



cooperative governance
and traditional affairs

Department of Cooperative Governance
and Traditional Affairs
FREE STATE PROVINCE

DEPARTMENT OF COOPERATIVE GOVERNANCE AND TRADITIONAL AFFAIRS

Annual Performance Plan 2012-2015

FREE STATE PROVINCE

28 FEBRUARY 2012

FOREWORD

The Local Government sphere is a key role-player in the reconstruction and development effort of our country. This is where government's undertaking to serve its people converges as we strive for the realization of the fruit of democracy. The local government sphere is also a sphere that evidently illustrates the successes and shortcomings of government. It is this sphere that President Jacob Zuma describes as the essence of government. The essence of government, he says, is in its people. "A government becomes relevant only when it is able to respond to the needs of its communities."

The goal of responding to the needs of our people as we seek to make our democracy a reality on the ground, and growing our economy inclusively, can only be realized through a responsive, accountable, effective and efficient Local Government system that is part of a developmental state. With emphasis on cooperative governance, the three spheres must work together to respond to these needs.

While recognizing some of our successes in local government, we also acknowledge that there are problems in various municipalities that must be attended to as a matter of urgency. These problems become evident in our people's dissatisfaction in places; the outcomes of the audit process which further illustrate our shortcomings and therefore demand more attention from us. Some of the challenges identified through the 2009 assessment of this sphere include:

- (i) Systemic factors, i.e. linked to the model of local government
- (ii) Policy and legislative factors
- (iii) Political factors
- (iv) Weaknesses in the accountability systems
- (v) Capacity and skills constraints
- (vi) Weak intergovernmental support and oversight, and
- (vii) Issues associated with the inter-governmental fiscal system.

In addressing the above challenges, government has agreed on implementing the Local Government Turn-Around Strategy in conjunction with the 12 outcomes as a key focus of work between now and 2014. Outcome 9, which deals with A Responsive, Accountable, Effective and Efficient Local Government System, is a common approach to the addressing local government problems through common measurable outputs and targets. The Free State Provincial Government henceforth adopted the 2014 Provincial Outcome-Based Plan which aims to improve the support and oversight responsibilities over local government in the Free State province. Over the next Medium Term Expenditure Framework (MTEF) period, the department will continue to focus on:

- (i) Ensuring the development and adoption of reliable and credible Integrated Development Plans (IDPs) through the implementation of a differentiated approach to Municipal Planning
- (ii) Ensuring access to basic services, e.g. basic water, basic sanitation, basic refuse removal, and basic electricity
- (iii) Implementing the Community Works Programme and support Cooperatives
- (iv) Performing various actions supportive of Human Settlement Outcomes
- (v) Deepening democracy through a refined Ward Committee Model
- (vi) Building and strengthen Municipal Financial and Administrative Capability
- (vii) Creating a single window of coordination for the support, monitoring and intervention in municipalities.
- (viii) Promoting and strengthening viable and sustainable Traditional Institutions.

In order to realise the objectives of the Outcome-Based Plan, the National Department of Cooperative Governance developed a Delivery Agreement that involves all spheres of government and a range of partners outside government. Combined, these agreements reflect government's delivery and implementation plans for its foremost priorities up to 2014.



S.M. MLAMLELI
EXECUTIVE AUTHORITY

Aligned to the national objectives, the department, in this MTEF period, will vehemently pursue the goals of the Local Government Turn-around Strategy, the Outcome 9 Outputs as well as the 2014 Operation Clean Audit programme, to ensure that our local sphere best serves the people of the Free State.

This Annual Performance Plan therefore seeks to address the challenges described above, and those that have inherently plagued this sphere as succinctly outlined in the 2009 Local Government Assessment report. Working with our people through public participation programmes and functional ward committees, we will ensure a **coherent developmental governance and effective, efficient people-centred service delivery**.

Thus, further emphasis over the next few years will be on achieving a national goal of a renewed and common vision of developmental local government, an improved performance of municipalities and in turn the improved delivery of services. Our goal is to improve the lives of citizens, and progressively meet their social, economic and material needs, thereby restoring community confidence and trust in government. Local government is everyone's business, let us all get involved.



MEC S.M. MLAMLELI

EXECUTIVE AUTHORITY: COOPERATIVE GOVERNANCE, TRADITIONAL AFFAIRS AND HUMAN SETTLEMENTS

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 Ms S.M. Mlamleli, Executive Authority for Cooperative Governance, Traditional Affairs and Human Settlements
- Takes into account all the relevant policies, legislation and other mandates for which the Department of Cooperative Governance is responsible
- Accurately reflects the strategic goals and objectives which the Department of Cooperative Governance and Traditional Affairs will endeavour to achieve over the period 2011/2014.



Chief Financial Officer



Director: Departmental Planning and Performance Monitoring



**Kopung Ralikontsane
Accounting Officer**



**APPROVED BY MEC:
S.M. Mlamleli
Executive Authority**

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PART A

STRATEGIC OVERVIEW

VISION

Integrated and responsive governance towards sustainable development and service delivery

MISSION

The department strives to strengthen cooperative governance and support municipalities and Traditional Leadership through:

- Integrated Planning and Development
- Partnerships
- Research
- Monitoring and Evaluation

VALUES

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

- (i) Results-driven
- (ii) Professionalism and Integrity
- (iii) Responsiveness
- (iv) Accountable and Transparent
- (v) Value for money
- (vi) Collaborative Leadership

SITUATIONAL ANALYSIS

Overview

In alignment with changes made at the National level post the 2009 elections, the (previously-combined) Provincial Department of Local Government and Housing was divided into two separate departments, namely the Department of Co-operative Governance and Traditional Affairs and the Department of Human Settlements (both residing within a single Ministry). This change was initiated to broaden the focus of the department so as to emphasize its role in co-operative governance across all three spheres of government, as opposed to a narrow focus on local government. Through this change, it is the intention to strategically position the department better to focus on dealing with the growing fractures between the various government spheres, to improve cohesion and to enhance integrated development in municipalities.

The mandate of the department is derived from the *Constitution of the Republic of South Africa of 1996* and numerous acts, among others the Municipal Systems Act of 2000 and the Intergovernmental Relations Framework Act of 2005 (Act 13 of 2005) which compels province to facilitate the implementation of national policy and legislation affecting local government. The department is required to effect co-operative governance through the Intergovernmental Relations (IGR) structures such as the President's Coordinating Forum (PCC), Premier's Coordinating Forum (PCF), MECLOGA, District Coordinating Forums (DCFs), Departmental Intergovernmental Relations (DIGR), Budget Council and Local Government Forum, Ministers and Members of the Executive Council Forums (MinMecs), National Council of Provinces (NCOP), Cabinet and Executive Council Cluster Systems.

One of the major lessons of co-operative governance in the last 15 years is that there is a need for a greater participation and involvement of people in the development process and in government. To date government's response to, and impact on communities has been limited and their use of community resources inefficient. Therefore, the integrated government relations structures that have been implemented at all levels of government have expanded mandates that require them to act as vehicles to affect co-operative governance in all areas. There is now a requirement for these departments to focus on making the lives of people better, not simply engaging in technocratic exercises, but rather in an approach that will mobilize resources and encourage working with partners, stakeholders and communities to develop and execute programmes effectively. Co-operative governance is required to be outcomes based with a focus on improving capacity and capability of government to enhance service delivery to the people. To this end, the monitoring, reporting, evaluation and enforcement of municipal compliance needs to be improved through data collection, verification and validation. Municipalities cannot be relied on to report on their progress and achievement. This information must be gathered by Province and verified independently.

Some of the challenges experienced with regard to intergovernmental relations include:

- (i) There is weak cooperation, communication and the coordination of activities between national and provincial spheres, and provincial and local spheres, as well as the institution of traditional leadership.
- (ii) The joint impact and response of government on communities has been limited and the use of resources was inefficient.
- (iii) The relationship and cooperation between government and civil society at provincial and local level was ad hoc.
- (iv) Support provided to local government was not sufficiently hands-on and/or well-coordinated.
- (v) The developmental role of ward committees was lacking and the relationship between Ward Councilors, Ward Committees, CDWs and Traditional Leaders is ineffective.
- (vi) Monitoring, evaluation and enforcement of compliance by municipalities was insufficient
- (vii) The relationship with and cooperation between provincial government, municipalities and organised local government is not structured and formalised
- (viii) The capacity in the offices of Speakers towards monitoring the performance of Councillors, Ward Committees and CDWs needs to be strengthened
- (ix) The implementation of the Municipal International Relations Policy Framework needs to be accelerated

Traditional Institutions and Leadership

In March 2008, Cabinet approved the proposal to establish a National Department for Traditional Leadership under the Minister of Provincial and Local Government with the purpose of restoring the dignity of traditional leadership, the custodian of African customs and heritage. This comes on the back of the Traditional Leadership and Governance Framework Act, 2003 which was passed in December 2003 and came into operation in September 2004. This Act was the first piece of legislation promulgated to provide for the recognition of traditional communities and the establishment and recognition of traditional councils.

Currently, there is a renewed effort by government, through the ISRDP to focus on improving living conditions in rural areas to bring about sustainable development, through the provision of water, electricity, clinics, roads, housing, telephones, land restitution, etc. Government has recognized that traditional leaders in addition to local government or in partnership with local government are able to play a role in promoting and enhancing rural development. To this end, the White Paper on Traditional leadership and Governance (July 2003) has been developed. The Paper outlines the following roles for traditional leadership in governance: Promote socio-economic development;

- i. Promote service delivery
- ii. Contribute to nation building
- iii. Promote peace and stability amongst the community members
- iv. Promote social cohesiveness of communities
- v. Promote the preservation of the moral fibre and regeneration of society
- vi. Promote and preserve the culture and tradition of communities, and
- vii. Promote the social well-being and welfare of communities.

In playing these roles, the institution of traditional leadership, as a custom-based institution:

- i. Can influence government policy and legislation especially in so far as it affects the institution and traditional communities
- ii. Can advise government especially on matters that affect custom
- iii. Must be consulted at appropriate levels on policy and programmes that affect rural areas in general and traditional communities in particular
- iv. Must compliment and support the work of government at all levels, and
- v. Must form co-operative relations and partnerships with government at all levels in development and service delivery.

It is important that the role of traditional affairs within the overall work of the department must be understood within the broader history of how these institutions evolved over the years and the role afforded these institutions by the constitution of the country. Over and above that it must be understood within government's developmental policies as mentioned above. For Traditional Affairs to fulfil its mandate it must address the following issues which are crucial for it to experience good governance and become self sustainable:

- i. Accountable and effective structure
- ii. Put in place effective systems
- iii. Ensure that its Budget is able to fund its programs
- iv. Ensure that there is the necessary infrastructure in traditional areas to fulfil the work assigned
- v. Build capacity of all stakeholders
- vi. Build and maintain formal partnerships with all relevant stakeholders
- vii. Develop and Maintain a program on Community Engagements
- viii. Ensure that coordination is enhanced in all areas of traditional work.

Municipal Infrastructure Grant

In August 2004 the Municipal Infrastructure Grant (MIG) was launched by the Minister of Provincial and Local Government. This conditional grant is aimed at encouraging economic development at municipal level and improving service from local government.

It was also designed to make the transfer of funds to the various municipalities simpler, more certain and more direct by consolidating funding from government to local authorities. The role of provincial administrations is to support and regulate the activities of municipalities in respect of the MIG. This role includes:

- (i) Ensuring that IDPs are properly prepared;
- (ii) Developing the capacity of municipalities to effectively and efficiently manage the infrastructure provided using MIG funds
- (iii) Monitoring financial performance of municipalities
- (iv) Providing technical advice on the MIG programme related to infrastructure for which
- (v) Provinces have responsibility (roads for example), and
- (vi) Undertaking MIG monitoring and capacity building on behalf of the national MIG MU. (This may be delegated to specific provincial administrations by COGTA).

Municipal Finance

The overall poor financial performance of municipalities in recent years has prompted the forthcoming review of the local government model and cooperative governance system. However, there are major financial challenges facing municipalities that will have to be addressed in the immediate term. The deteriorating debtor position of municipalities is a major cause for concern and has escalated beyond R 4.2 billion for the Province. Creditor management and payment is a further source of concern as outstanding creditors' amount to an average of R 500 million, with significant arrears owed to ESKOM and Water Boards. Generally poor financial management and administration, a lack of accountability and the overall financial viability of some municipalities in particular instances further constrains and impacts negatively on service delivery, infrastructure development and improved socio-economic conditions.

The Office of the Auditor-General painted a grim picture of financial management, compliance and the ability of municipalities to exist as going concerns in this Province. Audit findings such as the late submission of annual financial statements, the overall poor quality of these statements, the limited involvement and often absence of key staff during the audit process and the absence of supporting documentation to vouch for expenditure are indicative of the highly undesirable state of affairs that prompted Government to take drastic remedial action, through Operation Clean Audit 2014.

PERFORMANCE DELIVERY ENVIRONMENT

Municipal Service Delivery

Due to municipalities' faltering ability to deliver services, to manage their institutions, and to engage in empowering public engagement with communities, many municipalities in the Free State Province are still in distress. In doing things differently in local government, a progressive series of intergovernmental initiatives have been taken to turn the tide in local government towards 2014.

Problems identified within municipalities in the Province range from issues of poor governance and accountability, weak financial management, high vacancies in critical senior management posts and, in a number of instances, an inability to deliver even a core set of critical municipal services efficiently and effectively.

Through Outcome 9, the following critical issues have been identified that will, if addressed adequately in the Province, ensure the achievement of the overarching goal or vision of a responsive, accountable, effective and efficient local government system:

1. The provision of improved access to communities to basic services such as water, electricity and sanitation

2. The deepening of democracy through the implementation of a refined Ward Committee Model in all municipalities, thereby strengthening participatory governance
3. The strengthening of the administrative and financial capability of municipalities
4. Improved coordination and strengthened cross-departmental initiatives (e.g. a single window of coordination across all sphere of government in the Province)

Improving universal access to basic services

In accelerating access to basic services for the poor, the following represent some of our successes since 2009:

- (i) Basic water: 9,774 Households were provided with access to basic water, contributing to a total of 599,676 households in the Province currently having access to basic water. This represents 97% of the 2014 target of 615,909.
- (ii) Electricity: 25,720 households were provided with access to electricity, resulting in a total of 607,909 households. This represents 98.7% of the 2014 target of 615,909.
- (iii) Basic sanitation: A total number of 585,909 households in the Province currently have access to a basic level of sanitation, representing 95% of the 2014 target of 615,909. During the 2011/2012 year alone, 9,897 households were provided with access to sanitation, of which 2,175 were served with VIP toilets and 7,722 were served with waterborne sanitation. One of the key challenges facing the Province in this regard is the Owaqwa rural areas, e.g. the Maluti-a-Phofung Municipality, where there is a backlog of 30,000 households. The Maluti-A-Phofung Municipality plans to eradicate 3,720 of this 30,000 backlog during the current financial year, while the remaining backlog will be eradicated from 2012 moving forward, pending the availability of sufficient funding.
- (i) Refuse removal: With the roll-out of the Municipal Turn-Around Strategies (MTAS) during 2010, municipalities have indicated that all formalized stands have access to refuse removal. The standard of service, e.g. the frequency of refuse removal, is however inconsistent in some towns. As part of the implementation of the Municipal Turn-Around Strategies, municipalities need to improve the frequency of refuse removal to at least once a week in all the areas towards ensuring the achievement of this target. The conditions of the Municipal Infrastructure Grant thus need to be amended to enable Municipalities to procure the required vehicles in this regard, and municipalities must ring-fence funding in their Municipal Budgets for operation and maintenance iro refuse removal.

Municipal Infrastructure (MIG)

During the recent financial year, an amount of R359,034,081.17 of the allocated amount of R841,110,000.00 was spent until the end of December 2011, representing 43% expenditure in terms of the provincial target of 50% for the period, and more specifically as follows:

- (i) Water: 20,7%
- (ii) Sanitation: 27,7% on sanitation
- (iii) Roads and storm water: 40,4%
- (iv) Sport- and community facilities: 5,2%
- (v) Cemeteries: 1.6%
- (vi) Taxi ranks: 0,4%
- (vii) High mast lights: 2%
- (viii) Solid waste disposal: 0.3%
- (ix) Street trading and markets: 0.2%
- (x) Project Management Units (PMUs): 3,3%.

Factors such as weather conditions, geo-technical issues such as rock-beds during the construction of pipelines, delays in obtaining material from suppliers and slow procurement procedures affect spending. A significant contributing factor is also the practice in some municipalities to use conditional grants earmarked for projects for operational expenditure.

Despite the above achievements, there is however still considerable scope for further improvement in both the quantity and quality of provision considering the size of the services backlog that remains and the demand pressures emanating from the ever-increasing population and economic growth.

Community Work Programme

As part of our response to tackle poverty and provide livelihood support for poor households, the Community Work Programme (CWP) was adopted as a key initiative to mobilize communities towards providing regular and predictable work opportunities at the local level. This programme is a ward-based programme to:

- (i) identify 'useful work' ranging from 1- 2 days a week or one week a month initially, targeted at the poorest wards; and
- (ii) create access to a minimum level of regular work for those who need it, targeting areas of high unemployment and poverty, where sustainable alternatives are likely to remain limited for the foreseeable future.

In the Free State Province, the CWP has to date been implemented in the following 6 municipalities, resulting in the creation of 7,500 jobs:

- Ngwathe
- Matjhabeng
- Maluti a Phofung
- Naledi
- Tokologo
- Phumelela.

Budget constraints however hamper the implementation of this Programme in all municipalities.

Public participation

In deepening democracy through the implementation of a refined Ward Committee Model in all municipalities, the Free State Province has a total of 317 wards that form the basis for participatory and democratic local government. Ward Councilors chair these committees and rely on them for support in ensuring that the issues and needs of the community are well represented in municipal councils. To this end, all wards have participated in the development of Municipal Integrated Development Plans (IDPs) since 2010. Following the recent local election process, 15 of these wards however still needs to be re-established, a situation that requires immediate attention.

As the present Ward Committee System raises serious challenges with regard to effectiveness in enhancing the involvement of communities in meaningful local decision-making, it is critical that we strengthen our people-centred approach to governance and development and deepen democracy through a refined ward committee model. The Draft Ward Committee Legislative Framework, which is nearing completion at national level, intends to address this challenge and will, once finalized, be implemented in all local municipalities within the Free State Province.

Operation Clean Audit 2014 (Municipalities)

The ineffective management of many municipalities in the Free State Province has been attributed to a combination of factors, from the improper political and administrative interface to weak institutional arrangements and poor supervision and accountability mechanisms. The lack of compliance with the current regulatory financial management system is a constant challenge for many municipalities. With a view to rectify this situation, the FS Province has focused its attention towards improving the financial and administrative capabilities of municipalities through the implementation of Operation Clean Audit.

The guiding vision for Government is for all the 283 Municipalities and all Government Departments in the country to achieve clean audits on their annual financial statements and to maintain systems for sustaining quality financial statements and management information. The goal is for all Municipalities to achieve sustainable improvement in financial management and governance that will yield clean audit opinions by 2014.

The Province took a decision to commence with a pilot project involving the Xhariep District Municipality, the Kopanong Local Municipality, Letsemeng Local Municipality and Mohokare Local Municipality. The Program is funded by COGTA with Provincial Treasury as strategic partner, with the objective to enhance financial management and increase skills to contribute to the achievement of improved audit opinions. This pilot was extended to the Thabo Mofutsanyana District Municipality, Masilonyana Local Municipality and Nala Local Municipality where section 139 Interventions were instituted by the Executive Councils. KPMG Services (Pty) Ltd was appointed as service provider. Due to a lack of funding and in order to optimize on successes and benefits yielded by the Pilot, 3 main Clean Audit Transversal Projects were rolled out across the Province.

During the implementation of the Operation Clean Audit 2014 Program a need was identified to support all Municipalities with GRAP-compliant Annual Financial Statements and also on reporting to the National Treasury in line with the prescribed budget formats, while also economizing on uniformity and coordination. The CaseWare Software Tool was rolled out to all Municipalities during the 2010/11 financial year, thus automating the compilation of GRAP-compliant Annual Financial Statements by 75% and 80% for reporting to National Treasury in terms of prescribed Budget Formats. CaseWare will be rolled out to all Municipal Entities before the end of the 2011/2012 financial year.

The development of a data base of uniform Policies and Business Processes was completed and implemented during the pilot and Section 139 Municipalities with the exception of the Nala Local Municipality (due to financial management system related challenges). Due to financial constraints it could not be rolled out across the Province, but was shared with and introduced to all Municipalities. Agreement was reached with National Treasury to host the Policies and Business Data on their Database and it is currently further refined by a National Treasury Work Group to facilitate a Standard Chart of Accounts for Municipalities and determine minimum specifications to which all municipal financial management systems and system vendors will have to comply with in future. However, successes with regard to Audit Outcomes achieved through the Policies and Business Processes Project may not be sustained in the future Municipal financial years and subsequent Audit Outcomes, without proper Internal Controls, Policies, Procedures and Business Processes and it is imperative that additional funding be secured to roll-out and/or sustain this initiative in all municipalities.

Capacity constraints and deficiencies in Asset Management and particularly Infrastructure Assets are major contributors to Disclaimer Audit Opinions that Municipalities regularly receive. The methodology and proposal by the Institute of Municipal Engineering of South Africa (IMESA) for assistance to Municipalities through the provision of an Asset Management System solution was considered by COGTA and Provincial Treasury and a partnership was concluded. The project was launched at the pilot Municipalities of Masilonyana and Moqhaka in the current financial year. Both pilots are nearing hand-over to the said Municipalities once training has been concluded. Good progress is made towards implementation in Kopanong Local Municipality as a third pilot. Planning is underway for a provincial roll-out in the 2012/2013 financial year.

The **2010/2011 Municipal Audit Outcomes** as compared to those of the 2008/2009 and 2009/2010 financial years are as follows:

District	No	Auditee	Audit opinions			Movement	Comments
			2008/09	2009/10	2010/11		
Fezile Dabi	1	Fezile Dabi	Unqualified	Unqualified	Unqualified	Unchanged	Unqualified with matters
	2	Mafube	Disclaimer	Disclaimer			
	3	Metsimaholo	Disclaimer	Disclaimer	Disclaimer	Unchanged	
	4	Moghaka	Disclaimer	Disclaimer	Disclaimer	Unchanged	
	5	Ngwathe	Disclaimer	Disclaimer	Disclaimer	Unchanged	
Lejweleputswa District	1	Lejweleputswa	Unqualified	Unqualified	Unqualified	Unchanged	Unqualified with matters
	2	Masilonyana	Disclaimer	Disclaimer	Outstanding		
	3	Matjhabeng	Disclaimer	Disclaimer	Disclaimer	Unchanged	
	4	Nala	Disclaimer	Outstanding	Outstanding		AFS still outstanding- expecting to receive in March 2012
	5	Tokologo	Disclaimer	Disclaimer	Disclaimer	Unchanged	
	6	Tswelopele	Unqualified	Qualified	Qualified	Unchanged	Qualified with matters
Motheo District	1	Motheo	Qualified	Unqualified	Unqualified	Unchanged	Unqualified with matters
	2	Mangaung	Disclaimer	Disclaimer	Disclaimer	Unchanged	
	3	Manisopa	Disclaimer	Qualified	Qualified	Unchanged	Qualified with matters
	4	Naledi	Adverse	Disclaimer	Disclaimer	Unchanged	
Thabo Mofutsanyana District	1	Thabo Mofutsanyana	Disclaimer	Unqualified	Unqualified	Unchanged	Unqualified with matters
	2	Dihlabeng	Disclaimer	Qualified	Qualified	Unchanged	Qualified with matters
	3	Maluti-A-Phofung	Disclaimer	Disclaimer	Outstanding		
	4	Nketoana	Disclaimer	Qualified	Unqualified	Improvement	Unqualified with matters
	5	Phumelela	Disclaimer	Disclaimer	Outstanding		
	6	Setsoto	Qualified	Qualified	Outstanding		
Xhariep District	1	Xhariep	Disclaimer	Qualified	Unqualified	Improvement	Unqualified with matters
	2	Kopanong	Disclaimer	Disclaimer	Disclaimer	Unchanged	
	3	Leisemeng	Disclaimer	Adverse	Disclaimer	Improvement	
	4	Mohokare	Adverse	Disclaimer	Disclaimer	Unchanged	
Municipal Entities	1	Centlec (Pty) Ltd	Disclaimer	Disclaimer	Disclaimer	Unchanged	
	2	Lejweleputswa Dev. Agency	Qualified	Outstanding	Unqualified		Unqualified with matters
	3	Fezile Dabi DM Trust	Disclaimer	Outstanding	Unqualified		Unqualified with matters
	4	Metsimaholo Mayoral Trust	Disclaimer	Disclaimer	Outstanding		
	5	Krynaaulust Farming Trust	Outstanding	Outstanding	Outstanding		
	6	Maluti-A-Phofung Water (Pty) Ltd	Disclaimer	Disclaimer	Outstanding		
Summary			2008/09	2009/10	2010/11		
Adverse			2	1	1		
Disclaimer			22	16	11		
Qualified			3	7	3		
Unqualified			3	5	8		
Outstanding			1	2	9		
Total			31	31	31		

Notwithstanding the amount invested and the joint efforts of Provincial Treasury and the Department of Cooperative Governance and Traditional Affairs to enhance financial management and increase skills to contribute to the achievement of improved audit opinions, the Audit opinions of the majority of Municipalities did not improve as yet. It is therefore imperative that the Department and Provincial Treasury sustain their joint efforts to support Municipalities towards reaching a Clean Audit 2014 objective. Municipalities will have to address the following main root causes for Disclaimer audit opinions in order to progress towards clean audits:

- Leadership and oversight challenges
- Lack of document management
- Lack of capacity
- Lack of commitment
- Lack of technical expertise

One of the challenges experienced is the failure of municipalities to consult the Department or Provincial Treasury when financial and related systems are changed within municipalities. The Service Provider Agreement for Consultants used by many Municipalities was found not to be on standard, with the result that it becomes impossible to enforce performance due to a lack of deliverables. In many Municipalities more than one service provider are often appointed and coordination is not included in the SLA nor properly managed. Non-compliance with Supply Chain Management Regulations is also one of the most common irregularities. Previous irregular and unauthorized expenditure are not investigated and submitted timely to Councils for consideration. Audit action plans to address prior audit issues are not properly managed and monitored by management. Municipalities fail to report to the Mayor

and Provincial Treasury in terms of the Key Control matrix. Critical positions in the Budget and Treasury Office, Internal Audit & Risk Management positions are also not filled in many municipalities.

