

# Strategic Plan

## 2020-2025



cogta

Department:  
Cooperative Governance and Traditional Affairs  
**PROVINCE OF KWAZULU-NATAL**

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## **FOREWORD TO THE 2020-2024 FIVE-YEAR COGTA STRATEGIC PLAN BY HONOURABLE S.E. HLOMUKA KZN MEC FOR COOPERATIVE GOVERNANCE AND TRADITIONAL AFFAIRS**

This Strategic Plan for the KZN Department of Cooperative Governance and Traditional Affairs (Cogta) outlines the strategic initiatives and commitments by the department to direct its mandate over the next five years. It is a blueprint that will define our strategic path as we pursue our ambitious developmental agenda in the sixth administration.

At the heart of our approach to addressing the many challenges faced by the municipalities and traditional institutions we serve in KZN is the effective and efficient state machinery that is also cognisant of and responsive to the needs of our people. It is within this context that the strategic thrust of Cogta is repositioned and re-contextualised in this Strategic Plan.

In order to remain relevant to our municipal residents and traditional communities, this department must be rooted in the communities on the ground. In practice, this requires all of our partners in different spheres of government to operate in unison within the framework of effective inter-governmental relations.

This is why much of this Strategic Plan derives from the District Development Model, launched in KZN in October 2019. The model aims to achieve co-ordinated and integrated planning, budgeting and implementation of development projects between the three arms of government with the municipal districts at the core of this process.

Key to this is formulating one development plan in which all stakeholders participate according to their mandates. As we fully implement the District Development Model in KZN, the One Plan approach, which it envisages, will also lead to the alignment and integration process with the existing Operation Sukuma Sakhe.

To this end, the Integrated Development Plans and Local Economic Development Strategies of municipalities will need to reflect the priorities of the entire public sector. This department will play a key role in rectifying the planning misalignments of the past, often characterised by fragmented, disjointed and uncoordinated actions of municipalities.

For this system to work as envisaged, our support programmes in municipalities will also need to become more responsive to the individual and often localised challenges experienced by local

government institutions in their different contexts and circumstances. The foundations for this approach have been laid with the assessment of the State of Local Government in KZN, completed in 2019 as the largest exercise of its kind conducted in the province to date.

Strengthening our systems of accountability and building clean government has a special place in our Strategic Plan for the next five years. We maintain that institutions and specifically councillors and municipal officials need to be more accountable to communities and the department will therefore work to strengthen the capability of communities to exercise oversight over those who have been either elected or employed to serve them.

The institution of traditional leadership is likewise central to our system of governance in rural areas. We believe that traditional customs and ways of living should complement and reinforce our modern systems of democracy. We need to protect our rich heritage as an African state and ensure that our knowledge and customs are transmitted to future generations.

Placing the institution of traditional leadership at the centre of rural development will be thus a key objective during the next five years. This is integral to our understanding of creating an interactive government and, as part of it, our traditional institutions will play a greater role in fighting poverty, underdevelopment and promoting social cohesion in our rural communities.

In summary, the department, as reflected in this Strategic Plan, is now well positioned to be the custodian of our integrated developmental state through its development facilitation, strategic coordination and interventionist role, as provided for in the applicable legislative frameworks. It is, therefore, within this context that Cogta will expect all spheres of government and sector departments within the provincial government to advance good cooperative governance for the benefit of better functioning municipalities and traditional institutions in KZN.

Ends.

**HONOURABLE S.E. HLOMUKA**  
**KZN MEC FOR COOPERATIVE GOVERNANCE AND TRADITIONAL AFFAIRS**

## **ACCOUNTING OFFICER STATEMENT**

The objectives of the sixth administration have been mapped out in the five year Programme of Action translated from the Medium-Term Strategic Framework. In alignment with the MTEF the priorities have been set out to be implemented with urgency.

In line with the MTSF Priority **A Capable, Ethical and Developmental State**, making Local Government work well is at the apex of the priorities for KZN Depart of COGTA. The realisation of this has great return for all in terms of increased access to basic services; create an environment that favourable for economic growth and in rebuilding the eroded trust and confidence in state institutions and more especially the Local Government sphere.

Harmonizing relations between the institution of traditional Leaders and Government also has a long way to go in building a capable and development driven state. The nature of the current interface between traditional structures and local governments with regard to the delivery of such services as land administration, dispute resolution remains of great concern even in this administration.

It is in these regards that we have identified the Impact the department wishes to make in this term and also set targets informed by baseline data of the change in performance and results we envisage as COGTA in the next five years ending 2025.

In pursuit of the above, the Department intends exploiting fully the benefits of the Intergovernmental Governmental Framework as collaboration and partnership with different agents have been identified as a critical cornerstone of Integrated/coordinate planning and sustainably delivering on the commitments made in this Five Year Plan.

Municipalities and cities that are investment attraction points through infrastructure development and maintenance, economically active citizens and more particularly the emancipation of women, youth and people with disabilities are what in this sector we should endeavour for towards economic growth and job creation.

I urge COGTA family, family of Municipalities and Stakeholders identified to rally behind this plan and mission in order to change the livelihoods of all who reside in the Province of KwaZulu-Natal.

**Mr. T. Tubane**

**Accounting Officer KZN Cooperative Governance and Traditional Affairs**

## OFFICIAL SIGN-OFF

It is hereby certified that this Strategic Plan:

- Was developed by the management of the KZN Department of Cooperative Governance and Traditional Affairs under the guidance of the Executive Authority, Mr. S. E. Hlomuka;
- Takes into account all the relevant policies, legislation and other mandates for which the KZN Department of Cooperative Governance and Traditional Affairs is responsible.
- Accurately reflects the Impacts, Outcomes and Outputs which the KZN Department of Cooperative Governance and Traditional Affairs will endeavour to achieve over the period 2020-2025.



**Ms. Y. Joyi**

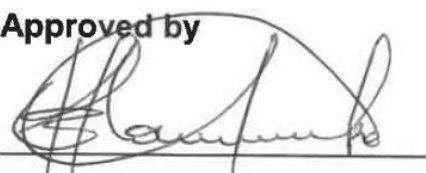
**Acting Chief Financial Officer**



**Mr. T. Tubane**

**Accounting Officer**

**Approved by**



**Mr. S. E. Hlomuka, MPL**

**Executive Authority**

## **PART A: OUR MANDATE**

### **1. CONSTITUTIONAL MANDATE**

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

- Section 139 provides for provincial intervention in local government. This intervention in municipalities, includes the issuing of directives, and managing interventions by the Provincial Executive Council in accordance with the provisions of section 139(1) (a), (b) and (c);
- Section 154 determines that provincial governments must provide support and strengthen the capacity of municipalities to manage their own affairs, to exercise their powers and to perform their functions in accordance with the provisions of section 154(1) and (2);
- Section 155(5) and (6) determines the types of municipalities in KwaZulu-Natal, and establishes municipalities in KwaZulu-Natal, thereafter the Municipalities, by legislative and other measures, must be monitored and supported, in addition to which the Department must promote the development of local government capacity, to enable municipalities to perform their functions and manage their own affairs; and
- Section 155 (7) stipulates that provincial governments have legislative and executive authority to see to the effective performance by municipalities of their functions in respect of matters listed in Schedules 4 and 5, by regulating the exercise by municipalities of their executive authority referred to in section 156(1).
- Chapter 12 of the Constitution of the Republic of South Africa, 1996 recognises the institution of traditional leadership and emphasises the significant role it plays in preserving the customs of traditional communities. It further defines the institution as an organ of state which justifies its place in the democratic dispensation especially in relation to governance issues.

### **2. LEGISLATIVE AND POLICY MANDATES**

The following legislation is administered by the Department:

- Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000)
- Local Government: Municipal Structures Act, 1998 (Act No. 117 of 1998)
- Local Government: Municipal Financial Management Act, 2003 (Act No. 53 of 2003)
- Local Government: Municipal Property Rates Act, 2004 (Act No. 6 of 2004)
- Local Government Demarcation Act, 1998 (Act No. 6 of 2004)

- Local Government Municipal Electoral Act, 2000 (Act No. 27 of 2000)
- Traditional Leadership and Governance Framework Act, 2003 (Act No. 41 of 2003)
- The National House of Traditional Leaders Act 2009 (Act No. 22 of 2009)
- The KwaZulu-Natal Traditional Leadership and Governance Act 2005 (Act No. 5 of 2005)
- The White Paper on Traditional Leadership
- Disaster Management Act, 2002 (Act No. 57 of 2002)
- Spatial Planning and Land Use Management Act, 2013: (Act No. 16 of 2013)
- Infrastructure Development Act, 2014 (Act No. 23 of 2014)
- Municipal Fiscal Powers and Functions Act, 2007 (Act No. 12 of 2007)
- Remuneration of Public Office Bearers Act, 1998 (Act No. 20 of 1998)
- KwaZulu-Natal Planning and Development Act, 2008 (Act No. 6 of 2008)
- KwaZulu-Natal Pounds Act, 2006 (Act No. 3 of 2006)
- KwaZulu-Natal Cemeteries and Crematoria Act, 1996 (Act No. 32 of 2000)
- KwaZulu-Natal Determination of Types of Municipalities Act, 2000 (Act No. 7 of 2000)
- KwaZulu-Natal Traditional Leadership and Governance Act, 2005 (Act No. 5 of 2005)
- Fire Brigade Services Act, 1987 (Act No. 99 of 1987)

### **3. INSTITUTIONAL POLICIES AND STRATEGIES OVER THE 2020-2025 PLANNING PERIOD**

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

#### **3.1 Sustainable Development Goals (SDG)**

The 2030 Agenda for Sustainable Development is a comprehensive document which United Nations adopted in its aim to shift the world onto a path of inclusive and sustainable development, which includes 17 Sustainable Development Goals (SDGs). The objective of SDG is to provide a set of universally relevant and applicable goals that balance the dimensions of sustainable development: economic, environmental and social.

**SDG 1: End Poverty**, aims to eradicate extreme poverty for all people everywhere by 2030 and ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services. The truth is South Africa cannot flourish if the masses of our people remain in poverty, without land, without tangible prospects for a better life, therefore, attacking poverty and deprivation must therefore be the first priority of a democratic government. The Department's (COGTA) strategic goal is to increase economic opportunities to foster economic wellbeing for all, through improving sectorial development and improving government job creation programs.

**SDG 5: Gender Equality** call for an end to all forms of discrimination against women and children and ensuring that women fully participate and have equal opportunities for leadership at all levels of decision-making in political, economic and public life (social). In the efforts to address the issues of women's exclusion, the Department provide municipalities with support to adopt and strengthen policies that empower women and promote gender equality. On an annual basis the Department hosts a "Women in Dialogue Conference" which sets to empower women in leadership positions, Senior Managers and Municipal Councillors.

**SDG 6: Clean water and sanitation** stipulates the need to achieve universal and equitable access to safe and affordable drinking water for all, while substantially increasing water-use efficiency to address water scarcity and reduce the number of suffering from water scarcity. With the country currently facing a severe water shortage problem (KwaZulu-Natal is critically affected), it is vital for COGTA to provide support and capacity to municipalities to strengthen the participation of local communities in improving water management.

**SDG 7: Affordable and clean energy** by 2030, ensure universal access, affordable, reliable and modern energy services and expand infrastructure and upgrade technology for supplying modern and sustainable energy services. The challenge is that Infrastructure is poorly located, inadequate and under-maintained. In its efforts to combat the challenge of addressing the demands municipalities face to maintain and expand the delivery of basic services.

**SDG 8: Decent work and economic growth** aims to achieve full and productive employment and decent work for all women and men, including youth and persons with disabilities and equal pay for work of equal value. Promotion of development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation are important for job creation. In the efforts to eliminate poverty and reduce inequality and achieve economic wellbeing there needs to be an enabling environment. Department create employment through Local Economic Development initiatives which includes: Community Work Programme (CWP) and Expanded Public Work Programme (EPWP).

**SDG 9: Infrastructure, industrialization and innovation** stipulates then need to develop quality, reliable, sustainable and resilient infrastructure, including regional and trans border infrastructure, to support economic development and human well-being with focus on affordable and equitable access for all and significantly increase to access information and communications technology. With KwaZulu-Natal positioning itself as a gateway to Africa and the world it is of imperative value that the Province has reliable and sustainable infrastructure that will be facilitate economic development and allow for the establishment of trans border infrastructure and communications

**SDG 10: Reduce Inequality** within and amongst countries. Ensure equal opportunity including eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and action in this regard ensure enhanced representation and voice for all in decision-making. The Department's role in promoting equality is through facilitative and accountable governance that supports municipalities to improve decision making through public participation. COGTA, through supporting municipalities to strengthen Inter-Governmental Relations, also reduces inequalities.

**SDG 11: Sustainable cities and communities** relates to adequate access to safe and affordable housing and basic services and upgrade of slums, by 2030 and enhance inclusive and sustainable urbanization and capacity for participatory, integrated and sustainable human settlement planning and management in all countries. Furthermore the aim is to reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality and municipal and other waste management.

**SDG 13: Climate action:** in the efforts to combat climate change and its impacts, focus must be given to strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries, integrate climate change measures into national policies, strategies and planning and Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning.

