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SERVING OUR COMMUNITIES BETTER

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Province of the  
**EASTERN CAPE**  
COOPERATIVE GOVERNANCE  
& TRADITIONAL AFFAIRS

# STRATEGIC PLAN 2025 - 2030



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Province of the  
**EASTERN CAPE**  
COOPERATIVE GOVERNANCE  
& TRADITIONAL AFFAIRS

**BUDGET VOTE 7**

# **STRATEGIC PLAN**

## **2025 - 2030**

**“A capable, ethical, and developmental state”**

**Date of Tabling: [08.04.2025]**

**Produced by:**  
Office of the Head of Department  
Department of Cooperative Governance and Traditional Affairs  
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## EXECUTIVE AUTHORITY STATEMENT



**MR. ZOLILE WILLIAMS**

The 2025/30 strategic planning period details the statement of intent of the 7<sup>th</sup> Administration pertaining to service delivery. Service delivery takes place under the context of the Government of National Unity (GNU). The 2025/30 strategic planning documents are a social contract between the 7<sup>th</sup> Administration and the residents of the Eastern Cape.

The Eastern Cape Department of Cooperative Governance and Traditional Affairs (CoGTA) is dedicated to fostering development-oriented municipalities and traditional leadership institutions that deliver sustainable high-quality services to communities in an integrated, responsive and accountable manner.

It sets a renewed vigour to ramp up service delivery to the people of the Eastern Cape. The plan is an obedience to the marching orders which were issued President Cyril Ramaphosa during his State of the Nations Address (SONA) on 6 February 2025, “We need a state that is capable and competent, underpinned by professional public service”. South Africans want a State that treats all people with dignity, humility and respect”. The President further said that all municipalities must work for the people.

In this context, COGTA becomes a central pivot around which service delivery revolves. It is therefore within this purview that our Department is repositioned, repurposed and recontextualised so as to carry out this noble mandate. For this enormous task, the Department requires men and women who are fit and ready to carry out the noble responsibility to serve the people of the Eastern Cape.

COGTA is the coalface of service delivery and the first contact between the government and the people. It is this understanding that should inform the character of the service delivery practitioner of the local government. The qualities of a local government practitioner must be imbued with humility, service orientation and love for the people.

The Department has developed a Municipal Non-negotiable Handbook with standard operating procedures (SOPs) for quality service delivery by municipalities, which will start in this 2025/30 five-year period. Capacity building for Traditional Leaders is a non-negotiable during the 7<sup>th</sup> Administration. Our communities need proper service delivery and therefore skilled traditional leaders are essential. For this to succeed we will strengthen the capacity building programme to sharpen the skills of traditional leaders and by extension help improve service delivery to our people. The process reviewing the ministerial handbook ensure that the traditional leaders obtain their “tools of trade” is expedited within the context of the Reviewed National Handbook.

The Department embraced the Women, Youth and People with Disabilities responsive planning and budgeting, including integration of anti- Gender Based Violence and Femicide programmes and will expand government spend on women, youth and persons with disabilities through preferential procurement processes.

I hereby submit the 2025/30 Strategic Plan and 2025/26 Annual Performance Plan as well as Annual Operational Plan which serves as the Business Plan of our Department for implementation from the financial year 2025/26.

**HONOURABLE Z.A. WILLIAMS**

**MEMBER OF THE EXECUTIVE COUNCIL FOR COOPERATIVE GOVERNANCE AND TRADITIONAL AFFAIRS**

## ACCOUNTING OFFICER STATEMENT



**MR. VUYO MLOKOTHI**

The 2025/2026 financial year is the first year of the new term of government under the Government of National Unity (GNU) with the recently approved Medium-Term Development Plan 2024/2029 which is an overarching strategic framework to drive inclusive growth and improved living conditions. At the provincial level, the Provincial Medium-Term Development Plan (MTDP) mirrors the overarching national goals, while addressing local needs and challenges specific to the region. Additionally, the Provincial Development Plan complements the MTDP, outlining a clear roadmap for developmental local objectives in line with the national framework. Both plans emphasize sustainable development, infrastructure improvement, and social equity, ensuring that the vision of national progress is realized at the provincial level as well.

The Department has made notable progress since 2020/2021, consistently achieving clean audit outcomes despite challenges. The focus now is on helping municipalities with qualified or adverse audit opinions to achieve similar results through continuous support and MEC engagement sessions. A core objective is to ensure functional governance in the province's 14 prioritized municipalities, including support for municipalities in distress or disaster-prone areas.

Efforts to enhance public participation include improving ward committee functionality and petition management. The Department has also supported capacity building, such as seconding officials to municipalities and focusing on equity in recruitment and compliance with competency standards. Disaster management and the Provincial Disaster Management Centre's capacity will also be strengthened.

The Risk Adjusted Strategy (RAS) has shown promising results, with improved spending in allocated grants and notable progress in municipal performance. Moving forward, the Department will continue to implement and expand the RAS framework, integrating it into the Provincial Municipal Infrastructure Management RAS Framework (PMIM-RAS-FW).

The District Development Model (DDM) has been deepened, with local DDM regulation workshops, the review of One Plans, and catalytic project implementation. To enhance financial stability, the Department is supporting municipalities with revenue enhancement strategies and debt reduction, including through a Municipal Revenue Indaba, that was recently convened, to share best practices. The launch of the Provincial Local Government Monitoring and Evaluation Forum will ensure the effective management of performance information. In support of Traditional Councils, the Department will assist with the induction of new members, provide infrastructure support, and enhance traditional leadership's role in development decisions. It will also continue to promote anti-GBVF initiatives and facilitate partnerships with relevant entities.

The mainstreaming of programmes on empowerment and development of youth, women and persons with disabilities will be continued with in the Department and municipalities as well as to expand government spend on designated groups during the 2025/30 five-year period.

Finally, the Department has finalised the reviewal of its organisational structure, transitioning to a new framework that will remodel its institutional make up and decentralise staff to District Support Centres (DSCs) in the 2025/26 financial year. The focus of the 2025/30 Strategic Plan, 2025/26 APP and AOP will be to deliver meaningful results for the province, improving the lives of its citizens.

**MR. V. MLOKOTHI**

**ACTING HEAD OF DEPARTMENT**

**DEPARTMENT COOPERATIVE GOVERNANCE AND TRADITIONAL AFFAIRS**

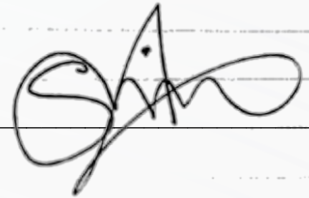
## OFFICIAL SIGN-OFF

It is hereby certified that this Strategic Plan:

- Was developed by the management of the Department of Cooperative Governance and Traditional Affairs under the guidance of Honourable MEC: Z.A. Williams.
- Takes into account all the relevant policies, legislation and other mandates for which the Department of Cooperative Governance and Traditional Affairs is responsible.
- Accurately reflects the Impact and Outcomes which the Department will endeavour to achieve over the period: 2025 – 2030.

Dr. S. Mditshwa  
**Chief Director: Strategy and Systems**

Signature: \_\_\_\_\_



Ms. K.P. Shinta  
**Chief Financial Officer**

Signature: \_\_\_\_\_



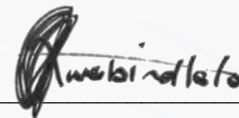
Ms. C. Sihunu  
**Acting Deputy Director General: Local Governance**

Signature: \_\_\_\_\_



Mr. T. Gwebindlala  
**Deputy Director General: Traditional Affairs**

Signature: \_\_\_\_\_



Mr. V. Mlokothe  
**Acting Head of Department**

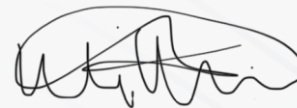
Signature: \_\_\_\_\_



Approved by:

Hon Z.A. Williams  
**MEC for the Department of Cooperative Governance and Traditional Affairs**

Signature: \_\_\_\_\_





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## LIST OF ACRONYMS

Abbreviation	Description	Abbreviation	Description
<b>ADM</b>	Amathole District Municipality	<b>ECSECC</b>	Eastern Cape Socio-Economic Consultative Council
<b>AFS</b>	Annual Financial Statement	<b>EMC</b>	Executive Management Committee
<b>AG</b>	Auditor General	<b>EPWP</b>	Expanded Public Works Programme
<b>ANDM</b>	Alfred Nzo District Municipality	<b>ESKOM</b>	Electricity Supply Commission
<b>AENE</b>	Adjusted Estimates of National Expenditure	<b>FBS</b>	Free Basic Services
<b>APP</b>	Annual Performance Plan	<b>FRP</b>	Financial Recovery Plan
<b>B2B</b>	Back to Basics Programme	<b>FY</b>	Financial Year
<b>B-BBEE</b>	Broad-based Black Economic Empowerment Act 53 of 2003	<b>GBVF</b>	Gender-Based Violence and Femicide
<b>BCMM</b>	Buffalo City Metropolitan Municipality	<b>GDP</b>	Gross Domestic Product
<b>CAPEX</b>	Capital Expenditure	<b>GEYODI</b>	Gender Youth and Disability
<b>CDW</b>	Community Development Workers	<b>GFMS</b>	Government Fleet Management Services
<b>CETA</b>	Construction Education & Training Authority	<b>GIS</b>	Geographic Information Systems
<b>CoE</b>	Compensation of Employees	<b>GNU</b>	Government of National Unity
<b>COVID-19</b>	SARS-CoV-2 (2019-nCoV) Coronavirus disease of 2019	<b>GRPBMEAF</b>	Gender-Responsive Planning, Budgeting, Monitoring, Evaluation & Auditing Framework
<b>CHDM</b>	Chris Hani District Municipality	<b>GSCID</b>	Governance, State Capacity, and Institutional Development
<b>CWP</b>	Community Work Programme	<b>HDI</b>	Human Development Index
<b>DBSA</b>	Development Bank of Southern Africa	<b>HIV &amp; AIDS</b>	HIV (human immunodeficiency virus) & AIDS (acquired immunodeficiency syndrome)
<b>DCoGTA</b>	Department of Cooperative Governance and Traditional Affairs	<b>HoD</b>	Head of Department
<b>DDM</b>	District Development Model	<b>IDP</b>	Integrated Development Plan
<b>DEDEAT</b>	Department of Economic Development, Environment Affairs and Tourism	<b>IGR</b>	Inter-Governmental Relations
<b>DEP</b>	Departmental Evaluation Plan	<b>IMP</b>	Infrastructure Master Plan
<b>DIMAFO</b>	District Mayors Forum	<b>ICT</b>	Information and Communication Technology
<b>DMPs</b>	Disaster Management Plans	<b>INEP</b>	Integrated National Electrification Programme
<b>DPSA</b>	Department of Public Service and Administration	<b>IT</b>	Information Technology
<b>DORA</b>	Division of Revenue Act 9 of 2021	<b>IYDS</b>	Integrated Youth Development Strategy
<b>DoA</b>	Department of Agriculture	<b>IR</b>	Indigent Registers
<b>DRR</b>	Disaster Risk Reduction	<b>IUDG</b>	Integrated Urban Development Grant
<b>DWYPD</b>	Department of Women, Youth and Persons with Disabilities	<b>JGDM</b>	Joe Gqabi District Municipality



Abbreviation	Description	Abbreviation	Description
<b>EAP</b>	Economically Active Population	<b>KSD</b>	King Sabata Dalindyebo Local Municipality
<b>EC</b>	Eastern Cape Province	<b>LED</b>	Local Economic Development
<b>ECDs</b>	Early Childhood Development Centres	<b>LEDAs</b>	Local Economic Development Agencies
<b>LMs</b>	Local Municipalities	<b>PMISD</b>	Provincial Municipal Infrastructure and Service Delivery
<b>MEC</b>	Member of the Executive Council for CoGTA	<b>PoE</b>	Portfolio of Evidence
<b>MFMA</b>	Municipal Finance Management Act	<b>PMIG-PF</b>	Provincial Municipal Infrastructure Grants Policy Framework
<b>MIG</b>	Municipal Infrastructure Grant	<b>P- MTDP</b>	Provincial Medium Term Development Plan
<b>MISA</b>	Municipal Infrastructure Support Agency	<b>PSA</b>	Public Service Act
<b>MSIF</b>	Municipal Support & Intervention Framework	<b>PDMC</b>	Provincial Disaster Management Centre
<b>MoU</b>	Memorandum of Understanding	<b>PITTT</b>	Provincial Initiation Technical Tasks Team
<b>MPRA</b>	Municipal Property Rates Act	<b>PMS</b>	Performance Management System
<b>MSAA</b>	Municipal Structure Act, 117 of 1998	<b>PSJ</b>	Port St Johns
<b>MSAA</b>	Municipal Systems Amendment Act, 7 of 2011	<b>PSDF</b>	Provincial Spatial Development Framework
<b>MPTAS</b>	Municipal Performance Turn Around Strategy	<b>PT</b>	Provincial Treasury
<b>MTDP</b>	Medium Term Development Plan	<b>RAS</b>	Risk-Adjusted Strategy
<b>MTEF</b>	Medium-Term Expenditure Framework	<b>RE</b>	Renewable Energy
<b>MTSF</b>	Medium-Term Strategic Framework	<b>RBIG</b>	Regional Bulk Infrastructure Grant
<b>MPT</b>	Municipal Planning Tribunal	<b>RSA</b>	Republic of South Africa
<b>MDB</b>	Municipal Demarcation Board	<b>SACN</b>	South African Cities Network
<b>MIE</b>	Managed Integrity Evaluation	<b>SASSA</b>	South African Social Security Agency
<b>MILE</b>	Municipal Institute of Learning	<b>SDBIP</b>	Service Delivery and Budget Implementation Plan
<b>MPACs</b>	Municipal Public Accounts Committees	<b>SMME</b>	Small, Medium, and Micro Enterprises
<b>NDP</b>	National Development Plan	<b>SALGA</b>	South African Local Government Association
<b>NDMC</b>	National Disaster Management Centre	<b>SBDM</b>	Sarah Baartman District Municipality
<b>NMBMM</b>	Nelson Mandela Bay Metropolitan Municipality	<b>SCM</b>	Supply Chain Management
<b>NSDF</b>	National Spatial Development Framework	<b>SDF</b>	Spatial Development Framework
<b>NT</b>	National Treasury	<b>SDM</b>	Service Delivery Model
<b>ORTDM</b>	O.R. Tambo District Municipality	<b>SPLUM</b>	Spatial Planning and Land Use Management
<b>OD</b>	Organisational Development	<b>SPLUMA</b>	Spatial Planning and Land Use Management Act, Act No. 16 of 2013
<b>OTP</b>	Office of the Premier	<b>STDF</b>	Small Town Development Framework
<b>O&amp;M</b>	Operations & Maintenance	<b>StatsSA</b>	Statistics South Africa

Abbreviation	Description	Abbreviation	Description
<b>OPEX</b>	Operations Expenditure	<b>UIF&amp;W</b>	Unauthorised, Irregular, Fruitless, and Wasteful Expenditure
<b>PDP</b>	Provincial Development Plan	<b>UN</b>	United Nations
<b>PICC</b>	Provincial Initiation Coordinating Committee	<b>WSP</b>	Workplace Skills Plan
<b>PEPs</b>	Public Employment Programmes	<b>WSIG</b>	Water Services Infrastructure Grant
<b>PERSAL</b>	Personal and Salary System	<b>YoY</b>	Year on Year
<b>DPSA</b>	Department of Public Service and Administration		



Province of the  
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COOPERATIVE GOVERNANCE  
& TRADITIONAL AFFAIRS



# PART A

## OUR MANDATE

SERVING OUR COMMUNITIES BETTER





## PART A: OUR MANDATE

### 1. RELEVANT LEGISLATIVE AND POLICY MANDATES

The Department of Cooperative Governance and Traditional Affairs (DCoGTA) derives its mandate in the Constitution of the Republic of South Africa (1996), as amended, (hereafter referred to as the Constitution of the RSA (1996)) by way of Chapter 1: Founding Provisions; Chapter 2: Bill of Rights; Chapter 3: Co-operative Government; Chapter 6: Provinces; Chapter 7: Local Government and Chapter 12: Traditional Leaders.

#### **The Constitution of the Republic of South Africa (1996), Chapter 3: Co-operative Government**

In the Constitution of the RSA (1996), Section 40. (1), states that, In the Republic, government is constituted as national, provincial and local spheres of government which are distinctive, interdependent and interrelated. Section 40. (2), states that, All spheres of government must observe and adhere to the principles in this Chapter and must conduct their activities within the parameters that the Chapter provides. Chapter 3 further states the Principles of co-operative government and intergovernmental relations, to which all spheres of government must adhere to.

#### **The Constitution of the RSA (1996), Chapter 6: Provinces – (Section 139)**

The MEC as per the directive of the Provincial Executive Committee (EXCO) may intervene in the affairs of a municipality.

#### **The Constitution of the RSA (1996), Chapter 7: Local Government – (Section 154)**

The MEC, as assigned by the provincial government to ensure by legislative or other measures support and strengthen the capacity of municipalities to manage their own affairs, exercise their powers and to perform their functions.

#### **The Constitution of the RSA (1996), Chapter 7: Local Government – (Section 155(6))**

The MEC, as assigned by the provincial government to establish municipalities in the province in a manner consistent with the legislation enacted in terms of subsections (2) and (3) and, by legislative or other measures, must (a) provide for the monitoring and support of local government in the province and (b) promote the development of local government capacity to enable municipalities to perform their functions and manage their own affairs.

#### **The Constitution of the RSA (1996), Chapter 7: Local Government - Section 155(7)**

**The MEC as assigned by the provincial government**, subject to section 44, has the 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).

#### **The Constitution of the RSA (1996), Chapter 7: Local Government - Section 163(b)**

**Departmental responsibility:** To determine procedures by which the department may consult with National Government, designate representatives to participate in the NCOP and Financial and the Fiscal Commission.

### The Constitution of the RSA (1996), Chapter 12: Traditional Leaders - Section 211

#### Recognition:

Section 211. (1) The institution, status and role of traditional leadership, according to customary law, are recognised, subject to the Constitution. (2) A traditional authority that observes a system of customary law may function subject to any applicable legislation and customs, which includes amendments to, or repeal of, that legislation or those customs. (3) The courts must apply customary law when that law is applicable, subject to the Constitution and any legislation that specifically deals with customary law.

### The Constitution of the RSA (1996), Chapter 12: Traditional Leaders - Section 212

**Role of traditional leaders:** Section 212. (1) National legislation may provide for a role for traditional leadership as an institution at local level on matters affecting local communities. (2) To deal with matters relating to traditional leadership, the role of traditional leaders, customary law and the customs of communities observing a system of customary law — (a) national or provincial legislation may provide for the establishment of houses of traditional leaders; and (b) national legislation may establish a council of traditional leaders.

**Departmental responsibility:** To acknowledge the role for traditional leadership as an institution at local level on matters affecting local communities and to deal with matters relating to traditional leadership, the role of traditional leaders, customary law and the customs of communities observing a system of customary law by the establishment of houses of traditional leaders.

**Departmental responsibility** to acknowledge Schedule 4 – Functional areas of concurrent national and provincial legislative competence: Part A:

- Disaster management.
- Indigenous law and customary law, subject to Chapter 12 of the Constitution.
- Traditional leadership, subject to Chapter 12 of the Constitution.

#### Objectives of Local Government

- To provide democratic and accountable government for local communities;
- To ensure the provision of services to communities in a sustainable manner;
- To promote social and economic development;
- To promote a safe healthy environment;
- To encourage the involvement of communities and community organisations in matters of local governance;
- Municipalities must strive, within their financial and administrative capacity to achieve these objects.

#### Mandate of Co-operative Governance

The mandate of the Department as outlined by Cabinet is as follows:

To coordinate all organs of state to ensure maximum impact;

Interventionist approach;

Improved internal and external cooperation and outcomes based Inter- Governmental Relations Structures;

Ensure single window of coordination and regulation of national, provincial and local government. In essence the mandate of the Department has been equated to the cog of the wheel, standing at the centre of integrated planning, development and to strengthen municipal IDPs.

The White Paper on Traditional Leadership and Governance of 2003, elaborates on the roles of Traditional Leadership in Governance and Development; roles, functions and structures within the Spheres of Government. The Traditional Leadership and Governance Framework Act, 2003, provides for the roles and functions of Traditional Leadership Institutions.

These Constitutional Mandates of the DCoGTA are then further driven forward by the following identified relevant Legislations such as:

**Table 1: Legislative and other Policy Mandates**

LEGISLATION	DESCRIPTION
PFMA, 1999 (Act No 1 of 1999)	Financial management, good governance and accountability
Local Government: Municipal Structures Act, 117 of 1998 as amended	Provides for the establishment of municipalities in accordance with the requirements relating to and types of municipalities; provides for an appropriate division of functions and powers between categories of municipality; regulates the internal systems, structures and office-bearers of municipalities
Local Government: Municipal Systems Act, 32 of 2000 as amended	Provides for the core principles, mechanisms, and processes that are necessary to enable municipalities to move progressively towards the social and economic upliftment of local communities and ensure universal access to essential services that are affordable to all. Section 31 (b) states that the MEC for Local Government in the Province may; Assist a municipality with the planning, drafting, adoption and review of its integrated development plan through the approved Spatial Development Frameworks (SDFs) and Land Use Management Systems;
Spatial Planning and Land Use Management Act, 16 of 2013	Section 5 (2)(b) provides for the: Monitoring of compliance by municipalities with this Act and provincial legislation in relation to the preparation, approval, review and implementation of land use management systems; <ul style="list-style-type: none"> <li>a framework for spatial planning and land use management in the republic;</li> <li>the specification of the relationship between the spatial planning and the land use management system and other kinds of planning;</li> <li>the inclusive, developmental, equitable and efficient spatial planning at the different spheres of government;</li> <li>a framework for the monitoring, coordination and review of the spatial planning and land use management system;</li> <li>a framework for policies, principles, norms and standards for spatial development planning and land use management;</li> <li>addressing past spatial and regulatory imbalances;</li> <li>promotion of greater consistency and uniformity in the application procedures and decision-making by authorities responsible for land use decision and development applications;</li> <li>the establishment, functions and operations of Municipal Planning Tribunals;</li> <li>the facilitation and enforcement of land use and development measures;</li> </ul>
Land Survey Act, 8 of 1997	To regulate the survey of land in the Republic; and to provide for matters connected therewith.
Local Government: Municipal Finance Management Act, 1 of 2003	Provides for the governance of municipal financing, minimising the opportunity for undue political influence
Local Government: Municipal Property Rates Act, 6 of 2004 by the Local Government: Municipal Property Rates Amendment Act, 2014 (Act No. 29 of 2014)	Provides for compilation of municipal valuation rolls; provide powers for municipalities to impose rates on properties. <ul style="list-style-type: none"> <li>the regulation of the powers of a municipality to impose rates on a property;</li> <li>the exclusion of certain properties from rating;</li> <li>municipalities to implement a transparent and fair system of exemptions reductions and rebates through their rating policies;</li> <li>fair and equitable valuation methods of properties; and</li> <li>an 'objection and appeal' process.</li> </ul> The Local Government: Municipal Property Rates Amendment Act, 2014 came into operation on 1 July 2015. The Act aims to provide for the various amendments, insertions and deletions in order to enhance proper reporting, compliance and implementation of the processes and procedures pertaining to the Act.
Local Government: Municipal Demarcation Act, 27 of 1998 as amended	Provides for criteria and procedures for the determination of municipal boundaries by an independent authority
Disaster Management Act, 57 of 2002	This Act provides for: <ul style="list-style-type: none"> <li>integrate and co-ordinate disaster management policy, which focuses on preventing or reducing the risk of disasters mitigating the severity of disasters, emergency preparedness, rapid and effective response to disasters and post-disaster recovery;</li> <li>the establishment and functioning of national, provincial and municipal disaster management centres;</li> <li>Disaster management volunteers; and</li> </ul>



LEGISLATION	DESCRIPTION
	<ul style="list-style-type: none"> <li>Matters incidental thereto.</li> </ul>
Disaster Management Amendment Act, 2015 (Act 16 of 2015)	<p>The Act provides for:</p> <ul style="list-style-type: none"> <li>clarity on the policy focus on rehabilitation and functioning of disaster management centres;</li> <li>the alignment of the functions of the National Disaster Management Advisory Forum to accommodate the South African National Platform for Disaster Risk Reduction;</li> <li>the South African National Defense Force, South African Police Service and any other organ of state to assist the disaster management structures; and</li> <li>strengthening of the disaster risk reporting systems in order to improve the country's ability to manage potential disasters.</li> </ul>
Traditional Leadership and Governance Framework Act, 2003 (Act No. 41 of 2003)	To provide for the functions and roles of traditional leaders
Eastern Cape Traditional Leadership and Governance Act, 2017 (Act No 1 of 2017).	To provide for the recognition of traditional communities, to provide for the establishment and recognition of principal traditional councils, to provide for the establishment and recognition of traditional councils, to provide for the recognition of traditional leaders, to provide for the functions of traditional leaders, to provide for the removal of traditional leaders from office, to provide for the recognition of regents, to provide for establishment of houses of traditional leaders.
Traditional Leadership and Governance Framework Amendment Act, 2019 (Act No. 2 of 2019)	To make provision for extended timeframes within which kingship or queenship councils and TCs must be established; to provide for extended timeframes within which community authorities have to be disestablished; to align the term of all traditional leadership institutions.
Eastern Cape Customary Male Initiation Practice Act, 2016 (Act No. 5 of 2016)	To regulate the practice of customary male initiation in the Province, to provide or the co-ordination structures and key role-players of customary male initiation monitoring programme.
The Traditional and Khoi-San Leadership Act, 2019 (Act No. 3 of 2019)	To provide for the recognition of Traditional and Khoi-San communities, leadership positions and for the withdrawal of such recognition; to provide for the functions and roles of traditional and Khoi-San Leaders; to provide for recognition, establishment, functions, roles and administration of kingship of queenship councils, principal TCs, TCs, Khoi-San councils and traditional sub-councils. To provide for establishment of Traditional Leadership Institutions.
Statistics Act, 1999 (Act 6 of 1999)	The Statistics Act provides the basis for the planning, production, analysis, documentation, storage, dissemination and use of official and other statistics. The purpose of these statistics is to help organs of state, businesses, other organisations and the public with planning, decision-making and monitoring or assessing policies.
Public Service Act, 1994 (Act 103 of 1994) (as amended by the Public Service Amendment Act 30 of 2007)	<p>The Public Service Act (PSA) forms the basis of national and provincial planning and reporting and promotes integrated planning. Chapter II (3)(1) of the PSA states that the Minister of Public Service and Administration is responsible for establishing the norms and standards relating to transformation, reform, innovation and any other matter to improve the effectiveness and efficiency of the public service and its service delivery to the public.</p>
Promotion of Equality and Prevention of Unfair Discrimination Act, 2000 (PEPUDA or the Equality Act) (Act No. 4 of 2000)	The purpose of the Promotion of Equality and Prevention of Unfair Discrimination Act (PEPUDA) is to give effect to the letter and the spirit of the Constitution and, in particular, to promote equality, non-racialism and non-sexism; prevent unfair discrimination; and protect human dignity as contemplated in Sections 9 and 10 of the Constitution.
Broad-Based Black Economic Empowerment Act 53 of 2003 (BBBEE) (as amended by Broad-Based Black Economic Empowerment Amendment Act 46 of 2013)	To establish a legislative framework for the promotion of black economic empowerment; to empower the Minister to issue codes of good practice and to publish transformation charters; to establish the Black Economic Empowerment Advisory Council; and to provide for matters connected therewith.
Intergovernmental Relations Framework Act, 2005 (Act 13 of 2005)	<p>Act provides for:</p> <ul style="list-style-type: none"> <li>the establishment of municipalities, in accordance with the requirements relating to categories and types municipality;</li> <li>the criteria for determining the category of municipality to be established in an area;</li> <li>an appropriate division of functions and powers between categories of municipality;</li> <li>the regulation of the internal systems, structures and office-bearers of municipalities; and appropriate electoral systems.</li> </ul>
Eastern Cape Repeal of Local Government Laws (Act 1 of 2020)	The Act was passed to provide for the repeal of obsolete and old order Spatial Planning and Land Use Management and other local government laws assigned to the Department of Cooperative Governance and Traditional Affairs in the Province of the Eastern Cape.

