

# ANNUAL PERFORMANCE PLAN 2021-2022



cooperative governance  
and traditional affairs

Department of Cooperative Governance  
and Traditional Affairs  
FREE STATE PROVINCE

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## Executive Authority Statement

It gives me pleasure to present the Annual Performance Plan of the Department of Cooperative Governance and Traditional Affairs for the 2021/2022 financial year. This year marks the 27<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.

To realise this, government has laid a solid foundation over the past 26 years of democracy, through an Intergovernmental Framework as well as wall-to-wall municipalities. The Department of Cooperative Governance is at the epicentre of these initiatives. Through existing legal and policy instruments, the Department must provide “a framework for coordinating and aligning development priorities and objectives between the three spheres of government”. The sixth administration, occupies a unique window of hope and the way government works.

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 including metro municipality 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.

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 2021/2020 Annual Performance Plan. As we begin the term of new administration, the APP 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 2020 and beyond, the Free State Department of Cooperative Governance and Traditional Affairs will, through the implementation of this Annual Performance 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 hlohang.



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

**01 March 2021**

## Accounting Officer Statement

The priorities of the sixth Administration of government have been set out in the 2020-2025 Medium Term Strategic Framework (MTSF). The Department has developed this APP to respond to some of the outcomes that have been set out in the MTSF. We have also identified a few priorities that are outlined in this strategy, which will link our contribution to those of the sixth Administration and specifically the MTSF. The Department has a solid foundation of legislation and policies that pave the way for the mandate and priorities that need to be pursued to change the face of municipalities in the province.

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. The newly adopted District Coordination Model, which was launched by the National Department, is a joint effort by government to ensure that we plan in a synergised manner and utilise resources efficiently to better the lives of the people at community level. The Department is positioning itself to respond to challenges that are facing local government, particularly with delivering basic services at an acceptable level.

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.

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 Draft 2021/2022 Annual Performance Plan of the Department of Cooperative Governance and Traditional Affairs.



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**Mokete V. Duma**  
**Accounting Officer: Department of Cooperative Governance and Traditional Affairs**

## 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 **2021/2022** financial year.



**Chief Director: Corporate Service**  
Mr. LS Mokoena



**Chief Financial Officer**  
Me. K Moahloli



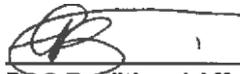
**Chief Director: Municipal Inter-governmental Support and Capacitation**  
Mr. L Khiba



**Chief Director: Planning and Development**  
Mr. T Lobe



**DDG: Local Governance**  
Mr. S Thomas



**DDG Traditional Affairs**  
Me. A Buthelezi



**Mokete V. Duma**  
*Accounting Officer.*  
Mr. MV Duma

APPROVED BY:



**Hon. TS. Nxangisa**  
*Executive Authority*  
Cooperative Governance and Traditional Affairs.

## **Part A: Departmental Mandate**

### **1. Constitutional Mandate**

The mandates of the Department of Cooperative Governance and Traditional Affairs are embodied in the following Sections of the Constitution, 1996:

Section 139 provides for provincial intervention in local government. This intervention in municipalities, includes the issuing of directives, and managing interventions by the Provincial Executive Council in accordance with the provisions of section 139(1) (a), (b) and (c);

Section 154 determines that provincial governments must provide support and strengthen the capacity of municipalities to manage their own affairs, to exercise their powers and to perform their functions in accordance with the provisions of section 154(1) and (2);

Section 155(5) and (6) determines the types of municipalities in Free State, and establishes municipalities in Free State, thereafter the Municipalities, by legislative and other measures, must be monitored and supported, in addition to which the Department must promote the development of local government capacity, to enable municipalities to perform their functions and manage their own affairs; and

Section 155 (7) stipulates that provincial governments have legislative and executive authority to see to the effective performance by municipalities of their functions in respect of matters listed in Schedules 4 and 5, by regulating the exercise by municipalities of their executive authority referred to in section 156(1).

Chapter 12 of the Constitution of the Republic of South Africa, 1996 recognises the institution of traditional leadership and emphasises the significant role it plays in preserving the customs of traditional communities. It further defines the institution as an organ of state which justifies its place in the democratic dispensation especially in relation to governance issues.

### **2. Institutional Policies and Strategies**

- a) The following legislation is administered by the Department:
- b) Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000)
- c) Local Government: Municipal Structures Act, 1998 (Act No. 117 of 1998)
- d) Local Government: Municipal Financial Management Act, 2003 (Act No. 53 of 2003)
- e) Local Government: Municipal Property Rates Act, 2004 (Act No. 6 of 2004)
- f) Local Government Demarcation Act, 1998 (Act No. 6 of 2004)
- g) Local Government Municipal Electoral Act, 2000 (Act No. 27 of 2000)
- h) Traditional Leadership and Governance Framework Act, 2003 (Act No. 41 of 2003)
- i) The National House of Traditional Leaders Act 2009 (Act No. 22 of 2009)
- j) The White Paper on Traditional Leadership
- k) Disaster Management Act, 2002 (Act No. 57 of 2002)
- l) Spatial Planning and Land Use Management Act, 2013: (Act No. 16 of 2013)
- m) Infrastructure Development Act, 2014 (Act No. 23 of 2014)
- n) Municipal Fiscal Powers and Functions Act, 2007 (Act No. 12 of 2007)
- o) 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.
- p) The MEC has approved the Provincial Framework on Traditional Leadership Dispute and Claims policy. The policy aims amongst others to address the following:

- To provide norms and standards for effective disputes and claims resolution;
- To guide the provincial department responsible for Traditional Affairs, houses of traditional leaders; traditional councils and royal families in the resolution of disputes and claims of traditional leadership and communities emanating from the implementation of applicable legislation;
- To outline the roles of the Department of Traditional Affairs; provincial departments responsible for Traditional Affairs; houses of traditional leaders; traditional councils and royal families in as far as disputes and claims are concerned;

Policy mandates have in the past created the parameters within which laws have been developed. For example, the White Paper on Developmental Local Government created the policy environment for the development of the Municipal Structures, Systems, Financial Management and Intergovernmental Relations Acts. Policy mandates are also associated with policy pronouncements such as: the National Development Plan (NDP), Medium Term Strategic Framework (MTSF) and the Provincial Growth and Development Plan (PGDP) which then enhance the mandate for Cooperative Governance.

### 3. National Development Plan and Medium Term Strategic Framework

The National Development Plan is a plan for South Africa and provides a broad strategic framework to guide key choices and actions in order to eliminate poverty, reduce inequality and unemployment by 2030. The NDP approach draws extensively on the notion of capabilities, active citizenry and inclusive economy, enhancing the capacity of the state, and promoting leadership and partnerships throughout society. As with the Freedom Charter, NDP calls on our people to be part of an active citizenry and to take greater collective responsibility for their own development. COGTA contributes to the delivery of chapters 4, 5, 6, 8, 13, 14 and 15 of the NDP. MTSF priorities and GDP.

The National Development Plan is the collective future of people of South Africa regardless of gender and race and it is our responsibility to make it work. **Chapter 15 of the NDP: Transforming Society and Uniting the Country** emphasises that people must unite around a vision of a better South Africa. This indicates that citizens have an important role to play in bringing about transformation and holding government accountable for the services they deliver. Participation in local governance is a key principle of post-apartheid legislation. White Paper on Local Government (1998) encourages municipalities to find ways of structuring participation to enhance service delivery.

The MTSF is the short term strategy that gives effect to the NDP. The NDP and MTSF identify the following priorities that are particularly important to improve Local Government performance and ensure quality service delivery:

- Members of society have sustainable and reliable access to basic services. (Outcome 9: Sub Outcome 1).
- Intergovernmental and democratic governance arrangements for a functional system of cooperative governance strengthened (Outcome 9: Sub Outcome 2).
- Sound financial and administrative management. (Outcome 9: Sub Outcome 3).
- Promotion of social and economic development. (Outcome 9: Sub Outcome 4)
- Local public employment programmes expanded through the Community Work Programme. (Outcome 9: Sub Outcome 5).

The Medium Term Strategic Framework (MTSF) identifies key areas, priorities, or goals for implementation by the 6<sup>th</sup> Administration. The goals are as follows:

1. Economy and Jobs
2. Education, Skills and Health
3. Social Wage

4. Spatial Development & Human Settlements, Local Government
5. Social Cohesion and Safe Communities
6. Capable, Developmental & Honest Government
7. Africa & the World

#### 4. 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 Moloji – Pending
- BC Mokomela 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: Strategic Focus of the Department

### 1. Updated Situation Analysis

#### 1.1 Corporate Services

As the custodian of Disaster management in the Province, the Department has innovated policies and systems for the human capacity to perform its mandate under declaration of the pandemic. Covid 19 has stroked other avenues in the Department but seriously on human capacity. The issue of staff working intervals had to be introduced in order to meet the lockdown regulations and also to ensure that the Department is able to perform its mandate under this circumstances which were declared by the State President.

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.

The issue of Covid 19 pandemic has dramatically changed the entire processes and systems which were in place for the functioning of the Department. Other means of working to human capacity were revised and implemented through assistance of HR - Employment and Health Unit which they were guided by the DPSA. It's still mandatory of the Department to ensure its support and guidance to municipalities that they are rendering best service delivery to the entire communities of the province beyond this pandemic.

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:

SALARY LEVEL	PROG 1	PROG 2	PROG 3	PROG 4	PROG 5	TOTAL
1	0	0	0	0	0	0
2	0	0	0	16	0	16
3	1	0	0	35	3	39
4	2	0	0	0	0	2
5	19	1	3	3	0	26
6	0	0	0	15	0	15
7	37	17	13	15	6	88
8	20	4	10	1	0	35
9	14	10	8	0	0	32
10	2	2	0	1	0	5
11	14	5	10	0	0	29
12	5	7	11	0	1	24
13	5	7	4	0	1	17
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
TOTAL	123	57	60	87	11	338

## Municipal Administration

The declaration of COVID 19 as an pandemic by the World Health Organisation and the subsequent declaration of the National State of Disaster by President Ramaphosa meant that in an effort to curb the spread of COVID 19 the country was effectively placed under lockdown, level 5 on 26 March 2020 with complete restriction on movement with the exception of medical emergency. This had a detrimental effect on the plan itself for 2021/2022 financial year activities of the Directorate. Most of the normal activities will be restricted and guided by the regulation. For example, municipal visits and workshops will not be properly convened due to the lockdown restrictions in place on gatherings. Electronical system would be a resorted area of functioning for the better implementation of this plan, however the lack municipal capacity in this regard also presented a challenge. The Directorate has been mandated to monitor compliance with regulation and advice to all Free State municipalities. In particularly to administer and implement the following pieces 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.

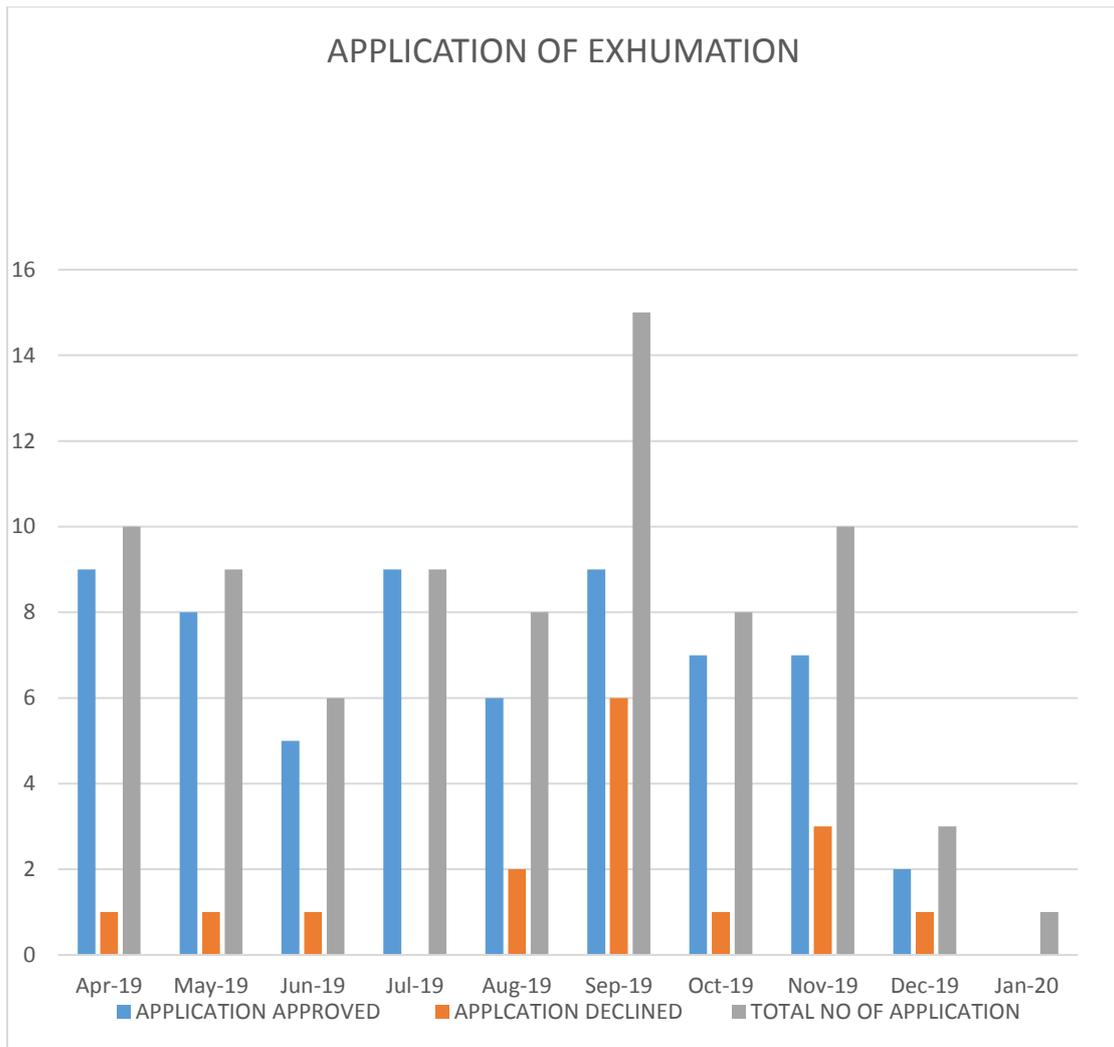
After promulgation of standard by-laws by the MEC, their adoption is the legislative prerogative of the municipal council in terms of Section 12 of Municipal Systems Act, 2000). Councils in municipalities may also identify and develop new by-laws not on the list of MEC's standard by-laws and the Directorate 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
Setso	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
Metsimantlo	07
Mafube	04
Lejweleputsoa	00
Masilonyana	41
Tokologo	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 published a formula in the Government Gazette; this formula was designed to 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 is finalised by the Minister, MECs have determined the number of councillors for each municipality, and to publish same in their respective Provincial Gazette.

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

In terms of the provisions of section 18(3) of the Local Municipal Structures Act, 1998 (Act No 117 of 1998) and in preparation of the 2021 Local Government Election the MEC determined the number of Councillors in the Free State Province as follows.

#### 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	Setsotho 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	3	Death of a Councillor	11 November 2020
Mohokare	6	Death of a Councillor	11 November 2020
Mangaung	28 33	Death of a Councillor	11 November 2020
Dihlabeng	20	Death of a Councillor	09 December 2020
Mangaung	11	Death of a Councillor	09 December 2020

## Litigation Management

The Department after utilizing various assessment tools observed an alarming behaviour 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. Amongst other strategies that the unit has employed is the regular checking of the litigation registers of municipalities. 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 be finalised. Furthermore Municipalities have been given the strategy to present it to their respective council and for customization. Xhariep 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. Progress has been made in relation to the establishment of Thabo Mofutsanyana and the Provincial Legal Advisors Forum.

## Municipal Performance Monitoring

Sections 56 and 57 of the Municipal Systems Act (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 **129 senior managers' posts**; broken down as follows:

- 96 (74%) posts** are currently filled with **33 (26%) vacant posts**;
- 27 (28%)** of the filled positions are held by women;
  - 07 Municipal Managers, 03 Chief Financial Officers, 03 Directors: Technical Services, 05 Directors: Corporate Services, 07 Directors: Community Services, 01 LED &/Planning, and 01 other posts are held by women.

**10/23 municipalities** have filled all the top four positions which are the Municipal Manager, Chief Financial Officer, Director Corporate Services and the Director Technical Services.

The following 13 municipalities have vacancies in the top four senior managers' posts: Fezile Dabi DMs, Letsemeng, Kopanong, Mohokare, Masilonyana, Tswelopele, Matjhabeng, Dihlabeng, Setsoto, Maluti-a-Phofung, Moqhaka, Metsimaholo and Mafube LMs.

**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	20
No. filled	22	18	15
No. vacant	01	05	05
No. of females appointed	07	03	03

	DIRECTOR: CORPORATE SERVICES	DIRECTOR: TOWN PLANNING	DIRECTOR: COMMUNITY SERVICES
--	------------------------------	-------------------------	------------------------------

Total no. of posts	23	09	21
No. filled	16	05	13
No. vacant	07	04	08
No. of females appointed	05	01	07
<i>NB: Director Town Planning – is inclusive of Director's responsible for Planning and LED.</i>			

For more details and ease of reference, the following fixed term employment contracts are ending during the 2020-2021 and 2021 – 2022 financial year:

District	Municipality	Post	Termination Date
Xhariep	Kopanong LM	Director: Corporate Services	30/11/2021
	Letsemeng LM	Director: Community Services	31/10/2021
Lejweleputswa	Tokologo LM	Municipal Manager	30/06/2021
Thabo Mofutsanyana	Dihlabeng LM	Municipal Manager	31/08/2021
		Chief Financial Officer	31/01/2021
	Phumelela LM	Municipal Manager	30/09/2021
	Maluti-a-Phofung LM	Municipal Manager	31/07/2021
		Director: Corporate Services	03/01/2021
Fezile Dabi	Metsimaholo LM	Municipal Manager	31/07/2021

### 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).

Based on the preceding legislative requirement, herewith the outstanding employment contracts and performance agreements for the 2020/2021 financial period:

Section 82 of the Municipal Structures Act: Appointments of Municipal Managers:

- 0 ECs outstanding:**
- 04 PA outstanding:**
  - Letsemeng, Dihlabeng (Acting), Metsimaholo and Mafube (Acting).
- 09 FDF Outstanding:**
  - Mangaung Metro, Fezile Dabi DM, Letsemeng, Tswelopele, Setsoto, Dihlabeng (Acting), Maluti-a-Phofung, Metsimaholo, and Mafube.

Section 57 of the Municipal Systems Act: Appointments of Managers directly accountable to the municipal managers:

- 10 ECs outstanding:**
  - 04 Fezile Dabi DM (Director: Corporate Services, Director: Environmental Health & Emergency Services, Chief Financial Officer and Director: Local Economic Development & Tourism);

- 03 Letsemeng LM (Chief Financial Officer, Director: Technical Services and Director: Community Services);
  - 01 Maluti-a-Phofung LM (Director: Human Settlement);
  - 02 Mafube LM (Director: Corporate Services and Director: Technical Services).
- ❑ **12 PAs outstanding:**
- 02 Kopanong LM (Director: Technical Services and Acting Chief Financial Officer);
  - 04 Letsemeng LM (Chief Financial Officer, Director: Technical Services, Director: Community Services and Acting Director: Corporate Services);
  - 01 Dihlabeng LM (Acting)
  - 05 Metsimaholo LM (Acting Chief Financial Officer, Acting Director: Corporate Services, Acting Director: Technical Services, Acting Director: Social Services and Acting Director: Economic Development and Planning).
- ❑ **47 FDF outstanding:**
- 09 Mangaung Metro (Chief Financial Officer, Head: Corporate Service, Head: Planning, Head: Social Services, Head: Human Settlements & Housing, Head: Engineering Services, Head: Waste & Fleet Management, Head: Economic & Rural Development and Chief: Metro Police);
  - 04 Fezile Dabi DM (Chief Financial Officer, Director: Corporate Services, Director: Environmental Health and Director: Local Economic Development);
  - 02 Kopanong LM (Director: Technical Services and Acting Chief Financial Officer);
  - 04 Letsemeng (Chief Financial Officer, Director: Technical Services, Director: Community Services and Acting Director: Corporate Services);
  - 03 Tswelopele LM (Chief Financial Officer, Director: Corporate Services, Director: Technical Services);
  - 04 Setsoto (Chief Financial Officer, Director: Corporate Services, Director: Development & Planning and Director: Social Security),
  - 05 Dihlabeng LM (Chief Financial Officer (Acting), Director: Corporate Services, Director: Local Economic Development, Director: Community Services, Director: Public Works);
  - 07 Maluti-a-Phofung LM (Chief Financial Officer, Director: Technical Services, Director: Community Services, Director: Human Settlements, Acting Director: Local Economic Development, Director: Public Safety, Director: Sports, Arts & Culture);
  - 05 Metsimaholo LM (Acting Chief Financial Officer, Acting Director: Corporate Services, Acting Director: Technical Services, Acting Director: Social Services and Acting Director: Economic Development and Planning).
  - 04 Mafube (Chief Financial Officer, Director: Corporate Services, Director: Technical Services, Director: Community Services).

### **Municipal Support**

The MEC has appointed the following officials as Administrators and also Seconded officials to act in some positions as part of support by CoGTA to municipalities:

- ❑ Mangaung Metro: Mr M Mofokeng (Adv.) as the Administrator together with Mr T Mkhaza (Deputy Administrator); Me LM Mokheseng (Administration and Governance Support); Mr E Mohlahlo and Me M Sesing (Financial Support)
- ❑ Kopanong LM: Me SS Dhlamini as Acting Chief Financial Officer;
- ❑ Mohokare LM: Mr MF Lepheana (Adv) as Acting Director: Corporate Services;
- ❑ Nala LM: Me NE Radebe as Acting Municipal Manager.
- ❑ Dihlabeng LM: Mr J Lekgetho as Acting Municipal Manager;
- ❑ Maluti-a-Phofung LM: Mr T Mawonga as Strategic Support to MAP Water;
- ❑ Metsimaholo LM: Mr T Manele as the Administrator together with Mr M Mathe as Co-Administrator, Me K Lepesa as Acting CFO, Mr L Ntoyi as Acting Director Technical Services and Me P Qulungu as a Financial Advisor;

- Mafube LM: Mr TM Moremi as the Administrator together with Mr K Masekoane as Acting Municipal Manager.

In an effort to ensure compliance by municipalities during the financial year the directorate supported municipalities as follows:

- Nketoana LM - appointment of the Municipal Manager;
- Mangaung Metro - request for outstanding 2020/2021 performance agreements of the City Manager and HODs;
- Matjhabeng LM - advice regarding interviews of Director: Corporate Services;
- Setsoto LM – Public Protector investigation into the appointment of the Director: Corporate Services;
- Mangaung Metro, Xhariep DM, Mohokare, Masilonyana, Metsimaholo, Phumelela and Nketoana LMs assisted to upload all the policies and documents necessary for the Development of Local Government: Human Resource Policies, Systems And Procedures;
- Nketoana LM - Request for outstanding information regarding the appointment of the Municipal Manager;
- Kopanong LM - advert of Chief Financial Officer and Director Community Services;
- Eastern Cape CoGTA - assisted with the interpretation of the Basic outcome as per the result of the CBA;
- Letsemeng LM - advise on vacant positions of senior managers;
- Fezile Dabi DM - advice regarding cascading of performance management to staff below senior managers, Information Request - Audit of Legal Compliance 2019-20;
- Fezile Dabi DM – non-concurrence for the appointment of the Chief Financial Officer and the non-concurrence for the appointment of the Director: LED & Tourism;
- Masilonyana LM – concurrence for the appointment of the Acting Chief Financial Officer and the non-concurrence for the appointment of the Acting Director: Corporate Services;
- Metsimaholo LM – advise on the reduced turnaround timeframes for the completion of the recruitment and selection of senior managers;
- Metsimaholo LM – technical advice on the advertisement of the vacant senior managers;
- Tswelopele LM - advise on the recruitment and selection of senior managers;
- Maluti-a-Phofung LM - technical advice on the advertisement of the Director: Corporate.
- Kopanong LM – facilitation of competency assessment for interviewed candidates
- Mafube LM – verification of shortlisted candidates
- Metsimaholo LM – technical advisory services during interviews of vacant senior manager posts
- Matjhabeng LM – technical advice on compilation of appointment report for Director Technical Services
- Nala LM - – technical advice on compilation of appointment report for Director Technical Services
- Mafube, Kopanong and Nala LMs – support on institutionalization of PMS
  
- 03<sup>rd</sup> – 04<sup>th</sup> December 2020: Provincial PMS Forum (21 of the 23 municipalities attended except Xhariep and Lejweleputswa DMs) addressed the following matters:
  - Auditor General - Implications of Public Audit Amendment Act, Audit Methodology, Policy & Procedure in lodging complaints during audit
  - DCoG – Legislative Reform: MSA, Staff Regs, Prototypes and HR Policies
  - Provincial Treasury - Role of Risk Management unit in Performance Management.
  - Moqhaka Local Municipality - Best Practice on Clean Audit (2018/19)
  - Mafube Local Municipality – Institutionalization of PMS: support provided by CoGTA
  - FS CoGTA - District Development Model, filling of Senior Manager posts, Annual & Oversight Reports and Performance Agreements

### **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:

District	Municipality	PMS in Place	Adopted Framework	Is there human capacity to execute function	Capacity To Implement PMS
Metropolitan	Mangaung Metro	Partially	Yes	Yes	Yes
Xhariep	Xhariep DM	Yes	Yes	Yes	Yes
	Letsemeng LM	No	Yes	Yes	No
	Kopanong LM	Yes	Yes	Yes	Yes
	Mohokare LM	Yes	Yes	Yes	Yes
Lejweleputswa	Lejweleputswa DM	No	Yes	Yes	No
	Masilonyana LM	Partially	Yes	Yes	Yes
	Tokologo LM	No	Yes	No	No
	Tswelopele LM	Partially	Yes	No	No
	Matjhabeng LM	No	No	No	No
	Nala LM	No	Yes; not yet implemented	No	No
Thabo Mofutsanyana	Thabo Mofutsanyana DM	Yes	Yes	Yes	Yes
	Setsoto LM	Yes	Yes	Yes	Yes
	Dihlabeng LM	Yes	Yes	Yes	Yes
	Nketoana LM	Yes	Yes	Yes	Yes
	Maluti-a-Phofung LM	Yes	Yes	No	No
	Phumelela LM	Yes	Yes	Yes	Yes
	Mantsopa LM	Yes	Yes	Yes	Yes
Fezile Dabi	Fezile Dabi DM	Yes	Yes	Yes	Yes
	Moqhaka LM	Yes	Yes	Yes	Yes
	Ngwathe LM	Yes	Yes	Yes	Yes
	Metsimaholo LM	Yes	Yes	Yes	Yes
	Mafube LM	Yes	Yes	Yes	Yes

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

To respond to Cabinet Risk-Adjusted Levels, the Directorate had to adjust its performance targets but not impact negatively on service delivery. Taking into consideration the service delivery obligations of the Department, the needs of service recipient and safety of the incumbent against COVID-19 first and second wave, the Directorate utilized virtual communication to support municipalities. As soon as the Risk-Adjusted Level was at Level 1, the Directorate undertook to host its PMS forum in order to ensure that more municipalities are supported. Going forward, the Directorate will continue to monitor various Risk-Adjusted Levels and adjust support and monitoring of municipalities accordingly.

## 1.2 Municipal Finance

The following Audit outcomes from 2018/19 points out strong, medium and weak municipalities as far as financial administration, management and compliance capabilities:

**FREE STATE 2018/19 MUNICIPAL AUDIT OUTCOMES**

District	No	Auditee	Audit Outcomes			Movement
			2016/17	2017/18	2018/19	
Xhariep District	1	Xhariep	Unqualified	Unqualified	Unqualified	Unchanged
	2	Kopanong	Qualified	Qualified	Qualified	Unchanged
	3	Letsemeng	Disclaimer	Qualified	Qualified	Unchanged
	4	Mohokare	Disclaimer	Qualified	Qualified	Unchanged
Lejweleputswa District	1	Lejweleputswa	Unqualified	Unqualified	Unqualified	Unchanged
	2	Masilonyana	Disclaimer	Audit pending	AFS outstanding	
	3	Matjhabeng	Unqualified	Qualified	Qualified	Unchanged
	4	Nala	Unqualified	Qualified	Disclaimer	Regression
	5	Tokologo	Disclaimer	Disclaimer	Disclaimer	Unchanged
	6	Tswelopele	Unqualified	Qualified	Qualified	Unchanged
Thabo Mofutsanyana District	1	Thabo Mofutsanyana	Unqualified	Qualified	Unqualified	Improvement
	2	Dihlabeng	Unqualified	Qualified	Qualified	Unchanged
	3	Maluti-A-Phofung	Disclaimer	Disclaimer	Audit pending	
	4	Nketoana	Disclaimer	Qualified	Disclaimer	Regression
	5	Phumelela	Unqualified	Qualified	Unqualified	Improvement
	6	Setsoto	Unqualified	Qualified	Qualified	Unchanged
	7	Mantsopa	Qualified	Qualified	Qualified	Unchanged
Fezile Dabi District	1	Fezile Dabi	Adverse	Qualified	Disclaimer	Regression
	2	Mafube	Disclaimer	Disclaimer	Audit pending	
	3	Metsimaholo	Unqualified	Qualified	Qualified	Unchanged
	4	Moqhaka	Unqualified	Unqualified	Qualified	Unchanged
	5	Ngwathe	Qualified	Disclaimer	Qualified	Improvement
Municipal Entities	1	Centlec (Pty) Ltd	Unqualified	Qualified	Unqualified	Improvement
	2	Lejweleputswa Dev. Agency	Unqualified	Qualified	Unqualified	Improvement
	3	Maluti-A-Phofung Water (Pty) Ltd	Adverse	Audit pending	AFS outstanding	

Summary	2016/17	2017/18	2018/19
Adverse	2	0	0
Disclaimer	7	4	4
Qualified	3	16	11
Unqualified	13	3	6
Clean	0	0	0
Audit pending	0	2	2
AFS outstanding	0	0	2
Total	25	25	25

The majority of Municipalities could sustain their audit opinion during the 2018/19 MFMA audit. Only 3 Municipalities could improve their audit outcomes during the 2018/19 Audit. The audit outcome of the Thabo Mofutsanyana District Municipality and the Phumelela Local Municipality improved from Qualified to Unqualified while the Ngwathe Local Municipality improved from a Disclaimer audit opinion to a qualified audit opinion.

