



COGHSTA

DRAFT: STRATEGIC PLAN FOR 2020 – 2025

DATE OF TABLING
MARCH 2020



LIMPOPO
PROVINCIAL GOVERNMENT
REPUBLIC OF SOUTH AFRICA

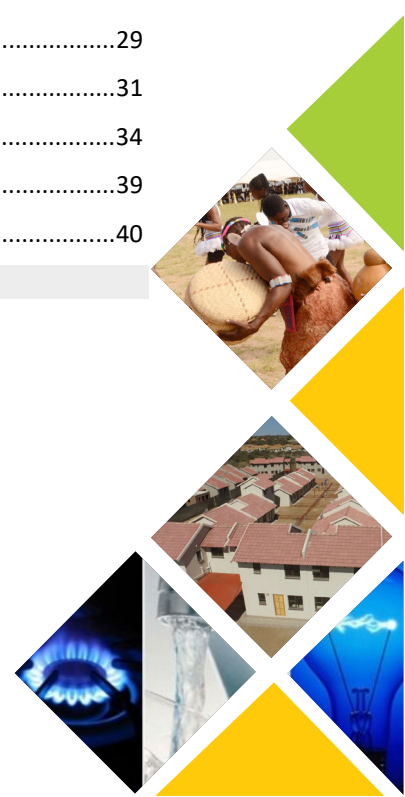
DEPARTMENT OF
CO-OPERATIVE GOVERNANCE,
HUMAN SETTLEMENTS & TRADITIONAL AFFAIRS





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Executive Authority Statement

The 6th Administration of the democratic dispensation comes in the wake of the electoral mandate to grow South Africa together with all sectors and strata of society. Only working together, as a united nation, can we strengthen democracy and grow the country to its fullest potential.

As we continue the massive work of growing the country, we are fully conscious of the challenges of poverty, inequality and unemployment. To mitigate and eventually reverse the ravages of the triple challenges of poverty, inequality and unemployment we need sober minds and safer hands.

The innovation to roll back the frontiers of poverty through quality and sustainable services will find expression in improved implementation of our trio mandate of:

- Co-operative Governance and differentiated support to our municipalities.
- Human Settlements and housing the needy and most vulnerable.
- Traditional Institutions Development and harnessing the massive potential of the institution of Traditional Leadership in building social cohesion.

Co-operative Governance

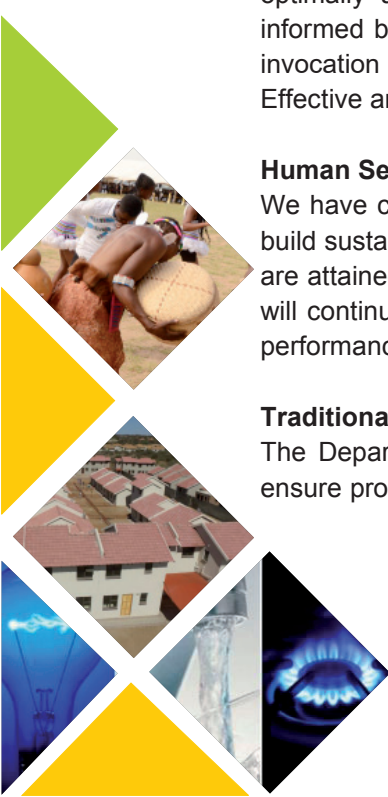
Some of our municipalities are in distress and require differentiated support so that they can perform optimally and meet their constitutional obligations. The Strategic Plan makes provision for support informed by the provisions of Section 154 of the Constitution of the Republic of South Africa before the invocation of Section 139. This provision in the Strategic Plan is in pursuit of a “Responsive, Accountable, Effective and Efficient Local Government System.”

Human Settlements

We have challenges of the backlogs in housing the poor and the vulnerable, while at the same time we build sustainable and habitable neighborhoods. Through proper planning and rigorous monitoring, targets are attained timeously to avoid losses of money to National Treasury. To this end we have engaged and will continue to engage with contractors and other stakeholders to inculcate a sense of urgency in their performance.

Traditional Affairs

The Department will continue to work together and support the institutions of traditional leadership to ensure proper functioning of the sector. A strong and functional institution of Traditional Leadership lends





Strategic Plan 2020 – 2025

itself to heightened social cohesion and cooperation with the three spheres of government. In acknowledgement of the importance of the Institution of Traditional Leadership to social cohesion and the socio-economic development of the province, the Strategic Plan provides for concomitant support.

District Development Model

We enter the 6th Administration in the wake of the Khawuleza District Development Model that's being rolled out in all the district and metropolitan municipalities. The District Development Model is the new approach to development that will be more practical, achievable, implementable, measurable and aligned to the key priorities of government.

I have utmost confidence that Team COGHSTA has what it takes to restore the Department to its Multi-Awards Winning ways of the immediate past. The Strategic Plan offers the opportunity to the Department to reinvent itself for greatness and enhanced capacity to deliver of the mandate.

Executive Authority of the Department of Cooperative Governance, Human Settlements and Traditional Affairs





Accounting Officer's Statement

I'm delighted to present to you the Strategic Plan 2020-2025 and Annual Performance Plan (APP) for 2020/21 financial year during the 6th Administration of government. Since joining the department some few years back, it has become increasingly clear to me that while the Department of Co-operative Governance, Human Settlements and Traditional Affairs (CoGHSTA) remains an attractive sector, it is now entering a period of significant change bringing both challenges and opportunities. In addition, despite improved delivery in recent years, it is also clear there are several areas in the department that need to be strengthened.

As a department, we have set long-term priorities within our sectors, namely, Human Settlements and Co-operative Governance and Traditional Affairs which everyone in the department is focused on: Innovation, Performance and Trust. I believe these priorities will enable us to focus on areas we can improve and allow us to respond more effectively to our operating environment. They will add value on delivering improved performance and better returns for team CoGHSTA, and stakeholders over both the short and long term, as well to societal contribution across Limpopo Province.

It is important to further indicate and clarify that the department is central to coordination of services that improve the living conditions of Limpopo citizenry. Given these mandates, the departments' responsibility is to contribute to development of communities by ensuring integrated sustainable human settlement through effective co-operative governance. This will be achieved by being an effective agent of change that delivers quality services to citizens of Limpopo through: Promoting developmental local governance, Supporting municipalities and Traditional Leadership Institutions, and Optimally deliver integrated and sustainable human settlements to transform spatial patterns.

In realising this mission, there ought to be systems and structures that support our activities and initiatives. Aligned organisational structure and monitoring forums therefore become essential in that regard. Governance has been strengthened within the department through formalisation of structures that



support monitoring forums and inform decision making processes. Efficient management has been central to the department to promote accountability of public resources. In the 2015-2019 electoral cycle we managed to: pay service providers within 30 days, improved expenditure management for equitable share and grants, kept vacancy rate within 10%, maintained ICT infrastructure. On a challenging note, irregular expenditure as reported was incurred and is being attended after consultation and directive by relevant authorities. On fruitless and wasteful expenditure, investigations were conducted and recommendations are also being implemented.

Through Human Settlements, our mandate is clearly to ensure provision of housing development, access to adequate accommodation in relevant well-located areas, access to basic services and access to social infrastructure and economic opportunities.

During previous electoral cycle, the pace of delivery of housing did not match the demand and need for housing in the province. In an effort to reduce the housing backlog as prioritised in the 2015 -2019 Strategic Plan, over 66,000 housing opportunities have been delivered against the target of 80,600. Significant delivery challenges were experienced at the beginning of the term, recovery was realised from 2016/17. Human settlements planning activities still require considerable synchronisation to ensure maximum impact of interventions. Hence, prioritisation for investment will be implemented in nine municipalities that are part of the Provincial Growth Points (PGP). This prioritisation seeks to maximise impact in human settlements programs to ensure spatial transformation in the province and unlock economic development. Urban human settlements development will benefit from this targeted approach especially through programmes such as IRDP, ISUP etc. The District Development Model remains one of the key vehicles that will integrate and consolidate infrastructure investments by various role players.

As a province, we benefited and implemented the Title Deed Restoration Grant, although town planning and land ownership challenges have marred property ownership for subsidies housing. On average 2,000 titled deeds were registered annually during the previous term given the said challenges. A coordinated approach with relevant role players on land ownership has had positive effect on resolving issues of town planning. A delivery model for urban projects is being implemented such as proclamation of townships prior to development, servicing of sites and title deed registration prior to construction. In the rural projects ownership is being promoted through Spatial Planning Land Use Management Act (SPLUMA).

In matching development trends, alterations on house plans for subsidised houses were introduced in 2019/20 which includes: Roof covering with concrete tiles instead of corrugated iron, Fascia boards, Front veranda, Ceiling, Electricity tubing and wiring, Apron increased from 600mm to 1000 mm to ensure that rain water falls away from the building and Plumbing (Fitted zink, Inside toilet, Shower and tiles). The





only difference between Urban and Rural, is that urban areas have plumbing works and is connected to municipal water and sewer networks systems and rural sanitation is still catered through outside toilet.

Municipalities are at the coalface of service delivery. We have an obligation as department in ensuring that municipalities are capacitated to deliver on their mandates, monitored and evaluated, as well as providing hands on support. Support to municipalities is mainly focused on development planning, municipal infrastructure development, democratic governance and disaster management. Integrated planning will achieve impact of programs through monitoring of the District Development Model.