LEGISLATION	DESCRIPTION
	The latest development will ensure that SPLUMA becomes the main legislation on spatial planning and land use related matters. The provincial government's role on planning is now limited to supervisory and monitoring, implementation is the responsibility of local government.
Customary Male Initiation Act No. 2 of 2021	<p>The President of the Republic of South Africa has determined that the Customary Initiation Act No. 2 of 2021 ("the Act") shall come into operation on 1 September 2021. The Act provides for, among others: the effective regulation of customary initiation practices; the establishment of a National Initiation Oversight Committee and Provincial Initiation Coordinating Committees and their functions; the responsibilities, roles and functions of the various role-players involved in initiation practices; the effective regulation of initiation schools; and the monitoring of the implementation of this Act. The penalties imposed by the Act for contravening various provisions as specified therein include a fine and/or imprisonment not exceeding 1 year, 3 years, 5 years, 10 years, or 15 years, as the case may be.</p> <p>The Act further acknowledges Provincial Peculiarities and empower provinces to have provincial legislation, for example which may determine a higher minimum age of circumcision than the one prescribed by this Act.</p>
Local Government: Municipal Staff Regulations, 2021	The Local Government: Municipal Staff Regulations ("Regulations") apply to all municipalities and its staff members and must be read in conjunction with the Guidelines published in terms of section 72 of the Local Government: Municipal Systems Act No. 32 of 2000. The Regulations outline, among others: staff establishment, job description and job evaluation; recruitment, selection and appointment of staff; performance management and development system; skills development; dispute resolution; disciplinary code and procedures; and remuneration related matters. Chapter 2 of the Local Government: Regulations on Appointment and Conditions of Employment of Senior Managers published by Government Notice No. 21 of 17 January 2014 is hereby repealed. The Regulations shall come into effect on 1 July 2022.
Local Government: Municipal Structures Amendment Act 3 of 2021	Local Government: Municipal Structures Amendment Act No. 3 of 2021 ("Amendment Act"), save for section 30, shall come into operation on 1 November 2021. The Amendment Act amends the Local Government: Municipal Structures Act No. 117 of 1998 ("Principal Act") so as to, among others: remove all references to district management areas; remove all references to plenary executive systems as a type of municipality; provide a minimum of 10 councillors per municipality; amend the deviation threshold; require the municipal manager to inform the MEC for local government in the province in addition to the Electoral Commission of ward vacancies; to clarify the supplementation of party lists for district municipalities; provide for whips of municipal councils; and to provide for a Code of Conduct for Councillors.
Local Government: Municipal Systems Amendment Act, 2022	The President has assented to the Local Government: Municipal Systems Amendment Act No. 3 of 2022 ("Amendment Act") which amends the Local Government: Municipal Systems Act No. 32 of 2000 to, among others: provide for procedures and competency criteria for the appointment of municipal managers and managers directly accountable to municipal managers; bar municipal managers and managers directly accountable to municipal managers from holding political office in political parties; regulate the employment of municipal employees who have been dismissed; and to make a consequential amendment to the Local Government: Municipal Structures Act, 1998, by deleting the provision dealing with the appointment of municipal managers. The Amendment Act repeals the Local Government: Municipal Systems Amendment Act No. 7 of 2011, in its entirety, as well as section 82 of the Local Government: Municipal Structures Act No. 117 of 1998. The Amendment Act shall come into operation on a date fixed by the President by proclamation in the Gazette.
Traditional Affairs General Amendment Bill	The Traditional Affairs General Amendment Bill proposes certain technical amendments to section 81 of the Local Government: Municipal Structures Act No. 117 of 1998 ("Structures Act") and section 16 of the Traditional and Khoi-San Leadership Act No. 3 of 2019 ("TKLA"). The proposed amendments include correcting the outdated reference made to the Code of Conduct in section 81 of the Structures Act and clarifying which forum has to be consulted by the different leaders when selecting the 60% component of a kingship/queenship council, principal traditional council and traditional council in section 16(3)(a) of the TKLA.
National Council and Gender Based Violence and Femicide Act No. 9 of 2024	<p>The President, on the 27 May 2024, signed into law, the National Council and Gender Based Violence and Femicide Act.</p> <p>The commencement date of the Act is yet to be proclaimed.</p> <p>The summary of purpose of the Act is as follows:</p> <p>To establish the National Council on Gender-Based Violence and Femicide; to provide for the objects and functions of the Council; to appoint the Board of the Council; to provide for the appointment of members of the Board; to provide for the term of office of members of the Board; to provide for the termination of membership of the Board; to provide for meetings of the Board; to provide for the establishment of committees of the Board; to</p>

LEGISLATION	DESCRIPTION
	provide for the appointment of the Chief Executive Officer and the Secretariat Unit of the Council; to provide for the establishment of norms and standards for the provincial and local working groups; to provide for the making of regulations; and to provide for matters connected therewith.
Local Government: Municipal Structures Act, 1998 (Act No. 117 of 1998) Code of Conduct for Councilors Regulations.	Minister of Cooperative Governance and Traditional Affairs, after consultation with the members of Executive Council's responsible for local government in the provinces, and organised local government representing local government nationally, under section 92 of the Local Government: Municipal Structures Act, 1998 (Act No. 117 of 1998), as amended, has publish the draft Regulations in the Schedule, for public comments. The draft Regulations are aimed at facilitating the application of Schedule 7 of the Structures Act which provides for the Code of Conduct for Councillors.
Amendment to Public Service Regulations, 2016	Public Service Regulations of 2016 have been amended. The amendments were introduced to: address challenges with interpretation and application to regulate lifestyle audits; clarify the processes for the abolition of government components and specialised service delivery units; provide for the setting of higher salaries; create limitations on overtime worked; manage transfers of employees; provide for reasonable accommodation for persons living with disabilities; manage the extension of the term of a head of department; establish the Government Information Technology Council and its Officers; regulate the appointment of employees additional to the establishment; and provide for periods of prohibition on the re-employment of former employees dismissed for misconduct.
Public Service Commission Bill, 2024	The Bill seeks to, among others: regulate the functioning of the Public Service Commission ("PSC") in accordance with the provisions of Section 196 of the Constitution; enable the PSC to operate as an independent and impartial constitutional body with its own Secretariat with employees to support the PSC mandate administratively and technically; improve the efficiency and impact of the PSC within the public service and public administration, as part of building a capable, ethical and developmental state; extend/implement the application of the PSC mandate to municipalities and public entities; repeal the Public Service Commission Act No. 46 of 1997 and amend the Public Service Act 1994, Independent Commission for the Remuneration of Public Office-bearers Act 1997, Public Finance Management Act 1999, and the Local Government Municipal Systems Act 2000.
Public Procurement Act 28 of 2024	The Public Procurement Bill became an Act following the assentation by the President on the 28 July 2024. The Public Procurement Act aims to regulate public procurement and to prescribe a framework within which preferential procurement must be implemented. The Bill provides for a single regulatory framework for public procurement and provides for, among others: the establishment of a Public Procurement Office within the National Treasury and its functions; measures to enhance the integrity of the procurement process through access to procurement information and other transparency measures; a preferential procurement framework; general procurement requirements; different regulations for different types of procurement and categories of procuring institutions; the use of information and communications technology in procurement; the establishment of a Public Procurement Tribunal; and the repeal and amendment of certain laws.
Notice in terms of the Traditional and Khoi-San Leadership Act No. 3 of 2019	In terms of the Traditional and Khoi-San Leadership Act No. 3 of 2019, the Minister for Cooperative Governance and Traditional Affairs has extended the period for Khoi-San communities and leaders to lodge applications for recognition. The applications must be lodged with the Commission on Khoi-San Matters. The date by which to lodge applications for recognition has been extended to 29 May 2025.
Amendments to Protected Disclosure Practical Guidelines for Employees	The Practical Guidelines for Employees published in GN 702 of 31 August 2011, in terms of the Act, have been amended by the Minister of Justice and Constitutional Development ("Guidelines"). Paragraph 3 of the Guidelines has been amended to denote that employees are allowed to make protected disclosures to an increased number of public bodies, namely the following: Public Protector; South African Human Rights Commission; Commission for Gender Equality; Commission for the Promotion and Protection of the Rights of Cultural, Religious and Linguistic Communities; Public Service Commission; or the Auditor-General (AG). The requirements to make a protected disclosure to one of these public bodies have been amended to state that the disclosure must be made in good faith, the employee must reasonably believe that the disclosure relates to matters usually dealt with by the public body they are making the disclosure to and the information and allegations in the disclosure are substantially true. Part III of the Guidelines has been substituted by that contained in the Schedule of the Notice and it relates to the contact details of the various public bodies. Part IV of the Guidelines has been deleted.
Guideline on Integration of Disaster Risk Reduction into Municipal Integrated Development Plans	The Department of Cooperative Governance has, in terms of section 12(1)(a), read with section 22(a), of the Disaster Management Act No. 57 of 2002, published the Guideline on Integration of Disaster Risk Reduction into Municipal Integrated Development Plans ("Guideline"). The purpose of the Guideline is to guide municipalities in the integration of disaster risk reduction (DRR) into municipal Integrated Development Plans (IDPs). The Guideline outlines provisions relating to, among others: the scope of the Guideline; how the



LEGISLATION	DESCRIPTION
	Guideline must be used; integration stages; and recommendations. [Kindly note that although the notice is dated 16 February 2024, Government Printing Works only published it on their website on 19 February 2024.]
The Municipal Fiscal Powers and Functions Amendment Act 4 of 2024	<p>The President, on the 11th of June 2024, has signed into law, the Municipal Fiscal Powers and Functions Amendment Act 4 of 2024.</p> <p>The commencement date of the Act is yet to be proclaimed.</p> <p>The amendments were introduced for the following reasons:</p> <p>To regulate the power of municipalities to levy development charges; to set out the permissible uses of income from development charges; to provide for the basis of calculation of development charges; to provide for municipal development charges policies; to provide for community participation and making of by-laws in order to give effect to policy on development charges; to provide for engineering services agreements; to provide for the installation of external engineering services by applicants instead of payment of development charges; to provide for the consequences of non-provision of infrastructure by a municipality; to provide for rebate and exemption on the payment of development charges; to provide for dispute resolution, delegations and financial misconduct and transitional provisions relating to development charges; to empower the Minister to make regulations for the effective implementation of matters relating to development charges.</p>
Climate Change Act 22 of 2024	<p>The President, on the 18th of July 2024, has signed into law, the Climate Change Act 22 of 2024.</p> <p>The commencement date of the Act is yet to be proclaimed.</p> <p>The purpose of the Act is to enable the development of an effective climate change response and a long-term, just transition to a low-carbon and climate-resilient economy and society for South Africa in the context of sustainable development; and to provide for matters connected therewith.</p>
Skills Development Act, 97 of 1998	The Skills Development Act, 97 of 1998 is to develop and improve the skills of the South African workforce. The Act provides an institutional framework to devise and implement national, sector and workplace strategies to develop and improve the skills of the South African workforce. It also aims to integrate those strategies within the National Qualifications Framework contemplated in the South African Qualifications Authority Act, 1995. The Act provides for learnerships that lead to recognised occupational qualifications, and for the financing of skills development by means of a levy-grant scheme and a National Skills Fund. It also provides for and regulates employment services.
Employment Equity Act, 55 of 1998	The Employment Equity Act 55 of 1998 aims to promote the right to equality and ensure that all employees receive equal opportunities and fair treatment by their employers. It seeks to eliminate unfair discrimination and create a more equitable workplace.
Domestic Violence Act of 1998	The Domestic Violence Act 116 of 1998 deals with domestic violence and provides protection orders for victims of abuse. The law aims to stop domestic violence and ensure that the relevant organs of state give full effect to the provisions of the Act. The law replaced the previous Prevention of Family Violence Act 133 of 1993.
Children's Act of 2005	<p>The Children's Act 38 of 2005 aims to protect children's rights and ensure their well-being. Its key objectives include:</p> <ul style="list-style-type: none"> <li>• Giving effect to children's rights as outlined in the Constitution.</li> <li>• Setting principles for the care and protection of children.</li> <li>• Defining parental responsibilities and rights.</li> <li>• Establishing children's courts and procedures for adoption, including inter-country adoption.</li> </ul> <p>This legislation is crucial for promoting the welfare of children and ensuring they receive appropriate care and protection.</p>

## Constitution Chapter 7: Local Government

Powers and functions of municipalities :

### Section 156.

- (1) A municipality has executive authority in respect of, and has the right to administer—
  - (a) the local government matters listed in Part B of Schedule 4 and Part B of Schedule 5; and
  - (b) any other matter assigned to it by national or provincial legislation.
- (2) A municipality may make and administer by-laws for the effective administration of the matters which it has the right to administer.
- (3) Subject to section 151(4), a by-law that conflicts with national or provincial legislation is invalid. If there is a conflict between a bylaw and national or provincial legislation that is inoperative because

- of a conflict referred to in section 149, the by-law must be regarded as valid for as long as that legislation is inoperative.
- (4) The national government and provincial governments must assign to a municipality, by agreement and subject to any conditions, the administration of a matter listed in Part A of Schedule 4 or Part A of Schedule 5 which necessarily relates to local government, if—
    - (a) that matter would most effectively be administered locally; and
    - (b) the municipality has the capacity to administer it.
  - (5) A municipality has the right to exercise any power concerning a matter reasonably necessary for, or incidental to, the effective performance of its functions.

The table 2 below is setting out the Schedule 4: Functional Areas of Concurrent National and Provincial Legislative Competence - Part B: The following local government matters to the extent set out in section 155(6)(a) and (7) and Schedule 5: Functional Areas of Exclusive Provincial Legislative Competence - Part B: The following local government matters to the extent set out for provinces in section 155(6)(a) and (7).

**Table 2: Schedules 4 B and 5 B**

Schedule 4 – Part B	Schedule 5 – Part B
<ul style="list-style-type: none"> <li>• Air pollution</li> <li>• Building regulations</li> <li>• Childcare facilities</li> <li>• Electricity and gas reticulation</li> <li>• Firefighting services</li> <li>• Local tourism</li> <li>• Municipal airports</li> <li>• Municipal planning</li> <li>• Municipal health services</li> <li>• Municipal public transport</li> <li>• Municipal public works only in respect of the needs of municipalities in the discharge of their responsibilities to administer functions specifically assigned to them under this Constitution or any other law</li> <li>• Pontoons, ferries, jetties, piers and harbours, excluding the regulation of international and national shipping and matters related thereto</li> <li>• Stormwater management systems in built-up areas</li> <li>• Trading regulations</li> <li>• Water and sanitation services limited to potable water supply systems and domestic wastewater and sewage disposal systems</li> </ul>	<ul style="list-style-type: none"> <li>• Beaches and amusement facilities</li> <li>• Billboards and the display of advertisements in public places</li> <li>• Cemeteries, funeral parlours and crematoria</li> <li>• Cleansing</li> <li>• Control of public nuisances</li> <li>• Control of undertakings that sell liquor to the public</li> <li>• Facilities for the accommodation, care and burial of animals</li> <li>• Fencing and fences</li> <li>• Licensing of dogs</li> <li>• Licensing and control of undertakings that sell food to the public</li> <li>• Local amenities</li> <li>• Local sport facilities</li> <li>• Markets</li> <li>• Municipal abattoirs</li> <li>• Municipal parks and recreation</li> <li>• Municipal roads</li> <li>• Noise pollution</li> <li>• Pounds</li> <li>• Public places</li> <li>• Refuse removal, refuse dumps and solid waste disposal</li> <li>• Street trading</li> <li>• Street lighting</li> <li>• Traffic and parking</li> </ul>

It is expected that municipalities can deliver on their functions as determined by the Constitution in terms of Schedule 4 & 5 B and are able to sustain their ability to deliver through the introduction proper standard operating procedures, clear systems descriptions, financial sustainability and planned maintenance for the overall municipal infrastructure. Municipalities must build internal capacity both strategic and technically to be able to spend all government grants which are allocated to resolve infrastructure backlogs and maintenance of existing infrastructure. The governance of municipalities must improve and be able to account for resources expended in the process of service delivery since municipalities are expected to function within a legislated environment. Good governance must be part of the daily preoccupations of both the political and administrative leadership of municipalities. Municipalities will only deliver services if they have financial capacity to do so and therefore municipalities are expected to build their financial sustainability mechanisms by presenting funded budgets whilst they also build reserves which will enhance their liquidity.

## 2. INSTITUTIONAL POLICIES AND STRATEGIES

The following policy mandates are primarily for steering the work of DCoGTA:

- National Development Plan Vision 2030
- Medium Term Development Plan 2024/2029 (MTDP)
- Provincial Development Plan Vision 2020/30
- Provincial Medium Term Development Plan 2024/2029 (PMTDP)
- Eastern Cape Spatial Development Plan (2018)
- Disaster Risk Management Framework
- Policy Framework for the Government-wide Monitoring and Evaluation System (2005)
- Framework for Managing Programme Performance Information (2007)
- South African Statistical Quality Assurance Framework (2010)
- National Evaluation Policy Framework (2011)
- Standard for Infrastructure Procurement and Delivery Management (2015)
- Public Service regulations (2016)
- White Paper on the Rights of Persons with Disabilities (2016)
- Service Delivery Improvement Plan Directive (2019)
- MIG Framework
- Framework on Gender – Responsive Planning, Budgeting, Monitoring, Evaluation and Auditing (2019)
- National Youth Policies 2020/30
- South Africa's National Policy Framework for Women's Empowerment and Gender Equality (2018)
- DPSA HODs 8-Principle Action Plan
- Gender Equality Strategic Framework for the Public Service
- The National Strategic Plan (NSP) for Gender Based Violence and Femicide (GBVF) 2020/30
- Integrated Youth Development Strategy (IYDS) 2022/2025
- EC-COGTA Youth Policy
- White Paper on the Rights of Persons with Disabilities
- Provincial Mandate Paper and Programme of Action 2025/30
- Intergovernmental Relations
- Back to Basics
- District Development Model, One Plan.

The Department will initiate the following **policies and strategies for implementation within the five-year period:**

- **Public Participation**
  - Inter-governmental Relations Policy implementation.
  - Ward-based Planning implementation.
  - Ward Committee Programme implementation.
  - Customary Male Initiation Practice Strategy implementation.
  - Petition Management Policy implementation.
  - Anti-GBVF Strategy implementation.
  - District Development Model, One Plan implementation.
- **Governance and Management**
  - Professionalisation of the Department with capable individuals to drive the government's developmental agenda.
  - Manage the municipal support strategy in implementing human resources management.
  - Manage the support strategy to address administrative and political instability in municipalities and institutions of traditional leadership.
  - Implement the reviewed Municipal Support and Intervention Framework (MSIF) within the context of DDM, One Plan, with a view to render informed support to municipalities.
  - Assist municipalities in sound financial management implementation.



- Assist municipalities in audit preparation policy implementation.
  - An effective municipal Performance Management System (PMS) implementation.
  - Implementation of a province-wide Local Government Dashboard to monitor and evaluate project implementation.
  - The completion of the transformation process of Traditional Councils.
  - Strategy on support of municipalities and traditional leadership institutions to demonstrate good governance and implementing the developmental objectives to improve the socio-economic conditions of the Eastern Cape citizenry.
  - Traditional and Khoi-San Leadership Act 3 of 2019, (TKLA) and Regulations in terms of Traditional and Khoi-San Leadership Act, implementation.
  - Mainstreaming gender, women, youth and people with disabilities strategies in the Department, Municipalities and Traditional Leadership Institutions.
  - Implement an effective municipal communication management strategy.
- **Service Delivery**
    - Assist municipalities to implement:
      - Sanitation/Sewer management.
      - Water Access and Treatment management.
      - Refuse Removal services.
      - Sidewalks and Cemeteries cleaning services.
      - Roads and Storm Water Drains maintenance and repairs.
      - Provisioning of Electricity and Streetlights.
      - Municipal Health Services provisioning.
      - Land Use management.
      - The Local Economic Development Strategy to create conducive environment for investment, to secure job creation, equality and affluence in the Province.
      - A strategy to support municipalities to implement their Spatial Development Framework.
      - A strategy to assist with the implementation of the integrated human settlements policy in a sustainable way over the long-term.
      - The Risk-adjusted Strategy (RAS) to support municipalities in planning, budgeting and integration of intergovernmental infrastructure project pipelines and management of Infrastructure Spending.
      - Disaster Management, Environment and Climate Change strategies.

A strategy to intensify the implementation of the Back-to-Basics Programme with key stakeholders to accelerate quality integrated service provisioning.

### 3. RELEVANT COURT RULINGS

The following are some of the few selected cases impacting on the mandate of the Department.

**Table 3: Relevant Court Rulings**

No.	Court Case	Court Rulings	Does the Court Ruling have a Significant, or Ongoing Impact on Operations or Service Delivery Obligations?	Departmental Implementation Plan with clear directives
4.1	<i>Mogale and Others v Speaker of the National Assembly and Others [2023] ZACC 14</i>	<ul style="list-style-type: none"> <li>This case concerned an application by a combination of rural communities, activists, and land rights organisations to the Constitutional Court for an order declaring Parliament, the NCOP and the provincial legislatures to have failed to</li> </ul>	<ul style="list-style-type: none"> <li>The province is currently engaged in a process to amend the Eastern Cape Traditional and Khoisan Leadership Act, 2017 to align it with the now invalidated national Act. The invalidation of the</li> </ul>	<ul style="list-style-type: none"> <li>The Department's implementation plan will be integrated into the Provincial Implementation Plan as per the expectations from the Court Ruling.</li> </ul>

No.	Court Case	Court Rulings	Does the Court Ruling have a Significant, or Ongoing Impact on Operations or Service Delivery Obligations?	Departmental Implementation Plan with clear directives
		<p>fulfil their constitutional obligations to facilitate reasonable public involvement in the passing of the Traditional &amp; Khoi-San Leadership Act 3 of 2019.</p> <ul style="list-style-type: none"> <li>The court held that the Act has immense significance impacting millions of South Africans as it aims to regulate one of the most controversial, complex areas of South African society, namely, traditional communities, traditional leadership, and communal land, against the background of centuries of colonial and oppressive regulation, which requires sensitivity to the experiences and needs of traditional communities.</li> <li>The Court held that Parliament and the provincial legislatures failed to fulfil their constitutional obligation to reasonably facilitate public involvement in the legislative process leading to the enactment of the Act.</li> <li>The Court, therefore, declared the Act invalid in its entirety and gave Parliament 2 years to remedy the procedural flaws committed in the passing thereof.</li> </ul>	<p>national Act and subjecting it to a “new” legislative process may lead to the new enactment being substantively different to the current Act. It was therefore advised that the province must halt the amendment of the Provincial Act.</p> <ul style="list-style-type: none"> <li>Communities must be trained or workshopped beforehand on the policies, plans, laws, and decisions to be taken that affect them. Such policies, plans, laws, and decisions must be in the language accessible to communities.</li> <li>Communities to be consulted must be given enough time to study the policies, plans, laws and decisions and formulate their positions to be able to influence the direction of such plans, policies and laws. Officials should furthermore keep an open mind to persuasion and must not have pre-determined positions.</li> </ul>	
4.2	<i>President of the Republic of South Africa v Sigcau and Others [2024] ZACC 21</i>	<ul style="list-style-type: none"> <li>The matter relates to an appeal by the President of the Republic of South Africa against the judgment of the Supreme Court Appeal (“the SCA”) which was delivered on the 22 September 2022.</li> <li>The SCA reviewed and set aside the decision of the Commission on Traditional Leadership and Disputes and Claims (“the Commission”) which led to the recognition of the late Zanozuko Tyelovuyo Sigcau as the King of AmaMpondo.</li> </ul>	<ul style="list-style-type: none"> <li>The judgment brings closer an end of a dispute about AmaMpondo Kingship which has existed for 8 decades.</li> <li>The successor to late King has not been identified. A possibility exists that an acting King may be identified and recognised pending identification of the new King.</li> <li>The MEC is expected to assist the Premier in the</li> </ul>	<ul style="list-style-type: none"> <li>The Hon. MEC Mr. Z.A. Williams held engagement sessions with all family groups of the Kingship of aMaMpondo aseQaukeni as per the directive of the Premier with a view to identify the Acting King prior the Constitutional Court Judgement delivered in 2024.</li> <li>Upon delivering of judgment by</li> </ul>

No.	Court Case	Court Rulings	Does the Court Ruling have a Significant, or Ongoing Impact on Operations or Service Delivery Obligations?	Departmental Implementation Plan with clear directives
		<ul style="list-style-type: none"> <li>The SCA had attacked the process followed by the Commission as fatally flawed in that the Commission ignored relevant considerations and used genealogy as the only determinative factor. It was alleged that the Commission ignored relevant evidence on how amaMpondo had chosen their leaders in the past. In particular, it was alleged that, the Commission ignored the fact that amaMpondo customary law incorporated indigenous political processes where the community participated in choosing between eligible candidates, based on both the strength of their familial claim and their ability to lead.</li> <li>The Constitutional Court held that the Commission dealt with the living customs of amaMpondo at length and did not solely resolve the dispute by following the genealogical system.</li> <li>The function of the Commission was to deal with disputes over kingships that arose because of the distortions of customary law in the apartheid and colonial periods and not on the present or the “prospective” provisions of the Act. The Commission went on to set the contextual scene at that time, outlining how the Native Administration Act and colonial Government sought to frustrate the amaMpondo people and impose traditional leaders who were more pliant and willing to fall in line with the Government’s objectives. The history of this matter dates back to the time when the colonial government, imposed Botha Sigcau as the</li> </ul>	<p>process of recognition of the Acting King.</p> <ul style="list-style-type: none"> <li>The MEC is also expected to assist the Premier when he is consulted by the President before the new King is recognised.</li> <li>The judgment has also clarified issues of succession where a King dies without leaving a male issue.</li> <li>Resolution of traditional leadership succession disputes must be resolved in terms of customary law, anything falling short of this will result in perpetual polarization of the traditional community.</li> </ul>	<p>Constitutional Court, MEC held another engagement session with all family groups of amaMpondo Kingship to explain the judgement and its implications. where the judgement was welcomed and a commitment to adhere to the order was made.</p> <ul style="list-style-type: none"> <li>Subsequent to that the Royal Family in the House of the late King Zanozuko Sigcau has since submitted a name of the successor and the name of the person to act for the successor to National COGTA.</li> <li>Acting capacity is the competency of the Office of the Premier however the Department will continue providing the necessary support, (Genealogy research report with clear succession plans).</li> </ul>



No.	Court Case	Court Rulings	Does the Court Ruling have a Significant, or Ongoing Impact on Operations or Service Delivery Obligations?	Departmental Implementation Plan with clear directives
		<p>Paramount Chief and not the King of amaMpondo after the death of Ikumkani Mandlonke.</p> <ul style="list-style-type: none"> <li>The Constitutional Court held that SCA did not acknowledge that the Commission was an expert body in its own right like another administrative body. It overlooked the fact that the Commission comprehensively engaged in the collection and evaluation of evidence from various sources and conducted its own research.</li> <li>The Court concurred with the Commission's findings that the rightful successor to iKumkani Mandlonke was never determined customarily and that the dispute regarding Kingship in terms of customary law was not resolved.</li> <li>Contrary to the finding of the SCA, the Constitutional Court, found that the Commission considered the popularity factor.</li> <li>It further confirmed that the voting of the was as a result of intervention by Transkei homeland government and not the living custom of amaMpondo.</li> <li>The Constitutional Court further confirmed the finding of the Commission, that where iKumkani dies without living a male issue, the successor is identified from sons of amaQadi to Great House and that iQadi was given preference over the Right-Hand House.</li> </ul>		
4.3	<i>Govan Mbeki Local Municipality v Glencore Operations South Africa (Pty) Ltd</i>	<ul style="list-style-type: none"> <li>Constitutional invalidity was confirmed in respect of municipal planning bylaws containing provisions purporting to effect transfer embargoes such that the</li> </ul>	<ul style="list-style-type: none"> <li>Municipalities must ensure that municipal planning by-laws promulgated do not have an effect to restrain transfer of property and this is beyond the local</li> </ul>	<ul style="list-style-type: none"> <li>Spatial Development Monitoring Framework to integrate municipal planning by-laws on property transfers.</li> </ul>

No.	Court Case	Court Rulings	Does the Court Ruling have a Significant, or Ongoing Impact on Operations or Service Delivery Obligations?	Departmental Implementation Plan with clear directives
	<i>and others and a related matter 2025 (2) BCLR 111 (CC)</i>	<p>Registrar of Deeds was precluded from registering transfer unless the municipality had certified compliance with spatial planning, land-use management and building regulation conditions or approval.</p> <ul style="list-style-type: none"> <li>It was held that by regulating the transfer of property, the impugned provisions constituted an arbitrary deprivation of property, which falls outside the scope of powers assigned to local government under section 156 read with Part B of schedule 4 of the Constitution, and is in conflict with the provisions of section 118 of the Local Government: Municipal Systems Act 32 of 2000 (the "Systems Act") which provides for a restraint on transfer of property unless certain matters are certified by a municipality. The bylaws were inconsistent with the constitutional principle of legality.</li> </ul>	government legislative competence.	
4.4	<i>City of Cape Town v Independent Outdoor Media (Pty) Limited and others (Out of Home Media South Africa NPC as amicus curiae) 2024 (4) BCLR 483 (CC)</i>	<ul style="list-style-type: none"> <li>The Constitutional Court confirmed constitutional invalidity of section 29(8) of the National Building Regulations and Building Standards Act 103 of 1977</li> <li>It was held that, although Parliament may legislate on "building regulations" because it is a Schedule 4 functional area, these powers are limited in nature and cannot be interpreted as concurrent with municipal legislative powers.</li> <li>The national government may only regulate a municipality's executive authority, not its legislative authority. It held that the national government's powers were limited, in relation to municipalities, to a</li> </ul>	<ul style="list-style-type: none"> <li>National and provincial government may only regulate executive authority and not legislative powers.</li> </ul>	<ul style="list-style-type: none"> <li>To be outlined in the framework for development of by-laws</li> </ul>

No.	Court Case	Court Rulings	Does the Court Ruling have a Significant, or Ongoing Impact on Operations or Service Delivery Obligations?	Departmental Implementation Plan with clear directives
		<p>“monitoring, supervising and support function”.</p> <ul style="list-style-type: none"> <li>Minister into the legislative process but also gave the Minister authority over the minutiae of local government competencies. That went beyond a “broad managing or controlling rather than direct authorisation function”. Accordingly, section 29(8) was unconstitutional. It encroached on the sacrosanct functional areas in Schedule 5 Part B of the Constitution, which were the preserve of a municipal council insofar as those functional areas related to the erection of a building.</li> </ul>		
4.5	<i>Drakenstein Municipality // Minister of Cooperative Governance and Traditional Affairs &amp; 2 Others (Case No.: 10595/22)</i>	<ul style="list-style-type: none"> <li>The applicant sought relief for an order that Regulation 41 promulgated in Government Gazette number 37245 on 17 January 2014 (“the impugned regulation”) is declared unlawful, invalid and set aside and that consequent to the aforementioned relief, the Minister of CoGTA’s waiver decision regarding Johan Henricus Leibbrandt’s retirement age pursuant to the impugned regulation, and dated 28 February 2022, is reviewed and set aside. In the alternative, the applicant wanted the Minister of CoGTA’s decision reviewed and set aside. in the further alternative, the impugned regulation is declared unconstitutional and invalid and set aside in that it breaches sections 9, 10 or 22, read with section 172 of the Constitution. Furthermore, insofar as may be necessary, it is declared that the Minister of CoGTA may only issue guidelines pursuant to sections 72 and/or 120 of the Systems Act in respect of retirement age of municipal managers.</li> </ul>	<ul style="list-style-type: none"> <li>Municipalities must implement the new Regulations, 2021</li> </ul>	<ul style="list-style-type: none"> <li>There is a KPI in the APP ensuring that municipalities must adhere to the new Regulations, 2021</li> </ul>



No.	Court Case	Court Rulings	Does the Court Ruling have a Significant, or Ongoing Impact on Operations or Service Delivery Obligations?	Departmental Implementation Plan with clear directives
		<p>Applicant had an interim interlocutory relief where it sought relief that insofar as may be necessary, that pending the final determination of the relief set out in the main application, an interim interlocutory relief be granted that the Minister is interdicted from giving effect to the decision referred to waiver Johan Henricus Leibbrandt's retirement age, that he shall continue to serve as the lawfully-appointed municipal manager, and on the same terms and conditions as those on which he is currently employed.</p> <ul style="list-style-type: none"> <li>On 22 August 2024, the court ordered that pending the outcome of the 2026 municipal election results in the applicant municipality, the Minister of CoGTA shall not implement the waiver decision dated 28 February 2022 regarding Johan Henricus Leibbrandt's retirement age and that Johan Henricus Leibbrandt shall continue to serve as the applicant's municipal manager, on the same terms and conditions as is currently the position. Each party was ordered to pay its own costs.</li> </ul>		



Province of the  
**EASTERN CAPE**  
COOPERATIVE GOVERNANCE  
& TRADITIONAL AFFAIRS

# PART B

## OUR STRATEGIC FOCUS

SERVING OUR COMMUNITIES BETTER



## PART B: OUR STRATEGIC FOCUS

### 1. VISION

A capable, inclusive, and sustainable cooperative governance system that promotes Developmental Local government and Traditional and Khoi-San Leadership Institutions.

### 2. MISSION

To promote cooperative governance by empowering Municipalities, Traditional and Khoi-San Leadership Institutions through capacity building, collaboration, and sustainable practices, ensuring responsive, inclusive and accountable service delivery that meets the needs of our communities.

### 3. VALUES

**Table 4: Below are the Department's Values**

VALUES	DEFINITION
<b>We value our staff</b>	We believe our employees are integral to the success of the organisation and we will at all times endeavor to ensure that their organisational needs are satisfied.
<b>Inclusivity</b>	Prioritizing participation from diverse communities in governance processes.
<b>Collaboration</b>	Fostering partnerships between various levels of government, Traditional and Khoi-San leadership institutions and civil society.
<b>Transparency</b>	Ensuring that decision-making processes are open and accessible to the public.
<b>Accountability</b>	Holding officials responsible for their actions and decisions to build trust with citizens.
<b>Empowerment</b>	Strengthening municipalities, Traditional and Khoi-San leadership institutions and communities to make decisions that affect their lives.
<b>Sustainability</b>	Promoting policies that ensure long-term environmental, economic, and social well-being.
<b>Innovation</b>	Encouraging new approaches to governance that address contemporary challenges.
<b>Respect for Diversity</b>	Valuing the unique cultures and traditions of all communities, ensuring their voices are heard in governance and delivery of services.
<b>Integrity</b>	Perform our responsibility with honesty, truthful, ethical and moral principles.
<b>Diligence</b>	We execute our mandate carefully and thoroughly.
<b>Ethical Standards</b>	We shall always maintain ethical conduct, zero tolerance towards fraud and corruption.
<b>Equality</b>	We shall give equal access to our services to all, with special emphasis on targeted groups.



#### 4. PROGRAMMES AND SUB-PROGRAMMES

Hereunder is a comprehensive description of the Department's Programmes and Sub-Programmes. The programme names are consistent with the Budget Programme Structure as previously received by National Treasury.

DPSA has endorsed the Organisational Structure (Organogram) of the Department which has been subsequently signed off by the MEC for implementation. The Department has requested permission from National Treasury to effect changes to the Budget Programme Structure in line with the approved departmental Organisational Structure. The request is to combine IDP Coordination with the Sub-programme: Public Participation to form the Sub-programme: Municipal Public Participation, Integrated Development Planning, Rapid Response & Stakeholder Management. Also, to change the name of Programme 5: House of Traditional Leaders to the Provincial House of Traditional and Khoi-San Leaders.

