitations</b>	Non-availability of or lack of cooperation from municipalities to conduct assessment. Inaccurate and/or incomplete data provided by provincial and national departments
<b>Type of indicator</b>	Output Indicator
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Annual, The GIS will be maintained on an ongoing basis.
<b>New indicator</b>	Yes
<b>Desired performance</b>	All municipalities have a functional Geographical Information System (GIS) towards informing orderly planning within municipalities
<b>Indicator responsibility</b>	Spatial Planning and Development

<b>Indicator title</b>	<b>No. of municipalities with updated SDFs</b>
<b>Short definition</b>	Municipalities with updated Spatial Development Frameworks in terms of SPLUMA requirements.
<b>Purpose/importance</b>	This indicator measures the extent to which the Department supports municipalities to compile Spatial Development Frameworks towards informing orderly planning in municipalities
<b>Source/collection of data</b>	Final Draft SDF
<b>Method of calculation</b>	Quantitative: sum of municipalities supported
<b>Data limitations</b>	Limited input of national and provincial departments in the spatial development framework development process / poor participation of municipal officials and the public
<b>Type of indicator</b>	Output Indicator
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Annual, With a municipality's SDF linked to its IDP, the sdf process continues into the next financial year.
<b>New indicator</b>	No
<b>Desired performance</b>	All municipalities have credible and implementable Spatial Development Frameworks of a high technical quality towards informing orderly municipal planning.
<b>Indicator responsibility</b>	Spatial Planning and Development

<b>Indicator title</b>	<b>No. of local municipalities with Land Use Schemes (LUS)</b>
<b>Short definition</b>	Municipalities with Land Use Schemes as per SPLUMA requirements.
<b>Purpose/importance</b>	This indicator measures the extent to which the Department successfully assists and/or support municipalities with the compilation of Land Use Schemes in terms of SPLUMA requirements.
<b>Source/collection of data</b>	Final Draft Land Use Schemes
<b>Method of calculation</b>	Quantitative: sum of municipalities supported
<b>Data limitations</b>	Unavailability of credible information relating to current land use rights / poor participation of municipal officials in scheduled workshops / meetings.
<b>Type of indicator</b>	Output Indicator
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Annual
<b>New indicator</b>	No
<b>Desired performance</b>	All municipalities have implementable Land Use Schemes of a high technical quality towards informing orderly municipal planning in line with SPLUMA.
<b>Indicator responsibility</b>	Spatial Planning and Development

<b>Indicator title</b>	<b>Fully functional Provincial Planning Forum</b>
<b>Short definition</b>	Functional planning forum for municipalities, departments and private planners.
<b>Purpose/importance</b>	This indicators measures the extent to which the Provincial Planning Forum meets in accordance with approved meeting schedules as a platform to discuss and capacitate stakeholders on matters related to town planning
<b>Source/collection of data</b>	Invitation letters / agendas / attendance registers / Minutes of the meeting
<b>Method of calculation</b>	Quantitative: sum of meetings held
<b>Data limitations</b>	Limited attendance and/or poor input/ participation by attendants
<b>Type of indicator</b>	Output Indicator
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Annually
<b>New indicator</b>	No
<b>Desired performance</b>	Representatives from national/provincial departments, municipalities and private planners attend and participate actively in meetings of the Provincial Land Use Management forum as a platform for discussions and capacity building on matters related to town planning
<b>Indicator responsibility</b>	Spatial Planning and Development

**SUB-PROGRAMME: INTEGRATED DEVELOPMENT PLANNING (IDP)**

<b>Indicator title</b>	No. of municipalities with legally compliant IDPs: <ul style="list-style-type: none"> <li>• Metro</li> <li>• District</li> <li>• Local</li> </ul>
<b>Short definition</b>	Municipalities to compile and submit the IDPs which are legally compliant to COGTA as per Municipal Systems Act
<b>Purpose/importance</b>	To fulfill the legislative mandate (i.e. section 32Municipal Systems Act, 32 of 2000)
<b>Source/collection of data</b>	IDP Annual Report, signed off report by HOD and outgoing mail register.
<b>Method of calculation</b>	Quantitative and Qualitative
<b>Data limitations</b>	IDPs not adopted by Council as per IDP process plan
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Annually
<b>New indicator</b>	No
<b>Desired performance</b>	All municipalities developed legally compliant IDPs
<b>Indicator responsibility</b>	Development and Planning