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

- a) Going concern
- b) Unauthorised, Irregular and Fruitless and Wasteful expenditure
- c) Conditional Grants
- d) Expenditure
- e) Revenue
- f) Trade and other Receivables
- g) 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) Fezile Dabi District Municipality
- b) Nala Local Municipality
- c) Nketoana Local Municipality

d) 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.

**AUDIT COMMITTEES: 2018/2019 AGSA ASSESSMENT**

MUNICIPALITY	PROVIDED LIMITED / NO ASSURANCE	PROVIDED SOME ASSURANCE	PROVIDED ASSURANCE
Xhariep DM			
Letsemeng LM			
Kopanong LM			
Mohokare LM			
Lejweleputswa DM			
Masilonyana LM	2018/19 AFS not finalised as yet		
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	2018/19 Audit pending		
Fezile Dabi DM			
Moqaka LM			
Ngwathe LM			
Metsimaholo LM			
Mafube LM	2018/19 Audit pending		

**# AGSA Management reports 2018/19**

**INTERNAL AUDIT UNITS: 2018/2019 AGSA ASSESSMENT**

<b>MUNICIPALITY</b>	<b>PROVIDED LIMITED / NO ASSURANCE</b>	<b>PROVIDED SOME ASSURANCE</b>	<b>PROVIDED ASSURANCE</b>
Xhariep DM			
Letsemeng LM			
Kopanong LM			
Mohokare LM			
Lejweleputswa DM			
Masilonyana LM	2018/19 AFS not finalised as yet		
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	2018/19 Audit pending		
Fezile Dabi DM			
Moqaka LM			
Ngwathe LM			
Metsimaholo LM			
Mafube LM	2018/19 Audit pending		

**# AGSA Management reports 2018/19**

**Municipal Public Accounts Committees (MPACs)**

The functionality of MPAC's for the 2018/19 financial year is summarised in the Table below taking into consideration the assurance provided for the 2018/19 financial year as reflected in the Management Letters of the respective Municipalities;

**MUNICIPAL PUBLIC ACCOUNTS COMMITTEES (MPAC's):  
2018/2019 AGSA ASSESSMENT**

MUNICIPALITY	PROVIDED LIMITED / NO ASSURANCE	PROVIDED SOME ASSURANCE	PROVIDED ASSURANCE
Xhariep DM			
Letsemeng LM			
Kopanong LM			
Mohokare LM			
Lejweleputswa DM			
Masilonyana LM	2018/19 AFS not finalised as yet		
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	2018/19 Audit pending		
Fezile Dabi DM			
Moqaka LM			
Ngwathe LM			
Metsimaholo LM			
Mafube LM	2018/19 Audit pending		

**# AGSA Management reports 2018/19**

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:

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

**Submission of the 2019/2020 Annual Financial Statements**

Due to the COVID-19 pandemic the date for submission of the 2019/2020 Annual Financial Statements were extended to 31 October 2020. However, 3 Municipalities still submitted the Statements late. These Municipalities are Mohokare, Nala and Mantsopa Local Municipalities.

Municipality	Date AFS received Auditor - General	Pre-Determined Objectives	Audit Work File	Date Draft Annual Report Submitted
DC 16 Xhariep	31/10/2020	31/10/2020	31/10/2020	31/10/2020
FS 161 Letsemeng	31/10/2020	31/10/2020	31/10/2020	31/10/2020
FS 162 Kopanong	Outstanding	Outstanding	Outstanding	Outstanding
FS 163 Mohokare	30/11/2020	30/11/2020	30/11/2020	30/11/2020
DC 18 Lejweleputswa	31/10/2020	31/10/2020	31/10/2020	31/10/2020
FS 181 Masilonyana	Outstanding	Outstanding	Outstanding	Outstanding
FS 182 Tokologo	Outstanding	Outstanding	Outstanding	Outstanding
FS 183 Tswelopele	31/10/2020	31/10/2020	31/10/2020	31/10/2020
FS 184 Matjhabeng	31/10/2020	31/10/2020	31/10/2020	31/10/2020
FS 185 Nala	04/12/2020	04/12/2020	04/12/2020	04/12/2020
DC 19 Thabo Mofutsanyana	31/10/2020	31/10/2020	31/10/2020	31/10/2020
FS 191 Setsoto	31/10/2020	31/10/2020	31/10/2020	31/10/2020
FS 191 Dihlabeng	31/10/2020	31/10/2020	31/10/2020	31/10/2020
FS 193 Nketoana	31/10/2020	31/10/2020	31/10/2020	31/10/2020
FS 194 Maluti a Phofung	Outstanding	Outstanding	Outstanding	Outstanding
FS 195 Phumelela	31/10/2020	31/10/2020	31/10/2020	31/10/2020
FC 196 Mantsopa	04/12/2020	04/12/2020	04/12/2020	04/12/2020
DC 20 Fezile Dabi	31/10/2020	31/10/2020	31/10/2020	31/10/2020
FS 201 Moqhaka	31/10/2020	31/10/2020	31/10/2020	31/10/2020
FS 203 Ngwathe	31/10/2020	31/10/2020	31/10/2020	31/10/2020
FS 204 Metsimaholo	31/10/2020	31/10/2020	31/10/2020	31/10/2020
FS 205 Mafube	Outstanding	Outstanding	Outstanding	Outstanding
<b>Complied</b>	<b>14</b>	<b>14</b>	<b>14</b>	<b>14</b>
<b>Submitted Late</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>
<b>Outstanding: Prior year/s AFS not submitted</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>
<b>Outstanding: 2018/19 Audit only finalised in November 2020</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>
<b>Total</b>	<b>22</b>	<b>22</b>	<b>22</b>	<b>22</b>

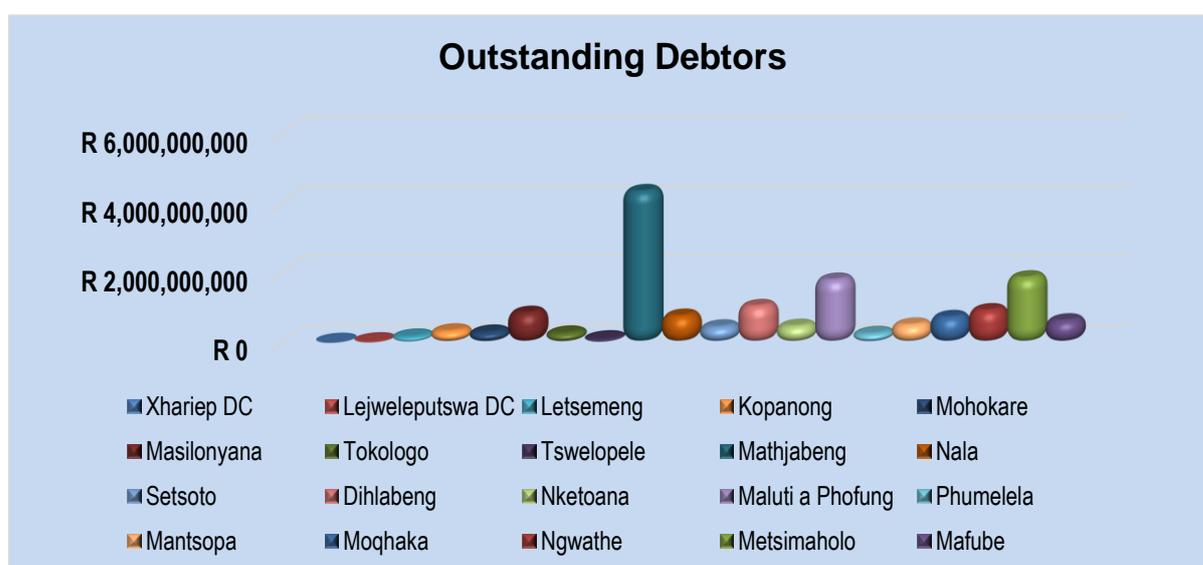
Entities	Date AFS received Auditor - General	Pre-Determined Objectives	Audit Work File	Date Draft Annual Report Submitted
Maluti a Phofung Water ( Pty ) Ltd	Outstanding	Outstanding	Outstanding	Outstanding
Lejweleputswa Development Agency (Pty ) Ltd	31/10/2020	31/10/2020	31/10/2020	31/10/2020
Fezile Dabi Development Agency	31/10/2020	31/10/2020	31/10/2020	31/10/2020
<b>Complied</b>	<b>2</b>		<b>2</b>	
<b>Submitted Late</b>	<b>0</b>		<b>0</b>	
<b>Outstanding: Prior year/s AFS not submitted</b>	<b>1</b>		<b>1</b>	
<b>Outstanding: 2018/19 Audit only finalised in November 2020</b>	<b>0</b>		<b>0</b>	
<b>Total</b>	<b>3</b>		<b>3</b>	

The Maluti a Phofung Local Municipality only submitted the 2018/2019 Annual Financial Statements to the AGSA on 11 December 2020 for auditing. While the Mafube Local Municipality only submitted the 2018/2019 and 2019/2020 Annual Financial Statements to the AGSA on 19 February 2021.

## 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.

OUTSTANDING DEBTORS AS AT 31 DECEMBER 2020					
Municipalities	Current	30 + Days	60 + Days	120 + Days	Total
Xhariep DC	R 0	R 76,450	R 142,940	R 3,392,404	R 3,611,794
Lejweleputswa DC	R 0	R 0	R 0	R 30,049,945	R 30,049,945
Letsemeng	R 4,667,034	R 2,785,260	R 9,059,350	R 155,973,874	R 172,485,518
Kopanong	R 5,436,301	R 2,837,279	R 2,904,051	R 319,379,341	R 330,556,972
Mohokare	R 26,338	R 11,082,296	R 5,485,719	R 279,031,418	R 295,625,771
Masilonyana	R 17,759,960	R 15,340,418	R 15,409,861	R 797,126,841	R 845,637,080
Tokolologo	R 5,743,916	R 5,226,849	R 5,917,740	R 251,248,469	R 268,136,974
Tswelopele	R 5,808,075	R 4,907,924	R 3,505,243	R 97,935,866	R 112,157,108
Mathjabeng	R 153,686,150	R 163,373,112	R 117,230,326	R 3,908,750,533	R 4,343,040,121
Nala	R 21,219,982	R 15,361,688	R 14,938,679	R 711,236,868	R 762,757,217
Setsoto	R 35,475,380	R 13,515,966	R 15,046,252	R 386,101,101	R 450,138,699
Dihlabeng	R 67,716,406	R 24,598,879	R 23,268,517	R 925,385,033	R 1,040,968,835
Nketoana	R 16,373,945	R 13,729,860	R 10,268,991	R 427,790,434	R 468,163,230
Maluti a Phofung	R 38,496,332	R 39,718,125	R 29,482,554	R 1,691,848,473	R 1,799,545,484
Phumelela	R 1,993,285	R 4,998,530	R 4,938,239	R 243,659,356	R 255,589,410
Mantsopa	R 2,670,042	R 11,490,875	R 15,250,971	R 476,065,288	R 505,477,176
Moqhaka	R 25,657,441	R 23,155,966	R 13,790,861	R 662,135,878	R 724,740,146
Ngwathe	R 74,078,699	R 29,017,171	R 817,663,452	R 0	R 920,759,322
Metsimaholo	R 75,510,199	R 78,344,912	R 57,084,234	R 1,653,439,325	R 1,864,378,670
Mafube	R 12,474,929	R 13,639,075	R 13,066,899	R 587,445,688	R 626,626,591
<b>Total</b>	<b>R 564,794,414</b>	<b>R 473,200,635</b>	<b>R 1,174,454,879</b>	<b>R 13,607,996,135</b>	<b>R 15,820,446,063</b>

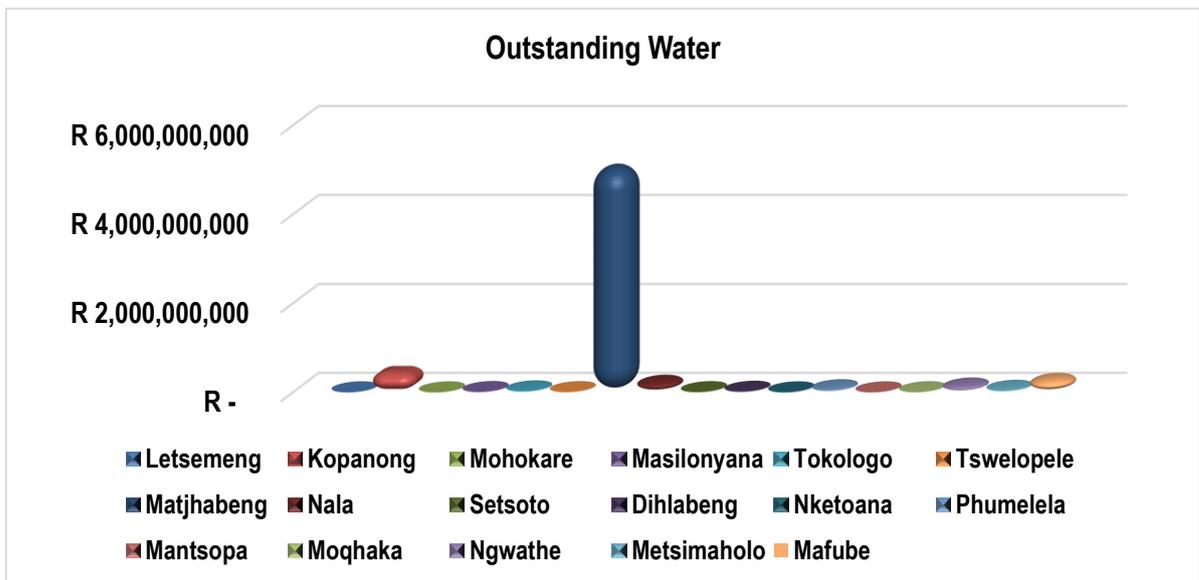
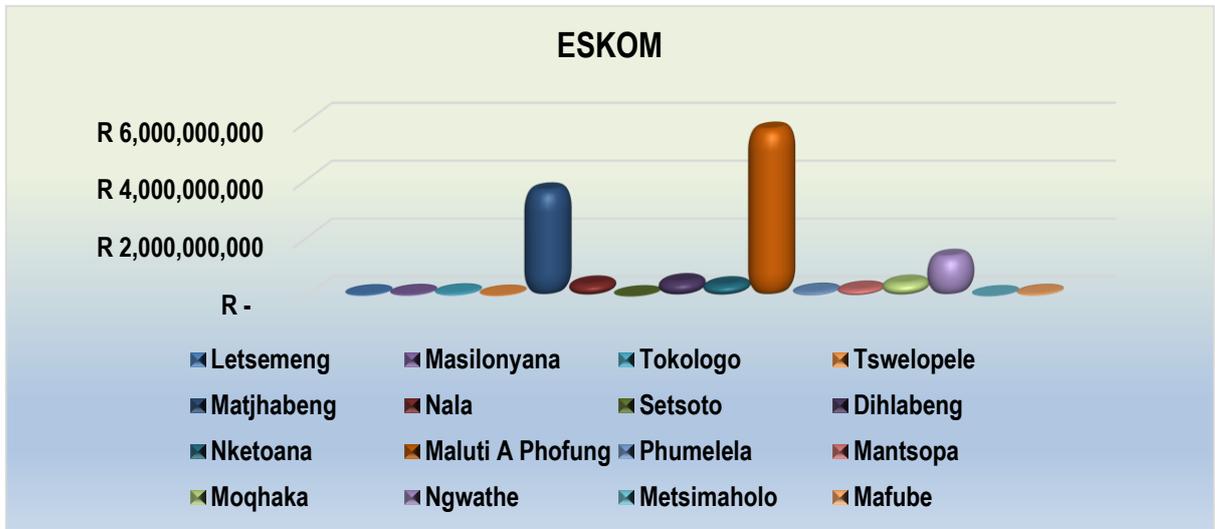


**The following are main root causes for the deteriorating debt position of municipalities:**

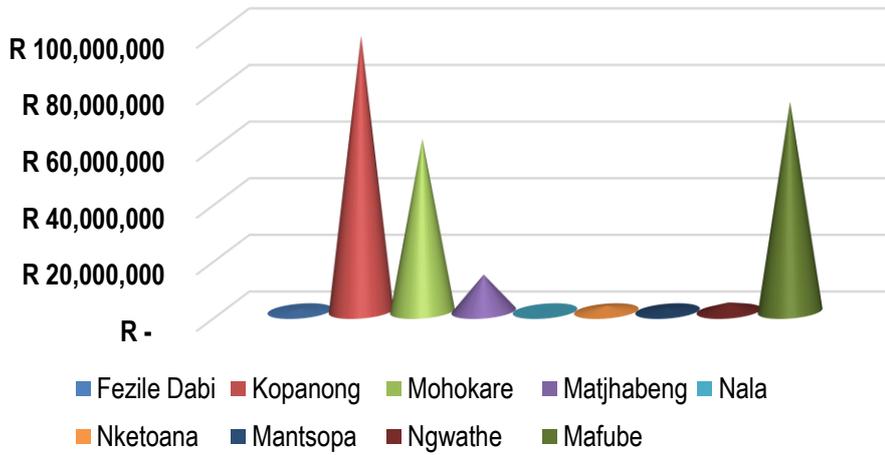
- a) Absence of, or restricted application of credit control
- b) Incorrect, incomplete, dormant information in consumer debtor data bases – Debtor data base verifications over due
- c) Incorrect, irregular meter readings and billing of consumers
- d) Failure by most Municipalities to apply the procedure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

**Creditors**

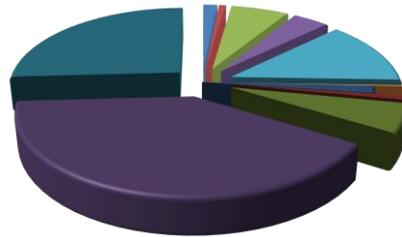
CREDITORS PAYABLE ON 31 DECEMBER 2020								
Municipality	ESKOM AS AT 31/12/2020	Water Boards as at 31/12/2020	Outstanding Pension (30 days Plus)	Outstanding Other Salary Deductions (30 days Plus)	SARS (PAYE, UIF & VAT)	AGSA	Other Creditors (30 days Plus)	Total Creditors
Xhariep			R -	R -	R -	R 641,772	R 6,576,634	R 7,218,406
Lejweleputswa			R -	R 4,295,313	R -	R -	R 3,128,619	R 7,423,932
Thabo Mofutsanyana			R -	R 1,996,399	R 1,495,320	R -	R -	R 3,491,719
Fezile Dabi			R 836,626	R 453,245	R -	R 64,354	R -	R 1,354,225
Letsemeng	R 69,781,191	R 3,551,589	R -	R 3,464,304	R 732,870	R -	R 8,951,733	R 86,481,687
Kopanong	R -	R 429,383,712	R 97,365,229	R 3,013,620	R 6,210,526	R 2,206,579	R 15,689,169	R 553,868,835
Mohokare	R -	R 100,644	R 60,970,287	R 1,197,408	R 3,860,811	R 6,219,249	R 22,156,868	R 94,505,267
Masilonyana	R 83,849,337	R 15,843,970	R -	R -	R -	R 3,088,677	R 15,193,430	R 117,975,414
Tokologo	R 112,089,805	R 42,543,421	R -	R 1,126,096	R -	R 1,735,157	R 2,633,183	R 160,127,662
Tswelopele	R 43,370,559	R 11,014,796	R -	R -	R -	R 150,018	R 205,300	R 54,740,673
Matjhabeng	R 3,645,570,122	R 5,006,090,030	R 12,913,380	R -	R 12,301,311	R 2,537,942	R 145,813,409	R 8,825,226,194
Nala	R 416,258,169	R 217,196,009	R 4,470	R -	R 171,771	R 455,206	R 19,199,353	R 653,284,978
Setsoto	R 11,271,593	R 10,886,245	R -	R -	R -	R 1,922,936	R 4,785,712	R 28,866,486
Dihlabeng	R 499,984,486	R 28,984,946	R -	R -	R -	R 949,437	R 101,494,119	R 631,412,988
Nketoana	R 388,911,345	R 1,451,176	R 1,934,858	R 1,192,057	R 1,397,674	R 5,008,194	R 20,919,706	R 177,258,777
Maluti A Phofung	R 5,743,518,842	R -	R -	R -	R -	R 1,740,668	R 30,123,383	R 5,775,382,893
Phumelela	R 142,337,323	R 84,768,666	R -	R 1,802,092	R 866,966	R 5,512,674	R -	R 235,287,721
Mantsopa	R 227,012,365	R 1,709,279	R 1,280,310	R 1,836,381	R 5,490,717	R 4,928,383	R 18,063,850	R 260,321,285
Moqhaka	R 448,506,045	R 7,686,517	R -	R -	R -	R 7,731,118	R 19,111,626	R 483,035,306
Ngwathe	R 1,352,498,521	R 138,656,680	R 3,085,428	R 4,255,293	R 38,895,497	R 3,953,106	R 4,255,293	R 1,545,599,818
Metsimaholo	R 19,778,718	R 63,757,000	R -	R -	R -	R 2,034,000	R 80,496,000	R 166,065,718
Mafube	R 88,507,174	R 267,219,277	R 74,000,730	R 4,111,169	R 24,923,818	R 8,740,958	R 50,548,992	R 518,052,118
<b>Total</b>	<b>R 13,293,245,595</b>	<b>R 6,330,843,957</b>	<b>R 252,391,318</b>	<b>R 28,743,377</b>	<b>R 96,347,281</b>	<b>R 59,620,428</b>	<b>R 569,346,379</b>	<b>R 20,386,982,102</b>



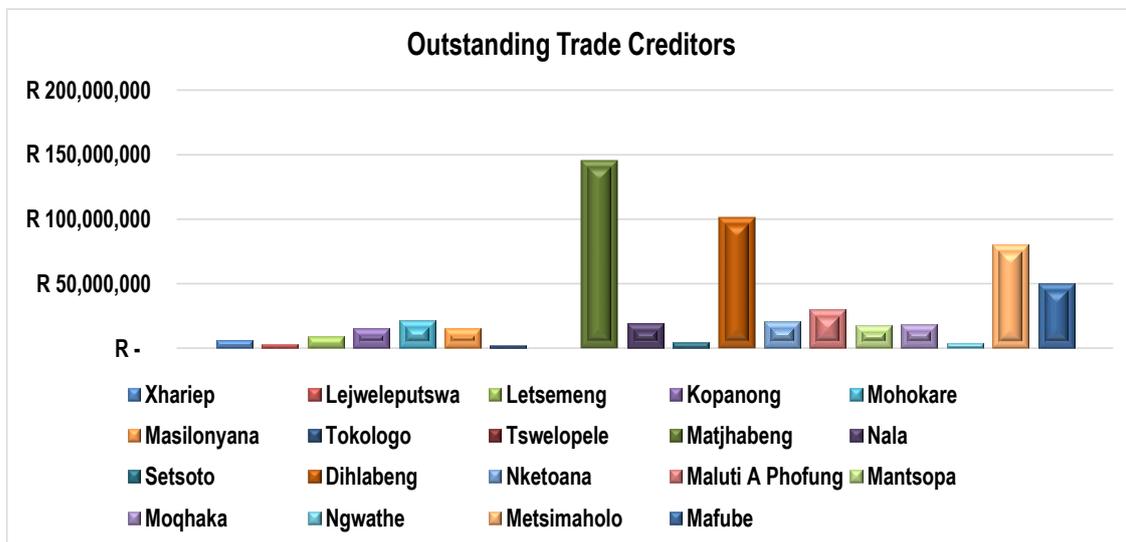
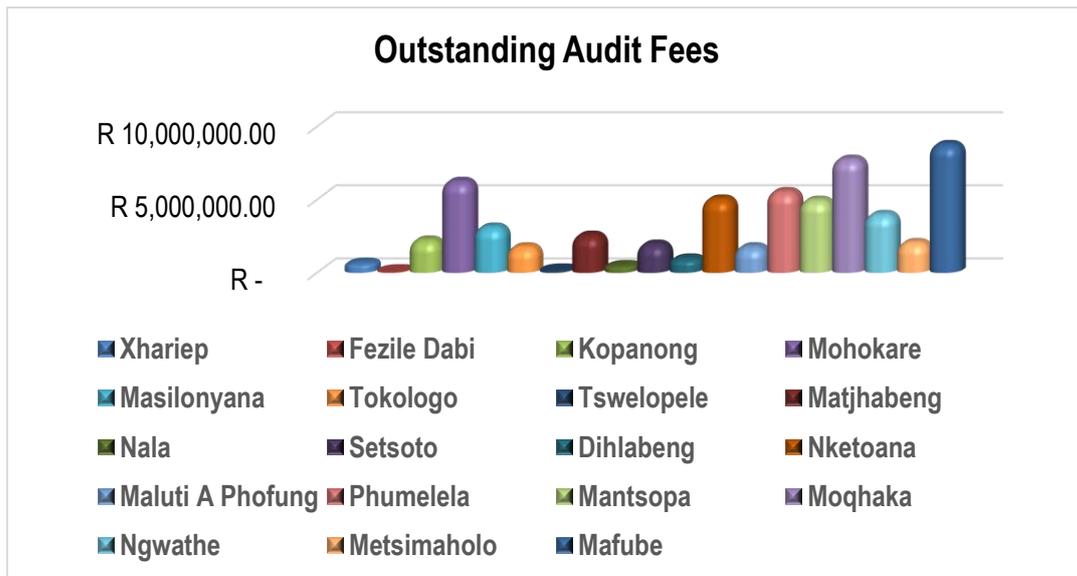
### Outstanding Pension Fund Contribution



### SARS



- |                    |            |          |
|--------------------|------------|----------|
| Thabo Mofutsanyana | Letsemeng  | Kopanong |
| Mohokare           | Matjhabeng | Nala     |
| Nketoana           | Phumelela  | Mantsopa |
| Ngwathe            | Mafube     |          |



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

#### Municipal Finance and COVID 19 pandemic

Pre-existing concerns over the financial position of Free State Municipalities aside, more and more Local Municipalities find it increasingly difficult to deliver electricity, water, and sanitation to communities as a result of the COVID19 pandemic. Some of the challenges that Local Municipalities face in executing regulations pertaining to expanded service delivery included the need to double if not triple the volume of water delivered to communities to maintain hygienic standards. Expanded services, specifically water tanks, and water tankers while costly, are providing vital relief in the battle against the pandemic. Overall Free State Municipalities owed Bloem Water and Sedibeng Water Board the amount of R5,642,869,055.00 as at the beginning of December 2020. The residents of some Municipalities experienced interruptions in water supply, often over several consecutive days. Particularly Mohokare Local Municipality is experiencing challenges in this regard. Procuring water tanker trucks for Council provide an avenue to ensure a more affordable and sustainable option instead of hiring such equipment.

For the 2020/21 financial year, National Treasury projected that Municipal collection rates will continue to decline up until at least the end of June 2021. Electricity is anticipated to present a major challenge as electricity revenue is often used to cross-subsidise other non-revenue municipal functions. As at 31 December 2020, Free State Municipalities collectively owed Eskom R13,517,953,066.00. A recent watershed judgment by the Supreme Court of Appeal has dealt a hefty blow to Eskom's plans to collect from non-paying customers in finding that Eskom's decision to interrupt power supply to defaulting municipalities was irrational. Eskom is constrained by R480 billion in debts and remains reliant on government interventions to remain functional. Because Eskom has in numerous instances interrupted electricity supply to defaulting and arrears Municipalities in a bid to extract payment, most Free State Municipalities are hopeful that the High Court ruling would grant them too some reprieve. However, notwithstanding the High Court ruling, Eskom is proceeding with the attachment of municipal assets. The attachments affect Municipalities negatively and impact on their abilities to render sustainable services at a crucial point in time.

Due to the limitations that the COVID-10 pandemic place on normal operational duties the Directorate will continue to monitor and support Municipalities through limited physical interactions during the oversight visits, support and advisory engagements. Much reliance will be placed on virtual meetings and engagements, the electronic submission of financial and other compliance related documentation. Furthermore, if and where possible 3<sup>rd</sup> party confirmations would be obtained from key stakeholders such as Eskom, the various Water Boards, Pension Funds and Medical Aid Schemes. In addition the Directorate will also maintain close co-operation and liaison with key stakeholders such as the Auditor-General, Provincial Treasury and the National Department of Cooperative Governance and Traditional Affairs.