Reduction of Municipal Debt

Although municipalities have not succeeded to collect all debt owed to them, accounts payable to municipalities until the end of September 2011 decreased from R250 122 505.56 to R114 801 402.24 (more than a 50% improvement). This was achieved by the implementation of the national revenue enhancement programme in municipalities. Despite this improvement, the following challenges still prevail:

- (i) Some properties in various municipalities are not registered in the name of the responsible department
- (ii) Departments expect Municipalities to categorize and reconcile accounts which are often not possible
- (iii) Departments often do not provide proof of payments to municipalities; receipts are then posted to suspense accounts and not reflected as paid on the accounts of departments.

The Department of Cooperative Governance and Traditional Affairs, Provincial Treasury and the National – and Provincial Departments responsible for the public works function have established a Steering Committee to address Intergovernmental Debt owed to Municipalities. Although good progress has been made towards reconciling intergovernmental debt and the payment of invoices to municipalities, the Provincial Department of Public Works is challenged with a budget constraint in excess of R100 million. As at the end of January this year, 13 of the 20 local municipalities still have debtors more than 50% of its own revenue

Financial management within municipalities has, although not yet at the desired level, improved over the recent years to a situation where the following 8 municipalities / municipal entities have received unqualified audits in the 2010/2011 financial year:

- Fezile Dabi District Municipality
- Lejweleputswa District Municipality
- Motheo District Municipality
- Thabo Mofutsanyana District Municipality
- Xhariep District Municipality
- Nketoana Local Municipality
- Lejweleputswa Development Agency
- Fezile Dabi District Municipality Trust.

Development of a standard set of by-laws to regulate municipal activities

In regulating municipal areas and at same time serving as a tool to improve the revenue base of municipalities, the provincial set of standard by-laws was promulgated in the Gazette on 9 December 2011, thereby enabling the Department to assist municipalities towards customizing and adopting municipal by-laws. The areas addressed in the By-laws are:

1. Advertising
2. Air Pollution Control
3. Cemeteries and crematoria
4. Childcare Services
5. Commonages
6. Control of Collections
7. Control of Public Nuisances
8. Control of street vendors
9. Credit Control and Debt Collection
10. Delegation of Powers
11. Dogs and Cats By-Laws
12. Dumping and Littering
13. Electricity Supply
14. Encroachment on Property

15. Environmental Health
16. Fences and Fencing
17. Fire and Emergency Services
18. Fresh Produce Market
19. General Street
20. Health By-law V1 0
21. Impoundment of Animals
22. Indigent
23. Informal Settlements
24. Keeping of Animals
25. Libraries
26. Licensing of dogs
27. Numbering of buildings
28. Property Rates
29. Public Amenities:
 - Public Swimming Pools
 - Refuse Removal
 - Sporting Facilities
30. Storm Water
31. Street Trading
32. Tariff Policy
33. Taxi Ranks
34. Unightly and Neglected Buildings
35. Ward Committees
36. Waste Management
37. Water Restrictions
38. Water Services.

Single Window of Coordination

The problem of coordination and alignment of interventions of departments and agencies impacting on local government remains a massive challenge that requires creative and radical solutions. A need has been identified to ensure that targeted policies and legislation are reviewed and that the various support, monitoring and other interventions by national and provincial departments, State Owned Enterprises and various other stakeholders are better coordinated. The tasks of tackling the varied problems facing municipalities are cross-cutting and complex. The concept of a single window of coordination is thus an organizational form intended to bring key departments together to facilitate cross departmental collaborative partnerships to impact more decisively and positively on municipal performance. It will also provide for a more focused oversight and support role to municipalities and a greater knowledge bank on municipal environments.

Demarcation Processes linked to the 2011 Local Government Elections

The Department supported the IEC and the Municipal Demarcation Board in their preparations for the 2011 Local Government Elections held on 18 May 2011 and the re-aligning of wards after consultations with municipalities and communities.

All ward boundaries were gazetted in the FS Province and handed it over to the IEC who took charge of the election process. kept communities up to date on progress and embarked on voter training. All deadlines were met on time and successful local government elections were held. New councils with political member were successfully elected. No challenges in connection with the elections were experienced, resulting in the IEC declaring the elections free and fair. New councils were also constituted in all Free State municipalities on the day of this declaration.

Establishment of Mangaung as a Metropolitan Area

The Municipal Demarcation Board approved the establishment of the Mangaung Metro, the disestablishment of the Motheo District Municipality and the change of the outer boundaries of the Xhariep and Thabo Mofutsanyane District municipalities to include the Naledi and Mantsopa local municipalities in their respective boundaries. On the same day the 2011 local government elections were declared free and fair, the Mangaung Metropolitan municipality was established, the Motheo District Municipality disestablished, the Mantsopa local municipality moved into the area of jurisdiction of the Thabo Mofutsanyane District municipality and the Naledi local municipality moved into the area of jurisdiction of the Xhariep district municipality. The notices effecting the changes to the establishment notices also dealt with the transfer of staff, assets, liabilities and budget of the disestablished Motheo district municipality which on the effective date were transferred to the Mangaung Metro and the two district municipalities. Some of the assets were also transferred to the Naledi and Mantsopa local municipality to assist with much needed vehicles.

The final amendment notice to effect the changes was gazetted on 21 April 2011 and the notice making the final determinations and arrangements was subsequently gazetted on 16 May 2011, in time for the local government elections to be held on 18 May 2011.

ORGANIZATIONAL ENVIRONMENT

Following a Free State Executive Council reshuffling during 2009, the (previously-combined) provincial Department of Local Government and Housing in the Free State Province became two separate Departments under one Ministry, e.g. the Department of Cooperative Governance and Traditional Affairs and the Department of Human Settlements.

In ensuring that there is the necessary capacity within the Department of Cooperative Governance and Traditional Affairs to deliver effective and efficient services in accordance with the objectives and targets set in this Strategic Plan, the Department is currently undergoing an intensive restructuring process. Once this process has been finalized, critical vacancies will be identified and ways and means of securing sufficient funds towards filling such vacancies will be explored in collaboration with all stakeholders. The alignment of the Department's Human Resources Plan in accordance with this Strategic Plan will also contribute towards ensuring that the Department appoints and/or retains the necessary skills and capacity so as to deliver in terms of its mandate. Ways of working within the Department will also be addressed adequately towards increasing productivity and the overall performance of the Department as a collective.

LEGISLATIVE AND OTHER MANDATES

Constitutional Mandate

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

Legislative and other Mandates

The following legislation applies to the department:

1. Public Finance Management Act No. 1 of 1999 (as amended by the Public Finance Management Amendment Act No. 29 of 1999). This Act regulates financial management in the national and provincial governments; to ensure that all revenue, expenditure, assets and liabilities of those governments are managed efficiently and effectively; to provide for the responsibility of persons entrusted with financial management in those governments; and provide for matters connected therewith
2. Division of Revenue Act of 2004. This Act provides for the equitable division of revenue raised nationally among the national, provincial and local spheres of government for the 2002/2003 financial year; to provide for reporting

requirements for allocations pursuant to such divisions; to provide for the withholding and the delaying of payments; to provide for liability for cost incurred in litigation in violation of the principles of co-operative governance and intergovernmental relations; and to provide for matters connected therewith.

3. The Housing Act No. 107 of 1997: Through this legislation, existing and future, and the Housing Code, the Department of Housing is carrying out its legislative imperative as set out in the Housing Act, 1997. Section 2 of the Housing Act, 1997 (Act No. 107 of 1997) compels all three spheres of government to give priority to the needs of the poor in respect of housing development (section 2(1) (a)). In addition all 3 spheres of government must ensure that housing development:
 - (i) provides as wide a choice of housing and tenure options as is reasonably possible
 - (ii) is economically, fiscally, socially and financially affordable and sustainable
 - (iii) is based on integrated development planning
 - (iv) is administered in a transparent, accountable and equitable manner, and upholds the practice of good governance (Section 2(1)(c)).
4. Prevention of Illegal Eviction from and Unlawful Occupation of Land Act of 1998: The Prevention of Illegal Eviction from and Unlawful Occupation of Land Act was promulgated in 1998. The Act repeals the Prevention of Illegal Squatting Act No. 52 of 1951 and makes provision for a fair and equitable process to be followed when evicting people who have unlawfully invaded land, from their homes. The Act also makes it an offence to evict legally without due process of law.
5. Subdivision of Agricultural Land Act No. 70 of 1970: This Act is used for Town Planning advice to the Department of Land Affairs on the subdivision of agricultural land.
6. The Development Facilitation Act No. 67 of 1995: This Act provides directive principles to guide the drafting, adoption and implementation of all policies and legislation for all spheres of government regulating spatial planning, land use management and land development.
7. The Physical Planning Act No. 125 of 1991: This Act governs secondary land uses on farmland that is not agriculture related by way of permits and it also enables the amendment of guide plans and the evaluation of consistency regarding land development
8. Municipal Systems Act of 2000: The Act introduces changes towards the manner in which municipalities are organized internally, the way they plan and utilize resources, monitor and measure their performance, delegate authority, render services and manage their finances and revenue. Critically, the MSA formalizes a range of alternative service delivery mechanisms that could be used to complement traditional service rendering mechanisms / arrangements used by municipalities. This Act also enables the Integrated Development Plans (IDP). The IDP is a single and inclusive strategic plan that must be compiled and adopted by the municipality. IDPs must include a financial plan, performance management plan, disaster plan and a spatial development framework within which all sector plans should be addressed
9. Municipal Demarcation Act of 1998: The Municipal Demarcation Act of 1998 provided for the re-demarcation of municipal boundaries and this resulted in the rationalization of 843 municipal entities into 284 larger and possible economically viable entities.
10. Municipal Structures Act No. 117 of 1998 as amended in 1999 and 2000: The Act defined new institutional arrangements and systems for local government. Importantly, the Act laid a foundation for local government performance management and ward committee systems.
11. White Paper on Local Government of 1998: The White Paper on Local Government is a broad policy framework that proposes wholesale changes in the areas of political, administrative structures of local government, electoral systems, demarcations, finances, services, infrastructure development, planning and so forth. The White Paper maps out a vision of developmental local government that is committed to working actively with citizens to identify sustainable ways of meeting their social, economic and material needs and thereby improve their quality of life. Developmental local government envisages the transformation of municipal administrations into rationalized, representative, less bureaucratic, people-centred, efficient, transparent, accountable and responsive entities.

12. The Civil Protection Act No. 67 of 1977: The Act empowers the Minister of Provincial and Local Government to declare a "state of a disaster" but it does not instruct other relevant ministries of the actions they should take. Again this Act is more reactive than pro-active.
13. The Fund Raising Act No. 107 of 1978: The Act provides for the declaration of a disaster by the President in order to provide relief to the Victims of disasters such as drought disaster.
14. Disaster Management Act 57 of 2003: The Act streamlines and unifies disaster management and promotes a risk reduction approach particularly at provincial and local levels. It eliminates the confusion around disaster declaration and addresses current legislative gaps.
15. National Veld and Forestry Act No. 101 of 1998: The Act emphasizes the formation of Fire Protection Associations for the purpose of predicting, preventing, managing and extinguishing veld fires
16. The National Environmental Management Act of 1999: The Act provides for environmental management strategies so as to prevent and mitigate environmental disasters
17. Traditional Leadership and Governance Framework Act No. 41 of 2003: The Act provides for the recognition of traditional leaders, their roles and functions, recognition of traditional communities, establishment of traditional councils and for matters connected therewith.
18. Public Audit Act, 2004 (Act 25 of 2004): This Act gives effect to the provisions of the Constitution establishing and assigning functions to an Auditor-General; to provide for the auditing of institutions in the public sector; to provide for accountability arrangements of the Auditor-General; to repeal certain obsolete legislation; and to provide for matters connected therewith.
19. Municipal Finance Management Act, 2003 (Act No. 56 of 2003): This Act aims to modernise budget and financial management practices in municipalities so that financially sustainable municipalities are able to meet their service delivery obligations. The Act also provides a financial governance framework that clarifies the roles and responsibilities of officials, councillors, the Provincial Treasury and this department. The Department is responsible for monitoring and supporting municipalities in its implementation, to share its monitoring results and provide warning of impending financial distress. Although the Department is endowed with powers of intervention, the primary responsibility to manage finances, identify and avert financial distress rests with municipalities
20. Municipal Property Rates Act, 2004 (Act No. 6 of 2004): This Act regulates the powers entrusted to municipalities to impose rates on property, to exclude certain property categories from rating and to provide a transparent and fair system for rating of properties and granting rates rebates. The Act further provides for ratepayers to have access and recourse to a process of objection and appeal against rates imposed by municipalities. The mandate of the Department is to monitor and support municipalities with MPRA implementation, and to ensure that objections and appeals against property values are resolved through a fair and transparent process of appeal/review.

The following Acts will be affected by Act 41 of 2003

- (i) House of Traditional Leaders Act No. 6 of 1994: Provides for the establishment of the Free State House of Traditional leaders, and for matters connected therewith.
- (ii) Bophuthatswana Traditional Courts Act No. 29 of 1979: This Act provides for the conferment and assignment of jurisdiction to tribal and community authorities regarding the Administration of justice
- (iii) Qwa-Qwa Administration Authorities Act No. 6 of 1983: Provides for the establishment of tribal communities, definition of all categories of traditional leaders and their respective roles. It also provides for the establishment of certain councils for better management, control and administration of affairs within Qwa-Qwa.
- (iv) Black Administration Act No. 38 of 1927: Provides for the better control and management of Black affairs.
- (v) Black Authorities Act No. 68 of 1951: Provides for the administration of communal land and related matters.

Policy Mandates

- (i) Medium Term Strategic Framework
- (ii) Free State Growth and Development Strategy and provincial spatial development framework
- (iii) State of the Nation Address
- (iv) State of the Province Address
- (v) Budget Speech of the National Minister for Cooperative Governance and Traditional Affairs
- (vi) MEC's Budget Vote Speech
- (vii) President's Coordinating Council
- (viii) Premier's Coordinating Forum
- (ix) Local Government Turnaround Strategy
- (x) Government's Delivery Agreement on Outcome 9
- (xi) Operation Clean Audit 2014
- (xii) Operation Hlasela
- (xiii) Municipal Infrastructure Grant Policy
- (xiv) Municipal Service Partnerships
- (xv) National Disaster Management Framework
- (xvi) Regional Industrial Development Strategy (RIDS)
- (xvii) National Local Economic Development Framework
- (xviii) Free Basic Sanitation Implementation Strategy
- (xix) Municipal International Relations Policy Framework
- (xx) White Paper on Local Government
- (xxi) National Spatial Development Perspective (NSDP)
- (xxii) White Paper on Traditional leadership and Governance (July 2003)
- (xxiii) Integrated Sustainable Rural Development Program

Planned policy initiatives

- (i) Recognition of Traditional Healers
- (ii) National CDWP Integrated Policy Framework
- (iii) Free Basic Sanitation Implementation Strategy
- (iv) National Policy on Public Participation
- (v) Provincial Policy on Public Participation
- (vi) Cleaning up the arrears debt of municipalities
- (vii) Cleaner and greener cities and towns
- (viii) Accelerated infrastructure delivery and enhanced economic growth
- (ix) Free Basic Refuse Removal Policy Framework
- (x) Free Basic Sanitation Policy.
- (xi) Draft provincial disaster management framework
- (xii) Refined ward committee model
- (xiii) National development plan 2030
- (xiv) National Bill on Traditional Leadership and Khoi San
- (xv) Green Paper on Rural Development

Strategic Goals of the Department

Programme 1	Administration
Strategic Goal 1	Title: Creation of a Department geared towards service excellence
Goal statement	To provide leadership and support to the Department in accordance with all applicable Acts and policies
Justification	This programmes aims to provide strategic direction, leadership and support to the Ministry and the Department
Links	This goal impacts directly on the extent to which all other goals and objectives of the Department are realized / achieved, insofar as this objective is focused on the rendering of various specialized support services to the entire Department on human resources management as well as the management of performance – and risk management

Programme 2	Local Governance
Strategic Goal 2	Title: Strengthening of cooperative governance
Goal statement	To facilitate the creation of accountable and sustainable local governance through effective collaboration with all stakeholders
Justification	This programme aims at establishing, monitoring, regulating, strengthening, supporting and capacitating municipalities in terms of the Constitution of 1996.
Links	The extent to which this goal is realized will contribute significantly to all national as well as provincial goals related to good governance and related service delivery across all spheres of government. The realization of this goal will also contribute to the successful implementation of the Local Government Turn-Around-Strategy, which is currently in the process of being developed.

Programme 3	Development and Planning
Strategic Goal 3	Title: Integrated development and planning
Goal statement	To promote and facilitate integrated development and planning on local government level
Justification	This programme aims to facilitate and render support towards integrated planning and development on local government level
Links	This goal will contribute towards realizing national and provincial goals related to integrated planning and development across all sphere of government, the roll-out of infrastructure programmes in local government and the mitigation of risks towards ensuring effective service delivery

Programme 4	Traditional Institutional Management
Strategic Goal 4	Title: Viable and sustainable Traditional Institutions
Goal statement	To promote and facilitate and maintain viable and sustainable Traditional Institutions and Development.
Justification	This programme aims to provide assistance and support to the Institution of traditional affairs in the FS Province in order to realize its constitutional mandate, which is to be custodian of communities that observe customary law. The program also provides assistance and support to government work done in areas of traditional authority.
Links	The realization of this goal will contribute towards achieving one of the key objectives of Government, e.g. placing the institution of traditional affairs at the centre of rural development, service delivery in rural areas, partnerships.

Programme 5	House of Traditional Leaders
Strategic Goal 5	Title: Functioning of the FS House of Traditional Leaders
Goal statement	To promote and enhance the effective and efficient functioning of the FS House of Traditional Leaders and Traditional Councils.
Justification	This programme serves to support and enhance the functioning of the FS House of Traditional Leaders as well as Local Houses
Links	The realization of this goal will contribute towards realizing the vision of the new (national) Department of Traditional Affairs e.g. "To build a coherent and cohesive institution of Traditional Leadership that plays a central role in rural development". This will also enhance the realization of cooperative governance within areas of traditional leadership authority.

OVERVIEW OF THE 2012/2015 BUDGET AND MTEF ESTIMATES

Expenditure estimates

Table 1: Department of Cooperative Governance and Traditional Affairs

Summary of payments and estimates: Cooperative Governance and Traditional Affairs

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
	2008/09	2009/10	2010/11				2011/12	2012/13	2013/14
Programme 1: Administration	88,695	99,798	109,912	113,698	125,202	128,016	112,292	116,798	121,256
Programme 2: Local Governance	73,610	105,136	185,615	166,708	169,295	169,328	107,004	111,500	114,926
Programme 3: Development and Planning	34,350	62,500	65,039	66,327	61,700	61,700	72,028	75,151	78,570
Programme 4: Traditional Institutional Management	24,129	23,088	16,413	16,180	20,607	20,609	22,523	22,851	24,035
Programme 5: House of Traditional Leaders			11,082	12,728	12,182	12,182	9,195	8,752	9,195
Total payments and estimates:	220,784	290,522	388,061	375,641	388,986	391,835	323,042	335,052	347,982

* Salary for MEC included

Table B.4: Payments and estimates by economic classification: Cooperative Governance and Traditional Affairs

R thousand	Outcome			Main appropriation	Adjusted appropriation	Estimated Actual	Medium-term estimates		
	2008/09	2009/10	2010/11	2011/12			2012/13	2013/14	2014/15
Current payments	189,260	234,428	293,908	320,202	334,483	336,803	260,924	268,362	281,190
Compensation of employees	118,954	139,612	157,396	198,775	205,779	200,858	150,498	156,342	164,769
Salaries and wages	103,142	120,843	135,870	175,391	182,431	177,160	138,477	143,608	151,380
Social contributions	15,812	18,769	21,526	23,384	23,348	23,698	12,021	12,734	13,389
Goods and services	70,031	94,492	136,272	121,427	128,704	135,939	110,426	112,020	116,421
<i>of which</i>									
Administrative Fees	1	170	267	450	574	577	477	509	534
Advertising	2,384	1,009	1,163	1,445	1,195	1,088	961	774	804
Assets<R5000	516	397	1,008	4,580	3,912	3,588	1,889	1,980	2,544
Audit cost: External	9,300	5,652	4,948	3,688	3,578	3,578	3,490	5,454	5,474
Bursaries (employees)	50	36	98	200	142	142	210	218	226
Catering: Departmental Activities	4,129	2,633	4,325	4,233	3,947	4,420	3,709	3,267	3,874
Communication	3,130	3,007	3,989	4,603	4,279	4,283	4,405	4,746	4,839
Computer Services	1,595	1,590	3,054	1,524	1,523	1,450	1,135	1,234	1,280
Cons/Prof:business & advisory services	4,260	396	43,792	23,410	54,122	53,785	30,563	29,724	29,796
Con/Prof: Infrastructre & Planning				24,861					
Cons/Prof: Laboratory services				1,108	968	866	1,578	1,363	1,454
Con/Prof: Legal cost	766	789	5,128	11,577	11,285	11,458	11,755	11,535	12,004
Contractors	3,005	32,311	26,108	2,000	926	976	1,388	1,918	2,687
Agency & Support/outourced Services	46	82	435	130	116	113	158	185	192
Entertainment									0
Government Motor Transport									
Housing									
Inventory: Food and Food Supplies	210	100	117	260	274	260	350	372	389
Inventory: Fuel, oil and gas	1		2		1	1			
Inventory: medical supplies	1								
Inventory: Other consumables	6	252	216	224	833	833	231	248	503
Inventory: Stationery and Printing	2,883	2,366	2,575	4,260	3,771	3,652	3,354	3,528	4,150
Lease Payments	3,768	1,346	383	1,249	1,089	3,721	4,454	4,720	4,898
Owned & Leasehold Property expenditure	3,409	10,152	11,942	6,900	6,853	11,153	10,803	9,873	8,563
Travel and Subsistence	15,611	13,529	19,525	17,079	20,113	20,699	20,161	21,087	22,255
Training & Staff Development	1,172	733	542	2,167	2,314	2,314	2,664	2,862	3,032
Operating Expenditure	2,826	3,925	3,334	4,559	4,853	4,904	5,548	5,213	5,655
Venues and Facilities	1,329	559	1,082	920	2,036	2,078	1,143	1,210	1,268
Other									
Interest and rent on land		324	240						
Interest	275	324	240			6			
Rent on land									
Transfers and subsidies to¹:	25,102	46,937	89,574	49,530	50,048	49,981	59,497	63,913	63,907
Provinces and municipalities	15,258	38,049	87,855	45,049	45,179	45,179	54,225	61,382	61,278
Provinces ²									
Provincial Revenue Funds									
Provincial agencies and funds									
Municipalities ³	15,258	38,049	87,855	45,049	45,179	45,179	54,225	61,382	61,278
Municipalities	15,258	38,049	87,855	45,049	45,179	45,179	54,225	61,382	61,278
<i>of which: Regional service council levies</i>									
Municipal agencies and funds									
Departmental agencies and accounts									
Social security funds									
Provide list of entities receiving transfers ⁴									
Departmental agencies and accounts	4310	550							
Universities and technikons									
Public corporations and private enterprises ⁵									
Public corporations									
Subsidies on production									
Other transfers									
Private enterprises									
Subsidies on production									
Other transfers									
Foreign governments and international organisations									
Non-profit institutions	306	5,243	151	3,780	3,725	3,628	4,400	1,622	1,638
Households	5,228	3,095	1,568	701	1,144	1,174	872	909	991
Social benefits									
Other transfers to households	5,228	3,095	1,568	701	1,144	1,174	872	909	991
Payments for capital assets	6,334	7,034	4,391	5,909	4,455	4,832	2,621	2,777	2,885
Buildings and other fixed structures	3,500	0	0	0	0	0	0	0	0
Buildings	3,500								
Other fixed structures									
Machinery and equipment	2,834	7,034	4,391	5,909	4,455	4,832	2,621	2,777	2,885
Transport equipment			2075		1500	1500			
Other machinery and equipment	2,834	7,034	2,283	5,909	2,955	3,332	2,621	2,777	2,885
Heritage assets			33						
Software and other intangible assets									
Land and subsoil assets									
Payments for financial assets	88	2123	188			219			
Total economic classification	220,784	290,522	388,061	375,641	388,986	391,835	323,042	335,052	347,982