**Table 5: National Treasury - Budget Programme Structure**

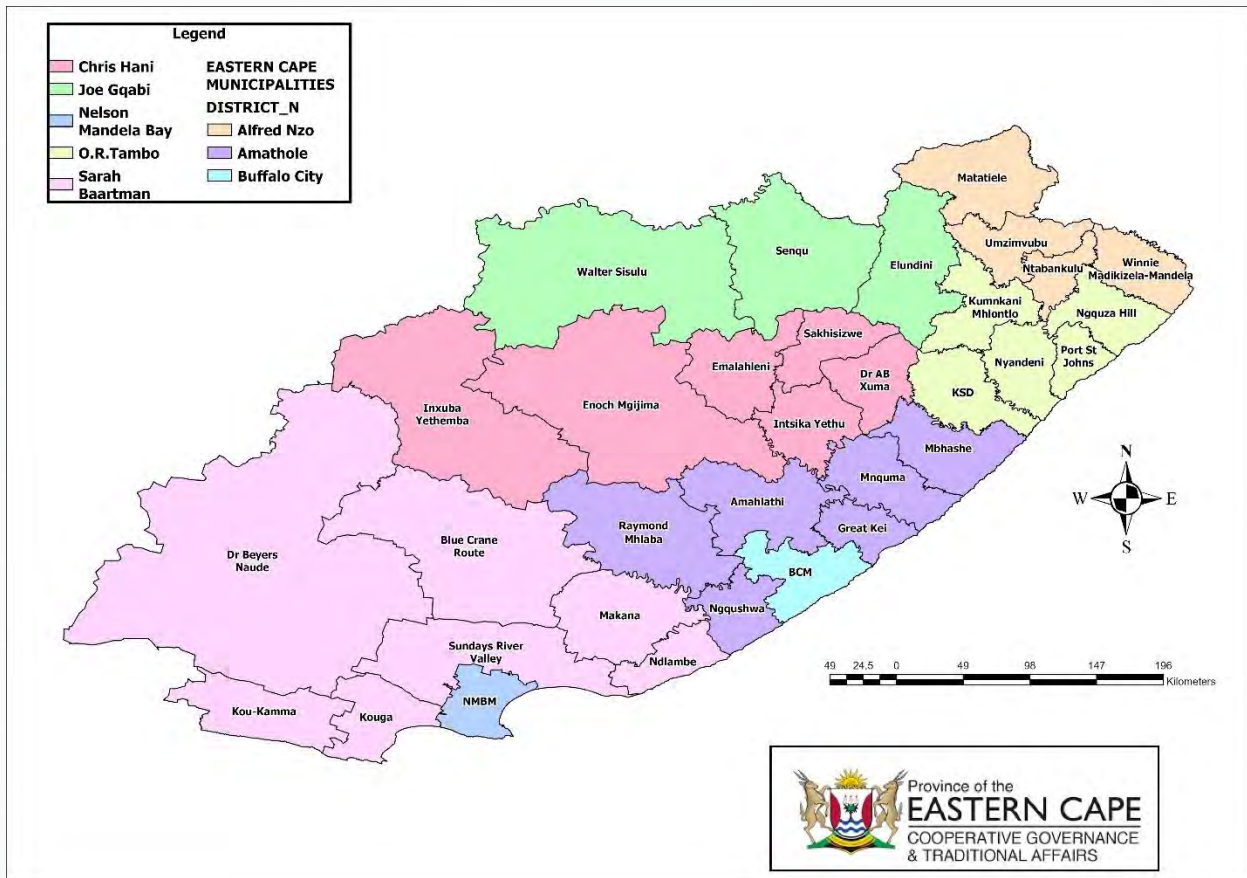
PROGRAMMES		SUB-PROGRAMMES	
1.	<b>Administration</b>	1.1	Office of the MEC
		1.2	Corporate Services
2.	<b>Local Governance</b>	2.1	Municipal Administration
		2.2	Municipal Finance
		2.3	Public Participation
		2.4	Capacity Development
		2.5	Municipal Performance Monitoring, Reporting and Evaluation
3.	<b>Development and Planning</b>	3.1	Spatial Planning
		3.2	Land Use Management
		3.3	Local Economic Development
		3.4	Municipal Infrastructure
		3.5	Disaster Management
		3.6	IDP Coordination
4.	<b>Traditional Institutional Management</b>	4.1	Traditional Institutional Administration
		4.2	Traditional Resource Administration
		4.3	Rural Development Facilitation
5.	<b>House of Traditional Leaders</b>	5.1	Administration of House of Traditional Leaders
		5.2	House Operations and Secretariat Services

## 5. SITUATIONAL ANALYSIS

To strengthen support to municipalities and Traditional Khoi-San Leadership Institutions, a decentralised service delivery model (SDM) is being implemented. This model operates through six (6) District Support Centres (DSCs), strategically located to be in close proximity to municipalities and traditional leadership institutions where service delivery takes place.

The province has thirty-nine (39) municipalities consisting of two (2) metropolitans which are the Buffalo City Metropolitan and Nelson Mandela Bay Metropolitan municipalities, six (6) district municipalities which are Joe Gqabi, Chris Hani, Alfred Nzo, OR Tambo, Amathole and Sarah Baartman and thirty-one (31) local municipalities.

**Figure 1: The Eastern Cape (EC) has 39 municipalities**



Source: ECCOGTA, 2025

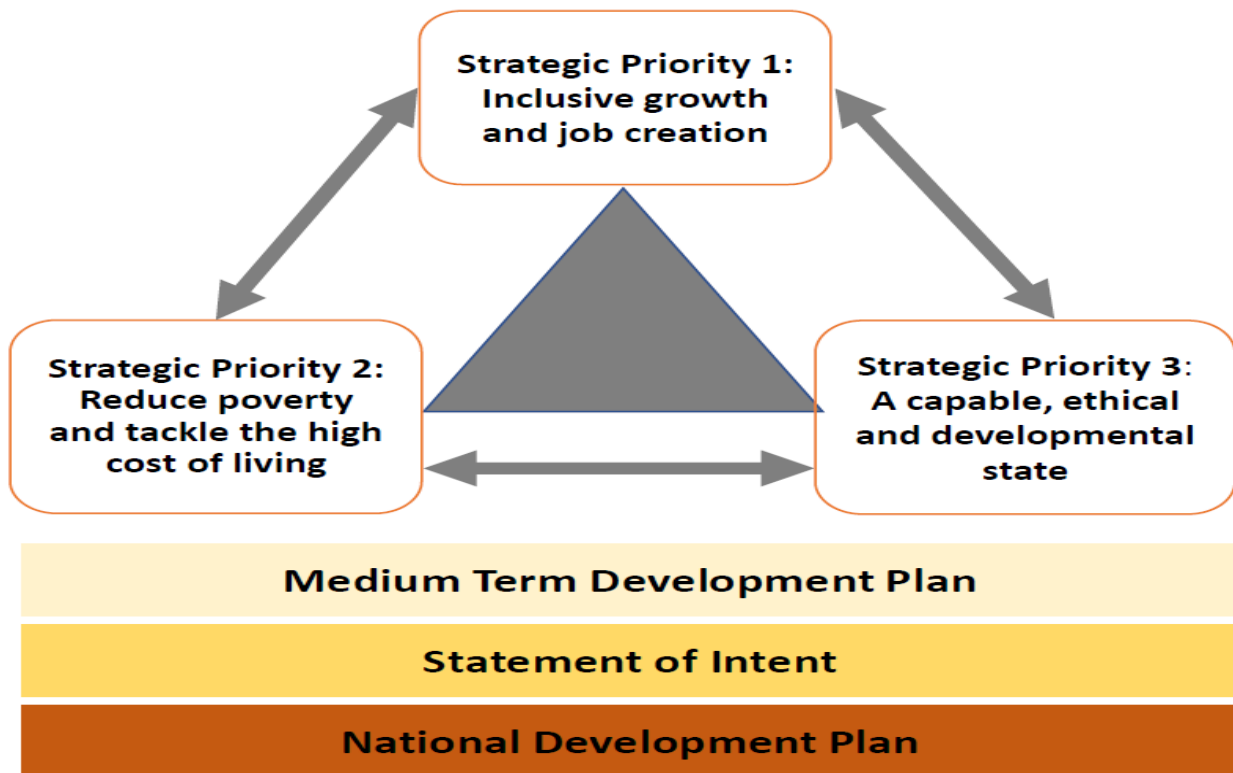
In determining priorities for the 7th Administration for the province, Provincial Management with the support of provincial clusters embarked on a process of determining the provincial priorities and the institutional arrangements to drive such priorities.

### 5.1. DEPARTMENT'S STRATEGIC FOCUS OVER THE FIVE-YEAR PLANNING PERIOD

The Department's Strategic Focus over the Five-Year Planning Period is derived from the alignment between the **National MTDP Priorities (2024/2029)**, **Eastern Cape Government MTDP (2024/2029)** and Provincial Development Plan (PDP) 2030 Goals as listed below in *table 6 and Figure 2*

No	National MTDP Priorities	Eastern Cape Government MTDP Priorities
1	Drive Inclusive Growth and Job Creation	Drive Inclusive Growth and Job Creation
2	Reduce Poverty and Tackle High Cost of Living	Reduce Poverty and Tackle High Cost of Living
3	Build a Capable, Ethical and Developmental State	Build a Capable, Ethical and Developmental State

**Figure 2: MTDP Priority Areas**



Source: MTDP, 2024/2029

#### Strategic Priority 1: Inclusive Growth and Job Creation

**This strategic priority will be achieved through nine strategic outcomes in key areas of the economy over the next five years. These are:**

- Increased employment and work opportunities;
- Accelerated growth of strategic industrial and labour-intensive sectors;
- Enabling environment for investment and improved competitiveness through structural reforms;
- Increased infrastructure investment, access and efficiency;
- Improved energy security and a just energy transition;
- Increased trade and investment;
- A dynamic science, technology and innovation ecosystem for growth;
- Supportive and sustainable economic policy environment; and
- Economic transformation and equitable inclusion of women, youth and persons with disabilities for a just society.



### Strategic Priority 2: Reduce Poverty and Tackle the High Cost of Living

#### The outcomes sought are:

- Reduced poverty and improved livelihoods;
- Improved coverage of social protection;
- Improved access to affordable and quality healthcare;
- Improved education outcomes and skills;
- Skills for the economy; and
- Social cohesion and nation-building.

### Strategic Priority 3: Build A Capable, Ethical And Developmental State

#### Strategic Priority 3 seeks to build a capable, ethical and developmental state. The 7<sup>th</sup> Administration will work towards the following outcomes:

- Improved service delivery in the local government sphere;
- Improved governance and performance of public entities;
- An ethical, capable and professional public service;
- Digital transformation across the state;
- Mainstreaming of gender, empowerment of youth and persons with disabilities;
- A reformed, integrated and modernised Criminal Justice System;
- Effective border security;
- Secured cyber space;
- Increased feelings of safety of women and children in communities;
- Combat priority offences (economic, organised crime and corruption);
- Advance South African foreign policy for a better world; and
- Enhanced peace and security in Africa.

## 5.2. NATIONAL OVERVIEW

As per the DPME Circular 1 of 2024, the Government of National Unity (GNU) agreed on a Minimum Programme of Priorities as the foundation for the work of the 7<sup>th</sup> Administration of Government. In the Statement of Intent, certain fundamental principles were agreed upon by all the role-players, which include:

- Respect for the Constitution and the Rule of Law.
- Promote non-racialism and non-sexism.
- Promote social justice, redress and equity, and alleviate poverty.
- Human dignity and progressive realisation of socio-economic rights.
- Accountability, transparency and community participation.
- Integrity and good governance.
- Evidence-based policy and decision making.

The agreed GNU programme must be translated into a more detailed plan, where at the provincial level provincial governments should outline commitments within the five-year provincial medium-term development plans linked to institutional plans.

The Provincial process is coordinated through the Office of the Premier with the minimum Programme of Priorities which are the following:

- Rapid, inclusive and sustainable economic growth and job creation (infrastructure, industrialisation, land reform, structural reforms, transformation, fiscal sustainability and macroeconomic management).
- Reduce poverty and tackle the high cost of living (reduce spatial inequality, enhance food security and nutrition, social safety net and basic services).
- Improve basic services and bring stability to local government.
- Investing in people through quality education and healthcare.
- Rebuild the capacity of the state and create a professional public service.
- Strengthen law enforcement agencies to address crime, corruption and GBVF.

- Social cohesion and nation-building.
- Foreign policy based on human rights, constitutionalism and national interest.

**Table 7: National and Provincial Policy Alignment**

MTDP STRATEGIC PRIORITY	P-MTDP STRATEGIC PRIORITY	CLUSTER	INTEGRATION PROGRAMMES
Inclusive Growth and Job Creation	Inclusive Growth and Job Creation	Economic Sectors, Investment, Employment, and Infrastructure Development ( <i>ESIED</i> )	<ul style="list-style-type: none"> <li>• Infrastructure, human settlements &amp; broadband</li> <li>• Food security, land reform &amp; agriculture commercialization</li> <li>• Inclusive Economic Growth</li> <li>• Youth development, skills development &amp; training for the Economy</li> </ul>
Reduce Poverty and Tackle the High Cost of Living	Reduce Poverty and Tackle the High Cost of Living	Social Protection, Community and Human Development ( <i>SPCHD</i> )	<ul style="list-style-type: none"> <li>• Inclusive Early Childhood Development and Learner Attainment</li> <li>• Social cohesion, moral regeneration, community safety &amp; GBVF</li> <li>• Non-Communicable Diseases, mental health &amp; social determinants of health</li> <li>• Anti-Poverty &amp; Sustainable Livelihoods</li> </ul>
A Capable, Ethical and Developmental State	A Capable, Ethical and Developmental State	Governance, State Capacity, and Institutional Development ( <i>GSCID</i> )	<b>Transformation, Governance and Municipal Support</b>
		Justice, Crime Prevention and Security Cluster ( <i>JCPS</i> )	Social cohesion, moral regeneration, community safety & GBVF

Source: Office of the Premier, 2024

The Department's priorities are strategically aligned to the constitutional mandate of the Department and various applicable legislations, National Development Plan (NDP 2030), Provincial Development Plan (PDP 2030), and National and Provincial MTDP 2024/29.

The National Development Plan (NDP 2030) seeks to eradicate poverty and reduce inequality in South Africa by 2030. The government continues to make progress towards implementing the National Development Plan goals. Although efforts have been made to implement the NDP goals, a great deal remains to be done. The spheres of government, particularly the local government, face several challenges that threaten to undermine efforts to fully implement the NDP goals. The challenges facing the local government include, amongst others, poor financial management, corruption, poor capacity, weak administrative systems, and undue political interference in technical and administrative decision-making. A developmental state needs to be capable. This requires leadership, sound policies, skilled managers and workers, clear lines of accountability, appropriate systems, and the consistent and fair application of rules. The following interventions are recommended in the NDP:

- Relations between national, provincial, and local government should be improved through a more proactive approach to managing the intergovernmental system.
- Provinces should focus on their core functions and develop their capacity to support and oversee local government.

- Develop regional utilities to deliver some local government services on an agency basis, where municipalities or districts lack capacity.
- Use differentiation to ensure a better fit between the capacity and responsibilities of provinces and municipalities.
- Take a more proactive approach to resolving coordination problems and a more long-term approach to building capacity.
- Introduce a graduate recruitment programme and a local government skills development strategy to attract high-quality candidates.
- Develop long-term skills development strategies for senior managers, technical professionals, and local government staff.

The Cooperative Governance and Traditional Affairs Sector Medium–Term Budget Policy Priorities are as follows:

- **Strategic Priority 3: A Capable, Ethical and Development State**, of the draft MTDP, identifies the stabilization and professionalization of local government as a key focus area that requires the attention of the 7<sup>th</sup> Administration.

Other MTDP priorities under **Strategic Priority 3** include:

- Bringing stability to governance in metros and restore the delivery of services.
- Strengthening the ability of national and provincial government to intervene in municipalities which fail to meet minimum norms and standards.
- Implementing reforms to the local government system to improve governance, institutional structures and fit-for-purpose funding models to achieve financial sustainability.
- Standardisation and professionalization on the appointment of municipal managers and CFOs and ensure independent regulation and oversight of the appointment process.
- Fast-tracking the development and maintenance of water treatment and distribution infrastructure and wastewater treatment systems
- Strengthen the regulation of municipal water functions and separate water services authorities from water service providers to enable improved oversight and greater efficiency.
- Simplify and speed up planning and regulatory processes that can make it easier for businesses to invest and operate in a municipality.
- Collaborate with Traditional & Khoi-San leadership on local development and land management.
- Strengthen disaster management capabilities at local government to respond effectively to any unforeseen events.

The Department has also a role to play under **Strategic Priority 2: Reduce Poverty and Tackle the High Cost of Living**. MTDP enjoins the sector under this priority to:

- Ensure that local governments properly implement the indigent policy so that the old, the infirm and the poor are able to get assistance with the payment of basic services.
- Whilst **Strategic Priority 1: Inclusive Growth and Job Creations** directs the sector, through the **Community Work Programme (CWP)** to:
- Continue to implement and optimize public employment programmes (including the Presidential Employment Stimulus, the National Youth Service, Expanded Public Works) and prioritize work experience for young people.

### 5.3. PROVINCIAL OVERVIEW

The **emerging priorities are anchored** on the **Provincial Development Plan goals** and the **nine-integration programmes** and consolidated into a **Provincial Integration Programme Blueprint** with the **support of provincial clusters**.

#### Provincial Development Plan (PDP) Vision 2030 Goals:

- Goal 1: An innovative, inclusive and growing economy
- Goal 2: An enabling infrastructure network
- Goal 3: An innovative and high-value agriculture and rural sector
- Goal 4: Human development
- Goal 5: Environmental sustainability
- Goal 6: Capable democratic institutions

#### Provincial Nine (09) Integrated Programmes:

1. Early Childhood Development and Learner Attainment
2. Transformation and Municipal Support (by all organs of state)
3. Social cohesion, moral regeneration, community safety & GBVF
4. Antipoverty & Sustainable Development
5. Infrastructure Human Settlements & Broadband
6. Food security land reform & agriculture
7. Inclusive Economic Growth
8. Non-Communicable Diseases, mental health & social determinants
9. Youth development skills development & training for the economy

The Department will mostly contribute to the achievement of the MTDP 2024/29, Priority 1: Drive Inclusive Growth and Job Creation; Priority 2: Reduce Poverty and Tackle High Cost of Living; Priority 3: Build a Capable, Ethical and Developmental State and the PDP 2030 Goals: 1, 2, 4 and 6 responding to the mandate of the Sector which is to monitor and support municipalities and institutions of traditional leadership in the province in managing their own affairs, exercising their powers and performing their functions. The Department will implement the National Customised Key Performance Indicators (KPIs) for the financial year 2025/26 and the Sector will review the KPIs to be aligned to the MTDP 2024/29 for the financial years 2025/28.

### 5.4. EASTERN CAPE MEDIUM TERM DEVELOPMENT PLAN (P-MTDP) 2024/2029

#### Problem Statement

Notwithstanding that the provincial administration is at the centre of socio-economic transformation by implementing progressive policies and programmes, much needs to be done and addressed to achieve sustainable development outcomes, especially with a rural bias in EC Province.

Governance challenges and inefficiencies within the system due to inadequate integrated planning and execution combined with declining budgets limits the government's ability to pursue some of its policy priority objectives and to scale up service delivery.

Public frustration at the lack or inconsistent service delivery is high, evidenced by the frequent service delivery protests. Service delivery failures and challenges of financial sustainability of municipalities remain a critical driver of declining citizens' trust in government. A key contributing factor is municipalities' inability to plan for, monitor and report on their performance, (AGSA, 2022).

The sustainability and efficacy of public entities at both provincial and at local government level needs to improve to drive the developmental agenda of the province.

Need to address insufficient modernisation and digital transformation that limits the provincial administration to improve efficiency and impact.



Resultantly, the province needs to focus on the *Municipal Support, Capacity of the State and Social Cohesion* as critical drivers that will enable sustainable developmental outcomes and impact over the medium to long term from a governance viewpoint.

## 5.5. EMERGING TRENDS FROM COMMUNITY ENGAGEMENTS

**Table 8: Emerging Trends from Community Engagements**

Challenge	Cause
Poor accountability to communities	Widening gap between government and the citizens resulting into poor accountability to the electorate
Youth unemployment and job creation	No concerted effort towards youth unemployment and job creation
Lack of access to clean water and persistent sewer spillages	Legacy of amalgamated local municipalities whose funding model did not accommodate expanded scope of responsibility and population making municipalities unable to repair decaying infrastructure and servicing its debts
Slow response to housing provisioning	Housing provision for young people and omitting the older person and persons with disabilities
State of rural roads and potholes	Province is largely dependent on conditional grants to fund road network improvements
Stagnant economy	Economic development is in favour of historical economic centres. Economic structure is consumer oriented with minimal attempts to reindustrialize. Limitations to funding for SMMEs.
Limited access to productive land	Access to productive land remains a major hurdle for black farmers. Land tenure system has limited the potential of attracting investments.

### High Level Performance Trends

As per the State of Local Government report (2022), there are 11 municipalities that are of high risk to become dysfunctional municipalities: (*Nelson Mandela; Amathole DM - under Section 139 (5); Chris Hani - under section 139 (5); Walter Sisulu - under section 139 (5); Makana - under section 139 (5); OR Tambo - under section 139 (5) (a); Enoch Mgijima - under section 139 (7); Amahlathi; Raymond Mhlaba and Ingquza Hill*).

Joe Gqabi District Municipality and Winnie Madikizela-Mandela Local Municipality maintained their clean audit opinions due to the stability in their senior management and political leadership. The audit opinion of Mnquma Local Municipality has improved from a disclaimed opinion five years ago to a clean audit in 2021/22. 4 Municipalities regressed from unqualified in 2021/22 to qualified in 2022/23, (Nyandeni, Koukamma, Amahlathi & BCMM).

While progress has been made in the province regarding the implementation of local government reforms and access to services, much still needs to be done to monitor, provide support and roll out capacity building to this sphere of government.

At a provincial level, according to AGSA, there is a continuous increase in the number of clean audits. Currently, there are 11 clean audits for provincial departments and public entities, which is the highest number of clean audits in the history of the province. Despite improvements, the Departments of Health and Education have more ground to cover regarding improved audit outcomes.

The province's irregularly incurred expenditure has decreased from R3,03 billion in the previous year (20/21) to R1,35 billion in 2021/22. Phase 5 of implementation of rationalisation project plan to improve sustainability of public entities (3D) has not been completed due to the complex nature and long legislative processes.

The COE ratio has increased due to additional funding provided during the Adjustments Estimates for the implementation of the wage agreement. 8 Departments achieved 50% females at SMS Level. 8 Departments achieved 2% disability. However, more still needs to be done to address employment equity.

During the last quarter of 2023/24, on average, the departments took 17 days to settle a provincial total of 38 164 invoices from their suppliers amounting to R5.351 billion, except for the Departments of Health averaging 32 days to pay a total of 6 163 invoices from their suppliers amounting to R1.318 billion and Transport averaging 31 days to pay 3 060 invoices amounting to R1.081 billion (above the acceptable 30-day norm). More support is required to pay suppliers within 30 days.

**Table 9: Summary Towards Vision 2030 Targets: Provincial Development Plan**

Impact	Apex Indicator	2020 Baseline	2025 Target	Current Performance	PDP 2030 Target
Thriving Citizens	Human Development Index (HDI)	0.60	0.68	0.68%	0.85
	Life expectancy (Male = M) and Female = F)	M-59 F-67	M-63 F-70	M-61 F- 67	70 M&F
	People with post-secondary education	8.6%	10%	10%	20%
Reduced Unemployment	Total unemployment rate	35.4%	30%	37.2% (2024 Q3)	10%
	Youth unemployment	46.4%	39.2%	49.0% (2024 Q3)	6%
Economic Growth	Gross Domestic Product-Region (GDP-R)	0.8%	2.8%	2.1% (2022)	5%
Reduced Poverty	Poverty (% People below the food poverty line)	36.7%	31.8%	41%	7.7%
	Poverty (% People below the lower bound poverty line)	53.3%	42.5%	59.1%	0
Reduced Inequality	The Gini Coefficient (inequality)	0.63	0.60	0.65 (2015)	0.58
Improved Service Delivery	Service Delivery Index	3.8	4	3.9	5.00

Source: Office of the Premier, 2025

**Table 10: Provincial Policy Priorities 2025-2030**

IMPACT	PDP APEX INDICATOR	INTEGRATION PROGRAMME	PROVINCIAL PRIMARY RISK
<b>Thriving Citizens</b>	Human Development: <ul style="list-style-type: none"> <li>Life Expectancy</li> <li>Education Attainment</li> <li>Per Capita Income</li> </ul>	<ul style="list-style-type: none"> <li>Inclusive Early Childhood Development and Learner Attainment</li> <li>Social cohesion, moral regeneration, community safety &amp; GBVF</li> <li>Non-Communicable Diseases, mental health &amp; social determinants of health</li> <li>Youth development, skills development &amp; training for the Economy</li> </ul>	<ul style="list-style-type: none"> <li>Failure to educate population to the level of becoming economically active.</li> <li>Lack of adequate primary health care, and treatment facilities</li> </ul>
<b>Economic Growth</b>	<ul style="list-style-type: none"> <li>Gross Domestic Product (Real GDP-R growth rate - %)</li> <li>Investment as % of GDP</li> </ul>	<ul style="list-style-type: none"> <li>Infrastructure, human settlements &amp; broadband</li> <li>Food security, land reform &amp; agriculture commercialization</li> <li>Inclusive Economic Growth</li> </ul>	<ul style="list-style-type: none"> <li>Failure to capitalise on opportunities and mitigate threats of markets collapsing.</li> </ul>
<b>Reduced Unemployment</b>	Total unemployment rate (official definition %)		
<b>Reduces Inequality</b>	Gini Coefficient (inequality)		
<b>Reduced Poverty</b>	Poverty (% People below the food poverty line)	<ul style="list-style-type: none"> <li>Anti-Poverty &amp; Sustainable Livelihoods</li> </ul>	<ul style="list-style-type: none"> <li>Dysfunctional Families</li> </ul>

IMPACT	PDP APEX INDICATOR	INTEGRATION PROGRAMME	PROVINCIAL PRIMARY RISK
<b>Improved Service Delivery</b>	Service Delivery Index (Composite index: water, sanitation, electricity and waste management)	<ul style="list-style-type: none"> <li>Transformation, Governance and Municipal Support</li> </ul>	<ul style="list-style-type: none"> <li>Governance Failure</li> <li>Failure to sustainably deliver services, collect revenue and maintain infrastructure.</li> </ul>

Source: Office of the Premier, 2025

### Strategic Priority 3: Build A Capable, Ethical And Developmental State

**Table 11: Integration Programmes Led By GSCID Cluster**

NINE INTEGRATION PROGRAMMES	INTERVENTIONS	GAME CHANGERS
Transformation, Governance and Municipal Support	<ol style="list-style-type: none"> <li>Ensure functional councils and governance structures for the 14 prioritised municipalities, including traditional leadership support.</li> <li>Improve organisational capabilities and capacity of priority municipalities.</li> <li>Implementation of anti-corruption measures.</li> <li>Support the review of credible IDPs and DDM one Plans.</li> <li>Improve the financial management capability of municipalities.</li> <li>Improve basic services through infrastructure operations and maintenance.</li> <li>Support disaster management.</li> </ol>	<ul style="list-style-type: none"> <li>Provincial municipal infrastructure grants expenditure and infrastructure planning and delivery support</li> <li>Reduction of municipal debt and enhancement of revenue collection</li> <li>Digitalisation Transformation</li> <li>Mainstreaming social cohesion, safer communities and GBVF</li> </ul>
Transformation, Governance and Municipal Support	<ol style="list-style-type: none"> <li>Support turn-around strategies of the Department of Education and Department of Health to improve institutional performance.</li> <li>Strengthen the governance system of state-owned entities at provincial and local levels and finalise the streamlining and rationalisation of public entities.</li> <li>Enhance state capacity on disaster management to plan for and manage future disasters and pandemics.</li> <li>Improve integrated and participatory evidence-based, responsive development planning, budgeting, monitoring and evaluation.</li> <li>Accelerate digital transformation that is proactive and performance-driven based on business intelligence with the automation of systems</li> <li>Broadband rollout</li> <li>Improve financial management capability in the public sector.</li> <li>Professionalisation of the Public Service</li> <li>Implement a programme to reduce corruption within public sector institutions.</li> <li>Institutionalise code of ethics in public administration.</li> <li>Reduce conflict of interest in the public administration</li> <li>Institutionalize and implement youth and gender-responsive budgeting</li> </ol>	

NINE INTEGRATION PROGRAMMES	INTERVENTIONS	GAME CHANGERS
	xiii. Mainstreaming programmes on empowerment and development of youth, women and persons with disabilities.	

Source: Office of the Premier, 2025

## 5.6. MUNICIPAL SUPPORT

The province will support those municipalities experiencing some level of distress; displaying uneven levels of performance; sub-optimal audit outcomes and under-expenditure on grant funding as well as supporting disaster-prone municipalities.

Figure 3: The underlying causes of municipal dysfunctionality



Source: National Treasury, (2023)

To this end, the province identified 14 Municipalities based on the following criteria:

- Target the four amalgamated municipalities
- Focus on the top distressed municipalities.
- Target the municipalities with adverse and disclaimed audit opinions.
- Include the three non-delegated municipalities
- Include the municipalities that are below the flood lines.
- Focus on the disaster-prone municipalities.
- Include the key WSA's with gross under-expenditure on their grant funding.
- To target coastal municipalities to provide support for opportunities for economic growth development including tourism.

These 14 Municipalities are Buffalo City Metro Municipality, Nelson Mandela Bay Metro, Amathole DM, OR Tambo DM, Chris Hani DM, Makana LM, Enoch Mgijima LM, Port St Johns LM, Walter Sisulu LM, Dr Beyers Naude LM, Raymond Mhlaba Ndlambe LM, Kouga LM, KSD LM and Ndlambe LM.



Table 12: P-MTDP Strategic Priority 3: Build A Capable, Ethical and Developmental State

## IMPLEMENTATION FRAMEWORK: MUNICIPAL SUPPORT

Provincial Development Plan Goal 6												
Priority Focus			Capable Democratic Institutions									
Integration Programme			Capable And Developmental State									
Impact			Transformation, Governance and Municipal Support									
Desired Outcome			Local Government Institutions that deliver quality and sustainable services to communities									
Outcome Indicator	Indicat or Type1	PDP Fulfilment Baseline 2023/24	Target 2030	Implementing Institution and Dependency	Intervention	Intervention Indicator	Baseline	2030 Term Target	2025/26 Target	Budget	Spatial Reference	
Improve trust in local government	% score for public trust and confidence in local government (GCIS Tracker)	36% of respondents trust the local government to do the right things	50% improvement in the score for public trust, confidence and performance in local government	COGTA PT SALGA Municipalities	Ensure functional councils and governance structures for the 14 prioritised municipalities 2, including traditional leadership support	Number of 14 prioritised municipalities with functional councils	14	14	14	R2.170m	Buffalo City Metro, Nelson Mandela Bay Metro, Amathole DM, OR Tambo DM, Chris Hani DM, Makana LM, Enoch Mgijima LM, Dr Beyers Naude LM, Raymond Mhlaba Ndlambe LM, Kouga	

<sup>1</sup> Indicates source document of the desired outcome.<sup>2</sup> 14 Prioritised Municipalities are Buffalo City Metro Municipality, Nelson Mandela Bay Metro, Amathole DM, OR Tambo DM, Chris Hani DM, Makana LM, Enoch Mgijima LM, Port St John's LM, Walter Sisulu LM, Beyers Naude LM, Raymond Mhlaba LM, Kouga LM, King Sabata Dalindyebo LM and Ndlambe LM.