<b>Indicator title</b>	No. of municipalities that have adopted their IDP's: <ul style="list-style-type: none"> <li>• Metro</li> <li>• District</li> <li>• Local</li> </ul>
<b>Short definition</b>	To monitor the extent that municipalities comply with the IDP/budget processes as stated in chapter 5 of the MSA and the time-frames stipulated in the MFMA. This will be done through written requests to municipalities to submit their IDP/budget process plans which meets the legislative requirements.
<b>Purpose/importance</b>	This indicator measures the extent to which municipalities have a legally compliant IDP in place within required time-frames and in compliance with Chapter 5 of the Municipal Systems Act.
<b>Source/collection of data</b>	Signed off adoption and submission template report by Director.
<b>Method of calculation</b>	Quantitative
<b>Data limitations</b>	Non-compliance of municipalities to legislation and late submission to Cogta
<b>Type of indicator</b>	Output Indicator
<b>Calculation type</b>	Non- cumulative
<b>Reporting cycle</b>	Annually
<b>New indicator</b>	No
<b>Desired performance</b>	Adhering to time frames in the adoption process, submitting the necessary documents (i.e. Council resolution) to Cogta in preparation of the IDP assessment
<b>Indicator responsibility</b>	Directorate IDP and LED

<b>Indicator title</b>	No. of institutions participating in the IDP processes: <ul style="list-style-type: none"> <li>• Metro</li> <li>• District</li> <li>• Local</li> <li>• Sector Departments</li> </ul>
<b>Short definition</b>	To co-ordinate, facilitate and support municipalities through workshops, forums and capacity building sessions in collaboration with other participants (i.e. SoE's, Sector Departments, SALGA, etc)
<b>Purpose/importance</b>	The indicator seeks to strengthen the capacity of municipalities to have legally compliant IDP's by discussing IDP-related developmental processes and by creating space for information sharing and knowledge exchange. Furthermore, these initiatives assist municipalities to obtain inputs and comments on national and provincial processes that have an impact on their IDPs.
<b>Source/collection of data</b>	Signed off annual provincial IDP Assessment report with Sector Department participation as a chapter and the outgoing mail register
<b>Method of calculation</b>	Quantitative
<b>Data limitations</b>	Inconsistency with regard to sector departments representatives during planning Forums and during assessment sessions
<b>Type of indicator</b>	Output Indicator
<b>Calculation type</b>	Cumulative iro quarterly targets, non-cumulative iro annual target
<b>Reporting cycle</b>	Annually
<b>New indicator</b>	No
<b>Desired performance</b>	Effective initiatives which yields meaningful planning and support to municipalities
<b>Indicator responsibility</b>	Directorate IDP and LED

**SUB-PROGRAMME: MUNICIPAL INFRASTRUCTURE**

<b>Indicator title</b>	No. of indigent households with access to free basic services: <ul style="list-style-type: none"> <li>• Water</li> <li>• Refuse Removal</li> <li>• Electricity</li> <li>• Sanitation</li> </ul>
<b>Short definition</b>	To report on the number of households receiving Free basic Services by completing a template that indicates the number of households receiving free basis services (Water, Sanitation, Electricity and Refuse Removal).
<b>Purpose/importance</b>	To indicate the extent to which municipalities are providing Free Basic Services in terms of the Free Basic Services policy and the Indigent Policy.
<b>Source/collection of data</b>	Consolidated signed off report and the outgoing mail register.
<b>Method of calculation</b>	Quantitative
<b>Data limitations</b>	Unverified data from municipalities. Municipal managers not signing off or delay in signing off of the templates.
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Annually
<b>New indicator</b>	No
<b>Desired performance</b>	Accurate data on templates provided and signed off by municipal managers.
<b>Indicator responsibility</b>	Free Basis Services and Partnerships Directorate.