PART B:

**STRATEGIC OBJECTIVES,
PROGRAMMES
AND
SUB-PROGRAMME PLANS**

PROGRAMME 1: ADMINISTRATION

Purpose of the Programme

This programme aims to provide strategic direction, leadership and support to the Ministry and the Department

Brief description of the Programme

This Programme consists of the following Sub-Programmes:

1. Office of the MEC
2. Corporate Services

The following services are rendered by this Programme:

1. Human Resources Management
2. Human Resources Planning and Information
3. Employee Health and Wellness
4. Special Programmes related to gender equality, people with disabilities, youth and women empowerment.
5. Human Resources Skills Development
6. Employee Performance Management
7. Structural Designing, including job evaluation, change management / transformation and the rendering of technical support on job descriptions
8. Corporate Communication
9. Information Technology
10. Auxiliary Services, including occupational health and safety, record management, executive committee support services, etc.
11. Risk Management
12. Internal Audit
13. Security Management and Anti-Corruption
14. Budget Management
15. Financial Management
16. Supply Chain Management, including Asset Management
17. Office of the HoD

Strategic Objectives, Programmes and Sub-Programme Plans

SUB-PROGRAMME: OFFICE OF THE MEC		STRATEGIC OBJECTIVE EFFECTIVE AND EFFICIENT ADMINISTRATIVE SUPPORT TO THE MEC						
Strategic Objective		Title: Improved capability at the centre of the Ministry for strategic leadership to the Department of Cooperative Governance and Traditional Affairs and the Department of Human Settlements						
Objective statement		To render effective and efficient support to the Executive Authority						
ANNUAL TARGETS FOR 2012/2015								
No.	Programme performance indicators	Audited/Actual performance			Estimated performance 2011/12	Medium-term targets		
		2008/09	2009/10	2010/11		2012/13	2013/14	2014/15
1.	No of meetings held between the MEC and the two Heads of Departments (HoDs) towards improving integrated planning and coordination between the two departments	-	-	6	10	10	10	10

2.	No. of meetings held between the MEC and HoDs towards monitoring the status of implementation of the following: <ul style="list-style-type: none"> ▪ MEC's Budget Injunctions ▪ Premier's State of the Province Injunctions ▪ EXCO Resolutions applicable to the departments ▪ MINMEC and Technical MINMEC Resolutions ▪ Hlasela Commitments 	-	-	4	4	4	4	4
3.	No. of working days within which documents submitted for the signature of the MEC are dealt with and returned to the respective Offices of the HoDs	-	-	-	10	10	10	10
4.	No. of days within which incoming correspondence are dispatched to the respective Offices of the HoDs	-	-	-	3	3	3	3

QUARTERLY TARGETS FOR 2012/2013

No.	Programme Performance Indicator	Reporting Period	Annual Target 2012/2013	Quarterly Targets			
				Q1	Q2	Q3	Q4
1.	No of meetings held between the MEC and the two Heads of Departments (HoDs) towards improving integrated planning and coordination between the two departments	Quarterly	10	3	2	2	3
2.	No. of meetings held between the MEC and HoDs towards monitoring the status of implementation of the following: <ul style="list-style-type: none"> ▪ MEC's Budget Injunctions ▪ Premier's State of the Province Injunctions ▪ EXCO Resolutions applicable to the departments ▪ MINMEC and Technical MINMEC Resolutions ▪ Hlasela Commitments 	Quarterly	4	1	1	1	1
3.	No. of working days within which documents submitted for the signature of the MEC are dealt with and returned to the respective Offices of the HoDs	Quarterly	10	10	10	10	10
4.	No. of days within which incoming correspondence are dispatched to the respective Offices of the HoDs	Quarterly	3	3	3	3	3

Sub-Programme	Corporate Services
Strategic Objective	Title: Improved capability of the Department to meet its obligations
Objective statement	To create and maintain a conducive environment for improved service delivery by strengthening the ability of and rendering high-quality support services to both the Department of Cooperative Governance and Traditional Affairs and the Department of Human Settlements:
Baseline	<p>The following services are currently rendered to both the Department of Human Settlements and the Department of Cooperative Governance and Traditional Affairs on a 'shared-service' basis:</p> <ol style="list-style-type: none"> 1. Corporate Services, which includes the following: <ol style="list-style-type: none"> a. Human Resources Management, including Personnel Provisioning, Personnel Utilization and Employee Relations b. Human Resources Planning and Information c. Employee Health and Wellness d. Special Programmes related to gender equality, people with disabilities, the youth and women empowerment. e. Human Resources Skills Development f. Employee Performance Management g. Structural Designing, including job evaluation, change management / transformation and the rendering of technical support on job descriptions h. Corporate Communication i. Information Technology j. Auxiliary Services, including occupational health and safety, record management, executive committee support services, etc. k. Risk Management 2. Internal Audit 3. Security Management and Anti-Corruption 4. Office of the CFO, which includes the following: <ol style="list-style-type: none"> a. Budget Management b. Financial Management c. Supply Chain Management, including asset management
Justification	This Sub-Programme provides operational support and leadership in terms of strategic management, financial management, logistics, transport, procurement, human resources management, legal services, information systems, communication and other auxiliary services within the Department.
Link with other Programmes / Sub-Programmes	Considering the purpose of this Sub-Programme, the extent to which this objective is successfully achieved will have a profound impact on the ability of the Department to realize all its strategic goals and –objectives, thereby having an impact on the extent to which the Department of the Premier as well as Provincial Treasury achieve their objectives related to good and accountable governance in the Free State Provincial Government as a collective.

ANNUAL TARGETS FOR 2012-2015								
No.	Programme performance indicators	Audited/Actual performance			Estimated performance 2011/12	Medium-term targets		
		2008/09	2009/10	2010/11		2012/13	2013/14	2014/15
1.	No. of employees targeted through quarterly information sessions and/or learning networks towards improving their knowledge and understanding in relation to the following: <ul style="list-style-type: none"> • Performance Management System • Employee Relations • HR Practices • Employee Health and Wellness • Service Delivery Improvement / Batho Pele • Special Programmes on matters related to youth, people with disabilities, gender mainstreaming, etc • Skills Development, Learnerships / Internships and Bursaries • Risk Management • Internal Audit • Records Management 	-	-	-	169 COGTA (47%) 0 HS (0%)	262 COGTA (60%) 76 HS (100%)	70%	100%

ANNUAL TARGETS FOR 2012-2015

No.	Programme performance indicators	Audited/Actual performance			Estimated performance 2011/12	Medium-term targets		
		2008/09	2009/10	2010/11		2012/13	2013/14	2014/15
	<ul style="list-style-type: none"> System • ICT Plans, Processes and Procurement • Corporate Communication elements • Departmental Monitoring and Evaluation System • Fraud and Anti Corruption • Security Management • Code of Conduct for the Public Service 							
2.	Development, review and/or updating of the following:							
	<ul style="list-style-type: none"> • Annual Performance Plan in line with National Delivery Agreements and the Provincial Outcome-Based Plan: <ul style="list-style-type: none"> ○ COGTA ○ HS 	-	-	1 1	1 1	1 1	1 1	1 1
	<ul style="list-style-type: none"> • Service Delivery Charters and – standards: <ul style="list-style-type: none"> ○ COGTA ○ HS 	-	-	1 1	1 1	1 1	1 1	
	<ul style="list-style-type: none"> • Service Delivery Improvement Plan: <ul style="list-style-type: none"> ○ COGTA ○ HS 	-	-	1 1	1 1	1 1	1 1	
	<ul style="list-style-type: none"> • HR Delegations as per the amended format <ul style="list-style-type: none"> ○ COGTA ○ HS 	-	-	-	1	1	1	
	<ul style="list-style-type: none"> • 3-Year Human Resources Plan: <ul style="list-style-type: none"> ○ COGTA ○ HS 	-	-	1 1	1 1	1 1	1 1	
	<ul style="list-style-type: none"> • Departmental Skills Development Plan: <ul style="list-style-type: none"> ○ COGTA ○ HS 	-	-	1 1	1 1	1 1	1 1	
	<ul style="list-style-type: none"> • Risk Management Policy, Strategy and Implementation Plan: <ul style="list-style-type: none"> ○ COGTA ○ HS 	-	-	1 1	1 1	1 1	1 1	
	<ul style="list-style-type: none"> • Communication Strategy and Implementation Plan: <ul style="list-style-type: none"> ○ COGTA ○ HS 	-	-	1 1	1 1	1 1	1 1	
	<ul style="list-style-type: none"> • Marketing communication strategy: <ul style="list-style-type: none"> ○ COGTA ○ HS 	-	-	-	1 1	1 1	1 1	
	<ul style="list-style-type: none"> • Media relations programme: <ul style="list-style-type: none"> ○ COGTA ○ HS 	-	-	-	1 1	1 1	1 1	
	<ul style="list-style-type: none"> • Internal Audit: <ul style="list-style-type: none"> - 3-Year Roll-out 	-	-					

ANNUAL TARGETS FOR 2012-2015

No.	Programme performance indicators	Audited/Actual performance			Estimated performance 2011/12	Medium-term targets		
		2008/09	2009/10	2010/11		2012/13	2013/14	2014/15
	<ul style="list-style-type: none"> Audit Coverage Plan - Annual Plan - Audit Committee Charter - Internal Audit Charter - Terms of Reference - Audit Manual <ul style="list-style-type: none"> o COGTA o HS 			1 1	1 1	1 1	1 1	1 1
	<ul style="list-style-type: none"> • Security Management Policy: <ul style="list-style-type: none"> o COGTA o HS 	-	-	-	1 1	1 1	1 1	1 1
	<ul style="list-style-type: none"> • Fraud Prevention Policy: <ul style="list-style-type: none"> o COGTA o HS 			-	1 1	1 1	1 1	1 1
	<ul style="list-style-type: none"> • Whistle Blowing Policy: <ul style="list-style-type: none"> o COGTA o HS 			-	1 1	1 1	1 1	1 1
	<ul style="list-style-type: none"> • Departmental Records Management System / Filing Plan: <ul style="list-style-type: none"> o COGTA o HS 	-	-	-	1 1	1 1	1 1	1 1
	<ul style="list-style-type: none"> • ICT Strategic Plan <ul style="list-style-type: none"> o COGTA o HS 	-	-	-	0 0	1 1	1 1	1 1
	<ul style="list-style-type: none"> • Data Disaster Recovery Plan <ul style="list-style-type: none"> o COGTA o HS 	-	-	-	0 0	1 1	1 1	1 1
	<ul style="list-style-type: none"> • PAIA Manual: <ul style="list-style-type: none"> o COGTA o HS 	-	-	-	1 1	1 1	1 1	1 1
	<ul style="list-style-type: none"> • Strategic Risk Management Register: <ul style="list-style-type: none"> o COGTA o HS 				1 1	1 1	1 1	1 1
	<ul style="list-style-type: none"> • Operational Risk Management Register: <ul style="list-style-type: none"> o COGTA o HS 				0 0	1 1		
3.	No. of days within which community enquiries are responded to	-	-	14 (per 30 enquiries)	14 (per 30 enquiries)	14 (per 30 enquiries)	14 (per 30 enquiries)	14 (per 30 enquiries)
4.	No. of publications prepared and published: <ul style="list-style-type: none"> • COGTA Annual Performance Plan • HS Annual Performance Plan • COGTA Annual Report • HS Annual Report • Budget Vote Speech • COGTA promotional brochures • HS promotional brochures • COGTA PAIA Manual • HS PAIA Manual 	-	-	1 1 1 1 1 2 2 - -	1 1 1 1 1 2 2 0 0	1 1 1 1 1 2 2 1 1	1 1 1 1 1 2 2 1 1	1 1 1 1 1 2 2 1 1
5.	Fully functional and updated Departmental	-	-	1	1	1	1	1

ANNUAL TARGETS FOR 2012-2015								
No.	Programme performance indicators	Audited/Actual performance			Estimated performance 2011/12	Medium-term targets		
		2008/09	2009/10	2010/11		2012/13	2013/14	2014/15
	Website							
6.	No of capacity building workshops held focusing on target groups in special programme			-	1	1	1	1
7.	No. of collaborative Special Programmes events held			-	8	8	8	8
8.	No. of non-financial performance review meetings held and reports produced per Department towards monitoring and reporting on the extent to which the following is achieved: • APP Targets • SOPA Injunctions • MEC Budget Injunctions	-	-	4	4	4	4	4
9.	No. of reports produced on the extent to which supporting documents are kept and maintained by Programme Managers into the Annual Performance Plan: • COGTA • HS	-	-	4	1	1 1	2 2	2 2
10.	Organizational structure and post establishment of the Department updated and implemented in line with the needs of the Department as per the Annual Performance Plan: • COGTA • HS	-	-	-	-	1 1	1 1	1 1
11.	* No. of business processes mapped and standard operating procedures developed: • COGTA • HS	-	-	1	0 1	2 2	5 3	6 4
12.	No. of meetings held by the Departmental JE Quality Assurance Committee towards ensuring that jobs have been evaluated correctly through the EQUATE Job Evaluation System	-	-	-	4	6	6	6
13.	No. of Provincial JE Quality Assurance Committee meetings attended	-	-	-	18 (90%)	16 (80%)	16 (80%)	16 (80%)
14.	No. of jobs evaluated within the Departments: • COGTA • HS	-	-	-	373 (85%) 83 (66%)	393 (90%) 113 (90%)	95% 95%	100% 100%
15.	No. of signed job descriptions in place in line with the organogram of the Departments: • COGTA • HS	-	-	422 (80%) 96 (80%)	188 (43%) 57 (45%)	437 (100%) 126 (100%)	100% 100%	100% 100%

ANNUAL TARGETS FOR 2012-2015								
No.	Programme performance indicators	Audited/Actual performance			Estimated performance 2011/12	Medium-term targets		
		2008/09	2009/10	2010/11		2012/13	2013/14	2014/15
16.	* No. of Performance Agreements signed by SMS Members: • COGTA • HS	-	-	41 (100%)	38 (100%)	27 (100%) 14 (100%)	100% 100%	100% 100%
17.	No. of Performance and Development Plans signed on a 6-monthly basis by employees on levels 1 – 12: • COGTA • HS	-	-	602 (80%)	141 (34%) 30 (27%)	410 (100%) 112 (100%)	100% 100%	100% 100%
18.	No. of departmental employees appraised in terms of their agreed performance: • COGTA • HS	-	-	752(100%)	572 (94%) 92 (85%)	437 (100%) 112 (100%)	100% 100%	100% 100%
19.	* No. of qualifying departmental employees who receive pay progression: • COGTA • HS	-	-	639(85%)	547 (96%) 92 (100%)	372 (85%) 95 (85%)	85% 85%	85% 85%
20.	* No. of qualifying departmental employees who receive performance bonuses: • COGTA • HS	-	-	188 (25%)	219 (38%) 65 (71%)	87 (20%) 23 (20%)	20% 20%	20% 20%
21.	No. of working days within which resolutions taken at Executive – and Senior Management meetings are communicated to relevant senior managers	-	-	-	20	5	5	5
22.	No. of training impact studies conducted: • COGTA • HS	-	-	-	1 1	1 1	1 1	1 1
23.	% of Skills Levy spent on the training of departmental employees	-	-	-	75%	80%	85%	85%
24.	* No. of officials trained in identified mandatory programmes: • COGTA • HS	-	-	-	188 (25%)	112 (30%) 34 (30%)	35% 35%	40% 40%
25.	Fully Integrated Departmental Records Management Centre: • COGTA • HS	-	-	-	0	1 1	1 1	1 1
26.	No. of departmental sites linked to New Government Network towards ensuring the successful implementation of e-governance in the departments: • COGTA • HS	-	-	8	16	16	16	16
27.	No. of departmental employees having access to computers and intranet towards improving e-governance:	-	-	517 (80%)	647 (100%)	100% (all officials excluding messengers / drivers)	100% (all officials excluding messengers / drivers)	100% (all officials excluding messengers / drivers)

ANNUAL TARGETS FOR 2012-2015								
No.	Programme performance indicators	Audited/Actual performance			Estimated performance 2011/12	Medium-term targets		
		2008/09	2009/10	2010/11		2012/13	2013/14	2014/15
	<ul style="list-style-type: none"> • COGTA • HS 							
28.	No. of days within which recommendations of the DITC are communicated to the relevant Programme Manager following the approval thereof by the HoD	-	-	-	7	3	3	3
29.	No. of meetings held by the Departmental Information Technology Committee towards procuring IT goods and services for both Departments	-	-	12	12	12	12	12
30.	No. of meetings held by the ICT Steering Committee				2	4	4	4
31.	No. of senior management meetings held in the Department	-	-	4	4	10	10	10
32.	No. of working days within which documents submitted for the consideration of the HoD and/or MEC are considered and forwarded to the Office of the MEC	-	-	7	7	7	7	7
33.	No. of working days within which incoming correspondence are registered and forwarded to the responsible Programme Managers	-	-	3	5	5	5	5
34.	No. of days within which programme managers respond to queries	-	-	0	14	14	14	14
35.	* No. of reviews conducted and reports produced towards monitoring: <ul style="list-style-type: none"> • The turn-over rate in the Department • The average vacancy rate in the Department per category 	-	-	0	1 1	1 1	1 1	1 1
36.	* No. of identified funded vacancies filled within the Department: <ul style="list-style-type: none"> • COGTA • HS 	-	-	52 19	0 7	100% 100%	100% 100%	100% 100%
37.	* No. of vacancies filled within 6 months after being advertised	-	-	80% of advertised posts	80%	90%	100%	100%
38.	* No. of working days within which disciplinary cases are finalized	-	-	90	90	90	90	90
39.	* No. of working days within which grievances are investigated and reported on	-	-	60	30	30	30	30
40.	No. of assessments conducted towards monitoring the extent to which Attendance	-	-	4	4	2	2	2

ANNUAL TARGETS FOR 2012-2015								
No.	Programme performance indicators	Audited/Actual performance			Estimated performance 2011/12	Medium-term targets		
		2008/09	2009/10	2010/11		2012/13	2013/14	2014/15
	Registers are kept and maintained in both Departments							
41.	* Extent to which PERSAL is cleaned-up with credible and accurate information in line with the National Clean-up Strategy	-	-	0%	50%	80%	100%	100%
42.	No. of meetings held by the Audit Committee: • COGTA • HS	-	-	4	4	4	4	4
43.	No. of Audit Committee Members oriented	-	-	5	5	5	5	5
44.	No. of assessments conducted and reported on towards monitoring and improving the extent to which Internal Audit Activities and FMCMM are implemented successfully in the Department: • COGTA • HS	-	-	4	4	4	4	4
45.	No. of assessments conducted and reported on towards monitoring and improving the extent to which the Internal Audit Plan is implemented successfully in both Departments: • COGTA • HS	-	-	4	4	4	4	4
46.	No. of assessments conducted and reported on towards monitoring and reporting on the extent to which the findings and recommendations of the Audit Committee are implemented successfully in the Departments	-	-	0	4	4	4	4
47.	No. of evaluations done and submitted on the performance of Audit Committee Members: • COGTA • HS	-	-	1	4	4	4	4
48.	% of Resolutions of the Audit Committee implemented in the Departments: • COGTA • HS	-	-	-	25 (from 31)	80%	90%	100%
49.	No. of Risk Management Committee Meetings held: • COGTA • HS	-	-	4 4	4 4	4 4	4 4	4 4
50.	No. of Risk Management Committee Members oriented: • COGTA • HS	-	-	8 7	1 0	100% 100%	100% 100%	100% 100%
51.	No. of managers trained on Risk Management:	-	-	-				

ANNUAL TARGETS FOR 2012-2015								
No.	Programme performance indicators	Audited/Actual performance			Estimated performance 2011/12	Medium-term targets		
		2008/09	2009/10	2010/11		2012/13	2013/14	2014/15
	<ul style="list-style-type: none"> • COGTA • HS 				47 14	40% 40%	60% 60%	100% 100%
52.	No. of assessments conducted and reported towards monitoring and improving the extent to which risk management activities and FMCMM are implemented successfully in the departments: <ul style="list-style-type: none"> • COGTA • HS 	-	-	4	4	4	4	4
53.	No. of officials vetted by NIA in both Departments: <ul style="list-style-type: none"> • Senior Managers • SCM Officials • Other identified officials 	-	-	1 0 2	38 0 0	100% 100% 100%	100% 100% 100%	100% 100% 100%
54.	No. of financial interests declared in both Departments: <ul style="list-style-type: none"> • Senior Managers • Identified Officials 	-	-	42 (100%)	42 3	100% 100%	100% 100%	100% 100%
55.	No. of reports produced on the extent to which declarations are done iro gifts and donations	-	-	-	0	4	4	4
56.	No. of days within which reported cases of fraud and corruption are investigated and reported on	-	-	14	14	14	14	14
57.	Financial delegations updated and implemented	-	-	0	0	1	1	1
58.	Consolidation and submission of the Annual Budget of the Department, linked to the Annual Performance Plan: <ul style="list-style-type: none"> • COGTA • HS 	1 1	1 1	1 1	1 1	1 1	1 1	1 1
59.	Consolidation and submission of the Adjustment Budget of the Department, linked to the Annual Performance Plan: <ul style="list-style-type: none"> • COGTA • HS 	1 1	1 1	1 1	1 1	1 1	1 1	1 1
60.	No. of financial performance reports compiled and submitted: <ul style="list-style-type: none"> • COGTA • HS 	-	-	-	-	12 12	12 12	12 12
61.	No. of monitoring reports submitted: <ul style="list-style-type: none"> • COGTA • HS 	-	-	-	12 12	12 12	12 12	12 12
62.	Compilation and submission of Financial Statements within due dates: <ul style="list-style-type: none"> • COGTA • HS (Carel) 	1 1	1 1	1 2	1 2	1 2	1 2	1 1
63.	Compilation and submission of Interim Financial Statements within due dates:							

ANNUAL TARGETS FOR 2012-2015								
No.	Programme performance indicators	Audited/Actual performance			Estimated performance 2011/12	Medium-term targets		
		2008/09	2009/10	2010/11		2012/13	2013/14	2014/15
	<ul style="list-style-type: none"> • COGTA • HS 	-	-	-	4	4	4	4
		-	-	-	4	4	4	4
64.	No. of information / awareness sessions held on financial management practices, targeting Programme – and Responsibility Managers and Chief User Clerks	4	4	4	4	2	2	2
65.	No. of officials trained in financial related matters through formal courses	74	5	10	40	10	10	10
66.	No. of formal in-house training sessions conducted on matters related to budget- or financial management	-	-	-	0	24	24	24
67.	Annual Procurement Plan developed: <ul style="list-style-type: none"> • COGTA • HS 	-	-	-	1 1	1 1	1 1	1 1
68.	Mid-term review of the Annual Procurement Plan: <ul style="list-style-type: none"> • COGTA • HS 	-	-	-	1 1	1 1	1 1	1 1
69.	Improved turn-around time for the procurement of goods and services in the Department: <ul style="list-style-type: none"> • COGTA • HS 	-	-	-	Unknown Unknown	85% 85%	90% 90%	95% 95%
70.	No. of monitoring reports compiled and submitted on matters related to supply chain management in the Departments: <ul style="list-style-type: none"> • COGTA • HS 	-	-	-	12 12	12 12	12 12	12 12
71.	No. of asset management assessments conducted in the department towards physically verifying assets and updating the Departmental Asset Management Register: <ul style="list-style-type: none"> • COGTA • HS 	-	6	4 4	1 1	2 2	2 2	2 2
72.	No. of transport management assessments conducted and reported on: <ul style="list-style-type: none"> • COGTA • HS 	-	2	12 12	12 12	4 4	4 4	4 4
73.	% of Procurement transactions evaluated towards assessing the level of compliance	-	-	-	0	50%	70%	90%
74.	Number of information / awareness sessions held on matters related to supply chain management	-	-	-	1	2	2	2
75.	No. of departmental officials trained on matters related to supply chain management through	-	-	-	13	10	10	10

ANNUAL TARGETS FOR 2012-2015								
No.	Programme performance indicators	Audited/Actual performance			Estimated performance 2011/12	Medium-term targets		
		2008/09	2009/10	2010/11		2012/13	2013/14	2014/15
	formal courses							
76.	Number of formal in-house training sessions conducted	-	-	-	0	36	36	36

QUARTERLY TARGETS FOR 2012/2013							
No.	Programme Performance Indicator	Reporting Period	Annual Target 2012/2013	Quarterly Targets			
				Q1	Q2	Q3	Q4
1.	No. of employees targeted through quarterly information sessions and/or learning networks towards improving their knowledge and understanding in relation to the following: <ul style="list-style-type: none"> • Performance Management System • Employee Relation • HR Practices • Employee Health and Wellness • Service Delivery Improvement / Batho Pele • Special Programmes on matters related to youth, people with disabilities, gender mainstreaming, etc • Skills Development, Learnerships / Internships and Bursaries • Risk Management • Internal Audit • Records Management System • ICT Plans, Processes and Procurement • Corporate Communication elements • Departmental Monitoring and Evaluation System • Fraud and Anti Corruption • Security Management • Code of Conduct for the Public Service 	Quarterly	262 (60%) - COGTA	65	66	66	65
			76 (100%) - HS	19	19	19	19
2.	Development, review and/or updating of the following:						
	<ul style="list-style-type: none"> • Annual Performance Plan in line with National Delivery Agreements and the Provincial Outcome-Based Plan: 	Annually					