Provincial Development Plan Goal 6												
Priority Focus			Capable Democratic Institutions									
Integration Programme			Capable And Developmental State									
Desired Outcome			Transformation, Governance and Municipal Support									
Outcome Indicator	Indicat or Type1	PDP Fulfilment Baseline 2023/24	Target 2030	Implementing Institution and Dependency	Intervention	Intervention Indicator	Baseline	2030 Term Target	2025/26 Target	Budget	Spatial Reference	
											LM and King Sabata Dalindye bo LM.	
Service Delivery Index	P-MTDP	3.9	5			Number of the 14 prioritised municipalities with functional governance structures	14	14	14	R750 000 annually	Buffalo City Metro, Nelson Mandela Bay Metro, Amathole DM, OR Tambo DM, Chris Hani DM, Makana LM, Enoch Mgijima LM, Dr Beyers Naude LM, Raymond Mhlaba Ndlambe LM, Kouga LM and King Sabata Dalindye bo LM.	
Number of legally constituted Traditional Councils (TCs)	P-MTDP	0	239	COGTA HOTL	Provide support to traditional councils to perform their functions	Number of the 14 prioritised municipalities with effective petition management	14	14	14	R650 000 annually	LM, Dr Beyers Naude LM, Raymond Mhlaba Ndlambe LM, Kouga LM and King Sabata Dalindye bo LM.	
						Number of Traditional Councils performing functions	239	218	242	R26.562m		

<sup>3</sup> Buffalo City Metro, Nelson Mandela Bay Metro, Raymond Mhlaba LM, Enoch Mgijima LM, Makana LM, Dr Beyers Naude LM, Amathole DM, King Sabatha Dalindyebo LM, Chris Hani DM and Ndlambe LM

<sup>3</sup> Buffalo City Metro, Nelson Mandela Bay Metro, Raymond Mhlaba LM, Enoch Mgijima LM, Makana LM, Dr Beyers Naude LM, Amathole DM, King Sabatha Dalindyebo LM, Chris Hani DM and Ndlambe LM

Provincial Development Plan Goal 6												
Priority Focus			Capable Democratic Institutions									
Integration Programme			Capable And Developmental State									
Impact			Transformation, Governance and Municipal Support									
Desired Outcome			Local Government Institutions that deliver quality and sustainable services to communities									
Outcome Indicator	Indicator Type		PDP Fulfilment		Implementing Institution and Dependency	Intervention	Intervention Indicator	Baseline	2030 Term Target	2025/26 Target	Budget	Spatial Reference
			Baseline 2023/24	Target 2030								
					COGTA PT OTP SALGA Municipalities	Implementatio n of Anti- corruption measures in identified municipalities	Number of 14 prioritised municipalities where anti- corruption measures are implemented	08	14	04 (Chris Hani is targeted for the 2025/26 )	R353 000	
Credible municipal plans implemte d		MTDP		39	COGTA OTP PT Provincial Departments District Municipalities Metros National Departments Public Entities	Support the review of credible IDPs and DDM one Plans	Number of credible IDPs aligned to Priorities in 14 prioritised municipalities	14	14	14	R1.092m	Buffalo City Metro, Nelson Mandela Bay Metro, Amathole DM, OR Tambo DM, Chris Hani DM, Makana LM,
							Number of District Development Model One Plan implemented	6 districts and 2 metros DDM One Plans	8	84		
Improved Financial Management		P-MTDP	21	39	PT COGTA and Municipalities	Improve the financial management capability of municipalities	Improve financial management capabilities of priority municipalities improved	6 Municipal ities with unqualifie d audit opinions	14	14	Existing baseline	Enoch Mgijima LM, Dr Beyers Naude LM,

4 6 districts and 2 metros DDM One Plans



44

45

Provincial Development Plan Goal 6												
Capable Democratic Institutions												
Capable And Developmental State												
Transformation, Governance and Municipal Support												
Local Government Institutions that deliver quality and sustainable services to communities												
Desired Outcome	Outcome Indicator	Indicator Type	PDP Fulfilment		Implementing Institution and Dependency	Intervention	Intervention Indicator	Baseline	2030 Term Target	2025/26 Target	Budget	Spatial Reference
			Baseline 2023/24	Target 2030								
	Collection of debt	P-MTDP	R468.4 million (DWS); AWB – R386.1 million and AGSA – R26,6m) (Jun 2024 balances)	39 Municipalities with arrear debt collected		Improve the financial management capability of municipalities	% Arrear Debt of priority municipalities	R833 million (DWS - R446m, AWB – R361m and AGSA – R26,6m) (January 2024 balances)	40% Reduction in arrear debt	20%	Existing baseline	Makana LM, Enoch Mgijima LM, Dr Beyers Naude LM, Raymond Mhlaba Ndlambe LM,
	Monitoring of municipalities to pay major creditors	P-MTDP	Makana (R145,954,142) Dr Beyers Naude (R564,257,127) Enoch Mgijima (R1,313,146,873) Walter Sisulu (R675,603,535) Raymond Mhlaba (R300,412,121) Municipalities participating in the ESKOM relief program	39 Municipalities paid major creditors		Improve the financial management capability of municipalities	% Debt owed to ESKOM of priority municipalities	Makana (156 684 461) Dr Beyers Naude (555 498 574) Enoch Mgijima (1 248 148 556) Walter Sisulu 639 713 854 Raymond Mhlaba (320 135 039) Municipalities participating	100% reduced	33.33%	Existing baseline	Kouga LM and King Sabata Dalindyebo LM.

Provincial Development Plan Goal 6				Capable Democratic Institutions									
Priority Focus				Capable And Developmental State									
Integration Programme				Transformation, Governance and Municipal Support									
Impact				Local Government Institutions that deliver quality and sustainable services to communities									
Desired Outcome	Outcome Indicator	Indicat or Type1	PDP Fulfilment		Implementing Institution and Dependency	Intervention	Intervention Indicator	Baseline	2030 Term Target	2025/26 Target	Budget	Spatial Reference	
			Baseline 2023/24	Target 2030									
								ng in the ESKOM relief program					
	Improveme nt of revenue	P- MTDP	8 (Raymond Mhlaba LM, Amathole DM, OR Tambo DM, Dr Beyers Naude LM, Chris Hani DM, Walter Sisulu LM, Makana LM	14	PT COGTA Municipalities	Improve the financial management capability of municipalities	Number of municipalities implementing revenue enhancement strategies	8 (Raymond Mhlaba LM, Amathole DM, OR Tambo DM, Dr Beyers Naude LM, Chris Hani DM, Walter Sisulu LM, Makana LM)	14	14	Existing baseline	Makana LM, Enoch Mgijima LM, Dr Beyers Naude LM, Raymond Mhlaba Ndlambe LM, Kouga LM and King Sabata Dalindye bo LM.	
	Improved SCM and Asset Management Compliance	P- MTDP	36	36	PT COGTA Municipalities	Improve the financial management capability of municipalities Development of credible procurement plans	Number of municipalities with funded budgets Number of procurement plans developed for priority municipalities	36	14	14	Existing baseline		
	Spent allocated Municipal Infrastructure	P- MTDP	91%	100%	PT COGTA Municipalities	Improved Conditional Grants Expenditure Performance	% expenditure of Municipal Infrastructure Conditional	91%	100%	100%	Existing baseline		



Strengthen technical capacity for the provision of services and infrastructure maintenance to provide quality water and sanitation measured through Blue Drop, Green Drop and No Drop standards.

Strengthen technical capacity for the provision of services and infrastructure maintenance to provide quality water and sanitation measured through Blue Drop, Green Drop and No Drop standards.

Provincial Development Plan Goal 6			Capable Democratic Institutions									
Priority Focus			Capable And Developmental State									
Integration Programme			Transformation, Governance and Municipal Support									
Impact			Local Government Institutions that deliver quality and sustainable services to communities									
Desired Outcome	Outcome Indicator	Indicator or Type1	PDP Fulfilment		Implementing Institution and Dependency	Intervention	Intervention Indicator	Baseline	2030 Term Target	2025/26 Target	Budget	Spatial Reference
			Baseline 2023/24	Target 2030								
	of refuse from households						municipalities implementing water conservation and demand management.					
Improved service delivery through Disaster management capabilities to respond effectively to any unforeseen events strengthened	Consolidated provincial disaster management plan implemented	P-MTDP	0	1	COGTA All Departments	Enhance state capacity on disaster management to plan for and manage future disasters and pandemics	Number of departments with disaster management plans developed	5 Departments are in the process of developing their plans	13	13	2% of departmental budgets ringfenced	Provincial -Wide

## 6. STATISTICAL OVERVIEW: EASTERN CAPE PROVINCE

### 6.1. DEMOGRAPHY

"Demographics", or "population characteristics", includes analysis of the population of a region. Distributions of values within a demographic variable, and across households, as well as trends over time, are of interest. In this section, an overview is provided of the demography of the Eastern Cape Province and all its neighbouring regions and South Africa as a whole.

#### 6.1.1. TOTAL POPULATION

Population statistics are important when analysing an economy, as the population growth directly and indirectly impacts employment and unemployment, as well as other economic indicators such as economic growth and per capita income.

**Table 13: Total population - Eastern Cape and National Total, 2013-2023 [Numbers percentage]**

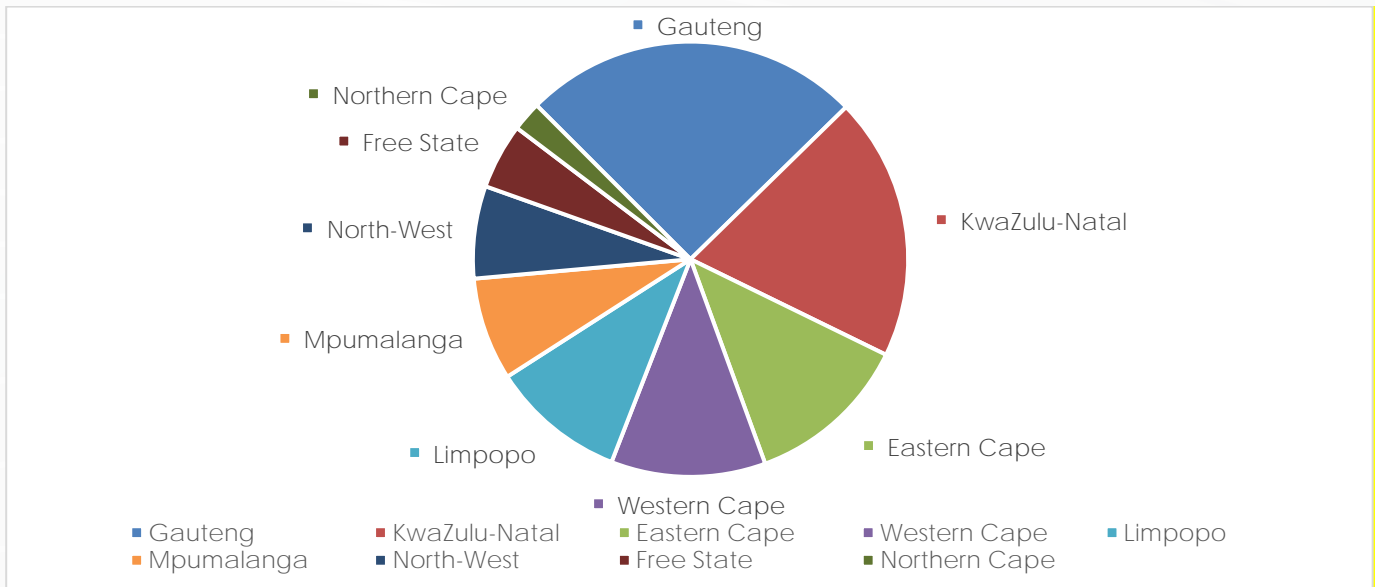
Year	Eastern Cape	National Total	Eastern Cape as % of national
2013	6,810,000	53,700,000	12.7%
2014	6,880,000	54,500,000	12.6%
2015	6,950,000	55,300,000	12.6%
2016	7,020,000	56,200,000	12.5%
2017	7,100,000	57,000,000	12.4%
2018	7,180,000	57,900,000	12.4%
2019	7,250,000	58,800,000	12.3%
2020	7,330,000	59,600,000	12.3%
2021	7,400,000	60,300,000	12.3%
2022	7,470,000	61,100,000	12.2%
2023	7,550,000	61,900,000	12.2%
Average Annual growth			
2013-2023	1.03%	1.44%	

Source: South Africa Regional eXplorer v2473.

Data compiled on 22 Apr 2024.

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With 7.55 million people, the Eastern Cape Province housed 12.2% of South Africa's total population in 2023. Between 2013 and 2023 the population growth averaged 1.03% per annum which is slightly lower than the growth rate of South Africa as a whole (1.44%).

**Figure 4: Total population - Eastern Cape and the rest of National Total, 2023 [Percentage]**

Source: South Africa Regional eXplorer v2473.

Data compiled on 22 Apr 2024.

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When compared to other regions, the Eastern Cape Province accounts for a total population of 7.55 million, or 12.2% of the total population in South Africa, with the Gauteng being the most populous region in the South Africa for 2023. The ranking in terms of the size of Eastern Cape compared to the other regions remained the same between 2013 and 2023. In terms of its share the Eastern Cape Province was slightly smaller in 2023 (12.2%) compared to what it was in 2013 (12.7%). When looking at the average annual growth rate, it is noted that Eastern Cape ranked eighth (relative to its peers in terms of growth) with an average annual growth rate of 1.0% between 2013 and 2023.

**Table 14: Total population - Municipalities of Eastern Cape Province, 2013, 2018 and 2023 [Numbers percentage]**

Municipality	2013	2018	2023	Average Annual growth
Nelson Mandela Bay	1,210,000	1,300,000	1,380,000	1.32%
Buffalo City	818,000	870,000	921,000	1.19%
Sarah Baartman	474,000	515,000	549,000	1.47%
Amathole	861,000	870,000	899,000	0.42%
Chris Hani	824,000	856,000	896,000	0.84%
Joe Gqabi	362,000	381,000	401,000	1.04%
O.R.Tambo	1,430,000	1,510,000	1,580,000	1.06%
Alfred Nzo	832,000	874,000	916,000	0.96%
Eastern Cape	6,810,136	7,175,367	7,548,094	1.03%

Source: South Africa Regional eXplorer v2473.

Data compiled on 22 Apr 2024.

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The Sarah Baartman District Municipality increased the most, in terms of population, with an average annual growth rate of 1.5%, the Nelson Mandela Bay Metropolitan Municipality had the second highest growth in terms of its population, with an average annual growth rate of 1.3%. The Amathole District Municipality (ADM) had the lowest average annual growth rate of 0.42% relative to the other within the Eastern Cape Province.



## Population projections

Based on the present age-gender structure and the present fertility, mortality and migration rates, Eastern Cape's population is projected to grow at an average annual rate of 1.0% from 7.55 million in 2023 to 7.93 million in 2028.

**Table 15: Population projections - Eastern Cape and National Total, 2023-2028 [Numbers percentage]**

Year	Eastern Cape	National Total	Eastern Cape as % of national
2023	7,550,000	61,900,000	12.2%
2024	7,630,000	62,700,000	12.2%
2025	7,710,000	63,500,000	12.1%
2026	7,780,000	64,300,000	12.1%
2027	7,860,000	65,100,000	12.1%
2028	7,930,000	65,900,000	12.0%
Average Annual growth			
2023-2028	1.00%	1.24%	

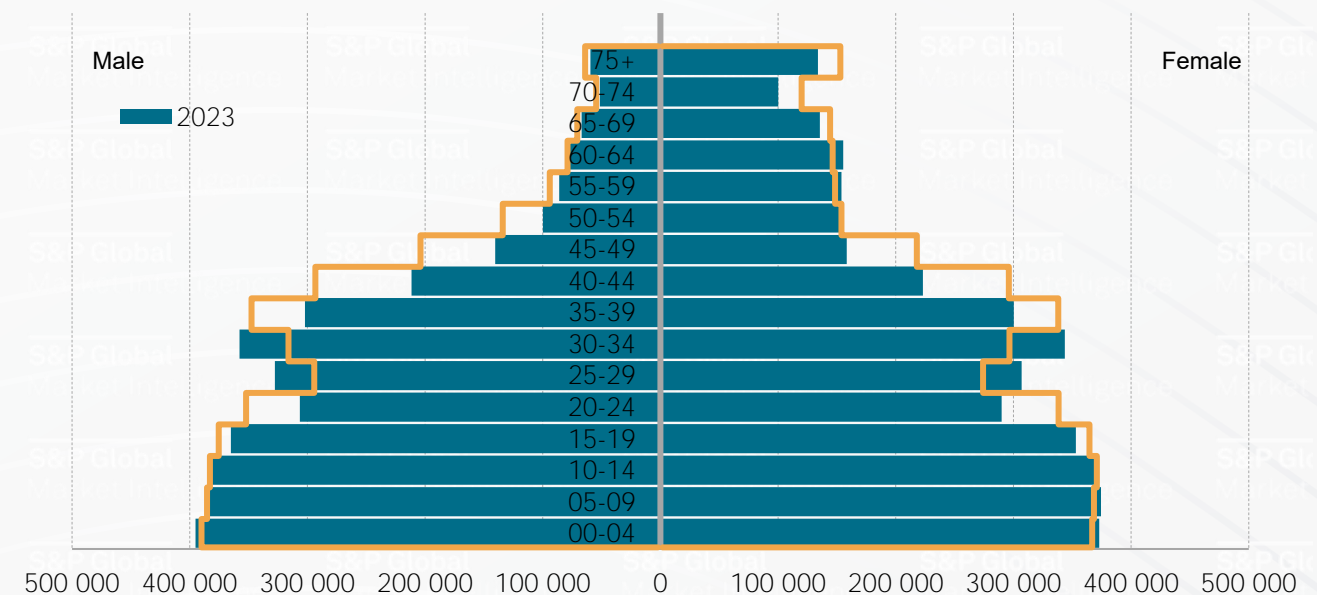
Source: South Africa Regional eXplorer v2473.

Data compiled on 22 Apr 2024.

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The population projection of Eastern Cape Province shows an estimated average annual growth rate of 1.0% between 2023 and 2028. The average annual growth rate in the population over the forecasted period for the South Africa is 1.2%. The South Africa as a whole is estimated to have an average annual growth rate of 1.2% which is higher than that of Eastern Cape's growth rate.

**Figure 5: Population pyramid - Eastern Cape Province, 2023 vs. 2028 [Percentage]**



Source: South Africa Regional eXplorer v2473.

Data compiled on 22 Apr 2024.

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The population pyramid reflects a projected change in the structure of the population from 2023 and 2028. The differences can be explained as follows:

- In 2023, there is a significantly larger share of young working age people between 20 and 34 (25.6%), compared to what is estimated in 2028 (23.6%). This age category of young working age population will decrease over time.

- The fertility rate in 2028 is estimated to be slightly higher compared to that experienced in 2023.
- The share of children between the ages of 0 to 14 years is projected to be significantly smaller (28.5%) in 2028 when compared to 2023 (30.3%).
- In 2023, the female population for the 20 to 34 years age group amounts to 12.5% of the total female population while the male population group for the same age amounts to 13.1% of the total male population. In 2028, the male working age population at 12.1% still exceeds that of the female population working age population at 11.5%, although both are at a lower level compared to 2023.

### Population by population group, gender and age

The total population of a region is the total number of people within that region measured in the middle of the year. Total population can be categorised according to the population group, as well as the sub-categories of age and gender. The population groups include African, White, Coloured and Asian, where the Asian group includes all people originating from Asia, India and China. The age subcategory divides the population into 5-year cohorts, e.g. 0-4, 5-9, 10-13, etc.

**Table 16: Population by gender - Eastern Cape and the rest of South Africa, 2023 [Number]**

Province	Male	Female	Total
Eastern Cape	3,619,989	3,928,105	7,548,094
Western Cape	3,507,197	3,606,366	7,113,563
Northern Cape	662,669	695,716	1,358,386
Free State	1,467,950	1,543,350	3,011,300
KwaZulu-Natal	5,863,246	6,246,523	12,109,770
North-West	2,123,408	2,130,393	4,253,801
Gauteng	7,818,649	7,772,768	15,591,417
Mpumalanga	2,298,595	2,436,301	4,734,896
Limpopo	2,952,209	3,249,137	6,201,346
National Total	30,313,913	31,608,660	61,922,573

Source: South Africa Regional eExplorer v2473.

Data compiled on 22 Apr 2024.

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Eastern Cape Province's male/female split in population was 92.2 males per 100 females in 2023. The Eastern Cape Province appears to be a fairly stable population with the share of female population (52.04%) being very similar to the national average of (51.05%). In total there were 3.93 million (52.04%) females and 3.62 million (47.96%) males. This is different from the South Africa as a whole where the female population counted 31.6 million which constitutes 51.05% of the total population of 61.9 million.

**Table 17: Population by population group, gender and age - Eastern Cape Province, 2023 [Number]**

Age	African		White		Coloured		Asian	
	Female	Male	Female	Male	Female	Male	Female	Male
00-04	334,000	355,000	7,170	7,390	30,400	30,900	1,290	1,390
05-09	335,000	346,000	7,060	7,270	30,900	31,400	1,300	1,400
10-14	334,000	344,000	7,310	7,530	30,400	30,900	1,230	1,280
15-19	316,000	328,000	8,380	8,570	27,500	27,700	1,020	1,070
20-24	257,000	273,000	8,270	8,380	23,800	23,600	1,100	1,300
25-29	272,000	293,000	9,090	9,120	24,600	23,700	1,420	1,950
30-34	306,000	321,000	9,150	9,380	26,500	25,000	1,640	2,420
35-39	265,000	267,000	9,690	9,900	24,300	23,000	1,660	2,550
40-44	191,000	180,000	9,940	10,000	20,200	19,100	1,360	2,070
45-49	129,000	112,000	10,600	10,600	17,500	16,200	1,110	1,490
50-54	125,000	72,500	11,300	11,100	17,000	15,200	993	1,120
55-59	126,000	60,800	10,800	10,500	16,500	13,900	823	894
60-64	129,000	58,300	10,900	10,000	14,400	11,200	708	671
65-69	113,000	48,600	10,800	9,330	11,300	8,400	644	541
70-74	81,300	37,000	10,200	8,290	8,160	5,790	525	409
75+	104,000	41,300	20,500	12,400	8,660	5,410	688	409
Total	3,420,000	3,140,000	161,000	150,000	332,000	311,000	17,500	21,000

Source: South Africa Regional eXplorer v2473.

Data compiled on 22 Apr 2024.

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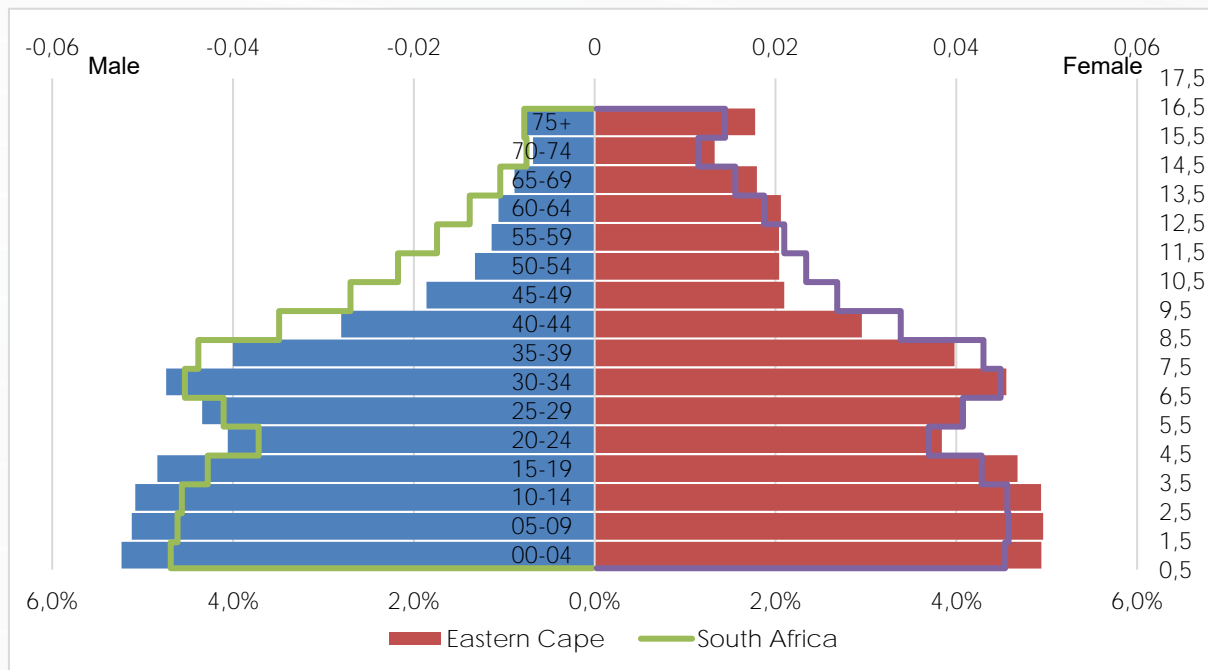
In 2023, the Eastern Cape Province's population consisted of 86.84% African (6.55 million), 4.12% White (311 000), 8.53% Coloured (644 000) and 0.51% Asian (38 500) people.

The largest share of population is within the young working age (25-44 years) age category with a total number of 2.37 million or 31.4% of the total population. The age category with the second largest number of people is the babies and kids (0-14 years) age category with a total share of 30.3%, followed by the teenagers and youth (15-24 years) age category with 1.31 million people. The age category with the least number of people is the retired / old age (65 years and older) age category with only 548 000 people, as reflected in the population pyramids below.

### Population pyramids

A population pyramid is a graphic representation of the population categorised by gender and age, for a specific year and region. The horizontal axis depicts the share of people, where the male population is charted on the left-hand side and the female population on the right-hand side of the vertical axis. The vertical axis is divided in 5-year age categories.

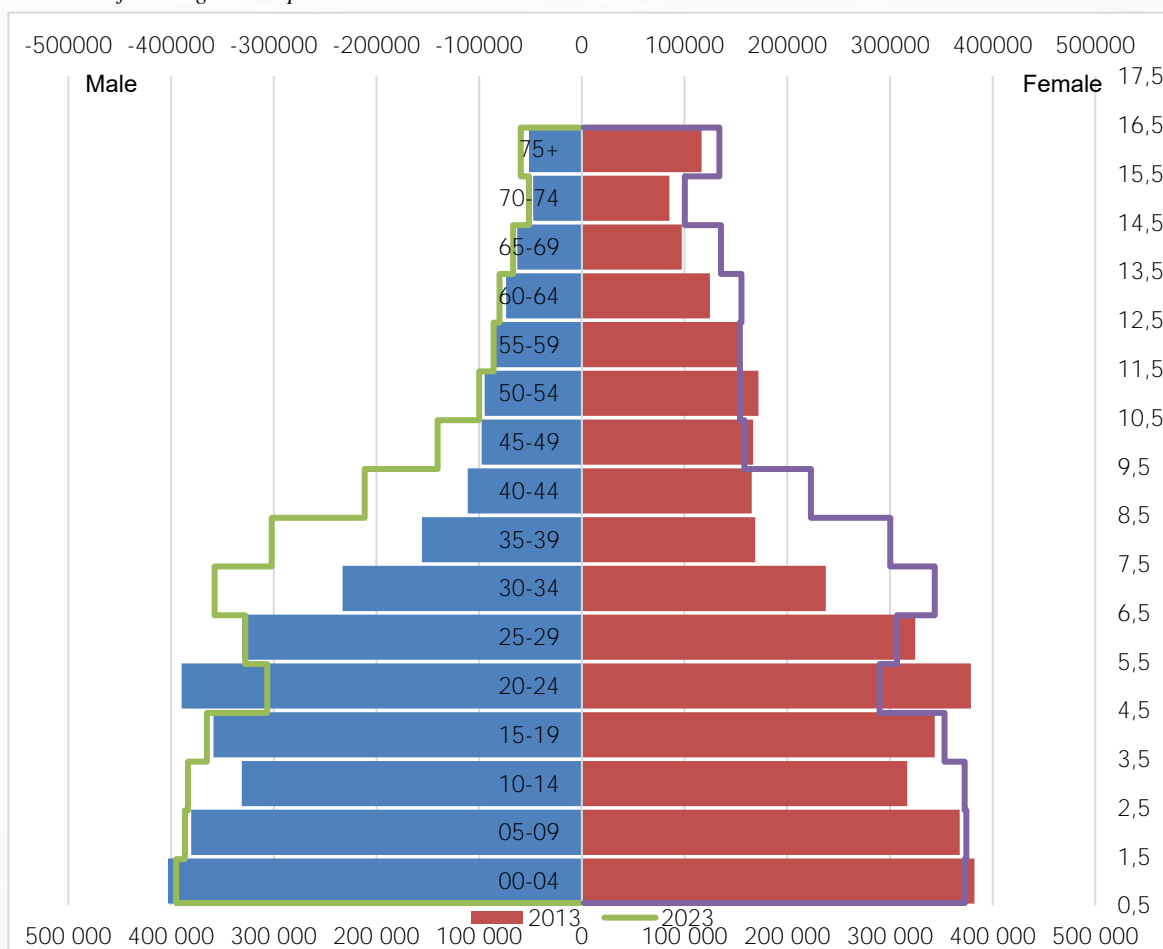
With the African population group representing 86.8% of the Eastern Cape Province's total population, the overall population pyramid for the region will mostly reflect that of the African population group. The chart below compares Eastern Cape's population structure of 2023 to that of South Africa.

**Figure 6: Population pyramid - Eastern Cape Province vs. South Africa, 2023 [Percentage]***Source: South Africa Regional eXplorer v2473.**Data compiled on 22 Apr 2024.**© 2024 S&P Global.*

By comparing the population pyramid of the Eastern Cape Province with the national age structure, the most significant differences are:

- There is a slightly larger share of young working age people - aged 20 to 34 (25.6%) - in Eastern Cape, compared to the national picture (24.6%).
- Fertility in Eastern Cape is slightly higher compared to South Africa as a whole.
- Spatial policies changed since 1994.
- The share of children between the ages of 0 to 14 years is significantly larger (30.3%) in Eastern Cape compared to South Africa (27.5%). Demand for expenditure on schooling as percentage of total budget within Eastern Cape Province will therefore be higher than that of South Africa.



**Figure 7: Population pyramid - Eastern Cape Province, 2013 vs. 2023 [Percentage]***Source: South Africa Regional eXplorer v2473.**Data compiled on 22 Apr 2024.*

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When comparing the 2013 population pyramid with the 2023 pyramid for the Eastern Cape Province, some interesting differences are visible:

- In 2013, there were a significantly larger share of young working age people - aged 20 to 34 (27.8%) - compared to 2023 (25.6%).
- Fertility in 2013 was significantly higher compared to that of 2023.
- The share of children between the ages of 0 to 14 years is significantly larger in 2013 (32.0%) compared to 2023 (30.3%).
- Life expectancy is increasing.

In 2023, the female population for the 20 to 34 years age group amounted to 13.8% of the total female population while the male population group for the same age amounted to 14.0% of the total male population. In 2013 the male working age population at 13.1% still exceeds that of the female population working age population at 12.5%.

### Number of households by population group

A household is either a group of people who live together and provide themselves jointly with food and/or other essentials for living, or it is a single person living on his/her own. An individual is considered part of a household if he/she spends at least four nights a week within the household. To categorise a household according to population group, the population group to which the head of the household belongs, is used.

If the number of households is growing at a faster rate than that of the population it means that the average household size is decreasing, and vice versa. In 2023, the Eastern Cape Province comprised of 2.01 million households. This equates to an average annual growth rate of 1.42% in the number of households from 2013 to 2023. With an average annual growth rate of 1.03% in the total population, the average household size in the Eastern Cape Province is by implication decreasing. This is confirmed by the data where the average household size in 2013 decreased from approximately 3.9 individuals per household to 3.7 persons per household in 2023.

**Table 18: Number of households - Eastern Cape and National Total, 2013-2023 [Number percentage]**

Year	Eastern Cape	National Total	Eastern Cape as % of national
2013	1,750,000	14,900,000	11.7%
2014	1,760,000	15,200,000	11.6%
2015	1,790,000	15,600,000	11.5%
2016	1,830,000	16,000,000	11.5%
2017	1,880,000	16,300,000	11.5%
2018	1,900,000	16,400,000	11.6%
2019	1,870,000	16,400,000	11.4%
2020	1,840,000	16,400,000	11.2%
2021	1,890,000	16,700,000	11.3%
2022	1,980,000	17,200,000	11.5%
2023	2,010,000	17,600,000	11.4%
Average Annual growth			
2013-2023	1.42%	1.64%	

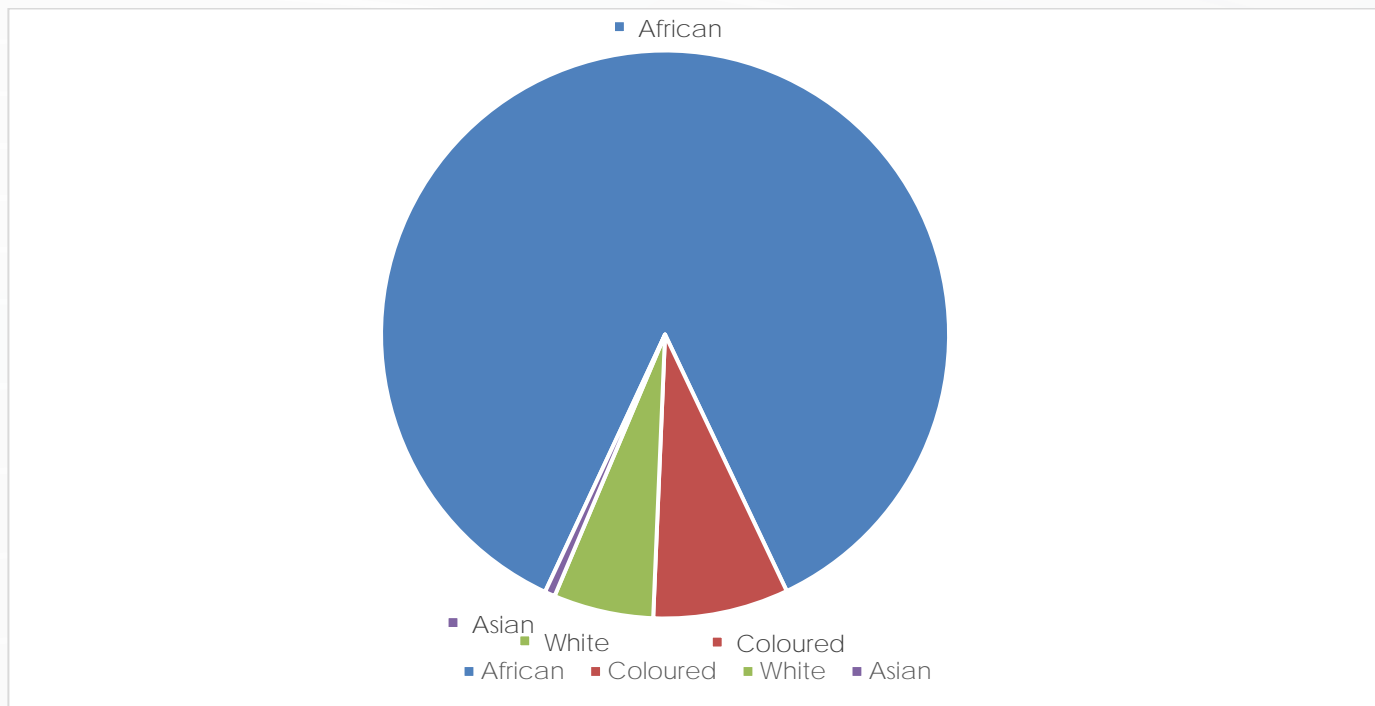
Source: South Africa Regional eXplorer v2473.