It need be appreciated that it is not only the Department that supports Municipalities with improving their audit outcomes. Key stakeholders such as Provincial Treasury and SALGA do have dedicated units and programmes to achieve this objective. As such the Department would not entertain overlaps and duplications in support already granted to Municipalities. In the broader context the Free State Provincial Government does not have budget provisions to invest in turning-around the financial position and addressing other challenges in Municipalities placed under intervention. Although all other Sector Departments do provide their inputs in the compilation of the financial recovery plans at Municipalities this Department remains virtually the only stakeholder that contributes financially to achieving the desired outcomes in financial recovery plans. This implies the remuneration of Representatives of Executive Council, Administrators and other experts deployed to enhance the available capacity in these Municipalities. In addition the Department also assist in intervention Municipalities to contract expertise of external service providers if and when necessary. Moreover the Department provides limited financial support in the last instance to provide Municipalities with the opportunity to honour and where possible restructure their financial obligations towards the compensation of employees, the payment of 3<sup>rd</sup> party deductions and to stabilise and ensure the supply of bulk services by Eskom and the various Water Boards.

Considering the advanced deterioration in the financial situation of most intervention Municipalities and the Department's own limited financial and human resources, skill and capacity it is not always possible to extent support of this nature to more than a few vulnerable and embattled Municipalities.

#### **“Assess the functionality of audit committees”**

This KPI derives from a former long standing standardised Key Performance Indicator. The Department has no direct control over this KPI in the context that the Department cannot establish or even convene Audit Committees on behalf of District and Local Municipalities. Therefore the KPI relates to monitoring, supporting and reporting on the status of Audit Committees in Municipalities.

### 1.3 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-Intabazwe) 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. Not much has happened during the period under review because of COVID 19 Regulations which limits the number of people gathering at any point in time. Efforts have been made in the sector to strengthen mechanisms for involvement of the vulnerable groups in some of the core municipal processes, using social platforms.

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; there are still no 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*. The challenge here is that these manual complaints systems are never updated or effectively applied.

#### 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.

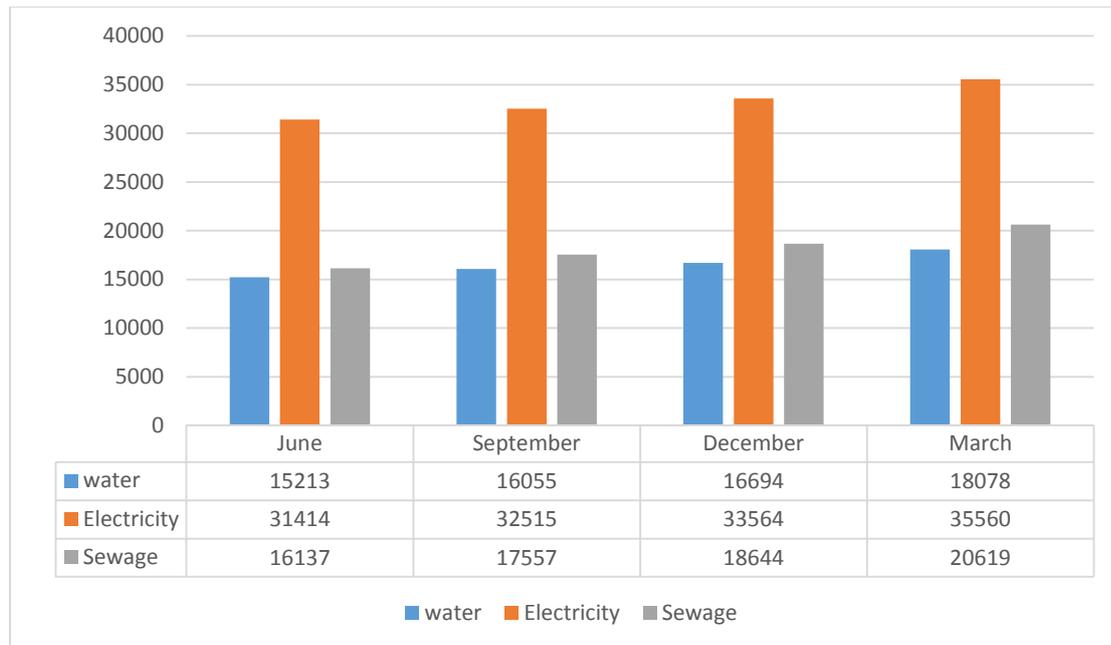
The following municipalities are currently using the system albeit on varying levels

- 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 2020/2021 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 are 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 (those without smartphones) 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, to this end officials and elected representatives(Dihlabeng) were trained on the use of the platform, however, the roll-out programme was disrupted by COVID 19 pandemic.

### 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 and Xhariep District not convening both Technical and Political IGR meetings.

### **Ward Committees.**

308 out of 309 ward committees were established. Ward 5 (Intabazwe) 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). Ward committees have been very central in the fight against COVID 19 pandemic, for instance they were very useful in the identification of beneficiaries and distribution of social relief interventions. 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 were assisted with training on the roles and responsibilities of ward committees and filling of ward committee vacancies. The Department supported all municipalities to convene regular ward committee forums to ensure that challenges faced by ward committees are addressed.

The Department also embarked 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. The Department continues to support municipalities to develop and implement Service Standards and charters.

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

The Department continues to 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 developed by the Office of the Premier and the Presidency.

### **1.4 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	Yes
FEZILE DABI	Moqhaka	Yes	Yes
	Ngwathe	Yes	Yes
	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 1 of the 18 municipalities' Municipal Planning Tribunal is not operational due to a number of reasons. Lack of capacity, incomplete land development applications and delay on appointing new 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 and support 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
- 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 municipalities with the compiling and review of Spatial Development Framework (SDF).in terms of sections 20 and 21 of Spatial Planning and Land Use Management Act, Act 16 of 2013 (SPLUMA). Many municipalities were supported with the drafting of the SDFs in the previous MTSF period. While some spatial development frameworks are under review the unit has undertaken to continue supporting the following municipalities:

- Mafube Local Municipality.
- Tswelopele Local Municipality
- Nkeotana Local Municipality
- Xhariep District Municipality

The drafting process of the aforementioned Spatial Development Frameworks is in the final stages.

The unit is supporting the municipalities with the compiling of Land Use Schemes that are compliant with SPLUMA. The following municipalities are supported:

- Letsemeng Local Municipality
- Ngwathe Local Municipality
- Mafube Local Municipality
- Maluti-a-Phofung Local Municipality

It is envisaged that all the above mentioned Land Use Schemes will be completed in this current financial year although there are challenges.

There are challenges associated with the Covid19 pandemic. This restricts movement and required public participation for the compilation of the Spatial Development Frameworks and Land Use Schemes. The Department has resorted to the use of virtual meetings but this has its own challenges, preeminent amongst them is lack of access to internet by some municipalities.

### **1.5 Integrated Development Planning (IDP)**

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:

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

Due to the magnitude and severity of the COVID-19 outbreak and it being classified as a national disaster by the Head of the National Disaster Management Centre. Following the declaration of the national state of disaster, the Minister issued the COVID-19 Regulations and Directives for Municipalities in a bid to respond and contain the spread of the disease and that has seriously and negatively impacted on planning across three spheres of Government as the Current planning platforms do not provide an opportunity for municipalities to engage timeously with sector departmental plans to be able to adequately incorporate them into their IDPs.

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 Remote Draft IDP Assessment Sessions that were held from the 15<sup>th</sup> May 2020 to 05<sup>th</sup> June 2020, and subsequently assessment reports was generated and shared with all municipalities to consider comments or inputs made during remote draft IDP assessment sessions and incorporate into their final IDP documents.

Specific area of focus	Progress to date
Annual IDP assessment sessions	The directorate to date coordinated, conducted and facilitated remote draft IDP 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 three Virtual Provincial IDP Managers forum under Jitsi. Meet Platform and Zoom. 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 Virtual Provincial IDP Support Meeting. Under Zoom platform. 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 Virtual Provincial IDP Capacity Building Using Jitsi.Meet platform. 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 Remote Municipal IDP Engagements that took place from the 23 October 2020 – 30 <sup>th</sup> November 2020. The purpose was to lobby and solicit support from sector departments for all 23 municipalities during the review of IDP for 2021/2022 financial year.

## 1.6 Local Economic Development. (LED)

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), Mohokare (2020), Maluti a Phofung (2017), Metsimaholo (2017) and Masilonyana (2019)

The following municipalities are assisted by COGTA with the review of the LED strategies: Xhariep, Kopanong, Tokologo, Setsoto, Dihlabeng, Ngwathe, Phumelela, Fezile Dabi DM, Mafube, Nketoana, Moqhaka, Metsimaholo, 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 and Letsemeng.

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, 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. The LED Strategies will also focus on the recovery of the economy due to the current Covid 19 situation in the country;
- 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.

The outbreak of the Corona virus in South Africa in December 2020 and the declaration of the national state of disaster and COVID-19 Regulations and Directives had a huge impact on the local economies of municipalities that need to be addressed. Extraordinary measures need to be taken and put in place to restore the economy to inclusive growth. The virus has caused devastation to the lives of people as well as the economy of the Free State. The Economic Reconstruction and Recovery Plan that was developed, in October 2020, for the country is to support a rapid economic rebound through 4 priority interventions: **Massive roll out of infrastructure, rapid expansion of energy generation capacity, employment stimulus to create jobs and support livelihoods and the drive for industrial growth.** District and Metro Municipalities were requested by National Dept of Cooperative Governance to develop District /Metro Economic Recovery Plans that will assess the current situation with the impact of Covid 19 and to come up with recovery and implementation plans in order to achieve the goals as set in the Economic Reconstruction and Recovery Plan. The implementation of the plans will be key in giving effect to the recovery plans. The availability of different Covid Relief Initiatives are already rolled out to communities, this will require greater coordination and integration between the spheres of government.

COGTA will play a supporting role in the implementation of the Recovery Plans, in order to ensure alignment with the LED Strategies of municipalities.

Due to the Covid 19 Regulations the normal planning processes within municipalities have been effected negatively. The process of participation have been limited by the regulations and this result in municipalities not being able to engage with Sector Department and other role players in economic development. This having a direct impact on the inputs for LED strategies as well as the participation in Business Development Forums. The new normal is to engage virtually, but there is also limitations in this regard, such as availability of IT equipment and internet connections. The Department will continue to engage with municipalities to provide the support as required via telephonic discussions, email reporting or where possible one-on-on visits. The Provincial LED meetings will be done virtually.

## 1.7 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

## 1.8 Municipal Infrastructure

The Municipal Infrastructure Grant (MIG) continued to contribute towards municipal service delivery in the Province during the 2019/2020 MIG financial year (July 2019-June 2020) and the 2020/2021 MIG financial year (July 2020-Dec 2020) which overlapped with the Provincial financial years:

### a) 2019/2020 MIG financial year

A total amount of R652,348,027.93(85%) out of a revised allocation of R770,107,000.00 was spent as at 30 June 2020. With regard to the 2018/2019 MIG roll over to the amount of R18,399,902.01, an amount of R11,085,728.71 was spent in respect of Lejweleputswa District Municipality for the implementation of Masilonyana MIG projects.

Nine (9) Municipalities, during the financial year receive MIG funds on a Cost Reimbursement method whereby monthly transfers were done based on claims received by the Municipality.

The MIG expenditure per Municipality as at 30 June 2020 is indicated underneath:

Municipality	Expenditure vs MIG Allocation 2019/2020					
	Allocation	Adjustment (March 2020)	Revised Allocation	Expenditure	%	Balance
<i>Letsemeng (FS161)</i>	17 149 000.00	-	17 149 000.00	10 459 354.82	61%	6 689 645.18
<i>Kopanong (FS162)</i>	20 540 000.00	-	20 540 000.00	14 580 548.12	71%	5 959 451.88
<i>Mohokare (FS163)</i>	17 991 000.00	-	17 991 000.00	8 389 508.05	47%	9 601 491.95
<b>Xhariep (DC16)</b>	-					-
<i>Masilonyana (FS181)</i>	32 421 000.00	-	32 421 000.00	23 717 261.85	73%	8 703 738.15
<i>Tokologo (FS182)</i>	16 553 000.00	-	16 553 000.00	15 232 110.11	92%	1 320 889.89
Tswelopele (FS183)	16 488 000.00	-	16 488 000.00	11 441 629.27	69%	5 046 370.73
<i>Matjhabeng (FS184)</i>	119 070 000.00	-	119 070 000.00	74 681 096.00	63%	44 388 904.00
Nala (FS185)	29 645 000.00	-	29 645 000.00	28 434 878.15	96%	1 210 121.85
<b>Lejweleputswa (DC18)</b>	-					-
Setsoto (FS191)	47 203 000.00	-	47 203 000.00	41 682 723.73	88%	5 520 276.27
Dihlabeng (FS192)	38 648 000.00	10 000 000.00	48 648 000.00	48 648 000.00	100%	-
Nketoana (FS193)	38 372 000.00	6 000 000.00	44 372 000.00	44 372 000.00	100%	-
<i>Maluti-a-Phofung (FS19)</i>	162 763 000.00	-	162 763 000.00	162 763 000.00	100%	-
Phumelela (FS195)	21 048 000.00	-	21 048 000.00	21 048 000.00	100%	-
<i>Mantsopa (FS173)</i>	19 971 000.00	-	19 971 000.00	13 105 238.53	66%	6 865 761.47
<b>Thabo Mofutsanyana (DC19)</b>						
Moqhaka (FS201)	40 178 000.00	-	40 178 000.00	40 178 000.00	100%	-
Ngwathe (FS203)	41 971 000.00	-	41 971 000.00	36 656 808.10	87%	5 314 191.90
Metsimaholo (FS204)	51 652 000.00	-	51 652 000.00	34 513 871.20	67%	17 138 128.80
<i>Mafube (FS205)</i>	22 444 000.00	-	22 444 000.00	22 444 000.00	100%	-
<b>Fezile Dabi (DC20)</b>			-	-		-
Provincial Total	754 107 000.00	16 000 000.00	770 107 000.00	652 348 027.93	85%	117 758 972.07

**The MIG expenditure per Municipality can be categorized as follows:**

6 Municipalities namely Dihlabeng, Nketoana, Maluti a Phofung, Phumelela, Moqhaka and Mafube reported 100 % expenditure:

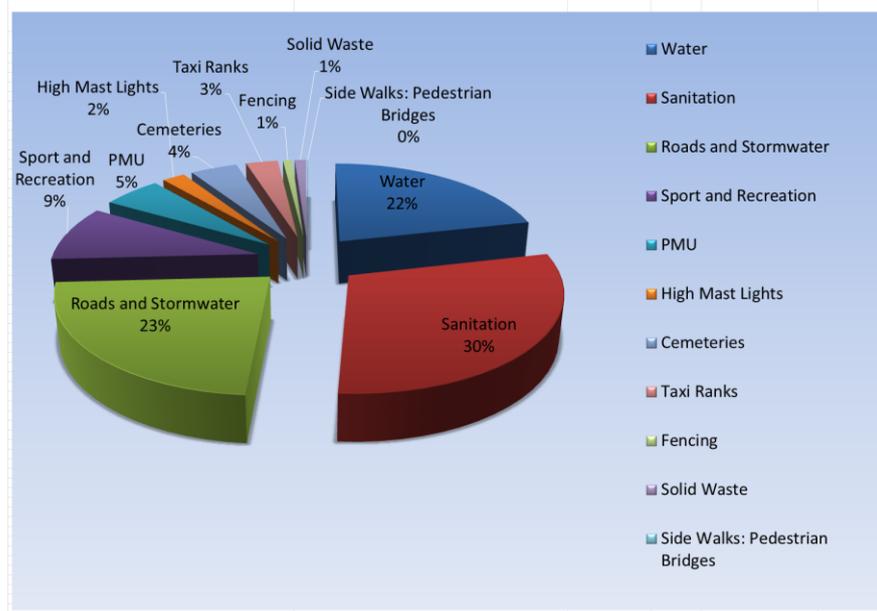
12 Municipalities did not spend 100% of their 2019/2020 MIG allocation due to the following reasons:

Letsemeng (61%)	Cost Reimbursement. The late implementation of projects by the Municipality and the National Lockdown resulted in the lower than expected expenditure.
Kopanong (71%)	Cost Reimbursement. The late implementation of projects by the Municipality and the National Lockdown resulted in the lower than expected expenditure.
Mohokare (47%)	Cost Reimbursement. The late implementation of projects by the Municipality and the National Lockdown resulted in the lower than expected expenditure.
Masilonyana (73%)	Cost Reimbursement. The late implementation of projects by the Municipality and the National Lockdown resulted in the lower than expected expenditure.
Tokologo (92%)	Cost Reimbursement. The late implementation of projects by the Municipality and the National Lockdown resulted in the lower than expected expenditure.
Tswelopele (69%)	The late implementation of projects by the Municipality and the National Lockdown resulted in the lower than expected expenditure.
Matjhabeng (63%)	Cost Reimbursement. The late implementation of projects by the Municipality and the National Lockdown resulted in the lower than expected expenditure.
Nala (96%)	The late implementation of projects by the Municipality and the National Lockdown resulted in the lower than expected expenditure.
Setsoto (88%)	The late implementation of projects by the Municipality and the National Lockdown resulted in the lower than expected expenditure.
Mantsopa (66%)	Cost Reimbursement. The late implementation of projects by the Municipality and the National Lockdown resulted in the lower than expected expenditure.
Ngwathe (87%)	The late implementation of projects by the Municipality and the National Lockdown resulted in the lower than expected expenditure.
Metsimaholo (67%)	The late implementation of projects by the Municipality and the National Lockdown resulted in the lower than expected expenditure.

**MIG Project Categories and Households serviced: 30 June 2020**

The total amount of R663,433,756.64 (Roll over included) was therefore spent on the following project categories:

Expenditure 2019/2020 and 2018/2019 Roll Over				Households Served	
Water	R	142 146 906.26	21.4%	35 257	Internal Ret: 1000 in Dihlabeng Mautse
Sanitation	R	197 110 461.58	29.7%	86 364	Internal Ret: 1000 Dihlabeng; 350 Setsoto; 1209 in MAP
Roads and Stormwater	R	152 705 695.83	23.0%		<b>19.67km completed</b>
Sport and Recreation	R	61 336 412.19	9.2%	68 987	
PMU	R	35 408 385.10	5.3%		
High Mast Lights	R	13 820 242.30	2.1%	36 062	4 in Phumelela and 30 in Mantsopa
Cemeteries	R	28 586 271.36	4.3%		
Taxi Ranks	R	19 527 190.00	2.9%		
Fencing	R	5 585 839.49	1%	24 273	
Solid Waste	R	6 912 213.92	1.0%		
Side Walks: Pedestrian Bridges	R	294 138.61	0.0%		
<b>Subtotal</b>	<b>R</b>	<b>663 433 756.64</b>	<b>100.0%</b>	<b>250 943</b>	



**250 943** Households were serviced through MIG projects implemented and **19,67km** of roads and stormwater were completed during the 2019/2020 MIG financial year.

#### MIG Job creation: July 2019 – June 2020

**2685 (90%)** Jobs were created from the planned 3000 jobs and more specifically as follows:

- Adult Men: 910
- Adult Women: 335
- Young Men: 972
- Young Women: 398
- Disabled Men: 40
- Disabled Women: 30

#### Women jobs created:

**28% (763)** Women employed of the above total

**b) 2020/2021 MIG financial year**

The Provincial MIG Expenditure target for the end of January 2021 was set at 50%. A total amount of R341,473,642.28 (46%) out of a revised allocation of R737,098,000.00 was spent as at 31 January 2021.

The total MIG allocation for the 2020/2021 financial year was reduced with R9,159,000.00 (1,2% reduction) through the Division of Revenue Second Amendment Act.

Ten (10) Municipalities (Letsemeng, Kopanong, Mohokare, Masilonyana, Tokologo, Matjhabeng, Maluti-a-Phofung, Mantsopa, Metsimaholo and Mafube) will for the 2020/2021 financial year be on a Cost Reimbursement method whereby monthly claims will be verified by MISA before service providers can be paid.

Note must be taken that Municipalities are responsible for the procurement of service providers as well as for the Implementation of projects. The Provincial MIG Management Unit (CoGTA) is responsible for the monitoring of projects and support to Municipalities.

National Treasury finalized the Roll Over process for unspent 2019/2020 MIG funds and final approvals were given to the following Municipalities: Matjhabeng (R44.3m), Setsoto (R2m) and Lejweleputswa (R7.3m). The approved roll over amount for Lejweleputswa will be spend on projects in the Masilonyana Local Municipality. Roll over applications previously declined for Ngwathe (R5,3m) and Tswelopele (R5m) were reversed and approval granted.

National DCoG held under expenditure sessions with these Municipalities on 27 & 28 January 2021. The Provincial MIG Management Unit opposed the possible stopping of funds in all these Municipalities. National DCoG however identified the following Municipalities for a possible stopping of MIG funds: Tokologo, Matjhabeng, Dihlabeng and Metsimaholo. The decision was based on persistent under expenditure and these Municipalities not contractual committed on all projects. The final outcome of the process will be known during March 2021.

**The MIG expenditure per Municipality as at 31 January 2021 is indicated underneath:**

January 2021		Provincial Expenditure Target: 50%						
Municipality	Expenditure vs MIG Allocation 2020/2021				Unspent 2019/2020 MIG Funds	Roll Over (Approved)		
	Revised Allocation	Expenditure	%	Balance		2019/2020 Roll over amount	Expenditure	Balance
Letsemeng (FS161)	16 852 000,00	9 385 964,07	56%	7 466 035,93	6 689 645,18	-		
Kopanong (FS162)	20 177 000,00	8 925 867,33	44%	11 251 132,67	5 959 451,88	-	-	
Mohokare (FS163)	17 678 000,00	13 258 112,72	75%	4 419 887,28	9 601 491,95	-	-	
<b>Xhariep (DC16)</b>				-		-		
Masilonyana (FS181)	29 649 000,00	22 187 220,09	75%	7 461 779,91	8 703 738,15	-	-	
Tokologo (FS182)	16 268 000,00	-	0%	16 268 000,00	1 320 889,89	-		
Tswelopele (FS183)	16 204 000,00	9 802 688,87	60%	6 401 311,13	5 046 370,73	5 046 370,73	-	5 046 370,73
Matjhabeng (FS184)	116 796 000,00	41 895 256,22	36%	74 900 743,78	44 388 904,00	44 388 904,00	18 098 643,59	26 290 260,41
Nala (FS185)	29 106 000,00	18 278 341,90	63%	10 827 658,10	1 210 121,85	1 210 121,85	-	1 210 121,85
<b>Lejweleputswa (DC18)</b>				-	7 314 173,30	7 314 173,30	3 677 302,65	3 636 870,65
Setsoto (FS191)	46 323 000,00	21 040 590,72	45%	25 282 409,28	5 520 276,27	2 042 138,10		2 042 138,10
Dihlabeng (FS192)	46 823 000,00	6 210 461,63	13%	40 612 538,37	-			
Nketoana (FS193)	24 915 000,00	15 094 048,66	61%	9 820 951,34	-			
Maluti-a-Phofung (FS194)	159 643 000,00	84 974 731,06	53%	74 668 268,94	-			
Phumelela (FS195)	20 676 000,00	10 524 456,69	51%	10 151 543,31	-	-	-	-
Mantsopa (FS173)	19 619 000,00	14 558 710,89	74%	5 060 289,11	6 865 761,47	-		
<b>Thabo Mofutsanyana (DC19)</b>								
Moqhaka (FS201)	49 311 000,00	25 529 135,16	52%	23 781 864,84	-			
Ngwathe (FS203)	41 192 000,00	19 537 671,33	47%	21 654 328,67	5 314 191,90	5 314 191,90		5 314 191,90
Metsimaholo (FS204)	43 822 000,00	8 271 366,60	19%	35 550 633,40	17 138 128,80	-	-	-
Mafube (FS205)	22 044 000,00	11 999 018,34	54%	10 044 981,66	-			
<b>Fezile Dabi (DC20)</b>								
Provincial Total	737 098 000,00	341 473 642,28	46%	395 624 357,72	125 073 145,37	65 315 899,88	21 775 946,24	43 539 953,64

**2019/2020 MIG roll over:** An amount of R21,775,946.24 was spent from the approved roll over of R65,315,899.88 by the end of January 2021:

Municipality	Roll Over (Approved)		
	2019/2020 Roll over amount	Expenditure	Balance
Tswelopele (FS183)	5 046 370.73	-	5 046 370.73
Matjhabeng (FS184)	44 388 904.00	18 098 643.59	26 290 260.41
Nala (FS185)	1 210 121.85	-	1 210 121.85
<b>Lejweleputswa (DC18)</b>	<b>7 314 173.30</b>	<b>3 677 302.65</b>	<b>3 636 870.65</b>
Setsoto (FS191)	2 042 138.10		2 042 138.10
Ngwathe (FS203)	5 314 191.90		5 314 191.90
Provincial Total	65 315 899.88	21 775 946.24	43 539 953.64

**The MIG expenditure per Municipality can be categorized as follows:**

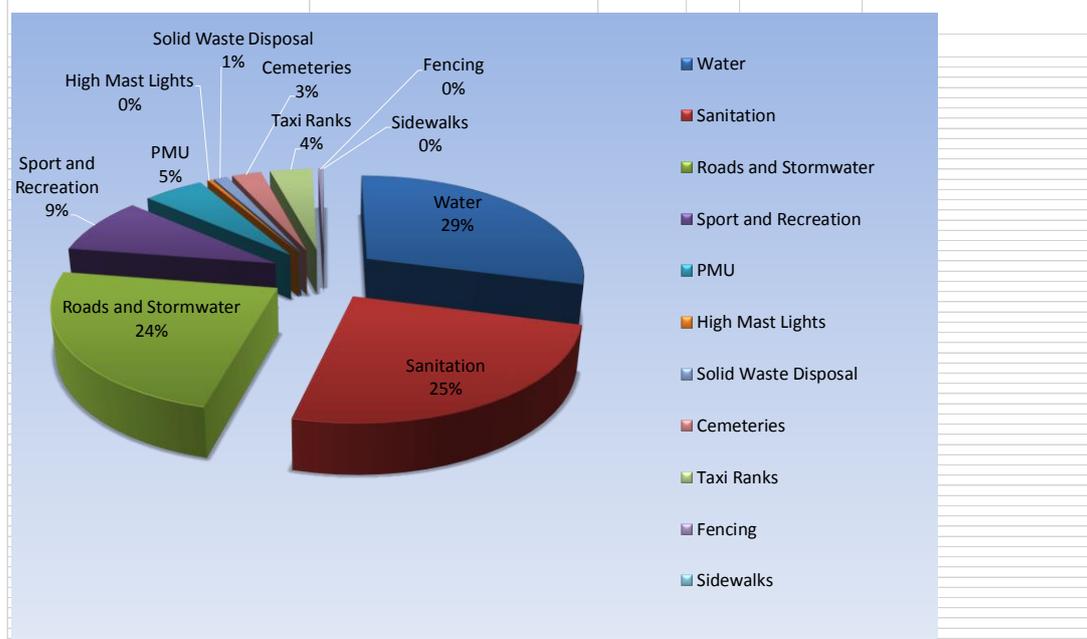
**Eleven (11) Municipalities reached the 50% Provincial Expenditure Target:**

- Letsemeng (56%)
- Mohokare (75%)
- Masilonyana (75%)
- Tswelopele (60%)
- Nala (63%)
- Nketoana (61%)
- Maluti-a-Phofung (53%)
- Phumelela (51%)
- Mantsopa (74%)
- Moqhaka (52%)
- Mafube (54%)

Municipality	Reasons for under expenditure forwarded by Municipalities
Kopanong (44%) (Low Risk)	Cost Reimbursement. The late implementation of projects and slow progress on site resulted in the lower than expected expenditure. No immediate intervention is needed.
Setsoto (45%) Low Risk	Late implementation of projects resulted in the lower than expected expenditure. No immediate intervention is needed.
Ngwathe (47%) Low Risk	The late implementation of projects and slow progress on site resulted in the lower than expected expenditure. No immediate intervention is needed.
Matjhabeng (36%) (High Risk)	Cost Reimbursement. The late implementation of projects resulted in the lower than projected expenditure. The Municipality was identified by National DCoG for the stopping of a portion of their MIG allocation. The final outcome will be known during March 2021. National Treasury approved the roll over application of R44.3m and the Municipality already reported R18m expenditure against the roll over. This resulted in the lower than expected expenditure against the 2020/2021 MIG allocation. The Provincial MIG Management Unit already had a session with the Municipality aligning their MIG Implementation Plan with the proposed stopping of funds.
Tokologo (0%) (Critical Risk)	Cost Reimbursement. MISA recommended payments to the value of R3.1m and the Municipality spent the amount recommended for payment. The amount reflects 19% expenditure. The figure could not be reported due to reporting challenges from the Municipality on the MIG Management Information System. The Provincial MIG Management Unit is currently assisting the Municipality addressing the reporting challenges. An Intervention meeting was held with the Municipality on 18 January 2021 with National DCoG and the Provincial MIG Management Unit present. The cooperation from the Municipality since the meeting improved and a monthly expenditure report was submitted for January 2021. The Municipal Manager during the meeting requested assistance from the Provincial MIG Management Unit as well as MISA and also identified an entry point to the Municipal PMU. The Municipality was identified by National DCoG for the stopping of a portion of their MIG allocation. The final outcome will be known during March 2021. The Provincial MIG Management Unit, together with MISA, will continue supporting the Municipality.
Dihlabeng (13%) (Critical Risk)	Slow municipal procurement processes resulted in the low expenditure. The Municipality was identified by National DCoG for the stopping of a portion of their MIG allocation. The final outcome will be known during March 2021. A session in order to assist the Municipality to align their MIG Implementation Plan with the proposed stopping of funds was held on 12 February 2021.
Metsimaholo (19%) (Critical Risk)	Cost Reimbursement. The low expenditure is due to the late appointment of service providers. The Municipality was identified by National DCoG for the stopping of a portion of their MIG allocation. The final outcome will be known during March 2021. A session in order to assist the Municipality to align their MIG Implementation Plan with the proposed stopping of funds was held on 10 February 2021.