QUARTERLY TARGETS FOR 2012/2013

No.	Programme Performance Indicator	Reporting Period	Annual Target 2012/2013	Quarterly Targets			
				Q1	Q2	Q3	Q4
	<ul style="list-style-type: none"> o COGTA o HS 		1 1	1 1			
	<ul style="list-style-type: none"> • Service Delivery Charters and – standards: <ul style="list-style-type: none"> o COGTA o HS 	Annually	1 1	1 1			
	<ul style="list-style-type: none"> • Service Delivery Improvement Plan: <ul style="list-style-type: none"> o COGTA o HS 	Annually	1 1	1 1			
	<ul style="list-style-type: none"> • HR Delegations as per the amended format <ul style="list-style-type: none"> o COGTA o HS 	Annually	1 1	1 1			
	<ul style="list-style-type: none"> • 3-Year Human Resources Plan: <ul style="list-style-type: none"> o COGTA o HS 	Annually	1 1	1 1			
	<ul style="list-style-type: none"> • Departmental Skills Development Plan: <ul style="list-style-type: none"> o COGTA o HS 	Annually	1 1	1 1			
	<ul style="list-style-type: none"> • Risk Management Policy, Strategy and Implementation Plan: <ul style="list-style-type: none"> o COGTA o HS 	Annually	1 1	1 1			
	<ul style="list-style-type: none"> • Communication Strategy and Implementation Plan: <ul style="list-style-type: none"> o COGTA o HS 	Annually	1 1	1 1			
	<ul style="list-style-type: none"> • Marketing communication strategy: <ul style="list-style-type: none"> o COGTA o HS 	Annually	1 1	1 1			
	<ul style="list-style-type: none"> • Media relations programme: <ul style="list-style-type: none"> o COGTA o HS 	Annually	1 1	1 1			
	<ul style="list-style-type: none"> • Internal Audit: <ul style="list-style-type: none"> - 3-Year Roll-out Audit Coverage Plan - Annual Plan - Audit Committee Charter - Internal Audit Charter - Terms of Reference - Audit Manual <ul style="list-style-type: none"> o COGTA o HS 	Annually	1 1	1 1			
	<ul style="list-style-type: none"> • Security Management Policy: <ul style="list-style-type: none"> o COGTA o HS 	Annually	1 1	1 1			
	<ul style="list-style-type: none"> • Fraud Prevention Policy: <ul style="list-style-type: none"> o COGTA o HS 	Annually	1 1	1 1			
	<ul style="list-style-type: none"> • Whistle Blowing 	Annually					

QUARTERLY TARGETS FOR 2012/2013

No.	Programme Performance Indicator	Reporting Period	Annual Target 2012/2013	Quarterly Targets			
				Q1	Q2	Q3	Q4
	Policy: o COGTA o HS		1 1	1 1			
	• Departmental Records Management System / Filing Plan: o COGTA o HS	Annually	1 1		1 1		
	• ICT Strategic Plan o COGTA o HS	Annually	1 1	1 1			
	• Data Disaster Recovery Plan o COGTA o HS	Annually	1 1		1 1		
	• PAIA Manual: o COGTA o HS	Annually	1 1			1 1	
	• Strategic Risk Management Register: o COGTA o HS	Annually	1 1				1 1
	• Operational Risk Management Register: o COGTA o HS	Annually	1 1				1 1
3.	No. of days within which community enquiries are responded to	Quarterly	14 (per 30 enquiries)	14 (per 30 enquiries)	14 (per 30 enquiries)	14 (per 30 enquiries)	14 (per 30 enquiries)
4.	No. of publications prepared and published: • COGTA Annual Performance Plan • HS Annual Performance Plan • COGTA Annual Report • HS Annual Report • Budget Vote Speech • COGTA promotional brochures • HS promotional brochures • COGTA PAIA Manual • HS PAIA Manual	Annually	1 1 1 1 2 2 1 1	1 1 1 1 1 1	1 1 1		1 1
5.	Fully functional and updated Departmental Website	Annually	1				1
6.	No of capacity building workshops held focusing on target groups in special programme	Annually	1				1
7.	No. of collaborative Special Programmes events held	Quarterly	8	2	2	2	2
8.	No. of non-financial performance review meetings held and reports produced per Department towards monitoring and reporting on the extent to which	Quarterly	4	1	1	1	1

QUARTERLY TARGETS FOR 2012/2013							
No.	Programme Performance Indicator	Reporting Period	Annual Target 2012/2013	Quarterly Targets			
				Q1	Q2	Q3	Q4
	the following is achieved: <ul style="list-style-type: none"> • APP Targets • SOPA Injunctions • MEC Budget Injunctions 						
9.	No. of reports produced on the extent to which supporting documents are kept and maintained by Programme Managers into the Annual Performance Plan: <ul style="list-style-type: none"> • COGTA • HS 	Annually	1 1				1 1
10.	Organizational structure and post establishment of the Department updated and implemented in line with the needs of the Department as per the Annual Performance Plan: <ul style="list-style-type: none"> • COGTA • HS 	Annually	1				1
11.	* No. of business processes mapped and standard operating procedures developed: <ul style="list-style-type: none"> • COGTA • HS 	Quarterly	2 2	1 0	0 1	1 0	0 1
12.	No. of meetings held by the Departmental JE Quality Assurance Committee towards ensuring that jobs have been evaluated correctly through the EQUATE Job Evaluation System	Quarterly	6	1	2	3	-
13.	No. of Provincial JE Quality Assurance Committee meetings attended	Quarterly	16 (80%)	2	2	2	2
14.	No. of jobs evaluated within the Departments: <ul style="list-style-type: none"> • COGTA • HS 	Annually	393 (90%) 113 (90%)				393 (90%) 113 (90%)
15.	No. of signed job descriptions in place in line with the organogram of the Departments: <ul style="list-style-type: none"> • COGTA • HS 	Annually	437 (100%) 126 (100%)				437 (100%) 126 (100%)
16.	* No. of Performance Agreements signed by SMS Members: <ul style="list-style-type: none"> • COGTA • HS 	Annually	27 (100%) 14 (100%)				27 (100%) 14 (100%)
17.	No. of Performance and Development Plans signed on a 6-monthly basis by employees on levels 1 – 12: <ul style="list-style-type: none"> • COGTA • HS 	6-Monthly	410 (100%) 112 (100%)	410 (100%) 112 (100%)	-	410 (100%) 112 (100%)	-

QUARTERLY TARGETS FOR 2012/2013							
No.	Programme Performance Indicator	Reporting Period	Annual Target 2012/2013	Quarterly Targets			
				Q1	Q2	Q3	Q4
18.	No. of departmental employees appraised in terms of their agreed performance: • COGTA • HS	Annually	437 (100%) 112 (100%)				437 (100%) 112 (100%)
19.	* No. of qualifying departmental employees who receive pay progression: • COGTA • HS	Annually	372 (85%) 95 (85%)				372 (85%) 95 (85%)
20.	* No. of qualifying departmental employees who receive performance bonuses: • COGTA • HS	Annually	87 (20%) 23 (20%)				87 (20%) 23 (20%)
21.	No. of working days within which resolutions taken at Executive – and Senior Management meetings are communicated to relevant senior managers	Quarterly	5	5	5	5	5
22.	No. of training impact studies conducted: • COGTA • HS	Annually	1 1				1 1
23.	% of Skills Levy spent on the training of departmental employees	Annually	80%				80%
24.	* No. of officials trained in identified mandatory programmes: • COGTA • HS	Annually	112 (30%) 34 (30%)				112 (30%) 34 (30%)
25.	Fully Integrated Departmental Records Management Centre: • COGTA • HS	Annually	1 1				1 1
26.	No. of departmental sites linked to New Government Network towards ensuring the successful implementation of e-governance in the departments	Annually	16				16
27.	No. of departmental employees having access to computers and intranet towards improving e-governance: • COGTA • HS	Annually	100% (all officials excluding messengers / drivers)				100% (all officials excluding messengers / drivers)
28.	No. of days within which recommendations of the DITC are communicated to the relevant Programme Manager following the approval thereof by the HoD	Quarterly	3	3	3	3	3
29.	No. of meetings held by	Quarterly	12	3	3	3	3

QUARTERLY TARGETS FOR 2012/2013							
No.	Programme Performance Indicator	Reporting Period	Annual Target 2012/2013	Quarterly Targets			
				Q1	Q2	Q3	Q4
	the Departmental Information Technology Committee towards procuring IT goods and services for both Departments						
30.	No. of meetings held by the ICT Steering Committee	Quarterly	4	1	1	1	1
31.	No. of senior management meetings held in the Department	Quarterly	10	3	2	2	3
32.	No. of working days within which documents submitted for the consideration of the HoD and/or MEC are considered and forwarded to the Office of the MEC	Quarterly	7	7	7	7	7
33.	No. of working days within which incoming correspondence are registered and forwarded to the responsible Programme Managers	Quarterly	5	5	5	5	5
34.	No. of days within which programme managers respond to queries	Quarterly	14	14	14	14	14
35.	* No. of reviews conducted and reports produced towards monitoring: • The turn-over rate in the Department • The average vacancy rate in the Department per category	Annually	1 1				1 1
36.	* No. of identified funded vacancies filled within the Department: • COGTA • HS	Annually	100% 100%				100% 100%
37.	* No. of vacancies filled within 6 months after being advertised	Annually	90%				90%
38.	* No. of working days within which disciplinary cases are finalized	Annually	90				90
39.	* No. of working days within which grievances are investigated and reported on	Annually	30				30
40.	No. of assessments conducted towards monitoring the extent to which Attendance Registers are kept and maintained in both Departments	6-Monthly	2	1	-	1	-
41.	* Extent to which PERSAL is cleaned-up with credible and accurate information in line with the National	Annually	80%				80%

QUARTERLY TARGETS FOR 2012/2013							
No.	Programme Performance Indicator	Reporting Period	Annual Target 2012/2013	Quarterly Targets			
				Q1	Q2	Q3	Q4
	Clean-up Strategy						
42.	No. of meetings held by the Audit Committee: • COGTA • HS	Quarterly	4	1	1	1	1
43.	No. of Audit Committee Members oriented	Annually	5	5			
44.	No. of assessments conducted and reported on towards monitoring and improving the extent to which Internal Audit Activities and FMCMM are implemented successfully in the Department: • COGTA • HS	Quarterly	4 4	1 1	1 1	1 1	1 1
45.	No. of assessments conducted and reported on towards monitoring and improving the extent to which the Internal Audit Plan is implemented successfully in both Departments: • COGTA • HS	Quarterly	4 4	1 1	1 1	1 1	1 1
46.	No. of assessments conducted and reported on towards monitoring and reporting on the extent to which the findings and recommendations of the Audit Committee are implemented successfully in the Departments	Quarterly	4	1	1	1	1
47.	No. of evaluations done and submitted on the performance of Audit Committee Members: • COGTA • HS	Quarterly	4	1	1	1	1
48.	% of Resolutions of the Audit Committee implemented in the Departments: • COGTA • HS	Annually	80% 80%	80% 80%			
49.	No. of Risk Management Committee Meetings held: • COGTA • HS	Quarterly	4 4	1 1	1 1	1 1	1 1
50.	No. of Risk Management Committee Members oriented: • COGTA • HS	Annually	100% 100%	100% 100%			
51.	No. of managers trained on Risk Management: • COGTA • HS	Annually	40% 40%	40% 40%			

QUARTERLY TARGETS FOR 2012/2013

No.	Programme Performance Indicator	Reporting Period	Annual Target 2012/2013	Quarterly Targets			
				Q1	Q2	Q3	Q4
52.	No. of assessments conducted and reported towards monitoring and improving the extent to which risk management activities and FMCMM are implemented successfully in the departments: <ul style="list-style-type: none"> • COGTA • HS 	Quarterly	4	1	1	1	1
53.	No. of officials vetted by NIA in both Departments: <ul style="list-style-type: none"> • Senior Managers • SCM Officials • Other identified officials 	Annually	100% 100% 100%				41 100% 100%
54.	No. of financial interests declared in both Departments: <ul style="list-style-type: none"> • Senior Managers • Identified Officials 	Annually	41 (1100%) 100%	41 100%			
55.	No. of reports produced on the extent to which declarations are done iro gifts and donations	Quarterly	4	1	1	1	1
56.	No. of days within which reported cases of fraud and corruption are investigated and reported on	Quarterly	14	14	14	14	14
57.	Financial delegations updated and implemented	Annually	1				1
58.	Consolidation and submission of the Annual Budget of the Department, linked to the Annual Performance Plan: <ul style="list-style-type: none"> • COGTA • HS 	Annually	1 1				1 1
59.	Consolidation and submission of the Adjustment Budget of the Department, linked to the Annual Performance Plan: <ul style="list-style-type: none"> • COGTA • HS 	Annually	1 1				1 1
60.	No. of financial performance reports compiled and submitted: <ul style="list-style-type: none"> • COGTA • HS 	Quarterly	12 12	3 3	3 3	3 3	3 3
61.	No. of monitoring reports submitted: <ul style="list-style-type: none"> • COGTA • HS 	Quarterly	12 12	3 3	3 3	3 3	3 3
62.	Compilation and submission of Financial Statements within due dates: <ul style="list-style-type: none"> • COGTA • HS 	Annually	1 2				1 1

QUARTERLY TARGETS FOR 2012/2013							
No.	Programme Performance Indicator	Reporting Period	Annual Target 2012/2013	Quarterly Targets			
				Q1	Q2	Q3	Q4
63.	Compilation and submission of Interim Financial Statements within due dates: • COGTA • HS	Quarterly	4 4	1 1	1 1	1 1	1 1
64.	No. of information / awareness sessions held on financial management practices, targeting Programme – and Responsibility Managers and Chief User Clerks	6-Monthly	2	-	1	-	1
65.	No. of officials trained in financial related matters through formal courses	Annually	10	10			
66.	No. of formal in-house training sessions conducted on matters related to budget- or financial management	Quarterly	24	6	6	6	6
67.	Annual Procurement Plan developed: • COGTA • HS	Annually	1 1	1 1			
68.	Mid-term review of the Annual Procurement Plan: • COGTA • HS	Annually	1 1	1 1			
69.	Improved turn-around time for the procurement of goods and services in the Department: • COGTA • HS	Annually	85% 85%				85% 85%
70.	No. of monitoring reports compiled and submitted on matters related to supply chain management in the Departments: • COGTA • HS	Quarterly	12 12	3 3	3 3	3 3	3 3
71.	No. of asset management assessments conducted in the department towards physically verifying assets and updating the Departmental Asset Management Register: • COGTA • HS	6-Monthly	2 2	- -	1 1	- -	1 1
72.	No. of transport management assessments conducted and reported on: • COGTA • HS	Quarterly	4 4	1 1	1 1	1 1	1 1
73.	% of Procurement transactions evaluated towards assessing the level of compliance	Quarterly	50%	50%	50%	50%	50%

QUARTERLY TARGETS FOR 2012/2013							
No.	Programme Performance Indicator	Reporting Period	Annual Target 2012/2013	Quarterly Targets			
				Q1	Q2	Q3	Q4
74.	Number of information / awareness sessions held on matters related to supply chain management	6-Monthly	2	-	1	-	1
75.	No. of departmental officials trained on matters related to supply chain management through formal courses	Quarterly	10	1	3	3	3
76.	Number of formal in-house training sessions conducted	Quarterly	36	6	6	6	6

* Outcome 12 Indicators and Targets

Resource considerations

- a) As on the 31st of January 2012, this Programme consisted of 141 officials, representing 50% of the workforce required (e.g. 282) for a single Department. Considering the fact that Programme 1 renders a shared service to both the Department of Human Settlements and the Department of Cooperative Governance and Traditional Affairs, this implies that the Programme is currently functioning with a 25% capacity in respect of each of the two Departments.
- a) With the above limited human resource capacity, Programme 1 experiences numerous challenges towards providing an effective and adequate specialized support service to the two Departments. Considering the demands faced by this Programme, it is imperative that the human capacity of the Programme be strengthened adequately, especially in the following areas:
- a. Non-Financial as well as Financial Performance Monitoring and Evaluation
 - b. Employee Performance Management
 - c. Communication
 - d. Records Management
 - e. Human Resources Development
 - f. HR Policy Development
 - g. Employee Health and Wellness
 - h. Financial Administration, especially in the salary office
 - i. Supply Chain Management, especially in Demand Management and in Asset Management
- b) Following an analysis on the effectiveness and efficiency of a 'shared' Programme 1 Service between the two Departments and after presenting it to the Free State Executive Council, a principled decision was taken to 'split' Programme 1 Services between the two Departments, thereby ensuring that each of the two Departments has its own Programme 1 Services. This project will be implemented in a phased-in process, with the intention to have it fully implemented with effect from the 1st of April 2013, subject to the availability of funds.

Risk management

The following key risks and mitigating actions have been identified that might impact negatively on the realization of the strategic goal and –objectives of this Programme if the mitigating actions are not implemented successfully:

RISK	INTENDED ACTIONS TO MITIGATE RISK
1. A shortage of (a) properly skilled and competent staff and (b) insufficient / adequate	a. Critical vacancies have been identified as per the proposed new organizational structure and post establishment of the Department and will be advertised for filling once the restructuring process has been completed and approved. Steps will also be

personnel in the majority of units within the Programme	<p>taken to speed-up the restructuring process for purposes of implementation early in the new financial year.</p> <p>b. A comprehensive skills audit will be conducted towards identifying skills development needs, which will in turn be addressed through the Department's Skills Development Plan.</p> <p>c. The utilization of existing employees will be scrutinized and steps will be taken to utilize officials in a multi-skill approach, thereby ensuring that the utilization of existing employees are maximized in line with the needs of and challenges facing the Programme.</p> <p>d. The human resource capacity and -needs of the Department will be monitored and assessed annually, and the HR Plan will be aligned with the needs of the Department.</p>
2. Insufficient funding (budget)	Steps will be put in place to ensure that budgeted funds are aligned with the strategic objectives and performance targets of the Programme. This will be done by ensuring that already-limited funds are re-directed in accordance with the strategic objectives and priorities of the Programme as set out in the Annual Performance Plan.
3. Lack of performance management and - monitoring culture	a. A strategic planning, monitoring and evaluation policy will be developed and submitted for approval, with linkages to the (employee) Performance Management System. This will ensure that the review and assessment of employees' performance is based on the extent to which planned objectives and targets as per the Annual Performance Plan is achieved.
4. Non-compliance with legislation, prescripts and departmental policies in relation to corporate, financial and – supply chain services	<p>b. Quarterly non-financial and – financial reports will be made available to Performance Quality Assurance Committees as well as Departmental Performance Moderating Committees, thereby influencing the awarding of pay progression and/or performance rewards.</p> <p>c. Standardized generic performance measures and indicators dealing with amongst others compliance with legislation, prescripts and departmental policies in relation to corporate, financial and –supply chain services will be developed for inclusion in all Performance Agreements / Performance and Development Plans, which should also contribute towards creating and instilling a performance culture in the Department and enhancing compliance.</p>
5. Corruption / bribery of officials	Internal controls will be put in place to ensure that opportunities for corruption and/or bribery are eliminated as far as possible. Strict actions will be taken against officials who were found guilty of corruption and/or who accepted bribery, thereby instilling a culture of discipline and integrity within the Programme.
6. Centralized decision-making powers, resulting in long turn-around time	Increased delegation of authority to the PSA, PSR and MFMA to senior managers, at the same time implementing proper control measures towards ensuring compliance.

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

Expenditure estimates

Table 13.7: Summary of payments and estimates: Programme 1: Administration

R thousand	Outcome			Main appropriation	Adjusted appropriation 2011/12	Revised estimate	Medium-term estimates		
	2008/09	2009/10	2010/11				2012/13	2013/14	2014/15
Office of the MEC	5,736	7,937	7,246	8,087	8,344	8,348	10,277	10,799	11,317
Corporate Services	82,959	91,861	102,666	105,611	116,858	119,668	102,015	105,999	109,939
Total payments and estimates	88,695	99,798	109,912	113,698	125,202	128,016	112,292	116,798	121,256

Table B.3: Payments and estimates by economic classification: Programme 1 Administration

R thousand	Outcome			Main appropriation	Adjusted appropriation 2011/12	Revised estimate	Medium-term estimates		
	2008/09	2009/10	2010/11				2012/13	2013/14	2014/15
Current payments	81,896	90,187	108,218	111,416	123,137	125,550	111,007	115,423	119,827
Compensation of employees	46,755	55,717	62,234	75,393	82,417	78,117	61,582	63,976	67,418
Salaries and wages	41,007	48,968	54,560	67,995	75,079	70,429	56,976	58,948	62,133
Social contributions	5,748	6,749	7,674	7,398	7,338	7,688	4,606	5,028	5,285
Goods and services	34,922	34,200	45,795	36,023	40,720	47,427	49,425	51,447	52,409
<i>of which</i>									
Administrative fees		109	179	271	284	282	229	240	254
Advertising	2,153	969	1,160	1,110	1,086	936	873	681	707
Assets <R5000	450	76	718	525	1,297	1,107	1,024	1,075	1,609
Audit cost: External	5,888	5,652	4,948	3,688	3,578	3,578	3,490	5,454	5,474
Bursaries (employees)	50	36	98	200	142	142	210	218	226
Catering: Departmental Activities	1,838	919	1,495	1,359	1,467	1,559	1,861	1,431	1,509
Communication	1,530	1,628	2,438	2,394	4,246	4,248	4,405	4,746	4,839
Computer Services	1,579	1,590	3,054	1,423	1,423	1,350	1,135	1,234	1,280
Cons/prof:business & advisory services	1,405	85	296	150	200	250	2,930	3,536	4,093
Cons/prof:Infrastructure & Planning									
Cons/prof: Legal cost	437	262	4,715	606	586	484	200	211	217
Contractors	2,242	1,801	685	1,238	942	1,087	1,430	1,190	1,248
Agency & Support/Outsourced Services	494	1,143	2,239	600	899	949	960	587	610
Entertainment	31	71	4	72	62	64	102	124	129
Government motor transport									
Inventory: Food and food supplies	131	64	79	135	154	144	225	234	242
Inventory: Fuel, oil and gas	1		1		1	1			
Inventory: Medical supplies	1								
Inventory: Other consumables	6	64	3	11	5	5	14	15	17
Inventory: Stationery and Printing	2,332	1,576	1,620	2,618	2,260	2,081	1,870	1,958	2,019
Lease Payments	3,438	952	236	806	665	3,297	3,910	4,142	4,301
Owned & Leasehold property expenditure	3,409	10,152	11,941	6,900	6,848	11,148	10,803	9,873	8,563
Travel and Subsistence	5,807	5,686	8,238	8,706	10,806	10,888	9,578	10,714	11,083
Training & Staff Development	977	698	534	2,167	2,167	2,167	2,664	2,862	3,032
Operating Expenditure	232	554	479	720	938	993	902	282	288
Venues and Facilities	491	113	635	324	664	667	610	640	669
Other									
Interest and rent on land	219	270	189	-	-	6	-	-	-
Interest	219	270	189			6			
Rent on land									
Transfers and subsidies to¹:	4,724	2,860	192	232	431	456	160	169	176
Provinces and municipalities									
Provinces ²									
Provincial Revenue Funds									
Provincial agencies and funds									
Municipalities ³									
Municipalities									
Municipal agencies and funds									
Departmental agencies and accounts									
Social security funds									
Provide list of entities receiving transfers ⁴									
Universities and technikons									
Transfers and subsidies to¹: - continued									
Public corporations and private enterprises ⁵									
Public corporations									
Subsidies on production									
Other transfers									
Private enterprises									
Subsidies on production									
Other transfers									
Foreign governments and international organisations									
Non-profit institutions									
Households	4,724	2,860	192	232	431	456	160	169	176
Social benefits									
Other transfers to households	4,724	2,860	192	232	431	456	160	169	176
Payments for capital assets	1,989	6,280	1,317	2,050	1,634	1,826	1,125	1,206	1,253
Buildings and other fixed structures									
Buildings									
Other fixed structures									
Machinery and equipment	1,989	6,280	1,317	2,050	1,634	1,826	1,125	1,206	1,253
Transport equipment									
Other machinery and equipment	1,989	6,280	1,317	2,050	1,634	1,826	1,125	1,206	1,253
Cultivated assets									
Software and other intangible assets									
Land and subsoil assets									
Payments for financial assets	86	471	185			184			
Total economic classification: Programme 1: Administration	88,695	99,798	109,912	113,698	125,202	128,016	112,292	116,798	121,256

PROGRAMME 2: LOCAL GOVERNANCE

Purpose of the Programme

This programme aims at establishing, monitoring, regulating, strengthening, supporting and capacitating municipalities in terms of the Constitution of 1996

Brief description of the Programme

This Programme consists of the following Sub-Programmes:

1. Municipal Administration
2. Municipal Finance
3. Public Participation
4. Capacity Development
5. Municipal Performance Monitoring, Reporting and Evaluation

The services rendered by the Department in terms of this Programme include the following:

1. Ensuring compliance by and the effective functioning of municipalities within the approved regulatory framework
2. Monitoring and supporting municipalities towards ensuring financial viability
3. Promoting good governance service delivery and enhance community participation
4. Providing support and assistance towards accelerating municipal transformation and organizational development
5. Monitoring, evaluating and reporting on municipal performance

The Department exercises its mandate in respect of the Municipal Finance Management Act, 2003 (Act No. 56 of 2003), in partnership with the Free State Provincial Treasury. The Act entrusts Provincial Treasury and the Department with specific roles and responsibilities that are discharged independently, but in consultation with one another. The Act also provides that the Provincial Treasury and the Department exercise certain responsibilities jointly. A Memorandum of Understanding to this effect had been entered in to between the parties. The Provincial Treasury, SALGA and the Department should jointly convene the MFMA Chief Financial Officer forum on a quarterly basis, where areas of mutual interest are discussed and best practices shared.