Data compiled on 22 Apr 2024.

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Relative to South Africa, which had an average annual growth rate of 1.64%, Eastern Cape had a lower average annual growth rate of 1.42% from 2013 to 2023.

The composition of the households by population group consists of 86.0% which is ascribed to the African population group with the largest number of households by population group. The Coloured population group had a total composition of 7.7% (ranking second). The White population group had a total composition of 5.7% of the total households. The smallest population group by households is the Asian population group with only 0.6% in 2023.

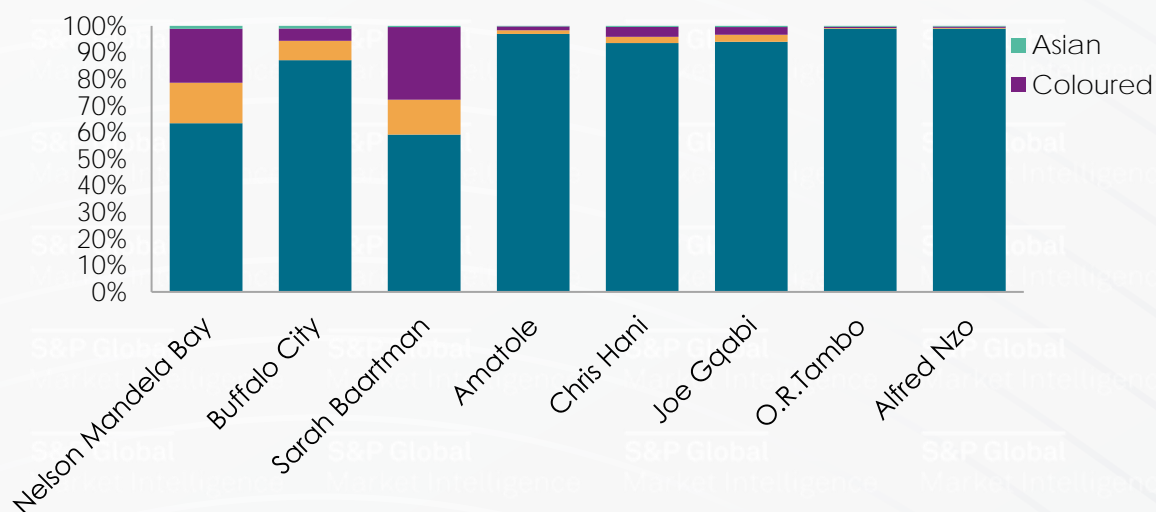
**Figure 8: Number of households by population group - Eastern Cape Province, 2023 [Percentage]**

Source: South Africa Regional eXplorer v2473.

Data compiled on 22 Apr 2024.

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The growth in the number of African headed households was on average 1.56% per annum between 2013 and 2023, which translates in the number of households increasing by 248 000 in the period. Although the Asian population group is not the biggest in size, it was however the fastest growing population group between 2013 and 2023 at 2.21%. The average annual growth rate in the number of households for all the other population groups has increased with 1.42%.

**Figure 9: Number of households by population group - Municipalities of Eastern Cape Province, 2023 [percentage]**

## 6.2. ECONOMY OF THE EASTERN CAPE

The economic state of Eastern Cape Province is put in perspective by comparing it on a spatial level with its neighbouring provinces and South Africa. The section will also allude to the economic composition and contribution of the municipalities within Eastern Cape Province.

The Eastern Cape Province does not function in isolation from South Africa and the world and now, more than ever, it is crucial to have reliable information on its economy for effective planning. Information is needed that will empower the municipality to plan and implement policies that will encourage the social development and economic growth of the people and industries in the municipality respectively.

### 6.2.1. GROSS DOMESTIC PRODUCT BY REGION (GDP-R)

The gross domestic product (GDP), an important indicator of economic performance, is used to compare economies and economic states. Gross domestic product by region (GDP-R) represents the value of all goods and services produced within a region, over a period of one year, plus taxes and minus subsidies.

GDP-R can be measured using either current or constant prices, where the current prices measure the economy in actual Rand, and constant prices measure the economy by removing the effect of inflation, and therefore captures the real growth in volumes, as if prices were fixed in a given base year.

**Table 19: Gross domestic product (GDP) - Eastern Cape and National Total, 2013-2023 [R trillions, Current prices]**

Year	Eastern Cape	National Total	Eastern Cape as % of national
2013	0.31	3.87	8.0%
2014	0.33	4.13	8.0%
2015	0.35	4.42	8.0%
2016	0.38	4.76	8.0%
2017	0.40	5.08	7.9%
2018	0.42	5.36	7.8%
2019	0.44	5.63	7.8%
2020	0.43	5.57	7.7%
2021	0.47	6.21	7.6%
2022	0.50	6.63	7.6%
2023	0.53	6.97	7.6%

Source: South Africa Regional eXplorer v2473.

Data compiled on 22 Apr 2024.

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With a GDP of R 532 billion in 2023 (up from R 310 billion in 2013), the Eastern Cape Province contributed 7.63% to the South Africa GDP of R 6.97 trillion in 2023 increasing in the share of the National Total from 8.00% in 2013. Its contribution to the national economy stayed similar in importance from 2013 when it contributed 8.00% to South Africa, but it is lower than the peak of 8.01% in 2015.



**Table 20: Gross domestic product (GDP) - Eastern Cape and National Total, 2013-2023 [Annual percentage change, Constant 2010 prices]**

Year	Eastern Cape	National Total
2012	1.9%	2.4%
2013	1.4%	2.5%
2014	0.8%	1.4%
2015	0.9%	1.3%
2016	0.8%	0.7%
2017	0.5%	1.2%
2018	1.1%	1.6%
2019	0.1%	0.3%
2020	-5.8%	-6.0%
2021	4.9%	4.7%
2022	2.1%	1.9%
Average Annual growth 2013-2023	0.56%	0.73%

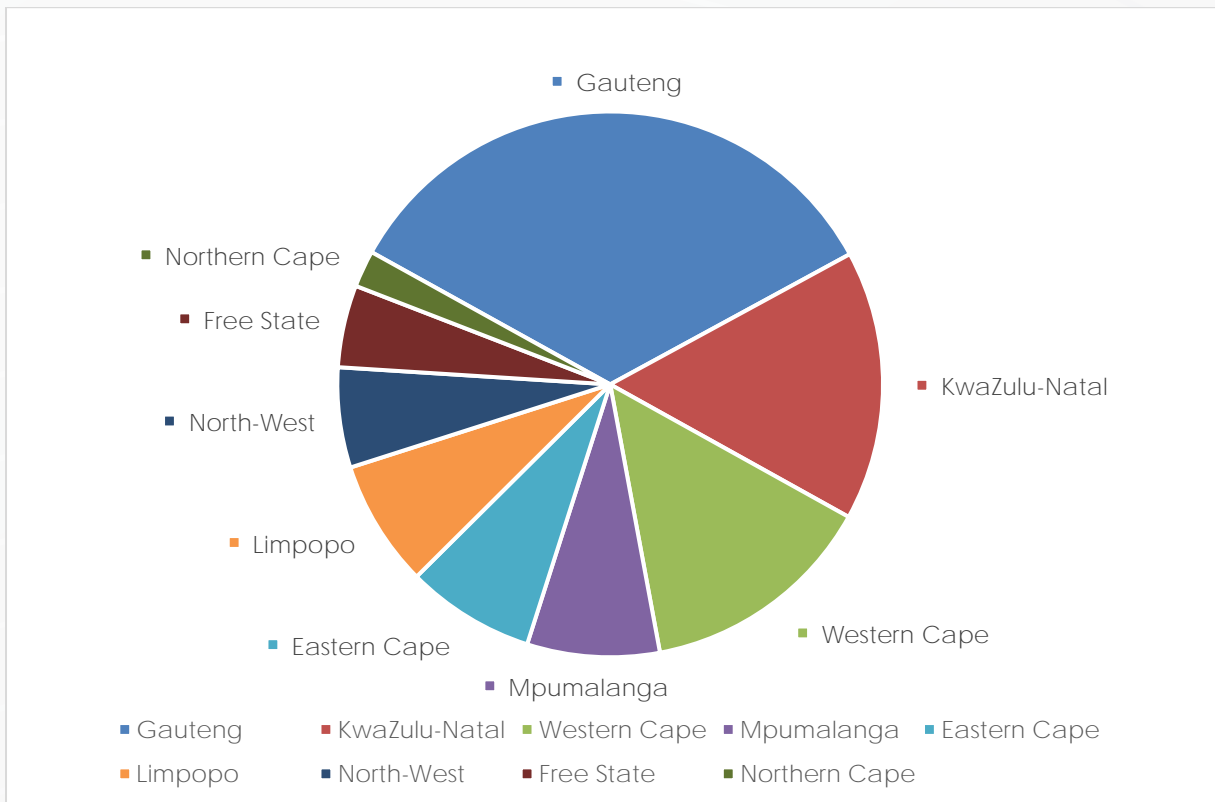
Source: South Africa Regional eXplorer v2473.

Data compiled on 22 Apr 2024.

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In 2023, the Eastern Cape Province achieved an annual growth rate of 2.08% which is a very similar growth rate than the of South Africa as a whole, where the 2023 GDP growth rate was 1.91%. Similar to the short-term growth rate of 2023, the longer-term average growth rate for Eastern Cape (0.56%) is also very similar than that of South Africa (0.73%). The economic growth in Eastern Cape peaked in 2021 at 4.91%.

**Figure 10: Gross domestic product (GDP) - Eastern Cape Province and the rest of National Total, 2023 [Percentage]**



Source: South Africa Regional eXplorer v2473.

Data compiled on 22 Apr 2024.

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The Eastern Cape Province had a total GDP of R 532 billion and in terms of total contribution towards South Africa the Eastern Cape Province ranked fifth relative to all the regional economies to total South Africa GDP. Eastern Cape decreased in importance from ranking fourth in 2013 to fifth in 2023. In terms of its share, it was in 2023 (7.6%) slightly smaller compared to what it was in 2013 (8.0%). For the period 2013 to 2023, the average annual growth rate of 0.6% of Eastern Cape was the sixth relative to its peers in terms of growth in constant 2010 prices.

**Table 21: Gross domestic product (GDP) - Municipalities of Eastern Cape Province, 2013 to 2023, share and growth**

Municipalities	2023 (Current prices)	Share of province	2013 (Constant prices)	2023 (Constant prices)	Average Annual growth
Nelson Mandela Bay	188.4	35.41%	127.9	130.2	0.18%
Buffalo City	102.9	19.34%	68.6	71.2	0.38%
Sarah Baartman	53.5	10.06%	36.5	37.7	0.32%
Amathole	43.7	8.21%	27.6	30.0	0.83%
Chris Hani	42.6	8.02%	27.4	30.0	0.89%
Joe Gqabi	19.0	3.58%	12.6	13.3	0.54%
O.R. Tambo	62.4	11.72%	34.9	42.6	2.00%
Alfred Nzo	19.5	3.67%	12.5	13.3	0.57%
Eastern Cape	531.9		348.1	368.2	

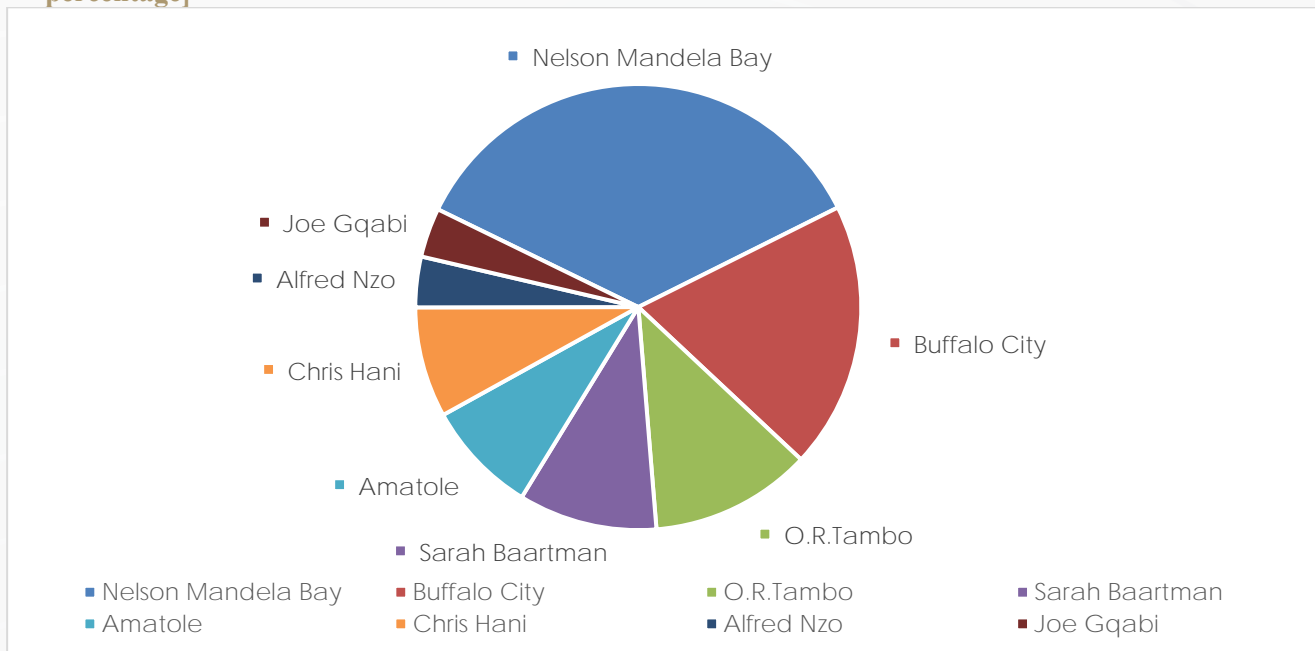
Source: South Africa Regional eXplorer v2473.

Data compiled on 22 Apr 2024.

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O.R. Tambo had the highest average annual economic growth, averaging 2.00% between 2013 and 2023, when compared to the rest of the regions within the Eastern Cape Province. The Chris Hani District Municipality had the second highest average annual growth rate of 0.89%. Nelson Mandela Bay Metropolitan Municipality had the lowest average annual growth rate of 0.18% between 2013 and 2023.

**Figure 11: GDP contribution - Municipalities of Eastern Cape Province, 2023 [Current prices, percentage]**



Source: South Africa Regional eXplorer v2473.

Data compiled on 22 Apr 2024.

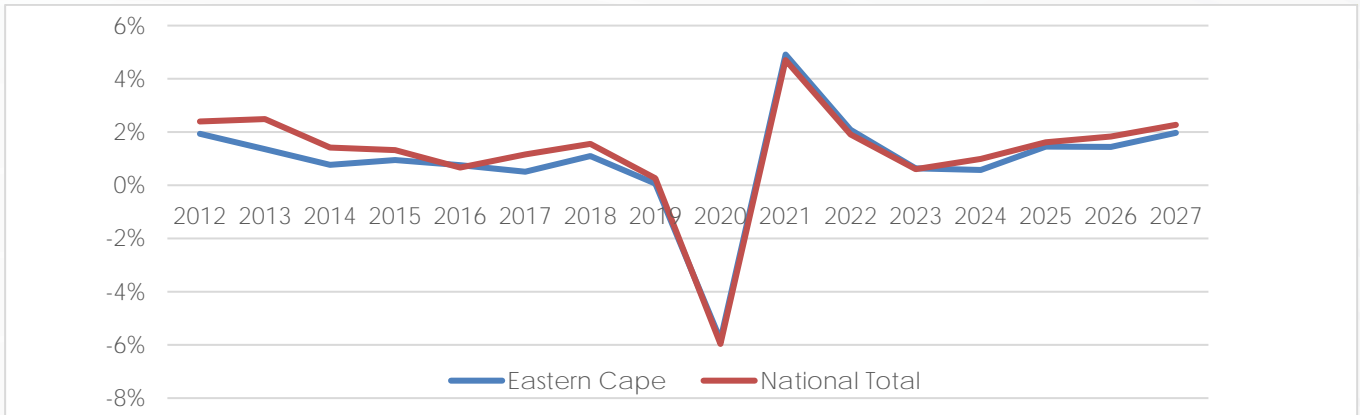
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The greatest contributor to the Eastern Cape Province economy is the Nelson Mandela Bay Metropolitan Municipality with a share of 35.41% or R 188 billion, increasing from R 114 billion in 2013. The economy with the lowest contribution is the Joe Gqabi District Municipality with R 19 billion growing from R 11.1 billion in 2013.

## 6.2.2. ECONOMIC GROWTH FORECAST

It is expected that Eastern Cape Province's GDP will grow at an average annual rate of 1.49% from 2023 to 2028. South Africa is forecasted to grow at an average annual growth rate of 1.80%, which is higher than that of the Eastern Cape Province.

**Figure 12: Gross domestic product (GDP) - Eastern Cape and National Total, 2013-2028 [Average annual growth rate, constant 2010 prices]**



Source: South Africa Regional eXplorer v2473.

Data compiled on 22 Apr 2024.

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In 2028, Eastern Cape's forecasted GDP will be an estimated R 396 billion (constant 2010 prices) or 7.8% of the total GDP of South Africa. The ranking in terms of size of the Eastern Cape Province will remain the same between 2023 and 2028, with a contribution to the South Africa GDP of 7.8% in 2028 compared to the 8.0% in 2023. At a 1.49% average annual GDP growth rate between 2023 and 2028, Eastern Cape ranked the eighth compared to the other regional economies.

**Table 22: Gross domestic product (GDP) - Municipalities of Eastern Cape Province, 2023 to 2028, share and growth**

Municipalities	2028 (Current prices)	Share of province	2023 (Constant prices)	2028 (Constant prices)	Average Annual growth
Nelson Mandela Bay	259.0	34.70%	130.2	139.3	1.35%
Buffalo City	143.4	19.22%	71.2	76.6	1.46%
Sarah Baartman	73.9	9.91%	37.7	39.6	0.99%
Amathole	62.2	8.33%	30.0	32.5	1.59%
Chris Hani	60.1	8.05%	30.0	31.8	1.22%
Joe Gqabi	26.6	3.56%	13.3	13.9	0.95%
O.R. Tambo	93.4	12.51%	42.6	48.6	2.70%
Alfred Nzo	27.8	3.72%	13.3	14.2	1.35%
Eastern Cape	746.3		368.2	396.5	

Source: South Africa Regional eXplorer v2473.

Data compiled on 22 Apr 2024.

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When looking at the regions within the Eastern Cape Province it is expected that from 2023 to 2028 the O.R. Tambo District Municipality will achieve the highest average annual growth rate of 2.70%. The region that is expected to achieve the second highest average annual growth rate is that of Amathole District Municipality, averaging 1.59% between 2023 and 2028. On the other hand the region that performed the poorest relative to the other regions within Eastern Cape Province was the Joe Gqabi District Municipality with an average annual growth rate of 0.95%.

### Gross value added by region (GVA-R)

The Eastern Cape Province's economy is made up of various industries. The GVA-R variable provides a sector breakdown, where each sector is measured in terms of its value added produced in the local economy.

- Gross value added (GVA) is a measure of output (total production) of a region in terms of the value that was created within that region. GVA can be broken down into various production sectors.

The summary table below puts the Gross Value Added (GVA) of all the regions in perspective to that of the Eastern Cape Province.

**Table 23: Gross value added (GVA) by broad economic sector - Eastern Cape Province, 2023 [R billions, current prices]**

Economic Sector	Eastern Cape	National Total	Eastern Cape as % of national
Agriculture	10.6	176.1	6.0%
Mining	1.3	440.8	0.3%
Manufacturing	71.9	900.6	8.0%
Electricity	10.3	216.2	4.7%
Construction	12.3	155.0	7.9%
Trade	81.8	877.4	9.3%
Transport	25.7	487.2	5.3%
Finance	85.1	1,462.0	5.8%
Community services	183.6	1,563.1	11.7%
Total Industries	482.6	6,278.4	7.7%

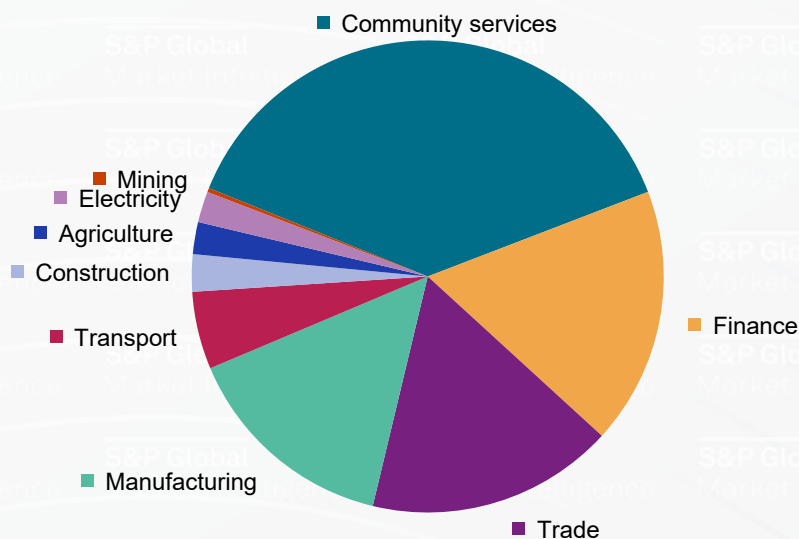
Source: South Africa Regional eXplorer v2473.

Data compiled on 22 Apr 2024.

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In 2023, the community services sector is the largest within Eastern Cape Province accounting for R 184 billion or 38.1% of the total GVA in the province's economy. The sector that contributes the second most to the GVA of the Eastern Cape Province is the finance sector at 17.6%, followed by the trade sector with 16.9%. The sector that contributes the least to the economy of Eastern Cape Province is the mining sector with a contribution of R 1.34 billion or 0.28% of the total GVA.

**Figure 13: Gross value added (GVA) by broad economic sector - Eastern Cape Province, 2023 [percentage composition]**



Source: South Africa Regional eXplorer v2473.

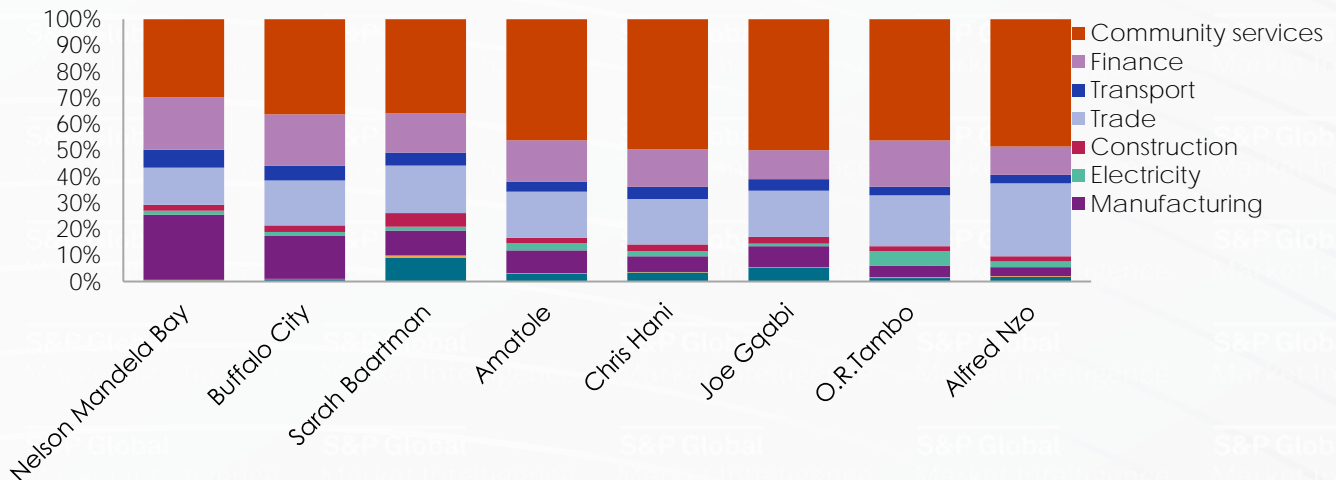
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The community sector, which includes the government services, is generally a large contributor towards GVA in smaller and more rural local municipalities. When looking at the regions within the province, the Nelson Mandela Bay Metropolitan Municipality made the largest contribution to the community services sector at 27.10% of the province. The Nelson Mandela Bay Metropolitan Municipality contributed R 167 billion or 34.62% to the GVA of the Eastern Cape Province, making it the largest contributor to the overall GVA of the Eastern Cape Province.

**Figure 14: Gross Value Added (GVA) by broad economic sector - Municipalities of Eastern Cape Province, 2023 [percentage composition]**



Source: South Africa Regional eXplorer v2473.

Data compiled on 22 Apr 2024.

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### Historical economic growth

For the period 2013 to 2023, the GVA in the finance sector had the highest average annual growth rate in Eastern Cape at 1.77%. The industry with the second highest average annual growth rate is the transport sector averaging at 1.49% per year. The mining sector had an average annual growth rate of -2.37%, while the construction sector had the lowest average annual growth of -3.24%. Overall, a positive growth existed for all the industries in 2023 with an annual growth rate of 2.09% since 2022.

**Table 24: Gross value added (GVA) by broad economic sector - Eastern Cape Province, 2013, 2018 and 2023 [R billions, 2010 constant prices]**

Economic Sector	2013	2018	2023	Average Annual growth
Agriculture	5.8	6.2	6.4	1.03%
Mining	0.7	0.7	0.6	-2.37%
Manufacturing	43.9	44.0	42.2	-0.38%
Electricity	5.5	5.0	4.5	-2.02%
Construction	12.2	11.6	8.8	-3.24%
Trade	52.9	53.4	51.2	-0.32%
Transport	18.8	20.7	21.8	1.49%
Finance	54.6	59.1	65.0	1.77%
Community services	119.2	126.2	132.6	1.07%
Total Industries	313.6	326.9	333.1	0.61%

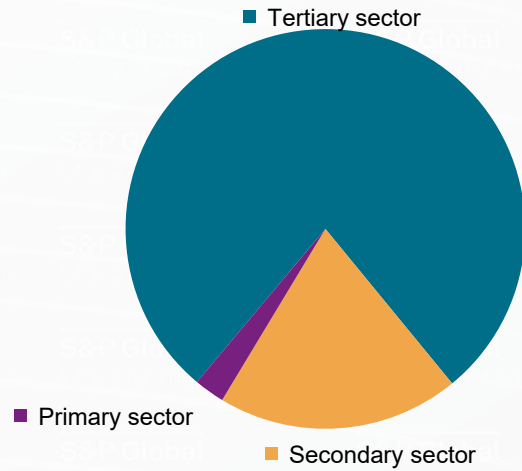
Source: South Africa Regional eXplorer v2473.

Data compiled on 22 Apr 2024.

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The tertiary sector contributes the most to the Gross Value Added within the Eastern Cape Province at 78.0%. This is slightly higher than the national economy (69.9%). The secondary sector contributed a total of 19.6% (ranking second), while the primary sector contributed the least at 2.5%.

**Figure 15: Gross value added (GVA) by aggregate economic sector - Eastern Cape Province, 2023 [percentage]**



Source: South Africa Regional eXplorer v2473.  
Data compiled on 22 Apr 2024.  
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### Sector growth forecast

The GVA forecasts are based on forecasted growth rates derived from two sources: historical growth rate estimates and national level industry forecasts. The projections are therefore partly based on the notion that regions that have performed well in the recent past are likely to continue performing well (and vice versa) and partly on the notion that those regions that have prominent sectors that are forecast to grow rapidly in the national economy (e.g. finance and telecommunications) are likely to perform well (and vice versa). As the target year moves further from the base year (2010), so the emphasis moves from historical growth rates to national-level industry growth rates.

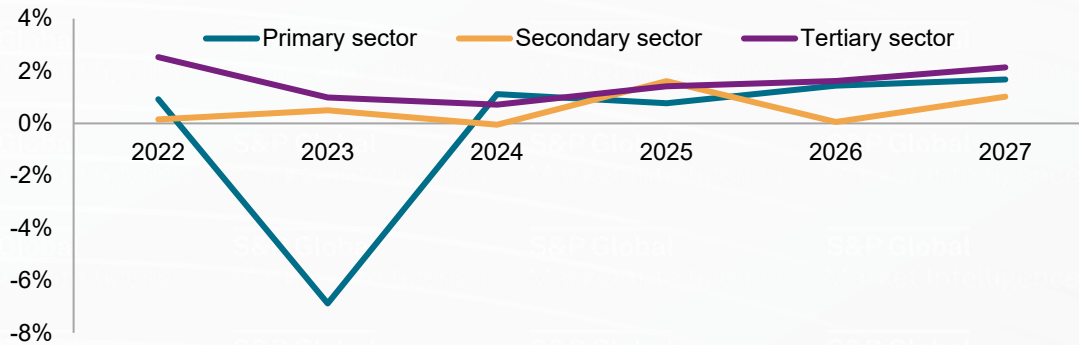
**Table 25: Gross value added (GVA) by broad economic sector - Eastern Cape Province, 2023-2028 [R billions, constant 2010 prices]**

Economic Sector	2023	2024	2025	2026	2027	2028	Average Annual growth
Agriculture	6.4	6.5	6.6	6.7	6.8	6.9	1.32%
Mining	0.6	0.6	0.6	0.6	0.6	0.6	0.81%
Manufacturing	42.2	41.9	42.6	42.3	42.5	42.6	0.18%
Electricity	4.5	4.4	4.5	4.6	4.7	4.8	1.31%
Construction	8.8	9.1	9.3	9.5	9.8	10.1	2.85%
Trade	51.2	51.2	52.3	52.4	53.0	53.5	0.86%
Transport	21.8	22.2	22.6	23.3	23.9	24.6	2.47%
Finance	65.0	66.2	67.7	69.7	71.8	74.1	2.64%
Community services	132.6	133.1	133.8	135.6	138.2	141.2	1.27%
Total Industries	333.1	335.1	339.9	344.5	351.2	358.3	1.47%

Source: South Africa Regional eXplorer v2473.  
Data compiled on 22 Apr 2024.  
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The construction sector is expected to grow fastest at an average of 2.85% annually from R 8.77 billion in Eastern Cape Province to R 10.1 billion in 2028. The community services sector is estimated to be the largest sector within the Eastern Cape Province in 2028, with a total share of 39.4% of the total GVA (as measured in current prices), growing at an average annual rate of 1.3%. The sector that is estimated to grow the slowest is the manufacturing sector with an average annual growth rate of 0.18%.

**Figure 16: Gross value added (GVA) by aggregate economic sector - Eastern Cape Province, 2023-2028 [Annual growth rate, constant 2010 prices]**



Source: South Africa Regional eXplorer v2473.  
Data compiled on 22 Apr 2024.  
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The Primary sector is expected to grow at an average annual rate of 1.28% between 2023 and 2028, with the Secondary sector growing at 0.71% on average annually. The Tertiary sector is expected to grow at an average annual rate of 1.63% for the same period.

