

# ADDENDUM TO THE ANNUAL PERFORMANCE PLAN 2020f21



**cooperative governance**

Department:  
Cooperative Governance  
REPUBLIC OF SOUTH AFRICA

# **ADDENDUM TO THE ANNUAL PERFORMANCE PLAN 2020/21**

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***08 July 2020***

# Contents

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Executive Authority Statement.....	3
Remarks by Deputy Minister .....	5
Accounting Officer Statement.....	7
Official sign-off.....	9
Acronyms.....	10
Part A: Our Mandate.....	12
Updates to the relevant legislative and policy mandates .....	12
Part B: Our Strategic Focus .....	15
Updated Situation Analysis.....	15
External Environment Analysis .....	15
Internal Environment.....	20
Recourse Considerations .....	21
Part C: Measuring Our Performance .....	22
Institutional Programme Performance Information .....	23
Programme One: Administration.....	23
Programme 2: Regional and Urban Development and Legislative Support	29
Programme 3: Institutional Development.....	34
Programme 4: National Disaster Management Centre .....	40
Programme 5: Local Government Support and Interventions Management	46
Programme 6: Community Work Programme.....	50
Revised APP Risks 2020/21 FY.....	54
Part D: Technical Indicator Descriptions (TID).....	58
Annexure A: Amendments to the Strategic Plan .....	83
Annexure B: Conditional Grants.....	83

## Executive Authority Statement

I am pleased to present the revised Annual Performance Plan for the period 2020/2021, in the context of the COVID-19 pandemic, that now faces our country.

Since tabling our Strategic Plan (SP) for 2020 – 2025 together with our 2020/2021 Annual Performance Plan (APP) in March this year, we have had to swiftly revise these plans. This revision would ensure that the department continues to fulfill its constitutional obligations to secure the wellbeing of all South Africans, amidst the outbreak of the COVID-19, noting that it is the worst Pandemic that South Africa has faced in a hundred years. The first case of COVID-19 in South Africa was identified on the 5 March 2020. This was followed by a massive increase in the number of cases detected. The pandemic arrives at a time that our economy already faced a downturn and resulted in a severe economic challenge. This is felt especially at the Local Municipal level. The COVID-19 challenge will require a capacitated developmental state and it is in this regard that our Annual Performance Plan (APP) endeavours to position the Department.

Whilst we were on a trajectory to foster a developmental state, the COVID -19 Pandemic undoubtedly highlighted some fault lines in our endeavour to eradicate poverty, unemployment and inequality. This pandemic comes at a time when we are still perfecting the District Development Model, so we also see this as an opportunity to continue to strengthen the relevant structures and redirect our financial resources towards programmes that will have a greater impact to stimulate the economy and to ultimately create jobs, whilst building on existing arrangements. It is in this period that we will galvanise our efforts to fast track the implementation of our District Development Model as this will allow us to synchronise our plans and actions within each district space. This will be achieved through our revitalised cooperative governance model. The District Development Model will certainly also lay a solid foundation in recalibrating the Intergovernmental Relations Framework.

So, as we finalise within each district space, one plan, one budget and one government approach to development, we strive to have harmonised plans that function optimally. It is in this regard that we will be relooking at the issue of Inter government grants to ensure that all municipalities especially the most disadvantaged municipalities will be capacitated to delivery services to their communities. This plan is a multiphasic, intergovernmental and developmental approach, which we believe will make a meaningful difference in the lives of our people.

So, let us all join hands in our endeavours to save lives and livelihoods.



**Dr NC Dlamini Zuma, MP**

**Minister for Cooperative Governance and Traditional Affairs**

## Remarks by Deputy Minister

With only one quarter into the 1st year of the Departmental Annual Performance Plan 2020-2023 implementation, we are confronted with the Coronavirus global pandemic. This pandemic has exerted additional pressure on municipalities, particularly municipal finances owing to a greater demand for services and diminishing revenue generation streams. Beyond the health and human tragedy associated with COVID-19, the pandemic has shined a spotlight on the patent socioeconomic inequalities that unfortunately still characterise our society. Evidently, the detrimental impact of the Coronavirus has been more damaging to the most vulnerable sectors of society – the poor.

Municipalities are at the nucleus of community development, and the delivery of basic service to communities is integral to this, however this period has imposed additional demands to contend with, in respect to the commitment to mitigate and contain the spread of the Coronavirus. We are therefore, compelled to redouble our efforts to support municipalities in terms of augmenting their capacity to manage and implement regulations and directions that we issued in line with the Disaster Management Act.

The latest estimates from the OECD released in June 2020 indicate that global economic activity will fall by 6% in 2020, this will impact hard on municipalities, more so that the impact of this crisis is experienced differently across municipalities, with the differentiating factors being inability to generate revenue, loss of revenue, unemployment and the general decline in economic activity.

This situation implores us to maximize government support to all municipalities, considering that they are at the frontline of crisis management and are responsible for critical aspects of containment measures, healthcare, social services and the revitalisation of local economies. We are already in the right trajectory, as government and social partners through our intergovernmental relations and private sector partnerships. We have established working relationships with Telkom, Development Bank of South Africa, Tirisano Construction Fund, South African Property Owners Association, GovChat, Microsoft South Africa amongst others, to tackle this pandemic.

Notwithstanding this, our current joint up action expressed through the District Development Model (DDM) comes in at an opportune moment to join hands and deal with systemic and structural defects confronting the local government and society broadly. However, we also need to be cautiously strategic and avoid the risk of deploying responses for the short term. To this end, we will ensure that long term tactics are incorporated into our plans and most importantly the Integrated Development Plans (IDPs) of municipalities that will be consolidated into a district-wide “One Plan” are indeed an expression of sustainable mechanisms of development.

One of the critical aspects of dealing with this pandemic is to be diligently vigilant and armed with credible up to date spatially referenced information from the data we receive from the provincial nerve centres, in order to make evidence-based decisions that could result in more responsive action and better-coordinated implementation across multiple role-players. The work that we have embarked on to develop District and Metro profiles will now include hotspot areas that need dedicated attention from multidisciplinary intervention teams. We will be guided by this work to make informed decisions about where and how to intervene.

As we continue to reshape our urban spaces through the Integrated Urban Development Framework (IUDF), we acknowledge that part of the problem is attributed to policy implementation failures in respect of apartheid spatial planning. In order to respond to this pandemic, we need to understand the spatial extent of the pandemic that include the population spread and its density mapped at the household level. We will work with the South African Cities Network and the Department of Human Settlements in de-densifying informal settlements as an urgent response to the spread of the coronavirus in highly dense urban areas.



**Parks Tau**

**Deputy Minister for Cooperative Governance**

## Accounting Officer Statement

Our government has made a commitment to work towards building a country envisioned in the National Development Plan (NDP). To this effect, the Department of Cooperative Governance is committed to meeting this vision through the delivery of its mandate, even within the current challenges pose by Covid-19. In this period, a major task is of ensuring that the limited internal resources and capabilities are used optimally to deliver on our mandate. We will have to ensure that as we support municipalities to adequately deliver on their constitutional mandate of driving pervasive and impactful community development, we also find a way of taking up the immense task of ensuring that all of government works in unison to fight the COVID-19 pandemic.

This pandemic has also invoked a sense of common purpose, and this can be witnessed throughout communities working with government and other stakeholders like business having successfully given tangible expression to cooperative governance to fight the Coronavirus. We will ensure that we learn and replicate this success stories and encapsulate them into our Intergovernmental Relations way of doing things through the DDM.

It is also important that we adjust to the new normal brought about by COVID-19 which compels us to do more, punch beyond our weight, whilst elevating our ICT capabilities in line with the 4<sup>th</sup> Industrial Revolution, which is becoming more of a reality. In this regard, we are exploring a phased approach to Digitization as we move towards effectiveness and efficiency in delivering on the targets we set ourselves in our revised APP.

We are also heeding the call to support the fight against Gender-based Violence. We will jointly work with Department of Women, Youth and Persons with Disabilities, the South African Police Services and the Department of Social Development to commit gender-responsive planning, budgeting, monitoring & evaluation, by profiling Districts with high levels of GBV incidents and develop integrated interventions plans to be included in the One Plans of Districts and Metropolitan municipalities. This will ensure that this strategic imperative finds expression in the local government sector, as we support municipalities to tackle the ever increasing societal challenges.

We have already started introducing key initiatives that will enable us to reposition ourselves to respond accordingly. We are embarking on a process of facilitating an integrated strategic approach to planning, operations, implementation and performance management through the institutionalisation of a project management culture, zero-based budgeting and people management. We will work speedily on these initiatives whilst we also facilitate change management and bringing all employees on board as we move towards a common goal.

We will commit ourselves to ensuring that we focus our efforts on improving the audit outcomes of the Department as set out in our Post Audit Action Plan. In revising the current APP, we took into consideration varying factors. These include the task at hand to ensure service delivery, the expectations South Africans have on us to see to it that our work brings change in the lives of the people. By implementing the revised APP, the department seeks to enable the people of this country to benefit from the services that are provided by government and thus ensuring that together we can grow South Africa, district by district.

The integration of our governance systems, processes with respect to planning, budgeting and optimising our human capital will lead us to the realization of this objective and this will go a long way

to the realization of efficient and effective functioning municipalities. Going forward, our goal is to ensure that the implementation of our APP provides strategic leadership in our sector by improving the lives of our people.



**Ms Avril Williamson**




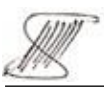





**Accounting Officer of the Department of Cooperative Governance**



## Official sign-off

It is hereby certified that this Addendum to the Annual Performance Plan:

1. Was developed by the management of the Department of Cooperative Governance under the guidance of Minister Nkosazana Dlamini Zuma;
2. Considers all relevant policies, legislation and other mandates for which the [name of the institution] is responsible; and
3. Accurately reflects the outcomes and outputs which the Department of Cooperative Governance will endeavour to achieve during the 2020/21 financial year

<p>Mr T Faba</p>  <p>Head Official: Planning</p>	<p>Ms D Burger-Snyman</p>  <p>Chief Financial Officer</p>	<p>Mr T Fosi</p>  <p>DDG: Local Government Support and Interventions Management</p>
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<p>Ms A Williamson</p>  <p>Accounting Officer</p>		
<p>Mr P Tau</p>  <p>Deputy Minister</p>		
<p>Approved by:</p> <p>Dr. Nkosazana Dlamini Zuma, MP</p>  <p>Executive Authority</p>		

## Acronyms

AGSA	Auditor-General South Africa
APP	Annual Performance Plan
CEF	Capital Expenditure Framework
CoGTA	Cooperative Governance and Traditional Affairs
CSOs	Civil Society Organisation
COVID-19	Coronavirus 2 (SARS-CoV-2)
CWP	Community Work Programme
DCoG	Department of Cooperative Governance
DDM	District Development Model
DoRA	Division of Revenue Act
DPME	Department of Planning Monitoring and Evaluation
DPSA	Department of Public Service and Administration
GCIS	Government Communication and Information System
ICT	Information Communication Technology
IDP	Integrated Development Plan
IGR	Intergovernmental Relations
IGRFA	Intergovernmental Relations Framework Act
IMC	Inter-Ministerial Committee
IMT	Integrated Monitoring Tool
IUDF	Integrated Urban Development Framework
IUDG	Integrated Urban Development Grant
LED	Local Economic Development
LGSETA	Local Government Sector Education and Training Authority
LGSIM	Local Government Support and Interventions Management
MDB	Municipal Demarcation Board
MEC	Member of Executive Committee
MFMA	Municipal Finance Management Act

MIG	Municipal Infrastructure Grant
MISA	Municipal Infrastructure Support Grant
MSIG	Municipal System Improvement Grant
MTEF	Medium-Term Expenditure Framework
MTSF	Medium Term Strategic Framework
NCBF	National Capacity Building Framework
NDMC	National Disaster Management Centre
PFMA	Public Financial Management Act
SACN	South African Cities Network
SALGA	South African Local Government Association
SMS	Senior Management Services
SOP	Standard Operating Procedures

# Part A: Our Mandate

## Updates to the relevant legislative and policy mandates

The CoGTA Minister is designated to administer the Disaster Management Act, 2002 (Act No 57 of 2002). Against this background, Dr Nkosazana Dlamini Zuma has continued to execute her legislative authority as follows:

### 1. Regulatory Framework

The Head of the National Disaster Management Centre (NDMC), after assessing the potential magnitude and severity of the COVID-19 Pandemic in the country, on 15 March 2020, classified the COVID-19 Pandemic as a national disaster.

Section 26(2)(a) of the Disaster Management Act, 2002 requires the national executive to deal with a national disaster in terms of existing legislation and contingency arrangements as augmented by Regulations or directions made or issued in terms of section 27(2) of the Disaster Management Act, 2002 if a national state of disaster has been declared.

The Minister of Cooperative Governance and Traditional Affairs following the classification of the COVID-19 Pandemic as a national disaster and a Cabinet meeting where the matter was discussed, on 15 March 2020, declared a national state of disaster recognising the need to augment the existing legislation and contingency arrangements to deal with the Pandemic.

Ministers have since 18 March 2020, issued Regulations, Directives and Bills listed below in terms of Section 27(2) of the Disaster Management Act, 2002 (Act No. 57 of 2002) (“the DMA”) and other enabling legislation regarding the steps necessary to prevent an escalation of the disaster or to alleviate, contain and minimize the effects of the disaster.

Copies of the respective gazettes can be downloaded from the following websites: <https://www.gov.za/coronavirus/guidelines> and <http://www.saflii.org/content/databases>

In terms of section 27(5)(a), the national state of disaster (NSOD) expires three months after it has been declared. Furthermore, section 27(5)(c) provides that the NSOD may be extended one month at a time after the first three month period. Upon the expiry of the NSOD, all Regulations and Directions issued under the DMA will automatically lapse by operation of law.

### 2. Notices published in the Government Gazette

- a) Classification of COVID-19 Pandemic as a national disaster published (GN 312 in GG 43096 of 15 March 2020) (p3)
- b) Declaration of a national state of disaster published (GN 313 in GG 43096 of 15 March 2020) (p4)
- c) Regulations regarding the steps necessary to prevent an escalation of the disaster or to alleviate, contain and minimise the effects of the disaster published in terms of s. 27 (2) (GN 318 in GG 43107 of 18 March 2020) (p3)

- d) Regulations issued in terms of s. 27 (2) of the Act published (GN 318 in GG 43107 of 18 March 2020) (p3) and amended (GN R398 in GG 43148 of 25 March 2020 (p3) and GN R419 in GG 43168 of 26 March 2020 (p3) and Tswana translation published (GN 354 in GG 43128 of 23 March 2020) (p3)
- e) Regulations issued in terms of s. 27 (2) of the Act amended (GN R446 in GG 43199 of 2 April 2020) (p3)
- f) 'Lockdown Regulations' issued in terms of s. 27 (2) of the Act amended (GN R465 in GG 43232 of 16 April 2020) (p3)
- g) Afrikaans and Setswana translations of amendments to 'Lockdown Regulations' published in GN R398 in GG 43148 of 25 March 2020, GN R419 in GG 43168 of 26 March 2020 and GN R446 in GG 43199 of 2 April 2020 published (GN R463 in GG 43228 of 14 April 2020) (p3)
- h) 'Lockdown Regulations' issued in terms of s. 27 (2) of the Act amended (GN R471 in GG 43240 of 20 April 2020) (p3)
- i) Regulations issued in terms of s. 27 (2) of the Act published (GN R480 in GG 43258 of 29 April 2020) (p3) and Regulations published in GN 318 in GG 43107 of 18 March 2020 as amended by GN R398 in GG 43148 of 25 March 2020, by GN R419 in GG 43168 of 26 March 2020, by GN R446 in GG 43199 of 2 April 2020, by GN R465 in GG 43232 of 16 April 2020 and by GN 471 in GG 43240 of 20 April 2020 repealed.
- j) Regulations issued in terms of s. 27 (2) of the Act published in GN R480 in GG 43258 of 29 April 2020 amended with effect from 1 June 2020, unless otherwise indicated (GN 608 in GG 43364 of 28 May 2020) (p5)
- k) Declaration of a national state of disaster published in GN 313 in GG 43096 of 15 March 2020 extended to 15 July 2020 (GN 646 in GG 43408 of 5 June 2020) (p4)
- l) Regulations issued in terms of s. 27 (2) of the Act published in GN R480 in GG 43258 of 29 April 2020 amended (GN 714 in GG 43476 of 25 June 2020) (p3)

### **3. Directions**

The Minister issued CoGTA COVID-19 Disaster Response Directions, 2020 applicable to provinces, municipalities, and where indicated, institutions of Traditional Leadership published in GN R399 in GG 43147 of 25 March 2020 and amended by GN R432 in GG 43184 of 30 March 2020, amended by GN 510 in GG 43291 of 7 May 2020) (p3) to direct on the following:

- (a) Provision of water and sanitation services;
- (b) Hygiene education, communication and awareness;
- (c) Waste management;
- (d) Cleaning and sanitisation of municipal public spaces such as facilities and offices, taxi ranks;
- (e) Suspension of customary initiations and cultural practices;
- (f) Identification of isolation and quarantine sites;
- (g) Monitoring and enforcement;
- (h) Providing guidance on budgets and IDPs;

- (i) Emergency procurement;
- (j) Institutional arrangements and development of COVID -19 response plans; and
- (k) Precautionary measures to mitigate employee health and safety risks.