**SDG 16: Peace, justice and strong institutions** aims for the development effective, accountable and transparent institutions at all levels, substantially reduce corruption and bribery, while ensuring responsive, inclusive, participatory and representative decision-making at all levels and promote and enforce non-discriminatory laws and policies for sustainable development. COGTA is mandated to coordinate and support municipalities to have functional governance structures which promote good governance as expressed through factors like reliability, certainty, accountability decision-making through citizen participation.

**SDG 17: Strengthened partnerships for goals** relates to strengthening of the means of implementation and revitalizing the global partnership for sustainable development through enhancement of policy coherence for sustainable development and encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships. In its aim to place build capable governance, the Department will continue to support municipalities for functionality to be able to deliver for sustainable development.

### **3.2 African Union Agenda 2063**

The African Union Agenda is a “global strategy to optimise the use of Africa’s resources for the benefits of all Africans” (African Union Agenda 2063, 2015:1) It is a robust plan based on Pan Africanism and Renaissance with the intentions of addressing past injustice, learning from the lessons of the past At the same time build a bright future for the continent. AU commits itself to the Pan African vision of “an integrated, prosperous and peaceful Africa, driven by its own citizens and representing a dynamic in the international arena” (African Union Agenda 2063, 2015:1).

The AU Agenda then commits to the aspirations for an integrated and prosperous Africa:

- A prosperous Africa based on inclusive growth and sustainable development;
- An integrated continent politically united based on the ideals of Pan Africanism and the vision of Africa’s Renaissance;
- An Africa of good governance, democracy, respect for human rights, justice and the rule of law;
- A peaceful and secure Africa;
- An Africa with a strong cultural identity, common heritage, values and ethics;
- An Africa, whose development is people-driven, relying on the potential of African people, especially its women and youth, and caring for children;
- Africa as a strong, united, resilient and influential global player and partner

COGTA has an obligation toward goal 7 of the AU 2063, environmentally sustainable and climate resilient economies and communities and its **Priority Areas, that is, Water security, Climate resilience and natural disasters preparedness and prevention**

### 3.3 National Development Plan

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

COGTA contributes to the delivery of chapters 4, 5, 6, 8, 13, 14 and 15 of the NDP. Table 8.2 illustrates the alignment of the COGTA strategic goals and objectives with the NDP, MTSE outcomes and PGDP.

**Chapter 4 of the NDP: Economic Infrastructure** stipulates that in order for the country to support the long term economic objectives and development goals, South Africa needs to extensively invest in basic services such as electricity, water, sanitation, telecommunications and public transport. The challenge is to maintain and expand the provision of basic services in order to address the demands of the growing economy. Our role as COGTA includes providing support to municipalities in the provision of new infrastructure, as well as operational, maintenance and upgrade of existing infrastructure. In addition, COGTA will strengthen the capacity of municipalities to efficiently deliver infrastructure services to the required standard.

According to **Chapter 5 of the NDP: Environmental Sustainability and Resilience**, developmental challenges must be addressed in a manner that ensures environmental sustainability and builds resilience to the effects of climate change, particularly in poorer communities (NDP, 2011: 197). To this effect, adaptation strategies in conjunction with national development strategies should be implemented, including disaster preparedness, investment in more sustainable technologies and programmes to conserve and rehabilitate ecosystems and biodiversity assets. Consequently, the strategic objective of KZN COGTA is to increase adaptation to Climate Change impacts and improve Disaster Management by identifying and putting into effect appropriate policies and measures.

**Chapter 6 of the NDP: An Integrated and Inclusive Rural Economy** states that by 2030 South African rural communities must have better opportunities to fully participate in the economic, social and political life of the country. Our people will only achieve this through access to high-quality basic services which will enable them to seek economic opportunities. COGTA acknowledges the challenges at municipalities and it is then our priority to implement

the Back to Basics programme and ensure that all municipalities move from a dysfunctional to functional state.

One of the key objectives of the NDP is to ensure a transformed Human Settlement (Chapter 8). To have a strong and efficient spatial planning system well integrated across the spheres of government. Among other things this will require:

- Reforms to the current planning system for improved co-ordination;
- Develop a strategy for densification of cities and resource allocation to promote better located housing and settlements;
- Introduce spatial development framework and norms, including improving the balance between location of jobs and people; and
- Provide incentives for citizen activity for local planning and development of spatial compacts.

**Chapter 8 of the NDP: Transforming Human Settlements** emphasises the need for effective and coordinated spatial planning systems. There is a need to transform human settlements into equitable and efficient spaces with citizens living in close proximity to work with access to social facilities and necessary infrastructure. By 2030 we strive to achieve measurable progress towards breaking apartheid spatial patterns with significant advances made towards retrofitting existing settlements offering the majority of South Africans access to adequate housing, affordable services in better living environments, within a more equitable and functional residential property market.

**Chapter 13 of the NDP: Building a Capable and Developmental State** places emphasis on building a capable state to eliminate poverty, reduce inequality and unemployment by 2030. Our determination is to ensure that Local Government has committed people with appropriate skills and is capable of being transformative and developmental state to achieve NDP goals. Building a capable state necessitates the following:

- Stabilisation of the political administrative interface;
- Making the public service and local government careers of choice;
- Development of technical and specialist professional skills;
- Improving relationships between the spheres of government, and
- Reforming the state owned enterprises.

**Chapter 14 of the NDP: Fighting Corruption** states that corruption frustrates the country's ability of operating fairly and efficiently, and hinders the country's ability to deliver on its development mandate. A no "corruption country" will be realised through:

- Enforcement of law, procedures and policies will ensure that anti-corruption agencies have requisite resources and independence;
- Prevention focuses on the effectiveness of the available systems, institutional arrangements and accountability in the organisation; and
- Education in society is about the society understanding the social dimensions of corruption and reporting it.
- Operation Clean Audit, good governance, sound financial management and accountability remain the priority for COGTA.

The National Development Plan is the collective future of people of South Africa regardless of gender and race and it is our responsibility to make it work. **Chapter 15 of the NDP: Transforming Society and Uniting the Country** emphasises that people must unite around a vision of a better South Africa. This indicates that citizens have an important role to play in bringing about transformation and holding government accountable for the services they deliver. Participation in local governance is a key principle of post-apartheid legislation. White Paper on Local Government (1998) encourages municipalities to find ways of structuring participation to enhance service delivery. KZN COGTA will work towards strengthening the functionality of oversight structures; Ward Based Planning; Ward Committees; improve timeous consultation, communication and feedback in municipalities and traditional councils. It will also enhance the participation of Traditional Leaders in municipalities and improve IGR Structures.

### 3.4 ANC 2019 Election Manifesto

The 2019 ANC Election Manifesto pursues the vision of the National Development Plan (NDP) and seeks to address the triple challenge of unemployment, poverty and inequality. The commitments contained in the manifesto are in the spirit of “*Thuma Mina*” and aims to provide a better life for all. The seven priorities of the manifesto have been categorised as follows:

- Transforming the economy to serve all the people
- Advancing social transformation
- Security and comfort for all
- Safe communities, Safe lives
- Capable, honest government
- A nation united in diversity
- South Africa, Africa and the world

The Strategic Plan has embraced the pronouncements made in the manifesto and have addressed them by developing targets to contribute towards their achievement.

### **3.5 Medium Term Strategic Framework (MTSF 2019-2024)**

The 2019-2024 MTSF represent priorities derived from the Manifesto of the ruling party.

The MTSF identifies key areas, priorities, or goals for implementation by the 6<sup>th</sup> Administration.

The goals are as follows:

1. Capable, Developmental & Honest Government
2. Economy and Jobs
3. Education, Skills and Health
4. Consolidating the Social Wage through reliable and quality basic services
5. Spatial Development & Human Settlements, Local Government
6. Social Cohesion And Safe Communities
7. A Better Africa and World

The precondition for successful implementation or the inhibitors is highly anchored on the following:

- Energy Supply risk @ ESKOM and high cost of electricity
- Supply of water and high cost of Water
- Access to Rail particularly branch line network
- Access to good road infrastructure
- Good Governance at State Owned and Public Entities
- Implement Climate change Adaptation and Mitigation
- Establish Economic Regulators in Water &Transport Sectors

The MTSF further identifies the following groups as priority for the 6<sup>th</sup> Administration:

Women, Youth, People Living with disabilities

### 3.6 Provincial Growth and Development Plan (PGDP)

The KwaZulu-Natal Provincial Growth and Development Plan (PGDP) is a comprehensive document that addresses the enormous triple challenge of poverty, inequality and unemployment. This is a long-term plan which sets ambitious but achievable targets that will be realised by the year 2035. The PGDP espouses the Provincial vision that: KwaZulu-Natal will be a prosperous Province with a healthy, secure and skilled population, acting as a gateway to Africa and the World.

The PGDP is aligned to the National Development Plan. The Department's operations are guided by the National Development Plan, 2030 also expressed in the Provincial Growth and Development Plan as follows.

| STRATEGIC GOALS                 | OBJECTIVES                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|---------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Inclusive Economic Growth       | <ul style="list-style-type: none"> <li>• Develop and promote the agricultural potential of KZN</li> <li>• Enhance sectoral development through trade investment and business retention</li> <li>• Enhance spatial economic development</li> <li>• Improve the efficiency, innovation and variety of government-led job creation programmes</li> <li>• Promote SMME and entrepreneurial development</li> <li>• Enhance the Knowledge Economy</li> </ul>                       |
| Human Resource Development      | <ul style="list-style-type: none"> <li>• Improve Early Childhood Development, Primary and Secondary Education</li> <li>• Support Skills alignment to Economic Growth</li> <li>• Enhance youth and adult skills development and life-long learning</li> </ul>                                                                                                                                                                                                                 |
| Human And Community Development | <ul style="list-style-type: none"> <li>• Eradicate poverty and improve social welfare services</li> <li>• Enhancing Health of Communities and Citizens</li> <li>• Safeguard Sustainable Livelihoods &amp; Food Security</li> <li>• Promote Sustainable Human Settlements</li> <li>• Enhancing Safety &amp; Security</li> <li>• Advance Social Cohesion and social capital</li> <li>• Promote Youth, Gender and Disability Advocacy &amp; the Advancement of Women</li> </ul> |
| Infrastructure Development      | <ul style="list-style-type: none"> <li>• Development of Ports and Harbours Seaports and Airports</li> <li>• Development of Road &amp; Rail Networks</li> <li>• Development of ICT Infrastructure</li> </ul>                                                                                                                                                                                                                                                                  |

| STRATEGIC GOALS              | OBJECTIVES                                                                                                                                                                                                                                                                                                                                                                |
|------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                              | <ul style="list-style-type: none"> <li>• Ensure availability and sustainable management of water and sanitation for all</li> <li>• Ensure access to affordable, reliable, sustainable and modern energy for all</li> <li>• Enhance KZN waste management capacity</li> </ul>                                                                                               |
| Environmental Sustainability | <ul style="list-style-type: none"> <li>• Enhance resilience of ecosystem services</li> <li>• Expand the application of green technologies</li> <li>• Adapt and respond to climate change</li> </ul>                                                                                                                                                                       |
| Governance and Policy        | <ul style="list-style-type: none"> <li>• Strengthen Policy, Strategy Co-ordination and IGR</li> <li>• Building Government Capacity</li> <li>• Eradicate Fraud &amp; Corruption</li> <li>• Promote Participative, Facilitative &amp; Accountable Governance</li> </ul>                                                                                                     |
| Spatial Equity               | <ul style="list-style-type: none"> <li>• Enhance the resilience of new and existing cities, towns and rural nodes, ensuring equitable access to resources, social and economic opportunities</li> <li>• Ensure integrated land management use across the Province, ensuring equitable access to goods and services, attracting social and financial investment</li> </ul> |

### 3.7 KZN Poverty Eradication Master Plan

KZN Poverty Eradication Master Plan is a programme adopted by KZN to ensure that government in partnership with all non-governmental partners work together to eradicate poverty through Operation Sukuma (bottom up approach).

Five strategic Game Changers and Core Delivery Plans with qualitative and quantitative imperatives and targeted milestone between 2014 to 2030 (and beyond) have been formulated.

The 5 Game Changers are as follows with the bolded being aligned to mandate of COGTA:

- Agriculture: Fast track Festa Tlala; linking mechanisation entrepreneurship; Commercialisation of livestock; Revitalisation of land reform farms; Promote Agric cooperatives; and Agribusiness Youth Empowerment
- **Enterprise Development** : Waste management; Build KZN Construction; Agri-food value chain; Comprehensive Rural renewable energy; Business support programme; and Sand

and stone mining. It is through Local Economic Development initiatives that the Department contributes to SMME development.

- **Employment Creation:** Rural infrastructure development; Revamped EPWP; Rural Tourism; and Communal Milling Stations. It is through Local Economic Development initiatives that the Department contributes to job creation.
- **Skills development:** Early childhood development; Primary and Sec school education Improvement; Skills alignment -economic growth; Artisan development; Youth Skills development; and Life Long Learning. Through internship/learnership and apprenticeship programs COGTA commits to youth skills development.
- **Social Protection:** Improving Child Health Outcomes; Improving access to quality education; Uplifting Living Standards; Food and Nutrition Security; Social security; and Community mobilisation and Development. Harmonising relations between government and institution of traditional leaders in pursuit inclusive development and stability is at the centre of operations of the Traditional Affairs branch.