<b>Indicator title</b>	No. of municipalities that have updated indigent Registers for the provision of free basic services
------------------------	---

<b>Short definition</b>	To report on the number of municipalities providing Free Basic Services to qualifying households. Municipalities complete a template that indicates Free Basic Services provided to qualifying households through the Indigent Register on a quarterly basis.
<b>Purpose/importance</b>	This indicator measures the extent to which municipalities are assisted in updating their indigent policies / registers towards providing free basic services to indigent households
<b>Source/collection of data</b>	Signed off reports and outgoing mail register on the extent to which municipalities are providing Free Basic services to qualifying households.
<b>Method of calculation</b>	Quantitative
<b>Data limitations</b>	Unverified data from municipalities. Municipal managers not signing off or delay in signing off of the templates on prescribed periods.
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Annually
<b>New indicator</b>	No
<b>Desired performance</b>	Accurate data on templates provided and signed off by municipal managers.
<b>Indicator responsibility</b>	Director Free Basic Services and Partnerships

<b>Indicator title</b>	<b>No. of households with access to electricity supply</b>
<b>Short definition</b>	Report the number of households provided with basic electricity for the financial year.
<b>Purpose/importance</b>	To indicate access to basic electricity.
<b>Source/collection of data</b>	Reports from Eskom and on the number of connections completed per financial year.
<b>Method of calculation</b>	Quantitative: Number of reports submitted.
<b>Data limitations</b>	Inaccurate and/or non-validated data provided by Municipalities to Department of Energy.
<b>Type of indicator</b>	Output Indicator
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Annually
<b>New indicator</b>	No
<b>Desired performance</b>	Accurate reports from Eskom and Department of Energy indicating connections.
<b>Indicator responsibility</b>	Municipal Infrastructure (Free Basic Services Directorate)

<b>Indicator title</b>	<b>No. of municipalities spending 100% of MIG funds in accordance with municipal infrastructure implementation plans.</b>
<b>Short definition</b>	Report number of municipalities spending MIG in accordance with the DORA.
<b>Purpose/importance</b>	To indicate infrastructure investment within municipalities.
<b>Source/collection of data</b>	Monthly DORA financial reports – signed off by Accounting Officers of the municipalities.
<b>Method of calculation</b>	Quantitative: sum of local municipalities supported
<b>Data limitations</b>	Non compliance
<b>Type of indicator</b>	Output Indicator
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Annually
<b>New indicator</b>	No
<b>Desired performance</b>	Accurate signed off report with proof of payment by Accounting Officer of municipalities.
<b>Indicator responsibility</b>	Municipal Infrastructure - Municipal Infrastructure monitoring and Evaluation

<b>Indicator title</b>	<b>Improved functionality of Project Management Units in Municipalities</b>
<b>Short definition</b>	Monitor performance of municipal PMU and to recommend relevant sanctions for underperformance to DCOG
<b>Purpose/importance</b>	To indicate functionality of municipalities PMU's
<b>Source/collection of data</b>	Provincial Evaluation Template or letter of recommendation to municipalities or attendance register
<b>Method of calculation</b>	Quantitative: sum of local municipalities supported
<b>Data limitations</b>	Unavailability of Project Management Units in the municipalities.
<b>Type of indicator</b>	Output Indicator
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Annually
<b>New indicator</b>	No
<b>Desired performance</b>	Fully effective and functional PMU's in the municipalities.
<b>Indicator responsibility</b>	Municipal Infrastructure.- Municipal Infrastructure monitoring and Evaluation