**MIG Project Categories and Households serviced as follows:**

MIG EXPENDITURE CATEGORIES:2020/2021 MIG FINANCIAL YEAR: JAN 2021					
Expenditure 2020/2021 including 2019/2020 Roll Over			Households Served		
Water	R	105 823 987,55	29,1%	12 892	Moqhaka Brentpark- 265
Sanitation	R	90 372 917,72	24,9%	7 366	Letsemeng: Jacobsdal-202 Moqhaka Brentpark- 258
Roads and Stormwater	R	85 274 004,19	23,5%		8.49Km completed
Sport and Recreation	R	32 508 092,49	8,9%	84 266	
PMU	R	19 069 819,10	5,2%		
High Mast Lights	R	1 354 778,35	0,4%	2 148	4 High mast lights completed
Solid Waste Disposal	R	4 391 912,21	1,2%	2 744	
Cemeteries	R	9 333 830,91	2,6%	11 521	
Taxi Ranks	R	13 528 285,04	3,7%		
Fencing	R	1 213 439,68	0,3%	3 671	
Sidewalks	R	378 521,28	0,1%	-	
<b>Subtotal</b>	<b>R</b>	<b>363 249 588,52</b>	<b>100,0%</b>	<b>124 608</b>	



**124 608** Households were serviced through MIG projects implemented and **8,49km** of roads and stormwater were completed during the 2020/2021 MIG financial year (July 2020 until January 2021).

#### Temporary MIG Job creation 2020/2021 MIG Financial Year (July 2020 until January 2021):

1706 (57%) Temporary MIG jobs were created from the planned 3000 jobs. Detail is as follows:

- Adult Men: 518
- Adult Women: 202
- Young Men: 709
- Young Women: 264
- Disabled Men: 12
- Disabled Women: 1

Women jobs created:

27% (467) Women employed of the above total

### **MIG Strategic Interventions:**

In order for the Provincial MIG Management Unit to achieve the targets on the Annual Performance Plan during COVID 19 restrictions, the following strategic interventions are in place:

- Quarterly MIG Virtual meetings held between the Department, stakeholders of Municipalities and Sector Departments to discuss under expenditure, progress, challenges and remedial measures on projects
- Evaluation of all Project Management Units (PMU's) within Municipalities by the Provincial MIG Management Unit via e-mail (portfolio of evidence on processes and procedures) and telephone communication to monitor the functionality of PMU's
- One to one- and virtual intervention meetings are held to discuss under expenditure, project progress, challenges and remedial measures
- Site Visits are done on a monthly basis by the Technical Services Directorate to monitor the quality of municipal infrastructure projects during the duration and completion. The Department also monitors the site visits received from Municipalities on a monthly basis.
- Virtual Appraisal meetings are held between the Department, the National Department of Cooperative Governance, relevant Sector Department and Municipalities in order to approve new municipal infrastructure projects.

### **The following contributed to the successful monitoring of the Municipal Infrastructure Grant from April 2020 until January 2021:**

- 8 Virtual MS Teams MIG quarterly forum meetings conducted during September 2020 and November 2020 with 18 Municipalities (Tokologo did not attend during November 2020) and some Sector Departments in order to discuss project implementation, challenges, remedial measures, project expenditure, PMU related issues, MIG non-financial reports, job creation and the MIS Status.
- 1 MIG Intervention meeting held with Metsimaholo with regard to under expenditure, project progress, challenges and remedial measures.
- Virtual Meetings conducted by DCOG with the Department and 7 Municipalities (Setsoto, Tswelopele, Kopanong, Matjhabeng, Dihlabeng, Metsimaholo and Tokologo) on the under expenditure in order to make a decision on the stoppings of funds.
- 1 Additional intervention meeting were held with Tokologo on MIG performance whereby the Provincial and National team was present.
- 39 MIG one to one meetings(virtual/actual visits) held with 14 Municipalities namely Dihlabeng(5), Masilonyana(4), Metsimaholo(5), Kopanong(3), Letsemeng(2), Matjhabeng(4), Ngwathe(2), Maluti a Phofung(2), Mohokare(3), Setsoto(3), Phumelela(1), Mafube(2), Nketoana(1) and Tswelopele(2) on MIG implementation plans, MIG reporting, cost reimbursement, project reconciliation and project registration.
- 11 MIG one to one meetings held with Kopanong (1), Setsoto (1), Dihlabeng (1), Metsimaholo (1), Matjhabeng (2), Tswelopele (1), Lejweleputswa/Masilonyana (2), Ngwathe (1) and Nala (1) on implementation plans and roll overs
- Site visits conducted in November 2020 (2 Nketoana and 1 in Setsoto) whereafter recommendations were made to the. Municipal Manager.
- 14 PMU evaluations conducted in Mantsopa, Matjhabeng, Nketoana, Tswelopele, Metsimaholo, Mohokare, Masilonyana, Letsemeng, Moqhaka, Kopanong, Mafube, Ngwathe, Phumelela and Maluti a Phofung Municipalities. All PMU's were functional and challenges were identified and communicated to the Municipal Managers
- Annual MIG Appraisal virtual meeting held on 26 November 2020 for the approval of 24 projects. 3 Additional MIG appraisal virtual meetings held during May 2020, Aug 2020 and Nov 2020 for the approval of 30 projects and 18 PMU Budgets for the 2020/2021 MIG financial year.

## MIG COVID 19 RESPONSES PROJECTS:

### PROVINCIAL REPORT: PROGRESS ON THE COVID RESPONSE OF THE 2019/20 AND 2020.2021 MIG PROJECTS

Municipality	MIG-MIS No.	Registered Project name	Registered MIG 1 project cost	Expenditure incurred	Percentage construction/implementation	PROGRESS -21 JAN 2021
Kopanong	362 898	Trompsburg/Madikgetla: Upgrading of 550m asbestos water pipe line and refurbishment of elevated tank (MIS:362898)	1 155 479.83	1 013 969.44	100	Physical completion
Kopanong	362 940	Springfontein: Upgrading of sewer pump stations (MIS:362940)	7 258 779.99	4 245 989.97	67	Implementation
Kopanong	363 818	Bethulie: Re-alignment of 3.5km sewer pumping main and 1km pipeline in Vergenoeg (MIS:363818)	9 703 673.00	3 210 999.41	62	Implementation
Mohokare	363 822	Smithfield/Mofulatshepe: Refurbishment of the Water Treatment Works (MIS:363822)	2 169 622.38	-	95	Implementation
Masilonyana	317 736	Verkeerdelei/Tshepong: Rehabilitation and upgrading of Oxidation ponds (MIS: 317736)	11 098 224.61	7 981 727.03	79	Implementation
Masilonyana	363 794	Brandfort/Majwemaswea: Refurbishment of the water treatment works and Pumpstations (COVID-19)(MIS:363794)	8 652 162.30	5 058 181.48	61	Implementation
Nala	375 154	Nala: Covid-19 Sanitisation Project (MIS:375154)	2 581 468.25	-	0	Design and Tender
Tokologo	368 816	Malebogo: Emergency provision of water to 250 formal erven & 50 taps for informal areas - Covid-19 (MIS:368816)	2 645 000.00	2 645 000.00	100	Physical completion
Tokologo	368 859	Seretse: Construction of an emergency sewer pump station & sewer line (MIS:368859)	3 418 897.45	2 418 918.47	100	Physical completion
Tokologo	363 954	Boshof & Hertzogville: Emergency Refurbishment of Boreholes - Covid-19 (MIS:363954)	1 406 660.73	1 406 660.73	100	Physical completion
Tokologo	363 958	Tokologo: Cleaning and servicing of 3000 VIP toilets in all towns (MIS:363958)	2 127 500.00	2 127 500.00	100	Physical completion
Tokologo	363 963	Dealesville: Emergency refurbishment of water pump station - Covid-19 (MIS:363963)	2 383 356.60	1 097 158.24	100	Physical completion
Matjhabeng	367 905	Thabong: Refurbishment of sewer pumpstation and upgrading of outfall sewer lines (MIS:367905)	12 180 171.18	6 864 208.16	78	Implementation
Setsoto	363 793	Marquard/Moemaneng: Refurbishment of the Water Pump Station abstracting water from New Hope Dam (MIS:363793)	1 563 900.00	1 563 900.00	95	Physical completion
Setsoto	363 803	Marquard/Moemaneng: Refurbishment of 3 Existing Boreholes (COVID-19) (MIS:363803)	2 042 138.10	-	5	Design and Tender
Dihlabeng	363 726	Mashaeng/Fouriesburg: Refurbishment of 4 Sewer Pump stations (Covid-19)(MIS:363726)	9 708 053.00	9 708 053.00	100	Physical completion
Phumelela	352 177	Vrede/Thembalihle: Refurbishment of the Bulk Sewer System (MIS:352177)	16 905 000.00	3 754 555.80	20	Implementation
Mantsopa	363 774	Ladybrand: Refurbishment and upgrading of Platberg sewer Pump Station (363774)	527 010.09	376 562.62	100	Physical completion
Ngwathe	363 745	Tumahole: Construction of 3km water Pipeline between Reservoir 4 and Pressure Tower (MIS:363745)	6 723 563.21	3 483 925.64	67	Implementation
Ngwathe	363 741	Parys: Refurbishment of old Parys Water treatment works (COVID-19) (MIS:363741)	9 692 876.13	3 298 896.33	25	Implementation
Metsimaholo	266 190	Gortin (Phase 4): Construction of 4000 sewer yard connections (MIS:266190)	16 100 000.00	2 022 970.18	20	Implementation
Metsimaholo	363 784	Zamdela Ward 11: Upgrading of rusted galvanised pipes to UPVC Phase 1 COVID-19 (MIS:363784)	8 247 007.01	-	0	Design and Tender
Metsimaholo	373 567	Metsimaholo: Covid-19 Sanitisation Project (MIS:373567)	2 212 850.00	-	0	Design and Tender
Mafube	364 073	Qalabotjha: Refurbishment of Ext. 3 sewer Pump Station (MIS:364073)	985 939.39	985 939.39	100	Physical completion
Mafube	364 088	Qalabotjha: Replacing of blocked sewer lines in Ext.3 (MIS:364088)	116 079.39	116 051.10	100	Physical completion
Mafube	363 990	Namahadi: Upgrading of 654m sewer main lines in Phomolong (MIS:363990)	1 192 263.65	1 191 720.85	100	Physical completion
Mafube	364 077	Frankfort: Upgrading of 86m sewer main lines along Klein Street (MIS:364077)	80 969.20	80 684.00	100	Physical completion
Mafube	364 377	Tweeling/Mafahlaneng: Refurbishment of main sewer pump station (MIS:364377)	506 000.00	506 000.00	100	Physical completion
		<b>TOTAL</b>	<b>143 384 645.49</b>	<b>65 159 571.84</b>		

## 1.9 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.

### **DEPARTMENTAL FUNDS: COVID 19 RESPONSES: CLEANING, FUMIGATION AND DISINFECTION OF VIP TOILETS WITHIN MANGAUNG METRO**

The Department appointed 9 Contractors through open tender process to the total amount of R15 million to assist with the cleaning, fumigation/disinfection of 27000 VIP's toilets within Mangaung Metropolitan Municipality, Botshabelo. The project started on 18 December 2020 and will be completed by 31 March 2021.

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.

## 1.10 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).

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.

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	Yes	Yes	Yes (developed in collaboration with district)	1
Masilonyana	Yes	No	Yes	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)	0

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	2
Kopanong	No – participate in district forum	No	Yes	No	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

Municipality	Disaster Management Advisory forum	Disaster Management Centres	Disaster Management Plans	Disaster Management Focal Person	DM Framework	DM Staff Establishment
Mangaung MM	Yes	Yes	Yes	Yes	Yes	13

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.

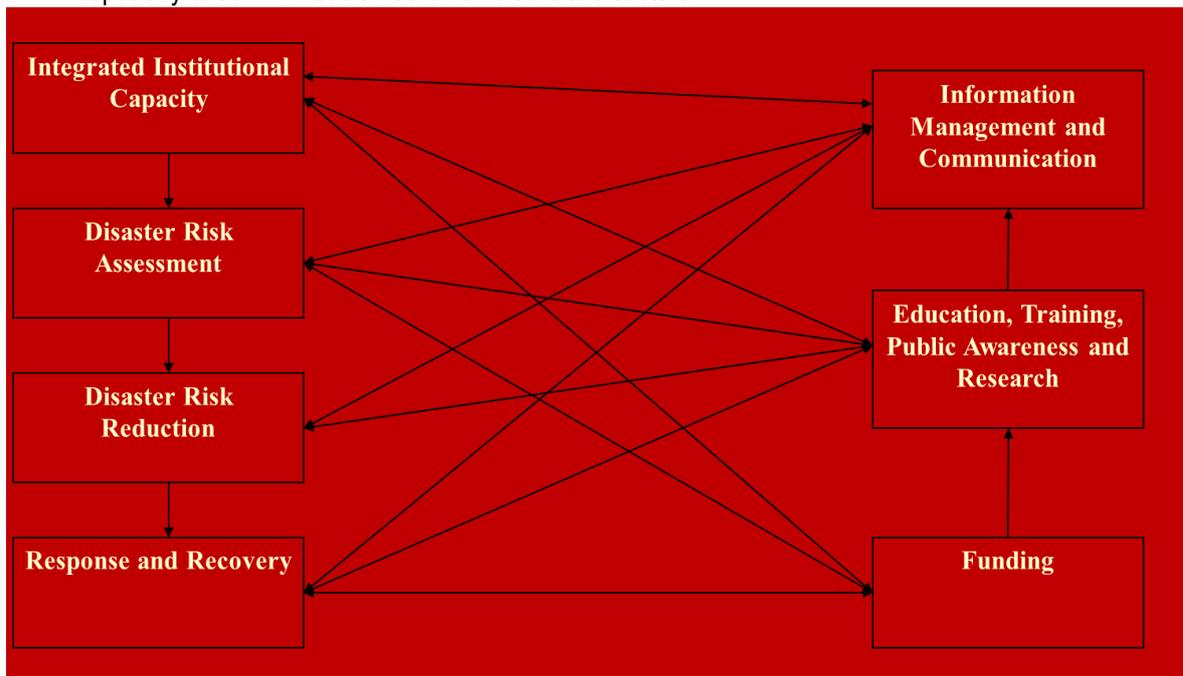
According to Part A, Schedule 4 of the Constitution, disaster management is a functional area of concurrent national and provincial legislative competence. This means that national and provincial governments have a legal imperative to ensure that disaster management is implemented according to legislative 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.



#### **DECLARATION OF THE NATIONAL STATE OF DISASTER: COVID 19**

On 15 March 2020, the President of South Africa, in a national address, announced the declaration of the Covid-19 (also known as the Coronavirus) pandemic as a "national disaster". Since then, many significant consequential announcements have been made, relating to restrictions on movement, business activity, travel and other matters, all in the interests of preventing an escalation of the national disaster and alleviating, containing and minimising the effects of the national disaster.

The first step in the process was for the head of the National Disaster Management Centre to classify the Coronavirus pandemic as a national disaster. Immediately thereafter, the Minister of Co-operative Governance and Traditional Affairs, Ms Nkosazana Dlamini-Zuma, declared the national state of disaster in terms of section 27 of the Disaster Management Act.

The initial set of regulations issued on 18 March 2020 made provision for the first wave of Coronavirus restrictions, including a prohibition on gatherings of more than 100 persons, the closing of schools, limitations on the sale, dispensing and transportation of liquor, and a prohibition on a person who has tested positive for the Coronavirus or a person who has been in contact with a person who has tested positive refusing to be submitted for medical examination, admission to a health facility or quarantine or isolation, or submission to treatment.

The initial regulations (level 5) also allowed for the release of State resources to fight the pandemic, emergency procurement to be undertaken and for specified Cabinet members to be able to issue directions within their mandates. The regulations also criminalised non-compliance with some of the restrictions and prohibitions imposed by the regulations.

Further regulations were issued on 25 March 2020 to give effect to the "lockdown" announced earlier in the week, and which commenced on Friday 27 March 2020. These regulations introduced a new chapter to deal with the impacts of the lockdown, which confined every person to their place of residence unless strictly for the purpose of performing an essential service, obtaining essential goods or services, collecting social grants or seeking emergency, life-saving or chronic medical attention.

The regulations imposed other significant restrictions on economic and other activity. Businesses and other entities had to cease operations during the lockdown, unless they were involved in the manufacturing, supply or provision of essential goods or services. The borders of South Africa were closed, except for transportation of fuel, and

essential goods. Attendance at a funeral was limited to 50 people. All commuter transport services other than certain vehicles required for essential services purposes, were prohibited from operating.

As a result of the declaration the Free State Provincial Disaster Management Centre had to oblige to the regulations and restrictions imposed, such as:

- Limitation of movement of disaster management officials in implementing disaster management programs other than those related to Covid-19;
- Activation of Provincial and Municipal Joint Operation Centres;
- Daily reporting to National Disaster Management Centre on the status and activities of the province and municipalities regarding Covid-19;
- Providing support to community based organisations, non-governmental organisations, municipalities and other interested parties on matters related to Covid-19.

### **1.11 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: 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 national government enacted the Traditional Leadership and Governance Framework Act, No 41 of 2003, which sought to democratize the institution of traditional leadership. The provincial government enacted the Free State Traditional Leadership and Governance Act, Act No. 8 of 2005, within the framework of Act 41 of 2003, which repealed a part of the Black Administration Act and the whole of other mentioned pieces of legislation. The provincial government also enacted the House of Traditional Leaders Act, Act No. 6 of 1994, which establishes the Free State House of Traditional Leaders. The amendment of the Framework Act in 2009, made provision for the establishment of principal traditional councils and local houses of traditional leaders.

The provincial government amended the House of Traditional Leaders Act No 6 of 1994 into Free State Provincial and Local Houses of Traditional Leaders Act, 2017 (Act No 7 of 2017), which was assented to by the Premier on 29 September 2019 and came into operation on 31 March 2019. Act No 7 of 2017 led to the establishment of transformed structures such as the Free State Provincial House of Traditional Leaders, Thabo Mofutsanyana Local House of Traditional Leaders and Mangaung Local House of Traditional Leaders.

The Department, also amended the Free State Traditional Leadership and Governance Act, No 8 of 2005 into the Free State Traditional Leadership and Governance Amendment Act, 2018 (Act No 4 of 2018), to make provision for establishment of Principal Traditional Councils.

The President of the Republic assented to the Traditional and Khoi-San Leadership Act, 2019 (Act No 3 of 2019), which seeks to, inter alia: provide for the recognition of traditional and Khoi-San communities, leadership positions and for the withdrawal of such recognition; provide for the establishment traditional and Khoi-San councils, principal traditional councils, local houses of traditional and Khoi-San leaders, and the provincial house of traditional and Khoi-San leaders. The TKLA shall come into operation on April 1, 2021.

The term of office of all traditional leadership institutions, i.e, traditional councils, principal traditional councils, kingship / queenship councils, local houses and provincial houses are aligned to the term of office of the National House of Traditional Leaders.

Due to challenges experienced by Provinces during the reconstitution of Traditional Leadership Institutions, the National Department of Traditional Affairs has outsourced the reconstitution process, to ensure the uniformity and compliance with the legislation.

The TKLA directs that the Minister of Cooperative Governance and Traditional Affairs should issue the proclamation in the government gazette, that proclaims the determination of the number of members of traditional councils and principal traditional councils before the reconstitution takes place.

Before the first reconstitution of traditional councils in 2007, there were 105 recognized traditional leadership positions. After the reconstitution process, the total number of traditional leaders and elected members of traditional councils amounted to 132, and were comprised as follows:

- Principal Traditional Leaders
- 13 Senior Traditional Leaders
- 117 Headmen

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 Senior Traditional Leader of the Barolong Boo Seleka was issued with a certificate of recognition in December 2019, and unfortunately he passed away in October 2020. There is currently an Acting Senior Traditional Leader for Barolong boo Seleka Traditional Community.

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

- Insufficient staff and/or budget that affects the efficacy of the Traditional Affairs Branch.
- 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 tradition and 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.
- No provision is made in the Departmental Structure for the support staff of the 2 Principal Traditional Leadership Councils and the two Local Houses.
- No budget for the support staff of the established two Local Houses of Traditional Leaders.
- No office accommodation, office equipment and tools of trade for newly established Local Houses of Traditional Leaders.
- There is no staff and offices to implement the Framework on the Resolution of Traditional Leadership Disputes and Claims.
- Insufficient budget to implement all tools of trades for Traditional Leadership.
- Dilapidated Traditional Council buildings.
- Lack of proper security for Traditional Council Offices.
- Limited elementary skills amongst some officials in the Traditional Council Offices including traditional leaders.
- Unclear roles and responsibilities between traditional leaders and councillors and ward committees.
- Unclear roles and responsibilities between the members of local houses of traditional leaders and the district / metropolitan municipality
- Development of ways of working with the Traditional Health Practitioners, the Department of health and Tourism and environmental affairs.
- The building of palaces for Marena a Maholo / Principal Traditional Leaders Mopeli and Mota still outstanding.
- The Batlokoa ba Mokgalong traditional community is still without land after years of efforts to procure them land.

## Part C: Institutional Programme Performance Information

### PROGRAMME 1: ADMINISTRATION

#### 1.1 Purpose of the Programme

This programme is dedicated to support the Department and all other services rendered as well as the Financial Management of the Department.

##### 1.1.1 Brief description of the Programme

This Programme consists of the following Sub-Programmes:

1. Office of the MEC
2. Corporate Services

#### 2. Outcomes, Outputs, performance indicators and targets

Outcome: Improved institutional capacity								
Outputs	Output Indicators	Annual Targets						
		Audited /Actual Performance			Estimated Performance	MTEF Period		
		2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Reports produced on the performance information	Reports produced on performance of the Department against its Annual Performance Plan	4	4	4	4	4	4	4
Information sessions facilitated	Number of Information sessions conducted to Middle and lower levels officials on SDIP	-	-	-	-	2	2	4
Reports on the filling of vacancies	Monitor and report on the filling of funded vacancies	4	4	4	4	4	4	4
Reports produced on PMDS implemented	Monitor and report on the extent to which the Performance and Development Management System is implemented in the Department	2	4	4	2	2	2	2

Reports on the implementation of OMF	Monitor and report on the extent to which the National Operations and Methodology Framework is implemented in the Department	-	1	4	4	2	2	2
Report on the internal control reduced.	Percentage completion of the approved Risk Based Internal Audit Plan	12	12	4	4	4	4	3
Reports on budget spending versus cash flow projection	Monitor and report on budget spending versus cash flow projections	12	12	12	12	12	12	12
Report on payment of suppliers within 30 days	Percentage of valid invoices paid within 30 days	12	12	12	11	11	11	11
Irregular, unauthorised and wasteful expenditure	Report on irregular, unauthorized and wasteful expenditure	12	12	12	11	11	11	11
Department compliance on KCM	Report on compliance with Key Control Matrix (KCM) standards	4	4	12	4	4	4	4
Progress report on gender and disability mainstreaming.	Report produced on the gender mainstreaming and disability focal point	New	New	New	New	2	2	2

### 3. Outputs indicators: annual and quarterly targets.

Output Indicators	Annual Target (2021/22)	Q1	Q2	Q3	Q4
Reports produced on performance of the Department against its Annual Performance Plan (APP)	4	1	1	1	1
Number of Information sessions conducted to Middle and lower levels officials on SDIP	2	0	1	0	1
Monitor and report on the filling of funded vacancies	4	1	1	1	1
Monitor and report on the extent to which the Performance and Development Management System is implemented in the Department	2	0	1	0	1
Monitor and report on the extent to which the Operations Management Framework is implemented in the Department	2	0	1	0	1
Percentage completion of the approved Risk Based Internal Audit Plan	4	1	1	1	1
Monitor and report on budget spending versus cash flow projections	12	3	3	3	3
Percentage of valid invoices paid within 30 days	11	3	3	2	3
Report on irregular, unauthorized and wasteful expenditure	11	3	3	2	3
Report on compliance with Key Control Matrix (KCM) standards	4	1	1	1	1
Report produced on the gender mainstreaming and disability focal point	2	0	1	0	1

#### **4. Explanation of planned performance over the medium term period**

Programme will continue during 2021/2022 to support the Department in achieving its outcome and related targets. Some of the key areas that will be focused on during the year will be to monitor and provide progress made on the following, and, subsequent to that, render advice to the HoD and Senior Management on matters related thereto

- Performance of the Department against its Annual Performance Plan
- Information sessions conducted to Middle and lower levels officials on Service Delivery Improvement Plan.
- The filling of funded and vacant post in the Department.
- The extent to which the Performance and Development Management System is implemented in the Department
- The extent to which the Operations Management Framework is implemented in the Department
- The adequacy and effectiveness of internal controls towards reducing Departmental risks
- Budget spending versus cash flow projections
- Invoices of service providers paid within 30 days
- Irregular, unauthorized and wasteful expenditure; and
- Departmental compliance with KCM standards.

All available resources will be utilised to ensure that the performance of the corporate service programme positively contribute to the achievement of the planned outputs.