### 3.8 Back to Basics

The aim of is to encourage all municipalities to become positively functional centres of good governance. There is also a need to set the proper standards for municipal performance.

The Back to Basics programme was launched with the objective of ensuring a focused and strengthened local government by getting the basics right and together with other spheres of government, providing basic services efficiently and effectively and in a caring manner.

The 5 pillars of the programme have been outlined as:

- Putting People First: Listening and communicate
- Adequate and community orientated service provision
- Good governance and transparent administration
- Sound financial management and accounting
- Robust institutions with skilled and capable staff

The Back to Basics transformational agenda recognises that there are widely divergent levels of performance between different categories of municipalities – in terms of services, public engagement, good governance, financial management and technical capacity.

- **Priority 1:** For those municipalities in a dysfunctional state the aim will be provide support to them to perform at the very least the basic functions of local government. This will be done

through the monitoring of applicable policies and legislation and monitoring of performance to ensure accountability.

- **Priority 2:** For those municipalities who are functional but are not doing enough in critical areas of service delivery, they will be supported to progress to a higher path. The focus will be providing support to build strong municipal administrative systems and processes as well as to oversee the filling of administrative positions. Measures will be taken to support municipalities to engage with their communities.
- **Priority 3:** Municipalities that are performing well will be supported to maintain their status as well as encouraged to move beyond the basics and transform the local space economy and integrate and densify communities to improve sustainability.
- **Priority 4:** Municipalities will be monitored in respect of their response to fraud and corruption in order to ensure that these practices are rooted out.

#### **4. RELEVANT COURT RULINGS**

The Department has no relevant court ruling that has an impact on service delivery.

## PART B: OUR STRATEGIC FOCUS

### 5. VISION

Capable and Cooperative Governance for Sustainable Service Delivery

### 6. MISSION

“KZN COGTA will coordinate and foster cooperation amongst governance institutions and build capacity to accelerate delivery of high quality services to communities”.

### 7. VALUES

| VALUE                                                                            | DEFINITION                                                                                                                                                      |
|----------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Transparency, integrity, professionalism and objectivity                         | Allowing service beneficiaries and staff to ask questions and responding to their enquiries honestly, frankly and timeously.                                    |
| A high standard of fiscal discipline and accountability                          | All expenditure be accounted for and be aligned to departmental objectives.                                                                                     |
| Value for money                                                                  | Adding value to the lives of service beneficiaries.                                                                                                             |
| Open communication and consultation                                              | Listening to, taking account of the views and paying heed to the needs of service beneficiaries, when deciding what services should be provided.                |
| Respect for staff and investment in them as a valued asset                       | Treating staff with consideration and respect and assigning development programmes in line with the Department's objectives and providing a wellness programme. |
| Recognition of performance excellence                                            | Rewarding and recognising staff for good performance.                                                                                                           |
| Service excellence through teamwork, sound planning and committed implementation | Support programmes developed by the Department are designed and monitored to impact on service beneficiaries.                                                   |

## **8. SITUATIONAL ANALYSIS**

The Department is structured around four programmes.

**Programme 1: Administration** which is the support service for the other three programmes and ensures that they are capacitated to perform their functions.

**Programme 2: Local Governance** is responsible for supporting Local Government structures in municipalities on governance, administration, financial management, legislative mandates, public participation, capacity building and monitoring the performance of the municipalities.

**Programme 3: Development and Planning** is responsible to provide planning and development support to the municipalities in KwaZulu-Natal through implementing programmes to accelerate service delivery in the communities. This include providing support related to disaster management, infrastructure for basic services, spatial planning and enhancing Local Economic Development.

**Programme 4: Traditional Affairs** supports the Institutions of Traditional leadership on governance, conflict management, partnerships and participation on Municipal Councils in terms of Section 81 of the Municipal Structures Act 1998 (Act No.117 of 1998).

The staff establishment of the Department consists of 1 545 posts. 82% of posts have been filled with 18% (273) posts being vacant 20% of SMS posts are vacant (14 out of 70)

59% of SMS posts have been filled with females (33 of 56) 2.4% of the filled posts on the staff establishment have been filled with people with disabilities. 232 unfunded posts have been identified and are in the process of being abolished. The Department will continue to focus on the drive to achieve employment equity targets as stipulated in the Employment Equity Plan.

| RACE/GENDER PER SALARY LEVEL AS AT 31 DECEMBER 2019 |         |      |          |      |        |      |        |      |             | POST STATUS INFORMATION |               |             |                    |
|-----------------------------------------------------|---------|------|----------|------|--------|------|--------|------|-------------|-------------------------|---------------|-------------|--------------------|
| Salary Level                                        | African |      | Coloured |      | Indian |      | White  |      | Grand Total | Active Filled           | Active Vacant | Total Posts | Disabled Employees |
|                                                     | Female  | Male | Female   | Male | Female | Male | Female | Male |             |                         |               |             |                    |
| 1                                                   | 0       | 0    | 0        | 0    | 0      | 0    | 0      | 0    | 0           | 0                       | 0             | 0           | 0                  |
| 2                                                   | 35      | 13   | 0        | 0    | 0      | 0    | 0      | 0    | 48          | 48                      | 13            | 61          | 0                  |
| 3                                                   | 7       | 35   | 0        | 0    | 0      | 0    | 0      | 0    | 42          | 42                      | 11            | 53          | 0                  |
| 4                                                   | 3       | 15   | 0        | 0    | 0      | 0    | 0      | 0    | 18          | 18                      | 5             | 23          | 1                  |
| 5                                                   | 103     | 59   | 2        | 1    | 4      | 4    | 9      | 2    | 184         | 184                     | 39            | 223         | 13                 |
| 6                                                   | 270     | 149  | 0        | 0    | 0      | 0    | 0      | 0    | 419         | 419                     | 51            | 470         | 1                  |
| 7                                                   | 89      | 36   | 3        | 0    | 10     | 4    | 10     | 0    | 152         | 152                     | 63            | 215         | 7                  |
| 8                                                   | 33      | 31   | 4        | 1    | 6      | 4    | 1      | 0    | 80          | 80                      | 26            | 106         | 2                  |
| 9                                                   | 35      | 16   | 3        | 0    | 4      | 2    | 1      | 3    | 64          | 64                      | 16            | 80          | 3                  |
| 10                                                  | 22      | 12   | 1        | 0    | 7      | 4    | 2      | 4    | 52          | 52                      | 12            | 64          | 2                  |
| 11                                                  | 24      | 21   | 1        | 0    | 3      | 5    | 3      | 3    | 60          | 60                      | 19            | 79          | 0                  |
| 12                                                  | 22      | 32   | 0        | 1    | 10     | 8    | 1      | 5    | 79          | 79                      | 15            | 94          | 2                  |
| 13                                                  | 17      | 13   | 1        | 0    | 4      | 1    | 2      | 3    | 41          | 41                      | 12            | 53          | 0                  |
| 14                                                  | 7       | 4    | 0        | 0    | 1      | 0    | 1      | 1    | 14          | 14                      | 5             | 19          | 0                  |
| 15                                                  | 0       | 2    | 0        | 0    | 0      | 0    | 0      | 0    | 2           | 2                       | 2             | 4           | 0                  |
| 16                                                  | 0       | 1    | 0        | 0    | 0      | 0    | 0      | 0    | 1           | 1                       | 0             | 1           | 0                  |
| TOTAL                                               | 667     | 439  | 15       | 3    | 49     | 32   | 30     | 21   | 1256        | 1256                    | 289           | 1545        | 31                 |

### Employment Equity Targets Per Salary Level as at 31 December 2019

| Salary Level<br>KZN EAP<br>QLFS 4-2018 | African |        | Coloured |       | Indian |       | White  |       | Grand Total |
|----------------------------------------|---------|--------|----------|-------|--------|-------|--------|-------|-------------|
|                                        | Female  | Male   | Female   | Male  | Female | Male  | Female | Male  |             |
|                                        | 42.70%  | 43.70% | 0.70%    | 0.80% | 3.10%  | 5.50% | 1.40%  | 2.20% |             |
| 1                                      | 0.00    | 0.00   | 0.00     | 0.00  | 0.00   | 0.00  | 0.00   | 0.00  | 0           |
| 2                                      | 26.05   | 26.66  | 0.43     | 0.49  | 1.89   | 3.36  | 0.85   | 1.34  | 61          |
| 3                                      | 22.63   | 23.16  | 0.37     | 0.42  | 1.64   | 2.92  | 0.74   | 1.17  | 53          |
| 4                                      | 9.82    | 10.05  | 0.16     | 0.18  | 0.71   | 1.27  | 0.32   | 0.51  | 23          |
| 5                                      | 95.22   | 97.45  | 1.56     | 1.78  | 6.91   | 12.27 | 3.12   | 4.91  | 223         |
| 6                                      | 200.69  | 205.39 | 3.29     | 3.76  | 14.57  | 25.85 | 6.58   | 10.34 | 470         |
| 7                                      | 91.81   | 93.96  | 1.51     | 1.72  | 6.67   | 11.83 | 3.01   | 4.73  | 215         |
| 8                                      | 45.26   | 46.32  | 0.74     | 0.85  | 3.29   | 5.83  | 1.48   | 2.33  | 106         |
| 9                                      | 34.16   | 34.96  | 0.56     | 0.64  | 2.48   | 4.40  | 1.12   | 1.76  | 80          |
| 10                                     | 27.33   | 27.97  | 0.45     | 0.51  | 1.98   | 3.52  | 0.90   | 1.41  | 64          |
| 11                                     | 33.73   | 34.52  | 0.55     | 0.63  | 2.45   | 4.35  | 1.11   | 1.74  | 79          |
| 12                                     | 40.14   | 41.08  | 0.66     | 0.75  | 2.91   | 5.17  | 1.32   | 2.07  | 94          |
| 13                                     | 22.63   | 23.16  | 0.37     | 0.42  | 1.64   | 2.92  | 0.74   | 1.17  | 53          |
| 14                                     | 8.11    | 8.30   | 0.13     | 0.15  | 0.59   | 1.05  | 0.27   | 0.42  | 19          |
| 15                                     | 1.71    | 1.75   | 0.03     | 0.03  | 0.12   | 0.22  | 0.06   | 0.09  | 4           |
| 16                                     | 0.43    | 0.44   | 0.01     | 0.01  | 0.03   | 0.06  | 0.01   | 0.02  | 1           |
| TOTAL                                  | 659.72  | 675.17 | 10.82    | 12.34 | 47.88  | 85.02 | 21.63  | 34.01 | 1547        |

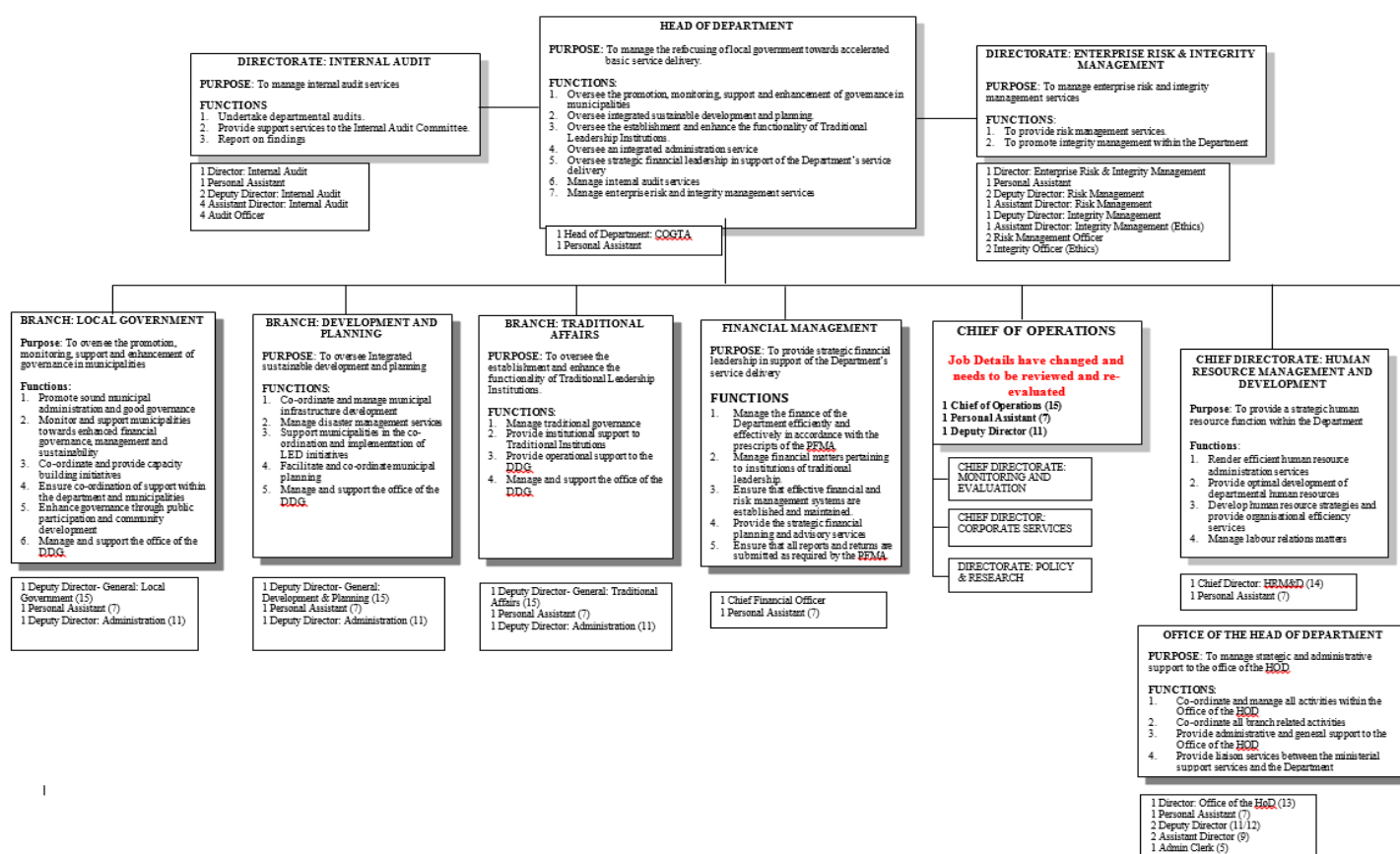
**Disability Target : 2%**  
**SMS Target for Female : 50%**  
**All level Target for Female : 54%**

The Department has examined its internal organizational environment and agrees that it needs to reconfigure its working arrangement to enhance the responsibility of co-ordination within

and outside the Department. This environmental change will have very significant impact in the next five years. With the new reconfigured arrangement, the Department anticipates becoming more vigorously responsive to the needs of its clients. In addition, filling of critical posts remains critical for COGTA. Continuous capacitating of employees as per their Personal Development Plans will work towards improving the service delivery at COGTA.