Strategic Objectives, Programmes and Sub-Programme Plans

Sub-Programme	Municipal Administration
Strategic Objective	Title: Administratively - and institutionally viable and sustainable municipalities
Objective statement	To strengthen the administrative and institutional capabilities of municipalities
Justification	This sub-programme includes the formulation of policy and legislation, the rendering of support on the implementation thereof, the management of legal matters relating to local government and the rendering of support to municipalities insofar as their administrative and institutional capacity is concerned, thereby ensuring that appropriate skills are in place in all municipalities
Link with other Programmes / Sub-Programmes	This objective impacts directly on the extent to which the FS Province will succeed to achieve the outputs and targets as per the Outcome 9 Delivery Agreement. As such, the extent to which this objective is achieved will also impact on all the other Sub-Programmes within this Programme as well as the Sub-Programmes within Programme 3.
ANNUAL TARGETS FOR 2012-2015	

No.	Programme performance indicators	Audited/Actual performance			Estimated performance 2011/12	Medium-term targets		
		2008/09	2009/10	2010/11		2012/13	2013/14	2014/15
Non-Standardized Performance Indicators and –Targets:								
1.	No. of municipalities monitored and reports produced on the intent and impact of sector legislation on functional delegations to local government	-	-	-	9: • Mangaung Metro • Xhariep Thabo Mofutsanyane Municipalities	4: • Lejweleputswa • Fezile Dabi • Thabo Mofutsanyana • Xhariep	4: • Lejweleputswa • Fezile Dabi • Thabo Mofutsanyana • Xhariep	4: • Lejweleputswa • Fezile Dabi • Thabo Mofutsanyana • Xhariep
2.	Development and implementation of mechanisms to review and rationalize local government reporting requirements	-	-	-	1 (report submitted on reduced targets)	1 (implementation)	1 (implementation)	1 (assessment)
3.	No. of municipalities assisted and supported towards customizing and/or adopting standardized municipal by-laws	-	-	0	0	12: • Mohokare • Kopanong • Letsemeng • Naledi • Mantsopa • Tokologo • Tswelopele • Masilonyana Nala • Matjhabeng • Setsoto • Dihlabeng	24	24
4.	# No. of municipalities that have adopted standard by-laws	-	-	-	Provincial Standardized Municipal By-Laws gazetted	12: • Mohokare • Kopanong • Letsemeng • Naledi • Mantsopa • Tokologo • Tswelopele • Masilonyana Nala • Matjhabeng • Setsoto • Dihlabeng	23	23
5.	Review of powers and functions of municipalities	-	-	24	0	12: • Mohokare • Kopanong • Letsemeng • Naledi • Mantsopa • Tokologo • Tswelopele • Masilonyana Nala • Matjhabeng • Setsoto • Dihlabeng	24	24
6.	Publication of annual powers and function adjustments between local and district municipalities	-	-	-	0	1	1	1
7.	No. of municipalities assessed and complying with relevant legislation	-	25	24	15	19	19	19
8.	# No. of functional district	-	4	4	3	4	4	4

	IGR structures with sector and municipal representation							
9.	No. of municipalities assisted to develop and implement policies	-	-	-	0	12 <ul style="list-style-type: none"> • Metsimaholo • Moqhaka • Tswelopele • Tokologo • Masilonyana • Matjhabeng • Nketoana • Mantsopa • Mohokare • Xhariep • Letsemeng • Phumelela 	8 (excluding metro)	7 (excluding metro)
10.	# No. of municipalities with: <ul style="list-style-type: none"> • Anti-Corruption Policies • Functional Anti-Corruption units 	-	-	-	8 8	24 12: <ul style="list-style-type: none"> • Metsimaholo • Moqhaka • Tswelopele • Tokologo • Masilonyana • Matjhabeng • Nketoana • Mantsopa • Mohokare • Xhariep • Letsemeng • Phumelela 	24 20	24 24
11.	No. of days within which legal opinions are provided on request	-	-	-	14	14	14	14
12.	Number of days within which contracts are drafted, scrutinized and returned				14	14	14	14
13.	Number of days within which Notices, Proclamations and Bills are provided on request				21	21	21	21
14.	*Appointment and/or review of (departmental) Information Officer and Deputy Information Officers	-	-	-	-	1	1	1
15.	No. of meetings of the National & Provincial Legal Forum attended				0	8	8	8
16.	*No. of reports produced towards monitoring the extent to which the Departments comply with requests for access to information				0	2	2	2

17.	*No. of reports produced towards monitoring the extent to which the Departments comply with Section 15 of PAIA.				0	2	2	2
18.	Number of reports produced towards informing the HOD on matters related to litigation				0	12	12	12
Standardized Performance Indicators and –Targets								
19.	Number of municipalities supported to reduce incidences of unethical conduct	-	-	-	7	5	5	5
QUARTERLY TARGETS FOR 2012/2013								
No.	Programme Performance Indicator	Reporting Period	Annual Target 2012/2013	Quarterly Targets				
				Q1	Q2	Q3	Q4	
Outcome-Based Performance Indicators and –Targets								
1.	No. of municipalities monitored and reports produced on the intent and impact of sector legislation on functional delegations to local government	Quarterly	4: <ul style="list-style-type: none"> • Lejweleputswa • Fezile Dabi • Thabo Mofutsanyana • Xhariep 	1	1	1	1	
2.	Development and implementation of mechanisms to review and rationalize local government reporting requirements	Annually	1 (implementation)	-	-	-	1	
3.	No. of municipalities assisted and supported towards customizing and/or adopting standardized municipal by-laws	Quarterly	12: <ul style="list-style-type: none"> • Mohokare • Kopanong • Letsemeng • Naledi • Mantsopa • Tokologo • Tswelopele • Masilonyana Nala • Matjhabeng • Setsoto • Dihlabeng 	-	6 <ul style="list-style-type: none"> • Mohokare • Kopanong • Letsemeng • Naledi Mantsopa • Tokologo 	-	6 <ul style="list-style-type: none"> • Tswelopele • Masilonyana Nala • Matjhabeng • Setsoto • Dihlabeng 	
4.	# No. of municipalities that have adopted standard by-laws	Quarterly	12: <ul style="list-style-type: none"> • Mohokare • Kopanong • Letsemeng • Naledi Mantsopa • Tokologo • Tswelopele • Masilonyana Nala • Matjhabeng 	-	6 <ul style="list-style-type: none"> • Mohokare • Kopanong • Letsemeng • Naledi Mantsopa • Tokologo 	-	6 <ul style="list-style-type: none"> • Tswelopele • Masilonyana Nala • Matjhabeng • Setsoto • Dihlabeng 	

			<ul style="list-style-type: none"> • Setsoto • Dihlabeng 				
5.	Review of powers and functions of municipalities	Annually	12: <ul style="list-style-type: none"> • Mohokare • Kopanong • Letsemeng • Naledi • Mantsopa • Tokologo • Tswelopele • Masilonyana • Nala • Matjhabeng • Setsoto • Dihlabeng 	-	-	12	-
6.	Publication of annual powers and function adjustments between local and district municipalities	Annually	1	-	-	-	1
7.	No. of local municipalities assessed and complying with relevant legislation	Quarterly	19	5	6	4	4
8.	# No. of functional district IGR structures with sector and municipal representation	Quarterly	4	1	1	1	1
9.	No. of municipalities assisted to develop and implement policies	Quarterly	12 <ul style="list-style-type: none"> • Metsimaholo • Moqhaka • Tswelopele • Tokologo • Masilonyana • Matjhabeng • Nketoana • Mantsopa • Mohokare • Xhariep • Letsemeng • Phumelela 	3 <ul style="list-style-type: none"> • Metsimaholo • Moqhaka • Tswelopele 	3 <ul style="list-style-type: none"> • Tokologo • Masilonyana • Matjhabeng 	3 <ul style="list-style-type: none"> • Nketoana • Mantsopa • Mohokare 	3 <ul style="list-style-type: none"> • Xhariep • Letsemeng • Phumelela
10.	# No. of municipalities with: <ul style="list-style-type: none"> • Anti-Corruption Policies • Functional Anti-Corruption units 	Annually	24 12	- -	- -	- -	24 12
11.	No. of days within which legal opinions are provided on request	Quarterly	14	14	14	14	14
12.	Number of days within which contracts are drafted, scrutinized and returned	Quarterly	14	14	14	14	14
13.	Number of days within which Notices, Proclamations and Bills are provided on request	Quarterly	21	21	21	21	21

14.	* Appointment and/or review of (departmental) Information Officer and Deputy Information Officers	Annually	1	1			
15.	No. of meetings of the National & Provincial Legal Forum attended	Quarterly	8	2	2	2	2
16.	* No. of reports produced towards monitoring the extent to which the Departments comply with requests for access to information	Annually	2	-	2	-	-
17.	* No. of reports produced towards monitoring the extent to which the Departments comply with Section 15 of PAIA	Annually	2	-	2	-	-
18.	Number of reports produced towards informing the HOD on matters related to litigation	Quarterly	12	3 3	3 3	3 3	3 3
Standardized Performance Indicators and –Targets							
19.	Number of municipalities supported to reduce incidences of unethical conduct	Annually	5	-	-	-	5

* Outcome 12 Indicators and Targets
Outcome 9 Indicators and Targets

Sub-Programme	Municipal Finance
Strategic Objective	Title: Financially viable and sustainable municipalities
Objective statement	To strengthen the financial capabilities of municipalities
Justification	This Sub-Programme aims to ensure that a regulatory environment exist for the professionalisation of local government administrations and that certain basic public sector governance standards are met by municipalities
Link with other Programmes / Sub-Programmes	This objective impacts directly on the extent to which Operation Clean Audit (of National Government) will be implemented successfully. The success of this objective will to also to some degree have a direct impact on the success of other objectives within this Programme, Programme 3 as well as Programme 4

ANNUAL TARGETS FOR 2012-2015

No.	Programme performance indicators	Audited/Actual performance			Estimated performance 2011/12	Medium-term targets		
		2008/09	2009/10	2010/11		2012/13	2013/14	2014/15

Non-Standardized Performance Indicator and –Targets

1.	No. of local municipalities supported and assisted through the implementation of the national revenue enhancement programme towards reducing the debt owed to municipalities in 2010	-	-	-	6: <ul style="list-style-type: none"> • Mangaung • Dihlabeng • Maluti-A-Phofung • Metsimaholo • Matjhabeng • Moqhaka 	10: <ul style="list-style-type: none"> • Letsemeng • Mohokare • Naledi • Tokologo • Nala • Nketoana • MAP • Phumelela • Mafube • Ngwathe 	10	-
2.	No. of vulnerable municipalities financially assisted	-	-	10: <ul style="list-style-type: none"> • Xhariep • Mohokare • Kopanong • Naledi • Ngwathe • Mafube • Phumelela • Nala • Masilonyana • Thabo Mofutsanyane 	10: <ul style="list-style-type: none"> • Xhariep • Mohokare • Kopanong • Naledi • Ngwathe • Mafube • Phumelela • Nala • Masilonyana • Thabo Mofutsanyane 	10: <ul style="list-style-type: none"> • Letsemeng • Mohokare • Naledi • Tokologo • Nala • Nketoana • MAP • Phumelela • Mafube • Ngwathe 	10	10
3.	No of vulnerable municipalities supported through customized support programmes	-	-	9	9: <ul style="list-style-type: none"> • Xhariep • Nala • Masilonyane • Thabo Mofutsanyana • Naledi • Tokologo • Kopanong • Mohokare • Letsemeng 	4: <ul style="list-style-type: none"> • Xhariep • Nala • Naledi • Mohokare 	4	4
4.	# Improved average monthly collection rate on billings within municipalities	-	-	63%	58%	70%	85%	100%
5.	# No. of municipalities with credible and standardized cash management systems	-	-	4: <ul style="list-style-type: none"> • Ngwathe • Mohokare • Moqhaka • Mafube 	0	23	20	20
6.	# No. of municipalities with expenditure management systems	-	-	4: <ul style="list-style-type: none"> • Ngwathe • Mohokare • Moqhaka • Mafube 	0	23	24	24
7.	# No. of municipalities with	-	-	9	13	23	23	23

	debtors more than 50% of own revenue							
8.	No. of municipalities implementing Operation Clean Audit	-	-	7: <ul style="list-style-type: none"> • Xhariep • Kopanong • Mohokare • Letsemeng • Nala • Masilonyana • Matjhabeng 	3	23	23	23
9.	No. of municipalities implementing Municipal Finance Management Act, 2003 (Act No. 56 of 2003)	-	25	25	24	24	24	24
10.	No. of municipalities supported with MFMA implementation	-	24	24	24	23	23	23
11.	No. of municipalities supported in AFS preparation	-	12	7	5	23	23	23
12.	No. of municipalities submitting AFS by 31 August	-	25	19 (submitted on time) Submitted after the due date: <ul style="list-style-type: none"> • Mafube • Moqhaka • Nala • Tokologo • Naledi • Thabo Mofutsanyane 	19	23	23	23
13.	No. of municipalities that are implementing MPRA	-	3	3	20	19	20	20
14.	No. of municipalities that are investigated in terms of Section 106 of MSA	-	-	-	4	3	3	3
Standardized Performance Indicators and – Targets								
15.	# Number of municipalities with established performance audit committees	-	-	-	18	23	23	23
16.	# Number of municipalities with established internal audit units	-	-	-	22	23	23	23
17.	Number of municipalities supported to implement the Clean Audit programme	-	-	7: <ul style="list-style-type: none"> • Xhariep • Kopanong • Mohokare • Letsemeng • Nala • Masilonyana • Matjhabeng 	4	23	23	23
18.	Number of municipalities supported to	-	21	2: <ul style="list-style-type: none"> • Naledi • Mafube 	5	19	24	24

	implement MPRA							
19.	# % Reduction of debt owed to municipalities	-	-	-	16%	18%	20%	25%
20.	# Number of municipalities with unqualified audits	-	-	-	8	10	15	24
21.	No. of municipalities supported to implement the LGES	-	-	-	0	10	10	10
22.	Number of municipalities supported on the Conditional Grant Coordination Framework	-	-	-	0	19	19	19
23.	Number of identified municipalities implementing the simplified revenue plans	-	-	-	0	10	10	10

QUARTERLY TARGETS FOR 2012/2013

No.	Programme Performance Indicator	Reporting Period	Annual Target 2012/2013	Quarterly Targets			
				Q1	Q2	Q3	Q4
Non-Standardized Performance Indicator and –Targets							
1.	No. of local municipalities supported and assisted through the implementation of the national revenue enhancement programme towards reducing the debt owed to municipalities in 2010 (Petrus)	Annually	10: <ul style="list-style-type: none"> • Letsemeng • Mohokare • Naledi • Tokologo • Nala • Nketoana • MAP • Phumelela • Mafube • Ngwathe 				10
2.	No. of vulnerable municipalities financially assisted	Annually	10: <ul style="list-style-type: none"> • Letsemeng • Mohokare • Naledi • Tokologo • Nala • Nketoana • MAP • Phumelela • Mafube • Ngwathe 				10
3.	No of vulnerable municipalities supported through customized support programmes	Annually	4 <ul style="list-style-type: none"> • Xhariep • Nala • Naledi • Mohokare 				4
4.	# Improved average monthly collection rate on billings within municipalities	Quarterly	70%	60%	65%	68%	70%
5.	# No. of municipalities with credible and standardized cash management systems	Quarterly	23	6	6	6	5
6.	# No. of municipalities with expenditure management systems	Quarterly	23	6	6	6	5
7.	# No. of municipalities with debtors more than 50% of	Quarterly	23	6	6	6	5

	own revenue						
8.	No. of municipalities implementing Operation Clean Audit	Quarterly	23	23	23	23	23
9.	No. of municipalities implementing Municipal Finance Management Act, 2003 (Act No. 56 of 2003)	Annually	24	24			
10.	No. of municipalities supported with MFMA implementation	Annually	23	23			
11.	No. of municipalities supported in AFS preparation	Annually	23	23			
12.	No. of municipalities submitting AFS by 31 August	Annually	23	23			
13.	No. of municipalities that are implementing MPRA	Annually	19	19			
14.	No. of municipalities that are investigated in terms of Section 106 of MSA	Annually	3	3			
Standardized Performance Indicators and –Targets							
15.	# Number of municipalities with established performance audit committees	Quarterly	23	23	23	23	23
16.	# Number of municipalities with established internal audit units	Quarterly	23	23	23	23	23
17.	Number of municipalities supported to implement the Clean Audit programme	Quarterly	23	23	23	23	23
18.	Number of municipalities supported to implement MPRA	Quarterly	19	19	19	19	19
19.	# % Reduction of debt owed to municipalities	Quarterly	19%	4%	4%	5%	6%
20.	# Number of municipalities with unqualified audits	Annually	10	0	0	10	0
21.	No. of municipalities supported to implement the LGES	Annually	10	10			
22.	Number of municipalities supported on the Conditional Grant Coordination Framework	Annually	19	19			
23.	Number of identified municipalities implementing the simplified revenue plans	Annually	10	10			

Outcome 9 Indicators and Targets

Sub-Programme	Public Participation							
Strategic Objective	Short Title: Improved service delivery through cooperative governance and effective public participation							
Objective statement	To deepen democracy through a refined Ward Committee model by strengthening ward based governance and community development							
Justification	This Sub-Programme facilitates the promotion of cooperative governance and the enhancing of community participation through ensuring the effective and efficient functioning of ward committees, CDW's and District IGR structures.							
Link with other Programmes / Sub-Programmes	This extent to which this objective is achieved successfully not only have a significant impact on various goals and objectives of other Programme such as Programme 3 and Programme 4 of the Department, it will also impact significant on the goals and objectives of the Free State Provincial Government insofar as co-operative governance is concerned							
ANNUAL TARGETS FOR 2012/2015								
No.	Programme performance indicators	Audited/Actual performance			Estimated performance 2011/12	Medium-term targets		
		2008/09	2009/10	2010/11		2012/13	2013/14	2014/15
Non-Standardized Performance Indicator and –Targets								
1.	No. of municipalities implementing capacity building programmes for ward committees	-	-	-	5	20	20	20
2.	# No. of functional ward committees	-	-	300	179	317	317	317
3.	# o. of Ward Committees implementing sector representation	-	-	300	179	317	317	317
4.	# No. of municipalities supported to implement the revised ward committee legislative framework and model	-	-	-	0	20	20	20
5.	No. of municipalities supported to implement community based planning as ward based model	-	-	-	0	10	15	20
6.	No. of municipalities supported to implement complaints management systems	-	-	-	0	10	20	20
7.	# No. of Ward Committees that have basic resources allocated to them	-	-	300	200	317	317	317
8.	# No of ward committees that have developed household profiles	-	-	150	0	317	317	317
9.	No. of MECLOGA meetings held (jointly with SALGA)	-	-	-	1	4	4	4
10.	No. of Izimbizo held by MECs, Mayors and Councillors	-	20	40	132	200	200	200
11.	No. of National Izimbizo supported	-	2	2	10	5	5	5
12.	No of ward committees implementing service delivery interventions	-	-	-	0	317	317	317
Standardized Performance Indicators and –Targets								
13.	Number of municipalities capacitated on the communication strategy	-	-	-	0	24	24	24
14.	Number of municipalities supported to implement a revised national framework on funding for ward committees	-	-	-	0	15	15	15

QUARTERLY TARGETS FOR 2012/2013							
No.	Programme Performance Indicator	Reporting Period	Annual Target 2012/2013	Quarterly Targets			
				Q1	Q2	Q3	Q4
<u>Non-Standardized Performance Indicator and –Targets</u>							
1.	No. of municipalities implementing capacity building programmes for ward committees	Quarterly	20	20	20	20	20
2.	# No. of functional ward committees	Annually	317	317			
3.	# No. of Ward Committees implementing sector representation	Annually	317	317			
4.	# No. of municipalities supported to implement the revised ward committee legislative framework and model	Quarterly	20	20	20	20	20
5.	No. of municipalities supported to implement community based planning as ward based model	Quarterly	10	2	2	2	4
6.	No. of municipalities supported to implement complaints management systems	Quarterly	10	2	2	2	4
7.	# No. of Ward Committees that have basic resources allocated to them	Annually	317	317			
8.	# No of ward committees that have developed household profiles	Annually	317	317			
9.	No. of MECLOGA meetings held (jointly with SALGA)	Quarterly	4	1	1	1	1
10.	No. of Izimbizo held by MECs, Mayors and Councillors	Quarterly	200	50	50	50	50
11.	No. of National Izimbizo supported	Quarterly	5	0	2	3	0
12.	No of ward committees implementing service delivery interventions	Quarterly	317	317	317	317	317
<u>Standardized Performance Indicators – Targets</u>							
13.	Number of municipalities capacitated on the communication strategy	Quarterly	24	6	6	6	6
14.	Number of municipalities supported to implement a revised national framework on funding for ward committees	Annually	15	15			

Outcome 9 Indicators and Targets

Sub-Programme	Capacity Development
Strategic Objective	Title: Transformed, capable and organizationally-sound municipalities
Objective statement	To eradicate fraud, corruption, nepotism and all forms of maladministration in local government, ensure ethical behaviour by administrators and Councillors and monitor and support initiatives aimed to improve the performance of municipalities
Justification	This Sub-Programme involves the following: <ul style="list-style-type: none"> the rendering of support and monitoring the extent to which municipalities are transforming in line with the national and provincial imperatives towards enabling them to render 1st class services to all citizens of the FS Province, including aspects related to the organizational capacity of municipalities operational support in terms of strategic management, financial management, logistics, procurement, human resource, legal, information systems, communication and auxiliary services within the department
Link with other Programmes / Sub-Programmes	This objective impacts on all strategic objectives under this specific Programme, as well as those under Programme 3 and 4. Considering the role of the Department of the Premier as well as that of Provincial Treasury, the objective also contribute significantly on provincial objectives relating to municipal capacity building.