## 5. Programme Recourse Considerations

**Table: RECONCILING PERFORMANCE TARGETS WITH THE BUDGET AND MTEF: PROGRAMME 1 - ADMINISTRATION**

Expenditure estimates:

**Table 8.6(a): Summary of payments and estimates by sub programme: Programme 1: Administration**

R thousand	Outcome			Main appropriation	Adjusted appropriation 2020/21	Revised estimate	Medium-term estimates		
	2017/18	2018/19	2019/20				2021/22	2022/23	2023/24
1. Office Of The Mec	12 957	6 273	9 511	8 095	7 984	8 284	10 792	10 979	11 899
2. Corporate Services	110 359	133 490	144 473	148 637	134 509	134 209	143 700	148 001	157 213
<b>Total payments and estimates</b>	<b>123 316</b>	<b>139 763</b>	<b>153 984</b>	<b>156 732</b>	<b>142 493</b>	<b>142 493</b>	<b>154 492</b>	<b>158 980</b>	<b>169 112</b>

Table B.2: Payments and estimates by economic classification: Programme 1: Administration

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
	2017/18	2018/19	2019/20				2020/21	2021/22	2022/23
<b>Current payments</b>	<b>120 620</b>	<b>137 779</b>	<b>149 835</b>	<b>154 016</b>	<b>138 736</b>	<b>137 981</b>	<b>150 984</b>	<b>155 351</b>	<b>165 483</b>
Compensation of employees	76 765	86 359	94 190	112 887	98 643	98 642	104 953	106 615	116 720
Salaries and wages	68 328	77 021	84 556	102 547	88 853	88 753	95 308	96 507	106 612
Social contributions	8 437	9 338	9 634	10 340	9 790	9 889	9 645	10 108	10 108
Goods and services	43 855	51 414	55 643	41 118	40 082	39 328	46 031	48 736	48 763
Administrative fees	145	131	115	169	150	163	316	331	331
Advertising	1 212	13	697	380	377	377	381	399	399
Minor assets	6	37	134	2	52	60	117	123	123
Audit cost: External	4 107	3 753	3 532	4 260	4 260	3 532	5 078	5 322	5 322
Bursaries: Employees	783	951	737	700	700	664	580	608	608
Catering: Departmental activities	346	317	567	141	425	536	477	500	500
Communication (G&S)	987	731	1 734	1 375	1 872	1 872	2 450	2 568	2 568
Computer services	5 836	2 277	8 967	7 449	6 982	6 982	7 772	8 034	8 034
Consultants and professional services: Business and advisory services	315	295	301	320	460	460	344	361	361
Infrastructure and planning									
Laboratory services									
Scientific and technological services									
Legal services					9	9	4	4	4
Contractors	5 157	21 168	6 790	986	440	1 062	2 909	3 049	3 049
Agency and support / outsourced services	1 797	560	8	1 057	35	35	860	949	949
Entertainment	1	3					14	15	15
Fleet services (including government motor transport)	4 315	4 476	5 510	5 244	5 244	5 144	5 665	5 937	5 937
Housing									
Inventory: Clothing material and accessories									
Inventory: Farming supplies									
Inventory: Food and food supplies									
Inventory: Fuel, oil and gas									
Inventory: Learner and teacher support material									
Inventory: Materials and supplies									
Inventory: Medical supplies									
Inventory: Medicine									
Medsas inventory interface									
Inventory: Other supplies									
Consumable supplies	62	138	956	740	2 684	2 476	207	217	217
Consumable: Stationery, printing and office supplies	704	1 072	1 428	2 407	748	873	2 063	2 163	2 163
Operating leases	8 269	8 086	11 266	10 392	10 392	10 392	7 116	7 458	7 458
Property payments	2 536	961	41	48	51	51	992	1 485	1 512
Transport provided: Departmental activity	498	1 597	129				106	111	111
Travel and subsistence	2 413	2 354	2 341	2 116	1 859	2 005	4 919	5 266	5 266
Training and development	3 580	1 504	9 892	2 859	2 569	1 809	2 651	2 778	2 778
Operating payments	512	784	252	436	594	597	950	995	995
Venues and facilities	274	206	246	37	179	229	60	63	63
Rental and hiring									
Interest and rent on land	6	2		11	11	11			
Interest	6	2		11	11	11			
Rent on land									
<b>Transfers and subsidies</b>	<b>343</b>	<b>268</b>	<b>856</b>	<b>256</b>	<b>256</b>	<b>256</b>	<b>229</b>	<b>240</b>	<b>240</b>
Provinces and municipalities									
Provinces									
Provincial Revenue Funds									
Provincial agencies and funds									
Municipalities									
Municipal agencies and funds									
Departmental agencies and accounts		9	7	10	10	10	19	20	20
Social security funds									
Provide list of entities receiving transfers		9	7	10	10	10	19	20	20
Higher education institutions									
Foreign governments and international organisations									
Public corporations and private enterprises									
Public corporations									
Subsidies on production									
Other transfers									
Private enterprises									
Subsidies on production									
Other transfers									
Non-profit institutions									
Households	343	259	849	246	246	246	210	220	220
Social benefits	180	183	598	219	219	219	210	220	220
Other transfers to households	163	76	251	27	27	27			
<b>Payments for capital assets</b>	<b>2 316</b>	<b>1 705</b>	<b>3 285</b>	<b>2 460</b>	<b>3 501</b>	<b>4 219</b>	<b>3 279</b>	<b>3 389</b>	<b>3 389</b>
Buildings and other fixed structures									
Buildings									
Other fixed structures									
Machinery and equipment	2 316	1 705	3 285	2 460	3 501	4 219	3 279	3 389	3 389
Transport equipment									
Other machinery and equipment	2 316	1 705	3 285	2 460	3 501	4 219	3 279	3 389	3 389
Heritage Assets									
Specialised military assets									
Biological assets									
Land and sub-soil assets									
Software and other intangible assets									
<b>Payments for financial assets</b>	<b>37</b>	<b>11</b>	<b>8</b>			<b>37</b>			
<b>Total economic classification</b>	<b>123 316</b>	<b>139 763</b>	<b>153 984</b>	<b>156 732</b>	<b>142 493</b>	<b>142 493</b>	<b>154 492</b>	<b>158 980</b>	<b>169 112</b>

**6. Updated Key Risks**

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>

## PROGRAMME 2: LOCAL GOVERNANCE

### 1.1 Purpose of the Programme

This programme provides for the implementation of an institutional, administrative, financial and public participation framework in terms of the Constitution of the RSA, 1996

#### 1.1.1 Brief description of the Programme

This Programme consists of the following Sub-Programmes:

1. Municipal Administration
2. Municipal Performance Monitoring
3. Municipal Finance
4. Public Participation
5. Capacity Development

#### Outcomes, Outputs, Performance Indicators and targets

SUB-PROGRAMME: MUNICIPAL ADMINISTRATION									
Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance			Estimated Performance	MTEF Period		
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
<b>Standardized Performance Indicators and -Targets:</b>									
Improved municipal and traditional institutional capacity	Anti-corruption measures are implemented	Number of municipalities monitored on the extent to which anti-corruption measures are implemented	-	22	22 (all mun's exluding Mangaung)				
<b>Non-Standardized Performance Indicators and -Targets:</b>									
Improved municipal and traditional institutional capacity	Customised municipal by-laws adopted	No. of municipalities assisted and supported towards customizing and/or adopting municipal by-laws	-	16	11	8	8	22 (all mun's exluding Mangaung)	22 (all mun's exluding Mangaung)

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance			Estimated Performance	MTEF Period		
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Improved municipal and traditional institutional capacity	Municipal by-laws implemented	No. of municipalities supported on the implementation of municipal by-laws	-	16	11	8	8	22 (all mun's excluding Mangaung)	22 (all mun's excluding Mangaung)
	filled vacant posts of wards councillors through by-elections	No of municipalities supported towards filling vacant positions of wards councillors through by-elections	New	New	New	1	1	1	1
	Developed policies	No. of municipalities supported towards the development of policies	New	New	New	1	1	1	1
	Removal and reinterment of mortal remains processed	No of municipalities supported on removal and reinterment of mortal remains processes	New	New	New	100% processed	100% processed	100% processed	100% processed
	Litigation management processed.	No of municipalities supported towards litigation management	New	New	New	2	2	2	4

Output Indicators	Annual Target 2021/2022	Q1	Q2	Q3	Q4
<i>Standardized Performance Indicators and –Targets:</i>					
Number of municipalities monitored on the extent to which anti-corruption measures are implemented	22	8	8	4	2
<i>Non-Standardized Performance Indicators and -Targets:</i>					
No. of municipalities assisted and supported towards customizing, review and/or adopting municipal by-laws	11	3	3	3	2
No. of municipalities supported on the implementation of municipal by-laws	11	3	3	3	2
No. of municipalities supported towards the development and/or review of policies.	1	-	-	-	1
No of municipalities supported towards filling vacant positions of wards councillors through by-elections	1	-	-	-	1
No of applications processed on removal and reinterment of mortal remains processes	100% processed	100% processed	100% processed	100% processed	100% processed
No of municipalities supported towards litigation management	2	0	1	0	1

**SUB-PROGRAMME:  
MUNICIPAL PERFORMANCE MONITORING**

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance			Estimated Performance	MTEF Period		
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	
<i>Standardized Performance Indicators and –Targets:</i>									
Improved coordination of service delivery	Municipalities complying with MSA Regulations	No. of municipalities supported to comply with MSA Regulations on the appointment of senior managers	14	22 (excluding Letsemeng)	10	1	22 (all local mun's)	22 (all local mun's)	22 (all local mun's)
	Municipalities supported with Performance Management Systems	No. of municipalities supported to institutionalize the Performance Management System (PMS)	21	22 (excluding Letsemeng)	18 (All local municipalities)	1	18 (All local municipalities)	18 (All local municipalities)	18 (All local municipalities)
	Municipal Performance Report Compiled	No. of Section 47 reports compiled as prescribed by the MSA.	1	1	1	1	1	1	1
<i>Non-standardized Performance Indicators and -Targets:</i>									
Improved coordination of service delivery	Municipalities with senior managers post filled	Monitor the extent to which the Senior Managers posts are filled within municipalities.	4	4	4	4	4	4	4
	Municipalities with institutionalisation of PMS	Monitor the institutionalization of the Performance Management System within municipalities	4	4	4	4	4	4	4
	Section 57 manager's employment contracts signed.	Monitor the extent to which Section 57 managers have signed employment contracts and performance agreements within due dates	4	4	4	4	4	4	4
	Municipal Performance Report Compiled	No. of workshop held towards supporting municipalities on the development of their annual performance reports in terms of Section 46 of the MSA	21 (all mun's excluding Lejweleputswa DM & Metsimaholo LM)	12	18 (all LMs)	1	1	1	2
	Employment contracts and performance agreements of Section 57 Managers signed.	No. of workshops held towards supporting municipalities on the development and signing of employment contracts and performance agreements of Section 57 Managers	1	2	1	1	1	1	1

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
<i>Standardized Performance Indicators and –Targets:</i>					
No. of municipalities supported to comply with MSA Regulations on the appointment of senior managers.	16	-	-	-	16
No. of municipalities supported to institutionalize the Performance Management System (PMS)	14	-	-	-	14
No. of Section 47 reports compiled as prescribed by the MSA.	1	-	-	-	1
<i>Non-standardized Performance Indicators and -Targets:</i>					
Monitor the extent to which the Senior Managers posts are filled within municipalities.	4	1	1	1	1
Monitor the institutionalization of the Performance Management System within municipalities	4	1	1	1	1
Monitor the extent to which Section 57 managers have signed employment contracts and performance agreements within due dates	4	1	1	1	1
No. of workshop held towards supporting municipalities on the development of their annual performance reports in terms of Section 46 of the MSA	1	-	-	-	1
No. of workshops held towards supporting municipalities on the development and signing of employment contracts and performance agreements of Section 57 Managers	1	-	-	-	1

#### SUB-PROGRAMME: MUNICIPAL FINANCE

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance			Estimated Performance	MTEF Period		
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
<i>Standardized Performance Indicators and –Targets:</i>									
Improved municipal and traditional institutional capacity	Municipalities complied with Municipal Property Rates Act	No. of municipalities guided to comply with MPRA	4	3	8	3	3	3	3
	Reduction of unauthorised, wasteful and fruitless expenditure	Number of municipalities supported to reduce Unauthorized, Irregular, Wasteful and Fruitless expenditure	New	New	New	New	4	4	4
<i>Non-Standardized Performance Indicators and -Targets:</i>									
Improved municipal and traditional institutional capacity	Municipalities achieving unqualified audit outcomes	Number of municipalities supported to improve their audit outcomes	2	2	2	3	3	Tbd (informed by 2020/2021 audit outcome)	Tbd (informed by 2021/2022 audit outcome)
	Municipal functional audit committees	Assess the functionality of audit committees in municipalities	4	4	4	1	1	1	1

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance			Estimated Performance	MTEF Period		
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	Municipalities complied with Municipal Property Rates Act	Monitor compliance with the MPRA within municipalities	2	1	1	1	1	1	1
	Report on the revenue management and debt collection	Monitor revenue management and debt collection within municipalities	4	4	4	4	4	4	4
	Financial turn-around plans implementation in Municipalities	No. of municipalities supported to implement financial turn-around plans	2	2	2	3	3	3	3

Output Indicators	Annual Target 2021/2022	Q1	Q2	Q3	Q4
<i>Standardized Performance Indicators and –Targets:</i>					
No. of municipalities guided to comply with Municipal Property and Rates Act (MPRA)	3	3	3	3	3
Number of municipalities supported to reduce Unauthorized, Irregular, Wasteful and Fruitless expenditure	4	1	1	1	1
<i>Non-Standardized Performance Indicators and –Targets:</i>					
Number of municipalities supported to improve their audit outcomes	3	3	3	3	3
Assess the functionality of audit committees in municipalities	1	-	-	-	1
Monitor compliance with the MPRA within municipalities	1	-	-	-	1
Monitor revenue management and debt collection within municipalities	4	1	1	1	1
No. of municipalities supported to implement financial turn-around plans	3	3	3	3	3

**SUB-PROGRAMME  
PUBLIC PARTICIPATION**

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance			Estimated Performance	MTEF Period		
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
<i>Standardized Performance Indicators and –Targets:</i>									
Improved coordination of service delivery	Functional ward committees.	Number of municipalities supported to maintain functional ward committees	-	19	19 (All locals and Metro)	19	19	19	19

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance			Estimated Performance	MTEF Period		
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	Community involvement in local governance processes	Number of municipalities supported to promote participation in community based local governance processes	New	New	New	New	4	4	4
	Implementation of GBVF responsive programmes in municipalities.	Number of Municipalities monitored on the implementation of GBVF responsive programmes	New	New	New	New	4		4
	Municipal respond to community concerns.	Number of municipalities supported to resolve community concerns	-	15	19 <small>(All locals and Metro)</small>	19	19	19	19
<i>Non-Standardized Performance Indicators and -Targets:</i>									
Improved coordination of service delivery	Ward committees capacitated	Number of municipalities assisted with trainings of ward committees.	New	New	New	New	1	4	4
	Functionality of District IGR structures	Monitor the functionality of District IGR structures	4	4	4	4	4	4	4
	Municipalities implementing the Batho Pele Service Standards Framework.	Monitor the extent to which municipalities successfully implement the Batho Pele Service Standards Framework for Local Government	4	4	4	4	4	4	4

Output Indicators	Annual Target 2021/2022	Q1	Q2	Q3	Q4
<i>Standardized Performance Indicators and –Targets:</i>					
Number of municipalities supported to maintain functional ward committees.	19	4	5	5	5
Number of municipalities supported to resolve community concerns	19	4	5	5	5
Number of Municipalities monitored on the implementation of GBVF responsive programmes	4	1	1	1	1
Number of municipalities supported to promote participation in community based local governance processes	4	1	1	1	1
<i>Non-Standardized Performance Indicators and -Targets:</i>					
Monitor and report on municipalities assisted with trainings of ward committees	1	0	0	0	1
Monitor the functionality of District IGR structures.	4	1	1	1	1
Monitor the extent to which municipalities successfully implement the Batho Pele Service Standards Framework for Local Government.	4	1	1	1	1

**SUB-PROGRAMME  
CAPACITY DEVELOPMENT**

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance			Estimated Performance	MTEF Period		
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
<i>Standardized Performance Indicators and –Targets:</i>									
Improved municipal and traditional institutional capacity	Capacity Building interventions developed and conducted.	No. of capacity building interventions conducted in municipalities.	1	0	5	4	4	4	6

Output Indicators	Annual Target 2021/2022	Q1	Q2	Q3	Q4
<i>Standardized Performance Indicators and –Targets:</i>					
No. of capacity building interventions conducted in municipalities.	4	1	1	1	1

**1. Explanation of planned performance over the medium term period**

- The Department will continue with assisting local municipalities in term of legal matters as well as support the department in legal cases. 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. The Provincial Forum continues to meet towards ensuring that all municipalities comply with legislative requirements in this regard. 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. Give support to all Municipalities to maintain functional ward committees and support all Municipalities to respond to community concerns and an amount is allocated to the Department for Financial Assistance of municipalities who experience financial difficulties.

2. RECONCILIATION OF PERFORMANCE TARGETS WITH THE BUDGET AND MTEF

Expenditure estimates

Table 8.7(a): Summary of payments and estimates by sub-programme: Programme 2: Local Governance

R thousand	Outcome			Main appropriation	Adjusted appropriation 2020/21	Revised estimate	Medium-term estimates		
	2017/18	2018/19	2019/20				2021/22	2022/23	2023/24
1. Municipal Administration	19 421	19 500	19 921	20 824	19 734	19 734	22 950	20 921	22 781
2. Municipal Finance	76 659	95 629	85 962	85 885	61 979	68 147	61 440	69 598	60 167
3. Public Participation	22 379	14 322	11 380	12 877	10 650	10 650	13 132	12 011	12 921
4. Capacity Development	17 979	16 392	20 539	29 889	29 527	29 603	16 374	16 468	17 916
5. Municipal Performance Monitorir	6 204	6 748	8 326	8 826	7 476	7 400	8 750	8 080	8 710
<b>Total payments and estimates</b>	<b>142 642</b>	<b>152 591</b>	<b>146 128</b>	<b>158 301</b>	<b>129 366</b>	<b>135 534</b>	<b>122 646</b>	<b>127 078</b>	<b>122 495</b>

Table B.2: Payments and estimates by economic classification: Programme 2: Local Governance

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
	2017/18	2018/19	2019/20				2020/21	2021/22	2022/23
<b>Current payments</b>	<b>86 254</b>	<b>81 261</b>	<b>65 924</b>	<b>103 296</b>	<b>79 307</b>	<b>72 364</b>	<b>92 687</b>	<b>90 285</b>	<b>95 713</b>
Compensation of employees	52 681	53 302	59 011	70 696	67 596	67 409	54 233	54 233	59 661
Salaries and wages	48 047	48 158	53 294	64 435	61 435	61 248	47 698	47 331	52 759
Social contributions	4 634	5 144	5 717	6 261	6 161	6 161	6 535	6 902	6 902
Goods and services	33 528	27 959	6 702	32 600	11 711	4 955	38 454	36 052	36 052
Administrative fees	65	68	49	177	107	100	159	153	153
Advertising				37	37	37	39		
Minor assets	23	29	4	25	10	10			
Audit cost: External									
Bursaries: Employees									
Catering: Departmental activities	62	167	144	14	14	15	322	137	137
Communication (G&S)	66	37	56	77	91	91	96	100	100
Computer services									
Consultants and professional services: Business and advisory services	24 751	18 852	1 742	26 685	7 335	478	26 608	26 729	26 729
Infrastructure and planning									
Laboratory services									
Scientific and technological services									
Legal services	3 188	1 061	546	2 337	1 358	1 358	2 464	559	559
Contractors	780	3 691	227	28	28	28	620	27	27
Agency and support / outsourced services									
Entertainment				7	7	7			
Fleet services (including government motor transport)									
Housing									
Inventory: Clothing material and accessories									
Inventory: Farming supplies									
Inventory: Food and food supplies									
Inventory: Fuel, oil and gas									
Inventory: Learner and teacher support material									
Inventory: Materials and supplies									
Inventory: Medical supplies									
Inventory: Medicine									
Medcas inventory interface									
Inventory: Other supplies									
Consumable supplies	8	8	13	81	66	65	102	90	90
Consumable: Stationery, printing and office supplies	338	496	407	471	338	341	924	742	742
Operating leases									
Property payments									
Transport provided: Departmental activity	1 217		46						
Travel and subsistence	2 874	3 463	3 331	1 780	1 634	1 739	6 146	6 512	6 512
Training and development									
Operating payments	156	87	125	865	670	670	934	979	979
Venues and facilities			12	16	16	16	40	24	24
Rental and hiring									
Interest and rent on land	45		211						
Interest	45		211						
Rent on land									
<b>Transfers and subsidies</b>	<b>55 861</b>	<b>70 875</b>	<b>79 468</b>	<b>54 268</b>	<b>49 268</b>	<b>62 192</b>	<b>29 322</b>	<b>36 124</b>	<b>26 113</b>
Provinces and municipalities	42 734	67 025	77 950	54 086	49 086	61 857	29 256	36 055	26 044
Provinces									
Provincial Revenue Funds									
Provincial agencies and funds									
Municipalities	42 734	67 025	77 950	54 086	49 086	61 857	29 256	36 055	26 044
Municipalities	42 734	67 025	77 950	54 086	49 086	61 857	29 256	36 055	26 044
Municipal agencies and funds									
Departmental agencies and accounts									
Social security funds									
Provide list of entities receiving transfers									
Higher education institutions									
Foreign governments and international organisations									
Public corporations and private enterprises									
Public corporations									
Subsidies on production									
Other transfers									
Private enterprises									
Subsidies on production									
Other transfers									
Non-profit institutions									
Households	13 127	3 850	1 518	182	182	335	66	69	69
Social benefits	27	10	66	182	182	335	66	69	69
Other transfers to households	13 100	3 840	1 452						
<b>Payments for capital assets</b>	<b>527</b>	<b>455</b>	<b>735</b>	<b>737</b>	<b>791</b>	<b>791</b>	<b>637</b>	<b>669</b>	<b>669</b>
Buildings and other fixed structures									
Buildings									
Other fixed structures									
Machinery and equipment	527	455	735	737	791	791	637	669	669
Transport equipment									
Other machinery and equipment	527	455	735	737	791	791	637	669	669
Heritage Assets									
Specialised military assets									
Biological assets									
Land and sub-soil assets									
Software and other intangible assets									
<b>Payments for financial assets</b>			<b>1</b>			<b>187</b>			
<b>Total economic classification</b>	<b>142 642</b>	<b>152 591</b>	<b>146 128</b>	<b>158 301</b>	<b>129 366</b>	<b>135 534</b>	<b>122 646</b>	<b>127 078</b>	<b>122 495</b>

### 3. Updated Key Risks

Outcome	Key Risk	Risk Mitigation
<ul style="list-style-type: none"> <li>Administratively and institutionally viable and sustainable municipalities</li> </ul>	Failure to comply with relevant legislative framework by stakeholders internally and externally to the Department.	<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.</li> <li>Investigation and implementation of an early warning system to provide information with regards to stakeholder performance.</li> </ul>

## PROGRAMME 3: DEVELOPMENT AND PLANNING

### 1. Purpose of the Programme

This Programme aims to support the municipalities with simplified Integrated Development Plan.

### 2. Brief description of the Programme

This Programme consists of the following Sub-Programmes:

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

#### SUB-PROGRAMME : SPATIAL PLANNING AND LAND USE MANAGEMENT

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance			Estimated Performance	MTEF Period		
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
<i>Standardized Performance Indicators and -Targets:</i>									
Improved coordination of service delivery	One Plan Developed	Number of District/Metro supported to develop One Plans	new	new	new	new	1	2	2
<i>Non-Standardized Performance Indicators and -Targets:</i>									
Improved coordination of service delivery	Consolidated minutes of meetings with municipalities.	No. of municipalities supported with the implementation of SPLUMA	18 (all local municipalities)	18	18 (all local municipalities)	6	12	12	12
	Consolidated minutes of meetings with municipalities.	No. of municipalities supported on the development and/or maintenance of a Geographical Information System (GIS).	4 • Lejweleputswa • Nketoana • Mantsopa • Phumelela	5 Xhariep Kopanong Nala Dihlabeng	4: • Ngwathe • Letsmeng • Metsimaho lo • Thabo Mofutsan yane	2	3	3	4

Outcome	Outputs	Output Indicators	Annual Targets							
			Audited /Actual Performance			Estimated Performance	MTEF Period			
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	
				Matjhabeng						
	Consolidated minutes of meetings with municipalities.	No. of municipalities supported with the updating of their Spatial Development Frameworks in line with SPLUMA	4 • Masilonyana • Setsoto • Fezile Dabi • Lejweleputswa	4 Kopanong Dihlabeng Nala • Mantso pa	2: • Mohokare Thabo Mofutsanyane	2	4	4	6	
	Consolidated minutes of meetings with municipalities.	No. of local municipalities supported on the compilation of Land Use Schemes in line with SPLUMA	4 • Nala • Phumelela • Mafube • Ngwathe	4 Dihlabeng Tswelopele Mohokare Mantsopa	4 • Nketoana • Kopanong • Tokologo • Setsoto	2	4	4	6	
	Consolidated minutes of meetings with municipalities.	No. of meetings held by the Provincial Planning Forum	2	3	2	2	2	2	4	

Output Indicators	Annual Target 2021/2022	Q1	Q2	Q3	Q4
<i>Standardized Performance Indicators and -Targets:</i>					
Number of District/Metro supported to develop One Plans	1	-	-	-	1
<i>Non-Standardized Performance Indicators and -Targets:</i>					
No. of municipalities supported with the implementation of SPLUMA	6	-	-	-	6
No. of municipalities supported on the development and/or maintenance of a Geographical Information System (GIS)	3	3	3	3	3
No. of municipalities supported with the updating of their Spatial Development Frameworks in line with SPLUMA	4	4	4	4	4
No. of local municipalities supported on the compilation of Land Use Schemes in line with SPLUMA	4	4	4	4	4
No. of meetings held by the Provincial Planning and GIS Forum	2	-	1	-	1

**SUB-PROGRAMME  
MUNICIPAL INTEGRATED DEVELOPMENT PLANNING**

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance			Estimated Performance	MTEF Period		
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
<i>Standardized Performance Indicators and –Targets:</i>									
Improved coordination of service delivery	Report on support provided to municipalities.	Number of municipalities with legally compliant IDP's	-	23	23	23	23	23	23
<i>Non-Standardized Performance Indicators and -Targets:</i>									
Improved coordination of service delivery	Consolidated report on the submission of the Municipal IDP adopted.	No. of municipalities monitored on the adoption of their IDPs: • Metro • District • Local	1 4 18	1 4 18	1 4 18	1 4 18	1 4 18	1 4 18	1 4 18
	Signed off minutes or presentations made in the meeting or workshop	No. of support initiatives implemented and sustained towards improving municipal IDPs: • Provincial IDP Managers Forum with quarterly meetings • Annual Provincial IDP Assessment Sessions • Municipal Engagement IDP Support Session • Bi-Annual Provincial IDP Support Team Meetings • Bi-Annual Capacity Building Sessions	4 1 1 2 2	4 1 1 2 2	4 1 1 2 2	4 1 1 2 2	4 1 1 2 2	4 1 1 2 2	4 1 1 2 2

Output Indicators	Annual Target 2021/2022	Q1	Q2	Q3	Q4
<i>Standardized Performance Indicators and –Targets:</i>					
Number of municipalities with legally compliant IDP's	23	-	-	-	23
<i>Non-Standardized Performance Indicators and -Targets:</i>					
No. of municipalities monitored on the adoption of their IDPs: ○ Metro ○ District ○ Local	1 4 18	- - -	- - -	- - -	1 4 18

No. of support initiatives implemented and sustained towards improving municipal IDPs:					
○ Provincial IDP Managers Forum with quarterly meetings	4	1	1	1	1
○ Annual Provincial IDP Assessment Sessions	1	1	0	0	0
○ Municipal Engagement IDP Support Session	1	0	0	1	0
○ Bi-Annual Provincial IDP Support Team Meetings	2	0	1	0	1
○ Bi-Annual Capacity Building Sessions	2	0	1	0	1

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

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance			Estimated Performance	MTEF Period		
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
<i>Standardized Performance Indicators and -Targets:</i>									
Improved coordination of service delivery	Job created on CWP	Number of work opportunities reported through Community Work Programme	New	New	New	New	24 550	28 500	30 000
<i>Non-Standardized Performance Indicators and -Targets:</i>									
Improved coordination of service delivery	Signed off report of meetings held with municipalities on matters related to LED Strategies	No of municipalities supported on the development of LED Strategies	22 (all mun's excluding the Mangaung Metro)	17	22 (all mun's excluding the Mangaung Metro)				
	Signed off report of meetings held with municipalities on matters related to LED units	No of municipalities supported on functional LED Units	22 (all mun's excluding the Mangaung Metro)	17					
	Signed off report of meetings held with municipalities on matters related to development forums.	No. of municipalities supported on the establishment of business development forums	22 (all mun's excluding the Mangaung Metro)	17	22 (all mun's excluding the Mangaung Metro)				
	Consolidated report on the temporary jobs created through MIG	No of reports submitted towards monitoring the number of temporary jobs created through MIG	4	4	4	4	4	4	4
	Report detailed on the LED Strategies, units and forums.	No. of reports produced towards monitoring the following in municipalities: <ul style="list-style-type: none"> <li>The extent to which LED strategies are updated</li> <li>Functionality of LED units</li> <li>Functionality of Business Development Forums</li> </ul>	4	4	4	4	4	4	4
	Convened LED meeting convened with municipalities	No. of provincial LED meetings held	2	3	3	3	3	3	3

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance			Estimated Performance	MTEF Period		
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	Convened LED meeting convened with municipalities, stakeholders and related Departments.	No. of Provincial Economic Development Forum meetings held	-	-	New	New	4	4	4

Output Indicators	Annual Target 2021/2022	Q1	Q2	Q3	Q4
<i>Standardized Performance Indicators and -Targets:</i>					
Number of work opportunities reported through Community Work Programme	24 550	24 550	24 550	24 550	24 550
<i>Non-Standardized Performance Indicators and -Targets:</i>					
No. of municipalities supported on the development of LED Strategies	22 (all mun's excluding the Mangaung Metro)	5	6	6	5
No of municipalities supported on functional LED Units	22 (all mun's excluding the Mangaung Metro)	5	6	6	5
No. of municipalities supported on the establishment of business development forums	22 (all mun's excluding the Mangaung Metro)	5	6	6	5
No of reports submitted towards monitoring the number of temporary jobs created through MIG.	4	1	1	1	1
No. of reports produced towards monitoring the following in municipalities: <ul style="list-style-type: none"> <li>The extent to which LED strategies are updated</li> <li>Functionality of LED units</li> <li>Functionality of Business Development Forums</li> </ul>	4	1	1	1	1
No. of provincial LED meetings held	3	-	1	1	1
No. of Provincial Economic Development Forum meetings held	4	1	1	1	1

**SUB-PROGRAMME  
MUNICIPAL INFRASTRUCTURE**

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance			Estimated Performance	MTEF Period		
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
<i>Standardized Performance Indicators and –Targets:</i>									

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance			Estimated Performance	MTEF Period		
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Improved coordination of service delivery	Consolidated signed off minutes on the implementation of infrastructure delivery programmes	Number of municipalities monitored on the implementation of infrastructure delivery programmes: • Implementation of MIG projects	18 (all local municipalities)	18	18	18	18	18	18
	Departmental Signed-off report	No. of municipalities supported to implement indigent policies	19 (All local Municipalities and the Mangaung Metro)	19	19 (All local Municipalities and the Mangaung Metro)	-	4	4	4
		Number of Districts monitored on the spending of National grants	New	New	New	New	4	4	4
<i>Non-Standardized Performance Indicators and -Targets:</i>									
Improved coordination of service delivery	Provincial evaluation template and letter of recommendation to Municipalities	No. of Project Management Units (PMU) in Municipalities monitored in terms of their functionality.	18	18	18	18	18	18	18
	Report on indigent register for the provision of the Free Basic to qualifying households.	No. of municipalities monitored on the implementation indigent register for the provision of the Free Basic to qualifying households.	New	New	New	19	19	19	19
	Consolidated financial and non-financial DORA reports for MIG	No. of municipalities monitored in terms of their: * Non-Financial Performance * Financial Performance	18	18	18	18	18	18	18
	Signed-off reports reflecting the technical capacity of municipalities.	Monitor the extent to which technical posts in municipalities are filled with competent persons towards improving infrastructure delivery	1	1	1	1	1	1	1
	Singed off reports held with municipalities towards ensuring alignment and implementation to indigent registers	Monitor and report on the extent to which municipalities implement updated indigent register.	-	4	4	4	4	4	4
	Signed off report from the Municipality's progress	Monitor the extent to which existing infrastructure is maintained (operation and maintenance).	4	4	4	4	4	4	4
	Signed-off minutes of meetings held by provincial	No. of Basic Services Coordinating forums.	New	New	New	New	4	4	4

Outcome	Outputs	Output Indicators	Annual Targets							
			Audited /Actual Performance			Estimated Performance	MTEF Period			
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	
	coordinating structures.									