Following the 2016 Local Government Elections (LGE) elections, there was an improvement in the filling of senior management vacancies in most municipalities. For all categories, there was an average of 53% filled vacancies, which improved to 79% in 2017/18. Of concern is municipalities that have vacancies for prolonged periods. In support of institutional stability, capacity building of Councillors especially Speakers, Mayors and members of MPAC to improve governance in municipalities are being implemented. We have coordinated a number of training programmes in partnership with SALGA Limpopo.

According to Auditor General (AG), local government realized a slight improvement in the overall audit outcomes in 2017/18 with a net improvement of two municipalities. However, this improvement was consultant-driven rather than as a result of a concerted effort by the leadership to address internal control deficiencies. One of the contributing factors is reliance on consultants for preparation of Annual Financial Statements (AFS) has increased to 63% in 2018/19 financial year as compared to 59% for 2017/18 and 37% for 2016/17 financial years, however the audit outcomes are still not improving. This signifies challenges of capacity in municipalities. As an intervention, we will conduct a detailed assessment of municipalities to develop a differentiated support and monitoring programme. In addition, together with Provincial Treasury we will embark on a programme to build capacity in targeted municipalities to prepare Annual Financial Statements (AFS).

In the past 25 years, Government has expanded access to basic services to more households, however, backlogs remain high and uneven quality of service persists. The Municipal Infrastructure Grant (MIG) still continues to be one of the major contributor in supporting municipalities to provide basic services. Overall there is unsatisfactory performance considering the 2016 and 2018 General Household Survey (GHS) results as published by Statistics South Africa (StatsSA). There is notable decline in water and electricity access with negligible increase in sanitation and refuse removal. Water provision remain a priority for the Province to ensure that 90% of access is attained.

It is undeniable that community empowerment to hold public representatives and officials accountable is essential for democracy and developmental Local Government. After 2016 LGE we managed to establish ward committees in all municipalities except two wards (7, and 14) in Collins Chabane Municipality due to demarcation challenges and two wards (5 & 11) in Thabazimbi Local Municipality due to challenges with mining houses. Several interactions were held with the mining houses but the matter



remain unresolved. To promote governance and accountability, Mogalakwena was placed under section 139 (1)(b) of the Constitution 1996, due a number of failures. An intervention team has been established to stabilise the Municipality.

Limpopo has experienced its own share of challenges with regards to inclement weather conditions such as drought and sporadic storms that affected communities. As mandated, rehabilitation activities have been coordinated to relief communities in case of eventualities. Community awareness remain the strategic intervention to deal with disaster risk reduction and impact.

In the current MTSF the focus will be in ensuring that municipalities maintain an adequate core set of basic services; water, sanitation, electricity, municipal roads, refuse removal and traffic lights. This will improve the quality of lives and further impact on public perception of Local Government.

Traditional Leaders continue to play a major role in the development and growth of communities in the province. Traditional Councils are provided with administrative support that include payment of salaries, provision of tools of trade, furniture and conducting workshops for traditional surgeons and protocol. Funding challenges for traditional institution development programme is contributing to the department having increased contingency liabilities due to recognised traditional leaders not being paid and embarking on litigation to recover owed funds.

The province's management of initiation schools remains to be of high quality mainly through fortified relations with relevant partners. Credit is given to cooperation of key role players (SAPS and Departments of Health and Social Development) that continue to support the registered schools to curb deaths of initiates.

In managing disputes; Kgatla Commission concluded its work on resolving registered disputes and claims. Henceforth, the Provincial House of Traditional Leaders will have adjudicated on disputes and refer them to Premier for final declaration.

The Road Map from 2020-2025

In the 2020-2025 MSTF, the Department is responsible for three priorities namely: Spatial integration, human settlements and local government; Social cohesion and safe communities and A capable, ethical and development state. This places us in a unique position to contribute significantly to the development of the province and the country at large. Our success will primarily depend on cooperation between various stakeholders to ensure that the envisaged impact is realised. As a rural province, this term also requires the sectors to think of transformation as a developmental agenda. Interventions will focus on transformation that is alive to:

- Environmental and climate change,
- Promoting spatial integration in human settlements development,
- Municipalities maintain infrastructure to ensure continued provision of basic service,





- Promoting active citizenry and leadership, and
- Improved governance and accountability to citizens by ensuring a functional, efficient and integrated Government

The department commits to prioritise the strategic plan as aligned to the sectors outcomes and targets.

Finally, I want to say thank you to CoGHSTA Team, and Stakeholders for their work in 2019/20 financial year and especially for their support to me. I thank you very much and look forward in working with your good selves in 2020/21 and beyond to deliver our long-term priorities and improved performance for the department of CoGHSTA.

Accounting Officer of the Department of Cooperative Governance, Human Settlements and Traditional Affairs



Official Sign-Off

It is hereby certified that this Strategic Plan:

- Was developed by the management of the department of Cooperative Governance and Human Settlements and Traditional Affairs under the guidance of R. B. Makamu.
- Takes into account all the relevant policies, legislation and other mandates for which the department of Cooperative Governance and Human Settlements and Traditional Affairs is responsible.
- Accurately reflects the impact and Outcomes which the department of Cooperative Governance and Human Settlements and Traditional Affairs will endeavor to achieve over the period 2020 – 2025.


Makamu R.
Human Settlements

Signature

:  _____


Malahlela M.M.
CoGTA

Signature

:  _____

Selomo E.M.
Corporate Services

Signature

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Setati N.A.
Chief Financial Officer

Signature

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Mashamaite E. N.
Head of Planning

Signature

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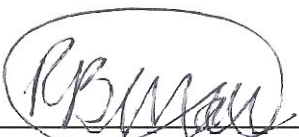
Dumalisile N.R.
Accounting Officer

Signature

:  _____

Approved by:
Makamu R. B.
Executive Authority

Signature

:  _____





Acronyms

AGSA	Auditor General of South Africa	LED	Local Economic Development
BBBEE		LEGDP	Limpopo Economic Growth Development Plan
CIDB		MEC	Member of Executive Council
CoGHSTA	Cooperative Governance, Human Settlements and Traditional Affairs	MFMA	Municipal Finance Management Act
CPM		MIG	Municipal Infrastructure Grant
CSD	Central Supplier Database	MPAC	Municipal Public Account Committee
DBSA	Development Bank of Southern Africa	MSA	Municipal Systems/ Structures Act
DDG	Deputy Director General	MTEF	Medium-Term Expenditure Framework
DDM	District Development Model	MTSF	Medium-Term Strategic Framework
DTI	Department of Trade and Industry	NDP	National Development Plan
DWS	Department of Water and Sanitation	PDA	Priority Development Area
GG	Government Garage	PPPFA	Preferential
GHS	General Household Survey	QLFS	Quarterly Labour Force Survey
HR	Human Resources	SALGA	South African Local Government Association
ICT	Information Communication Technology	SCM	Supply Chain Management
IDP	Integrated Development Plan	SMME	Small Medium Micro Enterprises
IGR	Integrated Government Relations	SPLUMA	Spatial Land Use Management Act
IR	Industrial Revolution	StatsSA	Statistics South Africa
IRDP	Industrial Residential Development Programme	TID	Technical Indicator Description
ISHS	Integrated Sustainable Human Settlements	TLGFA	
LDP	Limpopo Development Plan	VAB	Valuation Appeals Board
		VBS	Venda Burial Society





PART A

OUR MANDATE



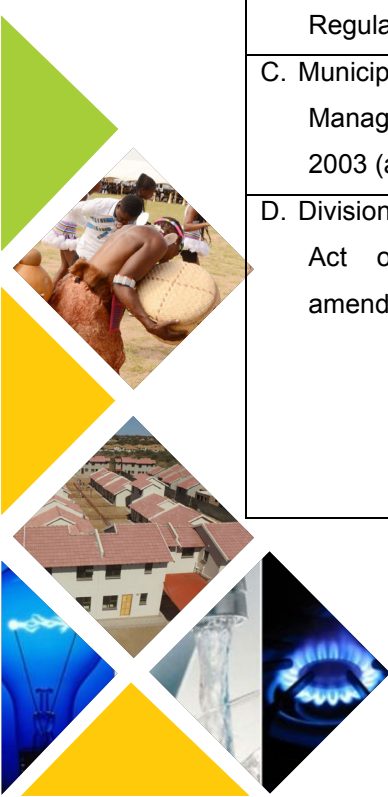


1. Constitutional mandate

Section of the Constitution	Direct responsibility in ensuring compliance
Chapter 2, section 26	This section puts direct responsibility on the department in ensuring that everyone has access to adequate housing, a responsibility carried out through the ISHS sub-Department.
Chapter 6, Section 139	The MEC as per the directives of the Provincial Executives (EXCO) may intervene in the affairs of a municipality
Chapter 7, section 154	This section directs the provincial government to support and strengthen the capacity of municipalities to manage their own affairs, to exercise their powers and to perform their functions.
Chapter 12, Section 212	Departmental responsibility: To acknowledge the role for Traditional Leadership as an institution at local level on matters affecting local communities and to deal with matters relating to traditional leadership, the role of traditional leaders, customary law and customs of communities observing a system of customary law by the establishment of houses of traditional leaders.