ANNUAL TARGETS FOR 2012/2015

No.	Programme performance indicators	Audited/Actual performance			Estimated performance 2011/12	Medium-term targets		
		2008/09	2009/10	2010/11		2012/13	2013/14	2014/15

Non-Standardized Performance Indicator and –Targets

1.	# No. of (non-vulnerable) local municipalities whose top 6 posts are filled - Municipal Manager - CFO - CS Manager - Technical Manager /Engineer - Town Planner - Communication officer	-	-	-	4	12: • Mangaung • Maluti-A-Phofung • Matjhabeng • Metsimaholo • Dihlabeng • Moqhaka • Mantsopa • Setsoto • Tswelopele • Fezile Dabi • Nketoana • Lejweleputswa	12: • Mangaung • Maluti-A-Phofung • Matjhabeng • Metsimaholo • Dihlabeng • Moqhaka • Mantsopa • Setsoto • Tswelopele • Fezile Dabi • Nketoana • Lejweleputswa	12: • Mangaung • Maluti-A-Phofung • Matjhabeng • Metsimaholo • Dihlabeng • Moqhaka • Mantsopa • Setsoto • Tswelopele • Fezile Dabi • Nketoana • Lejweleputswa
2.	# No. of (vulnerable) local municipalities whose top 6 posts are filled: - Municipal Manager - CFO - CS Manager - Technical Manager / Engineer - Town Planner - Communication Manager	-	-	-	5	8: • Xhariep • Naledi • Tokologo • Mohokare • Letsemeng • Phumelela • Nala • Masilonyana	12: • Xhariep • Naledi • Tokologo • Mohokare • Letsemeng • Phumelela • Nala • Masilonyana • Thabo Mofutsanyana • Kopanong • Mafube • Ngwathe	12: • Xhariep • Naledi • Tokologo • Mohokare • Letsemeng • Phumelela • Nala • Masilonyana • Thabo Mofutsanyana • Kopanong • Mafube • Ngwathe
3.	No. of municipalities supported towards implementing guidelines for the recruitment and retention of competent people in the six identified critical posts in municipalities	-	-	-	0	8: • Xhariep • Naledi • Tokologo • Mohokare • Letsemeng • Phumelela • Nala • Masilonyana	12: • Xhariep • Naledi • Tokologo • Mohokare • Letsemeng • Phumelela • Nala • Masilonyana • Thabo Mofutsanyana • Kopanong • Mafube • Ngwathe	12: • Xhariep • Naledi • Tokologo • Mohokare • Letsemeng • Phumelela • Nala • Masilonyana • Thabo Mofutsanyana • Kopanong • Mafube • Ngwathe
4.	No. of vulnerable municipalities receiving targeted support	-	-	-	5	12: • Xhariep • Naledi • Tokologo • Mohokare • Letsemeng • Phumelela • Nala • Masilonyana • Thabo Mofutsanyana • Kopanong • Mafube • Ngwathe	12: • Xhariep • Naledi • Tokologo • Mohokare • Letsemeng • Phumelela • Nala • Masilonyana • Thabo Mofutsanyana • Kopanong • Mafube • Ngwathe	12: • Xhariep • Naledi • Tokologo • Mohokare • Letsemeng • Phumelela • Nala • Masilonyana • Thabo Mofutsanyana • Kopanong • Mafube • Ngwathe
5.	No. of joint interventions implemented in identified municipalities	-	-	-	0	2	2	2
6.	No. of municipalities assisted and supported towards implementing the revised and comprehensive National Capacity Building Framework (NCBF)	-	-	-	0	24	24	24
7.	No. of assessments conducted towards	-	-	-	0	1	1	1

	determining the impact of capacity building programmes on the performance of municipalities (in partnership with SALGA)							
8.	# No. of municipalities with skills development plans adopted	-	1	10	12	24	24	24
9.	No. of competency assessments conducted iro section 57 managers in municipalities	-	1	1	0	1	1	1
10.	Integrated municipal capacity building support plans developed and implemented in identified municipalities	-	1	1	0	1	1	1
11.	No. of councillor leadership training programmes implemented	-	1	1	1	1	1	1
Standardized Performance Indicators and –Targets								
12.	Number of municipalities supported to spend MIG	-	-	-	19	19	19	19
13.	Number of municipalities with all critical posts filled	-	-	-	7	24	24	24
14.	Number of municipalities capacitated with the implementation of individual PMS	-	-	-	2	24	24	24
15.	Number of municipalities assessed on the state of ICT	-	-	-	0	24	24	24
16.	No. of MIG performance audits in selected municipalities	-	-	-	0	1 (targeting all local municipalities)	1 (targeting all local municipalities)	1 (targeting all local municipalities)
QUARTERLY TARGETS FOR 2012/2013								
No.	Programme Performance Indicator	Reporting Period	Annual Target 2012/2013	Quarterly Targets				
				Q1	Q2	Q3	Q4	
Non-Standardized Performance Indicator and –Targets								
1.	# No. of (non-vulnerable) local municipalities whose top 6 posts are filled - Municipal Manager - CFO - CS Manager - Technical Manager /Engineer - Town Planner - Communication officer	Quarterly (repetitive target)	12: • Mangaung • Maluti-A-Phofung • Matjhabeng • Metsimaholo • Dihlabeng • Moqhaka • Mantsopa • Setsoto • Tswelopele • Fezile Dabi • Nketoana • Lejweleputswa	12	12	12	12	

2.	# No. of (vulnerable) local municipalities whose top 6 posts are filled: - Municipal Manager - CFO - CS Manager - Technical Manager / Engineer - Town Planner - Communication Manager	6-Monthly (repetitive target)	12: • Xhariep • Naledi • Tokologo • Mohokare • Letsemeng • Phumelela • Nala • Masilonyana • Thabo Mofutsanyana • Kopanong • Mafube • Ngwathe	8	10 (+2)	12 (+2)	12
3.	No. of municipalities supported towards implementing guidelines for the recruitment and retention of competent people in the six identified critical posts in municipalities	Quarterly	12: • Xhariep • Naledi • Tokologo • Mohokare • Letsemeng • Phumelela • Nala • Masilonyana • Thabo Mofutsanyana • Kopanong • Mafube • Ngwathe	4	4	4	4
4.	No. of vulnerable municipalities receiving targeted support	Quarterly	12: • Xhariep • Naledi • Tokologo • Mohokare • Letsemeng • Phumelela • Nala • Masilonyana • Thabo Mofutsanyana • Kopanong • Mafube • Ngwathe	2	4	4	2
5.	No. of joint interventions implemented in identified municipalities	Annually	2	2			
6.	No. of municipalities assisted and supported towards implementing the revised and comprehensive National Capacity Building Framework (NCBF)	Annually	24	24			
7.	No. of assessments conducted towards determining the impact of capacity building programmes on the performance of municipalities (in partnership with SALGA)	Annually	1	1			
8.	# No. of municipalities with skills development plans adopted	Annually	24	24			
9.	No. of competency assessments conducted iro section 57 managers in municipalities	Annually	1	1			
10.	Integrated municipal capacity building support plans developed and implemented in identified municipalities	Annually	1	1			
11.	No. of councillor leadership training programmes implemented	Annually	1	1			
Standardized Performance Indicators and –Targets							
12.	Number of municipalities supported to spend MIG	Quarterly	19	19	19	19	19
13.	Number of municipalities with all critical posts filled	Quarterly (cumulative target)	24	12	18 (+6)	21 (+3)	24 (+3)
14.	Number of municipalities capacitated with the implementation of individual PMS	Quarterly	24	6	6	6	6

15.	Number of municipalities assessed on the state of ICT	Annually	24	24
16.	No. of MIG performance audits in selected municipalities	Annually	1 (targeting all local municipalities)	1

Outcome 9 Indicators and Target

Sub-Programme	Municipal Performance Monitoring, Reporting and Evaluation							
Strategic Objective	Short Title: Effective municipal performance monitoring, reporting and evaluation							
Objective statement	To create a single window of coordination for support, monitoring and intervention, which will ensure better coordinated support, monitoring and interventions in municipalities, streamline the plethora of reporting requirements on local government and optimize the utilization of resources aimed at local government (do more with less).							
Justification	This Sub-Programme serves to monitor, report and evaluate the performance of municipalities in terms of the national municipal performance framework and Outcome 9							
Link with other Programmes / Sub-Programmes	The nature of the work being performed under this Sub-Programme is such that it will impact directly on the extent to which national goals and objectives relating to municipal performance is concerned							
ANNUAL TARGETS FOR 2012/2015								
No.	Programme performance indicators	Audited/Actual performance			Estimated performance 2011/12	Medium-term targets		
		2008/09	2009/10	2010/11		2012/13	2013/14	2014/15
<u>Non-Standardized Performance Indicator and –Targets</u>								
1.	No. of reports produced towards monitoring the implementation of the LGTAS in municipalities in line with the Outcome 9 integrated reporting template	-	-	-	4	4	4	4
2.	No. of meetings held with sector departments to review and rationalize local government reporting requirements	-	-	-	0	2	2	2
3.	# No. of municipalities implementing the performance management system for administrative officials * Metro * District * Local	-	0 5 20	0 3 13	1 4 19	1 4 19	1 4 19	1 4 19
4.	# No. of Section 56 Managers with signed performance contracts that include key LGTAS performance indicators - Metro - District - Local	-	- - -	- - -	1 4 12	1 4 19	1 4 19	1 4 19
5.	# No. of section 57 managers with signed employment contracts	-	60	74	57	116	116	116
6.	# No. of section 57 managers with signed performance agreements	-	60	74	57	116	116	116
7.	# No. of municipal annual performance reports submitted timeously	-	25	-	23	24	24	24
8.	# No. of oversight reports submitted by Councils	-	25	14	10	24	24	24
9.	# Consolidated municipal performance report produced and submitted	-	-	-	1	1	1	1
<u>Standardized Performance Indicators and –Targets</u>								
10.	Number of performance reports produced	-	-	-	23	24	24	24

11.	Number of municipalities supported to streamline reporting requirements	-	-	-	0	24	24	24
QUARTERLY TARGETS FOR 2012/2013								
No.	Programme Performance Indicator	Reporting Period	Annual Target 2012/2013	Quarterly Targets				
				Q1	Q2	Q3	Q4	
<u>Non-Standardized Performance Indicator and –Targets</u>								
1.	No. of reports produced towards monitoring the implementation of the LGTAS in all municipalities in line with the Outcome 9 integrated reporting template	Quarterly	4	1	1	1	1	
2.	# No. of meetings held with sector departments to review and rationalize local government reporting requirements	6-Monthly	2	-	1	-	1	
3.	# No. of municipalities implementing the performance management system for administrative officials * Metro * District * Local	Annually	1 4 19					1 4 19
4.	# No. of Section 57 Managers with signed performance agreements that include key LGTAS performance indicators - Metro - District - Local	Annually	1 4 19		1 4 19			
5.	# No. of section 57 managers with signed employment contracts	Annually	24		24			
6.	# No. of section 57 managers with signed performance agreements	Annually	24		24			
7.	# No. of municipal annual performance reports submitted timeously	Annually	24			24		
8.	# No. of oversight reports submitted by Councils	Annually	24			24		
9.	# Consolidated municipal performance report produced and submitted	Annually	1					1
<u>Standardized Performance Indicators and –Targets</u>								
10.	Number of performance reports produced	Quarterly	24	24	24	24	24	24
11.	Number of municipalities supported to streamline reporting requirements	Annually	24					24

Outcome 9 Indicators and Targets

Resource considerations

This Programme consists of 47 officials, representing 63% of the required human resource capacity as per the current approved structure of the Department. In order to enable this Programme to deliver effective support and assistance to municipalities within the Free State Province, it is imperative to strengthen the human resource capacity of the Programme accordingly, especially in the following areas of service delivery:

- a. Municipal Performance Monitoring and Evaluation / Capacity Building
- b. Municipal Finances
- c. Intergovernmental Relations.

Risk management

The following five (5) key risks have been identified that might impact negatively on the realization of the strategic goal and –objectives of this Programme if specific actions are not taken towards mitigating such risks:

RISK	INTENDED ACTIONS TO MITIGATE RISK
1. Lack of responsiveness and cooperation from	Municipal Managers will be engaged towards agreeing on the point of

RISK	INTENDED ACTIONS TO MITIGATE RISK
municipalities, sector departments and other stakeholders, as well as a lack of compliance by municipalities. This is worsened by the fact that the Department has little or no enforcement powers through legislation.	entry to and exit from municipalities with regard to the provision of information, and negotiations will take place to capture this in the Performance Agreements of Municipal Managers. Regular reports will be submitted towards keeping the HoD, MEC and EXCO informed on progress in this regard. Various IGR structures and fora such as the MECLOGA, PCF, etc. will be increasingly utilized to address challenges in this regard.
2. Political interference in administrative matters within municipalities / unstable political environment within municipalities	The development of provincial legislation will be explored towards clarifying roles and responsibilities between political office bearers and administrators within municipalities, taking into account the new Municipal Systems Act. Steps will also be taken through various IGR structures to align the performance agreements of political office bearers with such legislation.
3. Lack of integrated planning and coordination between Programme 2 and other Programmes within the Department and between the Department and other sector departments having an impact on the performance of the Programme	Structured meetings will be scheduled within the Department towards improving departmental coordination and integration. External structures such as FoHoD and its technical clusters will increasingly be utilized. The establishment of Technical Working Groups by the Department of the Premier towards ensuring the improved implementation of the Provincial Outcome-Based Plan will also address this challenge.
4. Inadequate number of skilled and competent personnel (e.g. high vacancy rate) in the majority of areas within the Programme	<p>a. Critical vacancies have been identified as per the proposed new organizational structure and post establishment of the Department and will be advertised for filling once the restructuring process has been completed and approved, subject to the availability of funds. The restructuring process will also be completed for purposes of implementation early in the new financial year.</p> <p>b. The required skills of officials will be addressed through the Departmental Skills Development.</p> <p>c. A work analysis will be done to improve the utilization of serving officials, taking into account their skills and competencies as well as the needs of the Department.</p> <p>d. The human resource capacity and -needs of the Department will be monitored and assessed annually, and the HR Plan will be aligned with the needs of the Programme.</p>
5. Unfunded mandates	Budgeted funds will be re-directed as far as possible in accordance with new mandates and high-level priorities. If and when this does not yield the desired result, bi-laterals will be held with Provincial Treasury towards securing additional funding.
6. Lack of capacity within municipalities	The implementation of capacity building programmes in municipalities and the establishment of the new Rapid Response unit within the Department (with a district presence), are some of the high-level actions that are planned towards improving municipal capacity. This will be done in partnership with SALGA and relevant SETAs.

RECONCILING PERFORMANCE TARGETS WITH THE BUDGET AND MTEF: PROGRAMME 2 LOCAL GOVERNANCE

Expenditure estimates

R thousand	Outcome			Main appropriation	Adjusted appropriation	Estimated Actual	Medium-term estimates		
	2008/09	2009/10	2010/11		2011/12		2012/13	2013/14	2014/15
Municipal Administration	12,117	12,587	14,818	15,827	15,871	16,190	19,167	19,768	20,789
Municipal Finance	24,536	46,941	124,351	53,022	57,375	57,375	68,888	73,824	72,678
Public Participation	36,957	45,608	46,446	97,859	96,049	95,763	12,434	11,183	14,425
Capacity Development							6,515	6,725	7,034
Total payments and estimates	73,610	105,136	185,615	166,708	169,295	169,328	107,004	111,500	114,926

Table B.3: Payments and estimates by economic classification: Programme 2 Local Governance

R thousand	Outcome			Main appropriation	Adjusted appropriation 2011/12	Revised estimate	Medium-term estimates		
	2008/09	2009/10	2010/11				2012/13	2013/14	2014/15
Current payments	61,836	67,160	107,683	132,396	135,299	135,276	63,078	64,019	68,094
Compensation of employees	42,233	49,146	53,739	71,008	71,008	71,008	29,608	31,044	32,743
Salaries and wages	35,155	40,735	44,401	59,653	59,653	59,653	27,131	28,560	30,123
Social contributions	7,078	8,411	9,338	11,355	11,355	11,355	2,477	2,484	2,620
Goods and services	19,603	17,999	53,930	61,388	64,291	64,268	33,470	32,975	35,351
<i>of which</i>									
Administrative Fees	1	11	37	53	163	163	75	84	87
Advertising	4	25							
Assets <R5000	28	34	133	3,765	1,064	944	250	264	273
Audit cost: External	3,412								
Catering: Departmental Activities	901	369	1,278	1,554	783	783	318	429	898
Communication	800	827	927	1,201					
Computer Services									
Cons/prof: Business & Advisory services	2,602		43,439	22,454	53,423	53,423	25,051	23,462	22,874
Cons/prof: Infrastructure&planning									
Cons/prof: Laboratory services				24,861					
Cons/Prof: Legal Cost	189	437	413	452	332	332	1,138	899	974
Contractors	487	2	63	21	28	25	69	74	77
Agency & Support/outsourced Services	6,997	12,315		1,400	27	27	428	1,331	2,077
Entertainment	7	7	423	25	25	25	31	33	34
Inventory: food and food supplies	26	19	25	61	61	61	67	72	75
Inventory: Other consumables		153	191	213	828	828	217	233	486
Inventory: Stationery and Printing	112	385	463	825	825	825	879	936	1,472
Lease Payments	170	186	90	256	265	265	269	288	297
Travel and Subsistence	3,460	2,997	5,978	3,368	4,807	4,904	3,753	3,880	4,458
Training & Staff Development	30				137	137			
Operating expenditure	188	176	374	746	890	893	769	823	1,096
Venues and facilities	189	56	96	133	633	633	156	167	173
Other									
Interest and rent on land	-	15	14	-	-	-	-	-	-
Interest		15	14						
Rent on land									
Transfers and subsidies to¹:	11,509	36,170	77,588	33,603	33,717	33,620	43,345	46,872	46,200
Provinces and municipalities	7,000	30,594	76,377	29,973	29,973	29,973	39,225	45,557	44,834
Provinces ²									
Provincial Revenue Funds									
Provincial agencies and funds									
Municipalities ³	7,000	30,594	76,377	29,973	29,973	29,973	39,225	45,557	44,834
Municipal agencies and funds									
Departmental agencies and accounts	4,310	550	-	-	-	-	-	-	-
Social security funds	4,310	550							
Provide list of entities receiving transfers ⁴									
Universities and technikon									
Transfers and subsidies to¹: - continued									
Public corporations and private enterprises ⁵	-	-	-	-	-	-	-	-	-
Public corporations									
Subsidies on production									
Other transfers									
Private enterprises									
Subsidies on production									
Other transfers									
Foreign governments and international organisations									
Non-profit institutions		5,000		3,480	3,480	3,383	4,000	1,200	1,200
Households	199	26	1,211	150	264	264	120	115	166
Social benefits									
Other transfers to households	199	26	1,211	150	264	264	120	115	166
Payments for capital assets	265	157	344	709	279	399	581	609	632
Buildings and other fixed structures	-	-	-	-	-	-	-	-	-
Buildings									
Other fixed structures									
Machinery and equipment	265	157	344	709	279	399	581	609	632
Transport equipment									
Other machinery and equipment	265	157	344	709	279	399	581	609	632
Cultivated assets									
Software and other intangible assets									
Land and subsoil assets									
Payment for financial assets		1,649				33			
Total economic classification	73,610	105,136	185,615	166,708	169,295	169,328	107,004	111,500	114,926

PROGRAMME 3: DEVELOPMENT AND PLANNING

Purpose of the Programme

This programme aims to facilitate and render support towards integrated planning and development on local government level

Brief description of the Programme

This Programme consists of the following Sub-Programmes:

1. Spatial Planning / Land Use Management
2. Local Economic Development (LED)
3. Municipal Infrastructure
4. Disaster Management
5. IDP Coordination

This Programme deals with the following services being rendered by the Department:

1. The promotion of integrated and sustainable planning and development at local government level and the successful review and implementation of integrated SDFs
2. Support municipalities on matters related to specialized town and regional planning as well as land use management
3. Oversee effective land use management
4. Assist, support and monitor municipalities on the development and implementation of local economic development strategies
5. Promoting, monitoring and supporting the successful implementation of the Municipal Infrastructure Programme within all municipalities
6. Assist, support and monitor municipalities towards providing free basic services to indigent people within the
7. Prevent and mitigate disasters
8. Support municipalities with the development and implementation of credible municipal Integrated Development Plans (IDPs) towards integrated service delivery
9. Assist, support and monitor the successful implementation of the Community Work Programme within specified municipalities
10. Assist, support and monitor the successful implementation of the Clean Cities and Towns Programmes: 2010 and Beyond
11. Facilitate the development of, and assist and support municipalities on the establishment, implementation and maintenance of sustainable municipal service partnerships towards improved service delivery

Other stakeholders involved in the above regard include the following:

1. Sector Departments such as Health, Water Affairs, Mineral and Energy Affairs and Agriculture
2. Service Providers such as Water Boards, etc.
3. Parastatals such as ESKOM, TELKOM
4. SALGA
5. NGO's, etc.

Strategic Objectives, Programme and Sub-Programme Plans

Sub-Programme	Spatial Planning / Land Use Management							
Strategic Objective	Title: Accurate and available spatial information and effective land use management							
Objective statement	To promote integrated and sustainable planning and development at local government level							
Justification	This Sub-Programme is focused on the rendering of support and building the capacity of municipalities on the review and implementation of integrated district – and local municipal SDFs and the development and/or updating of an integrated spatial development framework for the FS Province towards informing planning initiatives and –decisions. It also focuses on building the capacity of municipalities and the rendering of support on matters related to land use management, town planning schemes and spatial development frameworks, and the making of well-informed recommendations to the Executive Authority through the Townships Board							
Link with other Programmes / Sub-Programmes	The successful achievement of this objective will impact directly on the realization of various goals within this Programme and Programme 3, as well as the realization of some of the goals of the Human Settlements Department insofar as the planning and development of sustainable human settlements are concerned. It will also impact on the planning initiatives of other sector Departments within the Free State Province.							
ANNUAL TARGETS FOR 2012/2015								
No.	Programme performance indicators	Audited/Actual performance			Estimated performance 2011/12	Medium-term targets		
		2008/09	2009/10	2010/11		2012/13	2013/14	2014/15
<u>Non-Standardized Performance Indicator and –Targets</u>								
1.	# No. of sectors participating in meetings of the Provincial Land Use Management Forum: • Sector Departments • Metro • District Municipalities • Local Municipalities				0	11	11	11
					0	1	1	1
					0	4	4	4
					0	19	19	19
2.	No. of meetings held by the Provincial Land Use Management Forum	-	-	-	0	2	4	4
3.	# Full integration of the (departmental) Geographical Information System with the (national) Dept of Rural Development GIS	-	-	-	0	1	1	1
4.	# Updated Provincial Spatial Development Framework	-	-	1	0	1	1	1
5.	# No. of municipalities with (credible) SDFs aligned to the FSSDF and PGDS	-	-	25	8	24	24	24
6.	No. of municipalities supported (jointly with the Dept of Human	-	-	-	0	24	24	24

	Settlements) on the expansion of the national upgrading support programme (NUSP)							
7.	No. of municipalities supported on the implementation of the new Land Use Planning and Management Bill	-	-	-	0	6	6: • Dihlabeng • Ngwathe • Moqhaka • Maluti-A-Phofung • Metsimaholo • Matjhabeng	12
8.	No. of land development applications processed, evaluated and aligned with current policies	-	300	350	271	310	310	310
9.	No. of meetings held by the Townships Board to consider: • Land development applications with no objections • Land development applications with objections	-	20 23	24 20	12 18	22 20	22 20	22 20
10.	# No. of local municipalities implementing LUMS	-	4	0	0	6	6	8
11.	No. of local municipalities supported to develop their LUMS	-	6	6	4	6	6	8
QUARTERLY TARGETS FOR 2012/2013								
No.	Programme Performance Indicator	Reporting Period	Annual Target 2012/2013	Quarterly Targets				
				Q1	Q2	Q3	Q4	
<u>Non-Standardized Performance Indicator and –Targets</u>								
1.	# No. of sectors participating in meetings of the Provincial Land Use Management Forum: • Sector Departments • Metro • District Municipalities • Local Municipalities	6-Monthly	11 1 4 19	-	11 1 4 19	-	11 1 4 19	
2.	No. of meetings held by the Provincial Land Use Management Forum	Quarterly	2	-	1	-	1	
3.	# Full integration of the (departmental) Geographical Information System with the (national) Dept of Rural	Annually	1	1				

	Development GIS							
4.	# Updated Provincial Spatial Development Framework	Annually	1	1				
5.	No. of municipalities with (credible) SDFs aligned to the FSSDF and PGDS	Annually	24	24				
6.	No. of municipalities supported (jointly with the Dept of Human Settlements) on the expansion of the national upgrading support programme (NUSP)	Quarterly	24	-	8	8	8	
7.	No. of municipalities supported on the implementation of the new Land Use Planning and Management Bill	Annually	6	6				
8.	No. of land development applications processed and evaluated	Quarterly	310	50	70	130	60	
9.	No. of meetings held by the Townships Board to consider: <ul style="list-style-type: none"> Land development applications with no objections Land development applications with objections 	Quarterly	22	6	6	5	5	
			20	6	6	5	3	
10.	# No. of local municipalities implementing LUMS	Quarterly	6	-	-	4	2	
11.	No. of local municipalities supported to develop their LUMS	Quarterly	6	-	2	2	2	

Outcome 9 Indicators and Targets

Sub-Programme		Local Economic Development (LED)						
Strategic Objective		Title: Improved development of local economy						
Objective statement		To promote job creation and sustainable livelihoods through local economic development						
Justification		This Sub-Programme serves to provide advice and support to municipalities through capacity building on the development of the local economy						
Link with other Programmes / Sub-Programmes		The extent to which this objective is achieved will impact on the goals and objectives of Integrated Planning and Development, MIG, Free Basic Services, and also the goals and objectives of the Department of Economic Development, Tourism and Environmental Affairs. It will also contribute to the improvement of municipal financial viability						
ANNUAL TARGETS FOR 2012/2015								
No.	Programme performance indicators	Audited/Actual performance			Estimated performance 2011/12	Medium-term targets		
		2008/09	2009/10	2010/11		2012/13	2013/14	2014/15
Non-Standardized Performance Indicator and –Targets								
1.	# No. of municipalities with fully-functional LED units	25	25	24	23	24	24	24
2.	No. of meetings held by the Inter-Departmental LED Coordinating Forum with sector representation	-	-	-	0	2	4	4
3.	# No. of wards with at least one LED project	-	18	50	74	200	300	317
4.	# No. of municipalities with updated LED strategies	-	-	22	3	24	24	24

5.	No. of municipalities workshopped on LED matters	-	-	5	4	24	24	24
6.	# No. of functional District Economic Development Agencies	-	-	2	2	3	3	3
Standardized Performance Indicators and –Targets								
7.	# Number of municipalities implementing CWP in at least 2 wards	-	-	-	5	10	18	20
8.	# Total number of work opportunities created through the community work programme per year	-	-	-	7500	8900	21900	20000
9.	Number of cooperatives supported in identified municipalities	-	-	-	20 (of 139)	50	80	100
10.	Number of business development forums established in Metro and Districts	-	-	-	2	3	5	5
11.	Number of emerging farmer enterprise forums established	-	-	-	0	4	14	24
12.	Number of municipalities implementing SDF Guidelines (on LED matters)	-	-	-	0	5	4	4
QUARTERLY TARGETS FOR 2012/2013								
No.	Programme Indicator	Performance	Reporting Period	Annual Target 2012/2013	Quarterly Targets			
					Q1	Q2	Q3	Q4
Non-Standardized Performance Indicator and –Targets								
1.	# No. of municipalities with fully-functional LED units		Annually	24				24
2.	No. of meetings held by the Inter-Departmental LED Coordinating Forum with sector representation		Quarterly	2	-	1	1	-
3.	# No. of wards with at least one LED project		Quarterly	200	100	125 (+50)	150 (+25)	200 (+25)
4.	# No. of municipalities with updated LED strategies		Annually	24				24
5.	No. of municipalities workshopped on LED matters		Annually	24			24	
6.	# No. of functional District Economic Development Agencies		Annually	3				3
Standardized Performance Indicators and –Targets								
7.	# Number of municipalities implementing CWP in at least 2 wards		Quarterly	10	2	3	3	2
8.	# Total number of work opportunities created through the community work programme per year		Quarterly	8900	1780	2670	2670	1780