The Minister also issued directions on the following:

- Directions on the Once-off Movement of Persons published (GN 482 in GG 43261 of 30 April 2020)
- Directions on the once-off movement of persons and the transportation of goods for purposes of relocation published (GN 513 in GG 43293 of 7 May 2020) (p3)
- Directions on the once-off movement of persons and the transportation of goods for purposes of relocation published and GN 513 in GG 43293 of 7 May 2020 repealed (GN 534 in GG 43320 of 14 May 2020)
- Directions relating to norms and standards for religious gatherings published with effect from 1 June 2020 (GN 609 in GG 43365 of 28 May 2020) (p3).

#### **4 Circulars.**

Circulars were also issued to all municipalities and provinces on the following matters:

- a) Circular 6 of 2020 on 25 March 2020: Implementation of the 21-day nation-wide lockdown: Clarity in relation to the municipal services designated as essential services.
- b) Circular 7 of 2020 on 27 March 2020: Use of Municipal/Community Halls for Payment of Social Grants (SASSA).
- c) Circular 8 of 2020 on 27 March 2020: Refurbishment of Taxi Ranks to Curb the Spread of COVID-19.
- d) Circular no 9 of 2020 on 5 April 2020: Permits for Informal Food Traders.
- e) Circular no 10 of 2020 on 4 April 2020: Terms of Reference: Provincial and Municipal Coronavirus Command Councils and Provincial and Municipal Coronavirus Command Centres.

#### **5. Disaster Management Guidelines**

Disaster Management Guidelines published in the Government Gazette include:

- a) Guideline on the classification of a disaster and the declaration of a state of disaster, 1 Apr 2019
- b) Guideline on conducting an initial on-site assessment, 1 Apr 2019
- c) Guideline on contingency planning and arrangements, 1 Apr 2019

## Part B: Our Strategic Focus

### Updated Situation Analysis

This situation analysis focuses on understanding the existing internal and external forces that influence DcoG in the local government sector and choice of strategies for implementation.

The National Development Plan (NDP) projects a future where:

*“Our homes, neighbourhoods, villages, towns, and cities are safe and filled with laughter.*

*Through our institutions, we order our lives. The faces of our children tell of the future we have crafted.”*

Over the past 20 years, significant strides have been made to increase access to services such as water, sanitation, electricity, refuse removal and roads. COVID-19, however, has presented our young democracy with its greatest health and economic challenge. More than ever before we have been faced with the stark reality of the conditions in which our people live, work and play. We can no longer shy away from the atrocities of hunger, poverty, unemployment, inequality, sexism, GBV, underdevelopment, lack of water, sanitation, shelter, proper and affordable transport, low income, and ICT access. These have challenged the dignity of our people and it must provoke all of us.

The expected impact on local government is severe:

- The unemployment rate in South Africa could reach 50%.
- SARS is projecting revenue loss of R250 billion in tax collection.
- Loss of income of vulnerable households, with a projected decline of up to 75% in income.
- Devastating impact on informal traders.
- High levels of poverty and increased number of indigent households.
- A resulting decline in municipal revenue and intergovernmental transfers projected between 20% and 30%.
- Increased demand for infrastructure services (water, sanitation, shelter, food, etc.)
- Exposed fault-lines: realities of two economies, apartheid spatial patterns and inequality.

## External Environment Analysis

### Political Environment

Cabinet has, through the National Corona Command Council (NCCC), adopted key principles for Covid-19 response through the District Development Model (DDM) approach notably:

- Implement a differentiated approach to Covid-19 response driven through DDM. This should be informed by the rate of transmission and local containment capacity.
- All of government Covid-19 response plans should be spatially mapped and integrated in the 52 District sites.
- Use and enhance the current horizontal and vertical intergovernmental structures established to coordinate the Covid-19 response, including Provincial Disaster Management Centres.

- Improve the quality and credibility of data, reporting and monitoring.
- Roll-out economic and social services for communities and explore economic opportunities provided by Covid-19 especially for vulnerable groups.

The President of the Republic of South Africa assigned Ministers and Deputy Ministers to districts to champion the implementation of the District Development Model with the assistance of MECs. These champions have the mammoth task ahead of them to ensure maximum coordination and cooperation as it is envisaged in our Constitution and to strengthen Government's communication with communities under the current trying circumstances.

## **Economic Environment**

The pandemic has had a profound impact on South Africa. By June 2020, StatsSA reported that the South African economy recorded its third consecutive quarter of economic decline, falling by 2,0% (seasonally adjusted and annualised) in the first quarter of 2020. This followed a contraction of -1,4% and -0,8% in the fourth and third quarters of 2019, respectively. The results cover the period 1 January 2020 to 31 March 2020, which includes the beginning of the COVID-19 lockdown in South Africa and some of its trading partners. The economy is expected to contract by 7.2 per cent this year.

The results of the Quarterly Labour Force Survey (QLFS) for the first quarter of 2020 indicate that employment decreased by 38 000 to 16,4 million and the number of unemployed persons increased by 344 000 to 7,1 million. As a result, the official unemployment rate increased by one (1) percentage point to (30,1%) compared to the fourth quarter of 2019. The rate has been persistently high over time with the youth (aged 15–34 years) being the most affected by joblessness.

All economic sectors have experienced a sharp downturn and small businesses face extreme pressure. Millions of jobs are at risk – and millions of households are experiencing increased hardship. Tax revenue projections are down sharply. Moreover, the epidemiological path and economic consequences of the pandemic are both highly uncertain and evolving rapidly, necessitating rapid adjustments in policy and forecasts. Cabinet has however endorsed an approach to stabilise debt and grow the economy by reducing spending and enacting economic reforms. Government is committed to manage the evolution of COVID-19 by strengthening frontline services, including municipal services.

Since government declared a national disaster on 15 March 2020, it has invoked provisions in the Division of Revenue Act to facilitate the immediate release of disaster funds. These included the release of R466 million from the provincial disaster relief grant to fund the purchase of personal protective equipment by provincial health departments and R150.2 million from the municipal disaster relief grant, mainly for sanitisation in municipalities. The relevant provisions were invoked on five grants, allowing the use for disaster alleviation of more than R5 billion in potential underspending. From this, the National Treasury has approved the reallocation of over R4 billion for the provision of emergency water and sanitation, sanitisation and other COVID-19-related activities.

Local government support of R20 billion is provided for in the adjustments budget, including an increase of R11 billion in the local government equitable share, allowing municipalities to respond to local needs, including the provision of temporary homeless shelters. Two-thirds of this amount will be allocated through the basic services component of the equitable share formula, providing for a temporary increase in the number of households funded for free basic services by 1.4 million, or 13.9 per cent. The remainder will be allocated through the community services component to support the additional costs for municipalities to safely maintain service delivery during the pandemic. Most of the funds in this component are allocated to



poorer municipalities. The remaining R9 billion comes through reprioritisations within conditional grants already allocated to municipalities. These grants will fund additional water and sanitation provision and sanitisation of public transport.

As announced in the 2020 Budget Review, the National Treasury still intends to review and improve the disaster funding system.

## **Social Environment**

Since the start of the pandemic, the distribution of water tanks and water carting made a significant difference in people's lives, since recipient communities were given access to clean drinking water and provided with the opportunity to regularly wash their hands. Supply of water tanks to communities is ongoing. The sustainability and upgrading of this temporary intervention are not guaranteed, since most beneficiary municipalities lack the requisite capacity to continue providing the services. This calls on government to ensure sustainability of tankering services and upgrading the services during or after COVID-19.

Communities without reliable water sources benefitted from the drilling, equipping and refurbishment of boreholes. In some areas, there is a need to connect developed water sources to community water networks. This service was not catered for conceptualising the COVID-19 interventions. As a result, continued operations and maintenance of provided infrastructure, post COVID-19, is not guaranteed.

The absence of funds makes it difficult to repair water and sanitation infrastructure and restore services to communities. The strategy adopted by DCoG was to reprioritise MIG budgets towards COVID-19 short-term water and sanitation projects. The reprioritisation process has been completed and municipalities are currently implementing approved projects.

The AG's 2018/19 audit outcomes report highlighted that:

- 27% of municipalities did not develop or approve road maintenance plans.
- 16% of municipalities did not determine backlog in renewal and routine maintenance for roads.
- 41% of municipalities had no policy / an approved policy on water maintenance.
- 36% of municipalities did not establish standard procedures for assessment of water infrastructure.
- Water losses were above 30% at 36% of municipalities.
- Water losses were not disclosed at 12% of municipalities.
- 41% of municipalities had no policy / an approved policy on sanitation maintenance; and
- 35% of municipalities did not assess condition of sanitation infrastructure

## **Technological Environment**

During the COVID-19 lockdown, municipal councils were initially prohibited from convening any council and committee meetings. On 7 May, government instructed all municipalities to conduct virtual meetings using online medium platforms. During the second half of May, municipalities across the country thus held their first-ever virtual meetings.

Virtual meetings present both opportunities and challenges for transparency and public participation. Virtual meetings can undermine transparency and public involvement when they are not livestreamed, and the public is excluded. On the other hand, if they are livestreamed, they can perhaps open-up local democracy. When being physically present is not required, it is possible to attend council meetings from anywhere. However, if members of the community do not have data or devices to view the meetings, it restricts access to the privileged few.

In a presentation to the Portfolio Committee on Cooperative Governance and Traditional Affairs on 29 May 2002, the Department of Cooperative Governance indicated that municipalities that were experiencing challenges with the holding of virtual meetings, were directed to the State Information and Technology Agency (SITA). There were some limitations of the Microsoft (MS) teams, as they could take only 250 connections. SITA had indicated it preferred the Webex platform that had also been security vetted by most other countries.

Although COGTA is also partnering with ICT organisations in the private sector to leverage donor support in three areas: ICT connectivity, online application development and the provision of professional skills and services to improve its information management capabilities, the local government sector will have to be careful to ensure that virtual platforms do not leave certain communities behind.

The above points to an urgent need for an integrated 'Smart Cities/Municipalities' framework.

### **Legal Environment**

The period between the end of March and the end of May is an important time on the municipal calendar for public participation and the council engaging with the budget. Due to the COVID-19 pandemic and the associated lockdowns from the end of March 2020, it was impossible for municipalities to adhere to the legal requirements.

With the slow easing of the Lockdown, the legal regime for municipal governance and budgeting was changed again on 7 May 2020. The Directions were amended to provide that municipalities were required to perform various legislated functions including the adoption of IDPs, deliver municipal services and collect revenue. They were instructed to ensure, that, in doing so "there is strict adherence to all COVID-19 public health and containment prescripts, especially those relating to gatherings, physical distancing, health and safety".

The prohibition on community gatherings meant that contact sessions to consult communities on the IDP and the budget remained impossible. This would have excluded communities from the budget process if municipalities did not seek alternatives. Some municipalities used community radio and social media to broadcast their tabled budgets. There were also municipalities that used email or messaging services (WhatsApp) to solicit inputs, or even developed dedicated apps to receive inputs.

During COVID-19, municipalities were given an additional opportunity to pass an adjustments budget. Municipalities were permitted to pass a special adjustment to their 2019/20 budgets. These have to be tabled by 15 June 2020. This enabled municipalities to legalise expenditure related to COVID-19 which had not been catered for in their 2019/20 budgets.

Participation in municipal planning and budgeting has been a long-standing issue of contestation. Although the legal framework encourages participation of communities, this has in practice been hampered by a narrow compliance focused approach. There also seems to be more effort put in running the process of participation, than in ensuring that the content is explained in a user-friendly way, that communities are capacitated to engage on the issues and that substantial inputs are taken on board in decision-making. This can lead to municipalities spending a lot of resources on a process that adds little value. A rethink is required of the sequence, the means and the way communities are consulted in the budget process.

## Ecological Environment

The possibility of increased disaster risk is considered to be one of the most concerning and potentially costly impacts of future climate change in South Africa and globally. Understanding these risks and identifying key areas of concern is critical for developing suitable and sustainable adaptation policies.

The 24-month Standard Precipitation Index indicated the following provinces with extreme and severe drought conditions in April 2020:

- Northern Cape; Eastern Cape; Western Cape

And minor areas in: KZN; Limpopo; Eastern Free State

Since January, the widespread rainfall over the central parts of the country (Eastern Cape and the eastern half of the Northern Cape) has led to improved conditions especially at timescales relevant for most agricultural practices. Areas where rain was too late or too little still seems to be the western half of the Northern Cape and the southwestern parts of the Eastern Cape (25%) as well as the north-eastern parts (Karoo) of the Western Cape. Over these mostly Karoo areas, rain started too late to result in above-normal cumulative vegetation activity for the past summer in total – possibly indicating negative impacts on grazing availability. Rainfall distribution during the last few months unfortunately did not result in alleviation of drought conditions, according to cumulative vegetation, over the central to western Northern Cape, the Western Cape as well as the south-western parts of the Eastern Cape. The outlook for the drought-stricken parts of Northern Cape and parts of Eastern Cape continues to be bleak, with a fairly strong signal for “drier than normal” conditions indicated for late-winter and early-spring (Jul-Aug-Sep).

## Municipal Governance and Administration

Although overall audit outcomes have regressed, ‘clean’ audits, i.e. unqualified audits with no findings have increased from 7% to 8% for the 2018/19 financial year. The audit report shows an increase in irregular, unauthorised and wasteful expenditure of around R7-billion from the previous year. Municipalities have lost R32-billion for the 2018-19 financial year to corruption and irregular expenditure. Findings revealed there is an overall decline in the quality of municipal financial records.

Municipal revenue was R324 billion: R226 billion (70%) own revenue, R55 billion (17%) equitable share and R43 billion (13%) other conditional grants. Salaries and wages (including councillor remuneration) amounted to R91,3 billion, i.e.40% of revenue and 166% of equitable share.

The Auditor General states as follows regarding the financial health of municipalities: “Services are rendered, and goods are delivered to consumers in all municipalities with the expectation that they will pay for them. Yet there has been a growing trend of established businesses across the chain showing signs of diminishing ability to pay for these services, or completely refusing to pay. Individuals and households also feel the same pressures and are not forthcoming with payments for these consumed goods and services. To illustrate the prevalence and pervasiveness of this across the country, on average almost 60% of the revenue shown in the books will never find its way into the bank account.

## Internal Environment

DCoG will urgently stabilise Local Government by focusing on municipalities in distress and fix the wasteful fragmentation in government by driving a new intergovernmental planning and delivery model centered around district/metropolitan geographical spaces as focal points as a way of reestablishing the foundation of coherent governance. This is referred to as the District Development Model (DDM).