Program One organogram is under review and the new structure is to be approved by the Minister for Public Service and Administration. The organogram below illustrates the configuration of the organisation.

## **Organisation and Post establishment of the Department of Cooperative Governance and Traditional Affairs**



The Department has a vacancy of the COO post in Administration, the new structure yet to be approved envisages for the post of the COO at a Deputy Director General for overall accountability, and coordination of the work of the branch for greater impact.

In the spirit of Batho-Pele in particular the principle of openness, the Department in 2017 conducted the Organisational Climate Study to test the satisfaction of its human resources. The study revealed varying degrees of perceptions the employees of the Department have about the environment they working in. The productivity and the efficiency of any institution is anchored on the morale of its human resources. Key findings of the study revealed couple of strengths and weaknesses about the organisation relating to job satisfaction, supervisory support, training, welfare and innovation and flexibility.

The findings mainly call for a shift in the way that CoGTA as an organisation operates, its culture, organisational environment, employer-employee relationships, communication, decision making model, employee interpersonal relations and support all of which impact adversely on the resultant organisational climate. A task team has been established to investigate the veracity of the finding and institutionalisation of the recommendations. In the pursuit to make a Department an employer of choice, caring for resources, the Administration branch houses programmes targeted at strengthening the capacity of employees and enhancing productivity, and favourable climate conditions.

The development of a capable public service is a commitment that the Department underpins through the implementation of varying skills development programmes. Such are skills gaps identification and are subsequently addressed through training programmes. In addition, each year employees are able to make application for participation in the department's bursary programme in order to further advance studies for both human and organisational benefit. There are currently 72 employees participating in the programme.

The country, the province and cities are dealing with scourge of various pandemics threatening the achievement of a capable state, these require deliberate efforts to manage in pursuit of greater productivity and this, in the Department is through the structured primary prevention wellness programmes to create a more healthy and productive workforce. More than 68 staff received professional support as part of the Employee Assistance Programme, 741 employees have been referred since the inception of the programme circa 2007.

COGTA is committed to the development of unemployed youth to ensure sustainability of the idea of a capable state. As part thereof COGTA offers bursaries to unemployed, disadvantaged youth particularly women and persons from rural areas. After graduation such youth are able to participate in the internship programme. There are currently 158 youth participating in the bursary programme. Furthermore, the Department has advertised an opportunity to 500 graduates to participate in an apprentice program in municipalities.

COGTA continues with its commitment to Persons Living with Disabilities and to redress the legacy of their marginalisation in our society. There have been challenges but these have been overcome. Of the 52 youth participating in the internship programme, 15 are persons living with disabilities.

The Department we heed the call and fully support economic transformation and job creation. We have prioritised youth employment and will be maintaining an implemented a graduate internship program for municipalities.

## **FINANCIAL ENVIRONMENT**

The Auditor General has expressed his opinion on the audit 2018/2019 and the Department saw an improvement from a qualification expressed in 2017/ 2018 financial year. The qualification was attributable to lack of regulatory controls on the payment of Izinduna. The implementation and monitoring of the action plans was the focus of the department through the clean audit committee establishment.

In the 2019/2020 financial year the Department of Cooperative Governance and Traditional Affairs received a budget allocation of R1, 824, 879,000. The Department under-spent against the Provincial Disaster Recovery grant by R10.615 million and R675 000 has been approved for roll-over. The Department received a further R49.334 million with respect to purchasing equipment for municipalities, such as waste trucks, water tankers, vacuum sewerage tankers, etc., R20.000 million for Municipal Infrastructure Support Agent and R100.562 million for the Department to undertake a water, sanitation and electrification backlog study was mandated by Cabinet Lekgotla in August 2018. R4 million is suspended from the Department's budget and is allocated to the Office of the Premier. The Department's Budget has increased to R1, 991,450,000. As at the end of December 2019 the Department should have spent 75% of the budget. However, only 72.83% of the budget was spent. The under expenditure was as a result of the following:

- Delays with the filling of vacant posts and as well as the resignation of administrators and staff

- savings arising from the cost of events held as well as the delays with the payment of the backdated salaries for Izinduna and the number of municipal interns appointed, amongst others
- the late delivery of outstanding invoices for construction of the CSCs

The Department has instituted the following processes and procedures to ensure that under-expenditure/over expenditure is avoided in future:

- The Budget Committee will continue its functions of overseeing the budget.
- Early procurement will take place to ensure ample time to complete projects.
- The procurement plan is scrutinised on a monthly basis to ensure that where projects have not commenced and planned, the funding is re-allocated to other urgent projects.
- A revision of the vacant posts will be undertaken to determine if the posts should still be filled or not.
- The contract management unit within SCM will play a more active role in project management.
- The names of Departmental Project Managers are included in agreements to ensure more accountability.
- Contracts will be scrutinized to ensure that all requirements are met and penalties will be invoked when required.

In the 2019/20 financial year 43 Grants totalling R 134 475 000 have been transferred, with the majority transferred in the third quarter. Expenditure is R38 320.72.

The Department has a transfer manual in place. All municipalities have been workshopped on the requirements for transfers.

Monitoring on expenditure includes monthly submission of invoices and expenditure reports; correspondence to municipalities in breach of the conditions of the grant; recalling of unspent grants (historic and current) and suspending transfers to defaulting municipalities.

## **PERFORMANCE ENVIRONMENT**

The MTSF calls for inclusive economic growth and further identifies SMMEs, Women, Rural Enterprises, Youth and people living with disabilities as priority focus groups for the 2020-2025 term of government. The Department in 2018/2019 met its target of and have further have allocated at least 35% of procurement budget to these priority groups of the KZN community.

Section 154 of the Constitution stipulates ***“The national government and provincial government, by legislative and other measures, must support and strengthen the capacity of municipalities to manage their own affairs, to exercise their powers and to perform their functions.”*** The recent assessment of the state of local government done by the department seeks to revive the above mentioned mandate. Subsequent to the assessment the department through the local government branch has since compiled support plans customized according to the findings in each municipality. This brings to appreciation the reality that the support provided is relevant if based on the needs of the customers/clients being serviced. To date all 54 support plans in pursuit of improvement have been developed and consulted with Municipal Managers for input. The Department will throughout the duration of the term do periodic assessments of the state of local government to supplement the Municipal Systems Act section 47 reports, which is a consolidated annual Municipal Performance report, and are criticized for not being current and 2 years behind.

The Department has the responsibility to monitor the performance of Local Government and intervene in cases of failure. The 4IR era provides the Department with the opportunity to explore a monitoring system which will serve as an early warning system of inefficiencies and ineffectiveness in any of the 54 municipalities which should prompt intensive support by the department. The department is currently using the CMET tool and this has not yielded the expected results in terms of monitoring municipal performance and the collapse of municipalities happened in spite of the application of the CMET tool. A more advanced technological tool is being pursued for effective results-based, integrated performance management tool.

Intergovernmental Relations has been identified as the “Game Changer” for this cycle and rigorous support will be provided to IGR structures to ensure that IGR forums effectively drive coordinated planning, monitor the alignment and implementation of the Integrated Development Plan (IDP), Service Delivery and Budget Implementation Plan (SDBIP), Budget and Business Plans. The IDP plays a pivotal role in local government and has to incorporate what will be implemented by other spheres of government in the municipal sphere.

*In the Presidency Budget Policy Speech (2019) his Excellency President Ramaphosa says “For the effective implementation of our seven priorities, the structures of government will need to function with maximum coordination and cooperation as it is envisaged in our Constitution.*

*The truth is that lack of coordination between national and provincial governments, between departments and particularly at local government level, has not served us.*

*We have slid into a pattern of operating in silos.*

*This has led to lack of coherence in planning and implementation and has made monitoring and oversight of government's programme difficult.*

*It has become a significant deterrent to investment as businesspeople have had to move from pillar to post in search of support and services in what are essentially the same sectors.*

*At the heart of most service delivery protests is fragmented planning on our part as well as poor communication.”*

The President's Coordinating Council in August 2019 approved the District Approach Model which reinforces IGR as a game changer and the Department of Cooperative Governance's role to coordinate all organs and spheres of state. It is on the basis of IGR Framework that the model is adopted.

The model considers 44 Districts plus 8 Metros, in Kwazulu-Natal 10 Districts plus one metro as developmental spaces (IGR Impact Zones) can be the strategic alignment platforms for all three spheres of government where **One Plan** for each space guides and directs all strategic investments and projects for transparent accountability.

COGTA being the champion, through this model aims for the following objectives:

- a. Managing rural/urban migration, as well as sustainable growth and development;
- b. Determining and/or supporting local economic drivers;
- c. Determining and managing spatial form, land release and land development;
- d. Determining infrastructure investment requirements and ensure long-term infrastructure adequacy to support integrated human settlements, economic activity and provision of basic services, community and social services;
- e. Institutionalize long term planning whilst addressing 'burning' short term issues

Reinforcing the District Model Approach, the Department conducted evaluation studies were on Infrastructure projects. The Evaluation studies aimed to establish value for money in the projects implemented; the extent to which projects were compliant with the National Treasury Standard for Infrastructure Procurement and Delivery Management Framework of 2015; to establish if the Department has the Institutional Capacity to Manage Infrastructure Projects. The study in relation to the District Model Approach revealed amongst others the following:

- Project Funding Inadequacy resulting from delays in implementation leading to original projections being thrown off by inflation and increase in market prices
- Utilisation of projects deliverables by beneficiaries not optimal due to no feasibility studies being conducted and the relevance of projects not ascertained prior construction.
- Non- adherence to the project scope attributed to changes in design during implementation.

- Poor relations between municipalities and role players such as ESKOM in providing good/services which are critical to the provision of project deliverables.

Furthermore, The Spatial Planning unit in the department is mandated to coordinate and regulate Spatial Equity and Integrated Land Use Management which guides the allocation and utilization of human and environmental resources towards sustainable growth and development. Inadequate Provincial horizontal and vertical co-ordination in provincial spatial planning and Land Use and Development regulations impacts municipal ability to effectively co-ordinate and integrate. There are proposed ways of measuring the effectiveness in addressing Spatial Equity and this includes spatially locating public services through Spatial Referencing, in an integrated and accessible manner. The Department's commitment remains on ensuring Spatial Development Framework is up to date and SPLUMA compliant and aligned to province and national SDF's; Land Use Schemes (LUS) aligned to SDF spatial equity strategies.

Spatial Equity addresses current spatial impediments to socio economic development in the main created by imbalances are, excess travel & congestion, cost of transport subsidies, cost of bulk infrastructure, overheated property markets/asset prices, adverse environmental impacts, cost of township disasters, weaker place attachment, asset investment, neglected township economic potential. COGTA has an enormous task of coordinating and marshaling all sectors towards a coordinated and integrated approach to development and offer a relief to the KZN community from the above. Rural economic development will also through spatial equity be expedited and the involvement of the Institution of Traditional Leadership becomes key to the success of any developmental agenda.

Traditional Leaders within the Province play an important role in the development of our rural communities and the Department will continue to support the development of this institution. To ascertain the support that would need to be provided, a comprehensive assessment will be undertaken of Traditional Institutions in order to provide the relevant and appropriate support that is required. Furthermore, we will endeavour to speed up the processes in respect of the recognition of Amakhosi to avoid any vacuum and to ensure that the service delivery to traditional communities is not disrupted. We will also accelerate the process to update all family trees of imiNdeni yobuKhosi and this would require the cooperation and full participation of amaKhosi in dispute resolution.