Output Indicators	Annual Target 2021/2022	Q1	Q2	Q3	Q4
<i>Standardized Performance Indicators and –Targets:</i>					
Number of municipalities monitored on the implementation of infrastructure delivery programmes Implementation of MIG projects	18	18	18	18	18
Number of municipalities monitored on the implementation of indigent policies.	4	1	1	1	1
Number of Districts monitored on the spending of National grants	4	1	1	1	1
<i>Non-Standardized Performance Indicators and -Targets:</i>					
No. of Municipal Project Management Units monitored in terms of their functionality.	18	4	5	4	5
No. of municipalities monitored on the implementation indigent register for the provision of the Free Basic to qualifying households.	19	5	5	5	4
No. of municipalities monitored in terms of their: * Non-Financial Performance * Financial Performance	18	18	18	18	18
Monitor the extent to which technical posts in municipalities are filled with competent persons towards improving infrastructure delivery	1	-	-	-	1
Monitor and report on the extent to which municipalities implement updated indigent register	4	1	1	1	1
Monitor the extent to which existing infrastructure is maintained (operation and maintenance)	4	1	1	1	1
No. of Basic Services Co-ordination forums	4	1	1	1	1

**SUB-PROGRAMME  
DISASTER MANAGEMENT**

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance			Estimated Performance	MTEF Period		
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
<i>Standardized Performance Indicators and -Targets:</i>									
Improved coordination of service delivery	reports on municipalities supported towards ensuring functional Disaster Management Centres	No. of municipalities supported to maintain functional Disaster Management Centres <ul style="list-style-type: none"> <li>Districts Mun's</li> <li>Metro Municipality</li> </ul>	4 1	3 1	4 1	4 1	4 1	4 1	4 1
	Signed off progress report	No. of municipalities supported on fire brigade services.	-	1	1 Thabo Mofutsanyana	4	4	4	4
<i>Non-Standardized Performance Indicators and -Targets:</i>									
Improved coordination of service delivery	signed off quarterly report of meetings of the Provincial DM Advisory Forums	No. of the Provincial DM Advisory Forum convened.	4	4	4	4	4	4	4
	Signed off quarterly report of meetings of the Provincial Fire Services Advisory Committee.	No. of Provincial Fire Services Advisory Committee convened.	4	4	4	4	4	4	4
	Signed off reports	Monitor and report on the following: <ul style="list-style-type: none"> <li>Adverse and disaster incidents in the Province</li> <li>The state of Municipal and designated fire services in the Province</li> <li>The functionality of the District DM Advisory Forum</li> <li>Functionality of Municipal Disaster Management Centre &amp; Advisory Forums</li> <li>Functional Municipal &amp; Sector Disaster Risk Management Plans</li> </ul>	4	4	4	4	4	4	4
			4	4	4	4	4	4	4
			4	4	4	4	4	4	4
4			3	4	4	4	4	4	
Suitable state of municipalities in the Province.	Number of municipalities supported on the implementation of Covid -19 mitigation and response programmes	New	New	New	New	1	1	1	

Output Indicators	Annual Target 2021/2022	Q1	Q2	Q3	Q4
<i>Standardized Performance Indicators and –Targets:</i>					
No. of Districts and Metro municipalities supported to maintain functional Disaster Management Centres	4	4	4	4	4
<ul style="list-style-type: none"> <li>• Districts Mun's.</li> <li>• Metro Municipality</li> </ul>	1	1	1	1	1
No. of District municipalities supported on fire brigade services.	4	1	1	1	1
<i>Non-Standardized Performance Indicators and -Targets:</i>					
No. of the Provincial DM Advisory Forum convened.	4	1	1	1	1
No. of Provincial Fire Services Advisory Committee convened.	4	1	1	1	1
Monitor and report on the following:					
<ul style="list-style-type: none"> <li>• Adverse and disaster incidents in the Province</li> <li>• The state of Municipal and designated fire services in the Province</li> <li>• The functionality of the District DM Advisory Forum</li> <li>• Functionality of Municipal Disaster Management Centre &amp; Advisory Forums</li> <li>• Functional Municipal &amp; Sector Disaster Risk Management Plans</li> </ul>	4 4 4 4 4	1 1 1 1 1	1 1 1 1 1	1 1 1 1 1	1 1 1 1 1
Number of municipalities supported on the implementation of Covid -19 mitigation and response programmes	4	1	1	1	1

### 3. Explanation of planned performance over the medium term period

- The Programme 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. Achieve the requirements in the DORA framework four Technicians need to be appointed in the Directorate Municipal Infrastructure, Monitoring and Evaluation and four Candidate engineers in the Directorate Technical Services. Assist municipalities in drafting SPLUMA compliant Land Use Schemes and Spatial Development Frameworks. To enhance integration amongst all spheres of government and also to encourage maximum participation and accountability of the IDP stakeholders during IDP processes. Strengthen legality and to ensure the credibility of the IDP
- The PDMC will:
  - Coordinate quarterly Provincial Disaster Management Advisory Forums.
  - Coordinate quarterly Provincial Fire Services Advisory committee meetings.
  - Coordinate the Provincial Drought Task Team meetings.
  - Coordinate quarterly Heads of Disaster Management Centres committee meetings.
  - Provide support to Municipal Disaster Management Advisory Forums.

#### 4. Programme Recourse Considerations

**Table: RECONCILIATION OF PERFORMANCE TARGETS WITH THE BUDGET AND MTEF**

Expenditure estimate:

**Table 8.8(a): Summary of payments and estimates by sub-programme: Programme 3: Development and Planning**

R thousand	Outcome			Main appropriation	Adjusted appropriation 2020/21	Revised estimate	Medium-term estimates		
	2017/18	2018/19	2019/20				2021/22	2022/23	2023/24
1. Spatial Planning	20 371	20 762	20 233	21 916	19 568	19 568	20 549	20 633	22 513
2. Local Economic Development	4 889	5 098	4 571	4 924	4 438	4 438	5 907	5 990	6 410
3. Municipal Infrastructure	40 763	49 229	29 393	27 976	42 164	35 996	34 238	29 243	22 138
4. Disaster Management	8 379	9 267	9 945	15 397	15 266	15 266	15 372	15 462	16 312
<b>Total payments and estimates</b>	<b>74 402</b>	<b>84 356</b>	<b>64 142</b>	<b>70 213</b>	<b>81 436</b>	<b>75 268</b>	<b>76 066</b>	<b>71 328</b>	<b>67 373</b>

Table B.2: Payments and estimates by economic classification: Programme 3: Development And Planning

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
	2017/18	2018/19	2019/20				2020/21	2021/22	2022/23
<b>Current payments</b>	<b>68 052</b>	<b>73 324</b>	<b>63 659</b>	<b>69 455</b>	<b>75 608</b>	<b>69 336</b>	<b>72 691</b>	<b>67 910</b>	<b>63 955</b>
Compensation of employees	40 205	42 976	44 348	47 158	44 458	44 458	44 200	44 200	48 620
Salaries and wages	35 498	38 037	39 283	41 749	39 314	39 314	39 226	39 197	43 617
Social contributions	4 707	4 939	5 065	5 409	5 144	5 144	4 974	5 003	5 003
Goods and services	27 847	30 348	19 311	22 297	31 150	24 878	28 491	23 710	15 335
Administrative fees	45	42	33	63	45	45	87	91	91
Advertising			765	434	305	279			
Minor assets	4	8	4	5 045	5 074	5 096	47	49	49
Audit cost: External									
Bursaries: Employees									
Catering: Departmental activities	156	281	73	343	327	277	531	557	557
Communication (G&S)									
Computer services									
Consultants and professional services: Business and advisory services	23 665	26 341	15 424	13 071	23 071	16 903	20 837	15 691	7 316
Infrastructure and planning									
Laboratory services									
Scientific and technological services									
Legal services	92			151	131	131	163		
Contractors	5	26	5	60	43	43	99	103	103
Agency and support / outsourced services									
Entertainment							3		
Fleet services (including government motor transport)									
Housing									
Inventory: Clothing material and accessories									
Inventory: Farming supplies									
Inventory: Food and food supplies									
Inventory: Fuel, oil and gas									
Inventory: Learner and teacher support material									
Inventory: Materials and supplies									
Inventory: Medical supplies									
Inventory: Medicine									
Medcas inventory interface									
Inventory: Other supplies									
Consumable supplies	10	16	3	433	430	430	75	75	75
Consumable: Stationery, printing and office supplies	357	315	362	730	504	453	759	796	796
Operating leases									
Property payments									
Transport provided: Departmental activity			11						
Travel and subsistence	2 297	2 420	2 299	1 400	965	1 006	4 488	4 878	4 878
Training and development									
Operating payments	517	166	43	567	265	215	502	527	527
Venues and facilities	699	733	289				900	943	943
Rental and hiring									
Interest and rent on land									
Interest									
Rent on land									
<b>Transfers and subsides</b>	<b>48</b>	<b>10 714</b>	<b>121</b>	<b>253</b>	<b>253</b>	<b>327</b>	<b>64</b>	<b>67</b>	<b>67</b>
Provinces and municipalities		10 495							
Provinces									
Provincial Revenue Funds									
Provincial agencies and funds									
Municipalities		10 495							
Municipal agencies and funds									
Departmental agencies and accounts									
Social security funds									
Provide list of entities receiving transfers									
Higher education institutions									
Foreign governments and international organisations									
Public corporations and private enterprises									
Public corporations									
Subsidies on production									
Other transfers									
Private enterprises									
Subsidies on production									
Other transfers									
Non-profit institutions									
Households	48	219	121	253	253	327	64	67	67
Social benefits	48	219	121	253	253	327	64	67	67
Other transfers to households									
<b>Payments for capital assets</b>	<b>6 300</b>	<b>251</b>	<b>362</b>	<b>505</b>	<b>5 575</b>	<b>5 605</b>	<b>3 311</b>	<b>3 351</b>	<b>3 351</b>
Buildings and other fixed structures					5 000	5 000	2 500	2 500	2 500
Buildings									
Other fixed structures					5 000	5 000	2 500	2 500	2 500
Machinery and equipment	6 300	251	362	505	575	605	811	851	851
Transport equipment	5 948								
Other machinery and equipment	352	251	362	505	575	605	811	851	851
Heritage Assets									
Specialised military assets									
Biological assets									
Land and sub-soil assets									
Software and other intangible assets									
<b>Payments for financial assets</b>	<b>2</b>	<b>67</b>							
<b>Total economic classification</b>	<b>74 402</b>	<b>84 356</b>	<b>64 142</b>	<b>70 213</b>	<b>81 436</b>	<b>75 268</b>	<b>76 066</b>	<b>71 328</b>	<b>67 373</b>

## 5. Updated Key Risks

Outcome	Key Risk	Risk Mitigation
<ul style="list-style-type: none"> <li>Cooperative governance and service delivery through effective community participation</li> </ul>	Inadequate participation and coordination between stakeholders in the integrated planning process;	<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>

## PROGRAMME 4: TRADITIONAL INSTITUTIONAL MANAGEMENT

### 1. Purpose of the Programme

This programme aims to support and enhance the capacity of Traditional Authorities.

### 2. This Programme consists of the following Sub-Programme:

- Traditional Institutional Administration

#### SUB-PROGRAMME TRADITIONAL INSTITUTIONAL ADMINISTRATION

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance			Estimated Performance	MTEF Period		
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
<i>Standardized Performance Indicators and –Targets:</i>									
Improved municipal and traditional institutional capacity	Signed off report on the performance of the TC.	Number of Traditional Councils supported to perform their functions		12	13	13	13	13	13
	Signed off report on succession claims and disputes processed	Percentage of succession claims/ disputes processed	-	-	100% of claims / dispute investigated				
	Capacitated Traditional leadership	Number of Anti GBVF Intervention/campaigns for traditional leadership	New	New	New	New	2	2	3
<i>Non-Standardized Performance Indicators and -Targets:</i>									
Improved municipal and traditional institutional capacity	Progress report signed	No. of Traditional Councils supported towards reducing audit findings	13	13	13	13	13	13	13
	Consolidated Performance reports of Traditional Councils	Monitor and report on the performance of Traditional Councils	-	2	2	2	2	2	2
	Presentation of capacity building initiatives implemented or conducted for TL.	No. of capacity building initiatives implemented for Traditional Leaders	-	1	1	1	1	1	1

Output Indicators	Annual Target 2021/2022	Q1	Q2	Q3	Q4
<i>Standardized Performance Indicators and –Targets:</i>					
Number of Traditional Councils supported to perform their functions.	12	4	4	4	0
Percentage of succession claims/ disputes processed	100% of claims / dispute investigated				
Number of Anti GBVF Intervention/campaigns for traditional leadership	2	0	1	0	1
<i>Non-Standardized Performance Indicators and –Targets:</i>					
No. of Traditional Councils supported towards reducing audit findings	13	13	13	13	13
Monitor and report on the performance of Traditional Councils	2	-	1	-	1
No of culture and heritage awareness session/celebrations held	1		1	-	-

### 3. Explanation of planned performance over the medium term period

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

- 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.

#### 4. Programme Recourse Considerations

Table: Expenditure estimates:

**Table 8.9 (a): Summary of payments and estimates by sub-programme: Programme 4: Traditional Affairs**

R thousand	Outcome			Main appropriation	Adjusted appropriation 2020/21	Revised estimate	Medium-term estimates		
	2017/18	2018/19	2019/20				2021/22	2022/23	2023/24
1. Traditional Institutional Administr:	41 793	58 584	59 126	50 425	48 775	48 775	50 959	51 377	55 607
<b>Total payments and estimates</b>	<b>41 793</b>	<b>58 584</b>	<b>59 126</b>	<b>50 425</b>	<b>48 775</b>	<b>48 775</b>	<b>50 959</b>	<b>51 377</b>	<b>55 607</b>

Table B.2: Payments and estimates by economic classification: Programme 4: Traditional Institutional Management

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
	2017/18	2018/19	2019/20				2020/21	2021/22	2022/23
<b>Current payments</b>	<b>40 167</b>	<b>57 938</b>	<b>57 813</b>	<b>49 316</b>	<b>47 666</b>	<b>47 636</b>	<b>49 800</b>	<b>50 161</b>	<b>54 391</b>
Compensation of employees	37 792	43 753	42 757	46 675	45 175	45 145	42 300	42 300	46 530
Salaries and wages	34 368	40 061	38 861	42 312	40 612	40 782	37 074	36 823	41 053
Social contributions	3 424	3 692	3 896	4 363	4 563	4 363	5 226	5 477	5 477
Goods and services	2 375	14 185	15 056	2 641	2 491	2 491	7 500	7 861	7 861
Administrative fees	43	22	56	36	36	36	34	36	36
Advertising		472	33	50	50	50			
Minor assets									
Audit cost: External									
Bursaries: Employees									
Catering: Departmental activities	151	48	76	29	29	29	36	38	38
Communication (G&S)			5	24	24	24			
Computer services									
Consultants and professional services: Business and advisory services	218								
Infrastructure and planning									
Laboratory services									
Scientific and technological services									
Legal services									
Contractors	1 001	11 397	13 018	100	652	652	3 551	3 721	3 721
Agency and support / outsourced services									
Entertainment	2								
Fleet services (including government motor transport)									
Housing									
Inventory: Clothing material and accessories									
Inventory: Farming supplies									
Inventory: Food and food supplies									
Inventory: Fuel, oil and gas									
Inventory: Learner and teacher support material									
Inventory: Materials and supplies									
Inventory: Medical supplies									
Inventory: Medicine									
Medias inventory interface									
Inventory: Other supplies									
Consumable supplies	3	380	1	22	30	30	17	18	18
Consumable: Stationery, printing and office supplies	20	1	491	301	291	291	338	354	354
Operating leases									
Property payments									
Transport provided: Departmental activity	206	1 055	160				200	210	210
Travel and subsistence	595	493	1 128	1 448	748	748	2 686	2 815	2 815
Training and development									
Operating payments	136	317	88	631	631	631	638	669	669
Venues and facilities									
Rental and hiring									
Interest and rent on land									
Interest									
Rent on land									
<b>Transfers and subsidies</b>	<b>1 563</b>	<b>587</b>	<b>649</b>	<b>836</b>	<b>836</b>	<b>836</b>	<b>836</b>	<b>877</b>	<b>877</b>
Provinces and municipalities									
Provinces									
Provincial Revenue Funds									
Provincial agencies and funds									
Municipalities									
Municipalities									
Municipal agencies and funds									
Departmental agencies and accounts									
Social security funds									
Provide list of entities receiving transfers									
Higher education institutions									
Foreign governments and international organisations									
Public corporations and private enterprises									
Public corporations									
Subsidies on production									
Other transfers									
Private enterprises									
Subsidies on production									
Other transfers									
Non-profit institutions	1 459	408	408	491	491	491	472	495	495
Households	104	179	241	345	345	345	364	382	382
Social benefits	14	79	45	286	236	238	100	105	105
Other transfers to households	90	100	196	59	109	107	264	277	277
<b>Payments for capital assets</b>	<b>47</b>	<b>50</b>	<b>630</b>	<b>273</b>	<b>273</b>	<b>273</b>	<b>323</b>	<b>339</b>	<b>339</b>
Buildings and other fixed structures									
Buildings									
Other fixed structures									
Machinery and equipment	47	50	630	273	273	273	323	339	339
Transport equipment									
Other machinery and equipment	47	50	630	273	273	273	323	339	339
Heritage Assets									
Specialised military assets									
Biological assets									
Land and sub-soil assets									
Software and other intangible assets									
<b>Payments for financial assets</b>	<b>16</b>	<b>9</b>	<b>34</b>			<b>30</b>			
<b>Total economic classification</b>	<b>41 793</b>	<b>58 584</b>	<b>59 126</b>	<b>50 425</b>	<b>48 775</b>	<b>48 775</b>	<b>50 959</b>	<b>51 377</b>	<b>55 607</b>

## 5. Updated Key Risks

Outcome	Key Risk	Risk Mitigation
<ul style="list-style-type: none"> <li>Effective administration of traditional leadership institutions</li> </ul>	<p>The administrative process of passing legislation by the provincial legislature affects the stabilisation of the traditional leadership institutions.</p> <p>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.</p> <p>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.</p>	<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; and</li> <li>Regular monitoring and reporting of milestones. Reconfiguration and financing of the organisational structure to accommodate the new mandate functions.</li> </ul>

## PROGRAMME 5: FREE STATE HOUSE OF TRADITIONAL LEADERS

### 1. Purpose of the Programme

This Programme aims to promote and enhance the effective and efficient functioning of the Free State House of Traditional Leaders as well as Local Houses.

### 2. This Programme consists of the following Sub-Programme:

- Administration of Houses of Traditional Leaders

#### SUB-PROGRAMME 5 ADMINISTRATION OF HOUSE OF TRADITIONAL LEADERS

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance			Estimated Performance	MTEF Period		
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
<i>Non-Standardized Performance Indicators and -Targets:</i>									
Improved municipal and traditional institutional capacity	Signed-off Memorandum of understanding (MoU's)	No. of MoUs facilitated to enable the House to perform their oversight functions	1	0	1	1	1	1	1
	sign-off reports detailed on outreach and empowerment programmes facilitated	No. of outreach and empowerment programmes facilitated and participated in with regards to community development and empowerment.	4	4	4	2	2	4	4
	Signed off reports capacity building programmes implemented towards capacitating members of the House	No. of capacity building programmes implemented towards capacitating members of the House	1	2	2	1	1	2	2
	signed-off reports to the House on progress made by traditional councils towards implementing decisions of the House	No. of constituency and progress meetings held with traditional councils towards ensuring the implementation of decisions of the House of Traditional Leaders.	10	8	10	5	5	7	10

Output Indicators	Annual Target 2021/22	Q1	Q2	Q3	Q4
<i>Non-Standardized Performance Indicators and -Targets:</i>					
No. of MoUs facilitated to enable the House to perform their oversight functions	1	-	-	-	1
No. of outreach and empowerment programmes facilitated and participated in with regards to community development and empowerment.	2	1	-	-	1
No. of capacity building programmes implemented towards capacitating members of the House	1	-	-	-	1
No. of constituency and progress meetings held with traditional councils towards ensuring the implementation of decisions of the House of Traditional Leaders.	5	-	-	-	5

### 3. Explanation of planned performance over the medium term period

The following projects are prioritised for this financial period:

- Official opening of the Free State House of Traditional Leaders
- Cultural heritage celebrations
- Anti-illegal initiation schools campaigns and awareness
- Outreach programme related activities
- Premier's and MEC's directives
- Increment for members of the House

#### 4. Programme Recourse Considerations

Table: *Expenditure estimates*

**Table 8.10(a): Summary of payments and estimates by sub-programme: Programme 5: House Of Traditional Leaders**

R thousand	Outcome			Main appropriation	Adjusted appropriation 2020/21	Revised estimate	Medium-term estimates		
	2017/18	2018/19	2019/20				2021/22	2022/23	2023/24
1. Administration Of House Of Trad	9 093	10 535	15 036	10 688	10 508	10 508	12 435	12 648	13 448
<b>Total payments and estimates</b>	<b>9 093</b>	<b>10 535</b>	<b>15 036</b>	<b>10 688</b>	<b>10 508</b>	<b>10 508</b>	<b>12 435</b>	<b>12 648</b>	<b>13 448</b>

Table B.2: Payments and estimates by economic classification: Programme 5: House Of Traditional Leaders

R thousand	Outcome			Main appropriation	Adjusted appropriation 2020/21	Revised estimate	Medium-term estimates		
	2017/18	2018/19	2019/20				2021/22	2022/23	2023/24
<b>Current payments</b>	<b>8 444</b>	<b>10 526</b>	<b>14 943</b>	<b>10 636</b>	<b>10 061</b>	<b>10 061</b>	<b>12 363</b>	<b>12 594</b>	<b>13 394</b>
Compensation of employees	6 406	7 110	7 885	8 353	8 353	8 353	8 000	8 000	8 800
Salaries and wages	5 918	6 570	7 190	7 601	7 601	7 601	7 034	6 988	7 788
Social contributions	488	540	695	752	752	752	966	1 012	1 012
Goods and services	2 038	3 416	7 058	2 283	1 728	1 728	4 383	4 594	4 594
Administrative fees	55	61	76	106	106	106	59	62	62
Advertising			92						
Minor assets	10				51	74			
Audit cost: External									
Bursaries: Employees									
Catering: Departmental activities	155	233	159	200	200	200	367	385	385
Communication (G&S)									
Computer services									
Consultants and professional services: Business and advisory services									
Infrastructure and planning									
Laboratory services									
Scientific and technological services									
Legal services									
Contractors	991	1 837	4 921	96	36	36	1 950	2 044	2 044
Agency and support / outsourced services									
Entertainment									
Fleet services (including government motor transport)	1								
Housing									
Inventory: Clothing material and accessories									
Inventory: Farming supplies									
Inventory: Food and food supplies									
Inventory: Fuel, oil and gas									
Inventory: Learner and teacher support material									
Inventory: Materials and supplies									
Inventory: Medical supplies									
Inventory: Medicine									
Medsas inventory interface									
Inventory: Other supplies									
Consumable supplies	2	2	2	54	54	54	4	4	4
Consumable: Stationery, printing and office supplies			55	106	106	106	59	62	62
Operating leases									
Property payments									
Transport provided: Departmental activity		278	233						
Travel and subsistence	801	926	1 499	1 691	1 100	1 077	1 944	2 037	2 037
Training and development									
Operating payments	23	4	21	30	30	30			
Venues and facilities		75			45	45			
Rental and hiring									
Interest and rent on land									
Interest									
Rent on land									
<b>Transfers and subsidies</b>	<b>565</b>		<b>90</b>						
Provinces and municipalities									
Provinces									
Provincial Revenue Funds									
Provincial agencies and funds									
Municipalities									
Municipal agencies and funds									
Departmental agencies and accounts									
Social security funds									
Provide list of entities receiving transfers									
Higher education institutions									
Foreign governments and international organisations									
Public corporations and private enterprises									
Public corporations									
Subsidies on production									
Other transfers									
Private enterprises									
Subsidies on production									
Other transfers									
Non-profit institutions	565								
Households			90						
Social benefits									
Other transfers to households			90						
<b>Payments for capital assets</b>	<b>84</b>	<b>9</b>	<b>3</b>	<b>52</b>	<b>427</b>	<b>427</b>	<b>52</b>	<b>54</b>	<b>54</b>
Buildings and other fixed structures									
Buildings									
Other fixed structures									
Machinery and equipment	84	9	3	52	427	427	52	54	54
Transport equipment									
Other machinery and equipment	84	9	3	52	427	427	52	54	54
Heritage Assets									
Specialised military assets									
Biological assets									
Land and sub-soil assets									
Software and other intangible assets									
<b>Payments for financial assets</b>									
<b>Total economic classification</b>	<b>9 093</b>	<b>10 535</b>	<b>15 036</b>	<b>10 688</b>	<b>10 508</b>	<b>10 508</b>	<b>12 435</b>	<b>12 648</b>	<b>13 448</b>

## 5. Updated Key Risks

Outcome	Key Risk	Risk Mitigation
<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;</li> <li>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.</li> <li>Appointment of personnel in the areas of Tradition and customs.</li> </ul>

### 1. Public Entities

None

### 2. Infrastructure Projects

None

### 3. Public Private Partnerships

None

.

## Part D: Technical Indicator Descriptions (TID)

### PROGRAMME 1: ADMINISTRATION

#### SUB-PROGRAMME: CORPORATE SERVICES

<b>Indicator title</b>	Number of report produced on performance of the Department against its Annual Performance Plan.
<b>Definition</b>	The department's ability to do monitoring and reporting, produce reliable information, and use this information to inform performance improvement.
<b>Source of data</b>	EQPR (electronic Quarterly Performance Report)
<b>Method of calculation</b>	Quantitative.
<b>Means of verification</b>	Singed off quarterly reports by Chief Directorate
<b>Assumptions</b>	All progress made is against the plan of the Department.
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	Successful implementation on the performance of the Department against the APP
<b>Indicator responsibility</b>	DPPM – Monitoring and Evaluation Unit

<b>Indicator title</b>	Number of Information sessions conducted to Middle and lower levels officials on SDIP
<b>Definition</b>	The Department will conduct the information/training sessions for the middle and lower employees on the successful implementation of service delivery improvement plan.
<b>Source of data</b>	Departmental Information sessions/training sessions took place
<b>Method of calculation</b>	Quantitative.
<b>Means of verification</b>	Invitation, attendance register, presentation and/or Singed off quarterly reports by Chief Directorate
<b>Assumptions</b>	Ensure that all employees are well defined on the departmental strategies.
<b>Disaggregation of Beneficiaries (where applicable)</b>	<ul style="list-style-type: none"> <li>• Male</li> <li>• Female</li> <li>• Disable</li> </ul>
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	Successful implementation of Departmental information plan on issues related to Service delivery Improvement Plan.
<b>Indicator responsibility</b>	DPPM – Strategic Planning Unit

<b>Indicator title</b>	Monitor and report on the filling of funded vacancies
<b>Definition</b>	Vacancies that are critical for improvement of service delivery in the Department
<b>Source of data</b>	Departmental structure.
<b>Method of calculation</b>	Quantitative
<b>Means of verification</b>	Signed-off reports submitted to the Chief Director, reflecting the extent to which critical vacancies are filled.
<b>Assumptions</b>	To address the service delivery expectations.
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A

<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<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>	Monitor and report on the extent to which the Performance and Development Management System is implemented in the Department
<b>Definition</b>	Department implement their PDMS policy in term of all employees on salary level 1-12, with the requisite policy provisions.
<b>Source of data</b>	PERSAL
<b>Method of calculation</b>	Quantitative
<b>Means of verification</b>	Signed off report to the HOD and outgoing mail register.
<b>Assumptions</b>	To optimize every employee's output in terms of quality and quantity , thereby improving the department's overall performance and service delivery
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	Correct implementation of the PMDS policy
<b>Indicator responsibility</b>	Corporate Services (DPPM - PMDS)

<b>Indicator title</b>	Monitor and report on the extent to which the National Operations and Methodology Framework is implemented in the Department
<b>Definition</b>	Enables the Department to deliver quality services to the public in a simplified and integrated manner.
<b>Source of data</b>	Departmental consolidated reports (SDM, SOP, BOP and SDIP)
<b>Method of calculation</b>	Quantitative
<b>Means of verification</b>	Signed off Quarterly report and outgoing mail register.
<b>Assumptions</b>	Public Service Regulations 2016 now requires implementation of the following building blocks: <ul style="list-style-type: none"> <li>• Service Delivery Model</li> <li>• Business Process Management</li> <li>• Standard Operating Procedures</li> <li>• Service Standards</li> <li>• Service Charter</li> <li>• Service Delivery Improvement Plans</li> </ul>
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	Effective implementation of National Operations and Methodology Framework for the improvement of service delivery by the Department.
<b>Indicator responsibility</b>	DPPM – Organizational Development.