DDM will play a central role of mobilizing state and civil society to respond strategically to COVID-19 with a new economic approach and plan. Current Intergovernmental Structures established to coordinate the COVID-19 response measures, will be repurposed and strengthened. The current planning paradigm and discipline will be improved through a differentiated approach to COVID-19 response. This will include a 'hotspots' approach and a non-hotspot' approach. The 'hotspot' (i.e. Metros and Districts with high rates of COVID-19 infections) approach, will have relatively more and tighter restrictions, while Non-Hotspots will have minimal restrictions. In principal this will entail a coordinated and collaborative:

- i. Whole of Government Approach
  - Health Response
  - Socio-Economic – map businesses, social distancing and operations, hygiene and protocol implementation and monitoring, directing of social relief measures
  - Food security and social support – Department of Agriculture, Department of Social Development and municipalities
  - Places and Spaces – Water, Sanitation and Human Settlements
  - Transport – Public transport (buses, taxis, trains, etc.)
  - Resource management – finance and human resources
  - Provision of water and sanitation facilities
  - Safety and Security: Intensified law enforcement to ensure compliance; implementation of Safer City Pilot Project in hotspot Metros
- ii. Integrated Role of Social Partners (Whole of Society Approach) including
  - Social Mobilization and Communication, driving behaviour change and focus on Citizen accountability
  - Intensification of risk communication through audio, social and visual media
  - Mobilisation of Councilors and Community Leaders, faith based organisations (FBO's), community based organisations (CBOs), non-governmental organisations (NGOs), and Private Sector

Internally, the Department of Cooperative Governance will continue to strengthen the Nerve Centre at the National Disaster Management Centre (NDMC) to enhance a coordinated and effective response to COVID-19 and other disaster related issues. The Departmental programmes have been repurposed to ensure proper aligned to the 2019 - 2024 MTSF, thus, achieving the Priorities of government and the commitments of National Development Plan. Using the results-based planning approach, the Department has also crafted an impact statement and outcomes that will be measured through SMART output indicators to improve performance internally.

# Recourse Considerations

	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	Audited outcome	Audited outcome	Audited outcome	Revised Estimate	Special AENE Baseline	Revised Baseline	Revised Baseline
Rand thousand							
<b>Programmes</b>							
Administration	267 266	260 405	293 785	280 644	303 078	313 893	325 634
Regional and Urban Development and Legislative Support	389 308	232 397	99 739	969 993	1 065 609	1 146 488	1 211 974
Institutional Development	50 797 036	55 746 607	60 956 865	69 202 476	85 932 654	81 323 035	87 483 294
National Disaster Management Centre	295 282	492 440	1 370 257	686 298	593 835	633 058	661 915
Local Government Support and Intervention Management	15 598 244	16 361 922	15 705 790	15 309 663	15 117 449	16 421 170	17 354 384
Community Work Programme	2 371 096	3 115 766	3 328 642	3 719 129	4 175 870	4 424 463	4 619 438
	-	-	-	-	-	-	-
<b>Total</b>	<b>69 718 232</b>	<b>76 209 537</b>	<b>81 755 078</b>	<b>90 168 203</b>	<b>107 188 495</b>	<b>104 262 107</b>	<b>111 656 639</b>
Change to 2019 Budget Estimate				386 233	2259995	2330604	2355866
<b>Economic classification</b>							
<b>Current payments</b>	<b>2 815 713</b>	<b>3 596 203</b>	<b>3 901 829</b>	<b>4 447 419</b>	<b>4 927 423</b>	<b>5 218 068</b>	<b>5 441 298</b>
Compensation of employees	272 404	288 058	306 842	326 354	395 297	420 774	438 862
Goods and services	2 543 309	3 308 139	3 594 987	4 121 065	4 532 126	4 797 294	5 002 436
<b>Transfers and subsidies</b>	<b>66 893 034</b>	<b>72 595 211</b>	<b>77 808 225</b>	<b>85 709 596</b>	<b>102 255 754</b>	<b>99 037 373</b>	<b>106 208 288</b>
<b>Payments for capital assets</b>	<b>9 312</b>	<b>17 939</b>	<b>44 522</b>	<b>11 188</b>	<b>5 318</b>	<b>6 666</b>	<b>7 053</b>
<b>Payments for financial assets</b>	<b>173</b>	<b>184</b>	<b>502</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total economic classification</b>	<b>69 718 232</b>	<b>76 209 537</b>	<b>81 755 078</b>	<b>90 168 203</b>	<b>107 188 495</b>	<b>104 262 107</b>	<b>111 656 639</b>

## Part C: Measuring Our Performance

# Institutional Programme Performance Information

## Programme One: Administration

Programme purpose: Provide strategic leadership, management and support services to the department.

### Outcomes, Outputs, Performance Indicators and Targets

Outputs	Output Indicators	Annual Targets						
		Audited /Actual Performance			Estimated Performance	MTEF Period		
		2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2021/23
<b>Outcome: Effective and efficient corporate governance systems to drive the implementation of the DDM</b>								
Positive Audit Outcome	1.1 Improved audit outcomes	Qualified Audit Opinion	Qualified Audit Opinion	Disclaimer Audit Opinion	Disclaimer for 2018/19 financial year	Qualified Audit Opinion for 2019/20 financial year by 31 March 2021	Unqualified Audit Opinion with no material findings for 2020/21 financial year by 31 March 2022	Unqualified Audit Opinion with no material findings for 2021/22 financial year by 31 March 2023
Payment of suppliers within 30 days	1.2 Percentage of uncontested invoices paid within 30 days of receipt date	% of suppliers not paid within 30 days	% of suppliers not paid within 30 days	% of suppliers not paid within 30 days	% of suppliers not paid within 30 days	100 % of uncontested invoices paid within 30 days	100% of uncontested invoices paid within 30 days	100% of uncontested invoices paid within 30 days
Improvement in individual and organizational	1.3 Percentage alignment of Senior Management Services (SMS)	New Indicator	New	New	New	80% alignment of SMS performance agreement to annual targets for	90% alignment of SMS performance agreement to	100% alignment of SMS performance agreement to

Outputs	Output Indicators	Annual Targets						
		Audited /Actual Performance			Estimated Performance	MTEF Period		
		2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2021/23
<b>Outcome: Effective and efficient corporate governance systems to drive the implementation of the DDM</b>								
performance	performance agreement to annual targets					2020/21 Annual Performance Plan by 30 September 2020	annual targets for 2021/22 Annual Performance Plan by 30 September 2021	annual targets for 2022/23 Annual Performance Plan by 30 September 2022
	<b>1.4</b> Percentage improvement of organizational performance	New Indicator	New	New	New	Organizational performance against annual targets improved from 83% to 85% by 30 November 2020	85% organizational performance against annual targets by 30 November 2021	85% organizational performance by 30 November 2022
Aligned organizational structure to the strategy	<b>1.5</b> Percentage Alignment of organizational structure to the strategic plan				New indicator	80% alignment of organizational structure to the 2020-2025 Strategic Plan by 31 December 2020	No target	No target
Digitization of ICT business processes/ services	<b>1.6</b> Number of business processes digitized / automated	New Indicator	New Indicator	New Indicator	New Indicator	Four business processes digitized/ automated by 31 March 2021	Three business processes digitized/ automated by 31 March 2022	Two business processes digitized/ automated by 31 March 2023



Outputs	Output Indicators	Annual Targets						
		Audited /Actual Performance			Estimated Performance	MTEF Period		
		2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2021/23
<b>Outcome: Effective and efficient corporate governance systems to drive the implementation of the DDM</b>								
DCoG Business Continuity Plan on COVID-19 implemented	1.7 Percentage spend on the COVID-19 Business Continuity Plan Allocation	Operational Plan indicator	Operational Plan indicator	Operational Plan indicator	Operational Plan indicator	100% spend on the COVID-19 Business Continuity Plan Allocation	Not Target	Not Target

## Indicators, Annual and Quarterly Targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
1.1 Improved audit outcome for 2019/20	Qualified Audit Opinion for 2019/20 financial year by 31 March 2021	Post Audit Action Plan implemented by 30 June 2020	Post Audit Action Plan implemented by 30 September 2020	Post Audit Action Plan implemented by 31 December 2020	Post Audit Action Plan implemented by 31 March 2021
1.2 Percentage of uncontested invoices paid within 30 days of receipt date	100 % of uncontested invoices paid within 30 days by 31 March 2021	100 % of uncontested invoices paid within 30 days by 30 June 2020	100 % of uncontested invoices paid within 30 days by 30 September 2020	100 % of uncontested invoices paid within 30 days by 31 December 2020	100 % of uncontested invoices paid within 30 days by 31 March 2021

<b>Output Indicators</b>	<b>Annual Target</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
<b>1.3</b> Percentage alignment of SMS performance agreements to annual targets	80% alignment of SMS performance agreement to annual targets for 2020/21 Annual Performance Plan by 30 September 2020	Circular for the contracting of SMS performance agreements for 2020/21 FY developed and circulated to all SMS members by 30 June 2020	80% alignment of SMS performance agreement to annual targets by 30 September 2020	No target	No target
<b>1.4</b> Percentage improvement of organizational performance	Organizational performance against annual targets improved from 83% to 85% by 30 November 2020	No target	2019/20 DCoG Annual Report developed and submitted to AGSA and National Treasury by 31 July 2020	2019/20 Annual Report submitted to Parliament with organisational improvement from 83% to 85% by 30 November 2020	No target
<b>1.5</b> Percentage alignment of organizational structure to the strategic plan	100% alignment of organizational structure to the 2020-2025 Strategic Plan by 31 December 2020	Consultation with Branches on the alignment of organisational structure to Strategic Plan by 30 June 2020	Communicate the findings to the Branches by 31 July 2020	Submit the organisational structure for approval by the Minister by 31 December 2020	No target
<b>1.6</b> Number of business processes digitized / automated	Four business processes digitized/ automated by 31 March 2021	No Target	Mapping of three business processes, ICT Service requests, requests for devices, network access and PMDS by 30 September 2020	Design and test automated three processes, ICT service requests and PMDS processes by 31 December 2020	Test and launch three automated business processes by 31 March 2021

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
			Microsoft products migration to Office 365, Exchange (150 users) and SharePoint by 30 September 2020	Microsoft products migration to Office 365, Exchange (200 users) and SharePoint by 31 December 2020	Microsoft products migration to Office 365, Exchange (150 users) and SharePoint by 31 March 2021
<b>1.7</b> Percentage spent of the COVID-19 Business Continuity Plan Allocation	100% spend on the COVID-19 Business Continuity Plan Allocation by 31 March 2021		100% spend on the COVID-19 Business Continuity Plan Allocation by 30 September 2020	100% spend on the COVID-19 Business Continuity Plan Allocation by 31 December 2020	100% spend on the COVID-19 Business Continuity Plan Allocation by 31 March 2021

## Programme One: Budget Allocation for programme and subprogrammes

	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	Audited outcome	Audited outcome	Audited outcome	Revised Estimate	Special AENE Baseline	Revised Baseline	Revised Baseline
Rand thousand							
<b>Subprogrammes</b>							
Ministry	32 086	32 040	42 071	36 441	30 785	35 779	37 112
Management	14 399	18 543	18 995	19 775	20 535	22 524	23 364
Corporate Services	139 846	123 899	135 171	121 095	144 734	137 262	142 402
Financial Services	27 159	30 616	30 797	39 347	44 654	50 008	51 888
Internal Audit and Risk Management	7 435	7 865	12 687	14 555	14 440	16 494	17 109
Office Accommodation	46 341	47 442	54 064	49 431	47 930	51 826	53 759
<b>Total</b>	<b>267 266</b>	<b>260 405</b>	<b>293 785</b>	<b>280 644</b>	<b>303 078</b>	<b>313 893</b>	<b>325 634</b>
<b><u>Economic classification</u></b>							
<b>Current payments</b>	<b>260 294</b>	<b>254 272</b>	<b>286 127</b>	<b>273 058</b>	<b>300 426</b>	<b>310 040</b>	<b>321 558</b>
Compensation of employees	121 844	124 029	135 350	144 200	164 610	175 248	181 733
Goods and services	138 450	130 243	150 777	128 858	135 816	134 792	139 825
<b>Transfers and subsidies</b>	<b>185</b>	<b>139</b>	<b>1 566</b>	<b>5 048</b>	<b>118</b>	<b>124</b>	<b>128</b>
<b>Payments for capital assets</b>	<b>6 614</b>	<b>5 810</b>	<b>5 668</b>	<b>2 538</b>	<b>2 534</b>	<b>3 729</b>	<b>3 948</b>
<b>Payments for financial assets</b>	<b>173</b>	<b>184</b>	<b>424</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total</b>	<b>267 266</b>	<b>260 405</b>	<b>293 785</b>	<b>280 644</b>	<b>303 078</b>	<b>313 893</b>	<b>325 634</b>

## Programme 2: Regional and Urban Development and Legislative Support

Programme purpose: Provide policy analysis and development to transform local government and improve cooperative governance.

### Outcomes, Outputs, Performance Indicators and Targets

Outputs	Output Indicators	Annual Targets						
		Audited /Actual Performance			Estimated Performance	MTEF Period		
		2016/17	2017/ 18	2018/ 19	2019/20	2020/21	2021/22	2022/23
Outcome: Integrated Planning and service delivery								
Integrated Planning	2.1 Number of Municipal IDPs aligned to the District and Metro One Plans	New Indicator	New Indicator	New Indicator	New Indicator	257 municipal IDPs for 2021/22 FY are aligned to the One Plans of the Districts and Metros by 31 March 2021	257 municipal IDPs for 2022/23 FY are aligned to the One Plans of the Districts and Metros by 31 March 2022	257 municipal IDPs for 2023/24 FY are aligned to the One Plans of the Districts and Metros by 31 March 2023
Revised IUDF implementation plan implemented	2.2 Number of Districts and Metros where the revised IUDF implementation plan is rolled-out	New Indicator	New Indicator	New Indicator	New Indicator	Revised IUDF implementation plan rolled-out in 44 Districts and eight metros by 31 March 2021	Revised IUDF implementation plan implemented in 44 Districts and eight metros by 31 March 2022	Revised IUDF implementation plan implemented in 44 Districts and eight metros by 31 March 2023
Capital Expenditure frameworks	2.3 Capital Expenditure Framework (CEF)	New Indicator	New Indicator	New Indicator	New Indicator	Capital Expenditure frameworks for	Capital Expenditure frameworks for	Capital Expenditure frameworks for

Outputs	Output Indicators	Annual Targets						
		Audited /Actual Performance			Estimated Performance	MTEF Period		
		2016/17	2017/ 18	2018/ 19	2019/20	2020/21	2021/22	2022/23
developed in identified intermediate cities	for the number of intermediate cities implemented					four intermediate cities implemented by 31 March 2021	four intermediate cities implemented by 31 March 2022	four intermediate cities implemented by 31 March 2023
District and Metro One Plans	<b>2.4</b> Number of Draft District and Metro One Plans developed	New Indicator	New Indicator	New Indicator	New indicator	44 Draft district and eight metro One Plans developed by 31 March 2021	44 district and eight metros One Plan implemented by 31 March 2022	44 district and eight metros One Plan implemented by 31 March 2023
Local Government Economic Recovery	2.5 Number of District sites implementing Economic Recovery Plans	New Indicator	New Indicator	New Indicator	New Indicator	Economic Recovery Plans implemented in 52 District sites	Economic Recovery Plans implemented in 52 District sites	Economic Recovery Plans implemented in 52 District sites
District/metro hubs	<b>2.6</b> Number of hubs established for districts and metros	New Indicator	New Indicator	New Indicator	New indicator	Hubs established for six districts and 3 Metro by 31 March 2021	Hubs established for Twelve districts and six metros by 31 March 2022	Not target

## Indicators, Annual and Quarterly Targets

Output Indicator	Annual Target	Q1	Q2	Q3	Q4
2.1 Number of Municipal IDPs aligned to the District and Metro One plans	257 municipal IDPs for 2021/22 FY are aligned to the one plan of the Districts and Metros by 31 March 2021	No target	No target	No target	257 IDPs for 2021/22 FY are aligned to the one plans of the Districts and Metros by 31 March 2021
2.2 Number of Districts and Metros where the revised IUDF implementation plan is rolled-out	Revised IUDF implementation plan rolled-out in 44 Districts and eight metros 31 March 2021	Revised IUDF implementation plan developed by 30 June 2020	Implementation Plan approved by Cabinet by 30 September 2020	IUDF Partnering Framework implemented within two district municipalities in support of the DDM roll out by 31 December 2020	IUDF Partnering Framework implemented within two district municipalities in support of the DDM roll out by 31 March 2021
			One partnership Established by 30 September 2020		
2.3 Capital Expenditure Framework (CEF) for the number of intermediate cities implemented	Capital Expenditure frameworks implemented in 4 intermediate cities by 31 March 2021	No target	No target	Draft Capital Expenditure frameworks developed in 4 intermediate cities by 31 December 2020	Final Capital Expenditure frameworks implemented in 4 intermediate cities by 31 March 2021
2.4 Number of district and metro One Plans developed	44 Draft district and eight metro One Plans developed by 31 March 2021	Process plans developed for all 44 districts and eight metros One Plan by 30 June 2020	No target	1st drafts of the 44 districts and eight metro One Plans developed by 31 December 2020	Final drafts 44 districts and eight metro plans developed by 31 March 2021
2.5 Number of District sites implementing Economic Recovery Plans	Economic Recovery Plans implemented in 52 District sites	Not Target	Not Target	Economic Recovery Plans implemented in 52 District sites	Economic Recovery Plans implemented in 52 District sites