2. Legislature and policy mandates

Relevant Act	Key Responsibilities
A. Public Service Act of 1994 (as amended) and Regulations	To provide for the organization and administration of the public service of the Republic, the regulation of the conditions of employment, terms of office, discipline, retirement and discharge of members of the public service.
B. Public Finance Management Act 1 of 1999 (as amended) and Regulations	To regulate financial management in the national government and provincial government, to ensure all revenue, expenditure, assets and liabilities of the government are managed efficiently.
C. Municipal Finance Management Act of 2003 (as amended)	To secure sound and sustainable management of the financial affairs of municipalities and other institutions in the local sphere of government.
D. Division of Revenue Act of 2012 (as amended).	Section 214(1) of the Constitution requires that every year a Division of Revenue Act determine the equitable division of nationally raised revenue between national government, the nine provinces and 278 municipalities. This budget process takes into account the powers and functions assigned to each sphere of government. The division of revenue process fosters transparency and is at the heart of constitutional cooperative governance.



Relevant Act	Key Responsibilities
E. Housing Act of 1997	The Department in consultation with provincial organization must do everything in its power to promote and facilitate the provision of adequate housing in its province within the framework of the national housing policy.
F. Local Government Municipal Structures Act of 1998	The MEC for local government in a province, by notice in the Provincial Gazette must establish a municipality in each municipal area which the Demarcation Board demarcates in terms of the Demarcation Act.
G. Local Government Municipal Systems Act of 2000	The MEC for local government in the province may, subject to any other law regulating provincial supervision of local government, assist a municipality with the planning, drafting, and adoption of mid review of its 5 year integrated development plan.
H. Disaster Management Act 2002	To provide for- an integrated and coordinated disaster management policy that focuses on preventing or reducing the risk of disasters, mitigating the severity of disasters, emergency preparedness, rapid and effective response to disasters and post-disaster recovery; <ul style="list-style-type: none"> • the establishment of national, provincial and municipal disaster management centres; • disaster management volunteers; and • Matters incidental thereto.
I. Development Facilitation Act of 1995	To facilitate and speed up the implementation of reconstruction and development programmes and projects in relation to land; and in so doing, to lay down general principles governing land development throughout the Republic.
J. Municipal Systems Act of 2000	The MEC for local government in the province may, subject to any other law regulating provincial supervision of local government, assist a municipality with the planning, drafting, and adoption of mid review of its 5 year integrated development plan.
K. Municipal Structures Act of 1998	The MEC for local government in a province, by notice in the Provincial Gazette must establish a municipality in each municipal area which the Demarcation Board demarcates in terms of the Demarcation Act.
L. Local Government Municipal Property Rates Act No. 6 of 2004	The MEC to support municipalities with the process to impose rates on property; to assist municipalities to make provision to implement a transparent and fair system of exemptions, reductions and rebates through their rating policies; to make provision for an objections and appeals process and to provide for matters connected therewith.





Relevant Act	Key Responsibilities
M. Spatial Planning and Land Use Management Act, 2013	To provide a framework for spatial planning and land use management in the Republic; and to specify the relationship between the spatial planning and the land use management system and other kinds of planning.
N. Intergovernmental Relations Framework Act No.13 of 2005	The Act requires the department to acknowledge the framework for the three spheres of government, namely national, provincial and local government, to promote and facilitate intergovernmental relations between the three spheres of government, which are distinctive, interdependent and interrelated; to provide mechanisms and procedures to facilitate the settlement on intergovernmental disputes and matters incidental thereto.
O. Traditional Leadership and Governance Framework Act No.41 of 2003.	To provide for the recognition of traditional communities; to provide for the establishment and recognition of traditional councils as well as providing for a statutory framework for leadership positions within institutions of traditional leadership.
P. Limpopo Traditional Leadership and Institutions Act No.6 of 2005	To provide for the recognition of traditional communities; the recognition of traditional councils, the election and appointment of members of traditional councils, recognition of traditional leaders, their removal from office, their roles and functions, recognition of acting traditional leaders and regents, to provide for funds of traditional councils and management thereof; to provide for payment of allowances for travelling expenses of members of traditional councils; to provide for meetings of royal family and traditional councils; to provide for code of conduct; and for matters connected therewith.

Policy	Key Responsibility
1. National Development Plan	The NDP, which outlines a plan to address issues in the country, provides a road map to where government would like South Africa to be in 2030.
2. Community Residential Units Policy	Building and management of residential units for the beneficiaries of income up to R3500 per month. Mostly targets all hostels, old buildings and green field sites.
3. Housing Code	To provide an easy – to- understand overview of the various housing subsidy instruments available to assist low income households to access adequate housing. The detailed description of the policy principles, guidelines, qualification criteria and norms and standards are available in the National Housing Code.



Policy	Key Responsibility
3. Breaking New Ground	The state gives subsidy housing to qualifying beneficiaries to bring dignity to them. The policy emphasizes on the need to achieve a nonracial integrated society through the development of sustainable settlements and quality housing.
4. Provincial LED Strategy	Planned actions aimed at creating an impetus and a critical mass in the local economic environment in order to generate momentum in the economy.
5. Local Government Strategic Agenda	Roadmap that outlines what needs to be done by local government during the term 2006-2011, The roadmap outlines priority actions and proposes intervention to be implemented by critical stakeholders-municipalities, SALGA, traditional leaders etc.
6. Multi-year Housing Development Plan	To provide a strategic context for the implementation of housing development plan over the next five years. The plan is aimed at ensuring that the council's enabling role and its forward development programme help deliver against core council and housing priorities.
7. Integrated Development Plan	This is a plan which indicates how the municipality will spend its money for the next five years. It is a plan to help set budget priorities.
8. Provincial Growth Point Plan of Action	Identify economic growth points in all the district municipalities.
9. Provincial Municipal Capacity Building Strategy	Capacitating, monitoring and co-ordination of all efforts by the local government aimed at assisting municipalities to achieve optimal performance.
10. Limpopo Economic Growth Development Plan	<ul style="list-style-type: none"> • It assists the province to be able to make strategic choices in terms of prioritizing catalytic and high impact initiatives as a way of responding to the MTSF strategic thrusts. • The LEGDP is designed to form a solid base line such that it is constructed as an Implementable plan which will culminate into a long term strategy. Therefore, the Plan will make every effort to move towards the development of the 2030 provincial growth and development strategy and The Limpopo Vision 2030.



3. Institutional Policies and Strategies over Strategies over the 2020 – 2025 planning period

The Department has developed the 2020 – 2025 Strategic Plan to be in line with the revised MTSF and the NDP five-year Implementation Plan for the Priorities outlined in the Ruling Party’s Electoral Mandate and an Integrated Monitoring Framework.

The Department will align its strategies to the achievement of the MTSF Priorities 1, 4 and 6.

4. Relevant Court Rulings

The Constitutional Judgment on invalidity of the Municipal Systems Amendment Act of 2011 has created a limbo in relation to the appointment of senior managers in municipalities. Implications of the invalidity are that, for example, the member of Executive Council (MEC) cannot second employees to act as senior managers in municipalities or issue “concurrences’ on recruitment processes. Municipalities are not certain of the requirements for appointment in relation to the role of the MEC.





PART B

OUR STRATEGIC FOCUS





5. Vision

'Integrated Sustainable Human settlements'

6. Mission

To be an effective agent of change that delivers quality services to citizens of Limpopo through:

- Promoting developmental local governance,
- Supporting municipalities and Traditional Leadership Institutions, and
- Optimally deliver integrated and sustainable human settlements

7. Values

Our values are underpinned by the Batho Pele Principles.

Service Excellence:

We shall strive to attain recognised standards of service quality, and maintain continuous improvement in service delivery.

Innovation:

We shall toil in the pursuit of excellence and innovation on the use of information and communication technology to enhance public service delivery.

Integrity:

We shall conduct our business with integrity at all times to inculcate a culture of honesty and accountability among all our employees.

Prudence:

We shall exercise prudence and economy in running the business of the department and in pursuance of its goals and the objectives of government.

Transparency:

We shall always ensure transparency in everything we do in order to build trust and confidence with all our stakeholders.

Fairness and consistency:

We shall treat all our beneficiaries, suppliers and employees with fairness and equity at all times.

Professionalism

We shall ensure that employees demonstrate high level of professionalism when interacting with all stakeholders

Ethical

We shall strive for high standard of professional ethics and conduct



8. Situational Analysis

. External Environment Analysis

The Department has made strides in performance in line with the 2014-2019 medium term strategic framework (MTSF) and the Limpopo Development plan. This achievement includes amongst others filling of vacant posts, construction of low cost houses and connecting households to basic services. The transfer of houses (title deeds) to beneficiaries has also been vital to ensure security of tenure, making significant progress in achieving the departmental targets. The department has also committed to provide support to municipalities and the Institution of Traditional Leadership.