**SUB-PROGRAMME: LOCAL ECONOMIC DEVELOPMENT (LED)**

<b>Indicator title</b>	<b>No. of municipalities with updated LED strategies</b>
<b>Short definition</b>	Municipalities to compile updated LED Strategies that will be implemented in order to promote economic
<b>Purpose/importance</b>	To improve medium term economic development planning, aligned to national and provincial plans and promote job creation at local level
<b>Source/collection of data</b>	Signed off LED Status report.
<b>Method of calculation</b>	Quantitative
<b>Data limitations</b>	Non reporting by municipality
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Annually
<b>New indicator</b>	No
<b>Desired performance</b>	Improved planning and job creation
<b>Indicator responsibility</b>	Local Economic Development

<b>Indicator title</b>	<b>No. of municipalities with functional LED Units</b>
<b>Short definition</b>	Municipalities should have functional LED units that could implemented the LED strategies in order to promote economic growth
<b>Purpose/importance</b>	This indicator serves to determine if the municipalities do have functional LED units that will implement LED Strategies and enhance economic growth within their space. Functional could be measured against: Posts filled, budget allocated and qualifications
<b>Source/collection of data</b>	Signed off LED Status report.
<b>Method of calculation</b>	Quantitative: sum of municipalities with functional LED units
<b>Data limitations</b>	Lack of participation by municipalities and other stakeholders / non-attendance of scheduled meetings by stakeholders.
<b>Type of indicator</b>	Output Indicator
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Annually
<b>New indicator</b>	Yes
<b>Desired performance</b>	All municipalities have implemented LED projects in line with their strategies towards improving job creation (updated) LED

<b>Indicator responsibility</b>	Local Economic Development (IDP/LED Directorate)
<b>Indicator title</b>	<b>No. of municipalities implementing the CWP in at least 2 wards</b>
<b>Short definition</b>	Government poverty alleviation initiative designed to provide an employment safety net to the unemployed
<b>Purpose/importance</b>	The CWP provides participants with a predictable number of days of work per month, thus supplementing their existing livelihood strategies and affording them a basic level of income security through work
<b>Source/collection of data</b>	CWP report
<b>Method of calculation</b>	Quantitative: sum of municipalities supported
<b>Data limitations</b>	Non submission of report from municipalities.
<b>Type of indicator</b>	Output Indicator
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Annually
<b>New indicator</b>	No
<b>Desired performance</b>	CWP seeks to provide useful work opportunities particularly in the poorest and most marginalized communities targeting key population groups such as women, youth and the disabled.
<b>Indicator responsibility</b>	Local Economic Development (IDP/LED Directorate)

<b>Indicator title</b>	<b>No. of work opportunities created through the CWP in municipalities</b>
<b>Short definition</b>	Government poverty alleviation initiative designed to provide an employment safety net to the unemployed
<b>Purpose/importance</b>	The CWP provides participants with a predictable number of days of work per month, thus supplementing their existing livelihood strategies and affording them a basic level of income security through work
<b>Source/collection of data</b>	CWP Report
<b>Method of calculation</b>	Quantitative: sum of municipalities supported
<b>Data limitations</b>	Non submission of report from municipalities.
<b>Type of indicator</b>	Output Indicator
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Annually
<b>New indicator</b>	No
<b>Desired performance</b>	CWP seeks to provide useful work opportunities particularly in the poorest and most marginalized communities targeting key population groups such as women, youth and the disabled.
<b>Indicator responsibility</b>	Local Economic Development (IDP/LED Directorate)

<b>Indicator title</b>	<b>No. of (temporary) jobs created through MIG projects</b>
<b>Short definition</b>	The capturing of non-financial data on the non-financial DORA report
<b>Purpose/importance</b>	To report on temporarily job created.
<b>Source/collection of data</b>	Monthly non-financial DORA report – signed off by the Accounting Officers of the municipalities.
<b>Method of calculation</b>	Quantitative: sum of municipalities supported
<b>Data limitations</b>	Non submission of reports from municipalities
<b>Type of indicator</b>	Output Indicator
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Annually
<b>New indicator</b>	No
<b>Desired performance</b>	Capacitated local communities through MIG projects
<b>Indicator responsibility</b>	MIG Directorate (Mr Viljoen) - Municipal Infrastructure monitoring and Evaluation