<b>Output Indicator</b>	<b>Annual Target</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
<b>2.5</b> Number of hubs established for districts and metros	Hubs established for six districts and three Metro by 31 March 2021	Draft establishment plans developed for six district and three Metro functional hubs in line with required standards and resources by 30 June 2020	No target	Establishment plans developed for two district and 1 Metro functional hubs in line with required standards and resources by 31 December 2020	Establishment plans developed four districts and 2 Metro for functional hubs in line with required standards and resources by 31 March 2021



## Programme Two: Budget Allocation for programme and subprogrammes

	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	Audited outcome	Audited outcome	Audited outcome	Revised Estimate	Special AENE Baseline	Revised Baseline	Revised Baseline
Rand thousand							
<b>Subprogrammes</b>							
Management: Regional and Urban Development and Legislative Support	414	703	1	3 653	3 606	4 147	4 303
Local Government Legislative Support and Institutional Establishment	4 034	5 271	4 973	6 382	6 453	7 645	7 116
Urban Development Planning	4 918	9 559	14 010	7 309	11 320	13 710	14 187
Spatial Planning Districts and Regions	9 870	7 445	9 862	12 268	11 450	13 824	14 176
Intergovernmental Policy and Practice	4 311	5 124	5 972	11 453	11 765	13 036	13 528
Municipal Demarcation Transition Grant	297 422	139 714	-	-	-	-	-
Municipal Demarcation Board	59 220	57 631	55 568	64 268	65 472	70 601	74 340
South African Cities Network	9 119	6 950	9 353	7 765	7 512	8 500	8 956
Integrated Urban Development Grant	-	-	-	856 895	948 031	1 015 025	1 075 368
<b>Total</b>	<b>389 308</b>	<b>232 397</b>	<b>99 739</b>	<b>969 993</b>	<b>1 065 609</b>	<b>1 146 488</b>	<b>1 211 974</b>
<b>Economic classification</b>							
<b>Current payments</b>	<b>23 514</b>	<b>28 102</b>	<b>34 804</b>	<b>41 011</b>	<b>44 594</b>	<b>52 362</b>	<b>53 310</b>
Compensation of employees	17 936	16 810	21 939	25 682	32 809	34 982	36 252
Goods and services	5 578	11 292	12 865	15 329	11 785	17 380	17 058
<b>Transfers and subsidies</b>	<b>365 794</b>	<b>204 295</b>	<b>64 921</b>	<b>928 982</b>	<b>1 021 015</b>	<b>1 094 126</b>	<b>1 158 664</b>
<b>Payments for financial assets</b>	<b>-</b>	<b>-</b>	<b>14</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total</b>	<b>389 308</b>	<b>232 397</b>	<b>99 739</b>	<b>969 993</b>	<b>1 065 609</b>	<b>1 146 488</b>	<b>1 211 974</b>

## Programme 3: Institutional Development

Programme purpose: Build institutional resilience in local government by supporting system development, governance and capacity building

### Outcomes, Outputs, Performance Indicators and Targets

Outputs	Output Indicators	Annual Targets						
		Audited/Actual Performance			Estimated Performance	MTEF Period		
		2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Outcome: Sustained Good Municipal Governance</b>								
Local government elections	3.1 Support provided to stakeholders on preparations for the local government elections	Local Government Elections 2016	New Indicator	New Indicator	New Indicator	Report on the support provided for the 2021 local government elections by 31 March 2021	Report on support provided for the 2021 local government elections by 31 March 2022	No Target
Integrated local government capacity building strategy	3.2 Draft Integrated local government capacity building strategy developed	National Capacity Building Framework for Local Government, 2008	National Capacity Building Framework for Local Government, 2008	National Capacity Building Framework for Local Government, 2008	National Capacity Building Framework for Local Government, 2008	Draft Integrated local government capacity building strategy developed by 31 March 2021	Integrated local government capacity building strategy adopted and rolled-out across 54 District spaces by 31 March 2022	100% Metros and Districts monitored and supported to implement Integrated local government capacity building strategy by 31 March 2023

Outputs	Output Indicators	Annual Targets						
		Audited/Actual Performance			Estimated Performance	MTEF Period		
		2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Outcome: Integrated Planning and Service delivery</b>								
Funding Model for Local Government (Rethinking Municipal Financing)	3.3 Funding Model for Local Government developed and approved					Funding Model for Local Government developed and approved by 31 March 2021	Funding Model for Local Government implemented across 52 district sites by 31 March 2022	Funding Model for Local Government implemented across 52 district sites by 31 March 2023
Improved Audit Outcomes	3.4 Report on the implementation of actions to address issues raised by the AGSA in line with section 134 of the MFMA	Report on the implementation of actions to address issues raised by the AGSA submitted to Parliament annually			New Indicator	Report on the implementation of actions to address issues raised by the AGSA in line with section 134 of the MFMA by 30 September 2020	Report on the implementation of actions to address issues raised by the AGSA in line with section 134 of the MFMA by 30 September 2021	Report on the implementation of actions to address issues raised by the AGSA in line with section 134 of the MFMA by 30 September 2022
Build financially viable municipalities	3.5 Percentage functionality of Municipal Public Accounts Committees and Audit Committees				67,7% of 220 MPACs	80% functionality of Municipal Public Accounts Committees and Audit Committees by 31 March 2021	90% functionality of Municipal Public Accounts Committees and Audit Committees by 31 March 2022	100% functionality of Municipal Public Accounts Committees and Audit Committees by 31 March 2023

Outputs	Output Indicators	Annual Targets						
		Audited/Actual Performance			Estimated Performance	MTEF Period		
		2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Reigniting the culture of active and responsive citizenry	<b>3.6</b> Rollout the National Responsible Citizenry Campaign across all 257 municipalities	New Indicator	New Indicator	New Indicator	New Indicator	National responsible citizenry campaign championed across all 257 municipalities by 31 March 2021	Rollout National responsible citizenry campaign across all 257 municipalities by 31 March 2022	Rollout National responsible citizenry campaign across all 257 municipalities by 31 March 2023
Implementation of the Smart City Framework	<b>3.7</b> Smart Cities Framework Developed	New	New	New	New indicator	Smart Cities Framework developed and approved by the Minister by 31 March 2021	Three municipalities (Metro/Secondary City/Local) supported to develop SMART City strategies by 31 March 2022	Eight municipalities (Metro/Secondary City/Local) supported to develop SMART City strategies by 31 March 2023

## Indicators, Annual and Quarterly Targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
<b>3.1</b> Support provided to stakeholders on preparations for the local government elections	Report on the support provided for the 2021 local government elections developed by 31 March 2021	No target	Quarterly report on support provided on preparations for the 2021 LGE by 30 September 2020	Quarterly report on support provided on preparations for the 2021 LGE by 31 December 2020	Quarterly report on support provided on preparations for the 2021 LGE by 31 March 2021
<b>3.2</b> Draft Integrated local government capacity building strategy developed	Draft Integrated local government capacity building strategy developed by 31 March 2021	No target	No target	Capacity Building Framework for Local Government, 2008 reviewed by 31 December 2020	Draft Integrated Capacity Building Strategy developed by 31 March 2021
<b>3.3</b> Funding Model for Local Government developed and approved	Draft Funding Model for Local Government developed and approved by the Minister by 31 March 2021	Concept note on Draft Funding Model for Local Government developed	Draft position papers on Draft Funding Model for Local Government prepared	Consolidated report submitted to the Budget Forum	Draft Funding Model for Local Government developed and approved by the Minister and approved by the Minister by 31 March 2021
<b>3.4</b> Report on the implementation of actions to address issues raised by the AGSA in line with section 134 of the MFMA	Report on the implementation of actions to address issues raised by the AGSA in line with section 134 of the MFMA by 30 September 2020	Notice to MECs for Local Government to Submit Assessment reports on actions taken to address issues raised by AGSA issued by 30	MFMA sec 134 report on actions taken to address issues raised by AGSA developed by 30 September 2020	No target	No target

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
		June 2020			
<b>3.5</b> Percentage functionality of Municipal Public Accounts Committees and Audit Committees	80% functionality of Municipal Public Accounts Committees and Audit Committees	Not Target	80% functionality of Municipal Public Accounts Committees and Audit Committees	80% functionality of Municipal Public Accounts Committees and Audit Committees	80% functionality of Municipal Public Accounts Committees and Audit Committees
<b>3.6</b> Rollout National Responsible Citizenry Campaign across all 257 municipalities	Rollout of a National Responsible Citizenry Campaign	Not Target	Content development on National Responsible Citizenry Campaign finalised and approved	Educational campaign Mobilisation phase – Deployment of champions on the Responsible Citizenry Campaign	Mobilisation phase- facilitate social compacts amongst
<b>3.7</b> Smart Cities Framework Developed	SMART cities framework developed and approved by the Minister by 31 March 2021	No target	Draft framework on SMART cities developed by 30 September 2020	Draft framework on SMART cities consulted with stakeholders by 31 December 2020	SMART cities framework finalised and approved by the Minister by 31 March 2021

## Programme Three: Budget Allocation for programme and subprogrammes

	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	Audited outcome	Audited outcome	Audited outcome	Revised Estimate	Special AENE Baseline	Revised Baseline	Revised Baseline
Rand thousand							
<b>Subprogrammes</b>							
Management: Institutional Development	5 419	1 461	1 242	1 637	3 891	4 134	4 289
Municipal Human Resources Management Systems	8 903	8 408	13 455	16 419	10 392	11 672	12 109
Municipal Finance	5 853	8 567	27 433	31 154	55 578	34 668	35 632
Citizen Engagement	6 548	8 020	7 265	7 526	7 347	8 503	8 822
Anti-Corruption and Good Governance	3 886	6 023	8 051	7 678	6 550	7 412	7 652
Municipal Property Rates	6 560	6 856	8 881	12 494	12 537	14 498	15 042
Local Government Equitable Share	50 708 988	55 613 725	60 757 889	68 973 465	85 683 326	81 061 819	87 212 717
South African Local Government Association	31 500	31 300	33 100	33 879	33 259	36 935	38 307
Municipal Systems Improvement Grant	19 379	50 647	93 749	111 062	119 774	135 302	140 331
Department of Traditional Affairs	-	-	-	-	-	-	-
United Cities and Local Government of Africa	-	11 600	5 800	7 162	-	8 092	8 393
<b>Total</b>	<b>50 797 036</b>	<b>55 746 607</b>	<b>60 956 865</b>	<b>69 202 476</b>	<b>85 932 654</b>	<b>81 323 035</b>	<b>87 483 294</b>
<b>Economic classification</b>							
<b>Current payments</b>	<b>56 529</b>	<b>89 469</b>	<b>136 401</b>	<b>187 359</b>	<b>215 429</b>	<b>215 514</b>	<b>223 176</b>
Compensation of employees	28 673	29 451	35 399	39 017	45 094	47 960	49 711
Goods and services	27 856	60 018	101 002	148 342	170 335	167 554	173 465
<b>Transfers and subsidies</b>	<b>50 740 488</b>	<b>55 657 138</b>	<b>60 820 294</b>	<b>69 015 106</b>	<b>85 717 225</b>	<b>81 107 521</b>	<b>87 260 118</b>
<b>Payments for capital assets</b>	<b>19</b>	<b>-</b>	<b>142</b>	<b>11</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Payments for financial assets</b>	<b>-</b>	<b>-</b>	<b>28</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total</b>	<b>50 797 036</b>	<b>55 746 607</b>	<b>60 956 865</b>	<b>69 202 476</b>	<b>85 932 654</b>	<b>81 323 035</b>	<b>87 483 294</b>

## Programme 4: National Disaster Management Centre

Programme purpose: Programme purpose: Promote an integrated and coordinated system of disaster prevention, mitigation and risk management.

### Outcomes, Outputs, Performance Indicators and Targets

Outputs	Output Indicators	Annual Targets						
		Audited /Actual Performance			Estimated Performance	MTEF Period		
		2016/17	2016/17	2017/18	2018/2019	2020/21	2021/22	2022/23
Outcome: Integrated planning and service delivery								
Municipalities in priority disaster areas supported to prevent, prepare for and mitigate disaster risks through the implementation of the applicable disaster management plans	4.1 Number of municipalities in priority disaster areas supported to prevent, prepare and mitigate disaster risks through the implementation of the applicable disaster management plans		8 DM plans assessed	8 DM plans assessed	2 Disaster Management Plans with disaster risk priorities integrated into the DDM One Plan of 2 municipal spaces	Ten municipalities in priority disaster areas supported to prevent, prepare and mitigate disaster risks through applicable disaster management plans with a focus on all hazards inclusive of COVID-19 by 31 March 2021	Ten municipalities in priority disaster areas supported to prevent, prepare and mitigate disaster risks through applicable disaster management plans with a focus on all hazards by 31 March 2022	Ten municipalities in priority disaster areas supported to prevent, prepare and mitigate disaster risks through applicable disaster management plans with a focus on all hazards by 31 March 2023



Outputs	Output Indicators	Annual Targets						
		Audited /Actual Performance			Estimated Performance	MTEF Period		
		2016/17	2016/17	2017/18	2018/2019	2020/21	2021/22	2022/23
Outcome: Integrated planning and service delivery								
Disaster funding arrangements reviewed	<b>4.2</b> Disaster funding arrangements reviewed and implemented	3 Disaster Grant Frameworks Annual Division of Revenue Act	3 Disaster Grant Frameworks Annual Division of Revenue Act	3 Disaster Grant Frameworks Annual Division of Revenue Act	3 Disaster Grant Frameworks Annual Division of Revenue Act	A model for disaster funding arrangements developed and approved by 31 March 2021	A model for disaster funding arrangements implemented and reported on by 31 March 2022	A model for disaster funding arrangements implemented and reported on by 31 March 2023
Disaster grants performance and expenditure monitored and reported to ensure value for money	<b>4.3.</b> Disaster grant funding expenditure and performance monitored and reported	Disaster Grants	Disaster Grants	Disaster Grants	Disaster Grants	Municipal and sector performance and expenditure on disaster grants monitored and reported by 31 March 2021	Municipal and sector performance and expenditure on disaster grants monitored and reported by 31 March 2022	Municipal and sector performance and expenditure on disaster grants monitored and reported by 31 March 2023
Priority, national sector departments, assessed and supported to implement the disaster	<b>4.4</b> Number of priority national sector departments assessed and supported to	New indicator	New indicator	New indicator	New indicator	One priority national sector departments assessed and supported to implement the	Three priority national sector departments assessed and supported to implement the	Two priority national sector departments assessed and supported to implement the

Outputs	Output Indicators	Annual Targets						
		Audited /Actual Performance			Estimated Performance	MTEF Period		
		2016/17	2016/17	2017/18	2018/2019	2020/21	2021/22	2022/23
Outcome: Integrated planning and service delivery								
management function	implement disaster management function					disaster management function by 31 March 2021	disaster management function by 31 March 2022	disaster management function by 31 March 2023
Disaster risk reduction strategies in line with the Sandai Framework 2030	4.5 Number of District Disaster Management Centres with COVID-19 responsive risk reduction strategies	New indicator	New indicator	New indicator	New indicator	Ten District Disaster Management Centres with COVID-19 responsive risk reduction strategies by 31 March 2021	22 District Disaster Management Centres by 31 March 2022	44 District Disaster Management Centres by 31 March 2023