9.	Number of cooperatives supported in identified municipalities	Quarterly	50	10	20	10	10
10.	Number of business development forums established in Metro and Districts	Quarterly	3	0	1	1	1
11.	Number of emerging farmer enterprise forums established	Quarterly	4	1	1	1	1
12.	Number of municipalities implementing SDF Guidelines (on LED matters)	Quarterly	5	-	2	2	1

Outcome 9 Indicators and Targets

Sub-Programme		Municipal Infrastructure						
Strategic Objective		Title: Successful implementation of municipal infrastructure programme						
Objective statement		To improve the quantity and quality of municipal basic services in formalized areas						
Justification		This Sub-Programme serves to facilitate the successful implementation of municipal infrastructure within municipalities, to monitor, support and evaluate municipalities' performance thereon, to report on such matters towards providing a basic level of service to all and to ensure the provision of free basic services to the indigent community. To intervene if and where identified						
Links		The achievement of this objective will impact directly on local economic development, integrated development planning as well as the planning and delivery of sustainable human settlements						
ANNUAL TARGETS FOR 2012/2015								
No.	Programme performance indicators	Audited/Actual performance			Estimated performance 2011/12	Medium-term targets		
		2008/09	2009/10	2010/11		2012/13	2013/14	2014/15
Non-Standardized Performance Indicator and –Targets								
1.	No of Municipalities supported with project planning, project preparation and costing and achievement of targets	-	-	-	10	8	8	8
2.	# No. of (temporary) jobs created through MIG projects	-	10992	8061	3872	7000	7000	-
3.	No of Municipalities supported on Dora Financial reports	-	-	19	19	19	19	-
4.	No. of municipalities supported on the establishment and/or maintenance of municipal service partnerships	-	-	25	14	24	24	24
5.	No. of municipalities supported on the implementation of municipal service partnership legislation and policies	-	-	-	14	24	24	24
6.	# No. of functional District Municipal Service Partnership Forums	-	-	-	3	2	4	4

7.	No. of municipalities complying with regulations: 13. Public-Private Partnerships 14. Public-Public Partnerships	-	-	-	14	24	24	24
8.	No. of Municipal PMU meetings (with full participation by the HS sector and Water and Sanitation Sectors) held towards monitoring MIG and PIF spending	-	-	6	4	4	4	-
9.	No. of municipalities supported towards developing and successfully implementing policies and strategies to provide qualifying communities access to free basic services	-	20	20	19	19	19	19
10.	No. of Consolidated Dora Financial and Non-Financial Reports produced and submitted	-	12	12	12	12	12	-
11.	No. of municipalities that submit monthly reports on MIG Financial and Non-Financial Performance Information	-	20	20	19	19	19	-
12.	# No. of households with access to free basic services: • Water • Electricity • Refuse Removal • Sanitation		738 115 - -	1138 665 - -	441,718 (60%) 333,588 (45%) 192,057 (26%) 182,566 (25%)	233,669 (80%) 233,669 (80%) 233,669 (80%) 233,669 (80%)	292,086(100%) 292,086(100%) 292,086(100%) 292,086(100%)	100% 100% 100% 100%
13.	# No. of municipalities that have updated indigent Registers for the provision of free basic services	-	20	20	20	19	19	19
14.	No of Municipal Project Management Units evaluated	-	-	-	19	19	19	-
15.	No. of MIG funded project site visits conducted	-	-	-	8	36	36	36
16.	No of MIG Project Appraisal Committee Meetings held	-	-	-	2	1	1	-

17.	# Number of local municipalities implementing Clean Cities and Towns Programme: 2010 and beyond	-	-	-	0	10	4	-
18.	# No. of municipalities overspending on Opex	-	-	0	0	0	0	0
19.	# No. of municipalities under-spending on Capex	-	-	17 (less than 30% of Capex)	13	0	0	0
Standardized Performance Indicators and –Targets								
20.	# Number of households with access to basic water supply	-	589,902	596,502	603,000	609,000	615,909	-
21.	# Number of households with access to electricity supply	-	582,189	593,429	600,922	608,415	615,909	-
22.	# Number of households with access to basic level of sanitation supply	-	596,376	606,376	589 629	594 629	615,909	-
23.	Number of households reached with basic services funded by the municipal infrastructure grant	-	-	-	-	23 493	30 683	-
24.	# Number of households with access to basic refuse removal services	-	430,136	473,149	615 909	615 909	615,909	-
QUARTERLY TARGETS FOR 2012/2013								
No.	Programme Indicator	Performance	Reporting Period	Annual Target 2012/2013	Quarterly Targets			
					Q1	Q2	Q3	Q4
Non-Standardized Performance Indicator and –Targets								
1.	No of Municipalities supported with project planning, project preparation and costing and achievement of targets		Annually	8	8			
2.	# No. of (temporary) jobs created through MIG projects		Annually	7000	7000			
3.	No of Municipalities supported on Dora Financial reports		Annually	19	19			
4.	No. of municipalities supported on the establishment and/or maintenance of municipal service partnerships		Quarterly	24	6	6	6	6
5.	No. of municipalities supported on the implementation of municipal service partnership legislation and policies		Quarterly	24	6	6	6	6
6.	# No. of functional District Municipal Service Partnership Forums		Annually	2	2			
7.	No. of municipalities complying with regulations:		Annually	24	24			

	15. Public-Private Partnerships 16. Public-Public Partnerships						
8.	No. of Municipal PMU meetings (with full participation by the HS sector and Water and Sanitation Sectors) held towards monitoring MIG and PIF spending	Quarterly	4	1	1	1	1
9.	No. of municipalities supported towards developing and successfully implementing policies and strategies to provide qualifying communities access to free basic services	Quarterly	19	5	5	5	4
10.	No. of Consolidated Dora Financial and Non-Financial Reports produced and submitted	Quarterly	12	3	3	3	3
11.	No. of municipalities that submit monthly reports on MIG Financial and Non-Financial Performance Information	Quarterly	19 (repetitive target)	19	19	19	19
12.	# No. of households with access to free basic services: • Water • Electricity • Refuse Removal • Sanitation	Annually	233,669 (80%) 233,669 (80%) 233,669 (80%) 233,669 (80%)				233,669 (80%) 233,669 (80%) 233,669 (80%) 233,669 (80%)
13.	# No. of municipalities that have updated indigent Registers for the provision of free basic services	Annually	19				19
14.	No of Municipal Project Management Units evaluated	Quarterly	19	5	5	5	4
15.	No. of MIG funded project site visits conducted	Quarterly	36	9	9	9	9
16.	No of MIG Project Appraisal Committee Meetings held	Annually	1				1
17.	# Number of local municipalities implementing Clean Cities and Towns Programme: 2010 and beyond	Annually	10				10
18.	# No. of municipalities overspending on Opex	Annually	0	0			
19.	# No. of municipalities under-spending on Capex	Annually	0	0			
Standardized Performance Indicators and –Targets							
20.	# Number of households with access to basic water supply	Annually	609,000				609,000
21.	# Number of households with access to electricity supply	Annually	608,415				608,415
22.	# Number of households with access to basic level of sanitation supply	Annually	594 629				549 629
23.	Number of households reached with basic services funded by the municipal infrastructure grant	Annually	23 493				23 493
24.	# Number of households with access to basic refuse removal services	Annually	615 909				615 909

Outcome 9 Indicators and Targets

Sub-Programme	Disaster Management							
Strategic Objective	Title: Integrated risk planning and management of disasters							
Objective statement	To promote an integrated and coordinated approach to disaster risk management in the FS Province and contribute towards meeting agreed basic service delivery target values							
Justification	This Sub-Programme intends to ensure that potential disasters are prevented and mitigated through effective planning and co-ordination. It also provides for effective and efficient disaster - and response recovery in the Province							
Link with other Programmes / Sub-Programmes	The achievement of this objective will contribute to the successful implementation of an integrated and co-ordinated system of disaster management, with special emphasis on prevention and mitigation, by provincial and municipal organs of state, statutory functionaries, other role-players involved in disaster management and communities. It will further strengthen the preparedness for effective response to disasters by increasing the provinces capacity to put in place various early warning systems and to monitor and reduce possible damage caused, by ensuring that disaster management mechanisms are documented and implemented in respect of funding, disaster reduction, mitigation and emergency response activities.							
ANNUAL TARGETS FOR 2012/2015								
No.	Programme performance indicators	Audited/Actual performance			Estimated performance 2011/12	Medium-term targets		
		2008/09	2009/10	2010/11		2012/13	2013/14	2014/15
<u>Non-Standardized Performance Indicator and –Targets</u>								
1.	# Functional: - Provincial DM Centre - Provincial DM Advisory Forum	-	-	1 1	1 (65%) 1	1 1	1 1	1 1
2.	Provincial Disaster Management Plan in place	-	-	1	1	1	1	1
3.	No. of meetings held by the Provincial Disaster Management Advisory Forum with all stakeholders participating	-	4	4	3	4	4	4
4.	No. of meetings held by the DM Inter-Departmental Co-ordinating Committee with all stakeholders participating	-	4	4	0	4	4	4
5.	No. of municipalities (including communities within that municipality) capacitated on the development and successful implementation of Disaster Risk Management programmes: <ul style="list-style-type: none"> • Integration of Disaster Management Plans into IDPs • Fire Awareness • Drought Management • Flood Management • Snow Management • Wind Storms • Risk and Vulnerability Assessment 	-	25	25	15	24	24	24
6.	No. of sector departments capacitated on matters related to disaster management	-	11	11	11	11	11	11
7.	# No. of municipalities with updated Disaster Management Plans	-	-	25	5	24	24	24
8.	No. of provincial fire preparedness reports compiled	-	-	4	2	4	4	4
9.	Audit conducted on disaster management resource base	-	-	-	-	1	1	1
<u>Standardized Performance Indicators and –Targets:</u>								

10.	# Number of municipalities with disaster management centres supported: • Metro • District Municipalities	-	-	-	1	1	1	1
		-	5	3	4	4	4	4
QUARTERLY TARGETS FOR 2012/2013								
No.	Programme Performance Indicator	Reporting Period	Annual Target 2012/2013	Quarterly Targets				
				Q1	Q2	Q3	Q4	
<u>Non-Standardized Performance Indicator and –Targets</u>								
1.	# Functional: - Provincial DM Centre - Provincial DM Advisory Forum	Annually	1 1					1 1
2.	Provincial Disaster Management Plan in place	Annually	1					1
3.	No. of meetings held by the Provincial Disaster Management Advisory Forum with all stakeholders participating	Quarterly	4	1	1	1	1	1
4.	No. of meetings held by the DM Inter-Departmental Co-ordinating Committee with all stakeholders participating	Quarterly	4	1	1	1	1	1
5.	No. of municipalities (including communities within that municipality) capacitated on the development and successful implementation of Disaster Risk Management programmes: • Integration of Disaster Management Plans into IDPs • Fire Awareness • Drought Management • Flood Management • Snow Management • Wind Storms • Risk and Vulnerability Assessment	Annually	24					24
6.	No. of sector departments capacitated on matters related to disaster management	Annually	11					11
7.	# No. of municipalities with updated Disaster Management Plans	Annually	24					24
8.	No. of provincial fire preparedness reports compiled	Quarterly	4	1	1	1	1	1
9.	Audit conducted on disaster management resource base	Annually	1					1
<u>Standardized Performance Indicators and –Targets</u>								
10.	# Number of municipalities with disaster management centres supported: • Metro • District Municipalities	Quarterly	1 4	1 -	- 1	- 1	- 1	- 2

Outcome 9 Indicators and Targets

Sub-Programme	IDP Coordination			
Strategic Objective	Title: Improved Municipal Integrated Development Planning			
Objective statement	To ensure reliable and credible IDPs			
Justification	This Sub-Programme serves to monitor, report, support and assist municipalities, through effective collaboration processes, on the development and successful implementation of credible IDPs, which must promote full community participation to make them credible			
Link with other Programmes / Sub-Programmes	Intergovernmental planning must be forged around the IDP. As such, the achievement of this objective impacts directly on matters related to development within municipalities, such as human settlements development, public participation, spatial planning, etc.			
ANNUAL TARGETS FOR 2012/2015				
No.	Programme	Audited/Actual performance	Estimated	Medium-term targets

	performance indicators	2008/09	2009/10	2010/11	performance 2011/12	2012/13	2013/14	2014/15
Non-Standardized Performance Indicator and –Targets								
1.	# No. of municipalities with reliable and credible IDPs: • Metro • District • Municipal	-	-	- 5 20	1 4 19	1 4 19	1 4 19	1 4 19
2.	# No. of municipalities that have adopted their IDPs: • Metro • District • Local	-	-	- 5 20	1 4 19	1 4 19	1 4 19	1 4 19
3.	# No. of institutions participating in the IDP process: • Metro • District • Municipal • Sector Depts.	-	-	- 5 20 11	1 4 19 10	1 4 19 11	1 4 19 11	1 4 19 11
4.	# No. of ward committees participating in the IDP process	-	-	-	-	317	317	317
5.	No. of stakeholders trained on the compilation and implementation of IDPs: • District • Local • Sector Depts	-	-	-	0 0 0	4 19 11	4 19 11	4 19 11
Standardized Performance Indicator – and Target:								
6.	# Number of identified municipalities implementing the revised IDP framework	-	-	-	0	11: • Phumelela • Nketoana • Masilonyana • Tokologo • Masilonyana • Tokologo • Naledi • Nala • Tswelopele • Mafube • Mohokare • Letsemeng • Ngwathe	11: • Phumelela • Nketoana • Masilonyana • Tokologo • Naledi • Nala • Tswelopele • Mafube • Mohokare • Letsemeng • Ngwathe	11: • Phumelela • Nketoana • Masilonyana • Tokologo • Naledi • Nala • Tswelopele • Mafube • Mohokare • Letsemeng • Ngwathe
QUARTERLY TARGETS FOR 2012/2013								
No.	Programme Performance Indicator	Reporting Period	Annual Target 2012/2013	Quarterly Targets				
				Q1	Q2	Q3	Q4	
Non-Standardized Performance Indicator and –Targets								

1.	# No. of municipalities with reliable and credible IDPs: • Metro • District • Municipal	Annually	1 4 19	1 4 19
2.	# No. of municipalities that have adopted their IDPs: • Metro • District • Local	Annually	1 4 19	1 4 19
3.	# No. of institutions participating in the IDP process: • Metro • District • Municipal • Sector Depts	Annually	1 4 19 11	1 4 19 11
4.	# No. of ward committees participating in the IDP process	Annually	317	317
5.	No. of stakeholders trained on the compilation and implementation of IDPs: • District • Local • Sector Depts	Annually	4 19 11	4 19 11
Standardized Performance Indicator – and Targets:				
6.	# Number of identified municipalities implementing the revised IDP framework	Annually	11: • Phumelela • Nketoana • Masilonyana • Tokologo • Naledi • Nala Tswelopele • Mafube • Mohokare • Letsemeng • Ngwathe	11: • Phumelela • Nketoana • Masilonyana • Tokologo • Naledi • Nala • Tswelopele • Mafube • Mohokare • Letsemeng • Ngwathe

Outcome 9 Indicators and Targets

Resource considerations

This Programme consists of 71 officials, representing a human resource capacity of 50%. This includes Town and – Regional Planners, who are also considered a scarce skill. The lack of capacity within this Programme could seriously compromise the Department's capacity towards realizing and/or achieving the goals and objectives of this Programme if not addressed during the financial year, especially in the following areas:

- a. Town and Regional Planning
- b. Land Use Management
- c. Disaster Management
- d. Local Economic Development
- e. Integrated Development and Planning

Risk management

The following key risks have been identified that might impact negatively on the realization of the strategic goal and – objectives of this Programme if specific actions are not taken towards mitigating such risks:

RISK	INTENDED ACTIONS TO MITIGATE RISK
1. Lack of responsiveness and cooperation from municipalities, sector departments and other stakeholders, as well as a lack of compliance by municipalities. This is worsened by the fact that the Department has little or no enforcement powers through legislation.	Municipal Managers will be engaged towards agreeing on the point of entry to and exit from municipalities with regard to the provision of information, and negotiations will take place to capture this in the Performance Agreements of Municipal Managers. Regular reports will be submitted towards keeping the HoD, MEC and EXCO informed on progress in this regard. Various IGR structures and fora such as the MECLOGA, PCF, etc. will be increasingly utilized to address challenges in this regard.
2. Political interference in administrative matters within municipalities / unstable political environment within municipalities	The development of provincial legislation will be explored towards clarifying roles and responsibilities between political office bearers and administrators within municipalities, taking into account the new Municipal Systems Act. Steps will also be taken through various IGR structures to align the performance agreements of political office bearers with such legislation.
3. Lack of integrated planning and coordination between Programme 2 and other Programmes within the Department and between the Department and other sector departments having an impact on the performance of the Programme	Structured meetings will be scheduled within the Department towards improving departmental coordination and integration. External structures such as FoHoD and its technical clusters will increasingly be utilized. The establishment of Technical Working Groups by the Department of the Premier towards ensuring the improved implementation of the Provincial Outcome-Based Plan will also address this challenge.
4. Inadequate number of skilled and competent personnel (e.g. high vacancy rate) in the majority of areas within the Programme	<ul style="list-style-type: none"> e. Critical vacancies have been identified as per the proposed new organizational structure and post establishment of the Department and will be advertised for filling once the restructuring process has been completed and approved, subject to the availability of funds. The restructuring process will also be completed for purposes of implementation early in the new financial year. f. The required skills of officials will be addressed through the Departmental Skills Development. g. A work analysis will be done to improve the utilization of serving officials, taking into account their skills and competencies as well as the needs of the Department. h. The human resource capacity and -needs of the Department will be monitored and assessed annually, and the HR Plan will be aligned with the needs of the Programme.
5. Unfunded mandates	Budgeted funds will be re-directed as far as possible in accordance with new mandates and high-level priorities. If and when this does not yield the desired result, bi-laterals will be held with Provincial Treasury towards securing additional funding.
6. Lack of capacity within municipalities	The implementation of capacity building programmes in municipalities and the establishment of the new Rapid Response unit within the Department (with a district presence), are some of the high-level actions that are planned towards improving municipal capacity. This will be done in partnership with SALGA and relevant SETAs.

RECONCILING PERFORMANCE TARGETS WITH THE BUDGET AND MTEF: PROGRAMME 3 DEVELOPMENT AND PLANNING
Expenditure estimate

Summary of payments and estimates: Programme 3: Development and Planning

R thousand	Outcome			Main appropriation	Adjusted appropriation 2011/12	Revised estimate	Medium-term estimates		
	2008/09	2009/10	2010/11				2012/13	2013/14	2014/15
Spatial Planning	13,600	13,665	15,381	19,693	18,113	18,113	21,375	22,573	23,674
Development Admin/ Land Use Management Integrated Development and Planning (IDP)									
Local Economic Development	2,733	2,324	3,150	5,774	4,811	4,811	5,138	5,424	5,683
Municipal Infrastructure	15,223	43,315	42,813	36,180	34,609	34,609	37,396	38,696	40,342
Disaster Management	2,794	3,196	3,695	4,680	4,167	4,167	8,119	8,458	8,871
Total payments and estimates: Prog	34,350	62,500	65,039	66,327	61,700	61,700	72,028	75,151	78,570

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

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
	2008/09	2009/10	2010/11	2011/12	2011/12		2012/13	2013/14	2014/15
Current payments	25,486	54,717	53,088	50,482	45,800	45,730	56,253	58,511	61,280
Compensation of employees	17,504	18,753	22,198	31,771	27,771	27,771	32,580	34,094	35,916
Salaries and wages	15,288	16,408	19,541	28,374	24,350	24,350	29,497	30,842	32,503
Social contributions	2,216	2,345	2,657	3,397	3,421	3,421	3,083	3,252	3,413
Goods and services	7,930	35,931	30,862	18,711	18,029	17,959	23,673	24,417	25,364
<i>of which</i>									
Administrative Fees		15	16	41	41	36	63	69	73
Advertising	77	15	3	335	109	152	88	93	97
Assets <R5000	29	20	113	241	895	891	506	527	543
Audit cost: External									
Catering: Departmental Activities	439	404	741	670	857	1,138	760	795	825
Communication	571	354	391	601	3	7			
Computer Services	16			101	100	100			
Cons/prof: Business & Advisory services	253	306	57	756	449	112	2,582	2,726	2,829
Cons/prof: Infrastructure&planning									
Cons/Prof: Legal Cost		90		50	50	50	240	253	263
Contractors	26	30,197	24,990	10,079	10,066	10,058	10,131	10,137	10,537
Agency & Support/outourced Services	2,142								
Entertainment	7	3	8	20	16	16	19	21	22
Inventory: food and food supplies	31	13	8	44	39	35	39	45	51
Inventory: other consumables		35	22						
Inventory: Fuel, oil and gas			1						
Inventory: Stationery and Printing	312	301	311	570	454	454	490	512	531
Lease Payments	84	145	57	152	129	129	200	211	218
Travel and Subsistence	1,480	1,225	1,911	1,868	1,618	1,597	4,699	4,947	5,133
Training & Staff Development	109	11	8						
Operating expenditure	2,236	2,689	2,095	2,903	2,827	2,819	3,694	3,909	4,061
Venues and facilities	118	108	130	280	376	365	162	172	181
Other									
Interest and rent on land	52	33	28						
Interest	52	33	28						
Rent on land									
Transfers and subsidies to¹:	8,363	7,603	11,494	15,095	15,510	15,515	15,130	15,963	16,587
Provinces and municipalities	8,258	7,455	11,478	15,076	15,206	15,206	15,000	15,825	16,444
Provinces ²									
Provincial Revenue Funds									
Provincial agencies and funds									
Municipalities ³	8,258	7,455	11,478	15,076	15,206	15,206	15,000	15,825	16,444
Municipalities									
Municipal agencies and funds									
Departmental agencies and accounts									
Social security funds									
Provide list of entities receiving transfers ⁴									
Universities and technikons									
Transfers and subsidies to¹: - continued									
Public corporations and private enterprises ⁵									
Public corporations									
Subsidies on production									
Other transfers									
Private enterprises									
Subsidies on production									
Other transfers									
Foreign governments and international organisations									
Non-profit institutions									
Households	105	148	16	19	304	309	130	138	143
Social benefits									
Other transfers to households	105	148	16	19	304	309	130	138	143
Payments for capital assets	501	179	455	750	390	455	645	677	703
Buildings and other fixed structures									
Buildings									
Other fixed structures									
Machinery and equipment	501	179	455	750	390	455	645	677	703
Transport equipment									
Other machinery and equipment	501	179	455	750	390	455	645	677	703
Cultivated assets									
Software and other intangible assets									
Land and subsoil assets									
Payments for financial assets		1	2						
Total economic classification	34,350	62,500	65,039	66,327	61,700	61,700	72,028	75,151	78,570

PROGRAMME 4: TRADITIONAL INSTITUTIONAL MANAGEMENT

Purpose of the Programme

This programme aims to provide assistance and support to the Institution of Traditional Leadership in the FS Province in order to realize its constitutional mandate, which is to be custodian of communities that observe customary law. The program also aims to support, capacitate and develop institutions in the areas of traditional leadership in line with the white paper on traditional leadership and governance (2003).