The main challenges in making significant impact on the human settlements sector include; availability of land in established townships, serviced sites for urban developments, availability of bulk infrastructure for new developments and registered townships to issue title deeds. The challenges were not limited to the above, but also include the following:

- Capacity of contractors to deliver projects on time
- Community protests that cause stoppage of projects due to demand to partake in projects
- Illegal occupation of completed houses through neglect by beneficiaries, untraceable beneficiaries and selling of houses.
- Creation of informal settlements due to migration to economically viable towns

In addressing the challenges, the department will be focusing on monitoring contractor performance on a daily basis. This will assist in detecting contractors which are performing poorly and will lead to a speedy intervention to ascertain that performance is not negatively affected. **Project monitoring will also be enhanced by implementing a decentralized models of services provision.**

The department will also undertake awareness campaigns with regards to 30% empowerment of local SMME's, conduct a verification process to determine rightful ownership of houses to be transferred and develop a plan for informal settlements upgrading.

The Department is inundated with challenges in the traditional affairs sector mainly due to traditional leadership claims and disputes. Funding challenges for traditional institution development programme is also contributing to the department having increased contingency liabilities due to recognized traditional leaders that were paid and embarking on litigation to recover owed funds.

There has been notable decline in financial management in the Local government sphere. This is mainly observed through negative audit outcomes, unsustainable budget and had poor revenue collections. This is due to some municipalities failing to maintain infrastructure, poor management of Municipal Infrastructure Grants. The investment of funds into VBS Mutual bank by some municipalities also brought serious challenges in delivery of services to the communities.





In addressing the challenges, the municipalities should ensure that communities are at the center of government strategies of improving livelihoods as part of the developmental approach. Proper planning, budgeting, filling of vacant posts on time, consultation and compliance to legislation are crucial in realizing the trajectory of government's developmental approach.

With regards to poor implementation of infrastructure projects, the department welcomes the CIDB's Standard for Uniformity in Construction Procurement & Framework for Infrastructure Delivery and Procurement Management and the draft Public Procurement Bill (published for comment). The department will assist municipalities to comply with the new requirements through workshops / training with the development of compliant supply chain management policies.

The District Development Model (DDM) has been approved by government structures, including Cabinet. The model seeks to strengthen inter-sphere planning and budgeting for impactful service delivery incorporating private sector and civil society contribution. The envisioned One Plan – District-Wide IDP will delineate the desired socio-economic development future of each district and clearly illustrate how this future can become a reality.

Population Dynamics and migration

The global, national and provincial trend is migrating away from remote, small and scattered rural settlements, towards more urbanised complexes. This urbanisation process implies that the demand for housing is and will be growing far more rapidly in urban complexes than on average for municipalities. The province developed a Spatial Development Framework that encourages development and investment in identified urban hubs in order to accommodate large inward population flows in search of socio-economic opportunities. It also identifies specific transport-related corridors and geographic economic clusters for development. In enhancing rural development, the Limpopo Development Plan (LDP) 2015 – 2019 introduced a sequenced application of spatially-blind policies (that ensure that the benefits of urban economic concentration are redistributed to all areas through service delivery and social programmes). These efforts will help to deal with migration because the socio-economic opportunities are brought closer to the people.

According to StatsSA Mid-year population estimates, 2019, Limpopo has an estimate of 5 982 584 populations which translate to 10, 2% of total population making it the fifth largest province in the country in terms of population size as compared to Kwa-Zulu Natal (11 289 086), Eastern Cape (6 712 276), and Western Cape (6 844 272). The number of households in the province has also increased to 1, 6 million in 2016 from 1, 4 million in 2011. The district municipality with the largest share of households in the province is Vhembe (382 346), followed by Capricorn (378 272), Mopani (338 385), Greater Sekhukhune (290 489), and Waterberg (211 452). (StatsSA-Limpopo Community Survey 2016 results)



Migration is an important demographic process in shaping the age structure and distribution of the provincial population. For the period 2016–2021 it is estimated that approximately 412 437 people will migrate from Limpopo (Stats SA). Furthermore, the 2018 mid-year population estimates indicated that, Limpopo accounted for 10.0% of South Africa’s population. The contributory factors in population trends includes fertility, mortality and migration rates.

Employment and Poverty status

According to the results of the Quarterly Labour Force Survey (QLFS) for the second quarter of 2019, released by Statistics South Africa (Stats SA), the number of employed persons increased in five of the nine provinces between Q1: 2019 and Q2: 2019. The largest employment increases were recorded in Eastern Cape (up by 80 000), Limpopo (up by 55 000), KwaZulu-Natal (up by 37 000) and Mpumalanga (up by 34 000), while Gauteng and North West recorded the largest employment losses of 96 000 and 52 000 respectively. Compared to Q2: 2018, the largest increase in employment was recorded in Mpumalanga (up by 31 000), Free State and Limpopo (up by 20 000 each), and Western Cape (up by 18 000). The decreases in the number of the employed persons were recorded in North West (down by 59 000), Northern Cape (down by 16 000) and Eastern Cape (down by 15 000)

The poorest province in terms of household expenditure was Limpopo with an average consumption expenditure of just R61 011 and a median of R31 925 in 2015, as a result, a need for housing is particularly higher (StatsSA). Implications are that there is a significant number of households that cannot afford to pay for service rendered by municipalities for revenue generation and financial sustainability. Therefore, revenue generation abilities by municipalities is constraint by poverty levels.



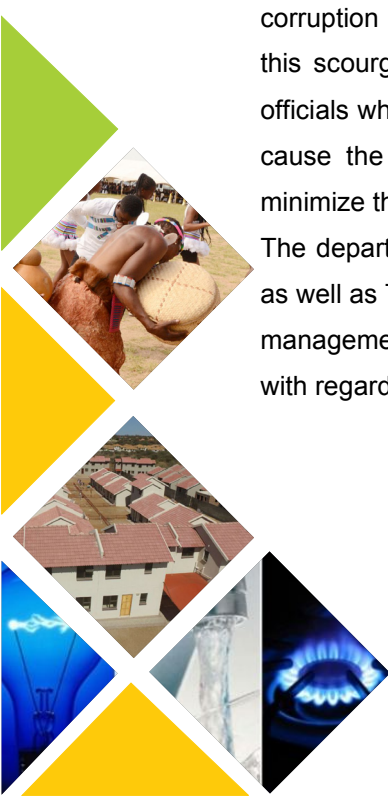


Below is a list of some of the Department 's challenges and the proposed strategies

Challenges	Strategy to address challenges
<ul style="list-style-type: none"> • Bulk infrastructure is inadequate and old • Sites not serviced by municipalities 	<ul style="list-style-type: none"> • Collaboration with strategic partners e.g. mining houses and DBSA, and implementation of the developed plans • Planning for infrastructure provision, alignment of funding streams
<ul style="list-style-type: none"> • Creation of informal settlements due to increased migration to economic growing towns 	Eradication of informal settlements through IRDP
<ul style="list-style-type: none"> • Low revenue base and culture of non-payment for rates and services by consumers • Province mainly rural with little spatial planning 	Improved IGR between all spheres of government <ul style="list-style-type: none"> • Implementation of credit control policies by municipalities • Strengthen relations with Traditional Leaders
<ul style="list-style-type: none"> • Incomplete houses and Inadequate capacity in both financial and project management has been a challenge in construction of low costs houses since over 60% of our contractors are emerging companies. 	Registration of project managers with professional bodies

Focused priorities and consistent leadership provisioning can give impetus in the execution of responsibilities thus leading towards the achievement of the set goals and objectives. The scourge of fraud and corruption continues to deny citizens of their deserved quality of services. Fighting fraud and corruption is a focused area of government. The department has to partake in the programme to root-out this scourge. The mandate to reduce the compensation of employees by 10% through the release of officials who are 55 years and above without any penalty incurred is acknowledged but it has potential to cause the loss of skilled/experienced workforce. Buffering mechanisms need to be put in place to minimize the negative impact thereof.

The department will conduct a comprehensive Integrated Scoping Report for the Musina-Makhado SEZ as well as Tubatse SEZ in the current 2019-2024 MTSF period to provide a clear road map for successful management and implementation of the SEZ, in order to fast-track the realization of the SEZ objectives with regards to sustainable integrated human settlements.



In addition, five Priority Housing Development Areas (PHDAs) are in the process of being gazetted in following municipalities: Polokwane, Thabazimbi, Fetakgomo-Tubatse and Lephalale. The PHDAs will enable the department to address housing delivery in the context of spatial transformation and consolidation. We will continue providing capacity through the Distressed Mining Towns programmes by utilizing the ring-fenced budget to implement bulk infrastructure projects to unlock the bulk infrastructure in urban areas and unlock human settlements development, this will enable the department to reduce the backlog of servicing of sites and also address various human settlements programmes within the distressed mining communities. The department has faced significant delivery challenges towards achieving its MTSF targets for the period 2014-2019. Strong actions have been taken in order to address these challenges, and to put in place the necessary capacities to fast-track development. The department has finalised the five-year strategic plan 2020-2025 with the following solutions to address the previous challenges:

- Collaboration with strategic partners e.g., mining houses, DBSA and implementation of the developed plans
- Planning for infrastructure provision, alignment of funding streams
- Eradication of informal settlements through IRDP
- Improved IGR
- Registration of Construction Project Managers with professional bodies.

Even though the public purse is generally shrinking and the economic growth being less than expected 3%, South Africa does have enough resources to keep the nation working. The abundance of mineral resources, mining companies operational in the province and Makhado-Musina Special Economic Zones (SEZ) provide catalytic platform for economic growth and job creation.