## Indicators, Annual and Quarterly Targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
<b>4.1</b> Number of municipalities in priority disaster areas supported to prevent, prepare and mitigate disaster risks through the implementation of the applicable disaster management plans	Ten municipalities in priority disaster areas supported to prevent, prepare and mitigate disaster risks through applicable disaster management plans with a focus on all hazards inclusive of COVID-19 by 31 March 2021	Two municipalities in priority disaster areas supported to prevent, prepare and mitigate disaster risks through applicable disaster management plans by 30 June 2020	Two municipalities in priority disaster areas supported to prevent, prepare and mitigate disaster risks through applicable disaster management plans by 30 September 2020	Three municipalities in priority disaster areas supported to prevent, prepare and mitigate disaster risks through applicable disaster management plans by 31 December 2020	Three municipalities in priority disaster areas supported to prevent, prepare and mitigate disaster risks through applicable disaster management plans by 31 March 2021
<b>4.2</b> Disaster funding arrangements reviewed	A model for disaster funding arrangements developed and approved by 31 March 2021	No target	A draft model for disaster funding arrangements prepared, shared and stakeholder engagements undertaken by 30 June 2020	Stakeholder inputs considered and consolidated in the draft model by 30 September 2020	A model for disaster funding arrangements finalised and approved by 31 March 2021
<b>4.3</b> Disaster grant funding expenditure and performance monitored and reported	Annual report on the performance and expenditure of the disaster grants	Quarterly reports on the disaster grants performance and expenditure	Quarterly reports on the disaster grants performance and expenditure	Quarterly reports on the disaster grants performance and expenditure	Quarterly reports on the disaster grants performance and expenditure
<b>4.4</b> Number of priority national sector departments assessed and supported to	One priority national sector departments assessed and supported to implement	No target	No target	No target	Introductory meeting held with one priority sector department and one priority national sector departments

<b>Output Indicators</b>	<b>Annual Target</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
implement disaster management function	disaster management function by 31 March 2021				assessed and supported to implement disaster management function by 31 March 2021
<b>4.5</b> Number of District Disaster Management Centres with COVID-19 responsive risk reduction strategies	Ten District Disaster Management Centres with COVID-19 responsive risk reduction strategies by 31 March 2021	No target	No target	No target	Ten District Disaster Management Centres with COVID-19 responsive risk reduction strategies by 31 March 2021

## Programme Four: Budget Allocation for programme and subprogrammes.

	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	Audited outcome	Audited outcome	Audited outcome	Revised Estimate	Special AENE Baseline	Revised Baseline	Revised Baseline
Rand thousand							
<b>Subprogrammes</b>							
Management: Head of the National Disaster Management Centre	5 585	4 834	3 176	4 370	4 054	4 626	4 802
Disaster Risk Reduction, Capacity Building and Intervention	7 120	10 360	45 401	41 485	57 221	57 512	59 761
Legislation and Policy Management	4 479	5 658	6 010	6 785	6 241	7 684	7 972
Integrated Provincial Disaster Management Support, Monitoring and Evaluation	2 696	2 166	3 243	4 834	5 182	5 510	5 714
Fire Services	2 698	3 332	3 585	3 512	4 880	6 033	6 261
Information Technology, Intelligence and Information Management System	14 629	16 231	18 472	25 700	23 828	32 180	33 436
Disaster Relief Grant	118 075	423 712	122 678	466 392	492 429	519 513	543 969
Municipal Disaster Recovery Grant	140 000	26 147	1 151 388	133 220	-	-	-
Provincial Disaster Recovery Grant	-	-	16 304	-	-	-	-
<b>Total</b>	<b>295 282</b>	<b>492 440</b>	<b>1 370 257</b>	<b>686 298</b>	<b>593 835</b>	<b>633 058</b>	<b>661 915</b>
<b>Economic classification</b>							
<b>Current payments</b>	<b>33 567</b>	<b>41 173</b>	<b>79 103</b>	<b>83 648</b>	<b>98 523</b>	<b>110 509</b>	<b>114 742</b>
Compensation of employees	19 731	20 386	22 448	22 384	29 901	31 778	32 922
Goods and services	13 836	20 781	56 655	61 264	68 622	78 731	81 820
<b>Transfers and subsidies</b>	<b>260 326</b>	<b>450 204</b>	<b>1 290 475</b>	<b>600 011</b>	<b>492 528</b>	<b>519 612</b>	<b>544 068</b>
<b>Payments for capital assets</b>	<b>1 389</b>	<b>1 063</b>	<b>671</b>	<b>2 639</b>	<b>2 784</b>	<b>2 937</b>	<b>3 105</b>
<b>Payments for financial assets</b>	<b>-</b>	<b>-</b>	<b>8</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total</b>	<b>295 282</b>	<b>492 440</b>	<b>1 370 257</b>	<b>686 298</b>	<b>593 835</b>	<b>633 058</b>	<b>661 915</b>

## Programme 5: Local Government Support and Interventions Management

**Programme purpose:** Programme purpose: Conduct performance monitoring, support and interventions in municipalities and provincial departments of cooperative governance that will drive Back to Basics activities.

### Outcomes, Outputs, Performance Indicators and Targets

Outputs	Output Indicators	Annual Targets						
		Audited /Actual Performance			Estimated Performance	MTEF Period		
		2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2021/23
Integrated planning and service delivery								
COVID-19 related MIG spending	<b>5.1</b> Percentage of MIG spend on sanitisation and urgent repairs and maintenance of water and sanitation infrastructure, as part of COVID-19 interventions	New Indicator	New Indicator	New Indicator	New Indicator	20% spend by municipalities on sanitisation and urgent repairs and maintenance of water and sanitation infrastructure by 31 March 2021	20% spend by municipalities on sanitisation and urgent repairs and maintenance of water and sanitation infrastructure by 31 March 2022	20% spend by municipalities on sanitisation and urgent repairs and maintenance of water and sanitation infrastructure by 31 March 2023
MIG spending	<b>5.2</b> Percentage of MIG receiving municipalities spending 90% of MIG allocation				66% of MIG receiving municipalities spending 90% of MIG allocation	75% of MIG receiving municipalities spending 90% of MIG allocation by 31 March 2021	80% of MIG receiving municipalities spending 90% of MIG allocation by 31 March 2022	85% of MIG receiving municipalities spending 90% of MIG allocation by 31 March 2023

Outputs	Output Indicators	Annual Targets						
		Audited /Actual Performance			Estimated Performance	MTEF Period		
		2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2021/23
Sustained good Municipal governance								
Section 100 improvement plans implemented	5.3 Number of reports on the implementation of improvement plans for Section 100 interventions developed	-	-	-	Annual report on Section 100 interventions	3 quarterly reports on all Section 100 improvement plans implementation developed by 31 March 2021	3 quarterly reports on all Section 100 improvement plans implementation developed by 31 March 2021	3 quarterly reports on all Section 100 improvement plans implementation developed by 31 March 2021
Section 139 improvement plans implemented	5.4 Number of reports on the implementation of improvement plans for 139 interventions	-	-	-	Annual report on Section 139 interventions	3 quarterly reports on all Section 139 improvement plans implementation developed by 31 March 2021	3 quarterly reports on all Section 139 improvement plans implementation developed by 31 March 2022	3 quarterly reports on all Section 139 improvement plans implementation developed by 31 March 2023

## Indicators, Annual and Quarterly Targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
<b>5.1</b> Percentage of MIG spend on sanitisation and urgent repairs and maintenance of water and sanitation infrastructure, as part of COVID-19 interventions	20% spend by municipalities on sanitisation and urgent repairs and maintenance of water and sanitation infrastructure by 31 March 2021	10% spend on urgent repairs and maintenance of water and Sanitation infrastructure by 30 June 2020	10% spend on urgent repairs and maintenance of water and sanitation infrastructure by 30 September 2020	15% spend on urgent repairs and maintenance of water and sanitation infrastructure by 31 December 2020	20% spend on urgent repairs and maintenance of water and sanitation infrastructure by 31 March 2021
<b>5.2</b> Percentage of MIG receiving municipalities spending 90% of MIG allocation	75% of MIG receiving municipalities spending 90% of MIG allocation by 31 March 2021	75% of MIG Receiving Municipalities spending 90% of MIG allocation by 30 June 2020	75% of MIG receiving municipalities spending 20% of MIG allocation by 30 September 2020	75% of MIG receiving municipalities spending 40% of MIG allocation by 31 December 2020	75% of MIG receiving municipalities spending 60% of MIG allocation by 31 March 2021
<b>5.3</b> Number of reports on the implementation of improvement plans for Section 100 interventions	3 quarterly reports on all Section 100 improvement plans implemented developed by 31 March 2021	-	One Quarterly report (April-June) on the implementation of the Directives developed 30 September 2020	One Quarterly report (July - September) on the implementation of the Directives developed by 31 December 2020	One Quarterly report on the (October - December) implementation of the Directives developed
<b>5.4</b> Number of reports on the implementation of improvement plans for Section 139 interventions	3 quarterly reports on all Section 139 improvement plans implemented developed by 31 March 2021		One Quarterly report (April-June) on the implementation of improvement plans for Section 139 interventions developed 30 September 2020	One Quarterly report (July - September) on the implementation of improvement plans for Section 139 interventions developed by 31 December 2020	One Quarterly report (October - December) on the implementation of improvement plans for Section 139 interventions developed by 31 December 2020



## Programme Five: Budget Allocation for programme and subprogrammes.

	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	Audited outcome	Audited outcome	Audited outcome	Revised Estimate	Special AENE Baseline	Revised Baseline	Revised Baseline
Rand thousand							
<b>Subprogrammes</b>							
Management: Local Government Support and Interventions	2 974	2 400	2 937	3 715	3 973	4 219	4 379
Municipal Performance Monitoring	274 242	22 128	12 280	12 267	12 420	13 503	14 010
Local Government Improvement Programme	26 110	22 944	25 167	90 866	28 389	31 703	32 888
Litigations and Interventions	-	7 782	499	8 001	10 017	10 568	10 930
Municipal Infrastructure Administration	31 001	33 933	34 766	34 735	37 782	45 187	46 867
Municipal Infrastructure Grant	14 914 028	15 891 252	15 287 685	14 816 103	14 671 101	15 936 791	16 852 001
Municipal Infrastructure Support Agent	349 889	381 483	342 456	343 976	353 767	379 199	393 309
<b>Total</b>	<b>15 598 244</b>	<b>16 361 922</b>	<b>15 705 790</b>	<b>15 309 663</b>	<b>15 117 449</b>	<b>16 421 170</b>	<b>17 354 384</b>
<b>Economic classification</b>							
<b>Current payments</b>	<b>72 017</b>	<b>78 507</b>	<b>75 206</b>	<b>149 224</b>	<b>92 581</b>	<b>105 180</b>	<b>109 074</b>
Compensation of employees	55 716	58 740	60 147	62 218	73 798	78 529	81 416
Goods and services	16 301	19 767	15 059	87 006	18 783	26 651	27 658
<b>Transfers and subsidies</b>	<b>15 526 227</b>	<b>16 283 367</b>	<b>15 630 561</b>	<b>15 160 439</b>	<b>15 024 868</b>	<b>16 315 990</b>	<b>17 245 310</b>
<b>Payments for capital assets</b>	-	48	-	-	-	-	-
<b>Payments for financial assets</b>	-	-	23	-	-	-	-
<b>Total</b>	<b>15 598 244</b>	<b>16 361 922</b>	<b>15 705 790</b>	<b>15 309 663</b>	<b>15 117 449</b>	<b>16 421 170</b>	<b>17 354 384</b>

## Programme 6: Community Work Programme

Programme purpose: to manage the provision of work opportunities in all municipalities, ensuring community development.

### Outcomes, Outputs, Performance Indicators and Targets

Outputs	Output Indicators	Annual Targets						
		Audited /Actual Performance			Estimated Performance	MTEF Period		
		2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2021/23
<b>Outcome: Integrated planning and service delivery</b>								
Redesigned CWP Model	6.1 Redesigned CWP Model approved	New Indicator	New Indicator	New Indicator	New Indicator	Redesigned CWP Model approved by the Minister and adopted by Cabinet by 31 March 2021	Redesigned CWP Model implemented by 31 March 2022	Redesigned CWP Model implemented by 31 March 2022
CWP participants enrolled	6.2 Number of people participating in the programme		274 332	247 466	250 000	250 000 people participating in the programme by 31 March 2021	250 000 people participating in the programme by 31 March 2022	250 000 people participating in the programme by 31 March 2023
CWP participants trained	6.3 Number of participants trained annually		16033	24 746	25 000	25 000 participants trained annually by 31 March 2021	25 000 CWP participants trained annually by 31 March 2022	25 000 CWP participants trained annually by 31 March 2023
CWP partnership	6.4 Number of CWP partnerships established	Five partnerships established	Five partnerships established	Five partnerships established	Five partnerships established	Six CWP partnerships established by 31 March 2021	Six CWP partnerships established by 31 March 2022	Six CWP partnerships established by 31 March 2023

Outputs	Output Indicators	Annual Targets						
		Audited /Actual Performance			Estimated Performance	MTEF Period		
		2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2021/23
<b>Outcome: Integrated planning and service delivery</b>								
Agrarian projects	6.5 Number of functional cooperatives established per Agrarian Revolution project through CWP	New Indicator	New Indicator	New Indicator	New Indicator	Ten functional cooperatives established per Agrarian Revolution project through CWP by 31 March 2021	Two functional cooperatives established per Agrarian Revolution project through CWP by 31 March 2022	Two functional cooperatives established per Agrarian Revolution project through CWP by 31 March 2023

### Indicators, Annual and Quarterly Targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
6.1 Redesigned CWP Model approved	Redesigned CWP Model approved by the Minister and adopted by Cabinet by 31 March 2021	Model options analysis report by 30 June 2020	Redesigned CWP Model approved by the Minister by 30 September 2020	Institutional arrangement aligned to redesigned model by 31 December 2020	Redesigned CWP Model adopted by Cabinet by 31 March 2021
6.2 Number of people participating in the CWP programme	250 000 people participating in the programme by 31 March 2021	250 000 people participating in the CWP programme by 30 June 2020	250 000 people participating in the CWP programme by 30 September 2020	250 000 people participating in the CWP programme by 31 December 2020	250 000 people participating in the CWP programme by 31 March 2021

<b>Output Indicators</b>	<b>Annual Target</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
<b>6.3</b> Number of CWP participants trained	25 000 CWP participants trained by 31 March 2021	Conduct training procurement by 30 June 2020	5000 CWP participants trained by 30 September 2020	10 000 CWP participants trained by 31 December 2020	10 000 CWP participants trained by 31 March 2021
<b>6.4</b> Number of CWP partnerships established by	Six CWP partnerships established by 31 March 2021	One CWP partnership established by 30 June 2020	One Cwp partnership established by 30 September 2020	Three CWP partnerships established by 31 December 2020	One CWP partnership established by 31 March 2021
<b>6.5</b> Number of functional cooperatives established per Agrarian Revolution project through CWP	Ten functional cooperatives established per Agrarian Revolution project through CWP by 31 March 2021	Two functional cooperatives established per Agrarian Revolution project through CWP by 30 June 2020	Two functional cooperatives established per Agrarian Revolution project through CWP by 30 September 2020	Four functional cooperatives established per Agrarian Revolution project through CWP by 31 December 2020	Two functional cooperatives established per Agrarian Revolution project by 31 March 2021

## Programme Six: Budget Allocation for programme and subprogrammes

	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	Audited outcome	Audited outcome	Audited outcome	Revised Estimate	Special AENE Baseline	Revised Baseline	Revised Baseline
Rand thousand							
<b>Subprogrammes</b>							
Management: Community Work Programme	2 368 246	3 114 003	3 325 280	3 659 900	4 113 022	4 357 966	4 550 459
Programme Coordination	1 455	1 169	1 456	45 260	48 029	50 821	52 715
Partnerships, Norms, Standards and Innovation	1 395	594	1 891	13 969	14 819	15 676	16 264
<b>Total</b>	<b>2 371 096</b>	<b>3 115 766</b>	<b>3 328 627</b>	<b>3 719 129</b>	<b>4 175 870</b>	<b>4 424 463</b>	<b>4 619 438</b>
<b><u>Economic classification</u></b>							
<b>Current payments</b>	<b>2 369 792</b>	<b>3 104 680</b>	<b>3 290 191</b>	<b>3 713 119</b>	<b>4 175 870</b>	<b>4 424 463</b>	<b>4 619 438</b>
Compensation of employees	28 504	38 642	31 558	32 853	49 085	52 277	56 828
Goods and services	2 341 288	3 066 038	3 258 633	3 680 266	4 126 785	4 372 186	4 562 610
<b>Transfers and subsidies</b>	<b>14</b>	<b>68</b>	<b>390</b>	<b>10</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Payments for capital assets</b>	<b>1 290</b>	<b>11 018</b>	<b>38 041</b>	<b>6 000</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Payments for financial assets</b>	<b>-</b>	<b>-</b>	<b>5</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total</b>	<b>2 371 096</b>	<b>3 115 766</b>	<b>3 328 627</b>	<b>3 719 129</b>	<b>4 175 870</b>	<b>4 424 463</b>	<b>4 619 438</b>

The COVID-19 Pandemic has imposed new demands on society generally and CWP specifically. As a result a reprioritisation exercise was necessary to facilitate the refocussing of CWP Useful Work towards supporting the national effort aimed at combatting the further spread of the COVID 19 virus. Consequently, the training that will be undertaken in this financial year deliberately focussing on COVID 19 related Useful Work projects. The details of our targets for training will be implemented through our Operational Plan and complimented through the CWP COVID 19 response plan.