### 6.3. LABOUR

The labour force of a country consists of everyone of working age (above a certain age and below retirement) that are participating as workers, i.e. people who are actively employed or seeking employment. This is also called the economically active population (EAP). People not included are students, retired people, stay-at-home parents, people in prisons or similar institutions, people employed in jobs or professions with unreported income, as well as discouraged workers who cannot find work.

**Table 26: Working age population in Eastern Cape and National Total, 2013 and 2023 [Number]**

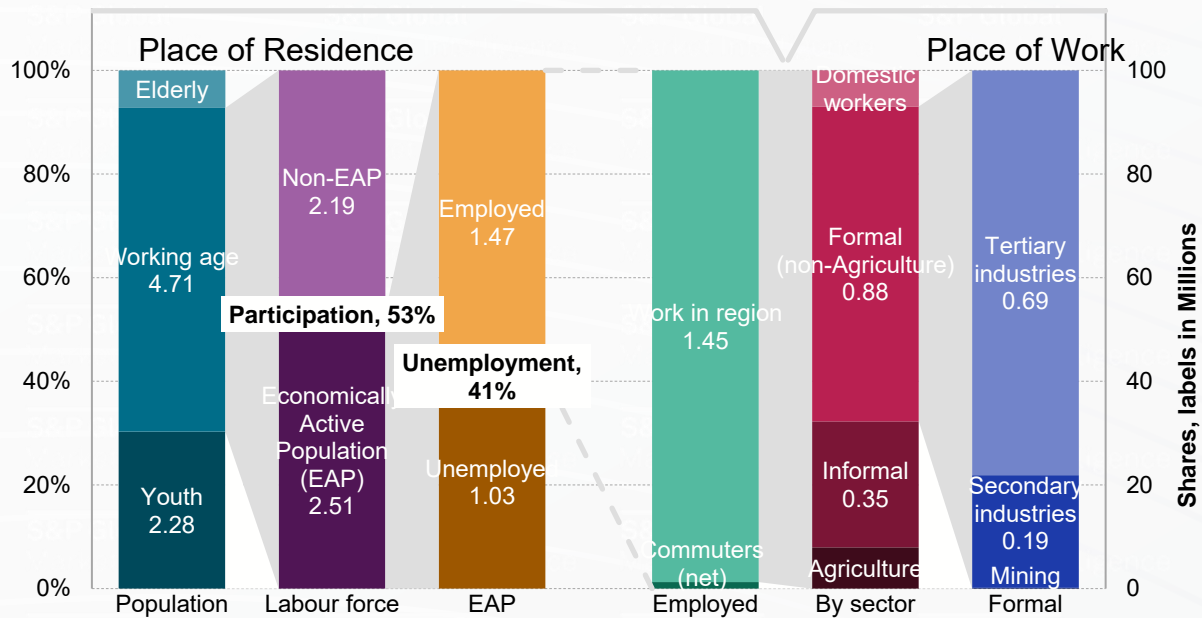
Age	Eastern Cape		National Total	
	2013	2023	2013	2023
15-19	702,000	718,000	4,870,000	5,300,000
20-24	769,000	596,000	5,390,000	4,590,000
25-29	655,000	635,000	5,370,000	5,060,000
30-34	471,000	701,000	4,400,000	5,590,000
35-39	325,000	602,000	3,550,000	5,380,000
40-44	277,000	435,000	3,030,000	4,260,000
45-49	264,000	299,000	2,630,000	3,330,000
50-54	267,000	254,000	2,290,000	2,800,000
55-59	240,000	240,000	1,910,000	2,380,000
60-64	198,000	236,000	1,530,000	2,020,000
Total	4,170,000	4,720,000	35,000,000	40,700,000

Source: South Africa Regional eXplorer v2473.  
Data compiled on 22 Apr 2024.  
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The working age population in Eastern Cape in 2023 was 4.72 million, increasing at an average annual rate of 1.24% since 2013. For the same period the working age population for South Africa increased at 1.53% annually.

The graph below combines all the facets of the labour force in the Eastern Cape Province into one compact view. The chart is divided into "place of residence" on the left, which is measured from the population side, and "place of work" on the right, which is measured from the business side.

Figure 17: Labour glimpse - Eastern Cape Province, 2023



Source: South Africa Regional eXplorer v2473.

Data compiled on 22 Apr 2024.

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Reading the chart from the left-most bar, breaking down the total population of the Eastern Cape Province (7.55 million) into working age and non-working age, the number of people that are of working age is about 4.72 million. As per definition, those that are of age 0 - 19 (youth) or age 65 and up (pensioners) are part of the non-working age population. Out of the working age group, 53.3% are participating in the labour force, meaning 2.52 million residents of the province forms currently part of the economically active population (EAP). Comparing this with the non-economically active population (NEAP) of the province: fulltime students at tertiary institutions, disabled people, and those choosing not to work, sum to 2.2 million people. Out of the economically active population, there are 1.04 million that are unemployed, or when expressed as a percentage, an unemployment rate of 41.3%. Up to here, all the statistics are measured at the place of residence.

On the far right we have the formal non-Agriculture jobs in Eastern Cape, broken down by the primary (mining), secondary and tertiary industries. The majority of the formal employment lies in the Tertiary industry, with 692 000 jobs. When including the informal, agricultural and domestic workers, we have a total number of 1.46 million jobs in the area. Formal jobs make up 60.8% of all jobs in the Eastern Cape Province. The difference between the employment measured at the place of work and the people employed living in the area can be explained by the net commuters that work outside of the province.

In theory, a higher or increasing population dividend is supposed to provide additional stimulus to economic growth. People of working age tend to uphold higher consumption patterns (Final Consumption Expenditure, FCE), and a more dense concentration of working age people is supposed to decrease dependency ratios - given that the additional labour which is offered to the market, is absorbed.

### Economically Active Population (EAP)

The economically active population (EAP) is a good indicator of how many of the total working age population are participating in the labour market of a region. If a person is economically active, he or she forms part of the labour force.

- The economically active population (EAP) is defined as the number of people (between the age of 15 and 65) who are able and willing to work, and who are actively looking for work. It includes both



employed and unemployed people. People, who recently have not taken any active steps to find employment, are not included in the measure. These people may (or may not) consider themselves unemployed. Regardless, they are counted as discouraged work seekers, and thus form part of the non-economically active population.

**Table 27: Economically active population (EAP) - Eastern Cape and National Total, 2013-2023**  
[number, percentage]

Year	Eastern Cape	National Total	Eastern Cape as % of national
2013	1,830,000	19,300,000	9.5%
2014	1,920,000	20,100,000	9.6%
2015	2,000,000	20,800,000	9.6%
2016	2,090,000	21,500,000	9.7%
2017	2,180,000	22,000,000	9.9%
2018	2,240,000	22,300,000	10.0%
2019	2,330,000	22,700,000	10.3%
2020	2,330,000	22,100,000	10.5%
2021	2,390,000	22,200,000	10.7%
2022	2,470,000	23,100,000	10.7%
2023	2,520,000	24,100,000	10.4%
Average Annual growth			
2013-2023	3.25%	2.26%	

Source: South Africa Regional eXplorer v2473.

Data compiled on 22 Apr 2024.

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Eastern Cape Province's EAP was 2.52 million in 2023, which is 33.33% of its total population of 7.55 million, and roughly 10.42% of the total EAP of South Africa. From 2013 to 2023, the average annual increase in the EAP in the Eastern Cape Province was 3.25%, which is 0.985 percentage points higher than the growth in the EAP of National Total's for the same period.

**Table 28: EAP as % of total population - Eastern Cape and the rest of National Total, 2013, 2018, 2023** [percentage]

Province	2013	2018	2023
Eastern Cape	26.8%	31.2%	33.3%
Western Cape	46.6%	47.1%	46.6%
Northern Cape	35.9%	35.6%	34.0%
Free State	37.8%	40.7%	40.1%
KwaZulu-Natal	29.3%	31.0%	32.6%
North-West	30.7%	32.9%	33.2%
Gauteng	48.0%	49.2%	47.5%
Mpumalanga	36.1%	39.3%	38.7%
Limpopo	23.6%	29.2%	32.7%

Source: South Africa Regional eXplorer v2473.

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In 2013, 26.8% of the total population in Eastern Cape Province were classified as economically active which increased to 33.3% in 2023. Compared to the other regions in South Africa, Gauteng Province had the highest EAP as a percentage of the total population within its own region relative to the other regions. On the other hand, KwaZulu-Natal Province had the lowest EAP with 32.6% people classified as economically active population in 2023.

### Labour force participation rate

The labour force participation rate (LFPR) is the Economically Active Population (EAP) expressed as a percentage of the total working age population. The following is the labour participation rate of the Eastern Cape and National Total as a whole.

**Table 29: The labour force participation rate - Eastern Cape and National Total, 2013-2023 [percentage]**

Year	Eastern Cape	National Total
2013	43.8%	55.2%
2014	45.6%	56.6%
2015	47.0%	57.7%
2016	48.5%	58.8%
2017	50.2%	59.5%
2018	50.9%	59.4%
2019	52.3%	59.4%
2020	51.5%	57.0%
2021	52.2%	56.5%
2022	53.1%	57.8%
2023	53.3%	59.3%

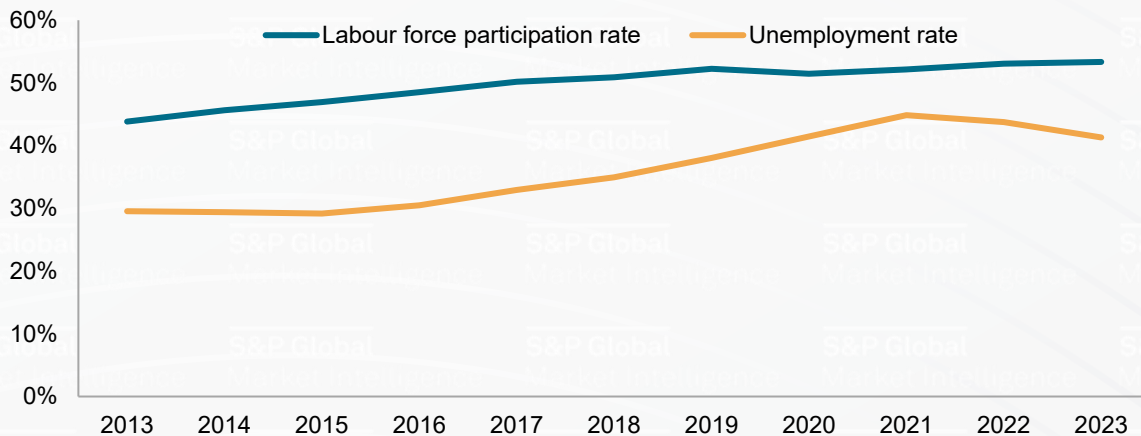
Source: South Africa Regional eXplorer v2473.

Data compiled on 22 Apr 2024.

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The Eastern Cape Province's labour force participation rate increased from 43.84% to 53.35% which is an increase of 9.5 percentage points. South Africa as a whole increased from 55.20% to 59.31% from 2013 to 2023. The Eastern Cape Province labour force participation rate exhibited a higher percentage point change compared to the South Africa from 2013 to 2023.

**Figure 18: The labour force participation and unemployment rates - Eastern Cape Province, 2013-2023 [percentage]**



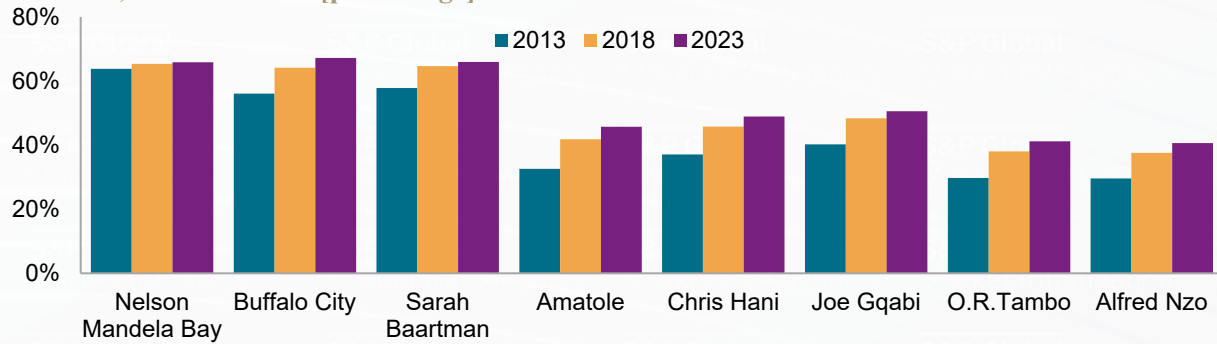
Source: South Africa Regional eXplorer v2473.

Data compiled on 22 Apr 2024.

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In 2023 the labour force participation rate for Eastern Cape was at 53.3% which is significantly higher when compared to the 43.8% in 2013. The unemployment rate is an efficient indicator that measures the success rate of the labour force relative to employment. In 2013, the unemployment rate for Eastern Cape was 29.6% and increased overtime to 41.3% in 2023. The gap between the labour force participation rate and the unemployment rate decreased which indicates a negative outlook for the employment within Eastern Cape Province.

**Figure 19: The labour force participation rate - Municipalities and the rest of Eastern Cape Province, 2018 and 2023 [percentage]**



Source: South Africa Regional eXplorer v2473.

Data compiled on 22 Apr 2024.

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Buffalo City Metropolitan Municipality had the highest labour force participation rate with 67.2% in 2023, increasing from 56.0% in 2013. Alfred Nzo District Municipality had the lowest labour force participation rate of 40.6% in 2023, this increased from 29.6% in 2013.

#### 6.4. TOTAL EMPLOYMENT

Employment data is a key element in the estimation of unemployment. In addition, trends in employment within different sectors and industries normally indicate significant structural changes in the economy. Employment data is also used in the calculation of productivity, earnings per worker, and other economic indicators.

- Total employment consists of two parts: employment in the formal sector, and employment in the informal sector.

**Table 30: Total employment - Eastern Cape and National Total, 2013-2023 [numbers]**

Year	Eastern Cape	National Total
2013	1,270,000	14,400,000
2014	1,340,000	15,000,000
2015	1,400,000	15,500,000
2016	1,430,000	15,800,000
2017	1,440,000	16,000,000
2018	1,440,000	16,200,000
2019	1,430,000	16,200,000
2020	1,350,000	15,400,000
2021	1,300,000	14,800,000
2022	1,370,000	15,300,000
2023	1,460,000	16,300,000
Average Annual growth		
2013-2023	1.36%	1.19%

Source: South Africa Regional eXplorer v2473.

Data compiled on 22 Apr 2024.

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In 2023, Eastern Cape employed 1.46 million people which is 8.96% of the total employment in South Africa (16.3 million). Employment within Eastern Cape increased annually at an average rate of 1.36% from 2013 to 2023.

Table 31: Total employment per broad economic sector - Eastern Cape and the rest of National Total, 2023 [Numbers]

Economic Sector	Eastern Cape	Western Cape	Northern Cape	Free State	KwaZulu-Natal	North-West	Gauteng	Mpumalanga	Limpopo	Total National Total
Agriculture	116,000	222,000	44,200	78,700	143,000	48,500	37,100	88,900	135,000	913,555
Mining	1,420	6,140	44,700	34,100	7,230	130,000	75,500	86,300	90,700	475,873
Manufacturing	141,000	327,000	13,400	52,600	320,000	38,700	524,000	88,000	64,400	1,569,517
Electricity	3,150	9,510	1,130	3,800	9,590	3,550	23,800	20,000	8,960	83,548
Construction	126,000	181,000	21,900	38,300	223,000	49,700	311,000	79,000	127,000	1,157,910
Trade	311,000	533,000	52,100	181,000	596,000	174,000	1,150,000	247,000	291,000	3,534,814
Transport	75,900	124,000	11,100	35,400	171,000	28,400	320,000	51,700	51,000	867,968
Finance	180,000	531,000	33,100	80,600	416,000	98,300	1,270,000	134,000	136,000	2,881,955
Community services	401,000	497,000	100,000	206,000	632,000	207,000	1,040,000	252,000	335,000	3,671,903
Households	101,000	142,000	25,000	68,100	212,000	59,500	324,000	85,900	87,600	1,104,987
Total	1,460,000	2,570,000	347,000	779,000	2,730,000	837,000	5,080,000	1,130,000	1,330,000	16,262,030

Source: South Africa Regional eXplorer v2473.

Data compiled on 22 Apr 2024.

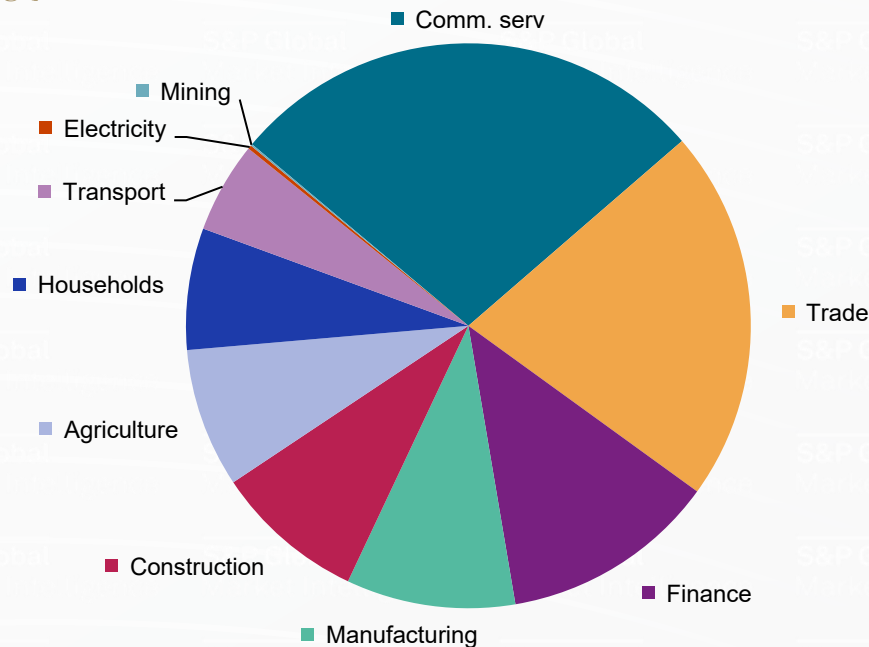
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Eastern Cape Province employs a total number of 1.46 million people within its province. The province that employs the highest number of people relative to the other regions within South Africa is Gauteng province with a total number of 5.08 million. The province that employs the lowest number of people relative to the other regions within South Africa is Northern Cape province with a total number of 347 000 employed people.

In Eastern Cape Province the economic sectors that recorded the largest number of employment in 2023 were the community services sector with a total of 401 000 employed people or 27.5% of total employment in the province. The trade sector, with a total of 311 000 (21.3%), employs the second highest number of people relative to the rest of the sectors. The mining sector, with 1 420 (0.1%), is the sector that employs the least number of people in Eastern Cape Province, followed by the electricity sector with 3 150 (0.2%) people employed.



**Figure 20: Total employment per broad economic sector - Eastern Cape Province, 2023 [percentage]**



Source: South Africa Regional eXplorer v2473.  
Data compiled on 22 Apr 2024.  
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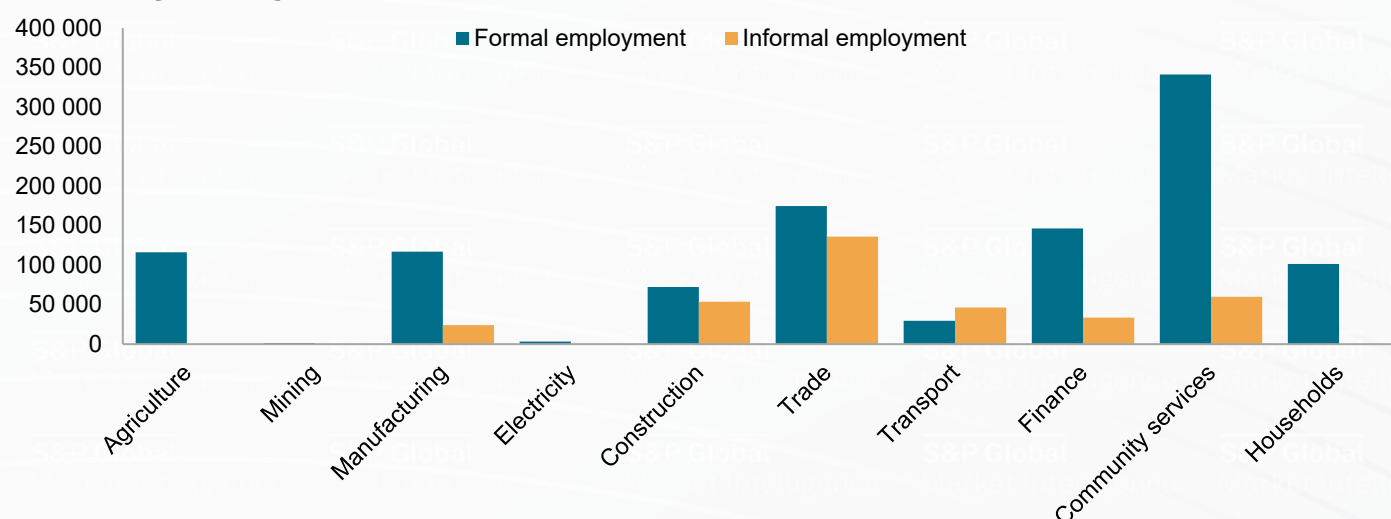
#### 6.4.1. FORMAL AND INFORMAL EMPLOYMENT

Total employment can be broken down into formal and informal sector employment. Formal sector employment is measured from the formal business side, and informal employment is measured from the household side where formal businesses have not been established.

Formal employment is much more stable than informal employment. Informal employment is much harder to measure and manage, simply because it cannot be tracked through the formal business side of the economy. Informal employment is however a reality in South Africa and cannot be ignored.

The number of formally employed people in Eastern Cape Province counted 1.1 million in 2023, which is about 75.72% of total employment, while the number of people employed in the informal sector counted 354 000 or 24.28% of the total employment. Informal employment in Eastern Cape increased from 279 000 in 2013 to an estimated 354 000 in 2023.

**Figure 21: Formal and informal employment by broad economic sector - Eastern Cape Province, 2023 [numbers]**



Source: South Africa Regional eXplorer v2473.

Data compiled on 22 Apr 2024.

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Some of the economic sectors have little or no informal employment:

Mining industry, due to well-regulated mining safety policies, and the strict registration of a mine, has little or no informal employment. The Electricity sector is also well regulated, making it difficult to get information on informal employment. Domestic Workers and employment in the agriculture sector is typically counted under a separate heading.

In 2023 the Trade sector recorded the highest number of informally employed, with a total of 136 000 employees or 38.46% of the total informal employment. This can be expected as the barriers to enter the Trade sector in terms of capital and skills required is less than with most of the other sectors. The Manufacturing sector has the lowest informal employment with 24 100 and only contributes 6.80% to total informal employment.

**Table 32: Formal and informal employment by broad economic sector - Eastern Cape Province, 2023 [numbers]**

Economic sector	Formal employment	Informal employment
Agriculture	116,000	N/A
Mining	1,420	N/A
Manufacturing	117,000	24,100
Electricity	3,150	N/A
Construction	72,400	53,600
Trade	175,000	136,000
Transport	29,500	46,400
Finance	146,000	33,700
Community services	341,000	60,000
Households	101,000	N/A

Source: South Africa Regional eXplorer v2473.

Data compiled on 22 Apr 2024.

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The informal sector is vital for the areas with very high unemployment and very low labour participation rates. Unemployed people see participating in the informal sector as a survival strategy. The most desirable situation would be to get a stable formal job. But because the formal economy is not growing fast enough to generate adequate jobs, the informal sector is used as a survival mechanism.

## Unemployment

The unemployed include all persons between 15 and 65 who are currently not working, but who are actively looking for work. It therefore excludes people who are not actively seeking work (referred to as discouraged work seekers).

The choice of definition for what constitutes being unemployed has a large impact on the final estimates for all measured labour force variables. The following definition was adopted by the Thirteenth International Conference of Labour Statisticians (Geneva, 1982): The "unemployed" comprise all persons above a specified age who during the reference period were:

"Without work", i.e. not in paid employment or self-employment;

- "Currently available for work", i.e. were available for paid employment or self-employment during the reference period; and
- "Seeking work", i.e. had taken specific steps in a specified reference period to seek paid employment or self-employment. The specific steps may include registration at a public or private employment exchange; application to employers; checking at worksites, farms, factory gates, market or other assembly places; placing or answering newspaper advertisements; seeking assistance of friends or relatives; looking for land.

**Table 33: Unemployment (official definition) - Eastern Cape and National Total, 2013-2023**  
[Number percentage]

Year	Eastern Cape	National Total	Eastern Cape as % of national
2013	540,000	4,850,000	11.1%
2014	565,000	5,060,000	11.2%
2015	583,000	5,300,000	11.0%
2016	636,000	5,670,000	11.2%
2017	718,000	5,990,000	12.0%
2018	782,000	6,100,000	12.8%
2019	885,000	6,450,000	13.7%
2020	964,000	6,710,000	14.4%
2021	1,070,000	7,470,000	14.4%
2022	1,080,000	7,810,000	13.8%
2023	1,040,000	7,880,000	13.2%
Average Annual growth			
2013-2023	6.77%	4.96%	

Source: South Africa Regional eXplorer v2473.

Data compiled on 22 Apr 2024.

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In 2023, there were a total number of 1.04 million unemployed people in Eastern Cape, which is an increase of 499 000 from 540 000 in 2013. The total number of unemployed people within Eastern Cape constitutes 13.19% of the total number of unemployed people in South Africa. The Eastern Cape Province experienced an average annual increase of 6.77% in the number of unemployed people, which is worse than that of the South Africa which had an average annual increase in unemployment of 4.96%.

**Table 34: Unemployment rate (official definition) - Eastern Cape and National Total, 2013-2023 [Percentage]**

Year	Eastern Cape	National Total
2013	29.6%	25.2%
2014	29.4%	25.2%
2015	29.2%	25.5%
2016	30.5%	26.4%
2017	32.9%	27.2%
2018	35.0%	27.4%
2019	38.0%	28.4%
2020	41.5%	30.3%
2021	44.9%	33.6%
2022	43.8%	33.7%
2023	41.3%	32.6%

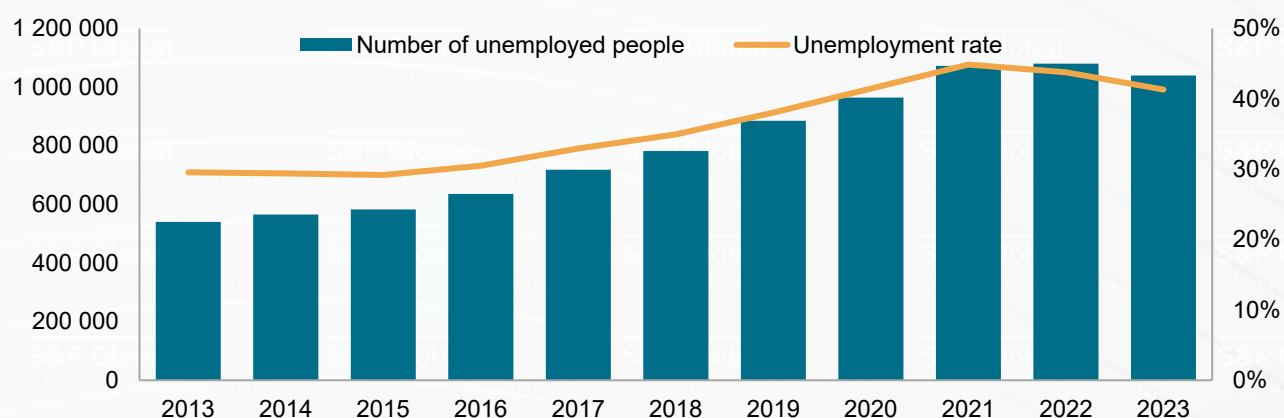
Source: South Africa Regional eXplorer v2473.

Data compiled on 22 Apr 2024.

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In 2023, the unemployment rate in Eastern Cape Province (based on the official definition of unemployment) was 41.32%, which is an increase of 11.8 percentage points. The unemployment rate in Eastern Cape Province is higher than that of National Total. The unemployment rate for South Africa was 32.64% in 2023, which is a decrease of -7.49 percentage points from 25.15% in 2013.

**Figure 22: Unemployment and unemployment rate (official definition) - Eastern Cape Province, 2013-2023 [number percentage]**



Source: South Africa Regional eXplorer v2473.

Data compiled on 22 Apr 2024.

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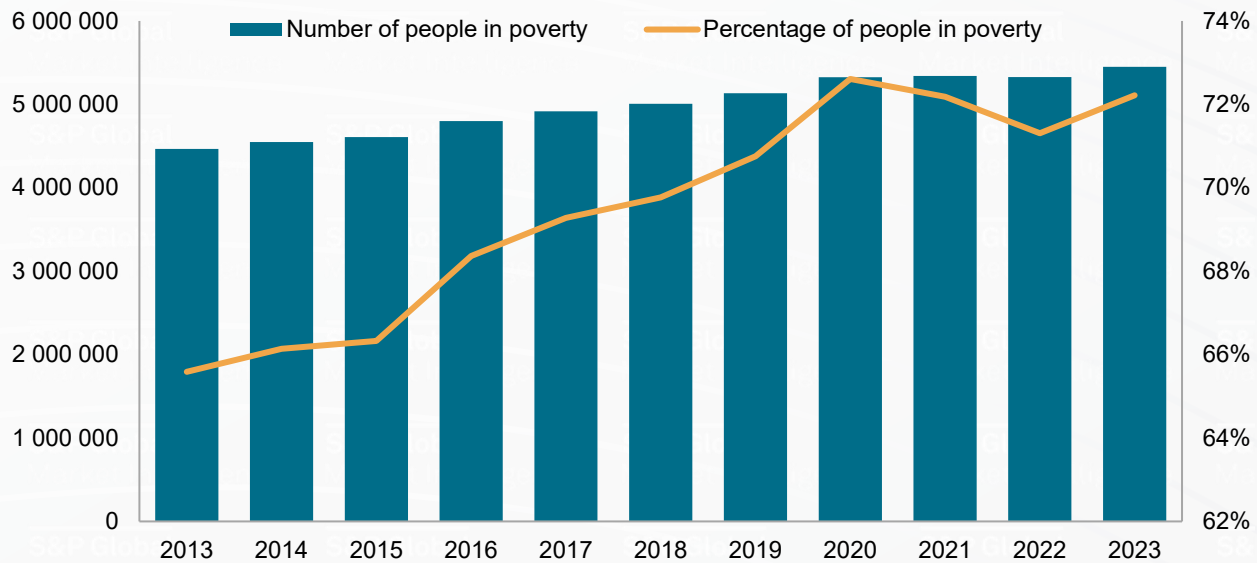
When comparing unemployment rates among regions within Eastern Cape Province, Alfred Nzo District Municipality has indicated the highest unemployment rate of 50.5%, which has increased from 34.0% in 2013. The Sarah Baartman District Municipality had the lowest unemployment rate of 30.1% in 2023, which increased from 18.8% in 2013.



## 6.5. POVERTY

The upper poverty line is defined by StatsSA as the level of consumption at which individuals can purchase both sufficient food and non-food items without sacrificing one for the other. This variable measures the number of individuals living below level of consumption for the given area and is balanced directly to the official upper poverty rate as measured by StatsSA.

**Figure 23: Number and percentage of people living in poverty - Eastern Cape Province, 2013-2023**  
[Number percentage]



Source: South Africa Regional eXplorer v2473.

Data compiled on 22 Apr 2024.

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In 2023, there were 5.45 million people living in poverty, using the upper poverty line definition, across Eastern Cape Province - this is 22.04% higher than the 4.47 million in 2013. The percentage of people living in poverty has increased from 65.59% in 2013 to 72.22% in 2023, which indicates an increase of - 6.63 percentage points.

**Table 35: Percentage of people living in poverty by population group - Eastern Cape, 2013-2023**  
[Percentage]

Year	African	White	Coloured	Asian
2013	71.4%	0.8%	45.8%	7.7%
2014	71.9%	0.9%	46.9%	7.5%
2015	72.0%	1.0%	47.3%	7.3%
2016	74.1%	1.3%	48.8%	9.3%
2017	75.1%	1.4%	49.5%	10.9%
2018	75.6%	1.6%	49.2%	13.4%
2019	76.6%	2.1%	49.4%	16.5%
2020	78.4%	2.8%	51.5%	22.0%
2021	78.1%	2.9%	49.3%	22.9%
2022	77.2%	2.8%	47.5%	23.1%
2023	78.3%	0.0%	48.6%	23.8%

Source: South Africa Regional eXplorer v2473.