In 2013 the Department submitted the Traditional Leadership and Governance Bill to the Provincial Legislature for piloting in the Legislature. This Bill was later withdrawn in the Legislature in late 2017 just before its finalisation through the 2<sup>nd</sup> reading in the Legislature. The reason for the withdrawal of the Bill was to align the Bill with the national Traditional and Khoi-San Leadership Bill which was at the time due to be finalised. In December 2018 this Bill was passed. The Department is to resubmit the Bill to the Legislature and support the Legislature in having the Bill finalised during 2019-20.

KwaZulu-Natal, has a total of 3462 iziNduna. The 2014 Presidential determination on salaries of izinduna translated came at the time when the Department had not made the provision for the payment of all izinduna in the MTEF cycle. This then meant that the Department had to reprioritize and sacrifice other projects in order to fund half of the salary bill of izinduna while the rest was sourced from other Departments at 2% of the budget of each Department.

As per Proclamation No.4 of 2018, the salary scale of izinduna is R106 106.00 per annum. The Department has not effected the increments since 2017 and this has an effect of increasing the debt owed to izinduna. The globular provision was calculated at R 1,375 billion. The estimates are based on the number of izigodi in all traditional communities in the province.

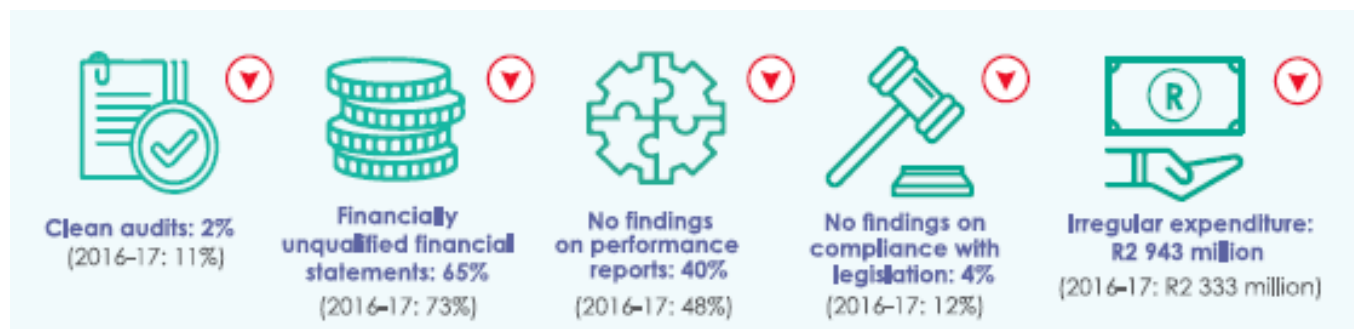
## **8.2. External Environment Analysis**

Mid-Year Population Estimates released by Statistics South Africa (Stats SA) showed that KwaZulu-Natal is the second most populous province in South Africa, with slightly fewer residents than Gauteng. It is estimated that the Province has a population of 11, 289 086 citizens of which almost 3, 47 million (19,4%) are youth. The Province consists of 1 Metro (Ethekwini) and 10 District municipalities which are divided into 44 local municipalities. The Department has a constitutional mandate to support, monitor, capacitate and intervene in municipalities.

Local Government that works better is the priority of the 6<sup>th</sup> Administration. Section 154 of the Constitution of South Africa obligates COGTA to support this sphere of government to work better in managing own affairs. The Department prides itself in the recent production of comprehensive Assessment of the Local Government. This resulted from the rapid collapse of municipalities in Kwazulu-Natal with nine being under section 139 intervention , namely, Uthukela, Umzinyathi, Endumeni, Inkosi Langalibalele, Mpofana, Msunduzi, Richmond, Abaqulusi, and Mtubatuba and resulting in escalation costs for Administrators which the

Department has to incur. Furthermore, the regression of audit comes which left the province with only one municipality, Okhahlamba receiving clean audit.

### ***Provincial Snapshot by the Auditor General South Africa – MFMA 2017-2018***



The Auditor General of South Africa (AGSA) 2017/2018 Municipal Audit revealed that the Province deteriorated in respect of municipal audit outcomes for the second year post the election and appointment of new political and administrative leadership. The key reasons cited for this regression was slow or lack of management response to early warning risk signals and recommendations that were regularly communicated by the Auditor General. It was further revealed that municipal management failed to implement action plans, take accountability and comply with financial and performance reporting laws and regulations. 96% of municipalities had material findings on compliance with legislation on matters related to procurement, contract management, material misstatements in financial statements, unauthorised, irregular and fruitless, wasteful expenditure. The findings demonstrate that audit committees are not exercising oversight or direct the scope of audits. This resulted in a significant decrease in the number of clean audits in the Province.

The poor state of accountability by municipalities resulted in an increase of community dissatisfaction and service delivery protests. Targets for the provision of basic services such as water were not met by 57% of authorised municipalities due to poor performance of contractors and insufficient qualified engineering and technical staff. The Department intervened at 6 municipalities where cases of maladministration was found and appointed Administrators to turnaround these municipalities. Support to municipalities will be intensified and compliance with regulations will be enforced in order to ensure uninterrupted provision of services to the citizens. Municipalities will be provided with concentrated support to ensure that there will be no regression in audit outcomes but move towards the achievement of a clean audit opinion.

The Assessment of Local Government also has its undesired revelations about the state of all 54 municipalities around the following six focal areas:

- Political and administrative interference;
- Weak or dysfunctional oversight structures;
- Lack of accountability;
- Weak or non-existent public participation;
- Poor service delivery; and
- Lack of consequence management

### **A Summary of the State Of Local Government in the Province.**

The Department in 2019 conducted a Local Government Assessment of all municipalities to measure viability and functionality of this sphere. The assessment unveiled a number of inefficiencies which led to a need for tailored support plans to be developed for each of the assessed. The findings were administrative, political and structural.

Political interference in the administration of municipalities has affected governance and functionality and needs to be addressed by political parties. The Department will conduct investigations into fraud, corruption and maladministration and ensure that consequence management is implemented. Oversight structures have not been fulfilling their role in the governance of municipalities and this has negatively impacted on service delivery. The Department will be developing minimum reporting requirements for municipal officials to report to the Portfolio Committees of council. These requirements will be gazetted and become a legal requirement. Intensive efforts will be made to capacitate councillors with the aim of improving political and administrative oversight in municipalities. Councillors will also be capacitated on finance, budgeting and technical skills as part of our endeavour to ensure that no councillor leaves without being capacitated.

The Local Government Assessment also found Intergovernmental Relations (IGR) structures to be dysfunctional and in some instances a lack of cooperation between the local and district municipalities. This again has a negative impact on service delivery. All available IGR platforms will be utilised to ensure that departments and entities provide resources for the programmes they committed themselves to on the IDP. Strategic oversight and guidance will be provided through the Departmental Provincial IGR Structures such as MuniMEC, TradsMEC, Speakers Forum, District engagements etc. as well as the monitoring of plans.

Senior Management vacancies within municipalities are also a contributing factor to the decline in functionality. The delay in the filling of critical positions affects the administration and has dire consequences on the delivery of much needed services. Going forward the Department will prioritise this area of support and enforce the legislated timeframes specified in the Municipal Systems Act. The Department aims to support all municipalities to fill critical vacant posts with competent and qualified officials by April 2020. Consequence management will also be prioritised with the aim of ensuring that officials found guilty of misconduct will face disciplinary action will not be eligible for appointment in other municipalities.

The financial health of municipalities has shown a weakening trend. A poor revenue and debt management practices have contributed to this and has placed enormous strain on the cash flow of municipalities. Consumers in the Province owe municipalities a total of 20.1 billion in outstanding debt. This can be apportioned into households owing 76%, business owing, 14% and government owing 8%. Twenty one of the twenty eight municipalities which have Ingonyama Trust Board rateable properties are owed R 535,437 million. Furthermore, as at May 2019, a total of R 4.3 billion in irregular, fruitless and wasteful expenditure, by municipalities, was reported. Under expenditure or no expenditure on Conditional Grants resulted in them being surrendered to the national fiscus and this has hampered the delivery of basic services to communities. KZNCOGTA will strengthen our efforts in the application of the legislative mechanisms to support municipalities and in doing so ensure that municipalities address unauthorised, irregular, fruitless and wasteful expenditure and closely monitor under-expenditure. We will also explore the option of making use of the Municipal Infrastructure Support Agency (MISA) to implement projects on behalf of municipalities where necessary so that no service delivery money should ever be returned to the national fiscus. Support will also be provided to enhance revenue and debt management practices to reduce consumer debt. To do this we will embark on a campaign to educate citizens and create awareness about the need to pay for services.

There a various source of information to compare to ascertain the effectiveness of operations at the local sphere other than the AG's reports.

The KZN Community Satisfaction Survey conducted by Stats SA in 2018 aimed at determining the perceptions, attitudes and opinions of the citizens regarding their level of satisfaction in respect of service delivery. The survey indicated that almost half (46.3%) of the respondents were "outright dissatisfied" with the general performance of their local municipality and about a third (39%) "outright dissatisfied" with the performance of Provincial Government. More than half (52.8%) of respondents feel that the Province is performing poorly on eradicating fraud and

corruption, promoting agriculture, enhancing entrepreneurship and SMMEs and promoting accountable government. Job Creation was also highlighted as the number one priority by the population of KZN. In terms of Batho Pele majority of residents feel that the Province does not implement the principles of information, courtesy and value for money. Challenges in municipalities differ and the analysis of these challenges is crucial in order for services to be delivered efficiently and effectively.

Lack of service delivery by municipalities has seen an escalation in service delivery protests. Citizens are dissatisfied with the level of services being provided and take to the streets to voice their frustrations. The Department will continue to provide support to Rapid Response Teams to be more effective and efficient in defusing public protests. Furthermore, support will be provided to ensure the functionality of ward committees with the aim of strengthening public participation, and also establishment of service delivery war rooms. The status of functionality of ward committees has since improved and as at 2018 out of a total of 870 ward committees, 668 (77%) were reported functional and currently sitting at only 23% of non-functionality ward committees.

Water, Energy, Rail and Disaster and Climate change have been identified as preconditions/enablers of success of the Medium Term Strategic Framework's seven priorities.

It is unfortunate facts that Water is one of the biggest challenges facing our province due to the growing population and drought effects. There is a great battle to meet the demands. In the study done by National Department of Water Affairs it is reported that in the long-term water requirements of eThekweni MM, Msunduzi LM (Pietermaritzburg) and surrounding areas exceed the yield of the water resources of the integrated **Mgeni WSS** (*Midmar, Albert Falls, Nagle, Inanda and Spring Grove dams*).

The province has been providing piped drinking water to within 200m of a dwelling to an average of 44 000 households over the last five years and the backlog is still on the rise. The Department will continue to support the fourteen Water Service Authorities (WSA) with the implementation of projects with the aim of improving water and sanitation provision to households. A provincially coordinated approach will be used to address the water problem and appropriate interventions will be embarked on in collaboration with the technical team of experts and the National Department of Water and Sanitation as well as the Water Boards. The starting point is the development of the Water Master Plan coordinated by COGTA.

The Province has also eradicated the bucket system with the aim of ensuring that all households have access to decent levels of sanitation. The Municipal Infrastructure Grant (MIG) will be used to implement sanitation projects throughout the province.

Inadequate maintenance of infrastructure has resulted in a decline in service quality. Municipalities have not complied with the allocation of 8% of Property, Plant and Equipment budgets towards operations and maintenance. This poses a great threat for sustained service delivery. The Department will enforce this by reviewing the framework for grant funding so that more allocations can be set aside for operations and maintenance.

The Province has in recent years experienced a number of disasters as a result of Climate Change. The functionality of Disaster Management Centres is crucial in mitigating against disasters. Key infrastructure support has been provided by the Department, however, we are concerned that they are not adequately equipped and resourced to respond faster to local disaster incidents. It has been realised that municipalities do not budget for these centres as they are fully dependent on Provincial Government for support. The Department will ensure that Disaster Management Centres produce concrete strategies and plans that will be implemented to respond to emergencies and the saving of lives.

The Fourth Industrial Revolution (4IR) provides local government with an opportunity to utilise technology to enhance the way services are delivered to the people of the province. During the next term the Department will direct its attention to the creation of smart municipalities. We will explore the possibility of converting Traditional Administrative Centres, Community Service Centres and Thusong Centres into Smart Centres that are 4IR compliant. This will enable the youth of the Province the much needed resources in applying for jobs.

The construction of the Emondlo, Xulu, (Abaqulusi) Ngwenya (Jozini) and Biyela (uMlalazi) CSCs is complete. The Xulu, Ngwenya and Biyela centres will create conducive service delivery points in addition to enhancing functional relationships between Local Government and the Institution of Traditional Leadership structures.

Grant support funding has been provided to the Ndwedwe, Abaqulusi, Umlalazi, Emnambithi, Jozini (TBC, pending) and Imbabazane Municipalities towards CSC operations, functionality and management.

The KwaMbonambi CSCs is currently at construction stage and will be completed in the financial year 19/20.

Nineteen (19) Grade 2 CSCs (Traditional Administrative Centre) have been rehabilitated in support of conducive working environments for Traditional Councils in addition to 23 centres being provided with alternate energy solar solutions to circumvent grid electrification challenges.