## Revised APP Risks 2020/21 FY

Outcomes	Related Risk	Mitigation Measures
<b>Effective and efficient corporate governance systems to drive the implementation of the DDM</b>	<b>Material misstatements on the financial statements.</b>	<ul style="list-style-type: none"> <li>Enforce compliance to Financial Statements action plans through accountability by all role-players.</li> <li>Review and strengthen the capacity and capability of the Accounting unit</li> </ul>
	<b>Inability to pay suppliers within 30 days</b>	<ul style="list-style-type: none"> <li>Enforce compliance with a detailed Action Plan to ensure payments within 30-days – turnaround times by all role-players.</li> <li>Development and implementation of detailed Standard Operating Procedures.</li> <li>Review and enhancement of the order and invoice tracking system to be user friendly and automated.</li> </ul>
	<b>Misaligned strategy, APP targets, budget and individual performance.</b>	<ul style="list-style-type: none"> <li>Alignment of planning, budgeting and performance agreement processes.</li> <li>Enforce the implementation of the PMDS policies.</li> <li>Quality check the link between the individual performance agreement targets and those of the Branch APP and or OP targets</li> </ul>
	<b>The organisational structure may not support the implementation of the strategy</b>	<ul style="list-style-type: none"> <li>Re-align the organisational structure to support the implementation of the strategy.</li> <li>Implementation of the change management strategy.</li> </ul>
	<b>Cyber security threats</b> <b>Inadequate ICT infrastructure to manage cloud services</b> <b>IT data integrity risks</b>	<ul style="list-style-type: none"> <li>Develop a concept document for digitisation and business process automation</li> <li>Establishment of an ICT project steering Committee</li> <li>Determine market requirements and costing</li> <li>Determine and develop a plan to address human and financial capacity limitations</li> <li>Appointment of service providers to assist with the digitisation of records and automation of business</li> </ul>

Outcomes	Related Risk	Mitigation Measures
		<p>processes and ensure the transfer of skills to internal ICT officials</p> <ul style="list-style-type: none"> <li>• Review and approval of the records management policy and procedures</li> <li>• Review and approval of the security policy and procedures</li> <li>• Increase the bandwidth</li> <li>• Assess the control environment and recovery plans for the service providers hosting cloud services and storage of records</li> <li>• Conduct a vulnerability scanning exercise</li> <li>• Develop and implement a data integrity risk assessment checklist.</li> <li>• Gather and sign off user requirements for business automation processes</li> <li>• Design, develop and test the business automation system.</li> <li>• Support and maintenance.</li> </ul>
	<p><b>Noncompliance to COVID-19 regulations</b></p>	<ul style="list-style-type: none"> <li>• Implementation of the COVID-19 implementation plan</li> <li>• Monitor and report progress on the implementation.</li> </ul>
<p><b>Integrated planning and service delivery</b></p>	<p><b>Lack of buy-in and cooperation from government stakeholders on the implementation of District Development Model (DDM)</b></p>	<ul style="list-style-type: none"> <li>• Establishment of a national DDM Technical Coordinating Forum</li> <li>• Establishment of provincial teams in the Department</li> <li>• Establishment of district hubs</li> <li>• Establishment of a Project Management Office.</li> <li>• Development and implementation of the DDM communications strategy.</li> </ul>
	<p><b>Non- availability of gender information at municipal level</b></p>	<ul style="list-style-type: none"> <li>• Provide guidance to municipalities on mainstreaming gender response projects in IDPs.</li> </ul>
	<p><b>Delays in the finalisation of the Integrated Urban Development Framework implementation plan (IUDF)</b></p>	<ul style="list-style-type: none"> <li>• Ensure buy-in on the implementation plan by different Departments, Provinces, Municipalities and development partners.</li> </ul>
	<p><b>Weak municipal Spatial Development Frameworks (SDF).</b></p>	<ul style="list-style-type: none"> <li>• Work with the Provinces to provide hands-on support in the selected Municipalities.</li> </ul>

<b>Outcomes</b>	<b>Related Risk</b>	<b>Mitigation Measures</b>
	<b>Poor cooperation of selected municipalities</b>	<ul style="list-style-type: none"> <li>• Work closely with the Local Government Improvement Programme and align with DDM to unlock some of the challenges.</li> </ul>
<b>Improved Municipal Financial Viability</b>	<b>Inadequate municipal revenue generation streams.</b>	<ul style="list-style-type: none"> <li>• Development and approval of the funding model for Local Government.</li> <li>• Monitoring of the MSIG expenditure and performance.</li> </ul>
<b>Integrated Planning and Service delivery</b>	<b>Weak Infrastructure planning</b>	<ul style="list-style-type: none"> <li>• Improve the involvement of sectors in infrastructure planning.</li> <li>• Monitor the performance and expenditure of the infrastructure grant.</li> </ul>
	<b>Absence of a Smart City framework</b>	<ul style="list-style-type: none"> <li>• Establishment of a working group of key stakeholders to solicit buy in and finalise the Smart City Framework.</li> <li>• Development and approval of the Smart City Framework.</li> </ul>
	<b>Lack of buy-in and cooperation by selected sector departments and municipalities</b>	<ul style="list-style-type: none"> <li>• Establish collaborative arrangements with respective Provincial Disaster Management Centres and Municipalities.</li> <li>• Review of the disaster grant funding model.</li> <li>• Monitoring of disaster grants performance and expenditure</li> </ul>
	<b>Inadequate Community Work Programme (CWP) design.</b>	<ul style="list-style-type: none"> <li>• Remodeling of the programme</li> <li>• Strengthen monitoring and contract management</li> </ul>
	<b>Non-compliance to the transfer agreement and SLA</b>	<ul style="list-style-type: none"> <li>• Enrolment of participants through the implementation of a biometric system to assist with the capturing validation, verification of the accuracy of the data.</li> <li>• Validation and deactivation possible ghost participants.</li> <li>• Implementation of the biometric system to assist with validation and rejection of possible ghosts.</li> <li>• Employ additional capacity to assist with the clearing of the suspense account, to ensure that NPOs are timeously cleared on the suspense account.</li> <li>• Enforcement of the SLA through quarterly SLA reviews with NPOs to ensure information is submitted.</li> </ul>
<b>Sustained good Municipal governance</b>	<b>Failure to implement the recovery plans that led to the interventions</b>	<ul style="list-style-type: none"> <li>• Development of a regulatory framework for the application of interventions.</li> </ul>



Outcomes	Related Risk	Mitigation Measures
	<b>Contestation on the lead Department to invoke s100</b>	<ul style="list-style-type: none"> <li>• Political intervention.</li> <li>• Engagements with key stakeholders.</li> </ul>
	<b>Ineffective capacity building initiatives.</b>	<ul style="list-style-type: none"> <li>• Review the National Capacity Building Framework to ensure improved coordination within the sector.</li> </ul>

## Part D: Technical Indicator Descriptions (TID)

### Programme One: Administration: TIDs

#### TID for improved audit outcomes

Indicator 1.1	Improved audit opinion
Definition	Moving from a disclaimer opinion to a qualified opinion Reduction in Material audit findings The audit outcomes will be improved through the audit action plans that will be monitored through the Integrated Monitoring Tool (IMT).
Source of data	Annual Audit Report
Method of Calculation/Assessment	Based on the assessment of the audit outcomes (qualitative) Number of material findings (quantitative)
Means of Verification	Audit Report IMT reports
Assumptions	It is recognising and disclosing figures in the Financial Statements that are valid, accurate and complete.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Reporting cycle	Each financial year against the five-year target
Desired performance	The higher performance than a qualified audit opinion will be desirable, but lower performance will not be desirable.
Indicator Responsibility	Chief Financial Officer

### TID for % of Percentage of uncontested invoices paid within 30 days of receipt date

<b>Indicator 1.2</b>	Percentage of uncontested invoices paid within 30 days of receipt date
Definition	The indicators seek to measure and improve the percentage of valid invoices paid within the prescribed timeframe (30 day payment period)
Source of data	National Treasury monthly payment report
Method of Calculation/Assessment	Number of invoices not paid within 30 days (quantitative) calculated as a percentage
Means of Verification	National Treasury 30 day payment report
Assumptions	All valid invoices certified and submitted to a central repository for processing of payments.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Reporting cycle	Monthly progress against the five-year target
Desired performance	Valid invoices paid within 30 days will be desirable, but payments in excess of 30 days will not be desirable.
Indicator Responsibility	Chief Financial Officer

### TID for % alignment of the SMS performance agreement to annual targets

<b>Indicator 1.3</b>	<b>% alignment of the SMS performance agreement to annual targets</b>
Definition	The indicator seeks to ensure that there is alignment between performance agreements of SMS members and Annual Performance Plan and Annual Operational Plan. Alignment of Performance agreements with Annual Performance Plan and Operational Plan will ensure that the reported organizational performance is aligned to the reported performance of SMS members and that the performance of employees at SMS level is geared towards the achievement of the Strategic Plan of the Department.
Source of data	Strategic Plan Annual Performance Plan Operational Plan SMS Handbook
Method of Calculation/Assessment	The performance will be calculated as a percentage of the Annual Performance Plan and Operational Plan targets that form part of the performance agreements of SMS members.
Means of Verification	Annual Performance Plan Annual Operational Plan 2020/21 Circular on performance contracting for SMS members SMS members performance agreements Analysis report on the alignment of performance agreements to APP
Assumptions	The Department has an approved Strategic Plan and Annual Performance Plan. All SMS members use the APP and Operational Plans as the basis of performance agreements

Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Reporting cycle	Bi-annually
Desired performance	Improved organizational performance linked to individual performance
Indicator Responsibility	Deputy Director-General: Corporate Services

### TID for % improvement in organization performance

<b>Indicator 1.4</b>	<b>Percentage improvement of organization performance</b>
<b>Definition</b>	The indicator seeks to measure the improvement of organisational performance against its Annual Performance Plan and subsequently Strategic Plan. The improvement of the organizational performance for 2019/20 financial year will be calculated as a base of organizational performance from previous financial year (2018/19 financial year)
<b>Source of data</b>	Strategic Plan Annual Performance Plan Quarterly performance Reports
<b>Method of Calculation/ Assessment</b>	The performance on this indicator is calculated as a percentage of the number of targets that have been achieved against the number of set targets for the quarter (in case of quarterly reporting) and annual targets (in case of annual reporting)
<b>Means of Verification</b>	Quarterly performance reports Annual Report Gap analysis reports presented to Quarterly Review Meetings
<b>Assumptions</b>	There are quarterly and annual targets in the approved Annual Performance Plan that performance is measured against
<b>Disaggregation of Beneficiaries</b>	N/A
<b>Spatial Transformation</b>	N/A
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	Improved organizational performance against Strategic Plan and APP
<b>Indicator Responsibility</b>	Deputy Director-General: Corporate Services

### TID for % alignment organisational structure to the strategic plan

<b>Indicator 1.5</b>	Percentage Alignment organisational structure to the strategic plan
<b>Definition</b>	The indicator seeks to improve the alignment of the departmental organisational structure to the strategic plan (budget programme structure). This will ensure that the functions of the department are geared towards the implementation of the Strategic Plan.
<b>Source of data</b>	DCoG approved strategic plan
<b>Method of Calculation/Assessment</b>	The performance will be measured by the percentage of the alignment of the organisational structure to the strategic plan (as both approved by the Minister)
<b>Means of Verification</b>	Approved Strategic Plan and approved organisational structure
<b>Assumptions</b>	The Department has an approved Strategic Plan 2019-2024
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Reporting cycle</b>	Bi-annually
<b>Desired performance</b>	Implementation of the Strategic Plan
<b>Indicator Responsibility</b>	Deputy Director-General: Corporate Services

### TID for Number of business processes digitized / automated

<b>Indicator 1.6</b>	Number of business processes digitized / automated
<b>Definition</b>	<p>The purpose of the indicator is to measure the number of business processes that have been prioritised for digitization/ automation through Information Communication Technology. The purpose is to create an ICT platform that enables the Department to perform various business processes in a paperless manner to reduce contact of employees and reduce turnaround time of performing business processes.</p> <ul style="list-style-type: none"> <li>Paperless ICT service and products requests ( laptops, cellphones)- the automation of ICT service and products request will ensure that there is less contact between the ICT service desk and ICT users and contributes to social distancing efforts by the Department. It will also improve the turnaround time between the time a request has been made and the user receiving the requested ICT service.</li> </ul>

	<ul style="list-style-type: none"> <li>• Migration to Office 365 (Teams, Microsoft Exchange, SharePoint)- The migration of Microsoft Office 365 to cloud will assist employees to work remotely and ensure that timelines are met in governance areas such as the response on the Post Audit Action Plan which is updated and uploaded by Project Managers. Employees will be able to access information on Sharepoint in the office and remotely. Employees will also be able to access MS Teams and Emails on Cloud securely.</li> <li>• Automation of PMDS processes- the Performance Management and Development Process will be automated in an effort to speed up submissions and compliance of performance management documents (agreements and assessment) in such a way that employees can contract and assess their performance online while submitting these to Human Capital Management in a paperless manner. Migration to a paperless PMDS system will also ensure that PMDS documents do not get lost and can be tracked</li> </ul>
<b>Source of data</b>	ICT Operational Plan for 2020/21 financial year
<b>Method of Calculation/Assessment</b>	The simple count of the number of business processes that have been automated/ digitized
<b>Means of Verification</b>	Report on documented, Mapped and launched business processes (accessible to the users)
<b>Assumptions</b>	Current manual business process, forms and active directory
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	Improved efficiency of business processes and efficiency in overall operations
<b>Indicator Responsibility</b>	Deputy Director-General: Corporate Services

**TID for COVID-19 Business Continuity Plan**

Indicator 1.6	% spent of the COVID-19 Business Continuity Plan Allocation
<p><b>Definition</b></p>	<p>The indicator seeks to measure the percentage of the amount spent against the allocation set aside for COVID-19 business continuity in the Department.</p> <p>The Department’s COVID-19 Business Continuity Plan covers:</p> <ul style="list-style-type: none"> <li>• Adherence of Occupational Health and Safety in the context of COVID-19</li> <li>• Employee Health and Wellness in the context of COVID-19</li> <li>• Information Communication Technology as an enabler of business continuity</li> <li>• Internal education and communication on COVID-19 planning, prevention and response</li> </ul> <p>Expenditure on issuing of Personal Protective Equipment</p>
<p><b>Source of data</b></p>	<ul style="list-style-type: none"> <li>- Safety guidelines and instructions on COVID-19 issued to staff and people entering DCoG buildings</li> <li>- Covid 19 Emergency Preparedness and Implementation Plan</li> <li>- Department of Public Service Circulars 18 of 2020, read in conjunction with 07, 11, and 15 2018 as issued by DPSA</li> </ul>
<p><b>Method of Calculation/Assessment</b></p>	<p>The performance will be measured by the number of reports on the implementation of the Business Continuity Plan to be developed and approved by the DG</p>
<p><b>Means of Verification</b></p>	<p>Funds spent against COVID-19 Business Continuity Plan specific allocations</p>
<p><b>Assumptions</b></p>	<p>The Department has an approved Business Continuity Plan on Covid 19</p>
<p><b>Disaggregation of Beneficiaries (where applicable)</b></p>	<p>N/A</p>
<p><b>Spatial Transformation (where applicable)</b></p>	<p>N/A</p>
<p><b>Reporting cycle</b></p>	<p>Quarterly</p>
<p><b>Desired performance</b></p>	<p>Uninterrupted business operation</p>
<p><b>Indicator Responsibility</b></p>	<p>Deputy Director-General: Corporate Services</p>