<b>Indicator title</b>	Percentage completion of the approved Risk Based Internal Audit Plan
<b>Definition</b>	Department has a basic strategic risk management elements in place and these function well.
<b>Source of data</b>	Audit tracking tool. Combined assurance plan and completed audits.
<b>Method of calculation</b>	Quantitative

<b>Means of verification</b>	Signed off performance against the plan, reflecting the overall progress on audits conducted.
<b>Assumptions</b>	Unwanted threats to efficient service delivery are minimized or opportunities are created through systematic and normalized processes that enables department to identify, assess, manage and monitor strategic risks
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation type</b>	Cumulative (Completed audits/Total Planned audits *100)
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	<ul style="list-style-type: none"> <li>• Completion of Internal Audit Plan</li> <li>• Improved governance, risk management and control processes towards accomplishment of Departmental objectives.</li> </ul>
<b>Indicator responsibility</b>	Corporate Services (Internal Audit)

<b>Indicator title</b>	<b>Monitor and report on budget spending versus cash flow projections</b>
<b>Definition</b>	Ensure that weekly and monthly spending are within the budget and cash available set limits.
<b>Source of data</b>	Basic Accounting System (BAS)
<b>Method of calculation</b>	Quantitative
<b>Means of verification</b>	Monthly budget expenditure reports and proof of submission
<b>Assumptions</b>	Ensure that no overspending on the budget or bank account occurs.
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation type</b>	Qualitative
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	To stay within the monthly cash flow allocations as received from Provincial Treasury.
<b>Indicator responsibility</b>	Financial Management Services Directorate

<b>Indicator title</b>	<b>Report on percentage of valid invoices paid within 30 days</b>
<b>Definition</b>	All payments of suppliers are paid within 30 days
<b>Source of data</b>	Departmental Invoice Track System
<b>Method of calculation</b>	Quantitative
<b>Means of verification</b>	Invoice Tracking System accurately reflecting the extent to which invoices are paid within 30 days after receipt of such invoices
<b>Assumptions</b>	To ensure that suppliers of goods and services are paid immediately after the service has been rendered within 30 days.
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	All service providers are fully paid.
<b>Indicator responsibility</b>	Supply Chain Management (SCM) – Asset Management Directorate

<b>Indicator title</b>	<b>Report on compliance with Key Control Matrix (KCM) standards</b>
<b>Definition</b>	Ensure that the Department report on all KCM indicators as included in the KCM report on an expectable level.
<b>Source of data</b>	COGTA
<b>Method of calculation</b>	Quantitative

<b>Means of verification</b>	Signed-off KCM reports and proof that it was submitted to PT within the required time-frames
<b>Assumptions</b>	To ensure that indicators are implemented to increase financial management and internal controls.
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<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

<b>Indicator title</b>	<b>Report on irregular, unauthorized and wasteful expenditure</b>
<b>Definition</b>	Register, investigate, report and finalize all cases of irregular, unauthorized and fruitless and wasteful expenditure identified in the department
<b>Source of data</b>	COGTA
<b>Method of calculation</b>	Quantitative
<b>Means of verification</b>	Updated register reflecting irregular, unauthorized and wasteful expenditure and proof of actions taken to prevent such expenditure.
<b>Assumptions</b>	To ensure compliance to financial legislative requirements
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	To investigate and finalise all cases of irregular, unauthorized and fruitless and wasteful expenditure within the applicable timeframes
<b>Indicator responsibility</b>	Financial Management Services Directorate

<b>Indicator title</b>	<b>Report produced on the gender mainstreaming and disability focal point.1</b>
<b>Definition</b>	Gender and Disability Mainstreaming as a Strategic Approach for achieving the goals of gender equality and nondiscrimination of Persons with Disabilities within the Department.
<b>Source of data</b>	Framework of Women Empowerment and Gender Equality White Paper of Rights of Persons with Disabilities.
<b>Method of calculation</b>	Quantitative
<b>Means of verification</b>	Signed off reports, invitations and agendas for the session convened.
<b>Assumptions</b>	To ensure compliance to the Frameworks and policies applicable/related requirements
<b>Disaggregation of Beneficiaries (where applicable)</b>	<ul style="list-style-type: none"> <li>• Women</li> <li>• Youth</li> <li>• People with disability.</li> </ul>
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Bi-annually
<b>Desired performance</b>	Effective Department implementing policies and legislatives related to Gender and people with disability.
<b>Indicator responsibility</b>	Special Programme (HOD)

## PROGRAMME 2: LOCAL GOVERNANCE

### SUB-PROGRAMME: MUNICIPAL ADMINISTRATION

<b>Indicator title</b>	<b>No. of municipalities assisted and supported towards customizing, review and/or adopting municipal by-laws</b>
<b>Definition</b>	To monitor and report on the extent to which municipalities successfully implement anti-corruption measures towards promoting good governance
<b>Source of data</b>	Municipalities
<b>Method of calculation</b>	Consolidated departmental report(s) reflecting the extent to which municipalities successfully implement anti-corruption measures.
<b>Means of verification</b>	Signed-off departmental report reflecting the extent to which municipalities comply with the implementation of anti-corruption measures, inclusive of recommendations to address gaps.
<b>Assumptions</b>	That all municipalities will implement preventative anti-fraud measure.
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	Municipalities to reduce fraud and corruption cases.
<b>Indicator responsibility</b>	Municipal Administration

<b>Indicator title</b>	<b>No. of municipalities assisted and supported towards customizing and/or adopting municipal by-laws.</b>
<b>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>Source of data</b>	Municipal consultations and provincial gazette.
<b>Method of calculation</b>	Manual count of municipalities supported
<b>Means of verification</b>	Invitations / agendas / attendance registers and or electronic means of support such as e-mails, virtual meeting as well as telephonic means of support and signed off report by Director of workshops / meetings held with municipalities on the development and/or review of municipal by-laws
<b>Assumptions</b>	All municipalities to have legally promulgated by-laws
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<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

<b>Indicator title</b>	<b>No. of municipalities supported on the implementation of municipal by-laws.</b>
<b>Definition</b>	To support municipalities on the implementation of municipal by-laws through the development of a guide.
<b>Source of data</b>	Municipalities
<b>Method of calculation</b>	Manual count of municipalities supported
<b>Means of verification</b>	Invitations, agendas, attendance registers, and or electronic means of support such as e-mails, virtual meeting as well as telephonic means of support quarterly signed off report and outgoing mail register, of workshops/meetings held with municipalities on the development and/or the by-law implementation guide informing municipalities of the different implementation strategies for municipal by-law and or by-law implementation check list.
<b>Assumptions</b>	Municipality to implement their promulgated municipal by-laws.
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A

<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	All municipalities implement by-laws once adopted by Municipal Councils
<b>Indicator responsibility</b>	Municipal Administration

<b>Indicator title</b>	<b>No of municipalities supported towards filling vacant positions of wards councillors through by-elections.</b>
<b>Definition</b>	To assist municipalities with the filling of vacant ward councilor positions.
<b>Source of data</b>	Municipalities and IEC request.
<b>Method of calculation</b>	Quantitative
<b>Means of verification</b>	Signed-off departmental report by the Director and outgoing mail register. Provincial Gazette, IEC Request letter, National By-election time.
<b>Assumptions</b>	To have councilors for all municipal wards in the Free State Province
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Annually
<b>Desired performance</b>	To fill all vacant ward councilor posts in municipalities
<b>Indicator responsibility</b>	Municipal Administration

<b>Indicator title</b>	<b>No of municipalities supported on removal and interment of mortal remains processes</b>
<b>Definition</b>	To process all applications for the exhumation and re-interment of mortal remain in Free State municipalities
<b>Source of data</b>	Municipal Applications
<b>Method of calculation</b>	Quantitative
<b>Means of verification</b>	Signed-off departmental report inclusive of application register by the Director and outgoing mail register.
<b>Assumptions</b>	That all applications will be processed within the prescripts of the Free State Burial Ordinance No. 4 OF 1952
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Bi-annually
<b>Desired performance</b>	To ensure that all applications for the removal and interment of mortal remains comply with all applicable legislation
<b>Indicator responsibility</b>	Municipal Administration

<b>Indicator title</b>	<b>No of municipalities supported towards litigation management</b>
<b>Definition</b>	To give support to all municipalities on the issues of litigation and processes that needs to be followed on proper management.
<b>Source of data</b>	Municipalities
<b>Method of calculation</b>	Manual count of assisted municipalities
<b>Means of verification</b>	Final Municipal Litigation Strategy; Presentations, Municipal Litigation Register, Invitations, Agenda and Attendance Registers and or electronic means of support such as e-mails, virtual meeting as well as telephonic means.
<b>Assumptions</b>	That municipalities will manage their litigation in a manner that ensures legal compliance and proper contract management as well as having in place effective systems to deal with litigation in timely manner and in accordance with court rules.

<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Bi-Annually
<b>Desired performance</b>	Proper Litigation Management by Municipalities with proper consequence management
<b>Indicator responsibility</b>	Municipal Administration

<b>Indicator title</b>	<b>No. of municipalities supported towards the development and/or review of policies</b>
<b>Definition</b>	To support municipalities on the development and reviewing of municipal policies.
<b>Source of data</b>	Municipalities
<b>Method of calculation</b>	Quantitative
<b>Means of verification</b>	Invitation, agenda, attendance register, Signed off quarterly report by the Director and outgoing mail register on the support towards the development of municipal policies.
<b>Assumptions</b>	That all legal prescripts be followed in the development and review of municipal policies.
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Annually
<b>Desired performance</b>	Good governance in all municipalities of the Province.
<b>Indicator responsibility</b>	Municipal Administration

#### SUB-PROGRAMME: MUNICIPAL PERFORMANCE MONITORING

<b>Indicator title</b>	<b>No. of municipalities supported to comply with Municipal Systems Act, Act 32 of 2000 (MSA) Regulations on the appointment of senior managers.</b>
<b>Definition</b>	<p>This indicator is about the support given to municipalities through the use of various platforms to ensure compliance with the MSA Regulations on the appointment of senior managers.</p> <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 vacant senior manager positions</li> <li>• Develop a report on compliance by municipalities with the Regulations on appointment of senior managers</li> <li>• Assist and support municipalities through meetings and workshops on how 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>Source of data</b>	Municipal reports on compliance in terms of MSA Regulation of 2014
<b>Method of calculation</b>	Quantitative
<b>Means of verification</b>	Departmental signed-off reports detailing the municipalities supported and the type of support provided, together with relevant documentation i.e. written communique and meeting documentation if and where meetings were held and/or workshops conducted
<b>Assumptions</b>	Municipal council will take the initiative to fill the vacant post in line with legislation.
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Annually
<b>Desired performance</b>	All municipalities in the province appointing competent senior managers in line with the competency requirements in the MSA Regulation.

<b>Indicator responsibility</b>	Municipal Performance Monitoring, Reporting & Evaluation
<b>Indicator title</b>	<b>Number of Section 47 reports compiled as prescribed by the MSA.</b>
<b>Definition</b>	This indicator is about ensuring that the province has a signed-off consolidated annual (provincial) municipal performance report which is a legal requirement in terms of Section 47 of the Municipal Systems Act of 2000, which requires the MEC for local government to compile and submit to provincial legislature and Minister for Local Government.
<b>Source of data</b>	Annual Municipal Performance Reports (MSA Section 46) and secondary data from sector departments
<b>Method of calculation</b>	Quantitative
<b>Means of verification</b>	Signed-off Section 47 Report
<b>Assumptions</b>	Municipality will submit credibility performance reports.
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Annual
<b>Desired performance</b>	Signed-off Report on the state of municipal performance in the province as required by Section 47 of the Municipal Systems Act, Act 32 of 2000
<b>Indicator responsibility</b>	Municipal Performance Monitoring, Reporting & Evaluation

<b>Indicator title</b>	<b>Number of municipalities supported to institutionalize performance management system (PMS)</b>
<b>Definition</b>	This indicator is about assisting municipalities to develop and implement PMS core components to manage institutional performance in order to improve service delivery and accountability in terms of Chapter 6 of the MSA and Municipal Planning and Performance Regulations of 2001
<b>Source of data</b>	PMS assessment tool and PMS assessment report
<b>Method of calculation</b>	Quantitative
<b>Means of verification</b>	A report detailing the municipalities supported and the type of support provided, together with meeting documentation and/or invites, agenda, attendance registers/ virtual register and presentations.
<b>Assumptions</b>	Municipalities will implement the provided support in line with Chapter 6 of the MSA and Municipal Planning and Performance Regulations of 2001.
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	All municipalities in the province implementing PMS in accordance with Chapter 6 of the MSA.
<b>Indicator responsibility</b>	Municipal Performance Monitoring, Reporting & Evaluation

<b>Indicator title</b>	<b>Monitor the extent to which the Senior Managers posts are filled within municipalities</b>
<b>Definition</b>	This indicator is about oversight on municipalities to ensure they comply with the MSA Regulations dealing with the appointment of and conditions of employment for senior managers by 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. This is done through: <ul style="list-style-type: none"> <li>Consolidate and evaluate signed-off information received from municipalities on the appointment of senior managers and assess processes that municipalities follow during the appointment of senior managers.</li> </ul>

	<ul style="list-style-type: none"> <li>Develop and submit a report with appropriate recommendations on the extent to which municipalities comply with the Regulations on the appointment of senior managers.</li> </ul>
<b>Source of data</b>	Free State Provincial Reporting Requirements (HR Template)
<b>Method of calculation</b>	Quantitative
<b>Means of verification</b>	Departmental (signed-off) report dealing with the extent to which municipalities comply with the MSA Regulations when filling vacant senior management posts and Outgoing Mail Register.
<b>Assumptions</b>	Municipal council will take the initiative to fill the vacant post in line with legislation.
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation type</b>	Cumulative.
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	All municipalities in the province appointing and filling senior manager posts with competent and suitable quality senior managers in compliance with the MSA and Regulations
<b>Indicator responsibility</b>	Municipal Performance Monitoring, Reporting & Evaluation

<b>Indicator title</b>	<b>Monitor the institutionalization of the Performance Management System within municipalities</b>
<b>Definition</b>	<p>This indicator measures the extent to which municipalities have developed or implemented a Performance Management System towards planning and management of institutional performance in terms of Chapter 6 of the MSA and the Municipal Planning and Performance Regulations of 2001. This is done through:</p> <ul style="list-style-type: none"> <li>Assisting and supporting municipalities, through meetings and/or workshops, towards developing and/or implementation a Performance Management System (support differs from province to province, depending on specific circumstances)</li> <li>Issuing a circular/notice/guideline to all municipalities detailing the steps to be followed in the development and implementation of a PMS.</li> </ul>
<b>Source of data</b>	Municipal reports and PMS Assessment Tool.
<b>Method of calculation</b>	Quantitative
<b>Means of verification</b>	Departmental report (signed-off) dealing with the extent to which municipalities have developed and/or implemented a Performance Management System towards complying with Chapter 6 of the MSA and the Outgoing mail Register.
<b>Assumptions</b>	Municipalities will implement the provided support in line with Chapter 6 of the MSA and Municipal Planning and Performance Regulations of 2001.
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Annually
<b>Desired performance</b>	All municipalities in the province implementing a credible and functional PMS
<b>Indicator responsibility</b>	Municipal Performance Monitoring, Reporting & Evaluation

<b>Indicator title</b>	<b>Monitor the extent to which MSA Section 57 managers (municipal manager and manager's directly accountable to the municipal manager) have signed employment contracts and performance agreements within due dates</b>
<b>Definition</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 MSA Section 57 Managers, thereby complying with the provisions of the MSA.
<b>Source of data</b>	Signed employment contracts and performance agreements in compliance with the MSA.
<b>Method of calculation</b>	Quantitative

<b>Means of verification</b>	<ul style="list-style-type: none"> <li>Free state Provincial Reporting Requirements (HR Template), and</li> <li>Departmental report (signed-off) dealing with the status of municipalities in the province and Outgoing Mail Register.</li> </ul>
<b>Assumptions</b>	Appointed Section 57 Managers have signed and submitted employment contracts and performance agreements.
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	All municipalities timeously submit credible signed employment contracts and performance agreements by MSA Section 57 managers in line with legislation
<b>Indicator responsibility</b>	Municipal Performance Monitoring, Reporting & Evaluation

<b>Indicator title</b>	<b>No. of workshop held towards supporting municipalities on the development of their annual performance reports in terms of Section 46 of the MSA</b>
<b>Definition</b>	To capacitate municipalities towards the development of annual performance reports in terms of Section 46 of the MSA through workshop and training during PMS Forum in the development of the Annual Performance Report.
<b>Source of data</b>	PMS Forum and issuing Municipal circulars
<b>Method of calculation</b>	Quantitative
<b>Means of verification</b>	Invitations, agendas, attendance register/ virtual register and presentations of workshops held with municipalities regarding annual performance reports.
<b>Assumptions</b>	Municipalities will develop and submit credible performance reports.
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Annually
<b>Desired performance</b>	Municipalities to compile and submit annual performance reports in compliance with Section 46 of the Municipal Systems Act
<b>Indicator responsibility</b>	Municipal Performance Monitoring, Reporting & Evaluation

<b>Indicator title</b>	<b>No. of workshops held towards supporting municipalities on the development and signing of employment contracts and performance agreements of Section 57 Managers</b>
<b>Definition</b>	To support municipalities on the development and signing of employment contracts and performance agreements of Section 57 Managers in line with applicable legislation
<b>Source of data</b>	Invitations, agendas, attendance register/virtual register and presentations of workshops held with municipalities regarding the development and signing of employment contracts and performance agreements of Section 57 Managers
<b>Method of calculation</b>	Quantitative – sum of municipalities supported
<b>Means of verification</b>	Invitations, agendas, attendance register/ virtual register and presentations of workshops held with municipalities regarding the development and signing of employment contracts and performance agreements of Section 57 Managers
<b>Assumptions</b>	Invited municipalities will attend.
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Annually
<b>Desired performance</b>	Municipalities to develop and sign employment contracts and performance agreements of Section 57 Managers in line with relevant legislation

<b>Indicator responsibility</b>	Municipal Performance Monitoring, Reporting & Evaluation
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**SUB-PROGRAMME: MUNICIPAL FINANCE.**

<b>Indicator title</b>	<b>Number of municipalities guided to comply with the MPRA.</b>
<b>Definition</b>	Municipalities monitored, assessed and guided to comply with the MPRA
<b>Source of data</b>	Rates policies, by-laws, tariffs, valuation / supplementary rolls from municipalities.
<b>Method of calculation</b>	Manual count.
<b>Means of verification</b>	<ul style="list-style-type: none"> <li>Invites, Agenda, Attendance Register and Consolidated quarterly report on the extent to which municipalities comply with the MPRA and/or compliance schedules.</li> </ul>
<b>Assumptions</b>	Compliance with the MPRA will ensure that each municipality values and rates property uniformly and fairly in a transparent and consultative manner
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	All local municipalities comply with the MPRA in order to provide nationwide uniformity, simplicity and certainty as well as to take into account the historical imbalances and rates burden on the poor.
<b>Indicator responsibility</b>	Municipal Finance Director

<b>Indicator title</b>	<b>Number of municipalities supported to improve their audit outcomes</b>
<b>Definition</b>	Municipalities supported to develop and implement audit response plans
<b>Source of data</b>	Audit action plans, invites, agendas and report backs of audit steering committees where hands on support rendered
<b>Method of calculation</b>	Quantitative
<b>Means of verification</b>	Signed – off quarterly reports on the progress of support rendered to municipalities. (Outgoing mail report) Management reports, Audit reports
<b>Assumptions</b>	To improve municipal audit outcomes
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	Improved audit outcome of municipalities
<b>Indicator responsibility</b>	Municipal Finance Director

<b>Indicator title</b>	<b>Assess the functionality of audit committees in municipalities</b>
<b>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>Source of data</b>	Invitation, agenda, attendance register and one signed off quarterly report from the districts.
<b>Method of calculation</b>	Quantitative
<b>Means of verification</b>	A signed off Annual report and outgoing mail register.
<b>Assumptions</b>	Effective implementation of the Audit Action Plan to reach clean audit.
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation type</b>	Cumulative

<b>Reporting cycle</b>	Annually
<b>Desired performance</b>	All municipalities develop and successfully implements Audit Response Plans based on audit outcomes
<b>Indicator responsibility</b>	Municipal Finance Director

<b>Indicator title</b>	<b>Monitor compliance with the MPRA within municipalities</b>
<b>Definition</b>	Municipalities monitored, assessed and guided to comply with the MPRA
<b>Source of data</b>	Rates policies, by-laws, tariffs, valuation / supplementary rolls from municipalities.
<b>Method of calculation</b>	Quantitative: sum of reports produced
<b>Means of verification</b>	Compliance signed off report and the out-going mail register.
<b>Assumptions</b>	To monitor and assess municipal compliance with the MPRA and provide guidance with respect to non-compliance
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	Municipalities comply with critical aspects of the MPRA and its regulations
<b>Indicator responsibility</b>	Municipal Finance Director

<b>Indicator title</b>	<b>Monitor revenue management and debt collection within municipalities</b>
<b>Definition</b>	Municipalities supported to improve revenue collection
<b>Source of data</b>	Report from municipalities and third party (Eskom, various water boards)
<b>Method of calculation</b>	Quantitative: sum of reports produced
<b>Means of verification</b>	Governance Finance Quarterly Report and recommendations on possible interventions and support with an out-going mail register.
<b>Assumptions</b>	Municipal credit control and debt collection policies and their implementation in order to improve revenue collection
<b>Disaggregation of Beneficiaries (where applicable)</b>	
<b>Spatial Transformation (where applicable)</b>	
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	Improved revenue management and debt collection in local government
<b>Indicator responsibility</b>	Municipal Finance Director

<b>Indicator title</b>	<b>No. of municipalities supported to implement financial turn-around plans</b>
<b>Definition</b>	To support municipalities towards the implementation of financial turn-around plans developed ( MSP)
<b>Source of data</b>	<ul style="list-style-type: none"> <li>• SLA (Service level agreement with service provider)</li> <li>• Progress report.</li> <li>• Financial recovery plans</li> </ul>
<b>Method of calculation</b>	Quantitative: sum of municipalities supported
<b>Means of verification</b>	Quarterly progress report on financial turnaround plans in municipalities.
<b>Assumptions</b>	The extent to which the Department will give support of the financial turn-around of municipalities.
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	Municipal Finance Management Act (MFMA) compliance and financial viability improvement

<b>Indicator responsibility</b>	Municipal Finance
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#### SUB-PROGRAMME: PUBLIC PARTICIPATION

<b>Indicator title</b>	Number of municipalities monitored on the implementation of GBVF responsive programmes
<b>Definition</b>	Assess the number of municipalities implementing GBVF responsive programme through municipal performance review session
<b>Source of data</b>	IDPs and SDBIPs
<b>Method of calculation</b>	Count of number of municipalities implementing GBVF programmes
<b>Means of verification</b>	Report on the number of municipalities implementing GBVF programmes
<b>Assumptions</b>	Municipalities have GBVF programmes
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	Municipalities implementing GBVF programmes
<b>Indicator responsibility</b>	Public Participation

<b>Indicator title</b>	Number of municipalities supported to promote participation in community based local governance processes
<b>Definition</b>	The number of municipalities supported to promote community engagements through Izimbizo, Outreach Programs, Community Meetings and IDP processes.
<b>Source of data</b>	Municipal plans/guidelines and reports on supported initiatives
<b>Method of calculation</b>	Manual count of plans/guidelines and LG support initiatives
<b>Means of verification</b>	Quarterly reports on community based local governance processes
<b>Assumptions</b>	Municipalities allocate budget and develop relevant human resource capacity
<b>Disaggregation of Beneficiaries (where applicable)</b>	Women: Youth: People with Disabilities: LGBT: To be determined by each Province in collaboration with relevant stakeholders
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation type</b>	Non-Cumulative
<b>Reporting cycle</b>	Bi-Annually
<b>Desired performance</b>	All municipalities actively promote and facilitate community participation in
<b>Indicator responsibility</b>	Public Participation

<b>Indicator title</b>	Number of municipalities supported to maintain functional ward committees.
<b>Definition</b>	Promote the attainment of the Back to Basics Pillar 1 namely: putting people first (positive community experiences) through promoting the functionality of ward committees by implementation of ward operational plans, monitoring the payments on the Out of Pockets Expenses, monitoring the convening of Community meetings, monitoring the convening of ward committees' meetings.
<b>Source of data</b>	Reports from municipalities supported to maintain functional ward committees
<b>Method of calculation</b>	Manual count of the number of municipalities supported to maintain functional ward committees
<b>Means of verification</b>	Generic management tools on the functionality criteria of ward committees; • Assessment and monitoring reports. • Consolidated quarterly reports
<b>Assumptions</b>	Availability/functionality of electronic systems and data connectivity. Dedicated capacity in municipalities to provide required information

<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	All municipalities maintaining functional ward committees to promote the deepening of participatory democracy at local level
<b>Indicator responsibility</b>	Public Participation

<b>Indicator title</b>	<b>Number of municipalities supported to respond to community concerns.</b>
<b>Definition</b>	Support municipalities through contact or electronic workshops or working sessions to develop sample draft registers of community concerns; to enable municipalities themselves to develop responsive improvement plans to address such concerns including developing a tracking system to monitor implementation of remedial actions in line with their customer care systems (e.g. Batho Pele policies).
<b>Source of data</b>	Reports from municipalities supported to respond to community concerns
<b>Method of calculation</b>	Quantitative
<b>Means of verification</b>	Generic management tools circulated (Process plans, spreadsheet analyses tools, functionality criteria); <ul style="list-style-type: none"> <li>• Template of draft registers of community concerns,</li> <li>• Meeting programmes, attendance registers or proof of electronic meeting/engagement.</li> <li>• Assessment and monitoring reports.</li> <li>• Municipal proof/notice of cancelation/postponement of meetings.</li> <li>• Consolidated quarterly reports.</li> </ul>
<b>Assumptions</b>	Availability/functionality of electronic systems and data connectivity. Dedicated capacity in municipalities to provide required information
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	All municipalities capable of recording, reviewing, responding to community concerns and reporting
<b>Indicator responsibility</b>	Public Participation

<b>Indicator title</b>	<b>Monitor and report on municipalities assisted with trainings of ward committees</b>
<b>Definition</b>	Municipalities assisted with trainings in the role and responsibilities of ward committees and filling of ward committees vacancies.
<b>Source of data</b>	<ul style="list-style-type: none"> <li>• Municipal ward committee registers</li> </ul>
<b>Method of calculation</b>	Simple count (Quantitative)
<b>Means of verification</b>	The signed off report with an outgoing mail register, presentations and/or training manual and attendance registers of all participants (Virtual evidence applicable).
<b>Assumptions</b>	To ensure compliance on all municipal ward committees manual/ handbook.
<b>Disaggregation of Beneficiaries (where applicable)</b>	<ul style="list-style-type: none"> <li>• Women</li> <li>• Youth</li> <li>• People with disabilities.</li> </ul>
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Annually
<b>Desired performance</b>	Effective Municipal Ward Committees.
<b>Indicator responsibility</b>	Public Participation (Municipal Intergovernmental Relations Directorate)

<b>Indicator title</b>	<b>Monitor the functionality of District IGR structures</b>
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<b>Definition</b>	To monitor the functionality of District IGR Structures
<b>Source of data</b>	Minutes of the meetings, agenda, invitation, attendance registers of the meeting and assessment tool.
<b>Method of calculation</b>	Quantitative:
<b>Means of verification</b>	The signed off report and the outgoing mail register.
<b>Assumptions</b>	The extent to which District IGR structures are functional in compliance with the provision of the IGR Framework Act
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	Improvement in coordination and implementation of Government programmes at municipal level
<b>Indicator responsibility</b>	Public Participation (Municipal Intergovernmental Relations Directorate)

<b>Indicator title</b>	<b>Monitor the extent to which municipalities successfully implement the Batho Pele Service Standards Framework for Local Government</b>
<b>Definition</b>	To support municipalities on the implementation of the Batho Pele Service Standards Framework
<b>Source of data</b>	Batho Pele service standards framework, Batho Pele charter, Frontline service delivery monitoring programme, Name tags, Project Khaedu, Batho Pele coordinators, Know your service rights,
<b>Method of calculation</b>	Cumulative
<b>Means of verification</b>	The signed off report and the outgoing mail register.
<b>Assumptions</b>	Institutionalizing the Batho Pele Service Standards Framework in municipalities
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	Improved implementation of the Batho Pele Service Standards Framework
<b>Indicator responsibility</b>	Public Participation (Municipal Intergovernmental Relations Directorate)

#### SUB-PROGRAMME: CAPACITY DEVELOPMENT

<b>Indicator title</b>	<b>Number of capacity building interventions conducted in municipalities</b>
<b>Definition</b>	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>
<b>Source of data</b>	Municipal audit reports, annual reports, oversight reports, B2B Assessment Reports.
<b>Method of calculation</b>	Manual count of number of capacity building interventions
<b>Means of verification</b>	Capacity Building Strategy, departmental signed-off reports detailing the type and regularity of capacity building interventions conducted, together with relevant
<b>Assumptions</b>	Municipalities are implementing capacity building strategy
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation type</b>	Cumulative

<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	To strengthen the capability and ability of officials and councilors to accomplish their governance responsibilities
<b>Indicator responsibility</b>	Capacity Development Director.

### **PROGRAMME 3: DEVELOPMENT AND PLANNING**

#### **SUB-PROGRAMME: SPATIAL PLANNING AND LAND USE MANAGEMENT**

<b>Indicator title</b>	<b>Number of municipalities supported on the implementation of SPLUMA</b>
<b>Definition</b>	Support all local municipalities on the implementation of SPLUMA.
<b>Source of data</b>	Municipalities/COGTA
<b>Method of calculation</b>	Quantitative
<b>Means of verification</b>	Invitation letters, agendas , attendance registers, and minutes of meetings with municipalities
<b>Assumptions</b>	Improved spatial planning and land use management in municipalities
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Annually
<b>Desired performance</b>	All Municipalities complying with SPLUMA
<b>Indicator responsibility</b>	Spatial Planning and Development

<b>Indicator title</b>	<b>No. of municipalities supported on the development and/or maintenance of a Geographical Information System (GIS)</b>
<b>Definition</b>	To assist municipalities towards developing a GIS
<b>Source of data</b>	Municipalities/COGTA
<b>Method of calculation</b>	Non-cumulative
<b>Means of verification</b>	Invitation letters, agendas, attendance registers, and minutes of the meetings with municipalities
<b>Assumptions</b>	The extent to which the Department successfully supports municipalities on the development of a GIS to inform orderly planning in municipalities.
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<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 supported with the updating of their Spatial Development Frameworks in line with SPLUMA</b>
<b>Definition</b>	To support municipalities on the compilation of Spatial Development Frameworks in terms of SPLUMA requirements.
<b>Source of data</b>	Municipalities/COGTA
<b>Method of calculation</b>	Quantitative: sum of municipalities supported
<b>Means of verification</b>	Invitation letters, agendas , attendance registers, minutes of meetings with municipalities
<b>Assumptions</b>	The extent to which the Department supports municipalities to compile credible Spatial Development Frameworks towards informing orderly planning in municipalities.