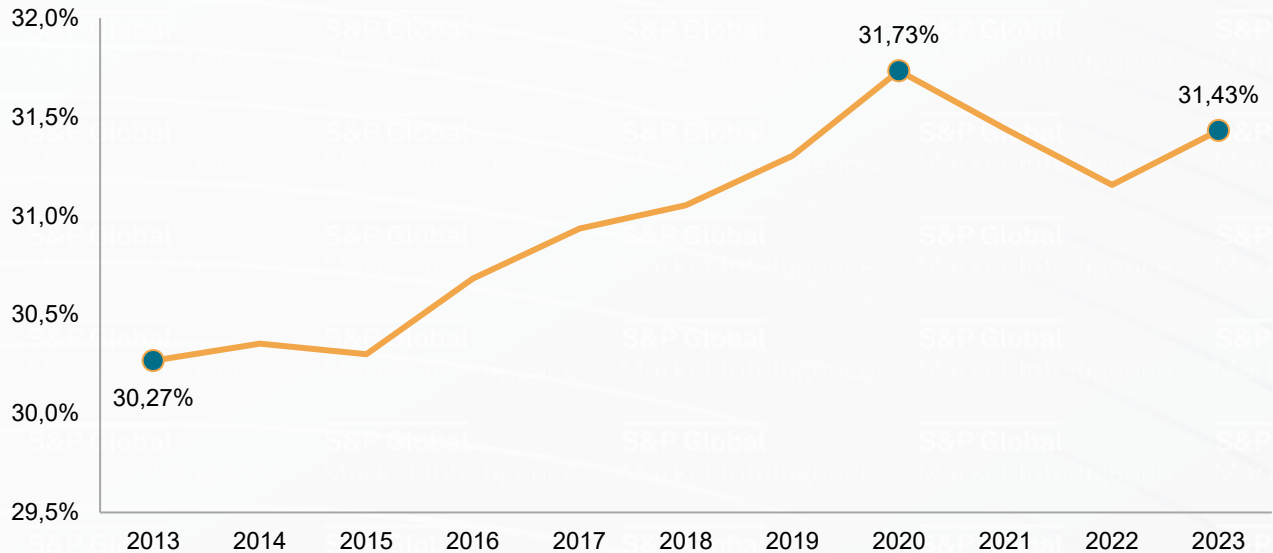
Data compiled on 22 Apr 2024.

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In 2023, the population group with the highest percentage of people living in poverty was the African population group with a total of 78.3% people living in poverty, using the upper poverty line definition. The proportion of the Coloured population group, living in poverty, decreased by -16.1 percentage points,

as can be seen by the change from 45.78% in 2013 to 48.56% in 2023. In 2023 23.80% of the Asian population group lived in poverty, as compared to the 7.68% in 2013. The African and the White population group saw a decrease in the percentage of people living in poverty, with a decrease of -6.88 and -2.79 percentage points respectively.

**Figure 24: Poverty gap rate by population group - Eastern Cape Province, 2013-2023 [Percentage]**



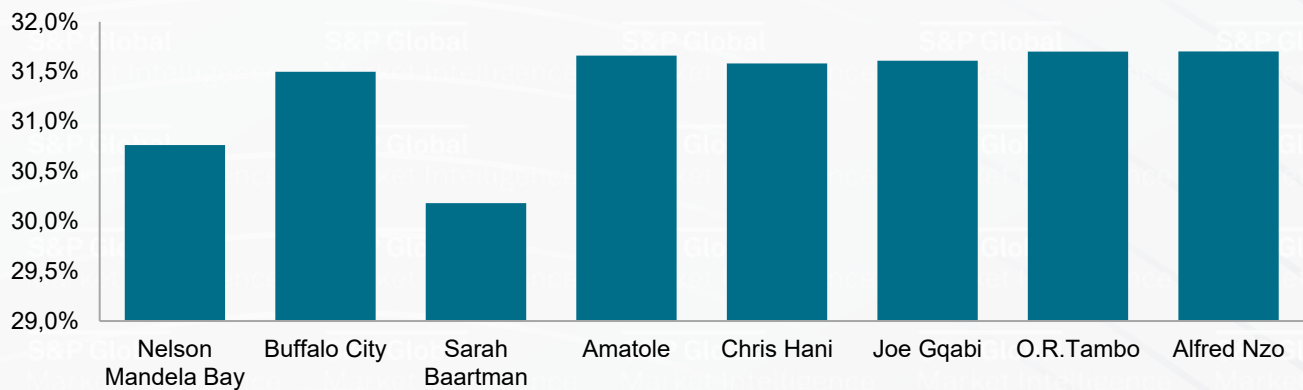
Source: South Africa Regional eXplorer v2473.

Data compiled on 22 Apr 2024.

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In 2023, the poverty gap rate was 31.4% and in 2013 the poverty gap rate was 30.3%, it can be seen that the poverty gap rate increased from 2013 to 2023, which means that there were no improvements in terms of the depth of the poverty within Eastern Cape Province.

**Figure 25: Poverty gap rate - Municipalities and the rest of Eastern Cape Province, 2023 [Percentage]**



Source: South Africa Regional eXplorer v2473.

Data compiled on 22 Apr 2024.

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In terms of the poverty gap rate for each of the regions within the Eastern Cape Province, Alfred Nzo District Municipality had the highest poverty gap rate, with a rate of 31.7%. The lowest poverty gap rate can be observed in the Sarah Baartman District Municipality with a total of 30.2%.

## 6.6. HOUSEHOLD INFRASTRUCTURE

Drawing on the household infrastructure data of a region is of essential value in economic planning and social development. Assessing household infrastructure involves the measurement of four indicators:

- Access to dwelling units
- Access to proper sanitation
- Access to running water
- Access to refuse removal
- Access to electricity

A household is considered "serviced" if it has access to all four of these basic services. If not, the household is part of the backlog. The way access to a given service is defined (and how to accurately measure that specific Definition over time) gives rise to some distinct problems. S&P Global has therefore developed a unique model to capture the number of households and their level of access to the four basic services.

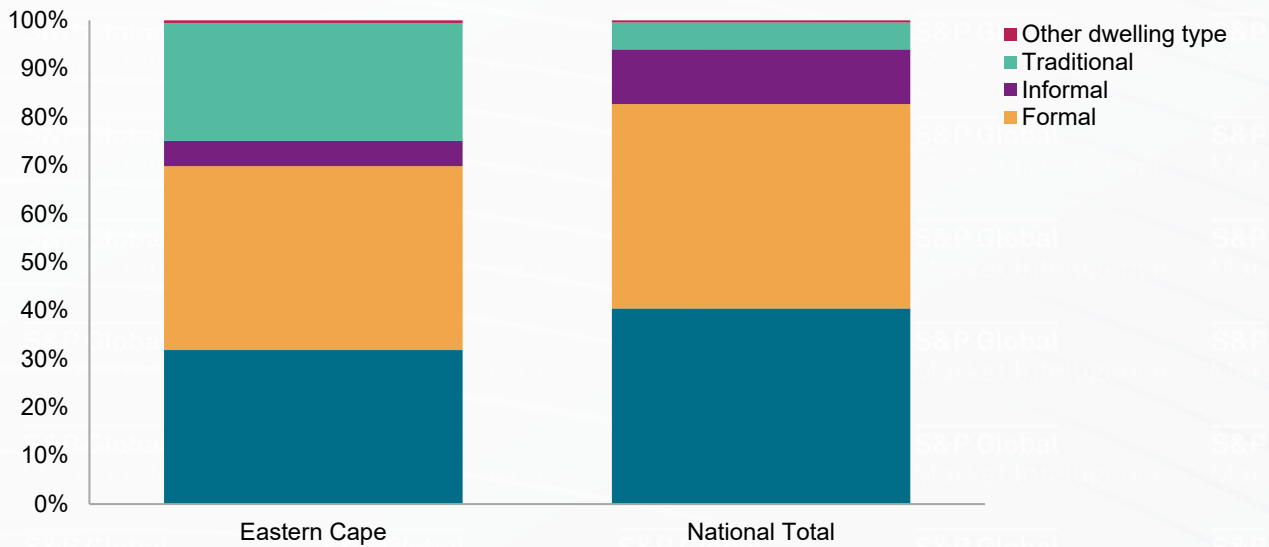
A household is defined as a group of persons who live together and provide themselves jointly with food and/or other essentials for living, or a single person who lives alone.

The next few sections offer an overview of the household infrastructure of the Eastern Cape Province between 2022 and 2012.

### 6.6.1. HOUSEHOLDS BY DWELLING TYPE

Using the StatsSA definition of a household and a dwelling unit, households can be categorised according to type of dwelling. The categories are:

- **Very formal dwellings** - structures built according to approved plans, e.g. houses on a separate stand, flats or apartments, townhouses, rooms in backyards that also have running water and flush toilets within the dwelling.
- **Formal dwellings** - structures built according to approved plans, i.e. house on a separate stand, flat or apartment, townhouse, room in backyard, rooms or flatlet elsewhere etc, but without running water or without a flush toilet within the dwelling.
- **Informal dwellings** - shacks or shanties in informal settlements, serviced stands, or proclaimed townships, as well as shacks in the backyards of other dwelling types.
- **Traditional dwellings** - structures made of clay, mud, reeds, or other locally available material.
- **Other dwelling units** - tents, ships, caravans, etc.

**Figure 26: Households by dwelling unit type - Eastern Cape and National Total, 2022 [Percentage]**

Source: South Africa Regional eXplorer v2473.  
 Data compiled on 22 Apr 2024.  
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Eastern Cape Province had a total number of 629 000 (31.84% of total households) very formal dwelling units, a total of 752 000 (38.02% of total households) formal dwelling units and a total number of 103 000 (5.20% of total households) informal dwelling units.

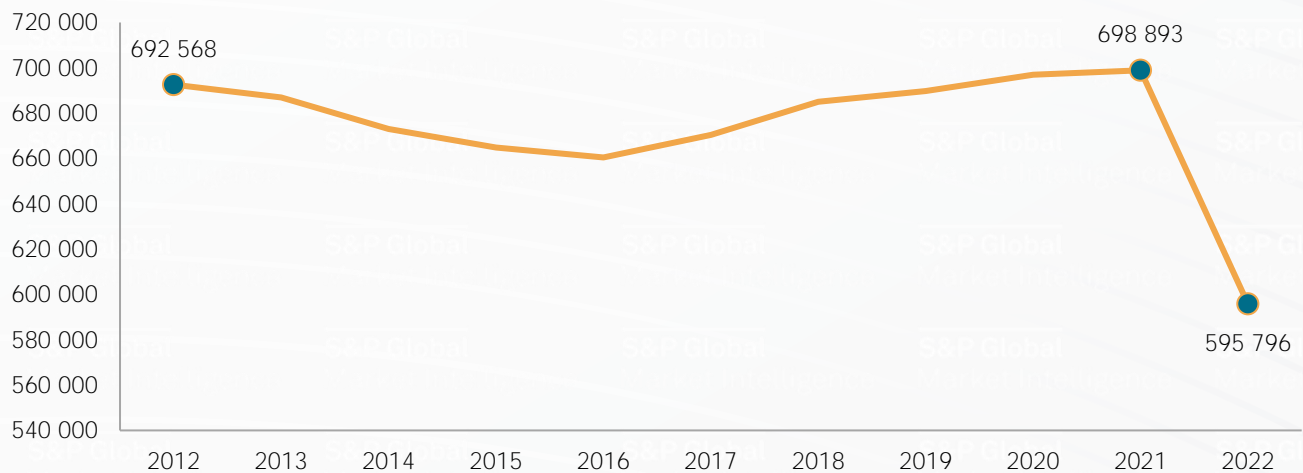
**Table 36: Households by dwelling unit type - Nelson Mandela Bay, Buffalo City, Sarah Baartman, Amathole, Chris Hani, Joe Gqabi, O.R. Tambo and Alfred Nzo Municipalities, 2022 [Number]**

Municipalities	Very Formal	Formal	Informal	Traditional	Other dwelling type	Total
Nelson Mandela Bay	299,614	67,076	5,885	12,619	949	386,143
Buffalo City	141,099	73,124	8,806	44,784	1,318	269,130
Sarah Baartman	72,740	74,313	2,742	8,374	1,083	159,252
Amathole	23,095	116,562	15,952	85,095	772	241,476
Chris Hani	47,759	106,879	14,234	71,624	1,579	242,075
Joe Gqabi	18,582	59,755	4,838	32,844	312	116,330
O.R. Tambo	20,765	160,015	31,555	147,117	1,730	361,182
Alfred Nzo	5,703	93,743	18,871	79,863	2,854	201,034
Total Eastern Cape	629,358	751,467	102,882	482,319	10,595	1,976,622

Source: South Africa Regional eXplorer v2473.  
 Data compiled on 22 Apr 2024.  
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The region within the Eastern Cape Province with the highest number of very formal dwelling units is the Nelson Mandela Bay Metropolitan Municipality with 300 000 or a share of 47.61% of the total very formal dwelling units within Eastern Cape Province. The region with the lowest number of very formal dwelling units is the Alfred Nzo District Municipality with a total of 5 700 or a share of 0.91% of the total very formal dwelling units within Eastern Cape Province.

**Figure 27: Formal dwelling backlog - number of households not living in a formal dwelling - Eastern Cape Province, 2012-2022 [Number of Households]**



Source: South Africa Regional eXplorer v2473.

Data compiled on 22 Apr 2024.

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When looking at the formal dwelling unit backlog (number of households not living in a formal dwelling) over time, in 2012 the number of households not living in a formal dwelling were 693 000 within Eastern Cape Province. From 2012 this number decreased annually at -1.49% to 596 000 in 2022.

### Households by type of sanitation

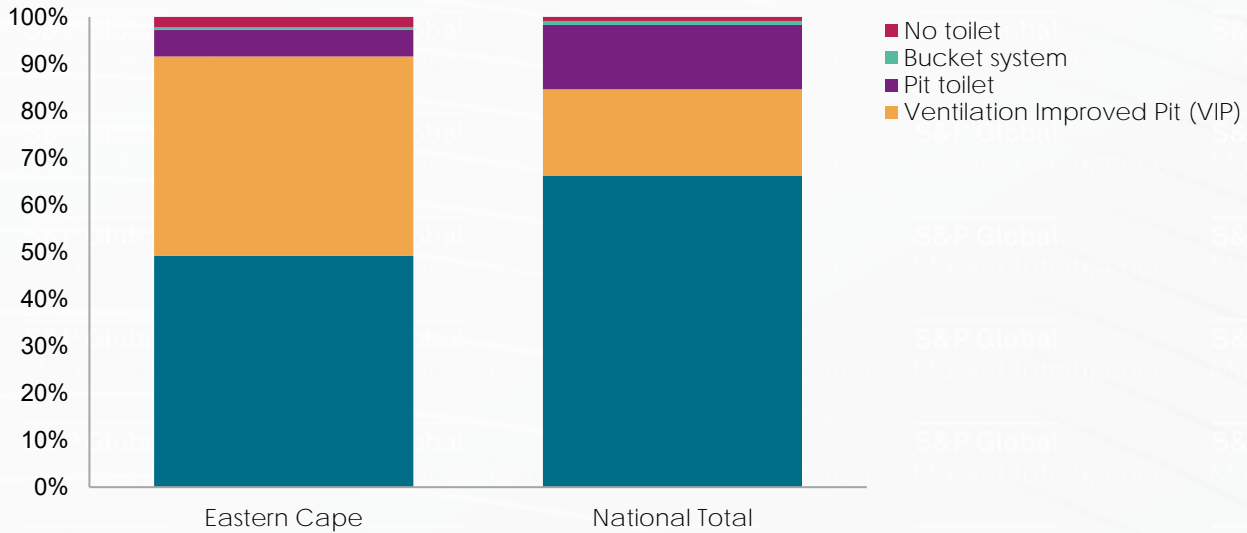
Sanitation can be divided into specific types of sanitation to which a household has access. We use the following categories:

- **No toilet** - No access to any of the toilet systems explained below.
- **Bucket system** - A top structure with a seat over a bucket. The bucket is periodically removed and the contents disposed of. (Note: this system is widely used but poses health risks to the collectors. Most authorities are actively attempting to discontinue the use of these buckets in their local regions).
- **Pit toilet** - A top structure over a pit.
- **Ventilation improved pit** - A pit toilet but with a fly screen and vented by a pipe. Depending on soil conditions, the pit may be lined.
- **Flush toilet** - Waste is flushed into an enclosed tank, thus preventing the waste to flow into the surrounding environment. The tanks need to be emptied or the contents pumped elsewhere.



**Figure 28: Households by type of sanitation - Eastern Cape and National Total, 2022 [Percentage]**

Source: South Africa Regional eXplorer v2473.



Data compiled on 22 Apr 2024.

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Eastern Cape Province had a total number of 973 000 flush toilets (49.24% of total households), 837 000 Ventilation Improved Pit (VIP) (42.36% of total households) and 112 000 (5.68%) of total households pit toilets.

**Table 37: Households by type of sanitation - Nelson Mandela Bay, Buffalo City, Sarah Baartman, Amathole, Chris Hani, Joe Gqabi, O.R. Tambo and Alfred Nzo Municipalities, 2022 [Number]**

Municipality	Flush toilet	Ventilation Improved Pit (VIP)	Pit toilet	Bucket system	No toilet	Total
Nelson Mandela Bay	374,256	1,811	2,265	5,380	2,429	386,143
Buffalo City	185,568	65,671	12,133	888	4,869	269,130
Sarah Baartman	140,543	9,415	5,371	1,793	2,130	159,252
Amathole	53,837	149,258	28,235	510	9,636	241,476
Chris Hani	92,528	122,253	15,997	466	10,831	242,075
Joe Gqabi	45,788	58,436	8,983	367	2,757	116,330
O.R.Tambo	64,202	264,612	24,088	562	7,718	361,182
Alfred Nzo	16,546	165,895	15,165	128	3,300	201,034
Total Eastern Cape	973,269	837,352	112,237	10,095	43,669	1,976,622

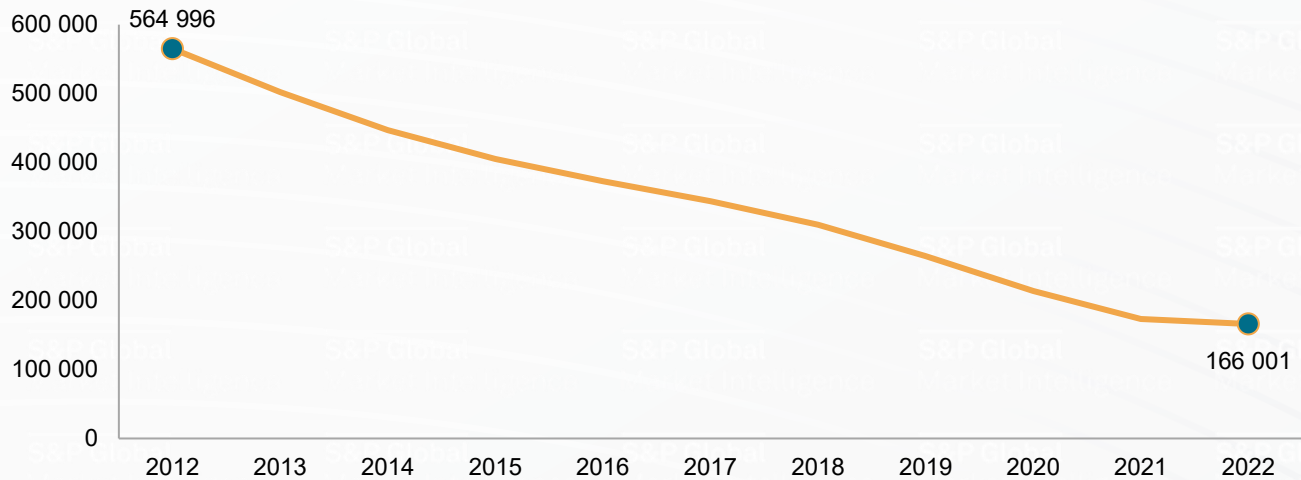
Source: South Africa Regional eXplorer v2473.

Data compiled on 22 Apr 2024.

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The region within Eastern Cape with the highest number of flush toilets is Nelson Mandela Bay Metropolitan Municipality with 374 000 or a share of 38.45% of the flush toilets within Eastern Cape. The region with the lowest number of flush toilets is Alfred Nzo District Municipality with a total of 16 600 or a share of 1.70% of the total flush toilets within Eastern Cape Province.

**Figure 29: Sanitation backlog - Eastern Cape Province, 2012-2022 [Number of households without hygienic toilets]**



Source: South Africa Regional eXplorer v2473.

Data compiled on 22 Apr 2024.

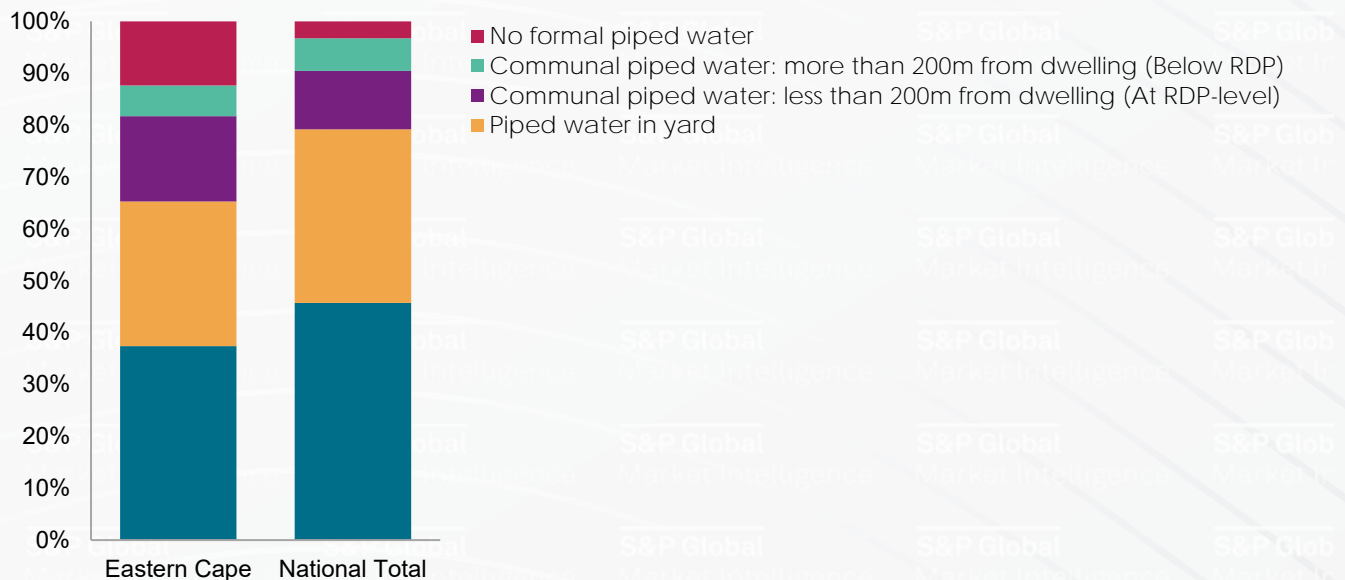
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When looking at the sanitation backlog (number of households without hygienic toilets) over time, in 2012 the number of Households without any hygienic toilets in Eastern Cape Province was 565 000, this decreased annually at a rate of -11.53% to 166 000 in 2022.

## 6.7. HOUSEHOLDS BY ACCESS TO WATER

A household is categorised according to its main access to water, as follows: Regional/local water scheme, Borehole and spring, Water tank, Dam/pool/stagnant water, River/stream and other main access to water methods. No formal piped water includes households that obtain water via water carriers and tankers, rain water, boreholes, dams, rivers and springs.

**Figure 30: Households by type of water access - Eastern Cape and National Total, 2022 [Percentage]**



Source: South Africa Regional eXplorer v2473.

Data compiled on 22 Apr 2024.

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Eastern Cape Province had a total number of 739 000 (or 37.39%) households with piped water inside the dwelling, a total of 551 000 (27.89%) households had piped water inside the yard and a total number of 244 000 (12.36%) households had no formal piped water.

**Table 38: Households by type of water access - Eastern Cape Province, 2022 [Number]**

Municipalities	Piped water inside dwelling	Piped water in yard	Communal piped water: less than 200m from dwelling (At RDP-level)	Communal piped water: more than 200m from dwelling (Below RDP)	No formal piped water	Total
Nelson Mandela Bay	280,378	85,037	15,132	4,749	847	386,143
Buffalo City	139,700	68,410	44,799	14,109	2,113	269,130
Sarah Baartman	70,168	78,120	7,620	2,046	1,298	159,252
Amathole	65,055	52,163	72,786	23,848	27,623	241,476
Chris Hani	58,426	78,583	63,386	22,740	18,940	242,075
Joe Gqabi	27,764	50,030	18,403	7,643	12,489	116,330
O.R.Tambo	73,636	90,321	59,480	22,556	115,189	361,182
Alfred Nzo	23,911	48,626	43,727	19,055	65,715	201,034
Total Eastern Cape	739,037	551,290	325,334	116,746	244,215	1,976,622

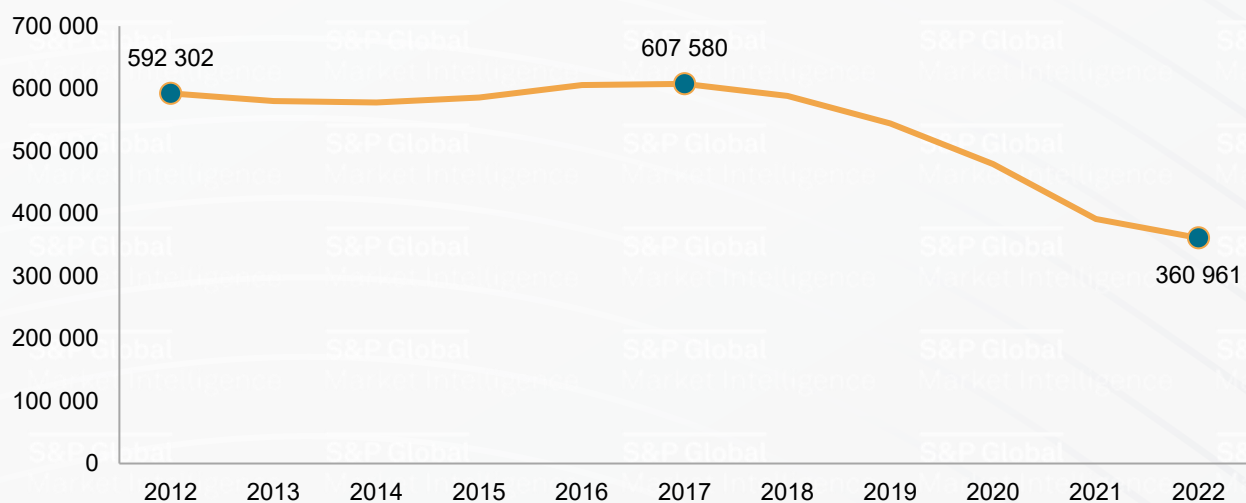
Source: South Africa Regional eXplorer v2473.

Data compiled on 22 Apr 2024.

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The regions within Eastern Cape Province with the highest number of households with piped water inside the dwelling is Nelson Mandela Bay Metropolitan Municipality with 280 000 or a share of 37.94% of the households with piped water inside the dwelling within Eastern Cape Province. The region with the lowest number of households with piped water inside the dwelling is Alfred Nzo District Municipality with a total of 23 900 or a share of 3.24% of the total households with piped water inside the dwelling within Eastern Cape Province.

**Figure 31: Water backlog - Eastern Cape Province, 2012-2022 [Number of households below RDP-level]**



Source: South Africa Regional eXplorer v2473.

Data compiled on 22 Apr 2024.

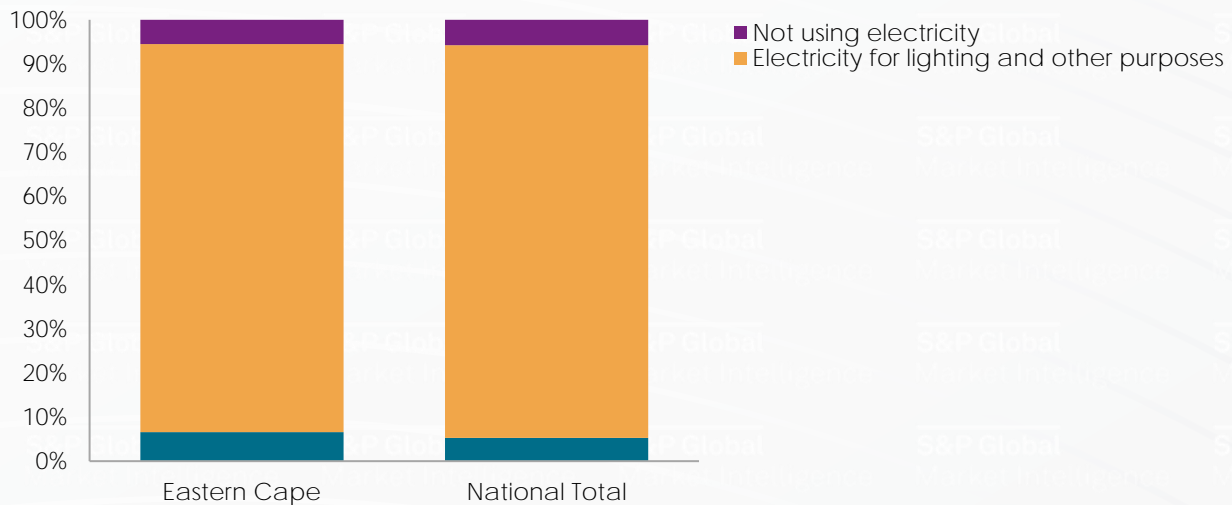
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When looking at the water backlog (number of households below RDP-level) over time, in 2012 the number of households below the RDP-level were 592 000 within Eastern Cape Province, this decreased annually at -4.83% per annum to 361 000 in 2022.

## 6.8. HOUSEHOLDS BY TYPE OF ELECTRICITY

Households are distributed into 3 electricity usage categories: Households using electricity for cooking, Households using electricity for heating, households using electricity for lighting. Household using solar power are included as part of households with an electrical connection. This time series categorises households in a region according to their access to electricity (electrical connection).

**Figure 32: Households by type of electrical connection - Eastern Cape and National Total, 2022**  
[Percentage]



Source: South Africa Regional eExplorer v2473.

Data compiled on 22 Apr 2024.

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Eastern Cape Province had a total number of 130 000 (6.59%) households with electricity for lighting only, a total of 1.74 million (87.90%) households had electricity for lighting and other purposes and a total number of 109 000 (5.51%) households did not use electricity.

**Table 39: Households by type of electrical connection - Nelson Mandela Bay, Buffalo City, Sarah Baartman, Amathole, Chris Hani, Joe Gqabi, O.R.Tambo and Alfred Nzo Municipalities, 2022**  
[Number]

Municipalities	Electricity for lighting only	Electricity for lighting and other purposes	Not using electricity	Total
Nelson Mandela Bay	3,513	375,252	7,378	386,143
Buffalo City	5,016	250,993	13,122	269,130
Sarah Baartman	2,285	152,588	4,379	159,252
Amathole	13,197	212,252	16,027	241,476
Chris Hani	11,288	222,082	8,705	242,075
Joe Gqabi	7,808	101,629	6,893	116,330
O.R.Tambo	42,630	298,937	19,615	361,182
Alfred Nzo	44,478	123,801	32,755	201,034
Total Eastern Cape	130,214	1,737,534	108,875	1,976,622

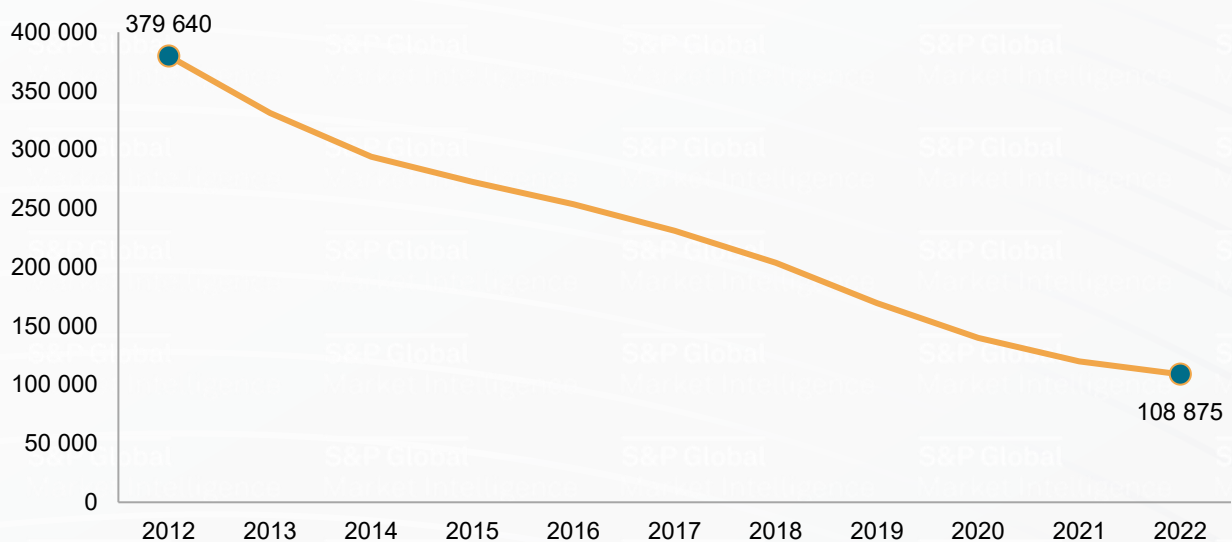
Source: South Africa Regional eExplorer v2473.