## Programme Two: Regional Urban Development and Legislative Support

### TID for Alignment between the IDPs and One Plan

Indicator 2.1	Number of Municipal IDPs aligned to the District and Metro One plans
Definition	<ul style="list-style-type: none"> <li>• Integrated Development Plans (IDPs) are medium-term strategic plans of municipalities.</li> <li>• The One Plans as envisaged by the DDM are all government plans within a district spatial reference. Both plans are to be implemented in a municipal space.</li> <li>• Alignment of the One Plans to IDPs refers to IDPs demonstrating how priorities, objectives and commitments contained in the One Plans are going to be addressed.</li> </ul>
Source of data	<ul style="list-style-type: none"> <li>• IDPs</li> <li>• One Plans</li> </ul>
Method of Calculation/Assessment	Simple counting the number of municipal IDPs that are aligned to the One plans of districts
Means of Verification	Annual Assessment Report on municipal IDPs
Assumptions	The finalised one plans and IDPs
Disaggregation of Beneficiaries	<ul style="list-style-type: none"> <li>• Target for Women: N/A</li> <li>• Target for Youth: N/A</li> <li>• Target for People with Disabilities: N/A</li> </ul>
Spatial Transformation	N/A
Reporting cycle	Annually
Desired performance	Delivery is taking place according to the one plan and there is better management of resources
Indicator Responsibility	Deputy Director-General: Regional and Urban Development and Legislative Support



### TID for Number of Districts and Metros where the revised IUDF implementation plan is rolled-out

<b>Indicator 2.2</b>	Number of Districts and Metros where the revised IUDF implementation plan is rolled-out
<b>Definition</b>	<p>The Indicator seeks to measure that revised IUDF implementation plan</p> <p>The IUDF's overall outcome is to support and guide SA cities and towns (including small towns) to achieve spatial transformation – in other words reversing the inefficient spatial patterns in a way that promotes both social and economic development, while protecting the environment.</p> <p>The IUDF aims to guide the development of inclusive, resilient and liveable urban settlements, while directly addressing the unique conditions and challenges facing South Africa's Cities and Towns.</p> <p>This framework addresses the unique conditions of the past apartheid spatial system in South Africa, and uniquely looks at Urbanization and how to plan ahead with</p> <ul style="list-style-type: none"> <li>• specific reference to spatial transformation</li> </ul>
<b>Source of data</b>	<p>National Development Plan (NDP), National Spatial Development Framework (NSDF),</p> <ul style="list-style-type: none"> <li>• Integrated Urban Development Framework (IUDF) Implementation Plan 2016 – 2019</li> </ul>
<b>Method of Calculation/ Assessment</b>	Final IUDF Implementation plan 2020-2025 submitted to cabinet for adoption
<b>Means of Verification</b>	Draft IUDF implementation plan 2020- 2025 presented at Minmec by Stakeholder and consultative engagements and Seminars and report produced Final IUDF Implementation plan 2020-2025 submitted to cabinet for adoption
<b>Assumptions</b>	All partners will participate in the development of the Implementation plan
<b>Disaggregation of Beneficiaries</b>	N/A
<b>Spatial Transformation (where applicable)</b>	IUDF is a response to the overall Sustainable Development Goals (SDGs), ensuring Spatial Transformation and addressing Urbanisation by creating a growth model of compact, connected and coordinated cities and towns.
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	Improvement in urban development and elimination of apartheid spatial planning
<b>Indicator Responsibility</b>	Deputy Director-General: Regional and Urban Development and Legislative Support

### TID for number of municipalities with Capital Expenditure frameworks

<b>Indicator 2.3</b>	Capital Expenditure Framework (CEF) for number of intermediate cities implemented
<b>Definition</b>	<ul style="list-style-type: none"> <li>• The capital investment refers to funds provided to intermediate cities municipalities to further its infrastructure objectives as set in the IDPS</li> <li>• CEF provides a context for services and infrastructure investment to take place within a developmental profile of an identified area, propose spatially-based interventions and allow for development and growth</li> <li>• Implemented means that the intermediate cities municipalities will utilise the CEF to execute the infrastructure plans</li> <li>• Capital investment framework is sometimes referred to as capital expenditure framework</li> </ul>
<b>Source of data</b>	<ul style="list-style-type: none"> <li>• Municipal Integrated Development Plans (IDPs)</li> <li>• Municipal Spatial Development Framework (SDF)</li> <li>• Municipal sector plans</li> </ul>
<b>Method of Calculation/ Assessment</b>	<ul style="list-style-type: none"> <li>• Counting the number of municipalities that are implementing the CEF</li> </ul>
<b>Means of Verification</b>	<ul style="list-style-type: none"> <li>• Approved CEF for identified intermediate cities municipalities</li> </ul>
<b>Assumptions</b>	<ul style="list-style-type: none"> <li>• Municipal IDPs include infrastructure objectives</li> </ul>
<b>Disaggregation of Beneficiaries (where applicable)</b>	<ul style="list-style-type: none"> <li>• N/A</li> </ul>
<b>Spatial Transformation (where applicable)</b>	<ul style="list-style-type: none"> <li>• Identification of Priority Development Areas to target investment, guide intergovernmental investment and transform municipal spaces</li> </ul>
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	Focused and improved delivery of basic services
<b>Indicator Responsibility</b>	Urban Development Planning

### TID for number of Districts and metros implementing the one plan

Indicator 2.4	Number of Draft District and Metro One Plans developed
Definition	<p>The indicator measures the development of Draft one plans as a basis for targeted implementation In the outer years of the MTEF</p> <p>The One Plan refers to a long-term (25 year) joined-up intergovernmental plan prepared as part of the process to implement the District Development Model in all the districts and metros.</p> <p>The One Plan seeks to reflect long term government and private actions in the districts and metro spaces based on aspirations of communities living in the districts.</p> <p>The process to develop the One Plan for all districts and metros will be inclusive, i.e. intergovernmental in nature, rigorous, strategic but also provide clear targets and actions and have commitment from all spheres of government.</p>
Source of data	<p>Concept note for District Development Model</p> <p>District and Metro profiles</p> <p>Municipal IDPs</p> <p>Municipal Spatial Development Plans</p> <p>Provincial Growth and Development Plans/Strategies</p> <p>Provincial Spatial Development Frameworks</p> <p>National Development Plan</p> <p>National Development Spatial Framework</p> <p>Medium Term Strategic Framework</p>
Method of Calculation/Assessment	Simple count of the districts and metros with one plans
Means of Verification	<p>Process plans for the development of the One Plans</p> <p>Adopted One Plans of districts and metros</p>
Assumptions	<p>Cooperation from various spheres of government</p> <p>Cooperation from the private sector</p> <p>Dedicated capacity in the Department to guide the process</p> <p>All identified Intergovernmental structures will adopt the the One Plans timeously</p>
Disaggregation of Beneficiaries	<p>Target for Women: NA</p> <p>Target for Youth: NA</p> <p>Target for People with Disabilities: NA</p>
Spatial Transformation	The One Plans will contain priorities and targets to ensure spatial transformation
Reporting cycle	Quarterly
Desired performance	Sustainable, coherent, integrated government planning and implementation in 52 district spaces
Indicator Responsibility	Urban Development Planning Unit

### TID for number of district hubs established

Indicator 2.5	Number of hubs established for districts and metros
Definition	<p>The district and metro hubs will coordinate the implementation of the District Development Model within the district and metro spaces. The hubs will be coordinate vertically and horizontally in government and the private, research, NGOs and other stakeholders. The hubs will also complement the Departmental and government wide efforts in the district space. The establishment of the district hubs will include:</p> <ul style="list-style-type: none"> <li>• Appointment of DDM programme manager</li> <li>• Appointment of hub managers</li> <li>• Appointment of technical teams that will work within hubs such as engineers, planners, financial managers; etc.</li> <li>• Establishment of steering committees per hub</li> <li>• Setting up of actual hub sites</li> </ul> <p>The choice of the 22 district and 1 hub is In line with the President's pronouncement at the State of the Nation Address 2020</p>
Source of data	District Model Concept note, the District Implementation Plan and District Profiles
Method of Calculation/Assessment	Simple count of district hubs that have been established
Means of Verification	<p>Signed contracts between district hubs managers and hub officials</p> <p>Signed performance agreements</p> <p>Terms of reference for the district hubs steering committees</p>
Assumptions	There is political support for the implementation of the District Development Model
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Reporting cycle	Quarterly
Desired performance	Integrated and coordinated service delivery across three spheres of government
Indicator Responsibility	Deputy Director-General: Regional and Urban Development and Legislative Suport SIM

### Programme Three: Institutional Development: TID

#### TID for support and compliance monitoring on Local Government Elections

<b>Indicator 3.1</b>	<b>Support provided for preparations on the local government elections</b>
<b>Definition</b>	The indicator seeks to measure the support provided on the preparation for the local government elections
<b>Source of data</b>	IEC, Municipal Demarcation Board, Provinces, Municipalities
<b>Method of Calculation/ Assessment</b>	A report that is produced
<b>Means of Verification</b>	Availability of a report
<b>Assumptions</b>	All stakeholders will provide updates on the preparations for local government elections
<b>Disaggregation of Beneficiaries</b>	N/A
<b>Spatial Transformation</b>	N/A
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	Adequate preparations made for the holding of local government elections
<b>Indicator Responsibility</b>	Municipal Governance

#### TID for Integrated local government capacity building strategy developed and implemented

<b>Indicator 3.3</b>	<b>Integrated local government capacity building strategy developed</b>
<b>Definition</b>	The purpose of the indicator is to measure the development and implementation of the local government capacity building strategy. The strategy within local government seeks to ensure well-coordinated capacity building initiatives by key stakeholders and provide guidance to municipalities through the development and implementation of the strategy based on the local government capacity building framework. The framework will be reviewed to inform the development of the strategy. .
<b>Source of data</b>	National Capacity Building Framework
<b>Method of Calculation/Assessment</b>	Approved Integrated local government capacity building strategy
<b>Means of Verification</b>	Report on the review of the local government capacity building framework Integrated capacity building strategy approved by the Director-General
<b>Assumptions</b>	Uniform strategy for capacity building and coordination
<b>Disaggregation of Beneficiaries (where applicable)</b>	Not applicable
<b>Spatial Transformation (where applicable)</b>	Not applicable

Reporting cycle	Bi-annual
Desired performance	Integrated local government capacity building strategy developed
Indicator Responsibility	Deputy Director-General: Institutional Development

### **TID for Funding Model for Local Government developed and approved**

Indicator 3.3	Funding Model for Local Government developed and approved
Definition	The indicator seeks to measure the developed and approved funding model which seek to address financial challenges faced by the municipalities on the following: financial recovery plans, reduction in unauthorised, irregular, fruitless and wasteful expenditure, reconciliation of debt owed to municipalities by organ of state and guide the support and capacity building in municipal revenue
Source of data	MFMA reports from AGSA, reports from municipalities
Method of Calculation/Assessment	Counting the approved funding model
Means of Verification	Final funding model for local government
Assumptions	DCoG in collaboration with National Treasury, SALGA will embarking on the following
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Reporting cycle	Quarterly
Desired performance	Improvement in municipal financial health
Indicator Responsibility	Deputy Director-General: Institutional Development

**TID for Report on the actions to address issues raised by the AGSA in line with section 134 of the MFMA**

Indicator 3.4	Report on the implementation of actions to address issues raised by the AGSA in line with section 134 of the MFMA
Definition	This indicator seeks to assist municipalities improve municipal audit outcomes The report is based on the MECs of Local Government assessment reports on actions taken to address issues raised by the AGSA on municipal audit outcomes
Source of data	MECs of Local Government assessment reports on actions taken to address municipal audit outcomes
Method of Calculation/Assessment	Based on each of the 9 provinces assessment of audit outcomes (quantitative) Number of material findings per province (qualitative)
Means of Verification	Audit reports and assessment reports from MECs of Local Government on actions taken to addresses issues raised by AGSA
Assumptions	Municipal audit actions plans
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Reporting cycle	Annually
Desired performance	Reduction in poor audit opinions is desirable
Indicator Responsibility	Deputy Director-General: Institutional Development

### TID for number of cities implementing Smart City solutions

Indicator 3.5	Smart Cities Framework Developed
Definition	The indicator measures the development of a Smart City Framework in order to enable implementation in the outer years of the MTSF, A Smart City is defined as an area that incorporates information and communication technologies to enhance the quality and delivery of services such as energy, transportation and utilities in order to reduce consumption, wastage and overall costs.
Source of data	Medium Term Strategic Framework, Smart Cities initiatives from stakeholders.
Method of Calculation/Assessment	For 2020/21: An approved Smart Cities Framework.
Means of Verification	Report on consultation conducted on the development of the SMART cities framework Approved Smart Cities Framework.
Assumptions	That there is an Medium Term Strategic Framework that guides the development of SMART cities
Disaggregation of Beneficiaries (where applicable)	Some initiatives to be deliberately aimed at women, youth and people with disabilities.
Spatial Transformation (where applicable)	The projects implemented will contribute to spatial transformation indicators.
Reporting cycle	Bi-annual .
Desired performance	Municipalities that have reduced inefficiencies through implementation of smart solutions.
Indicator Responsibility	Municipal Governance



#### Programme Four: National Disaster Management Centre: TID

TID for Number of municipalities in priority disaster areas supported to prevent, prepare and mitigate disaster risks through implementation of the applicable disaster management plans

Indicator 4.1	Number of municipalities in priority disaster areas supported to prevent, prepare and mitigate disaster risks through implementation of the applicable disaster management plans
Definition	The project will assist in ensuring the municipalities capacity to prevent, mitigate and be prepared to address climate change risks and respond effectively before they escalate to disasters
Source of data	The information will be sourced from the sectoral and municipal reports on climate change adaptation and disaster risk reduction programmes submitted to the National Disaster Management Centre including their disaster management plans and Integrated Development Plans
Method of Calculation/Assessment	Simple count of the supported municipalities with implementable disaster management plans able to adapt to climate change and reduce disaster risks
Means of Verification	Assessment of disaster management plans Municipal disaster management plans
Assumptions	Sectors, Provincial Disaster Management Centres are providing support to municipalities to implement climate change adaptation and disaster risk reduction measures.
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	The use of applicable disaster management plans will influence decisions on spatial transformation to reduce the vulnerability to risks associated with climate change and disasters within priority municipal areas. This will guide and contribute towards decisions towards integrated municipal planning e.g. zoning of land for various development issues.
Reporting cycle	Cumulative quarterly towards the annual year target
Desired performance	Municipalities being able to prevent, prepare and mitigate disaster risks through applicable disaster management plans
Indicator Responsibility	Directorate: Disaster Risk reduction and Planning

### TID for review of disaster grant funding

<b>Indicator 4.2</b>	<b>Disaster Grant funding system reviewed and implemented</b>
Definition	Disaster Grant Funding is annual funding allocated to DCOG through the Provincial Relief, Municipal Relief and Municipal Disaster Recovery Grants within the Division of Revenue Act.
Source of data	Division of Revenue Act Provincial Disaster Relief, Municipal Disaster Relief and Municipal Disaster Recovery Grants.
Method of Calculation/Assessment	Report on the reviewed disaster grant funding Report on the implementation of the reviewed disaster grant funding
Means of Verification	Concept document on the review of the disaster grant funding developed and circulated to stakeholders for inputs Concept document developed for disaster grant funding
Assumptions	Concept document on the review of the disaster grant funding developed
Disaggregation of Beneficiaries (where applicable)	Not Applicable
Spatial Transformation (where applicable)	Not Applicable
Reporting cycle	Quarterly
Desired performance	Disaster Grant Funding reviewed
Indicator Responsibility	Directorate: Disaster Response Coordination