This programme has seen over 2500 jobs created in addition to contractors being supported by skilled professional teams for their development. Furthermore job creation will be also be supported through the implementation of the Expanded Public Works Programme (EPWP) and the Community Works Programme (CWP).

Through IGR the Department is coordinating stakeholders/sector departments to maximise tenant occupation of these for more decentralised service delivery access for communities. The main challenge is capacity of the Departments to extend services to CSCs.

Traditional Leaders within the Province play an important role in the development of our rural communities and the Department will continue to support the development of this institution. To ascertain the support that would need to be provided, a comprehensive assessment will be undertaken of Traditional Institutions in order to provide the relevant and appropriate support that is required. Furthermore, we will endeavour to speed up the processes in respect of the recognition of Amakosi to avoid any vacuum and to ensure that the service delivery to traditional communities is not disrupted. We will also accelerate the process to update all family trees of imiNdeni yobuKhosi and this would require the cooperation and full participation of amaKhosi in dispute resolution.

The Department will continue to improve the capacity of Amakhosi by rolling out our programmes that would assist them in the execution of their duties. In the next Administrative cycle KZN COGTA endeavours to improve the situation in local government and for improved cooperative, integrated and coordinated government.

The pandemic of coronavirus disease was first reported on 31 December 2019 by World Health Organisation following a breakout in China. To date the pandemic has become a global pandemic and South Africa was not exempted.

On 23 March 2020, President Cyril Ramaphosa announced measures intended to contain the spread of coronavirus in the country at large, a three week nationwide lockdown with severe restrictions if not shutting down completely economic and social activities. The lockdown was further extended by two weeks, to end on the 30<sup>th</sup> of April to avoid an enormous catastrophe among the population. On 06 May 2020 the cases recorded in South Africa were 7572, and in Kwazulu-Natal in particular to 1076.

It goes without saying that the impact of the lockdown on the public fiscus is devastating as it is a state of disaster that was not foreseen and planned for. The Department has implemented several lockdown interventions to curb the spread of Covid-19 at both a provincial and local level to provide precautionary measures to contain the spread. Overall, these intervention measures include:

- The monitoring of hotspot cases and potential threats;
- Provision of basic services, mostly water and sanitation to curb the spread of the coronavirus; drilling boreholes, provision of static tanks and dispatch of water tankers
- Sanitation of public facilities and spaces;
- Identification of Quarantine and Isolation sites;
- Identification of homeless shelters and provision of possible support;
- Awareness campaigns and distribution of hand sanitizers; and
- Capacity assessment of funeral parlours and cemeteries.
- Provision of PPEs for internal staff

This unfortunately hit the province and country when budgeting and planning had just been finalised and would require reprioritisation of funds to the execution of measures above. These would result in other planned interventions being unfunded and achievement of targets severely affected. COVID-19 has placed new stringent requirements on the finances of the Department. Substantial budget cuts are envisaged in order to accommodate the COVID-19 requirements. It is therefore anticipated that service delivery will be negatively impacted and require the Department to be innovative in how it conducts its business whilst still fulfilling its mandate.

## Budget provision for Covid-19: Human Resource and Facilities

The Department has procurement line items to intensify the fight against Covid-19 infection for its employees. The table below illustrates which goods were procured for the Covid-19 pandemic

| No. | Item description        | Supplier Name      | Order No  | Qty           | Item cost         | Order Amount |
|-----|-------------------------|--------------------|-----------|---------------|-------------------|--------------|
| 1   | Sanitizers              | Bidvest Steiner    | LG 007463 | 450 (1000ml)  | R155.25           | R69 862.50   |
| 2   | Medical (Gloves & Mask) | Bhodanya Logistics | LG 004789 | 2000 (Masks)  | R22.00            | R44 000.00   |
|     |                         |                    |           | 1600 (Gloves) | R2.50             | R4 000.00    |
|     |                         |                    |           |               | Total             | R48 000.00   |
|     |                         |                    |           |               | Total procurement | R117 862.50  |

The table illustrates only costs pertaining procurement of PPEs and is not exhaustive as the greatest commitment is with the provision of basic services to communities in municipalities. The recovery from the pandemic and the notional lockdown will be long term and won't be reversed overnight.

## **Identified Stakeholder and Their Relations to COGTA**

### *Purpose of Partnerships and IGR*

To give effect to the framework of co-operative governance as contemplated in Chapter 3 of the Constitution. The Department will Improve Intergovernmental relations through coordinated value adding support and assistance to municipalities as a primary focus.

Partnerships to support municipalities towards the achievement of the NDP and the Provincial Growth and Development Plan

| <b>STAKEHOLDER</b> | <b>ROLE OF STAKEHOLDER</b>                                                                                                                                                                                                                                                                                                                       | <b>STATUS OF PARTNERSHIP</b> |
|--------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|
| <b>SALGA</b>       | Performs two key strategic roles within the system of government: as protector, robustly enforcing the rights of the local government sector; and constructively disrupting areas of existing systems that make it impossible for local government to deliver on its mandate                                                                     | Currently finalising the MOU |
| <b>MISA</b>        | To provide technical support to and building of capacity in municipalities towards effective infrastructure planning, delivery and operation and maintenance. MISA also played a pivotal role towards the transformation of our urban spaces by providing support to municipalities on their spatial planning and land use management processes. | MOU Finalised                |
| <b>Treasury</b>    | Sound financial management is integral to the success of local government partner with Treasury to support municipalities towards financial health and viability through dealing with municipalities adopting unfunded budgets, UIFW and financial statements                                                                                    | MOU ready to be signed       |
| <b>ESKOM</b>       | A major challenge continues to be the high number of municipalities that are unable to pay their debts to Eskom due to poor revenue collection. Litigation                                                                                                                                                                                       | Currently finalising the MOU |

| STAKEHOLDER                                      | ROLE OF STAKEHOLDER                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | STATUS OF PARTNERSHIP           |
|--------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------|
|                                                  | <p>would not serve as a sustainable solution to the problem and Partnership with the entity to come with lasting solutions to reduce debt and minimize service disruptions to be explored per struggling municipality is sought to adopt a binding cooperative approach in solving the high debt levels by municipalities.</p>                                                                                                                                                                                                                                           |                                 |
| <p><b>Department of Water and Sanitation</b></p> | <p>Certain municipalities and communities are experiencing severe water shortages and the delivery and relief of distress on the inability to deliver on this basic service by WSAs. The DWS is mandated to develop a knowledge base and implement effective policies, procedures and integrated planning strategies both for water resources and services. The partnership will involve amongst other things the Development of the Provincial Water Master Plan which will outline sustainable interventions to achieve universal access to water in our Province.</p> | <p>Currently in draft phase</p> |

## 9. INSTITUTIONAL PERFORMANCE INFORMATION

### 9.1. Measuring the Impact

|                  |                                                                                              |
|------------------|----------------------------------------------------------------------------------------------|
| Impact Statement | <i>Sustainable, responsive and accountable Local Government and Traditional Institutions</i> |
|------------------|----------------------------------------------------------------------------------------------|

### 9.2. Measuring the Outcomes (Implementation Delivery Model)

| NDP FIVE YEAR IMPLEMENTATION PLAN PRIORITY                          |                                                                | <i>Capable, Developmental &amp; Honest Government</i> |                  |
|---------------------------------------------------------------------|----------------------------------------------------------------|-------------------------------------------------------|------------------|
| Outcome                                                             | Outcome Indicator                                              | Baseline                                              | Five Year Target |
| <b>1. Improved municipal and traditional institutional capacity</b> | Number of municipalities with improved audit outcomes          | 9                                                     | 54               |
|                                                                     | Number of municipalities under statutory interventions         | 9                                                     | 0                |
|                                                                     | Number of Traditional Institutions with improved functionality | New                                                   | 307              |

| NDP FIVE YEAR IMPLEMENTATION PLAN PRIORITY          |                                                                              | <ul style="list-style-type: none"> <li>• <i>Capable, Developmental &amp; Honest Government</i></li> <li>• <i>Spatial Development &amp; Human Settlements, Local Government</i></li> <li>• <i>Economy and Jobs</i></li> <li>• <i>Social Cohesion And Safe Communities</i></li> </ul> |                  |
|-----------------------------------------------------|------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|
| Outcome                                             | Outcome Indicator                                                            | Baseline                                                                                                                                                                                                                                                                            | Five Year Target |
| <b>2. Improved coordination of service delivery</b> | Number of municipalities increasing households with access to basic services | New                                                                                                                                                                                                                                                                                 | 54               |

| NDP FIVE YEAR IMPLEMENTATION PLAN PRIORITY |                                                      | <i>Capable, Developmental &amp; Honest Government</i> |                  |
|--------------------------------------------|------------------------------------------------------|-------------------------------------------------------|------------------|
| Outcome                                    | Outcome Indicator                                    | Baseline                                              | Five Year Target |
| <b>3. Improved institutional capacity</b>  | Number of Departmental Clean Audit outcomes achieved | 0                                                     | 5                |

### **9.3. Explanation of Planned Performance over the 2020-2025 Planning Period**

The MTSF has prioritized: “Priority One: A Capable, Ethical and Developmental State” as key to achieving the seven priorities. KZNCOGTA heeds this call and is committed to ensure that Local Government and Traditional Institutions improve their functionality. Our aim is to achieve the impact of “Sustainable, responsive and accountable Local Government and Traditional Institutions” which would ultimately result in the effective and efficient delivery of services to the community of KwaZulu-Natal. At the conclusion of the 6th Administration we wish to realize the outcomes mentioned on the previous page by building capacity internally(The Department) as well as externally(Local Government and Traditional Institutions) to contribute to the vision of the Priority 1 of strong leadership, a focus on people and improved implementation capacity.

In order for us to realise the intended impact and outcomes we will be placing importance on providing hands on support to our clients with: integrated planning, financial management, performance management and compliance with legislation and prescripts. The current state of local government has prompted us to ensure that all municipalities improve their audit opinions, municipalities who have been placed under statutory intervention improve in terms of governance and management, traditional institutions function optimally so that rural communities are provided with proficient government services and through improving coordination of service delivery, there will be an increase in households having access to basic services. Internally, the Department will develop professional capabilities and make radical shifts to correct deficiencies, promote honesty, ethics and integrity.

### **10. Key Risks**

| <b>Outcome</b>                                                   | <b>Key Risk</b>                                                                                                                                                                                                                                                              | <b>Risk Mitigation</b>                                                                                                                                                                                                                                                                                                                        |
|------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Improved municipal and traditional institutional capacity</b> | <ul style="list-style-type: none"><li>• Inadequate Institutional capability within COGTA</li><li>• Inadequate, skilled and competent officials within local and traditional institutions</li><li>• Inadequate implementation of anti-fraud and corruption strategy</li></ul> | <ul style="list-style-type: none"><li>• COGTA to build internal capability to support municipalities</li><li>• Facilitated and ongoing capacitation</li><li>• Capacitate and support municipalities and traditional institutions through standardized organograms</li><li>• Provide support on anti-fraud and corruption mechanisms</li></ul> |

| Outcome                                          | Key Risk                                                                                                                                                                                                                                                                                        | Risk Mitigation                                                                                                                                                                                                                                                                                                                                                                                                             |
|--------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                  | <ul style="list-style-type: none"> <li>• Undue Political interference</li> <li>• Resistance to Change</li> </ul>                                                                                                                                                                                | <ul style="list-style-type: none"> <li>• Political and administrative interface (adoption of code of conduct for Councillors and Traditional Leaders)</li> <li>• Change management intervention for all stakeholders</li> </ul>                                                                                                                                                                                             |
| <b>Improved coordination of service delivery</b> | <ul style="list-style-type: none"> <li>• Lack of buy-in and participation in the roll-out of District service delivery model</li> <li>• Poor co-ordination between COGTA and other stakeholders</li> <li>• Inadequate financial and human resources</li> </ul>                                  | <ul style="list-style-type: none"> <li>• Adoption of model by Provincial Executive, Provincial SALGA, Provincial House of Traditional Leaders</li> <li>• Facilitate the Implementation of the district service delivery model</li> <li>• Improve internal and external coordination</li> <li>• Support functionality of IGR structures</li> <li>• Capacitate and support municipalities with financial modelling</li> </ul> |
| <b>Improved institutional capacity</b>           | <ul style="list-style-type: none"> <li>• Inadequate capacity to support department</li> <li>• National fiscal constraints (reduction in budget allocation)</li> <li>• Inadequate financial planning often resulting in under expenditure</li> <li>• Delays in the supply of services</li> </ul> | <ul style="list-style-type: none"> <li>• Build institutional capacity</li> <li>• Utilise existing resources effectively and efficiently</li> <li>• Review financial planning model and prevent silo budgeting approach</li> <li>• Integrated budgeting process</li> <li>• Introduce mechanisms that will improve the time-frame in which services are delivered</li> </ul>                                                  |