<b>Indicator title</b>	<b>No. of municipalities with business development forums.</b>
<b>Short definition</b>	Municipalities to establish Business Forum in order to create a platform for engagement that will promote economic growth
<b>Purpose/importance</b>	It serves to determine if the municipalities do have functional Business Development forums that will implement LED Strategies and enhance economic growth through partnerships. Functional could be measured against the meeting held
<b>Source/collection of data</b>	Signed off LED Status report
<b>Method of calculation</b>	Quantitative: sum of municipalities supported
<b>Data limitations</b>	Non reporting by municipalities
<b>Type of indicator</b>	Output Indicator
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Annually
<b>New indicator</b>	No
<b>Desired performance</b>	Establish partnership that will improve planning and job creation
<b>Indicator responsibility</b>	LED Directorate

**SUB-PROGRAMME: DISASTER MANAGEMENT**

<b>Indicator title</b>	<b>No. of functional Municipal Disaster Management Centres:</b>
	<ul style="list-style-type: none"> <li>• Metro</li> <li>• District</li> </ul>
<b>Short definition</b>	The functionality of Municipal Disaster Management Center as per the DM Act of 2002 amended in 2015
<b>Purpose/importance</b>	<ul style="list-style-type: none"> <li>• To ensure the effective and efficient running of DM Centre in the municipalities.</li> <li>• The implementation of DM Act of 2002 amended in 2015.</li> </ul>
<b>Source/collection of data</b>	Signed off PDMS Report and outgoing mail register
<b>Method of calculation</b>	Qualitative
<b>Data limitations</b>	Non
<b>Type of indicator</b>	Output
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Annually
<b>New indicator</b>	New
<b>Desired performance</b>	Functional municipal DM Center (resilient communities)
<b>Indicator responsibility</b>	Disaster Management

<b>Indicator title</b>	Functional: <ul style="list-style-type: none"> <li>Provincial DM Centre</li> <li>Provincial DM Advisory Forum</li> </ul>
<b>Short definition</b>	<ul style="list-style-type: none"> <li>Provincial center to provide guidance on DM related issues.</li> <li>To ensure that the Provincial DM Advisory Forum meet in accordance with pre-determined dates towards creating a discussion and information sharing platform to all relevant role-players / stakeholders in disaster management</li> </ul>
<b>Purpose/importance</b>	To ensure that disaster management role players and stakeholders are conversant with DM Legislation and policies. This indicator measures the extent to which the DM Advisory Forum meets in accordance with pre-determined meeting schedules, involving all identified stakeholders, thereby enhancing disaster planning, - mitigation and -management within the Province
<b>Source/collection of data</b>	<ul style="list-style-type: none"> <li><b>Provincial DM Centre</b></li> <li>Singed PDMC Quarterly report</li> <li><b>Provincial DM Advisory Forum</b></li> </ul> Invitations, agendas, attendance registers and signed off minutes of meetings of the Provincial DM Advisory Forums
<b>Method of calculation</b>	Quantitative.
<b>Data limitations</b>	Non-attendance of participants in meetings, non-approval of pre-determined meeting schedule
<b>Type of indicator</b>	Output Indicator
<b>Calculation type</b>	Cumulative / Non-cumulative
<b>Reporting cycle</b>	Annually/Quarterly
<b>New indicator</b>	No
<b>Desired performance</b>	The Provincial DM Advisory Forum is fully functional and represented by all stakeholders and meets regularly towards enhancing disaster planning, -mitigation and -management within the Free State Province
<b>Indicator responsibility</b>	Disaster Management (Provincial Disaster Management Centre)