8.2. Internal Environment Analysis

Capacity of the institution to Deliver

CoGHSTA has a pool of committed, motivated and dedicated employees who possess requisite skills and competencies to manage and deliver services provided by the department. The analysis of the staff component shows that the majority of the workforce is ageing. Thus providing a challenge of loss of skilled and experienced employees. The recruitment plan targeting young people and required skills need to be developed and implemented. Reprioritisation have to be considered in order to create balance between keeping the COE down and recruiting skilled workforce in the critical positions.

In accordance with societal development, capacity development programmes need to focus on the ICT related skills and finance management to position the department on embracing the fourth industrial revolution and cope with the challenges brought by the fourth industrial revolution. Ageing ICT



infrastructure and the dilapidated building are areas of concern for the security of information and communication, and physical security of the employees.

Summary of Key Issues affecting Housing Delivery Performance

In summary, some of the main reasons provided for the province's poor performance are:

Housing funding allocations: The earlier housing delivery rate in the province cannot be maintained given the increasing product price which is not matched by an equivalent increase in the provincial housing allocation. This funding mismatch means that delivery will continue to be weak over the MTSF, unless national and province is able to leverage significant private housing finance and community sector funding.

Loss of funding to the national fiscus: The substantial loss of housing funding in two consecutive years by the province has been attributed to tender irregularities, being part of National Treasury's pilot for procurement and the late appointment of contractors by CoGHSTA.

Weak management throughout the housing value chain: delays in land acquisition, planning, basic service connections, the transfer and registration of units and project approvals and failure by contractors to complete projects is impacting negatively on the performance of the province.

Limitations in acquiring suitably located land: the limited availability of suitably located public land is undermining the province's ability to meet the human settlements targets and spatial objectives. Informal settlements mushroom on the peripheries of urban areas and on communal land where illegal land allocation is taking place. There are also on-going challenges related to communal land ownership and the unresolved land claims in the province that impacts on land availability.

Inadequate Bulk and Household Infrastructure: the insufficient bulk infrastructure capacity within the province and the lack of serviced sites for housing development inhibits housing delivery.

Weak municipal capacity: Weak municipal capacity undermines the possibility of integrated planning, and delivery for human settlements.

Misalignment of government planning and investment: while attempts have been made to align government-wide planning and investment for integrated human settlements delivery, there are still serious challenges in this regard.

Macro- economic environment: the current macro-economic environment characterised by a downgrading in South Africa's credit rating, slow growth, high unemployment and high consumer indebtedness is placing huge pressure on the state delivery in the housing subsidy, affordable and gap housing market segments.

CoGHSTA's Turnaround Strategy

The department has taken a number of steps in order to shift away from the current delivery trajectory and improve performance over the next five years. The department has put in place a Service Delivery



Improvement Plan and Strategy aimed at improving and fast-tracking human settlements delivery in order to conclude the balance of the MTSF.

It is a multi-pronged Turnaround Strategy anchored on four pillars as indicated below:

Beneficiary Management: This involves processing beneficiaries in the Housing Subsidy System (HSS) such that all approved beneficiaries are allocated to an individual contractor in a particular municipality, classified per village. This enables a contractor who is awarded beneficiaries in a municipality to know upfront the names of such beneficiaries, as well as the village/ township locality where he/ she shall find them in order to expedite the house construction phase.

Geo-technical Reports and Foundation Designs: This intervention is aimed at addressing the lack of Geo-technical reports in villages / development Areas that have been approved. This strategy compels the NHBRC to deploy its Geotechnical Engineers alongside contractors to conduct Test Pits on site. They then recommend and give the contractor, the most appropriate foundation designs to work with immediately.

Partnership with Contractor's Preferred Material Supplier: This intervention enables contractors with limited financial resources to conclude cession agreement with their preferred material supplier such as big hardware stores, brickyards, steel merchants, etc. This helps to alleviate the cash-flow challenges often experienced by emerging contractors that constitute 60% of our appointed contractors, thus enabling them to perform.

Contract Management: This measure introduces stringent contract management with enforceable punitive clauses in the event of poor performance, whilst on the other side, it allows for flexibility in the SLAs to introduce more than two sessions that will assist the contractor to perform optimally.

The Strategy was implemented during the 2016/17 financial year and it is envisaged that human settlements delivery in Limpopo will improve dramatically as a result of this initiative.

Apart from the Turnaround Strategy the department will also implement the following measures in order to improve delivery in the province.

Accreditation of Municipalities to perform housing functions: The department is implementing the accreditation programme in order to capacitate Municipalities to implement housing programme.

Integrated and Coordinated Planning: CoGHSTA has put in place a Projects Prioritisation Framework to facilitate greater co-ordination, integration, transparency and efficiency in housing delivery within the province. The Framework has the following objectives:

- Facilitate integrated resource management to address risks of under spending and under-performance.
- Define processes and timeframes for stakeholder consultation processes; and
- Guide stakeholder planning and alignment of resources with strategic national and provincial priorities in order to achieve integrated and sustainable human settlements.





The implementation of the Framework will be through the establishment of an internal CoGHSTA planning team composed of responsible and relevant managers. The working team will undertake the following.

- Provide strategic and technical guidance with respect to projects identification and sequencing;
- Adopt a coherent municipal engagement approach regarding proposed projects;
- Monitor the implementation of the projects portfolio system; and
- Engage with municipalities and sector departments about their plans for social amenities, education facilities, hospitals, roads, bulk infrastructure etc.

According to the AGSA's 2018/19 audit outcomes, the department received an unqualified audit opinion which included recurring audit findings on predetermined objectives and compliance with legislation. Furthermore, irregular expenditure amounted to R 844, 9 m whilst fruitless and wasteful expenditure amounted to R 1m for the department. The irregular expenditure amounting to R844, 9m is a result of non-compliance to the PPPFA regarding the application of preference point system. Bids were being awarded only on functionality basis instead of considering preference points on price and BEE as the price on low cost housing is fixed and non-competitive.

Policy for procurement of Human Settlements programmes resides with the Ministry and to date the policy is yet to be developed. Due to lack of policy bids were awarded based on functionality alone. .

Although there is still policy uncertainty, the Department is currently evaluating on functionality and preference points (price and BBBEE).

The fruitless amount of R1m came as a result of slow processes of the Provincial Administrator during the period when some provincial departments were put under administration in terms of section 100 (1) (b) of the Constitution. All payment disbursements were approved by Provincial Treasury which was also under administration. The Department is currently effecting payments within the stipulated 30 days' period as per Treasury Regulation paragraph 8.2.3.

Institutional Structure.

The department is currently in the process of reviewing its organizational structure which was mainly centralized.





PART C

MEASURING OUR PERFORMANCE





9. Institutional Performance Information

9.1. Measuring the Impact

Impact statements	<input type="checkbox"/> 1: Capable, Ethical and Developmental Department. <input type="checkbox"/> 2: Spatially intergraded, Sustainable Human Settlements and Local Government <input type="checkbox"/> 3: A diverse, socially cohesive society with a common identity.
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9.2. Measuring the Outcomes

9.2.1. Outcomes

Outcome	2019-24 MTSF priority	Outcome Indicator	Baseline	Five year target
Professional, Meritocratic and Ethical Department	Priority 6: a capable, ethical and developmental state	Percentage of reported fraud and corruption practices investigated	100% of reported cases investigated	100% of reported fraud and corruption practices Investigated.
		Number of HR systems Improved	<ul style="list-style-type: none"> • 1 431 individuals trained on Learnership, formal training and skills programme • 100% compliance with PMDS policy • 45 posts filled 	<ul style="list-style-type: none"> • Skills Development • Performance management • Human Resources business processes
Improved governance and efficient financial management systems	Priority 6: a capable, ethical and developmental state	Audit outcome.	Audit outcome: Unqualified with matters.	<ul style="list-style-type: none"> • Unqualified without matters.
Spatial transformation through multi-priority development areas	Priority 4: spatial integration, human settlements and local government	Number of priority development areas invested in.	N/A	9



Outcome	2019-24 MTSF priority	Outcome Indicator	Baseline	Five year target
Adequate housing and improved quality living environments	Priority 4: spatial integration, human settlements and local government	Number of housing opportunities created through various housing programmes	66,000 housing opportunities	39 884 housing opportunities created
		Number of informal settlements upgraded to phase 3 of IUSP	Two settlements (Nkambako and Steenbok Pan) formalised to Phase 1	83
Security of tenure	Priority 4: Spatial Integration, Human Settlements and Local Government	Number of Title deeds transferred to beneficiaries	11 160 Title deeds transferred to beneficiaries	17 682 Title deeds transferred to beneficiaries
Improved capacity to deliver basic services, quality infrastructure to increase household access to basic services	Priority 4: Spatial Integration, Human Settlements and Local Government	Number of Support Programs on infrastructure delivery projects	Water 74.1% Electricity 92.7% Sanitation 58.9% Refuse 22.9%	Water 95% Electricity 100% Sanitation 90% Refuse removal 50%
Improved support and oversight in all municipalities	Priority 4: Spatial Integration, Human Settlements and Local Government	Number of support and oversight reports produced.	<ul style="list-style-type: none"> Section 47 (MSA) Section 131 	<ul style="list-style-type: none"> Section 47 (MSA) Section 131





Outcome	2019-24 MTSF priority	Outcome Indicator	Baseline	Five year target
		Number of Capacity-building programs implemented in all Municipalities		20 Programs implemented (Councilors and Municipal Officials)
Improved perception (Community based) on governance in municipalities	Priority 5: social cohesion and safe communities	Public participation program implemented by Local Municipalities		Annually monitor the functionality of ward committees, IDP representative forum, Community feedback and Community Development Programs
Improved governance, oversight and intergovernmental planning	Priority 4: Spatial Integration, Human Settlements and Local Government	Number of municipalities supported to improve governance, oversight and intergovernmental coordination. (MPAC, IGR)	27	27
Developmental Traditional Institutions	Priority 5: social cohesion and safe communities	Capacitated traditional Institutions		<ul style="list-style-type: none"> • Tools of trade • Management of initiation schools • Claims and disputes (Traditional Leadership) • Financial Management

9.3. Explanation of Planned Performance over the 2020 -2025 planning period

The planned MTSF performance is motivated by the principles of spatial transformation and economic growth through the area based development. The outcome indicators respond to NDP vision 2030. The priority targeted beneficiaries for housing are elderly, women, people with disability and child headed



families. Correction of deficiencies in the integration and coordination of spatial planning in the three spheres of government will transform settlements to be inclusive and impact be higher.