<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Quarterly.
<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 supported on the compilation of Land Use Schemes in line with SPLUMA</b>
<b>Definition</b>	To provide support to municipalities through workshops and/or meetings on the compilation of Land Use Schemes as per SPLUMA requirement.
<b>Source of data</b>	Municipalities/COGTA
<b>Method of calculation</b>	Quantitative: sum of municipalities supported
<b>Means of verification</b>	Invitation letters, agendas, attendance registers and minutes of meetings with municipalities
<b>Assumptions</b>	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>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Quarterly.
<b>Desired performance</b>	All municipalities have implementable Land Use Management 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>No. of meetings held by the Provincial Planning and GIS Forum</b>
<b>Definition</b>	To provide support on planning matters to municipalities, departments and private planners.
<b>Source of data</b>	COGTA, Sector Departments (DRDLR), municipalities and consultants.
<b>Method of calculation</b>	Quantitative: sum of meetings held
<b>Means of verification</b>	Invitation letters, agendas, attendance registers, minutes of the meeting.
<b>Assumptions</b>	The extent to which the Provincial Land Use Management Forum meets in accordance with approved meeting schedules as a platform to discuss and capacitate stakeholders on matters related to town planning
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Bi-annually
<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: LOCAL ECONOMIC DEVELOPMENT (LED)

<b>Indicator title</b>	<b>No. of municipalities supported on the development/review of LED strategies</b>
<b>Definition</b>	To support municipalities through meetings / workshops /emails to develop and/or review Local Economic Development Strategies with high impact and sustainable programmes aligned to the policies and legislation regarding LED, approved by the Council.

<b>Source of data</b>	Meetings and correspondence
<b>Method of calculation</b>	Quantitative: sum of municipalities supported
<b>Means of verification</b>	Invitations, Agendas, attendance registers of meetings held with municipalities on matters related to LED Strategies
<b>Assumptions</b>	All municipalities have credible updated LED strategies in place that will form part of the IDP document.
<b>Disaggregation of Beneficiaries (where applicable)</b>	Not applicable
<b>Spatial Transformation (where applicable)</b>	Not applicable
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	Municipalities to have credible LED strategies that will create an enabling environment for local economic development initiatives towards enhancing economic growth within their space
<b>Indicator responsibility</b>	Local Economic Development (IDP/LED Directorate)

<b>Indicator title</b>	<b>No. of municipalities supported on functional LED units</b>
<b>Definition</b>	To co-ordinate and facilitate regular meetings/emails with municipal LED officials and through sharing of information on related LED issues
<b>Source of data</b>	Meetings and correspondence
<b>Method of calculation</b>	Quantitative: sum of municipalities supported
<b>Means of verification</b>	Invitations, Agendas, attendance registers of meetings held with municipalities on matters related to LED units (human, financial and technical resources)
<b>Assumptions</b>	Municipalities to have functional LED units with efficient LED officials
<b>Disaggregation of Beneficiaries (where applicable)</b>	Not applicable
<b>Spatial Transformation (where applicable)</b>	Not applicable
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	Municipal LED officials to be effective and efficient in implementing the LED strategy of the Municipality.
<b>Indicator responsibility</b>	Local Economic Development (IDP/LED Directorate)

<b>Indicator title</b>	<b>No. of municipalities supported on the establishment of business development forums</b>
<b>Definition</b>	To guide and support municipalities on the establishment of business development forums as a platform for LED stakeholders to discuss and enhance the successful implementation of LED initiatives / programmes
<b>Source of data</b>	Meetings and correspondence
<b>Method of calculation</b>	Quantitative: sum of municipalities supported
<b>Means of verification</b>	Invitations, Agendas, and attendance registers of meetings held with municipalities on matters related to development forums.
<b>Assumptions</b>	Establishment of partnerships between municipalities and private business on the implementation of LED initiatives
<b>Disaggregation of Beneficiaries (where applicable)</b>	Not applicable
<b>Spatial Transformation (where applicable)</b>	Not applicable
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	Business Development Forums are established and fully functional towards serving as a platform for LED stakeholders towards enhancing economic growth within municipal boundaries

<b>Indicator responsibility</b>	Local Economic Development (IDP/LED Directorate)
<b>Indicator title</b>	<b>No. of provincial LED meetings held</b>
<b>Definition</b>	To create a platform for Municipal LED officials to engage in collaboration with other participants (i.e. SoE's, Sector Departments, SALGA, etc) from the economic development environment.
<b>Source of data</b>	Meetings and correspondence
<b>Method of calculation</b>	Meetings with LED practitioners and stakeholders
<b>Means of verification</b>	Invitation, agenda, attendance registers and presentations as well as signed off minutes.
<b>Assumptions</b>	To strengthen the capacity of all municipal LED officials by discussing LED-related topics and by creating space for information sharing and knowledge exchange.
<b>Disaggregation of Beneficiaries (where applicable)</b>	Not applicable
<b>Spatial Transformation (where applicable)</b>	Not applicable
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	Effective participation that will capacitate and support municipalities on the implementation of LED
<b>Indicator responsibility</b>	Local Economic Development (IDP/LED Directorate)

<b>Indicator title</b>	<b>No. of Provincial Economic Development Forum meetings held</b>
<b>Definition</b>	To provide a platform for government and private business to engage on the implementation of economic development.
<b>Source of data</b>	Meetings and correspondence
<b>Method of calculation</b>	Meetings with municipalities, sector departments and private business
<b>Means of verification</b>	Invitation, agenda, attendance registers and presentations as well as signed off minutes.
<b>Assumptions</b>	To establish effective partnerships with private business on the implementation of economic initiatives on provincial level
<b>Disaggregation of Beneficiaries (where applicable)</b>	Not applicable
<b>Spatial Transformation (where applicable)</b>	Not applicable
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	Provincial Economic Development Forum established that is operational and fully functional towards serving as a platform for the establishment of partnerships towards enhancing economic growth
<b>Indicator responsibility</b>	Local Economic Development (IDP/LED Directorate)

<b>Indicator title</b>	<b>No. of reports produced towards monitoring the following in municipalities:</b> <ul style="list-style-type: none"> <li>• Extent to which LED strategies are updated</li> <li>• Functional LED units</li> <li>• Functionality of Business Development Forums</li> </ul>
<b>Definition</b>	To provide a report on the LED Strategies, Functional LED Units and Functional Business Development Forums in the Free State
<b>Source of data</b>	Municipal LED units
<b>Method of calculation</b>	Quantitative: sum of reports
<b>Means of verification</b>	Signed-off reports on: <ul style="list-style-type: none"> <li>• the status of LED Strategies,</li> <li>• The functionality of LED Units,</li> <li>• The functionality of Business Development Forums</li> </ul>

<b>Assumptions</b>	Reports should be submitted with the updated information as required.
<b>Disaggregation of Beneficiaries (where applicable)</b>	Not applicable
<b>Spatial Transformation (where applicable)</b>	Not applicable
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	Monitoring the performance of Local economic development on municipal level.
<b>Indicator responsibility</b>	Local Economic Development (IDP/LED Directorate)

#### **SUB-PROGRAMME: INTEGRATED DEVELOPMENT PLANNING**

<b>Indicator title</b>	<b>Number of municipalities with legally compliant IDPs</b>
<b>Definition</b>	Support and monitor the extent to which municipal IDPs are compliant with legislative requirements, respond to service delivery and development challenges, community priorities and mainstream gender related
<b>Source of data</b>	IDP assessment and analysis reports
<b>Method of calculation</b>	Quantitative: Manual count of number of municipalities supported
<b>Means of verification</b>	Report on support provided and on the status of the IDPs, invitations, agenda, attendance registers, signed-off report indicating the municipalities supported to develop responsive and legally compliant IDP's
<b>Assumptions</b>	All municipal IDPs are compliant and respond to service delivery, development challenges and needs of communities
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation type</b>	Non-Cumulative
<b>Reporting cycle</b>	Annual
<b>Desired performance</b>	All municipalities have IDPs which are addressing key service delivery priorities and development needs
<b>Indicator responsibility</b>	Head of Integrated Development Planning Coordination

<b>Indicator title</b>	<b>No. of municipalities monitored on the adoption of their IDPs:</b> <ul style="list-style-type: none"> <li>• Metro</li> <li>• District</li> <li>• Local</li> </ul>
<b>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>Source of data</b>	Submission of the municipal adopted IDP documents
<b>Method of calculation</b>	Quantitative: Manual count number of municipalities with adopted IDPs
<b>Means of verification</b>	Reminder letters and signed off by Director adoption and submission status quo report
<b>Assumptions</b>	All municipalities have a legally compliant IDP in place within required time-frames and in compliance with Chapter 5 of the Municipal Systems Act
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Annual
<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>	Head of Integrated Development Planning Coordination

<b>Indicator title</b>	No. of support initiatives implemented and sustained towards improving municipal IDPs: <ul style="list-style-type: none"> <li>• Provincial IDP Managers Forum with quarterly meetings</li> <li>• Annual Provincial IDP Assessment session</li> <li>• Municipal IDP engagement support session (Annually)</li> <li>• Bi-Annual Provincial IDP Support Team Meetings</li> <li>• Bi-Annual Capacity Building Sessions</li> </ul>
<b>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>Source of data</b>	Meetings and workshops provided
<b>Method of calculation</b>	Quantitative
<b>Means of verification</b>	Invitations, agenda, attendance register, signed off minutes or presentations made in the meeting or workshop
<b>Assumptions</b>	To strengthen the capacity of all municipalities to have legally compliant IDP's by discussing IDP-related developmental processes and by creating space for information sharing and knowledge exchange.
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation type</b>	Cumulative no quarterly targets and non-cumulative on annual target
<b>Reporting cycle</b>	Quarterly, Bi-annually and Annually
<b>Desired performance</b>	Effective initiatives which yields meaningful planning and support to municipalities
<b>Indicator responsibility</b>	Head of Integrated Development Planning Coordination

#### SUB-PROGRAMME: MUNICIPAL INFRASTRUCTURE

<b>Indicator title</b>	Number of municipalities monitored in terms of their: <ul style="list-style-type: none"> <li>• Non-Financial performance</li> <li>• Financial performance</li> </ul>
<b>Definition</b>	Monitor and reconcile reported expenditure and non-financial performance.
<b>Source of data</b>	Municipalities
<b>Method of calculation</b>	Quantitative
<b>Means of verification</b>	Consolidated financial and non-financial DORA reports for MIG
<b>Assumptions</b>	Spend 100% of the Municipal Infrastructure Grand for the financial year
<b>Disaggregation of Beneficiaries (where applicable)</b>	NA
<b>Spatial Transformation (where applicable)</b>	NA
<b>Calculation type</b>	Accumulative
<b>Reporting cycle</b>	Monthly and Quarterly (Provincial Fin Year overlaps with that of the Department)
<b>Desired performance</b>	All targeted municipalities implementing MIG by providing new infrastructure and/or upgrading and renewal of the existing infrastructure.
<b>Indicator responsibility</b>	Municipal Infrastructure Monitoring and Evaluation

<b>Indicator title</b>	Number of municipalities monitored on the implementation of infrastructure delivery programmes: <ul style="list-style-type: none"> <li>• Implementation of MIG projects</li> </ul>
<b>Definition</b>	Monitor, provide assistance to municipalities and coordinate technical support in managing the implementation of municipal infrastructure projects.
<b>Source of data</b>	Municipalities and identified sector departments
<b>Method of calculation</b>	Cumulative

<b>Means of verification</b>	Invitation, agenda, attendance register and signed off minutes
<b>Assumptions</b>	All 18 Municipalities, Sector Departments and relevant stakeholders attend and participate in the meetings.
<b>Disaggregation of Beneficiaries (where applicable)</b>	NA
<b>Spatial Transformation (where applicable)</b>	NA
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	All municipalities attend and participate in the meetings.
<b>Indicator responsibility</b>	Municipal Infrastructure Monitoring and Evaluation

<b>Indicator title</b>	<b>No. of Project Management Units (PMU) in Municipalities monitored in terms of their functionality.</b>
<b>Definition</b>	Monitor performance of municipal programme/ Project Management Unit (PMU) to improve functionality
<b>Source of data</b>	Municipalities.
<b>Method of calculation</b>	Quantitative
<b>Means of verification</b>	Provincial evaluation template and letter of recommendation to Municipalities.
<b>Assumptions</b>	Fully functional PMU's to administer the Municipal Infrastructure Grant
<b>Disaggregation of Beneficiaries (where applicable)</b>	NA
<b>Spatial Transformation (where applicable)</b>	NA
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	Fully functional PMU's
<b>Indicator responsibility</b>	Municipal Infrastructure Monitoring and Evaluation

<b>Indicator title</b>	<b>Monitor the extent to which technical posts in municipalities are filled with competent persons towards improving infrastructure delivery.</b>
<b>Definition</b>	To check the extent in which Technical Posts are prioritized and filled in Municipalities towards improved service delivery
<b>Source of data</b>	Municipalities.
<b>Method of calculation</b>	Quantitative
<b>Means of verification</b>	Signed-off reports reflecting the technical capacity of municipalities towards improving infrastructure delivery and operation
<b>Assumptions</b>	To ensure that Municipalities prioritize filling of technical posts to improve service delivery
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Annually
<b>Desired performance</b>	Improved capacity with Technical Units of Municipalities
<b>Indicator responsibility</b>	Municipal Infrastructure: Monitoring and Support

<b>Indicator title</b>	<b>Number of municipalities supported to implement indigent policies.</b>
<b>Definition</b>	Monitor municipal compliance to national indigent policy framework using the municipal policy assessment tool to determine the extent to which the municipal indigent policies adhere to the framework.
<b>Source of data</b>	Municipalities.
<b>Method of calculation</b>	Quantitative

<b>Means of verification</b>	Departmental Signed-off report and the outgoing mail register on the analysis and recommendations for improvement of and implementation, invitation letters, agenda, attendance registers and or letters
<b>Assumptions</b>	Provision of free basic services to indigent households
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	All municipalities implementing indigent registers to ensure increased access of free basic services to indigent households
<b>Indicator responsibility</b>	Municipal Infrastructure - Free Basic Services Monitoring (Mr. Sempe)

<b>Indicator title</b>	<b>No. of municipalities monitored on the implementation indigent register for the provision of the Free Basic to qualifying households.</b>
<b>Definition</b>	Oversight municipalities through meetings and site visits in reviewing updated indigent registers in alignment with the national policy framework
<b>Source of data</b>	Municipal indigent register reports.
<b>Method of calculation</b>	Quantitative
<b>Means of verification</b>	<ul style="list-style-type: none"> <li>• Singed off reports and the outgoing mail register.</li> <li>• Attendance register</li> <li>• Invitations for the meetings</li> </ul>
<b>Assumptions</b>	The extent to which municipalities are assisted to implement successfully implement their indigent registers towards providing free basic services to indigent households
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	All municipalities comply their indigent register with the national policy framework towards providing access to free basic services to indigent households
<b>Indicator responsibility</b>	Municipal Infrastructure - Free Basic Services Monitoring (Mr. Sempe)

<b>Indicator title</b>	<b>Monitor and report on the extent to which municipalities implement updated indigent register.</b>
<b>Definition</b>	Oversight municipalities through meetings and/or workshops in developing/reviewing indigent policies and/or updating indigent registers in alignment with the national policy framework
<b>Source of data</b>	Municipal indigent register reports.
<b>Method of calculation</b>	Quantitative.
<b>Means of verification</b>	singed off reports and the outgoing mail register held with municipalities towards ensuring alignment and implementation to indigent registers with the national policy framework
<b>Assumptions</b>	The extent to which municipalities are assisted to successfully implement their indigent policies / registers towards providing free basic services to indigent households
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	All municipalities comply their indigent policies and registers with the national policy framework towards providing access to free basic services to indigent households
<b>Indicator responsibility</b>	Municipal Infrastructure - Free Basic Services Monitoring (Mr. Sempe)

<b>Indicator title</b>	Monitor the extent to which existing infrastructure is maintained (operation and maintenance)
<b>Definition</b>	To consolidate the progress through monitoring operations and maintenance of infrastructure of Municipalities with Sector Departments/ SoE's/ Water Boards
<b>Source of data</b>	Municipalities
<b>Method of calculation</b>	Quantitative
<b>Means of verification</b>	Signed off report and outgoing mail register from the Municipality's progress
<b>Assumptions</b>	Enhancing continuous delivery of service to the community
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	Prolonged life span of municipal assets and reduced number of service delivery protests in the Municipalities
<b>Indicator responsibility</b>	Municipal Infrastructure: Monitoring and Support

<b>Indicator title</b>	No. of Basic Services Co-ordination forums
<b>Definition</b>	Effective (provincial) coordinating structure in place and functional towards improving municipal infrastructure development and related service delivery
<b>Source of data</b>	Invitations, agendas, attendance registers and minutes of meetings held by provincial coordinating structures.
<b>Method of calculation</b>	Quantitative
<b>Means of verification</b>	Municipal coordinating forums reports.
<b>Assumptions</b>	The extent to which functional coordinating structures are in place in the Province supported by sector departments towards coordinating and/or improving municipal infrastructure development and effective and efficient operation and maintenance of infrastructure within municipalities.
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	All municipalities and sector departments attend and participate in meetings of (provincial) coordinating structures dealing with municipal infrastructure
<b>Indicator responsibility</b>	Municipal Infrastructure monitoring and evaluation, FBS and partnership and Municipal technical services directorates.

#### SUB-PROGRAMME: DISASTER MANAGEMENT

<b>Indicator title</b>	No. of Districts and Metro municipalities supported to maintain functional Disaster Management Centres <ul style="list-style-type: none"> <li>• Districts Municipalities</li> <li>• Metro Municipality</li> </ul>
<b>Definition</b>	Support municipalities to provide and maintain functional disaster management centres with special emphasis on prevention and mitigation as well as ensuring the co-ordination and management of disasters that occur in the province
<b>Source of data</b>	Disaster Management Act National Disaster Management Framework
<b>Method of calculation</b>	Quantitative
<b>Means of verification</b>	Invitations, agenda, presentation, attendance registers and reports on municipalities supported towards ensuring functional Disaster Management Centres

<b>Assumptions</b>	All district municipalities have established disaster management centres
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	Effective and efficient municipal disaster management centres
<b>Indicator responsibility</b>	Head of the Provincial Disaster Management Centre

<b>Indicator title</b>	<b>Number of municipalities supported on Fire Brigade Services.</b>
<b>Definition</b>	Provide oversight and support municipalities in the management of fires in the province
<b>Source of data</b>	Disaster Management Act National Disaster Management Framework Fire Brigade Services Act
<b>Method of calculation</b>	Quantitative
<b>Means of verification</b>	Signed off progress report covering the following: <ul style="list-style-type: none"> <li>• A provincial fire services unit is established</li> <li>• Dedicated and qualified personnel to perform the function appointed</li> <li>• Reports on fire services activities within the province which includes: <ul style="list-style-type: none"> <li>✓ Number of fire prevention activities;</li> <li>✓ Responses to key incidents that required rescue of life and property in the province</li> <li>✓ Support provided to municipal fire brigade services.</li> <li>✓ Activities undertaken by Category of Authorized Persons in terms of legislative requirements</li> </ul> </li> </ul>
<b>Assumptions</b>	A provincial fire services unit is established
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	Reduced fire incidents in the province
<b>Indicator responsibility</b>	Head of the PDMC

<b>Indicator title</b>	<b>No. of the Provincial Disaster Management (DM) Advisory Forum convened.</b>
<b>Definition</b>	Convene, facilitation and coordination of Provincial DM Advisory Forums
<b>Source of data</b>	Disaster Management Act National Disaster Management Framework
<b>Method of calculation</b>	Quantitative
<b>Means of verification</b>	Invitations , agendas, attendance registers and signed off quarterly report of meetings of the Provincial DM Advisory Forums
<b>Assumptions</b>	All Stakeholders participate in the forum
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	Functional Disaster Management Advisory Forum
<b>Indicator responsibility</b>	Head of the PDMC

<b>Indicator title</b>	Number of Provincial Fire Services Advisory Committee convened.
<b>Definition</b>	Convene, facilitate and coordinate the Provincial Fire Services Advisory Committee
<b>Source of data</b>	Disaster Management Act National Disaster Management Framework Fire Brigade Services Act
<b>Method of calculation</b>	Quantitative
<b>Means of verification</b>	Invitations, agendas, attendance registers and signed off quarterly report of meetings of the Provincial Fire Services Advisory Committee.
<b>Assumptions</b>	All relevant stakeholders participate
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	Real time response, as well as fire and safety prevention.
<b>Indicator responsibility</b>	Head of the PDMC

<b>Indicator title</b>	Monitor and report on the following: <ul style="list-style-type: none"> <li>• Adverse and disaster incidents in the Province</li> <li>• The state of Municipal and designated fire services in the Province</li> <li>• The functionality of the District DM Advisory Forum</li> <li>• Functionality of Municipal Disaster Management Centre &amp; Advisory Forums</li> <li>• Functional Municipal &amp; Sector Disaster Risk Management Plans</li> </ul>
<b>Definition</b>	Generate a Report on the status of disaster management in the Free State Province, more specifically in relation to the following: <ul style="list-style-type: none"> <li>• Disaster Management activities;</li> <li>• Monitoring of the impact of the Provincial Disaster Management Centre's risk reduction initiatives;</li> <li>• Disasters and major incidents that occurred in the province;</li> <li>• The classification, magnitude and severity of these disasters and major incidents;</li> <li>• Progress with the preparation, updating and implementation of disaster management plans and strategies.</li> </ul>
<b>Source of data</b>	Disaster Management Act National Disaster Management Framework Fire Brigade Services Act National Veld and Forest Fires Act
<b>Method of calculation</b>	Quantitative
<b>Means of verification</b>	Signed off reports
<b>Assumptions</b>	Provincial stakeholders report timeously
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	Functional PDMC
<b>Indicator responsibility</b>	Head of the PDMC

<b>Indicator title</b>	Number of municipalities supported on the implementation of Covid -19 mitigation and response programmes
<b>Definition</b>	Support municipalities to implement mitigation and response strategies as directed by national guidelines on covid-19.
<b>Source of data</b>	Disaster Management Act (Act No. 57 of 2002) National Regulations on Covid 19

<b>Method of calculation</b>	Quantitative
<b>Means of verification</b>	Distribution of Awareness Campaign material Quarterly reports
<b>Assumptions</b>	Municipalities are ready to implement Covid – 19 programmes
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	The impact of Covid-19 pandemic is mitigated
<b>Indicator responsibility</b>	Head of the PDMC

#### **PROGRAMME 4: TRADITIONAL INSTITUTIONAL MANAGEMENT**

##### **SUB-PROGRAMME: TRADITIONAL INSTITUTIONAL ADMINISTRATION**

<b>Indicator title</b>	<b>Number of Traditional Councils supported to perform their functions</b>
<b>Definition</b>	Traditional councils are supported towards enabling them to perform their functions in terms of the TLGFA
<b>Source of data</b>	Checklist reflecting administration and financial documents required i.e. (attendance register, minutes etc)
<b>Method of calculation</b>	Quantitative
<b>Means of verification</b>	Attendance registers, minutes (TC) and signed off report.
<b>Assumptions</b>	To have constituted, stable and functional TC in compliance with Sec 4 of the Traditional Leadership and Governance Framework Act of 2003. (TLGFA)
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	Traditional councils that are able to perform their functions in terms of the TLGFA
<b>Indicator responsibility</b>	Directorate Traditional Institutional Management

<b>Indicator title</b>	<b>Percentage of succession claims / disputes processed</b>
<b>Definition</b>	Investigation of all outstanding succession claims/disputes received and lodged with the Department and report filed to the Executive Authority (EA)
<b>Source of data</b>	Complaints register
<b>Method of calculation</b>	Cumulative
<b>Means of verification</b>	Signed off report on succession claims and disputes processed
<b>Assumptions</b>	Process all succession claims and disputes.
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation type</b>	Quarterly
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	All succession claims and disputes received processed
<b>Indicator responsibility</b>	Programme Manager: Traditional Affairs

<b>Indicator title</b>	<b>No. of Traditional Councils supported towards reducing audit findings</b>
<b>Definition</b>	To ensure that traditional councils comply with the PFMA, PSA, SCM and HR policies.
<b>Source of data</b>	Traditional Council
<b>Method of calculation</b>	Non-cumulative
<b>Means of verification</b>	Progress report signed – off by the Director.
<b>Assumptions</b>	To promote accountability and sound financial management on the use of public funds
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<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>	<b>No. of capacity building initiatives implemented for Traditional Leaders</b>
<b>Definition</b>	To capacitate traditional leaders and officials. to ensure compliance with financial prescripts
<b>Source of data</b>	Different stakeholders.
<b>Method of calculation</b>	Quantitative
<b>Means of verification</b>	Invitation, Agenda, Attendance Register and Presentation
<b>Assumptions</b>	To promote accountability and sound financial management on the use of public funds
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Annually
<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>	<b>Monitor and report on the performance of Traditional Councils</b>
<b>Definition</b>	To facilitate reporting of traditional councils performance
<b>Source of data</b>	Traditional Council
<b>Method of calculation</b>	Quantitative
<b>Means of verification</b>	Consolidated Performance reports.
<b>Assumptions</b>	To ensure accountability, monitoring and evaluation of the performance of traditional councils
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Bi annually
<b>Desired performance</b>	Improved functioning of traditional councils
<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 MoUs facilitated to enable the House to perform their oversight functions</b>
<b>Definition</b>	To ensure that MOUs are signed and/or maintained with stakeholders or partners to enhance working relationship with stakeholders.
<b>Source of data</b>	Sister Departments and relevant stakeholders.
<b>Method of calculation</b>	Qualitative: sum of MoUs
<b>Means of verification</b>	Signed-off MOU's
<b>Assumptions</b>	The extent to which Memoranda of Understanding are signed and/or maintained to strengthen working relationships with all stakeholders towards ensuring the successful implementation of government programmes in traditional communities
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation type</b>	Non-Cumulative
<b>Reporting cycle</b>	Annually
<b>Desired performance</b>	Successful implementation of government programmes in traditional communities
<b>Indicator responsibility</b>	Administration of the House of Traditional Leaders (House of Traditional Leaders Directorate)

<b>Indicator title</b>	<b>No. of outreach and empowerment programmes facilitated and participated in with regards to community development and empowerment</b>
<b>Definition</b>	To ensure that outreach and empowerment programmes are arranged and implemented towards empowering traditional communities on matters related to government services
<b>Source of data</b>	Outreach and community meetings and stakeholders.
<b>Method of calculation</b>	Qualitative: sum of hearings / meetings held with traditional communities
<b>Means of verification</b>	Notice, Attendance registers of public hearings and community meetings held, sign-off reports by Director on the outcome of such hearings / meetings
<b>Assumptions</b>	The extent to which communities are informed and empowered on government services rendered by various government sectors, institutions and NGOs
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	Empowered traditional communities and full participation of traditional communities in services rendered by government
<b>Indicator responsibility</b>	Administration of the House of Traditional Leaders (House of Traditional Leaders Directorate)

<b>Indicator title</b>	<b>No. of capacity building programmes implemented towards capacitating members of the House</b>
<b>Definition</b>	To ensure that programmes aimed at capacitating Members of the House towards performing their functions.
<b>Source of data</b>	House of Traditional leaders.
<b>Method of calculation</b>	Qualitative: sum of capacity building programmes
<b>Means of verification</b>	Notice, Attendance registers, Signed off reports by the Secretary.
<b>Assumptions</b>	This indicator measures the extent to which Members of the House of Traditional Leaders are capacitated towards performing their developmental and leadership role effectively and efficiently

<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation type</b>	Non-Cumulative
<b>Reporting cycle</b>	Annually
<b>Desired performance</b>	Effective and efficient functioning of the House of Traditional Leaders
<b>Indicator responsibility</b>	Administration of the House of Traditional Leaders (House of Traditional Leaders Directorate)

<b>Indicator title</b>	No. of constituency and progress meetings held with traditional councils towards ensuring the implementation of decisions of the House of Traditional Leaders.
<b>Definition</b>	To monitor the extent to which decisions are implemented of the House of Traditional Leaders by all traditional councils
<b>Source of data</b>	Traditional councils and Relevant stakeholders
<b>Method of calculation</b>	Quantitative: sum of meetings held with traditional councils
<b>Means of verification</b>	Notice, Attendance registers of the meeting and signed-off reports to the House on progress made by traditional councils towards implementing decisions of the House.
<b>Assumptions</b>	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>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<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)

**Annexure A: Amendments to the Strategic Plan**

None

**Annexure B: Conditional Grants**

None

**Annexure C: Consolidated Indicators**

None

# COOPERATIVE GOVERNANCE AND TRADITIONAL AFFAIRS