<b>Indicator title</b>	No. of municipalities with updated Disaster Management Plans
<b>Short definition</b>	To support on the development and implementation of DM plans.
<b>Purpose/importance</b>	To ensure that all municipalities develop and implement DM plans
<b>Source/collection of data</b>	Signed off PDMC Report and outgoing mail register
<b>Method of calculation</b>	Quantitative: sum of local municipalities supported in partnership with district municipalities
<b>Data limitations</b>	Lack of capacity within district municipalities to support local municipalities / non-attendance of meetings / workshops by local municipalities / lack of capacity within local municipalities / non-submission of signed/approved disaster management plans by local municipalities
<b>Type of indicator</b>	Output Indicator
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Annually
<b>New indicator</b>	No
<b>Desired performance</b>	To ensure resilient Free State community towards DM.
<b>Indicator responsibility</b>	Disaster Management (Provincial Disaster Management Centre)

<b>Indicator title</b>	Updated and integrated Provincial Disaster Management Plan
<b>Short definition</b>	Develop and implement Provincial DM Plans.
<b>Purpose/importance</b>	To ensure all municipalities and sector departments develop and implement DM plans
<b>Source/collection of data</b>	Adopted PDM Plan.
<b>Method of calculation</b>	Quantitative: sum of local municipalities supported in partnership with district municipalities
<b>Data limitations</b>	Lack of capacity within district municipalities to support local municipalities / non-attendance of meetings / workshops by local municipalities / lack of capacity within local municipalities / non-submission of signed/approved disaster management plans by local municipalities
<b>Type of indicator</b>	Output Indicator
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Annually
<b>New indicator</b>	No
<b>Desired performance</b>	To ensure resilient Free State community towards DM.
<b>Indicator responsibility</b>	Disaster Management (Provincial Disaster Management Centre)

Programme 4

**PROGRAMME 4: TRADITIONAL INSTITUTIONAL MANAGEMENT**

**SUB-PROGRAMME: TRADITIONAL INSTITUTIONAL ADMINISTRATION**

<b>Indicator title</b>	% Reduction of audit findings iro Traditional Councils
<b>Short definition</b>	To ensure that traditional councils comply with the PFMA, PSA, SCM and HR policies.
<b>Purpose/importance</b>	To promote accountability and sound financial management on the use of public funds
<b>Source/collection of data</b>	Signed off report.
<b>Method of calculation</b>	Quantitative
<b>Data limitations</b>	Lack of cooperation from traditional leaders
<b>Type of indicator</b>	Output Indicator
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Annually
<b>New indicator</b>	No
<b>Desired performance</b>	Accountable use of public funds by traditional councils, compliance with the PFMA
<b>Indicator responsibility</b>	Directorate Traditional Institutional Management, Directorate Internal Audit

<b>Indicator title</b>	Increased participation of traditional leaders in municipal councils
<b>Short definition</b>	Fully effective participation of traditional leaders in the municipal council
<b>Purpose/importance</b>	To address the issues related to traditional communities
<b>Source/collection of data</b>	Invitations and attendance register from municipal councils to the traditional leaders.
<b>Method of calculation</b>	Quantitative
<b>Data limitations</b>	Failure to invite the traditional leaders by municipal councils
<b>Type of indicator</b>	Output Indicator
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Annually
<b>New indicator</b>	Yes

<b>Desired performance</b>	Inter-governmental relations with traditional leaders and communities.
<b>Indicator responsibility</b>	Directorate Traditional Institutional Management

<b>Indicator title</b>	Successful implementation of leadership development initiatives for Traditional Leaders
<b>Short definition</b>	Capacity building to traditional leaders
<b>Purpose/importance</b>	To develop traditional leadership skills
<b>Source/collection of data</b>	Invitations, Attendance Register and Presentation
<b>Method of calculation</b>	Quantitative
<b>Data limitations</b>	Non-attendance of the traditional leaders
<b>Type of indicator</b>	Output Indicator
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Annually
<b>New indicator</b>	No
<b>Desired performance</b>	Skilled traditional leaders in local communities.
<b>Indicator responsibility</b>	Directorate Traditional Institutional Management