The personnel capacity development as per the Workplace Skills Plan will contribute to a skilled workforce that will be able to build a capable state. In addition, professionalization of the workforce will ensure that Batho Pele values are adhered to and result in improved perception of public service. Pre-qualifications of bids to be issued out in order to empower different groups such as; youth, women, people with disabilities, people in the rural areas, military veterans, people in townships, etc. Ensure accountability by progressively developing governance and administrative capability to undertake planning at all large scale

The Department of Human Settlements is committed to the NDP's vision of transforming human settlements and the spatial economy to create functionally integrated, balanced and vibrant urban settlements by 2030. Priority 4 in the MTSF 2019 -2024 guides the work of the department, as well as its commitment to improving institutional capacity and coordination across government. Over the MTEF period, the department will focus on ensuring that poor households have access to adequate housing in better living environments, and creating a functional housing market. It will invest in catalytic projects that deliver integrated communities; upgrade informal settlements; and provide affordable rental housing, outstanding title deeds to beneficiaries of state-subsidized housing, and temporary shelter to people affected by housing emergencies such as fires.

The criteria used for allocation of houses is biased towards people living with disabilities, child-headed families and households headed by women.

The housing backlog has increased dramatically as household size has reduced and urbanization has sped up. Slow progress in the provision of social housing units has been driven by reluctance to invest in rental housing due to rent defaults and maintenance costs.

Furthermore, municipalities generally do not have the capacity to manage housing stock and there is insufficient participation by non-governmental organizations.

Whilst the Human Settlements Development Grant (HSDG) has increased by 657.93% since 1994, the product cost has increased by 1136.58% over the same period making it increasingly impossible for the province to deliver on its MTSF targets within the available budget. The annual HSDG allocation over the duration of this MYHSDP (2019/20 – 2024/25 financial years) is estimated at R 1.3 billion, totalling R 7.8 billion. This funding allocation is not sufficient to implement all projects, particularly given that there is no adequate bulk infrastructure for planned projects. An estimated amount of R28, 4 billion is required to deliver the projects on the Limpopo Human Settlements Project Pipeline.





All water services authorities to receive acceptable scores on functional assessment of water services development plans, comply with blue and green drop requirements to improve access to safe and affordable drinking water. The enablers are mainly availability of assessment report by department of water and sanitation (Blue and Green Drop) and human resources within municipalities to implement the recommendations. With improved capacity, municipalities will be capable of implementing new infrastructure projects, operate and maintain infrastructure optimally, thereby ensuring that more households are reached and existing infrastructure continues to provide access to basic services

Section 154 of the Constitution enjoins national and provincial government to support and strengthen the capacity of municipalities to manage their own affairs, to exercise their powers and to perform their functions. The National Development Plan on the other hand, advocates for a developmental state that tackles the root causes of poverty and inequality by intervening to support and guide development so that benefits accrue across society. The support and monitoring oversight to municipalities is aimed at ensuring that municipalities have the capacities to provide services in an equitable, while promoting good governance through compliance to applicable legislation and promoting active citizenry and leadership. The local government capacity support programmes contribute to the outcome of improved capacity to deliver basic services and quality infrastructure to increase household access to basic services

Support to municipalities to comply with the Spatial Planning and Land Use Management Act 2013 is aligned to the MTSF outcome of coordinated, integrated and cohesive national spatial development guidance to enable economic growth and spatial transformation through improved integrated settlement development and linking job opportunities and housing opportunities. Support to districts will be targeted in support of the District Development Model, as well as the capacity to implement climate change programmes to ensure responsiveness to climate change and other disaster. On the overall, the programme contributes to Priorities 4, 5 and 6 of the MTSF.

The Constitution recognizes the institution of traditional leadership as a being central to uphold cultural values, traditions and heritage of the various communities. The institution is important for the preservation of culture and customs which is critical for maintaining social cohesion and creating safe communities in line with priority 5 of the MTSF. To this effect, the Department, in partnership with the Provincial House of Traditional Leaders will support the institution to promote local governance and customary practices key for social cohesion.

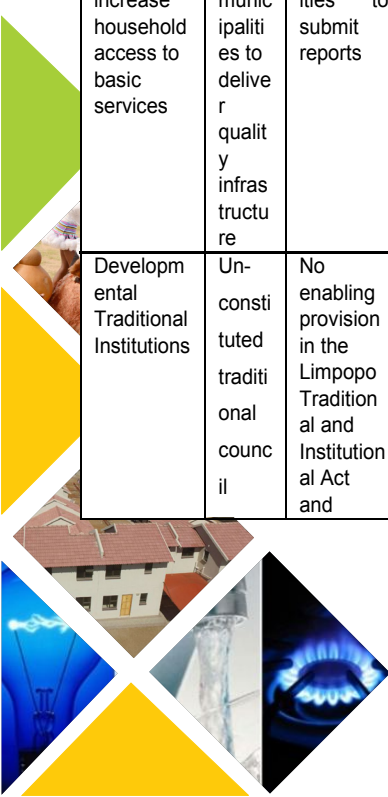


11. Key Risks and Mitigations

Outcome	Risk	Cause	Consequences	Inherent Risk			Current Controls		Residual risk exposure	Mitigating Measure	Risk Owner and action owner
				Imp	L/H	Exp	Measure	Effectiveness			
Spatial transformation through multi-priority development areas	Limitations to acquire well located land.	a) Exorbitant Cost of privately owned land. b) Unwillingness by Owners to release land c) Delay in donations of land to municipalities by DPW and DLRD	a) Slow impact in human settlements Spatial transformation.	4	5	20	a) Prioritize Publicly owned land b) Obtain the second opinion from Valuers General before acquisition process is finalized in case of dispute. c) Land Task Team committee available d) Feasibility studies conducted to determine suitability of land identified e) Engage DPW, DLRD and Traditional Leaders	20%	4	a) Prioritize Publicly owned land b) Obtain the second opinion from Valuers General before acquisition process is finalized. c) Feasibility studies conducted to determine suitability of land identified e) Engage DPW, DLRD and Traditional Leaders	DDG: ISHS CD: HSP & MS
Adequate housing and improved quality living environments	Inadequate bulk infrastructure in growth points municipalities.	a) Influx to growth point Municipalities due to Economic opportunities	a) No sustainable human settlements development	5	5	25	Allocate the infrastructure budget.	40%	10	Avail allocation to bulk infrastructure.	DDG: ISHS CD: HSP & MS CD: Region A & B
Adequate housing and improved quality living environments	Increased informal settlements in growth and mining towns	a) Access to Economic opportunities. b) Unplanned and mushrooming of informal settlement	a) Mushrooming of informal settlements b) Service delivery protest	4	5	20	Develop informal settlements plans and formalise them	65%	13	a) Implementation of the informal settlements plan	DDG: ISHS CD: HSP & MS
Adequate housing and improved quality living environments	Inability to achieve housing opportunity	a) Limited capacity of some contractor resulting in incomplete projects	a) Poor service delivery b) Service	4	4	16	a) Implementation of the contract management clause (Withdrawal of units from poor performers and re-allocate to performing contractors)	40%	6.4	Implementation of the contract management clause (Withdrawal of units from poor performers and re-allocate to performing contractors) Continuous engagement with relevant stakeholders resulting in the gaining of momentum.	DDG: ISHS CD: Region A & B