### TID for review of Disaster grant funding expenditure and performance monitored and reported

<b>Indicator 4.3</b>	<b>Disaster grant funding expenditure and performance monitored and reported</b>
Definition	Disaster Grant Funding is annual funding allocated to DCOG through the Provincial Relief, Municipal Relief and Municipal Disaster Recovery Grants within the Division of Revenue Act.
Source of data	Division of Revenue Act Provincial Disaster Relief, Municipal Disaster Relief and Municipal Disaster Recovery Grants.
Method of Calculation/Assessment	Report on the reviewed disaster grant funding Report on the implementation of the reviewed disaster grant funding
Means of Verification	Concept document on the review of the disaster grant funding developed and circulated to stakeholders for inputs Concept document developed for disaster grant funding
Assumptions	Concept document on the review of the disaster grant funding developed
Disaggregation of Beneficiaries	Not Applicable

(where applicable)	
Spatial Transformation (where applicable)	Not Applicable
Reporting cycle	Quarterly
Desired performance	Disaster Grant Funding reviewed
Indicator Responsibility	Directorate: Disaster Response Coordination

**TID for Number of priority national sector departments assessed and supported to implement disaster management function**

<b>Indicator 4.5</b>	Number of District Disaster Management Centres with COVID-19 responsive risk reduction strategies
Definition	The indicator seeks to measure the number of Disaster Management Centres with COVID-19 responsive risk reduction strategies
Source of data	District Disaster Management Centres
Method of Calculation/Assessment	Counting the number of COVID-19 responsive risk reduction strategies for District Disaster Management Centres
Means of Verification	Final COVID-19 responsive risk reduction strategies for each District Disaster Management Centres
Assumptions	District Disaster Management Centre will develop COVID-19 responsive risk reduction strategies
Disaggregation of Beneficiaries	N/A
Spatial Transformation	N/A
Reporting cycle	Quarterly
Desired performance	Monitoring of COVID-19 Risks based on strategies
Indicator Responsibility	Head National Disaster Management Center

**TID for Number of priority national sector departments assessed and supported to implement disaster management function**

<b>Indicator 4.6</b>	<b>Number of priority national sector departments assessed and supported to implement disaster management function</b>
Definition	Priority sector departments assessed to implement the disaster management function in terms of the Disaster Management Act, 2002
Source of data	Assessment reports and notes.
Method of Calculation/Assessment	Simple count of the priority national sector departments assessed to implement the disaster management function
Means of Verification	Assessed sector on the capacity to execute the Disaster function
Assumptions	Priority national sector departments implement the Disaster Management Act, 2002 within the sector
Disaggregation of Beneficiaries (where applicable)	Measures implemented by priority sector departments are specifically assessed to reduce the vulnerability of women, children the elderly and people with disabilities.
Spatial Transformation (where applicable)	Measures implemented by priority sector departments are specifically assessed to influence spatial transformation to reduce the vulnerability to disasters.
Reporting cycle	Annual
Desired performance	Priority national sector departments are implementing measures to reduce the impact of disasters
Indicator Responsibility	Directorate: Policy Development and Regulatory Frameworks

## Programme Five: Local Government Support and Interventions Management: TID

### TID for % of MIG receiving municipalities spending 90% of MIG allocation

<b>Indicator 5.1</b>	<b>% of MIG receiving municipalities spending 90% of MIG allocation.</b>
Definition	The measurement of the municipalities spending on their total MIG allocation for the financial year 2020/21
Source of data	Division of Revenue Act report to National Treasury for the end of June 2020
Method of Calculation/Assessment	Quantitative
Means of Verification	Expenditure reporting by municipalities on registered projects to be funded from the MIG
Assumptions	The municipality have appropriate institutional arrangements, financial management capability and MIG programme Management Capability to spend their MIG allocation in line with the approved Implementation Plan
Disaggregation of Beneficiaries	Not applicable
Spatial Transformation	Projects that have contributed to performance must be in line with the Municipal IDP, which are in turn informed by the municipalities' Spatial Development Plan
Reporting cycle	Quarterly
Desired performance	75%.of receiving municipalities spending 90% of MIG allocation
Indicator Responsibility	Project Manager for the Municipal Infrastructure Grant

### Percentage of MIG spend on sanitisation and urgent repairs and maintenance of water and sanitation infrastructure, as part of COVID-19 interventions

Indicator 5.1	Percentage of MIG spend on sanitisation, urgent repairs to quarantine sites and rent repairs to maintenance of water and sanitation infrastructure, as part of COVID-19 interventions
Definition	The measurement of the municipalities spending on reprioritised projects in 2019/20 and on sanitisation, urgent repairs to quarantine sites and repairs to maintenance of water and sanitation infrastructure on their total 2020/21 MIG allocation in response to COVID-19
Source of data	Division of Revenue Act report to National Treasury for each quarter
Method of Calculation/Assessment	Quantitative
Means of Verification	Expenditure reported by municipalities on projects to be funded from the MIG as part of the COVID-19 response
Assumptions	The municipality have appropriate institutional arrangements, financial management capability and MIG programme/project management capability to spend their MIG

	allocation in line with the approved Implementation Plan
Disaggregation of Beneficiaries	Not applicable
Spatial Transformation	Projects that have contributed to performance must be in line with the District Disaster Management Centres
Reporting cycle	Quarterly
Desired performance	Municipalities spending 10% of the 2019/20 MIG allocation on reprioritised water and sanitation projects and 20% of the 2020/21 MIG allocation on sanitisation, urgent repairs to quarantine sites and rent repairs to maintenance of water and sanitation infrastructure on their total 2020/21 MIG allocation in response to COVID-19
Indicator Responsibility	Project Manager for the Municipal Infrastructure Grant

#### TID for number of improvement plans for Section 100 interventions implemented

<b>Indicator 5.2</b>	<b>Number of improvement plans for Section 100 interventions implemented</b>
<b>Definition</b>	Section 100 of the Constitution of the Republic of South Africa is invoked when a province cannot or does not fulfil an executive obligation in terms of the Constitution. For each of these interventions there is collaboration (between the relevant sector departments, National CoGTA and Premiers' offices) to develop an improvement plan to rectify the inadequate fulfilment of the obligation
<b>Source of data</b>	Progress reports to the Departmental Management and the Inter Ministerial Committee Political
<b>Method of Calculation/Assessment</b>	Performance is calculated as the number of improvement plans that have been implemented for Section 100 of the Constitution of the Republic of South Africa interventions
<b>Means of Verification</b>	Copies of the plans and the progress reports
<b>Assumptions</b>	That improvement plans will be developed for all directives in terms of Section 100
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	Improved service delivery and support to municipalities
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	All section 100 interventions are monitored and reported on
<b>Indicator Responsibility</b>	The Interventions sub-programme in the Local Government Support and Interventions Management Branch

**TID for number of improvement plans for Section 139 interventions implemented**

<b>Indicator 5.3</b>	<b>Number of improvement plans for Section 139 interventions implemented</b>
Definition	Section 139 of the Constitution of the Republic of South Africa is invoked when a municipality cannot or does not fulfil and executive obligation in terms of the Constitution or legislation. For each of these interventions there is collaboration (between the Provincial CoGTA's relevant sectors and National CoGTA) to develop an improvement plan to rectify the inadequate fulfilment of the obligation.
Source of data	Progress reports to the Departmental Management and the Political Principals
Method of Calculation/Assessment	Performance is calculated as the number of improvement plans that have been implemented in support of Section 139 of the Constitution of the Republic of South Africa
Means of Verification	Copies of the Section 139 improvement plans and the progress reports
Assumptions	That where the Province elects to assume responsibility, there will also be an improvement plan
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	Improved service delivery and support to municipalities
Reporting cycle	Quarterly
Desired performance	All Section 139 interventions are monitored and reported on
Indicator Responsibility	The Interventions sub-programme in the Local Government Support and Interventions Management Branch

**Programme Six: Community Work Programme: TID**

**TID remodelled CWP model**

<b>Indicator 6.1</b>	<b>Redesigned CWP model approved</b>
Definition	The redesigned CWP Model will be implemented through government structures, without NPOs Redesign means reconceptualised model to a totally different implementation arrangements
Source of data	MTSF Priorities
Method of Calculation/Assessment	Model options analysis report
Means of Verification	Approved CWP redesigned Model.
Assumptions	Consensus with all relevant stakeholders and role players regarding implementation modalities.
Disaggregation of Beneficiaries	Target for Women:55% of participants, Target for Youth: 55% of participants, Target for People with Disabilities:02% of participants.

Spatial Transformation	N/A
Reporting cycle	Quarterly and Annual.
Desired performance	Contribute towards poverty alleviation imperatives.
Indicator Responsibility	CWP

**TID for number of people participating in the programme by target date**

<b>Indicator 6.2</b>	<b>Number of people participating in the programme by target date</b>
Definition	The number of people refers to the participants from the marginalised communities who have enrolled and are participating in the programme Participation is determined by the ENE budget allocation of both non-wage and wage cost for each position.
Source of data	CWP Integrated Management System (IMS); COGTA Portal (all attendance registers of participants are uploaded on to the Portal)
Method of Calculation/Assessment	Counting the number of people on the wage bill participating in the programme by reporting timeline
Means of Verification	ID numbers on the wage bill and wage bill
Assumptions	ENE budget allocation will be available
Disaggregation of Beneficiaries	Target for Women: 55% of participants, Target for Youth: 55% of participants, Target for People with Disabilities: 02% of participants
Spatial Transformation	CWP foot print in all municipalities.
Reporting cycle	Annually
Desired performance	Enrolment of participants from poor households for the purposes of poverty alleviation and sustainable livelihoods
Indicator Responsibility	Community Work Programme



### TID for Number of CWP participants trained

Indicator 6.3	Number of CWP participants trained
Definition	<p>Training refers to a deliberate secondary function that ensures skills development for participants to enhance the useful work activities and equip them with other skills for personal development and the restoration of dignity. The training is conducted within the CWP sites by NPOs</p> <p>Training can be both accredited and non-accredited, as well as formal and informal</p>
Source of data	Site Training Plans, Attendance Registers and Training Reports
Method of Calculation/Assessment	<p>Count the number of participants trained which equal to 10% of the total participants enrolled in the programme annually as per the available budget</p> <p>The training numbers will vary quarterly due to procurement processes which sometimes delayed due to varied reasons</p>
Means of Verification	Site training plans, training attendance registers, certificate of attendance
Assumptions	Participants are available for training
Disaggregation of Beneficiaries	<p>Target for Women: 55% of participants, Target for Youth: 55%</p> <p>Target for People with Disabilities: 02%</p>
Spatial Transformation	Footprint in every municipality
Reporting cycle	Quarterly
Desired performance	Skilled/capacitated participants.
Indicator Responsibility	CWP

### TID for Number of CWP partnerships established

Indicator 6.4	Number of CWP partnerships established
Definition	<p>The indicator seeks to measure the establishment of partnerships to enhance the performance outcomes of the Programme. One of the values of the CWP is for the Programme to establish partnerships with the public and private organisations to improve the lives of communities. Partnerships can take the form of donor funding, labour contribution, or any contribution in the form of assets and equipment, essential to achieving the goals of community development and poverty alleviation. Partnerships can be formal or informal to add value to the implementation of the programme To mobilise public and private sector support for the Programme through partnerships.</p> <p>The project manager facilitates the establishment of partnerships through: Engagements with partners or relevant stakeholders Facilitate the development of commitments through signed reports/ signed minutes, letters or emails.</p>
Source of data	Partnership framework, standard operating procedure for establishment of CWP partnerships, partnership database

Method of Calculation/Assessment	Simple count of the number of partnerships entered into and maintained in the programme through signed agreements or captured by minutes or signed reports and signed attendance register
Means of Verification	Invitations, signed attendance registers, Minutes, correspondence, signed reports on partnerships established, MoUs and MoAs
Assumptions	Non-disclosure of partnerships, non-functional partnerships as well as inaccurate data inputs into reports
Disaggregation of Beneficiaries	Target for Women: 55% of participants. Target for Youth:55% of participants Target for People with Disabilities: 02% of participants
Spatial Transformation	N/A
Reporting cycle	Quarterly
Desired performance	Enhance CWP partnerships towards more effective useful work in communities.
Indicator Responsibility	Deputy Director-General: Community Work Programme

**TID for Number of functional cooperatives established per agrarian revolution projects established per district through CWP**

<b>Indicator 6.5</b>	Number of functional cooperatives established per Agrarian Revolution project through CWP
Definition	<p>The purpose of the indicator is measure the establishment of agrarian based Cooperatives through the CWP programme.</p> <p>The purpose of Agrarian Revolution is to empower communities through agricultural projects with the intention of alleviating poverty and hunger in the poorest communities in the country. The establishment of Cooperatives will focus on all aspects of agriculture e.g. livestock, small to medium scale farming of crops and food gardens</p>
Source of data	Concept Document on Agrarian Revolution
Method of Calculation/Assessment	Simple count of agrarian based cooperatives that have been established through the CWP Programme
Means of Verification	Business plans
Assumptions	Participants are available for training
Disaggregation of Beneficiaries	Target for Women: 55% of participants. Target for Youth:55% of participants Target for People with Disabilities: 02% of participants
Spatial Transformation	Footprint in every municipality
Reporting cycle	Quarterly
Desired performance	Economic development through the agrarian revolution and CWP Programme
Indicator Responsibility	Deputy Director-General: Community Work Programme

## Annexure A: Amendments to the Strategic Plan

There are no changes to the Strategic Plan 2020-2025.

The management of the Department discussed the implications of the COVID-19 on the departmental Outcomes and confirmed that the outcomes as set out in the Strategic Plan of the Department are still relevant to guide implementation over the MTSF.

## Annexure B: Conditional Grants

Name of grant	Purpose	Outputs	Special adjustment budget (R'000)	Period of grant
Municipal Infrastructure Grant (MIG)	Provides specific capital finance for basic municipal infrastructure back-logs for poor households, micro enterprises and social institutions serving poor communities	Expand basic social infrastructure in poor communities. In addition, in order to contribute towards curbing the spread of COVID-19 the MIG also focuses on: Urgent repairs and maintenance of water and sanitation infrastructure (up to 10% of allocations); Sanitisation of public transport facilities and other municipal public facilities, including the provision of scanners, hand washing facilities, hand sanitisers, personal protective equipment for municipal and public transport workers and provisions for physical distancing as well as repair of municipal-owned infrastructure identified for quarantine sites (up to 10% of allocations)	14 671 101	1-year allocation Period of grant continuous
Local Government Equitable Share (LGES)	Ensure that municipalities can provide basic services and perform the functions allocated to them	Provision of water, sanitation, electricity, refuse removal and basic municipal administration	85 683 326	1-year allocation Period of grant continuous
Municipal Systems Improvement Grant	Assist municipalities to perform their functions	Building in-house capacity to perform functions, and	119 774	1-year allocation

Name of grant	Purpose	Outputs	Special adjustment budget (R'000)	Period of grant
(MSIG)	and stabilise institutional and governance systems as required in the Municipal Systems Act and related local government system	stabilise institutional and governmental systems		Period of grant continuous
Disaster Relief Grant (DRG)	To provide immediate relief for legally declared disasters	Legally declared disasters	492 429	1-year allocation Period of grant continuous
Municipal Disaster Recovery Grant (MDRG)	To repair municipal infrastructure damaged by disasters	Repaired municipal infrastructure damaged by disasters	-	
Provincial Disaster Recovery Grant (PDRG)	To rehabilitate and reconstruct the provincial infrastructure damaged by disasters	Rehabilitation and reconstructions of the provincial infrastructure damaged by disasters	-	

## DISASTER GRANTS

Subsequent to a national state of disaster, pronounced by Minister Nkosazana Dlamini Zuma, as a result of the outbreak of COVID-19 in the country in terms of Section 27 of the Disaster Management Act, 2002 (Act No. 57 of 2002) (DMA), various Ministers issued directions and regulations that compelled the local government sphere to ensure prevention and combat the spread of COVID-19 pandemic. All municipalities submitted business plans to access the disaster relief grants. The disaster relief grants were meant to address temporary sanitation, decontamination or sanitisation of specific selected areas, provision of Personal Protective Equipment and Hygiene Pack including waste management i.e. refuse removal.

# ADDENDUM TO THE ANNUAL PERFORMANCE PLAN 2020/21

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