## PART D: TECHNICAL INDICATOR DESCRIPTION (TID)

|                                          |                                                                                                                                                                                    |
|------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Indicator Title</b>                   | <b>Number of municipalities with improved audit outcomes</b>                                                                                                                       |
| <b>Definition</b>                        | Municipalities supported to improve their audit outcomes. Support will be provided in respect of Integrated Planning, Performance Management, Financial Management and Governance. |
| <b>Source of Data</b>                    | Municipal Financial Statements and Performance Reports                                                                                                                             |
| <b>Method of Calculation/ Assessment</b> | Count the number of municipalities with improved audit outcomes                                                                                                                    |
| <b>Assumptions</b>                       | Municipalities comply with legislation and prescripts                                                                                                                              |
| <b>Disaggregation of Beneficiaries</b>   | N/A                                                                                                                                                                                |
| <b>Spatial Transformation</b>            | The province of Kwazulu-Natal                                                                                                                                                      |
| <b>Reporting Cycle</b>                   | Annually                                                                                                                                                                           |
| <b>Desired Performance</b>               | All municipalities receive and unqualified audit opinion                                                                                                                           |
| <b>Indicator Responsibility</b>          | DDG: Local Governance                                                                                                                                                              |

|                                          |                                                                                                                                                                                                  |
|------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Indicator Title</b>                   | <b>Number of municipalities under statutory interventions</b>                                                                                                                                    |
| <b>Definition</b>                        | Support municipalities under Section 139 intervention to improve governance and management of the municipality in terms of activities contained in the turnaround strategy for the municipality. |
| <b>Source of Data</b>                    | Municipal Progress Reports                                                                                                                                                                       |
| <b>Method of Calculation/ Assessment</b> | Count the number of municipalities under statutory intervention                                                                                                                                  |
| <b>Assumptions</b>                       | Municipalities under intervention comply with the turnaround strategy                                                                                                                            |
| <b>Disaggregation of Beneficiaries</b>   | N/A                                                                                                                                                                                              |
| <b>Spatial Transformation</b>            | The province of Kwazulu-Natal                                                                                                                                                                    |
| <b>Reporting Cycle</b>                   | Annually                                                                                                                                                                                         |
| <b>Desired Performance</b>               | All municipalities under intervention improve governance and management                                                                                                                          |
| <b>Indicator Responsibility</b>          | DDG: Local Governance                                                                                                                                                                            |

|                                          |                                                                                                                                                                                                       |
|------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Indicator Title</b>                   | <b>Number of Traditional Institutions with improved functionality</b>                                                                                                                                 |
| <b>Definition</b>                        | Implementation of a turnaround strategy to improve the functionality of Traditional Councils. Functionality will be determined by a set criteria which will be used to assess and monitor compliance. |
| <b>Source of Data</b>                    | Functionality Criteria, Functionality Assessment                                                                                                                                                      |
| <b>Method of Calculation/ Assessment</b> | Count the number of Traditional Institutions with improved functionality                                                                                                                              |
| <b>Assumptions</b>                       | Traditional Councils are receptive to support and implement turnaround strategy                                                                                                                       |
| <b>Disaggregation of Beneficiaries</b>   | N/A                                                                                                                                                                                                   |
| <b>Spatial Transformation</b>            | The province of Kwazulu-Natal                                                                                                                                                                         |
| <b>Reporting Cycle</b>                   | Annually                                                                                                                                                                                              |
| <b>Desired Performance</b>               | All Traditional Councils are functional in relation to the functionality criteria                                                                                                                     |
| <b>Indicator Responsibility</b>          | DDG: Traditional Affairs                                                                                                                                                                              |

|                                          |                                                                                                                                                                                                                                                           |
|------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Indicator Title</b>                   | <b>Number of municipalities increasing households with access to basic services</b>                                                                                                                                                                       |
| <b>Definition</b>                        | Support and monitor municipalities on the provision of basic services i.e. water, electricity and sanitation to the Kwazulu-Natal Community. Municipalities will be supported to increase the number households that have access to these basic services. |
| <b>Source of Data</b>                    | Municipal Data                                                                                                                                                                                                                                            |
| <b>Method of Calculation/ Assessment</b> | Count the number of municipalities increasing households with access to basic services                                                                                                                                                                    |
| <b>Assumptions</b>                       | Cooperation of Municipalities, adequate financial allocations for water, electricity and sanitation                                                                                                                                                       |
| <b>Disaggregation of Beneficiaries</b>   | N/A                                                                                                                                                                                                                                                       |
| <b>Spatial Transformation</b>            | The province of Kwazulu-Natal                                                                                                                                                                                                                             |
| <b>Reporting Cycle</b>                   | Annually                                                                                                                                                                                                                                                  |
| <b>Desired Performance</b>               | All municipalities increase the number of households that have access to basic services                                                                                                                                                                   |
| <b>Indicator Responsibility</b>          | DDG: Development and Planning                                                                                                                                                                                                                             |

|                                          |                                                                                                                                                                      |
|------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Indicator Title</b>                   | <b>Number of Departmental Clean Audit outcomes achieved</b>                                                                                                          |
| <b>Definition</b>                        | Financial Statements are free from material misstatements and there are no material findings on reporting on performance objectives on non-compliance to legislation |
| <b>Source of Data</b>                    | Financial Statements, Performance Reports                                                                                                                            |
| <b>Method of Calculation/ Assessment</b> | Count the number of Departmental Clean Audit outcomes achieved                                                                                                       |
| <b>Assumptions</b>                       | Departmental Officials comply with legislation and prescripts                                                                                                        |
| <b>Disaggregation of Beneficiaries</b>   | N/A                                                                                                                                                                  |
| <b>Spatial Transformation</b>            | N/A                                                                                                                                                                  |
| <b>Reporting Cycle</b>                   | Annually                                                                                                                                                             |
| <b>Desired Performance</b>               | Department receives an unqualified audit opinion with no findings annually                                                                                           |
| <b>Indicator Responsibility</b>          | Head of Department                                                                                                                                                   |

## ANNEXURES TO THE STRATEGIC PLAN

### ANNEXURE A: DISTRICT DELIVERY MODEL

| Area of Intervention     | Five Year Planning Period                            |                                                               |                                                                          |
|--------------------------|------------------------------------------------------|---------------------------------------------------------------|--------------------------------------------------------------------------|
|                          | Project Description and Budget Allocation            | District Municipality and Specific Location / GPS Coordinates | Responsibility/ Project Leader and Project / Social Partners             |
| Community Service Centre | Khabazela Major Rehabilitation R902 000.00           | Ethekwini<br>-29.732390 30.769378                             | Res: Community Service Centres Directorate.<br>Implementing Agent: DoPWs |
| Community Service Centre | Thoyana Major Rehabilitation R2 000 000.00           | Ethekwini<br>-30.129204 30.753404                             | Res: Community Service Centres Directorate.<br>Implementing Agent: DoPWs |
| Community Service Centre | Umnini Trust Major Rehabilitation R1 007 000.00      | Ethekwini<br>-30.138746 30.801227                             | Res: Community Service Centres Directorate.<br>Implementing Agent: DoPWs |
| Community Service Centre | Isimahle Major Rehabilitation R861 000.00            | Ethekwini<br>-30.133105 30.699671                             | Res: Community Service Centres Directorate.<br>Implementing Agent: DoPWs |
| Community Service Centre | Maphumulo Major Rehabilitation R2 058 000.00         | Ethekwini<br>-30.036026 30.770091                             | Res: Community Service Centres Directorate.<br>Implementing Agent: DoPWs |
| Community Service Centre | Ximba Major Rehabilitation R1 605 000.00             | Ethekwini<br>-29.663405 30.638247                             | Res: Community Service Centres Directorate.<br>Implementing Agent: DoPWs |
| Community Service Centre | Cele P Major Rehabilitation R1 951 000.00            | Umzumbe<br>-30.457084 30.085795                               | Res: Community Service Centres Directorate.<br>Implementing Agent: DoPWs |
| Community Service Centre | Khumalo Major Rehabilitation R1 000 000.00           | Ndwedwe<br>-29.618348 30.820056                               | Res: Community Service Centres Directorate.<br>Implementing Agent: DoPWs |
| Community Service Centre | Molefe Major Rehabilitation R966 000.00              | Nquthu<br>-28.18278 30.60425                                  | Res: Community Service Centres Directorate.<br>Implementing Agent: DoPWs |
| Community Service Centre | Chwezi Major Rehabilitation R1000 000.00             | Umlalazi<br>-28.46091 31.00872                                | Res: Community Service Centres Directorate.<br>Implementing Agent: DoPWs |
| Community Service Centre | Manyavu Major Rehabilitation R1000 000.00            | Umshwathi<br>-29.657668 30.615618                             | Res: Community Service Centres Directorate.<br>Implementing Agent: DoPWs |
| Community Service Centre | Amangwane Major Rehabilitation R1 000 000.00         | Dr Nkosazana Dlamini Zuma<br>-29.726266 29.816599             | Res: Community Service Centres Directorate.<br>Implementing Agent: DoPWs |
| Community Service Centre | Madlebe New Construction completion R3 000 000.00    | Mhlathuze<br>-28.765195 31.845608                             | Res: Community Service Centres Directorate.<br>Implementing Agent: IDT   |
| Community Service Centre | Shiyabane New Construction completion R3 400 000.00  | Ubuhlebezwe<br>-30.365544 30.294692                           | Res: Community Service Centres Directorate.<br>Implementing Agent: IDT   |
| Community Service Centre | Xaba Park Home and Ablution R600 000.00              | Umzumbe                                                       | Res: Community Service Centres Directorate.<br>Implementing Agent: IDT   |
| Community Service Centre | Matimatolo New Construction completion R6 821 292.58 | Umvoti<br>-29.123859 30.77617                                 | Res: Community Service Centres Directorate.<br>Implementing Agent: IDT   |
| EPWP                     | Beadwork R1 400 000                                  | Umgungundlovu                                                 | Res: Expanded Public Works Programme<br>Implementing Agent: IDT          |
| EPWP                     | Beadwork R1 400 000                                  | Harry Gwala                                                   | Res: Expanded Public Works Programme<br>Implementing Agent: IDT          |
| EPWP                     | Beadwork R1 400 000                                  | Ilembe                                                        | Res: Expanded Public Works Programme<br>Implementing Agent: IDT          |
| EPWP                     | Food Security R1 400 000                             | Uthukela (KwaNkosi Mkhize)                                    | Res: Expanded Public Works Programme<br>Implementing Agent: IDT          |
| EPWP                     | Waste Management R 4 200 000                         | Umgungundlovu (Umngeni/ uMsunduzi)                            | Res: Expanded Public Works Programme<br>Implementing Agent: IDT          |