Outcome	Risk	Cause	Consequences	Inherent Risk			Current Controls		Residual risk exposure	Mitigating Measure	Risk Owner and action owner
				Imp	L/H	Exp	Measure	Effectiveness			
	ies targets	b) Community unrest affecting the project. c) Change of development areas.	delivery protests				a) Continuous engagement with relevant stakeholders.				
Security of tenure	Title deeds not issued to some approved beneficiaries	a) Incomplete township register. b) Invasion and illegal selling of low cost houses c) Untraceable – beneficiaries	Delay in confirmation of tenure rights (Title deeds)	4	5	20	a) Updating and completion of the township register. b) Consumer education c) Advertise untraceable beneficiaries on print media	65%	13	a) Updating and completion of the township register. c) Consumer education c) Advertise untraceable beneficiaries on print media d) Build houses in proclaimed areas (Urban)	DDG: ISHS CD: HSSA & PM
Improved capacity to deliver basic services, quality infrastructure to increase household access to basic services	Limitations to monitor and support municipalities to deliver quality infrastructure	Declining operational budget Non-adherence of municipalities to submit reports	Inadequate service delivery Litigations Loss of state funds;	3	3	9	<ul style="list-style-type: none"> Monthly provincial and district reporting meetings Quarterly project site visits / one-on-one meetings with identified municipalities Issuing of non-compliance letters for not reporting 	90%	5	Retain current control	DDG: CoGTA CD: MID
Developmental Traditional Institutions	Unconstituted traditional council	No enabling provision in the Limpopo Traditional and Institutional Act and	Litigations	4	5	20	None	90%	18	Bill is in the process of approval.	Director: AISS



Strategic Plan 2020 – 2025

Outcome	Risk	Cause	Consequences	Inherent Risk			Current Controls		Residual risk exposure	Mitigating Measure	Risk Owner and action owner
				Imp	L/H	Exp	Measure	Effectiveness			
		National Act									
Improved governance, oversight and intergovernmental coordination	Illegal initiation schools	Non-compliance with initiation school legislations	Loss of lives	4	4	16	Enforcement of initiation school legislation	20%	3.2	Issuing of permits and monitoring of initiation schools	Director: AISS
Professional, Meritocratic and Ethical Department	Inability to achieve training needs.	Utilisation of the 1% allocated for training which is <i>diverted to pay interns stipends</i> . Non-allocation of 1% of overall personnel expenditure for training.	Officials will not be trained as per identified training needs due to insufficient funds	5	5	25	Departments to comply with the Skills Development Act and Circular from Office of the Premier.	65%	16.25	Allocation at least 1% of the personnel wage bill for training purposes only. Request separate funding for Interns	DDG:CS CFO CD: SHRM D: HRCD
Professional, Meritocratic and Ethical Department	Failure to meet equity targets.	Panels non-compliant with the EE plan	Unrepresentative workforce	5	5		An MTEF HR Plan and EE plan approved and forum members sit on various panels to ensure compliance	65%	16.25	Implementation of HR Plan directive by recruitment panels. b)Enforcement of EE Plan	DDG: CS CD : SHRM
Professional, Meritocratic and Ethical Department	Unreliable and not useful performance information.	Performance indicator not clearly defined and documents to support reported performance not useful or reliable to validated information	Non achievements of objectives	5	5	25	a) Policy on compilation of performance reports b) Technical indicator descriptions	90%	22.5	a) Review performance indicator technical descriptions for 2019/20 APP b)All activities performed by branches to be support by credible evidence	Director: Strategic Planning All DDG's



Outcome	Risk	Cause	Consequences	Inherent Risk			Current Controls		Residual risk exposure	Mitigating Measure	Risk Owner and action owner
				Imp	L/H	Exp	Measure	Effectiveness			
Professional, Meritocratic and Ethical Department	Inability to fill vacant posts timely.	Equitable Distribution of personnel Late appointments of internship programme	High rate of vacancies Poor service delivery	5	5	25	Prioritization of critical positions Acting personnel	65%	16.25	Review of the organisational structure	DDG:CS
Professional, Meritocratic and Ethical Department	Loss of institutional knowledge.	Working in silos. Inadequate Knowledge sharing. Poor records keeping.	Duplications Inconsistency in terms of information Knowledge hoarding	5	5	25	Staff retention policy Exit interviews Knowledge management policy and Strategy.	90%	22.5	Institutionalise knowledge management processes in the department Comprehensive Harvesting knowledge management plan	DDG:CS GITO CD: SHRM All employees
Professional, Meritocratic and Ethical Department	Inefficient ICT services	ICT system failures and/or malicious attacks	a) Loss of critical electronic information b)Lack of ICT service continuity	5	5	25	a)Monitor firewall logs and sign them off monthly	40%	10	a) Monitor logs of firewalls and sign them off monthly	DDG: CS CD:GITO
Professional, Meritocratic and Ethical Department	Damage or failure of sensitive ICT hardware.	a) Power failure and/or end of life span for equipment (obsolescence.)	Non-availability of Network and Systems	5	4	20	a) Maintenance of data centre equipment. b) Replacement of obsolete equipment. c) Servicing of data centre equipment	20%	4	a) Maintenance of data centre equipment b) Replacement of obsolete equipment c)Servicing of data centre equipment	DDG: CS CD:GITO
Professional, Meritocratic and Ethical Department	Poor performance of ICT Service providers (e.g. late and/or wrong	a) Low capacity.	Poor ICT services	5	5	25	a) Monitor Performance of service providers and ensure adherence to service level agreements. b)Obtain monthly service reports	20%	5	a) Monitor Performance of service providers and ensure adherence to service level agreements. b)Obtain monthly service reports	DDG: CS CD:GITO



Strategic Plan 2020 – 2025

Outcome	Risk	Cause	Consequences	Inherent Risk			Current Controls		Residual risk exposure	Mitigating Measure	Risk Owner and action owner
				Imp	L/H	Exp	Measure	Effectiveness			
	g deliveries or implementation)										
Professional, Meritocratic and Ethical Department	Leaking or hacking ICT information.	a) Lack of ICT security measures in place.	Departmental information stolen	5	4	20	a) Monitor implementation of ICT security policies.	20%	4	a) Implement ICT Security Plan	DDG: CS CD:GITO
Professional, Meritocratic and Ethical Department	Fraud and Corruption (Economic Crime).	a) Lack of integrity by some officials and suppliers.	a)Exposure to litigations b) Fruitless, wasteful or irregular expenditure c)Compromise the image of the department and service delivery	5	4	20	a) All SCM officials (old and new) sign the code of conduct. b) Signing declaration of interest and oath of secrecy by bid committee members. c) Awareness workshops on fraud and corruption d) Vetting of SCM Officials e) Consequence management	40%	8	a) All SCM officials (old and new) sign the code of conduct. b) Signing declaration of interest and oath of secrecy by bid committee members. c) Awareness workshops on fraud and corruption d) Vetting of SCM Officials	DDG:CS CD: SCM D: Security and Investigation All Supervisors
Improved governance and efficient financial management systems	Ineffective implementation of GIAMA (government immovable asset management Act).	a) Poor maintenance of buildings b) Lack of space utilisation audits c) Poor management of leases (government offices).	a) Litigation b)Non-compliance with Occupational health and safety Act c)Loss of state funds	5	3	15	Task team for the implementation of GIAMA is appointed. GIAMA forum	65%	9.75	a) Development of maintenance policy Develop Compliance monitoring tool. b)Appointment of qualified facility manager	CFO CD:SCM



Outcome	Risk	Cause	Consequences	Inherent Risk			Current Controls		Residual risk exposure	Mitigating Measure	Risk Owner and action owner
				Imp	L/H	Exp	Measure	Effectiveness			
Improved governance and efficient financial management systems	Ineffective Management of Assets.	a) Failure to update the assets registers. b) Assets without Barcodes and Serial numbers. c) Irregular Movement of Assets. d) Asset not recorded and incorrectly classified in the Asset Register.	a) Loss of assets b) Mistake and miscellaneous classification of assets	5	4	20	a) Bi annual asset verification. b) Monthly updating of asset register. c) Implementation of Assets Movement form. d) Implementation of Assets Management Policy.	20%	4	Monthly update of the asset register Implementation of assets movement form Implementation of assets management policy Consequence management	CFO CD:SCM
Improved governance and efficient financial management systems	Unaccounted for usage of state vehicles	Inadequate monitoring of usage of state vehicles	Loss of state funds	5	5	25	a) Log books. b) Trip authorisation. c) Monthly reporting on fleet management. d) Monthly meetings with districts.	20%	5	a) Report on monitoring of logs books usage by officials b) Report on monthly basis concerning Trip authorisation c) Monthly report on fleet management d) Monthly meetings with Districts	CFO CD:SCM
Improved governance and efficient financial management systems	Poor spending.	Inadequate implementation and monitoring of plans.	Under/over spending of the budget	5	5	25	a) Quarterly analysis of the budget by Budget Committee. b) Daily expenditure report. c) Monthly bilateral with all programme managers	40%	10	a) Quarterly analysis of the budget by Budget Committee. b) Daily expenditure report. c) Monthly bilateral with all programme managers	Risk Owner CFO Action Owners: All DG's
Improved governance and efficient financial management systems	Late payment of service providers	Inadequate supplier information e.g. Banking details.	a) Inhibits the cash flow of service provider b) Fruitless and wasteful expenditure (interest)	5	5	25	Standard operating procedure, instruction note 34 of 2011; departmental circular No.8 of 2018 Late payments are investigated; Encourage the service providers to submit the outstanding documents	20%	5	Centralized entry point of invoices; Implementation of the Invoice Tracking System	CFO CD: Accounting Services