Brief description of the Programme

This Programme consists of the following Sub-Programme:

1. Traditional Institutional Administration

This Programme is responsible for the rendering of the following services:

1. Provide support to Traditional Institutions
2. Monitor, report and advise on the financial capacity and –performance of Traditional Institutions
3. Facilitate disputes and claims
4. Administer the establishment and recognition of traditional institutions
5. Conduct anthropological – and genealogical research and advice thereon
6. Keep and maintain a database on matters related to traditional leadership in the Free State Province
7. Forge and maintain partnerships with all relevant stakeholders towards improved service delivery
8. Facilitate and ensure the successful implementation of a comprehensive Skills Development Framework and – Strategy for Traditional Institutions
9. Monitor and advice Traditional Institutions on its individual and collective performance
10. Co-ordinate and advise on the allocation of functions by government departments to Traditional Institutions

Strategic objectives, Programmes and Sub-Programme Plans

Sub-Programme		Traditional Institutional Administration						
Strategic Objective		Title: Effective administration of traditional affairs institutions						
Objective statement		To support and transform the institution of traditional affairs						
Baseline		The personnel attached to the respective Traditional Councils have been absorbed into the organizational structure of the Department. Job descriptions and Performance and Development Plans have also been developed for all such employees. The Traditional Councils are visited at least annually towards determining their needs and challenges and to determine the support needed by them towards ensuring effective service delivery by all Traditional Councils						
Justification		This Sub-Programme deals with the institutional development of traditional affairs in the FS Province						
Link with other Programmes / Sub-Programmes		The achievement of this strategic objective is crucial towards realizing the goals of this Department insofar as Traditional Affairs in the Free State Province is concerned as well as that of the (national) Department of Traditional Affairs						
ANNUAL TARGETS FOR 2012/2015								
No.	Programme performance indicators	Audited/Actual performance			Estimated performance 2011/12	Medium-term targets		
		2008/09	2009/10	2010/11		2012/13	2013/14	2014/15
Non-Standardized Performance Indicator and –Targets								
1.	Development and implementation of Traditional Leadership legislation: <ul style="list-style-type: none"> • Free State Traditional Leadership and Governance Amendment Act • Free State Provincial and Local Houses of 	-	-	-	-	1	-	-
				-	1 (Bill drafted)	1	-	-

	Traditional Leaders Act							
2.	No. and type of capacity building programmes implemented targeting all Traditional Leaders: <ul style="list-style-type: none"> • ABET • LED / IDP • Community Development Work Programme 	-	1	1	1	1	1	1
		-	1	1	0	1	1	1
		-	1	2	0	1	1	1
3.	# No of partnerships forged and maintained with selected municipalities and sector departments towards enhancing the successful implementation of Section 81 of the Local Government Structures Act	-	-	-	0	1	1	1
4.	No. of joint strategic workshops held towards improving on the coordination of activities between the House and the Traditional Institutional Management unit	-	-	1	1	1	1	1
5.	Development and implementation of policies dealing with the succession of traditional council leaders	-	-	-	0	1 (policy developed)	1 (implemented)	1 (implemented)
6.	No. of information / awareness sessions held with Traditional Councils on matters related to: <ul style="list-style-type: none"> • Human Resources Management and Development • Performance Monitoring, Management and Evaluation • Employee Relations • Communication • ICT procurement • PAIA • Financial Management • Supply Chain Management 	-	-	-	2	2	2	2
7.	No. of meetings held towards capacitating Traditional Councils on the development and maintenance of service delivery agreements with Municipalities in terms of section 5(3) of the Traditional leadership and Governance Act	-	-	-	0	2	2	2
8.	Research conducted and proposals submitted on land ownership in areas of where previous homelands used to govern and where there are title deeds held by traditional communities	-	-	-	0	1	1	1
9.	# No. of Traditional Councils audited	-	-	-	0	2	5	8
10.	No. of reports produced on the performance of Traditional Council	-	-	-	1	2	2	2

11.	Participate in the development of Municipal IDPs in municipal areas impacting on rural communities	-	-	-	0	1	1	1
12.	No. of meetings held with Municipalities impacting on rural communities on the service delivery needs of such communities	-	-	-	0	2	2	2
QUARTERLY TARGETS FOR 2012/2013								
No.	Programme Indicator	Performance	Reporting Period	Annual Target 2012/2013	Quarterly Targets			
					Q1	Q2	Q3	Q4
<u>Non-Standardized Performance Indicator and –Targets</u>								
1.	Development and implementation of Traditional Leadership legislation: <ul style="list-style-type: none"> Free State Traditional Leadership and Governance Amendment Act Free State Provincial and Local Houses of Traditional Leaders Act 		Annually	1				1
				1				1
2.	No. and type of capacity building programmes implemented targeting all Traditional Leaders: <ul style="list-style-type: none"> ABET LED / IDP Community Development Work Programme 		Annually	1				1
				1				1
3.	# No of partnerships forged and maintained with selected municipalities and sector departments towards enhancing the successful implementation of Section 81 of the Local Government Structures Act		Annually	1				1
4.	No. of joint strategic workshops held towards improving on the coordination of activities between the House and the Traditional Institutional Management unit		Annually	1				1
5.	Development and implementation of policies dealing with the succession of traditional council leaders		Annually	1 (policy developed)				1
6.	No. of information / awareness sessions held with Traditional Councils on matters related to: <ul style="list-style-type: none"> Human Resources Management and - Development Performance Monitoring, Management and Evaluation Employee Relations Communication ICT procurement PAIA Financial Management Supply Chain Management 		6-Monthly	2	1	-	1	-
7.	No. of meetings held towards capacitating Traditional Councils on the development and maintenance of service delivery agreements with Municipalities in terms of section 5(3) of the Traditional leadership and Governance Act		6-Monthly	2	-	1	-	1

8.	Research conducted and proposals submitted on land ownership in areas of where previous homelands used to govern and where there are title deeds held by traditional communities	Annually	1	1			
9.	# No. of Traditional Councils audited	Annually	2	2			
10.	No. of reports produced on the performance of Traditional Council	6-Monthly	2	-	1	-	1
11.	Participation in the development of Municipal IDPs in municipal areas impacting on rural communities	Annually	1	1			
12.	No. of meetings held with Municipalities impacting on rural communities on the service delivery needs of such communities	6-Monthly	2	1	-	1	-

Outcome 9 Indicators and Targets

Resource considerations

Trends in the numbers of key staff

This Programme consists of 102, representing a 76% human resource capacity. The majority of employees are production units, with most of the management posts being vacant. 95% of these employees are staff attached to the respective Traditional Councils, rendering services such as cleaning, secretarial, security and messenger services. It is imperative that the necessary capacity be created within this Programme during the 2012/2013 financial year towards enabling the Programme to achieve its goals and objectives over the next few years.

Risk management

The following five key risks have been identified that might impact negatively on the realization of the strategic goal and –objectives of this Programme if specific actions are not taken towards mitigating such risks:

RISK	INTENDED ACTIONS TO MITIGATE RISK
1. Lack of resources (human, financial, systems, infrastructure), resulting in slow progress with the approval and/or implementation of legislation, ineffective support to Traditional Councils, etc.	Once the organizational structure and post establishment of the Traditional Affairs unit has been finalized and approved, steps will be taken, in collaboration with all stakeholders, to <ul style="list-style-type: none"> Identify and fill critical vacancies Develop suitable information systems and databases Secure additional funds through partnerships to realize some of the key objectives of this Programme
2. Lack of a differentiated approach in implementing traditional leadership legislation and/or policies	A planning session will be arranged with the participation of all stakeholders towards developing a Action Plan for the consistent implementation of traditional leadership legislation and related policies in the FS Province
3. Lack of buy-in and support from sector departments and/or municipalities in relation to the work of the respective Traditional Councils	The responsibilities of sector departments towards providing adequate support and resources to Traditional Councils will be discussed at a high political level with the FSPG and ways and means of committing sectors departments in this regard will be agreed on. The role and responsibilities of sector departments in this regard will also be unpacked and service delivery agreements will be entered into through the Performance Agreement of heads of provincial departments
4. Poverty and unemployment within rural communities	Steps will be taken to implement the LED Programme in rural areas. The extent to which Public Private Partnerships and/or Public-Public Partnerships can be used to address poverty and unemployment will also be explored.

5. Lack of understanding in relation to traditional leadership legislation	Various information / awareness sessions will be held with not only traditional leadership, but also with municipalities and sectors departments towards ensuring a proper understanding on the role and responsibilities of traditional leadership as prescribed in legislation.
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RECONCILING PERFORMANCE TARGETS WITH THE BUDGET AND MTEF: PROGRAMME 4 TRADITIONAL INSTITUTIONAL MANAGEMENT

Summary of payments and estimates: Programme 4: Traditional Institutional Management

R thousand	Outcome			Main appropriation	Adjusted appropriation 2011/12	Revised estimate	Medium-term estimates		
	2008/09	2009/10	2010/11				2012/13	2013/14	2014/15
Traditional Institutional Administration	24,129	23,088	16,413	16,180	20,607	20,609	22,523	22,851	24,035
Total payments and estimates: Prog	24,129	23,088	16,413	16,180	20,607	20,609	22,523	22,851	24,035

Table B.3: Payments and estimates by economic classification: Programme 4 Traditional Institutional Management

R thousand	Outcome			Main	Adjusted	Revised	Medium-term estimates		
	2008/09	2009/10	2010/11	appropriation	appropriation	estimate	2012/13	2013/14	2014/15
Current payments	20,042	22,364	15,990	15,530	19,955	19,957	21,701	21,984	23,134
Compensation of employees	12,462	15,996	14,593	13,214	18,214	18,214	19,996	20,181	21,265
Salaries and wages	11,692	14,732	12,971	12,395	17,395	17,395	18,806	18,920	19,936
Social contributions	770	1,264	1,622	819	819	819	1,190	1,261	1,329
Goods and services	7,576	6,362	1,391	2,316	1,741	1,743	1,705	1,803	1,869
of which									
Administrative Fees		35	11	35	35	35	35	37	38
Advertising	150								
Assets <R5000	9	267	35	49	119	119	45	47	49
Audit cost: External									
Bursaries (employees)									
Catering: Departmental Activities	951	941	68	150	200	200	235	259	276
Communication	229	198	193	226	30	28			
Computer Services									
Cons/prof: Business & Advisory services		5		50	50				
Cons/prof: Infrastructure&planning									
Cons/Prof: Legal Cost	140								
Contractors	250	311	46	102	30	10	45	50	55
Agency & Support/outourced Services									
Entertainment	1	1		3	3	3	3	3	3
Government Motor transport									
Inventory: food and food supplies	22	4	2	5	5	5	10	11	11
Inventory: fuel, oil and gas									
Inventory: Stationery and Printing	127	104	18	102	102	102	85	90	95
Lease Payments	76	63		30	30	30	35	37	38
Travel and Subsistence	4,864	3,621	932	1,431	1,004	1,078	1,022	1,059	1,077
Training & Staff Development	56	24							
Operating expenditure	170	506	3	50	50	50	80	90	97
Venues and facilities	531	282	83	83	83	83	110	120	130
Other									
Interest and rent on land	4	6	6						
Interest	4	6	6						
Rent on land									
Transfers and subsidies to¹:	506	304	297	550	340	340	592	624	648
Provinces and municipalities									
Provinces ²									
Provincial Revenue Funds									
Provincial agencies and funds									
Municipalities ³									
Municipalities									
Municipal agencies and funds									
Departmental agencies and accounts									
Social security funds									
Provide list of entities receiving transfers ⁴									
Universities and technikons									
Transfers and subsidies to¹: - continued									
Public corporations and private enterprises ⁵									
Public corporations									
Subsidies on production									
Other transfers									
Private enterprises									
Subsidies on production									
Other transfers									
Foreign governments and international organisations									
Non-profit institutions	306	243	151	300	245	245	400	422	438
Households	200	61	146	250	95	95	192	202	210
Social benefits									
Other transfers to households	200	61	146	250	95	95	192	202	210
Payments for capital assets	3,579	418	125	100	312	312	230	243	253
Buildings and other fixed structures	3,500								
Buildings	3,500								
Other fixed structures									
Machinery and equipment	79	418	125	100	312	312	230	243	253
Transport equipment									
Other machinery and equipment	79	418	125	100	312	312	230	243	253
Cultivated assets									
Software and other intangible assets									
Land and subsoil assets									
Payments for financial assets	2	2	1						
Total economic classification	24,129	23,088	16,413	16,180	20,607	20,609	22,523	22,851	24,035

PROGRAMME 5: HOUSE OF TRADITIONAL LEADERS

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

Brief description of the Programme

This Programme consists of the following Sub-Programmes:

1. Administration of Houses of Traditional Leaders

This Programme is responsible for rendering the following services:

1. Provide procedural and parliamentary services and render assistance and support on the performance of the House of Traditional Leaders
2. Render effective and efficient support and advisory services to the respective Committees of the House of Traditional Leaders
3. Conduct research and assist and support the House on the development and implementation of policies related to indigenous law, traditions, customs and culture
4. Administer the finances of and render administrative support to the House of Traditional Leaders.

In realizing the goal and ensuring the achievement of the respective objectives of this Programme, the following stakeholders are involved:

1. All Sector Departments within the Free State Province
2. Municipal Councillors
3. Traditional / Rural Communities.

Strategic objectives, Programmes and Sub-Programme Plans

Sub-Programme	Administration of House of Traditional Leaders
Strategic Objective	Title: Effective functioning of the FS House, Committees and Local Houses of Traditional Leaders
Objective statement	To render effective and efficient administrative support to the FS House of Traditional Leaders and to promote and improve the functioning of Committees and Local Houses of Traditional Leaders
Baseline	Various legislation has been drafted and is awaiting adoption by the Free State Legislature. The budget of the House of Traditional Leaders has been separated from the finances of the Traditional Institutional Management unit towards enabling the House to administer its own budget in line with its needs and challenges. A draft organizational structure and post establishment has been developed towards realizing the goals and objectives of the FS House of Traditional Leaders. Administrative and secretariat support is provided to 6 functional Committees of the House
Justification	This Sub-Programme serves to ensure that the FS House, Committees and Local Houses of Traditional Leaders are effectively and efficiently supported towards enabling them to fulfil their mandates and obligations
Link with other Programmes / Sub-Programmes	The achievement of this strategic objective is crucial towards realizing the goals of the Department insofar as Traditional Leadership in the Free State Province is concerned and will also contribute towards realizing the goals and objectives of the National Department of Traditional Leadership

ANNUAL TARGETS FOR 2012/2015

No.	Programme performance indicators	Audited/Actual performance			Estimated performance 2011/12	Medium-term targets		
		2008/09	2009/10	2010/11		2012/13	2013/14	2014/15
1.	No. of MOUs signed and/or maintained with stakeholders or partners to enable the House to perform oversight functions towards monitoring, reviewing and evaluating the implementation of government programmes in traditional communities	-	-	-	3: • SALGA-FS • Sports Arts and Culture, • Gender Equality	3	3	3
2.	No of outreach programmes	-	-	-	5	10	12	14

	participated in: <ul style="list-style-type: none"> • IEC • COGTA Special Programmes related to HIV and AIDS, Youth Empowerment, Gender Equity, etc. • PANSALB • Human Rights • NPA • SEDA • NYDA • SASSA 							
3.	No of policies develop towards assisting the House to perform is duties and functions	-	-	-	0	1 (Funeral Policy)	1 Internal Processes Policy)	1 (Code of Conduct)
4.	# Established and functional Kings' Council	-	-	-	0	1	1	1
5.	# Established and functional Local Houses in Thabo Mofutsanyana and Mangaung	-	-	-	0	2	0	0
6.	Development and/or implementation of a Protocol for Kings	-	-	-	0	1	1	1
7.	No. of joint capacity building programmes implemented related to the roles and functions of Traditional Leaders	-	-	-	0	2	2	2
8.	No. of public hearings hosted in areas of traditional authority on matters related to legislation, policies and other related prescripts.	-	-	-	0	4	4	4
9.	No. of meetings held by the Executive Committee towards considering the recommendations made by the respective Committees of the House	-	-	24	20	20	20	20
10.	No. of reports submitted to Traditional Councils on the decisions taken by the Executive Committee	-	-	1	4	4	4	4
11.	No. of social cohesion events held towards promoting traditional culture and heritage	-	-	-	2	3	3	3
12.	# No of Heritage sites identified, nominated, declared and preserved	-	-	-	0	3	3	3
13.	No of historical background and research of recognised traditional communities conducted	-	-	-	0	5	1	0
14.	Database kept and maintained of formalised Diroki (Praise singers) for use during official events of traditional leaders	-	-	-	1	1	1	1
15.	Participation of traditional leaders in campaigns against HIV/AIDS (Training and implementation)	-	-	-	1	2	1	1
16.	# No. of corporatives established and registered for Queens and Rural Women Forum	-	-	-	0	1	1	
17.	# No. of partnerships established and implemented with institutions of higher learning on the development of a genealogy in respect of all	-	-	-	5	5	5	5

	traditional communities							
QUARTERLY TARGETS FOR 2012/2013								
No.	Programme Performance Indicator	Reporting Period	Annual Target 2012/2013	Quarterly Targets				
				Q1	Q2	Q3	Q4	
1.	No. of MOUs signed and/or maintained with stakeholders or partners to enable the House to perform oversight functions towards monitoring, reviewing and evaluating the implementation of government programmes in traditional communities	Annually	3					3
2.	No of outreach programmes participated in: <ul style="list-style-type: none"> • IEC • COGTA Special Programmes related to HIV and AIDS, Youth Empowerment, Gender Equity, etc. • PANSALB • Human Rights • NPA • SEDA • NYDA • SASSA 	Annually	10					10
3.	No of policies develop towards assisting the House to perform is duties and functions	Annually	1 (Funeral Policy)					1
4.	# Established and functional Kings' Councils	Annually	1					1
5.	# Established and functional Local Houses in Thabo Mofutsanyana	Annually	2					2
6.	Development and/or implementation of a Protocol for Kings	Annually	1					1
7.	No. of joint capacity building programmes implemented related to the roles and functions of Traditional Leaders	Annually	2					2
8.	No. of public hearings hosted in areas of traditional authority on matters related to legislation, policies and other related prescripts.	Annually	4					4
9.	No. of meetings held by the Executive Committee towards considering the recommendations made by the respective Committees of the House	Quarterly	20	6	6	4	4	
10.	No. of reports submitted to Traditional Councils on the decisions taken by the Executive Committee	Quarterly	4	1	1	1	1	
11.	No. of social cohesion events held towards promoting traditional culture and heritage	Annually	3					3
12.	# No of Heritage sites identified, nominated, declared and preserved	Annually	3					3
13.	No of historical background and research of recognised traditional communities conducted	Annually	5					5
14.	Database kept and maintained of formalised Diroki (Praise singers) for use during official events of traditional leaders	Annually	1					1
15.	Participation of traditional leaders in campaigns against HIV/AIDS (Training and implementation)	6-Monthly	2	1	-	1	-	
16.	# No. of corporatives established and registered for Queens and Rural Women Forum	Annually	1					1
17.	# No. of partnerships established and implemented with institutions of higher learning on the development of a genealogy of each traditional community.	Annually	5					5

Outcome 9 Indicators and Targets

Resource considerations

This Programme consists of 13 officials, with 6 posts vacant. As the required post establishment of the Programme has not been determined as yet (e.g. the Department is currently in the process of refining its macro and micro organizational structure and post establishment), it is not possible to indicate the current human resources capacity level versus the required human resources capacity level. Once finalized, critical vacant posts will be identified on the (revised) structure of this Programme and, once funded, advertised and filled.

Risk management

The following key risks have been identified that might impact negatively on the realization of the strategic goal and – objectives of this Programme if specific actions are not taken towards mitigating such risks:

RISK	INTENDED ACTIONS TO MITIGATE RISK
6. Lack of resources (human, financial, systems, infrastructure), resulting in slow progress with the approval and/or implementation of legislation, ineffective support to Traditional Councils, etc.	Once the organizational structure and post establishment of the Traditional Affairs unit has been finalized and approved, steps will be taken, in collaboration with all stakeholders, to <ul style="list-style-type: none"> • Identify and fill critical vacancies • Develop suitable information systems and databases • Secure additional funds through partnerships to realize some of the key objectives of this Programme
7. Lack of a differentiated approach in implementing traditional leadership legislation and/or policies	A planning session will be arranged with the participation of all stakeholders towards developing a Action Plan for the consistent implementation of traditional leadership legislation and related policies in the FS Province
8. Lack of buy-in and support from sector departments and/or municipalities in relation to the work of the respective Traditional Councils	The responsibilities of sector departments towards providing adequate support and resources to Traditional Councils will be discussed at a high political level with the FSPG and ways and means of committing sectors departments in this regard will be agreed on. The role and responsibilities of sector departments in this regard will also be unpacked and service delivery agreements will be entered into through the Performance Agreement of heads of provincial departments
9. Poverty and unemployment within rural communities	Steps will be taken to implement the LED Programme in rural areas. The extent to which Public Private Partnerships and/or Public-Public Partnerships can be used to address poverty and unemployment will also be explored.
10. Lack of understanding in relation to traditional leadership legislation	Various information / awareness sessions will be held with not only traditional leadership, but also with municipalities and sectors departments towards ensuring a proper understanding on the role and responsibilities of traditional leadership as prescribed in legislation.

RECONCILING PERFORMANCE TARGETS WITH THE BUDGET AND MTEF: PROGRAMME 5 HOUSE OF TRADITIONAL LEADERS

Expenditure estimates

Summary of payments and estimates: Programme 5: House of Traditional Leaders

R thousand	Outcome			Main appropriation	Adjusted appropriation 2011/12	Revised estimate	Medium-term estimates		
	2008/09	2009/10	2010/11				2012/13	2013/14	2014/15
Administration of Houses of Traditional Leaders			11,082	12,728	12,182	12,182	9,195	8,752	9,195
Total payments and estimates: Prog	-	-	11,082	12,728	12,182	12,182	9,195	8,752	9,195

Social contributions	-	235	415	415	415	665	709	742
Goods and services	-	4,294	2,989	3,923	4,544	2,153	1,378	1,428
of which								
Administrative Fees	-	24	50	51	61	75	79	82
Advertising	-	-	-	-	-	-	-	-
Assets <R5000	-	9	-	537	527	64	67	70
Audit cost: External	-	-	-	-	-	-	-	-
Bursaries (employees)	-	-	-	-	-	-	-	-
Catering: Departmental Activities	-	743	500	640	740	535	353	366
Communication	-	40	181	-	-	-	-	-
Computer Services	-	-	-	-	-	-	-	-
Cons/prof: Business & Advisory services	-	-	-	-	-	-	-	-
Cons/prof: Infrastructure&planning	-	-	-	-	-	-	-	-
Cons/Prof: Legal Cost	-	-	-	-	-	-	-	-
Contractors	-	324	137	219	278	80	84	87
Agency & Support/outsourced Services	-	-	-	-	-	-	-	-
Entertainment	-	-	10	10	5	3	4	4
Government motor transport	-	-	-	-	-	-	-	-
Inventory: food and food supplies	-	3	15	15	15	9	10	10
Inventory: fuel, oil and gas	-	-	-	-	-	-	-	-
Inventory: Stationery and Printing	-	163	145	130	190	30	32	33
Lease Payments	-	-	5	-	-	40	42	44
Property payments	-	1	-	5	5	-	-	-
Travel and Subsistence	-	2,466	1,706	1,878	2,234	1,109	487	504
Training & Staff Development	-	-	-	10	10	-	-	-
Operating expenditure	-	383	140	148	149	103	109	113
Venues and facilities	-	138	100	280	330	105	111	115
Other	-	-	-	-	-	-	-	-
Interest and rent on land	-	3	-	-	-	-	-	-
Interest	-	3	-	-	-	-	-	-
Rent on land	-	-	-	-	-	-	-	-
Financial transactions in assets and liabilities	-	-	-	-	-	-	-	-
Transfers and subsidies to¹:	-	3	50	50	50	270	285	296
Provinces and municipalities	-	-	-	-	-	-	-	-
Provinces ²	-	-	-	-	-	-	-	-
Provincial Revenue Funds	-	-	-	-	-	-	-	-
Provincial agencies and funds	-	-	-	-	-	-	-	-
Municipalities ³	-	-	-	-	-	-	-	-
Municipalities	-	-	-	-	-	-	-	-
Municipal agencies and funds	-	-	-	-	-	-	-	-
Departmental agencies and accounts	-	-	-	-	-	-	-	-
Social security funds	-	-	-	-	-	-	-	-
Provide list of entities receiving transfers ⁴	-	-	-	-	-	-	-	-
Universities and technikons	-	-	-	-	-	-	-	-
Transfers and subsidies to¹: - continued	-	-	-	-	-	-	-	-
Public corporations and private enterprises ⁵	-	-	-	-	-	-	-	-
Public corporations	-	-	-	-	-	-	-	-
Subsidies on production	-	-	-	-	-	-	-	-
Other transfers	-	-	-	-	-	-	-	-
Private enterprises	-	-	-	-	-	-	-	-
Subsidies on production	-	-	-	-	-	-	-	-
Other transfers	-	-	-	-	-	-	-	-
Foreign governments and international organisations	-	-	-	-	-	-	-	-
Non-profit institutions	-	-	-	-	-	-	-	-
Households	-	3	50	50	50	270	285	296
Social benefits	-	-	-	-	-	-	-	-
Other transfers to households	-	3	50	50	50	270	285	296
Payments for capital assets	-	2,150	2,300	1,840	1,840	40	42	44
Buildings and other fixed structures	-	-	-	-	-	-	-	-
Buildings	-	-	-	-	-	-	-	-
Other fixed structures	-	-	-	-	-	-	-	-
Machinery and equipment	-	2,117	2,300	1,840	1,840	40	42	44
Transport equipment	-	2,075	-	1,500	1,500	-	-	-
Other machinery and equipment	-	42	2,300	340	340	40	42	44
Heritage assets	-	33	-	-	-	-	-	-
Software and other intangible assets	-	-	-	-	-	-	-	-
Land and subsoil assets	-	-	-	-	-	-	-	-
Payments for Capital Assets	-	-	-	-	-	-	-	-
Total economic classification	-	11,082	12,728	12,182	12,182	9,195	8,752	9,195
<i>Of which: Capitalised compensation⁶</i>	-	-	-	-	-	-	-	-

1) Details of capital transfers to be included in a note to the budget statement.

2) Includes all grants to provinces and grants from national departments to provincial entities.

3) Includes all grants to local government and grants from national departments to local government entities.

4) This only includes national agencies grouped into various categories, e.g. regulatory, SETA's, etc. - no business entities included here.