| Area of Intervention | Five Year Planning Period                              |                                                               |                                                                           |
|----------------------|--------------------------------------------------------|---------------------------------------------------------------|---------------------------------------------------------------------------|
|                      | Project Description and Budget Allocation              | District Municipality and Specific Location / GPS Coordinates | Responsibility/ Project Leader and Project / Social Partners              |
| EPWP                 | Waste Management<br>R2 800 000                         | Zululand<br>(Abaqulusi/ eDumbe)                               | Res: Expanded Public Works Programme<br>Implementing Agent: IDT           |
| EPWP                 | Waste Management<br>R1 400 000                         | Umkhanyakude<br>(Mhlabyalingana)                              | Res: Expanded Public Works Programme<br>Implementing Agent: IDT           |
| Imizi Yezizwe        | Khumalo PSS Minor Rehabilitation<br>R200 000.00        | Emadlangeni                                                   | Res: Community Service Centres<br>Directorate.<br>Implementing Agent: IDT |
| Imizi Yezizwe        | Nzima Minor Rehabilitation<br>R200 000.00              | Emadlangeni<br>-27.348353 30.388312                           | Res: Community Service Centres<br>Directorate.<br>Implementing Agent: IDT |
| Imizi Yezizwe        | Zondi LZ Minor Rehabilitation<br>R200 000.00           | Nquthu<br>-28.348353 30.752139                                | Res: Community Service Centres<br>Directorate.<br>Implementing Agent: IDT |
| Imizi Yezizwe        | Ngubane PJ Minor Rehabilitation<br>R200 000.00         | Msinga<br>-28.679644 30.600752                                | Res: Community Service Centres<br>Directorate.<br>Implementing Agent: IDT |
| Imizi Yezizwe        | Mthembu SW Minor Rehabilitation<br>R200 000.00         | Msinga<br>-28.752085 30.440015                                | Res: Community Service Centres<br>Directorate.<br>Implementing Agent: IDT |
| Imizi Yezizwe        | Khumalo TR Minor Rehabilitation<br>R200 000.00         | Alfred Duma                                                   | Res: Community Service Centres<br>Directorate.<br>Implementing Agent: IDT |
| Imizi Yezizwe        | Mkhize SN Minor Rehabilitation<br>R200 000.00          | Inkosi Langalibalele                                          | Res: Community Service Centres<br>Directorate.<br>Implementing Agent: IDT |
| Imizi Yezizwe        | Ndaba NF Minor Rehabilitation<br>R200 000.00           | Inkosi Langalibalele<br>-29.118581 29.685149                  | Res: Community Service Centres<br>Directorate.<br>Implementing Agent: IDT |
| Imizi Yezizwe        | Hlongwane ME Minor Rehabilitation<br>R200 000.00       | Okhahlamba<br>-28.815380 29.255616                            | Res: Community Service Centres<br>Directorate.<br>Implementing Agent: IDT |
| Imizi Yezizwe        | Chiliza PDH Minor Rehabilitation<br>R200 000.00        | Ubuhlebezwe                                                   | Res: Community Service Centres<br>Directorate.<br>Implementing Agent: IDT |
| Imizi Yezizwe        | Dlamini NB Minor Rehabilitation<br>R200 000.00         | Ubuhlebezwe<br>-30.365260 30.293953                           | Res: Community Service Centres<br>Directorate.<br>Implementing Agent: IDT |
| Imizi Yezizwe        | Mkhize DWF Minor Rehabilitation<br>R200 000.00         | Ubuhlebezwe                                                   | Res: Community Service Centres<br>Directorate.<br>Implementing Agent: IDT |
| Imizi Yezizwe        | Msingaphansi NM Minor Rehabilitation<br>R200 000.00    | Umkhulu<br>-30.087363 29.815942                               | Res: Community Service Centres<br>Directorate.<br>Implementing Agent: IDT |
| Imizi Yezizwe        | Memela Minor Rehabilitation<br>R200 000.00             | Dr Nkosazana Dlamini Zuma<br>-29.883993 29.862171             | Res: Community Service Centres<br>Directorate.<br>Implementing Agent: IDT |
| Imizi Yezizwe        | Mkhize LD Minor Rehabilitation<br>R200 000.00          | Mkhambathini<br>-30.041627 30.656564                          | Res: Community Service Centres<br>Directorate.<br>Implementing Agent: IDT |
| Imizi Yezizwe        | Maphumulo N Minor Rehabilitation<br>R200 000.00        | Mkhambathini                                                  | Res: Community Service Centres<br>Directorate.<br>Implementing Agent: IDT |
| Imizi Yezizwe        | Ntanzu B Minor Rehabilitation<br>R200 000.00           | Umsheathi<br>-29.270598 30.851819                             | Res: Community Service Centres<br>Directorate.<br>Implementing Agent: IDT |
| Imizi Yezizwe        | Gcumisa Minor Rehabilitation<br>R200 000.00            | Umsheathi<br>-29.521791 30.691696                             | Res: Community Service Centres<br>Directorate.<br>Implementing Agent: IDT |
| Imizi Yezizwe        | Zuma Z Minor Rehabilitation<br>R200 000.00             | Impendle<br>-29.596106 29.772548                              | Res: Community Service Centres<br>Directorate.<br>Implementing Agent: IDT |
| Imizi Yezizwe        | Ngcobo GN (Mavela) Minor Rehabilitation<br>R200 000.00 | Ndwedwe                                                       | Res: Community Service Centres<br>Directorate.<br>Implementing Agent: IDT |
| Imizi Yezizwe        | Nkumbanyuswa Minor Rehabilitation<br>R200 000.00       | Ndwedwe<br>-29.535078 31.018385                               | Res: Community Service Centres<br>Directorate.<br>Implementing Agent: IDT |
| Imizi Yezizwe        | Hlongwa Minor Rehabilitation<br>R200 000.00            | Maphumulo                                                     | Res: Community Service Centres<br>Directorate.<br>Implementing Agent: IDT |

| Area of Intervention               | Five Year Planning Period                                |                                                               |                                                                        |
|------------------------------------|----------------------------------------------------------|---------------------------------------------------------------|------------------------------------------------------------------------|
|                                    | Project Description and Budget Allocation                | District Municipality and Specific Location / GPS Coordinates | Responsibility/ Project Leader and Project / Social Partners           |
| Imizi Yezizwe                      | Chiliza NN Minor Rehabilitation<br>R200 000.00           | Umzumbe                                                       | Res: Community Service Centres Directorate.<br>Implementing Agent: IDT |
| Imizi Yezizwe                      | Ntshangase LD Minor Rehabilitation<br>R200 000.00        | Phongolo<br>-27.335390 31.455063                              | Res: Community Service Centres Directorate.<br>Implementing Agent: IDT |
| Imizi Yezizwe                      | Cele Minor Rehabilitation<br>R200 000.00                 | Ethekwini                                                     | Res: Community Service Centres Directorate.<br>Implementing Agent: IDT |
| Imizi Yezizwe                      | Mthiyane Minor Rehabilitation<br>R200 000.00             | Ntambabana<br>-28.568248 -28.568248                           | Res: Community Service Centres Directorate.<br>Implementing Agent: IDT |
| Imizi Yezizwe                      | Gumede Minor Rehabilitation<br>R200 000.00               | Jozini<br>-27.395167 32.421440                                | Res: Community Service Centres Directorate.<br>Implementing Agent: IDT |
| Imizi Yezizwe                      | EB Shoji Minor Rehabilitation<br>R100 000.00             | Ethekwini<br>-29.873856 30.777676                             | Res: Community Service Centres Directorate.<br>Implementing Agent: IDT |
| Imizi Yezizwe                      | S Mlaba Minor Rehabilitation<br>R211 000.00              | Ethekwini<br>-29.672500 30.623109                             | Res: Community Service Centres Directorate.<br>Implementing Agent: IDT |
| Traditional Administrative Centres | Minor Maintenance Programme (77 TACs) R7 000 000.00      | Province Wide                                                 | Res: Community Service Centres Directorate.<br>Implementing Agent: IDT |
| Community Service Centre           | Nxamalala Major Rehabilitation<br>R900 000.00            | Impendle<br>-29.598064 29.769730                              | Res: Community Service Centres Directorate.<br>Implementing Agent: IDT |
| Community Service Centre           | Masihabisani Major Rehabilitation<br>R900 000.00         | Umshwathi<br>-29.231417 30.787283                             | Res: Community Service Centres Directorate.<br>Implementing Agent: IDT |
| Community Service Centre           | Mhlungwini Major Rehabilitation<br>R900 000.00           | Nkosi Langalibalele<br>-29.119283 29.685305                   | Res: Community Service Centres Directorate.<br>Implementing Agent: IDT |
| Community Service Centre           | Mthembu Major Rehabilitation<br>R900 000.00              | Alfred Duma<br>-28.751215 30.152835                           | Res: Community Service Centres Directorate.<br>Implementing Agent: IDT |
| Community Service Centre           | Nibela Major Rehabilitation<br>R900 000.00               | Big Five<br>-27.872289 32.458539                              | Res: Community Service Centres Directorate.<br>Implementing Agent: IDT |
| Community Service Centre           | Vusathinamazulu Major Rehabilitation<br>R900 000.00      | Dr NDZ<br>-30.358962 30.172278                                | Res: Community Service Centres Directorate.<br>Implementing Agent: IDT |
| Community Service Centre           | Mondi Major Rehabilitation<br>R900 000.00                | uMalazi<br>-28.891924 31.488794                               | Res: Community Service Centres Directorate.<br>Implementing Agent: IDT |
| Community Service Centre           | Nobamba Major Rehabilitation<br>R900 000.00              | Ulundi<br>-28.292693 31.246998                                | Res: Community Service Centres Directorate.<br>Implementing Agent: IDT |
| Community Service Centre           | Ntshangase Major Rehabilitation<br>R900 000.00           | Phongolo<br>-27.335887 31.453755                              | Res: Community Service Centres Directorate.<br>Implementing Agent: IDT |
| Community Service Centre           | Cele K Major Rehabilitation<br>R900 000.00               | Umzumbe                                                       | Res: Community Service Centres Directorate.<br>Implementing Agent: IDT |
| Community Service Centre           | Hlongwa Major Rehabilitation<br>R900 000.00              | Maphumulo<br>-29.051386 31.013829                             | Res: Community Service Centres Directorate.<br>Implementing Agent: IDT |
| Community Service Centre           | Macambini Major Rehabilitation<br>R900 000.00            | Mandeni<br>-29.118125 31.499884                               | Res: Community Service Centres Directorate.<br>Implementing Agent: IDT |
| Community Service Centre           | Hlomindleni<br>R1 500 000.00                             | Ndwedwe                                                       | Res: Community Service Centres Directorate.<br>Implementing Agent: IDT |
| Community Service Centre           | CSC New Construction – design development<br>R400 000.00 | TBC (outcome of Precinct Plan development)                    | Res: Community Service Centres Directorate.<br>Implementing Agent: IDT |
| Community Service Centre           | CSC New Construction –design development<br>R400 000.00  | TBC (outcome of Precinct Plan development)                    | Res: Community Service Centres Directorate.<br>Implementing Agent: IDT |
| EPWP                               | Beadwork<br>R1 400 000                                   | Umgungundlovu                                                 | Res: Expanded Public Works Programme<br>Implementing Agent: IDT        |

| Area of Intervention               | Five Year Planning Period                                      |                                                               |                                                                           |
|------------------------------------|----------------------------------------------------------------|---------------------------------------------------------------|---------------------------------------------------------------------------|
|                                    | Project Description and Budget Allocation                      | District Municipality and Specific Location / GPS Coordinates | Responsibility/ Project Leader and Project / Social Partners              |
| EPWP                               | Beadwork<br>R1 400 000                                         | Harry Gwala                                                   | Res: Expanded Public Works Programme<br>Implementing Agent: IDT           |
| EPWP                               | Beadwork<br>R1 400 000                                         | Ilembe                                                        | Res: Expanded Public Works Programme<br>Implementing Agent: IDT           |
| EPWP                               | R1 400 000                                                     | Uthukela<br>(KwaNkosi Mkhize)                                 | Res: Expanded Public Works Programme<br>Implementing Agent: IDT           |
| EPWP                               | Waste Management<br>R 4 200 000                                | Umgungundlovu<br>(Umngeni/ uMsunduzi)                         | Res: Expanded Public Works Programme<br>Implementing Agent: IDT           |
| EPWP                               | Waste Management<br>R2 800 000                                 | Zululand<br>(Abaqulusi/ eDumbe)                               | Res: Expanded Public Works Programme<br>Implementing Agent: IDT           |
| EPWP                               | Waste Management<br>R1 400 000                                 | Umkhanyakude<br>(Mhlabyalingana)                              | Res: Expanded Public Works Programme<br>Implementing Agent: IDT           |
| Imizi Yezizwe                      | Khumalo P.S.S-<br>Water/Electrical Connectivity<br>R180 000.00 | Emadlangeni                                                   | Res: Community Service Centres<br>Directorate.<br>Implementing Agent: IDT |
| Imizi Yezizwe                      | Nzima<br>Water/Electrical Connectivity<br>R180 000.00          | Emadlangeni<br>-27.348353 30.388312                           | Res: Community Service Centres<br>Directorate.<br>Implementing Agent: IDT |
| Imizi Yezizwe                      | Hlongwane M.E<br>Water/Electrical Connectivity<br>R180 000.00  | Okhahlamba<br>-28.815380 29.255616                            | Res: Community Service Centres<br>Directorate.<br>Implementing Agent: IDT |
| Imizi Yezizwe                      | Ndaba N.F<br>Water/Electrical Connectivity<br>R180 000.00      | Inkosi Langalibalele<br>-29.118581 29.685149                  | Res: Community Service Centres<br>Directorate.<br>Implementing Agent: IDT |
| Imizi Yezizwe                      | Ngubane P.J<br>Water/Electrical Connectivity<br>R180 000.00    | Msinga<br>-28.679644 30.600752                                | Res: Community Service Centres<br>Directorate.<br>Implementing Agent: IDT |
| Imizi Yezizwe                      | Zondi L.L.K<br>Water/Electrical Connectivity<br>R180 000.00    | Nquthu<br>-28.348353 30.752139                                | Res: Community Service Centres<br>Directorate.<br>Implementing Agent: IDT |
| Imizi Yezizwe                      | Maphumulo N<br>Water/Electrical Connectivity<br>R180 000.00    | Mkhambathini                                                  | Res: Community Service Centres<br>Directorate.<br>Implementing Agent: IDT |
| Imizi Yezizwe                      | Gumede<br>Water/Electrical Connectivity<br>R180 000.00         | Jozini<br>-27.395167 32.421440                                | Res: Community Service Centres<br>Directorate.<br>Implementing Agent: IDT |
| Imizi Yezizwe                      | Ntanzu B<br>Water/Electrical Connectivity<br>R180 000.00       | Umsheathi<br>-29.270598 30.851819                             | Res: Community Service Centres<br>Directorate.<br>Implementing Agent: IDT |
| Imizi Yezizwe                      | Hlongwa<br>Water/Electrical Connectivity<br>R180 000.00        | Maphumulo                                                     | Res: Community Service Centres<br>Directorate.<br>Implementing Agent: IDT |
| Imizi Yezizwe                      | Gcumisa<br>Water/Electrical Connectivity<br>R180 000.00        | Umsheathi<br>-29.521791 30.691696                             | Res: Community Service Centres<br>Directorate.<br>Implementing Agent: IDT |
| Imizi Yezizwe                      | Mthiyane<br>Water/Electrical Connectivity.<br>R180 000.00      | Ntambabana<br>-28.568248 -28.568248                           | Res: Community Service Centres<br>Directorate.<br>Implementing Agent: IDT |
| Traditional Administrative Centres | Minor Maintenance Programme<br>(31 TACs) R1 860 000.00         | Province Wide                                                 | Res: Community Service Centres<br>Directorate.<br>Implementing Agent: IDT |