<b>Indicator title</b>	Functional Senior Traditional Leader's Forum
<b>Short definition</b>	Senior traditional leaders to discuss community concerns
<b>Purpose/importance</b>	To discuss cross cutting issues within traditional communities.
<b>Source/collection of data</b>	Invitations, Agenda and Attendance register
<b>Method of calculation</b>	Quantitative
<b>Data limitations</b>	Non-attendance of senior traditional leaders to participate in the forums
<b>Type of indicator</b>	Output Indicator
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Annually
<b>New indicator</b>	No
<b>Desired performance</b>	Fully capacitated senior traditional leaders to attend and participate in the local forums
<b>Indicator responsibility</b>	Directorate Traditional Institutional Management

**PROGRAMME 5: HOUSE OF TRADITIONAL LEADERS**

**SUB-PROGRAMME: HOUSE OF TRADITIONAL LEADERS**

<b>Indicator title</b>	<b>No. of meetings held by fully functional Committees of the House of Traditional Leaders</b>
<b>Short definition</b>	To monitor the extent to which resolutions and directives are planned for the House of Traditional Leaders by all traditional councils.
<b>Purpose/importance</b>	This indicator measures the extent to which traditional councils committees are successfully planning the directives and resolutions made by the Premier for the committees of Traditional Leaders and to report thereon to the House on an annual basis.
<b>Source/collection of data</b>	Notice, Attendance Register and Signed-off Report.
<b>Method of calculation</b>	Qualitative.
<b>Data limitations</b>	Unavailability of committee members due to conflicting priorities
<b>Type of indicator</b>	Output Indicator
<b>Calculation type</b>	Non-Cumulative
<b>Reporting cycle</b>	Annually
<b>New indicator</b>	No
<b>Desired performance</b>	Fully operational traditional council committees.
<b>Indicator responsibility</b>	Administration of the House of Traditional Leaders (House of Traditional Leaders Directorate)

<b>Indicator title</b>	<b>No. of sittings held by the Executive Committee to review progress on decisions taken</b>
<b>Short definition</b>	To monitor the extent to which executive committee assess the implementation of decisions for the House of Traditional Leaders by all traditional councils.
<b>Purpose/importance</b>	This indicator measures the extent to which traditional council's executive committees are successfully monitoring the directives and resolutions made by the committees of Traditional Leaders and to report thereon to the House on an annual basis.
<b>Source/collection of data</b>	Notice, Attendance Register and Signed-off Report.
<b>Method of calculation</b>	Qualitative: sum of hearings / meetings held with traditional communities
<b>Data limitations</b>	Financial constraints, unavailability of stakeholders due to conflicting priorities
<b>Type of indicator</b>	Output Indicator
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Annually
<b>New indicator</b>	No
<b>Desired performance</b>	Fully functional sittings of the Traditional council executive committee.
<b>Indicator responsibility</b>	Administration of the House of Traditional Leaders (House of Traditional Leaders Directorate)

<b>Indicator title</b>	<b>No. of sittings held by the House of Traditional Leaders to review progress of the institution</b>
<b>Short definition</b>	To monitor the extent to which decisions are implemented of the House of Traditional Leaders by all traditional councils
<b>Purpose/importance</b>	This indicators measures the extent to which traditional councils successfully implements decisions of the House of Traditional Leaders and to report thereon to the House on an annual basis
<b>Source/collection of data</b>	Notice, Attendance Register and Signed-off Report.
<b>Method of calculation</b>	Qualitative: sum of capacity building programmes.
<b>Data limitations</b>	Financial constraints
<b>Type of indicator</b>	Output Indicator
<b>Calculation type</b>	Non-Cumulative
<b>Reporting cycle</b>	Annually
<b>New indicator</b>	No
<b>Desired performance</b>	Successful implementation of all decisions of the House of Traditional Leaders (by traditional councils) towards improving the lives of traditional communities.
<b>Indicator responsibility</b>	Administration of the House of Traditional Leaders (House of Traditional Leaders Directorate)