11. Public Entities
None





PART D

TECHNICAL INDICATOR DESCRIPTION





Administration Technical Indicator Descriptions

Indicator Title	Percentage of reported fraud and corruption practices investigated
Definition	Implement programmes to reduced fraud and corruption incidences through workshops. Investigate all cases reported and implement corrective measures to deter possible transgressions.
Source of data	Case register
Method of Calculation/Assessment	Quantities Assessment: number of reported cases investigated divided by total cases on the register x100
Means of Verification	Workshops, case register and departmental reports
Assumptions	Case register is updated monthly
Disaggregation of beneficiaries	None
Calculation Type	Non-Cumulative
Spatial Transformation	N/A
Reporting Cycle	Quarterly
Desired Performance	All reported cases attended to and Final Investigation report approved
Indicator Responsibility	Director: Security and Investigation Management

Indicator Title	Number of HR systems improved
Definition	Monitor functionality of HR system to support the business of the department: <ul style="list-style-type: none"> • Recruitment • HR Capacity development • Individual performance management • Maintenance of information systems
Source of data	PERSAL
Method of Calculation/Assessment	Quantitative: simple count
Means of Verification	Reports drawn from PERSAL and reports on the support of HR systems.
Assumptions	PERSAL is accurate
Disaggregation of beneficiaries	Women: 50% Youth: 30% People with Disabilities: 2%
Calculation Type	Non-Cumulative
Spatial Transformation	N/A
Reporting Cycle	Annually
Desired Performance	Full compliance with regulations
Indicator Responsibility	DDG: Corporate services

Title	Audit outcome
Definition	Audit opinion is an expression by the Auditor General on the Annual Financial Statements
Source of data	<input type="checkbox"/> Audit reports from Auditor General <input type="checkbox"/> Annual report



Method of calculation/Assessment	Qualitative
Means of Verification	Annual Report
Assumptions	The information as disclosed in the audit report is true in all material respects
Disaggregation of beneficiaries	N/A
Spatial Transformation	N/A
Calculation Type	Non-Cumulative
Reporting Cycle	Annually
Desired Performance	Unqualified audit opinion without matters of emphasis
Indicator Responsibility	Chief Finance Officer





Human Settlements Technical Indicator Descriptions

Title	Number of priority development areas (PDA) invested in
Definition	Priority development area is an area identified and gazetted by National Human Settlements. Investments is determined by various programmes implemented in the priority development area
Source of data	HSS, Grants expenditure, projects implemented by other government entities
Method of calculation/Assessment	Quantitative, simple count of PDA's
Means of Verification	Approved HSS status report Municipal submissions of PDAs'
Assumptions	Information from departmental systems as well as other government entities is accurate and updated regularly
Disaggregation of beneficiaries	N/A
Spatial Transformation	All PDA's spatially referenced
Calculation type	Cumulative
Reporting Cycle	Annually
Desired Performance	Spatially transformed settlements
Indicator Responsibility	DDG: Human Settlements

Title	Number of housing opportunities created through various housing programmes.
Definition	Increased production and delivery of housing subsidies in strategically located areas such as Transit Oriented Developments, Inclusionary Housing and Integrated Functional Areas
Source of data	HSS and BAS
Method of calculation/Assessment	Quantitative: Simple count
Means of Verification	Appointed contractors Beneficiary list Departmental reports
Assumptions	programmes are implemented in accordance with the Housing Code
Disaggregation of beneficiaries	Women: 50% Youth: 30% People with disabilities: 10%
Spatial Transformation	Programmes implemented in strategically located spaces



Title	Number of housing opportunities created through various housing programmes.
Calculation Type	Non-Cumulative
Reporting Cycle	Annually
Desired Performance	Access to adequate housing
Indicator Responsibility	DDG: ISHS

Title	Number of informal settlements upgraded to phase 3 of the UISP
Definition	Phase 3 upgrade refers to a settlement that has an approved layout plan and general plan developed as final output in peri-urban areas.
Source of data	Deeds Office and Municipal Records
Method of calculation/Assessment	Quantitative: Simple count
Means of Verification	Approved layout plan and general plan
Assumptions	Title deeds of informal settlements is determined
Disaggregation of beneficiaries	None
Spatial Transformation	Informal settlement identified for upgrading will be spatially referenced and mapped
Calculation Type	Non-Cumulative
Reporting Cycle	Every two years
Desired Performance	Settlements that are formalised
Indicator Responsibility	DDG: ISHS

Title	Number of households issued with registered title deeds by 2025
Definition	Title deeds transferred and endorsed to the approved beneficiaries
Source of data	Deeds Office
Method of calculation/Assessment	Quantitative: simple count
Means of Verification	Title deeds
Assumptions	Occupants of houses are correct beneficiaries
Disaggregation of beneficiaries	Women: 50%
Spatial Transformation	Registered title deeds spatially referenced





Calculation Type	Non-Cumulative
Reporting Cycle	Annually
Desired Performance	Beneficiaries of low cost housing receive title deeds
Indicator Responsibility	DDG: ISHS



COGTA Technical Indicator Description

Title	Number of support programs on infrastructure delivery projects
Definition	Monitor municipalities on grant funding utilisation for infrastructure delivery
Source of data	Site visits, Municipal Reports
Method of calculation/Assessment	Quantitative: Simple count
Means of Verification	MIG Reports
Assumptions	The information as disclosed in the audit report is true in all material respects
Disaggregation of beneficiaries	N/A
Spatial Transformation	Projects on basic services spatially referenced
Calculation Type	Cumulative
Reporting Cycle	Annually
Desired Performance	Improved access to basic services
Indicator Responsibility	DDG: CoGTA

Indicator Title	Number of support and oversight reports produced.
Definition	The signed off consolidated annual municipal performance report is a legal requirement in Section 47 of the Municipal Systems Act, which requires the MEC for local government to compile and submit to provincial legislature and Minister for Local Government. <ul style="list-style-type: none"> • Collate section 46 reports • Collate information from various sources (Auditor General, Outcome 9, Stats SA) • Analyse, consolidate and produce a section 47 report
Source of data	Annual Municipal Performance Reports (section 46) and secondary data from sector departments, analysis report
Method of Calculation/Assessment	Manual count of reports compiled
Means of Verification	Departmental Reports
Assumptions	Report on status of municipal performance as required by section 47 of the Municipal Systems Act, 2000
Disaggregation of beneficiaries	N/A
Spatial Transformation	N/A
Calculation Type	Non-cumulative
Reporting Cycle	Annual
Desired Performance	Full compliance the Legislation
Indicator Responsibility	DDG: CoGTA





Indicator Title	Number of Capacity-building programs implemented in all Municipalities
Definition	<ul style="list-style-type: none"> <input type="checkbox"/> Conduct capacity assessment in municipalities <input type="checkbox"/> Coordinate internal and external stakeholders on capacity building <input type="checkbox"/> Develop district plan on capacity building interventions <input type="checkbox"/> Implement capacity building programme for individual and institutional in municipalities
Source of data	Provincial Capacity building framework
Method of Calculation/Assessment	Cumulative
Means of verification	<ul style="list-style-type: none"> • Assessment report • Quarterly Report on capacity building • Agenda, Invitations, Attendance registers and presentations
Assumptions	Improve performance
Disaggregation of beneficiaries	N/A
Spatial Transformation	N/A
Calculation Type	Non-cumulative
Reporting Cycle	Annually
Desired Performance	Institutional stability in municipalities
Indicator Responsibility	DDG: CoGTA

Indicator Title	Public participation program implemented by Local Municipalities
Definition	Support municipalities to develop database on community concerns by conducting provincial engagements and workshops to assist municipalities to adhere to the complaints management's policies.
Source of data	Database of community concerns
Method of Calculation/Assessment	Manual count of number of municipalities supported
Means of Verification	Departmental Reports
Assumptions	Database on community concerns in 22 municipalities in the province
Disaggregation of beneficiaries	N/A
Spatial Transformation	N/A
Calculation Type	Non-Cumulative
Reporting Cycle	Quarterly
Desired Performance	Positive perception by communities
Indicator Responsibility	DDG: CoGTA

Indicator Title	Number of municipalities supported to improve governance, oversight and intergovernmental coordination (MPAC, IGR)
Definition	Monitor functionality of governance structure to ensure good governance and report on deviations
Source of data	Data from Municipalities
Method of Calculation/Assessment	Quantitative: Simple Count
Means of Verification	Departmental Reports
Assumptions	Municipalities comply with relevant legislations
Disaggregation of beneficiaries	N/A
Spatial Transformation	N/A
Calculation Type	Non-Cumulative
Reporting Cycle	Annually
Desired Performance	Good governance
Indicator Responsibility	DDG: CoGTA



Technical Indicator Description (TID) Traditional Affairs

Title	Capacitated traditional institutions
Definition	Traditional councils are supported towards enabling them to perform their functions in terms of TLGFA
Source of data	Traditional Councils needs analysis report. Traditional Councils. District offices
Method of calculation/Assessment	Qualitative
Means of verification	Reports, Invitations to meetings, attendance register, minutes and memoranda.
Assumptions	Skilled personnel at Traditional Councils and district levels
Disaggregation of beneficiaries	N/A
Spatial Transformation	Integration of communities to infrastructure
Calculation type	Non-Cumulative
Reporting Cycle	Annually
Desired Performance	Functional Traditional Councils that drive community development
Indicator Responsibility	Chief Director: Traditional Affairs