Data compiled on 22 Apr 2024.

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The region within Eastern Cape with the highest number of households with electricity for lighting and other purposes is Nelson Mandela Bay Metropolitan Municipality with 375 000 or a share of 21.60% of the households with electricity for lighting and other purposes within Eastern Cape Province. The Region with the lowest number of households with electricity for lighting and other purposes is Joe Gqabi District Municipality with a total of 102 000 or a share of 5.85% of the total households with electricity for lighting and other purposes within Eastern Cape Province.

**Figure 33: Electricity connection - Eastern Cape Province, 2012-2022 [Number of households with no electrical connection]**



Source: South Africa Regional eXplorer v2473.

Data compiled on 22 Apr 2024.

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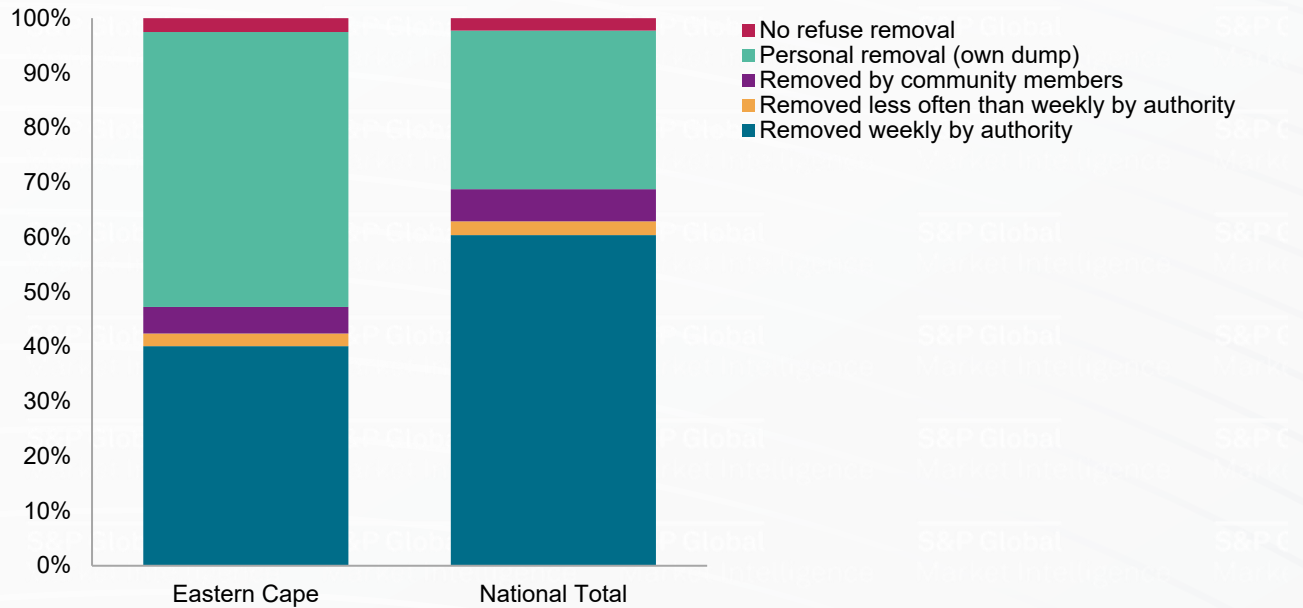
When looking at the number of households with no electrical connection over time, it can be seen that in 2012 the households without an electrical connection in Eastern Cape Province was 380 000, this decreased annually at -11.74% per annum to 109 000 in 2022.

## 6.9. HOUSEHOLDS BY REFUSE DISPOSAL

A distinction is made between formal and informal refuse removal. When refuse is removed by the local authorities, it is referred to as “formal refuse removal”. Informal refuse removal is where either the household or the community disposes of the waste, or where there is no refuse removal at all. A further breakdown is used in terms of the frequency by which the refuse is taken away, thus leading to the following categories:

- Removed weekly by authority
- Removed less often than weekly by authority
- Removed by community members
- Personal removal / (own dump)
- No refuse removal



**Figure 34: Households by refuse disposal - Eastern Cape and National Total, 2022 [Percentage]**

Source: South Africa Regional eXplorer v2473.

Data compiled on 22 Apr 2024.

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Eastern Cape Province had a total number of 792 000 (40.09%) households which had their refuse removed weekly by the authority, a total of 46 000 (2.33%) households had their refuse removed less often than weekly by the authority and a total number of 993 000 (50.21%) households which had to remove their refuse personally (own dump).

**Table 40: Households by refuse disposal - Nelson Mandela Bay, Buffalo City, Sarah Baartman, Amathole, Chris Hani, Joe Gqabi, O.R. Tambo and Alfred Nzo Municipalities, 2022 [Number]**

Municipalities	Removed weekly by authority	Removed less often than weekly by authority	Removed by community members	Personal removal (own dump)	No refuse removal	Total
Nelson Mandela Bay	324,060	29,765	17,999	12,118	2,201	386,143
Buffalo City	151,898	3,889	30,343	79,437	3,562	269,130
Sarah Baartman	130,819	2,835	6,801	17,839	959	159,252
Amathole	35,786	2,010	9,886	185,326	8,468	241,476
Chris Hani	62,878	2,853	10,451	157,000	8,892	242,075
Joe Gqabi	39,000	1,080	3,066	70,288	2,895	116,330
O.R. Tambo	34,822	2,337	11,791	296,768	15,465	361,182
Alfred Nzo	13,208	1,258	5,348	173,782	7,438	201,034
Total Eastern Cape	792,471	46,026	95,686	992,559	49,880	1,976,622

Source: South Africa Regional eXplorer v2473.

Data compiled on 22 Apr 2024.

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## 7. EXTERNAL ENVIRONMENT ANALYSIS

### 7.1. THE NATIONAL GOVERNMENT INTER-MINISTERIAL COMMITTEE PRIORITIES IN RELATION TO LOCAL GOVERNMENT:

- To focus on the debt owed to ESKOM, Water service utilities/Boards.
- Debt owed to municipalities by organs of state.
- Focus on the 10 worst performing municipalities (Enoch Mgijima LM is part of the 10).
- Focus on municipalities that pass unfunded budgets.
- Establish a team to finalise the funding model and review the funding assumptions of LG.
- Reverse the poor audit outcomes obtained by municipalities.
- Work on a plan to create functional municipalities and how the MDB can play a role in this regard.
- Assess the qualifications of all senior managers as well those of Mayors and Speakers.

Furthermore, the Cabinet agreed that appropriate action (consequence management) be taken against accounting authorities and or officials found to have been complicit in material financial loss to ensure accountability and compliance, that the culture of ethical behaviour and accountability must be instilled. Cabinet has also supported the enabling of an intergovernmental approach through coordinated and collaborative efforts to promote strong governance within municipalities. To this therefore Cabinet has approved that Local Government be professionalised and capacitated through the implementation of the LG professionalization framework and that the Ministers of COGTA, NT, DWS DHS, Electricity and Energy work on a turn-around strategy for LG, a Municipal Performance Turn Around Strategy (MPTAS).

#### I. Commitments from the 2024 SoNA and the Opening of Parliament Address - High-Level Programme of Action

The report below details the National Department of Cooperative Governance progress in fulfilling the commitments made during the 2024 State of the Nation Address (SoNA) Opening of Parliament Address:

##### i. Implementation of interventions in municipalities that are falling short in terms of meeting their governance, financial management, and service delivery obligations

The National DCOG continued to monitor the implementation of Municipal Support and Intervention Plans (MSIP) in 66 municipalities across the country as per the categorization in the 2022 State of Local Government Report. In October 2024, the National DCOG presented a report to the Governance State Capacity and Institutional Development Cabinet Committee that showed that the implementation of MSIPs resulted in the reduction of distressed municipalities from 66 to 35 in the 2023 State of Local Government Report.

In addition, provinces have intervened or maintained interventions in 41 municipalities. In some of these cases, provinces have put in place teams of experts that are supporting these municipalities. The recent intervention is that of Thabazimbi Municipality, where the Council was dissolved. Even though the election has been held, the Limpopo Provincial Government has kept the team of experts at the municipality for a further period of 3 months.

The National Cabinet, on the other hand, has not revoked the three national interventions in Mpumalanga, Free State, and Eastern Cape. The National DCOG has deployed a team of experts who are supporting the Enoch Mgijima Municipality while the interventions in Lekwa and Mangaung have no resident experts but are supported through regular engagements in the war rooms that are set up for each municipality.

The National DCOG maintains the Results Management Office (RMO), which comprises teams of experts that are deployed in various municipalities on a needs basis. Currently, there are 84 experts that are deployed to intervene in the areas of infrastructure, energy, finance, and governance. The team will assist the National DCOG in the Community Work Programme as well as the institutionalisation of the District Development Model (DDM). Currently, the RMO is assisting the National DCOG in supporting over 30 municipalities in respective blue-drop, green-drop, and no-drop assessment outcomes. These municipalities are supported

to prepare and implement corrective action plans to address challenges that have led to sewer spillages in these municipalities.

## **ii. Interventions on Municipal Financial Management**

The National DCOG has taken several steps to address the financial sustainability of local governments. National DCOG regularly analyse municipal compliance with the Municipal Systems Act and the Municipal Property Rates Act. This analysis focuses on key areas such as:

- **Municipal Property Valuation:** National DCOG examine critical aspects of municipal property valuation, including the valuation roll and maintenance.
- **Municipal Property Rating:** National DCOG reviews municipal property rating aspects, including rates policies and cent-in-Rand rates.
- **Water and Electricity Tariff Policies:** National DCOG analyse water and electricity tariff policies, related tariff lists, and by-laws to ensure the adequacy of tariffs.
- **Municipal Indigent Policies:** National DCOG assess indigent policies and related indigent registers. **Credit Control and Debt Collection Policies:** National DCOG evaluate credit and debt collection policies and related by-laws to ensure effective implementation.

## **iii. DDM implementation**

Cabinet has approved the draft IGR Framework Act Bill for public consultation which will soon be tabled before parliament for consideration and approval. This bill will ensure the deepening and institutionalisation of the DDM which remains the government's key instrument for ensuring integration and elimination of fragmentation.

The President has appointed DDM Champions across all 52 DDM spaces to provide oversight over the implementation of the DDM. The DDM champions must ensure that all of the government and all of society collaborate to implement the DDM one plans in all 52 DDM spaces.

Furthermore, the Department of Cooperative Governance has developed and launched an integrated data management system, the DDM National Strategic Hub, which will enable the whole government to not only collect but process data for improved and faster decision-making.

The institutionalisation of the DDM made steady progress, however, the envisaged objectives were not fully achieved. The DDM as an approach required a significant shift away from aligning intergovernmental plans and budgets to a system of joint planning and budgeting, without undertaking a major overhaul of existing systems and processes. Instead calls for a proper regulatory and policy framework for the institutionalisation and implementation of the DDM were echoed across the government, which resulted in delays in fully achieving the overall institutionalisation objective. Nonetheless, the 6th Administration managed to develop a set of regulations towards the end of its term that will assist the 7th Administration in fast-tracking the full institutionalisation of the DDM.

As of December 2023, the draft amendment bill was submitted to the Office of the Chief State Law Advisor for vetting and legal opinion following the conclusion of intergovernmental dialogues and consultations. In total, fifteen districts/metros were supported to implement DDM Catalytic projects as of December 2023.

## **iv. Implementation of measures to address the effects of climate change**

The country is faced with an increasing number of disaster incidences that are taking place during the winter and summer seasons and include flooding, storm surges, veld fires, and drought. The steadily increasing number of incidences is a manifestation of the dire impact of climate change. These incidents warrant the government to upscale its response and recovery measures, and this includes partnering with other government agencies and private and non-governmental agencies. We acknowledge the challenges faced by the country in funding disaster interventions, mainly due to an increase in disaster damages, fiscal deficit, and competing priorities. In the 2024/25 financial year, the Department of Cooperative Governance approached the National Treasury to solicit additional funding to ensure that communities that were affected

by the various disasters can optimally access basic services and humanitarian relief. Because of the prevailing strain on the fiscus, there is a need for the private sector and all relevant stakeholders to come on board towards realizing a sense of normalcy in the aftermath of disasters. Over and above the R1 268 billion allocations in 2024/25, an additional R 1. 6 billion was made available through the Adjusted Estimates of National Expenditure (AENE) 2024 process to respond to the disasters that affected 29 municipalities and the provincial sector departments such as agriculture, education, roads, and health across the various provinces in 2023/24 and 2024/25, respectively. This funding comprises R683.955 million and R947.500 million, channelled directly to restore damaged infrastructure, ensuring that essential services to communities remain stable and resilient to disasters. Municipalities are now implementing recovery measures to ensure the restoration of infrastructure needed to enable seamless service delivery.

The NDMC has embarked on a process to review and overhaul the system of disaster management to address emerging issues such as the effects of climate change and rapid urbanization that are challenging the robustness and agility of the current system. In view of the gaps identified in the disaster management legislative framework to deal with new phenomena, capacity and resourcing disparities across the three spheres of government, and the configuration of the delivery model, a new system is proposed and will be presented to cabinet within the Five-Year Period.

**v. Professionalising the public sector**

The DCoG introduced competency assessments for senior managers in 2016 in line with the Competency Framework as promulgated in 2014. This requires a person(s) recommended for appointment to a senior manager position(s) in local government to undergo competency-based assessment to ensure that suitably qualified and competent senior managers are appointed by municipalities. The objective of the Competency Framework is also to guide the senior managers on the core competencies and lead competencies that are required to enhance contextualized leadership that guarantees service delivery impact and those competencies that drive long-term, and measurable service delivery performance results.

The DCoG just finalised the review of this competency framework in consultation with professional bodies to ensure that personnel with the relevant technical and professional acumen and experience are appointed in local government, improve the quality of appointments, develop the skills and expertise within municipal structures, and improve the overall municipal performance. The benefit of the review is that all municipalities will follow the same assessment procedures and similar batteries to appoint senior managers, which will guide the improvement of the quality of appointments.

**vi. Bring stability to governance in metros and restore the delivery of services**

The amendments to the Local Government: Municipal Structures Act, 1998 provide for a legislative framework to guide the formation and the management of coalition governments, as well as providing systems to minimise the challenges of coalitions related to poor governance, service delivery and instability in municipal councils, within the Local Government sphere.

The Bill will compel political parties to enter into a written and negotiated binding agreement between parties that form a coalition government in a municipality in which no political party has a majority of seats in the council, so as to promote a continued service delivery, transparent and open governance.

On 27 March 2024, the Bill was approved by the Cabinet for publication in the Government Gazette for public comments with an extended closing date of 31 August 2024. Post the publication, the Department convened a two-day workshop (25 to 26 September 2024), with all major stakeholders in local government and sector departments, to consider the comments received on the Bill. The Bill will be introduced into Parliament in due course.



**vii. Engender a culture of maintenance of public infrastructure**

The Integrated Urban Development Grant (IUDG) does provide for a planning component to be utilised by the receiving municipalities to develop an infrastructure asset management plan. These plans are critical in ensuring that municipalities do plan for the maintenance of the existing infrastructure.

**viii. More participation of young people in job opportunities and skills development**

The Department, through the CWP, has facilitated over 41 200 work opportunities for young people as of the end of September 2024. However, the budget cuts imposed by the National Treasury have limited the Department's ability to expand enrolment to additional youth participants.

Furthermore, the Department has established a strategic Smart Partnership with the Central Energy Fund (CEF) to advance sustainable energy initiatives within the West Rand District and Nelson Mandela Bay Metropolitan Municipalities. This collaboration addresses critical energy access challenges, encourages the adoption of renewable energy (RE) solutions, and supports local economic development. By leveraging CEF's expertise in energy innovation alongside the Department's municipal governance capabilities, the partnership seeks to deliver tailored energy solutions that meet the specific needs of each municipality.

Through this partnership, 1 000 CWP and unemployed youth will be empowered through accredited training in solar installation and maintenance providing them with critical technical skills while also imparting entrepreneurial knowledge essential for establishing and managing their own solar energy businesses. By fostering pathways to self-employment and sustainable livelihoods, the program serves as a model for effectively integrating skills development with job creation.

This Smart Partnership reflects a shared commitment to advancing the Just Energy Transition while fostering resilient and inclusive local economies. It marks a significant milestone in aligning tailored energy solutions with South Africa's broader energy transition goals and developmental priorities.

The CWP, as a flagship public employment and alleviation initiative of the government, has created 255 336 work opportunities during the 2024/25 financial year to date. With an annual wage expenditure of R2.6 billion, the Programme provides essential income support to the nation's most vulnerable populations.

**ix. Reforming the local government system and improving the delivery of basic services**

Significant progress has been made with the establishment of structures of local government (LG) and the delivery and extension of access to services for the millions of South Africans.

The Department is embarking on a comprehensive process to review the 1998 White Paper on Local Government between now and March 2026. The White Paper Review is one of the flagship projects and part of the continuous efforts by the Department to address challenges and improve the functioning of the local government system.

The aim of the White Paper Review is to identify and rectify any incorrect assumptions in the White Paper that have hindered the effective functioning of local government and make appropriate recommendations for implementation post the next Local Government Elections (LGE) in 2026.

The Department initiated a process to review the various pieces of legislation that impacts on local government with the view to entrenching good practices and to address the challenges that have been experienced. This culminated in the development of the Local Government: General Laws Amendment Bill ("the Bill").

The Bill is aimed at enhancing the functionality and efficiency of local government. This Bill reflects the government's ongoing commitment to ensuring good governance and improving service delivery within municipalities across South Africa.



On 27 March 2024, the Bill was approved by the Cabinet for publication in the Government Gazette for public comments with an extended closing date of 31 August 2024. The Bill will be processed concurrently with the process undertaken by the Department to review the White Paper on Local Government.

The Minister of Cooperative Governance and Traditional Affairs as required in terms of section 20 of the Local Government: Municipal Structures Act, 1998 (“the Structures Act”), determined and published a formula by notice in the Government Notice No. 5249 in the Government Gazette No. 51331 on 2 October 2024 determining the number of councillors for the different categories of municipalities in preparations for the 2026/2027 Local Government Elections (LGEs).

**x. Fight corruption and prevent undue political interference in the administration of the state**

To inculcate a culture of ethics and integrity in municipalities, the Department issued a Circular on “Adoption of the Code for Ethical Leadership in Local Government” to all municipalities in October 2024. The Circular was co-signed by the Minister along with the President of SALGA, requesting that all municipalities in the country adopt the Code at the Council and put measures in place to ensure its institutionalisation. The Code focuses on what needs to be done to have well-governed, efficient, effective, and ethical leadership in local government.

In this regard, the Bergrivier Local Municipality in the Western Cape was the first municipality in the country to adopt the Code on 29 October 2024 and developed an implementation plan clearly stating measures to institutionalise the Code.

**xi. Commitments from the 2025 SONA**

On 6 February 2025, President Cyril Ramaphosa delivered the State of the Nation Address. In his speech, the President mentioned that South Africans remain committed to working together to overcome the country’s challenges. The growing impact of climate change was emphasized as one of the challenges facing the country. The Department is continuing its efforts to implement measures aimed at addressing the effects of climate change. These measures include soliciting additional funds from the National Treasury during the 2024/25 financial year to ensure that communities impacted by disasters receive aid. In addition, the Department initiated a process to review and overhaul the disaster management system to address the effects of climate change, among other things.

The President noted that the country supports equal rights for women, persons with disabilities, and members of the LGBTIQ+ community members. He went on to say that because black people, women, and people with disabilities were previously excluded from participating in the South African economy, emphasis is being placed on ensuring that they are empowered. Moreover, he stated that the Public Procurement Act Regulation will be expedited to ensure that entities owned by women, youth, and persons with disabilities are given equal opportunities in government contracts. The Department is making strides in this area because it has developed output indicators and set targets regarding procurement spent on entities by women, youth, and persons with disabilities. Progress toward these targets is monitored on a quarterly basis.

The speech also highlighted how most municipalities lack the resources and technical skills necessary to meet the community's needs, which partly explains why there is inadequate road maintenance, electricity and water outages, a failure to collect refuse, and sewage running through the streets. In the course of his speech, the President stressed that we need a capable state, backed up by a professional public service. He emphasized the need for leaders who are committed to serving the people of South Africa, as well as public personnel who are ethical, skilled, and suitably qualified. In the year ahead, the Department will continue its efforts to ensure that skilled and experienced personnel are appointed in municipalities. In addition, it will continue to promote an ethical culture within the Department and at the local government level.

The President pointed out that most of the issues municipalities face stem from the design of the local government. As a result of the efforts required to address these challenges, in-depth consultations will be held to begin a thorough process to review the White Paper on Local Government to delineate a

contemporary and functional local government system. Additionally, he stated that since most municipalities lack a feasible and sustainable revenue stream, the municipal funding model will be reviewed. He further emphasized the significance of implementing the District Development Model as it will enable collaboration between all key stakeholders in government, community-based organisations, labour, and business. The Department plays a pivotal role in ensuring that all these interventions are implemented and that municipalities are supported.

During his speech, the President outlined several significant priorities, one of which was to create jobs for everyone, particularly young people. To achieve this goal, the Department will continue to implement the Community Work Programme to create work opportunities for young people.

Another crucial point the President made is that to address inequality in the country, efforts must be made to reverse apartheid spatial planning as it left our cities scarred and compelled many people to live far from places of employment and opportunity.

**xii. State of the Province Address delivered by Eastern Cape Premier Hon. Lubabalo Oscar Mabuyane at the Provincial Legislature on February 21, 2025**

- **A Capable, Ethical and Developmental State**

- **Municipal Support**

During his speech, the Premier transitioned on how the EC government is building the capacity of the state. The EC government is ensuring that all government work is people-centred, spatially referenced, and with tangible impact on people and their communities. There is evidence that our support to local government is yielding results. Out of 39 municipalities in our province, 20 are in the unqualified audit outcome category. But more importantly, the expenditure on the Municipal Infrastructure Grant improved from 39% in 2022/23 to 61% by 2023/24 financial year end. This bodes well for provision of services to our communities.

The Premier reiterated that the EC government has identified Buffalo City Metro, Nelson Mandela Bay Metro, Amathole, OR Tambo, Chris Hani, Makana, Enoch Mgijima, Port St Johns, Walter Sisulu, Dr Beyers Naude, Raymond Mhlaba, Kouga, KSD and Ndlambe, as municipalities that need dedicated support from the provincial government.

Our support to these 14 municipalities will include: ensuring functional councils and governance structures, enhancing municipal capacity to collect revenue, as well as improving delivery of basic services.

- **Traditional Leadership**

The Premier stated that Traditional leaders are an important stakeholder of the ANC-led provincial government. Government recognised AmaMpondomise Kingdom and senior traditional leaders from different administrative areas across. The Investigative Committee on Traditional Leadership Claims is working hard to resolve disputes. *Ndiyanicenga bantwana begazi, imicimbi yobukhosi nesizwe mayiphathwe ngobunono, ixoxwe likhaya hayi iinkundla zomthetho.*

- **State Capacity**

The government of national unity has identified building capable and ethical state as a development priority towards 2030. This mandates the strengthening of the system of government as a whole to be a vehicle for the realisation of the Provincial Medium Term Development Plan.

The 7<sup>th</sup> administration is therefore committed to changing negative perceptions about government through improving people's lived experiences, professionalisation of the public service and programmes that include integrated communication.

Honourable Speaker, we directed that a government wide ethics risks assessment be conducted. This will provide an objective assessment of the current ethical landscape of provincial government and recommendations for improvement, where necessary. This will build on the foundation that has been

established which includes the lifestyle audits as well as Senior Management Services and Middle Management Services financial disclosures. The province has achieved a 100% compliance for Senior Management Services, and we continue to institutionalise MMS disclosures.

The EC government maintained an active monitoring of Conflict of Interest in the province. In 2024/25, there was a significant decrease in the number of conflicted officials. Where officials have been found to be conflicted, Heads of Departments have been instructed to institute disciplinary action.

The Premier appreciated our collaboration with the National Council of Provinces and members of this House to improve citizen participation in resolving their service delivery concerns. *Sizivile izikhalazo zenu. Ezinye seziphendulwe noxa ezinye zisaqwalaselwa.*

#### ○ Social Cohesion

Building a cohesive society is a moral responsibility of all South Africans. I am pleased to inform the house our province will host the national commemoration of Human Rights Day to mark the 40<sup>th</sup> anniversary of the Langa Massacre.

The external environment scanning has been presented in the form of a PESTEL analysis in the table below:

**Table 41: PESTEL Analysis**

Political Analysis	Economic Analysis	Social Analysis
<ul style="list-style-type: none"> <li>• Rapid geopolitical tension in the World which have an influence on politics, legal, socio-economic, technology and environment.</li> <li>• Political instability due to power struggle in some municipalities affects service delivery [municipality itself and municipality and traditional leadership].</li> <li>• Political instability and poor political governance as some of the primary drivers of municipal dysfunctionality.</li> <li>• Political instability caused by coalition governments and interference in municipal administration.</li> <li>• Political instability, factional disputes, and infighting all lead to frequent council disruption, negatively affecting stability and public service delivery.</li> <li>• Excessive political influence as one of the factors impeding on effective public participation and transparency.</li> <li>• Lack of political will to ensure that Inter Governmental Relations is implemented.</li> <li>• Political expectations exceed budgetary allocations</li> <li>• The municipalities are experiencing an increased number of social protests that result in a strained relationship between the citizens and the municipal leadership</li> </ul>	<ul style="list-style-type: none"> <li>• Highest incidences of poverty are in the Eastern Cape in 2022, (59.9%).</li> <li>• Infrastructure backlogs that hinder economic vibrancy.</li> <li>• Economies of scale - lead to some commodities in rural areas not to viable.</li> <li>• Poor roads access and transportation system negatively affect prices and market access.</li> <li>• High fuel and food prices.</li> <li>• Effects of global recession on the economy.</li> <li>• High levels of unemployment are due to a down-turn in the economy.</li> <li>• Slow growth over the long term of the economy.</li> <li>• Impact of 4<sup>th</sup> Industrial Revolution on the economy.</li> <li>• Fiscal decline and high debt servicing costs.</li> <li>• The local government sector continues to grapple with severe financial challenges, including mounting municipal debt, revenue collection inefficiencies, and persistent unfunded budgets.</li> <li>• There is a need for government, business and ratepayers to settle their debt.</li> <li>• Economic disparities exacerbate these challenges, with high unemployment and poverty levels increasing service delivery demands.</li> </ul>	<ul style="list-style-type: none"> <li>• High social inequality.</li> <li>• High poverty - and unemployment rate.</li> <li>• Women, compared to men, continue to bear a disproportionate amount of the burden associated with underemployment, decreased workforce participation, and unemployment.</li> <li>• The HIV/AIDS pandemic puts pressure on national and provincial resources resulting in limited budget allocation.</li> <li>• Low literacy level in rural communities.</li> <li>• High death and amputations of initiates.</li> <li>• Frequent re-determination of municipal boundaries.</li> <li>• Youth unemployment and lack of development.</li> <li>• Safety, security, crime concerns and violent incidents.</li> <li>• GBVF abuse and crime against women and children.</li> </ul>

Political Analysis	Economic Analysis	Social Analysis
<ul style="list-style-type: none"> <li>Diminished trust in the public institutions due to an inadequate system of accountability</li> <li>The occurrence of abrupt and unprotected worker strikes disrupts the orderly governance of municipalities</li> </ul>		

Technological Analysis	Environmental Analysis	Legal Analysis
<ul style="list-style-type: none"> <li>Municipalities face significant challenges in leveraging technology due to inadequate ICT infrastructure and limited digital governance capabilities.</li> <li>Cyber threats and outdated technological systems.</li> <li>No unified system to enable early warning communication and efficient reporting to communities.</li> <li>Lack of Information Communication Technology Infrastructure in the rural areas.</li> <li>High costs of data.</li> <li>Digitization and automation have a negative effect on a number of people.</li> <li>The slow implementation of the 4<sup>th</sup> Industrial Revolution impact on the economy, labour market and the public sector.</li> <li>Restricted access to ICT infrastructure in specific areas.</li> </ul>	<ul style="list-style-type: none"> <li>Climate change and effect may cause extreme weather patterns, floods, high erosion, droughts, veld fires and sour veld in some parts of the country as per predictions such as weather disasters.</li> <li>High soil erosion resulting in land degradation.</li> <li>Poor water resource management.</li> <li>Stress on resources and a bio-diversity loss.</li> <li>Land claims and invasions.</li> <li>Financial constraints are a major impediment to implementing effective climate mitigation and adaptation measures.</li> <li>Infrastructure which are not environmentally friendly or resilient.</li> </ul>	<ul style="list-style-type: none"> <li>No implementation of legislation, policies, regulations, framework and guidelines.</li> <li>Collapse of communal land administration.</li> <li>Unlawful land invasions.</li> <li>Legal arrangements around traditional councils.</li> <li>Expanding compliance universe.</li> <li>Information security and regulation of data.</li> <li>Strengthening legal frameworks is integral to improving governance and accountability within municipalities and institutions of traditional leadership.</li> <li>Lack of Provincial Planning and Land Use Management legislation (SPLUMA).</li> <li>Addressing governance inefficiencies also requires improved implementation of monitoring, reporting, and evaluation frameworks to enhance compliance and accountability.</li> </ul>



## 7.2. GAME CHANGERS

Based on the provincial government's analysis of the service delivery environment the following proposed Game Changers must be implemented by the Department and its stakeholders: **1. Provincial Municipal Infrastructure Grants Expenditure and Infrastructure Planning and Delivery Support**; and **2. Reduction of Municipal Debt and Enhancement of Revenue Collection**.

**Table 42: Game Changers**

Game Changers	What will be done differently	Key enablers	Desired Impact	How will we measure the difference
<b>1. Provincial Municipal Infrastructure Grants Expenditure and Infrastructure Planning and Delivery Support</b>	<ul style="list-style-type: none"> <li>• <b>Implementation of the Provincial Municipal Infrastructure Grants Risk Adjustment Strategy Policy Framework.</b></li> <li>• <b>Enhancing Provincial Infrastructure Planning and Delivery.</b></li> <li>• <b>Implementation of Supply Chain Management Reforms.</b></li> </ul>	<p><b>Implement Provincial Municipal Infrastructure Grants risk-adjusted strategy policy framework (PMIG-RAS) Policy Framework focusing on the following intervention programmes:</b></p> <ul style="list-style-type: none"> <li>▪ Procurement Improvement Programme</li> <li>▪ Contracts Management Improvement Programme</li> <li>▪ Programme and Project Management Improvement programme</li> <li>▪ Capex Expenditure Improvement Programme</li> <li>▪ Opex Performance Improvement Programme</li> <li>▪ Infrastructure Audit Improvement Programme</li> <li>▪ Professionalization Improvement Programme</li> </ul> <p><b>Establishment of a Provincial Infrastructure Delivery Agency:</b></p> <ul style="list-style-type: none"> <li>▪ To provide technical expertise and project management support.</li> </ul> <p><b>Integrated planning frameworks:</b></p> <ul style="list-style-type: none"> <li>▪ Strengthen collaboration between departments and municipalities.</li> </ul> <p><b>Performance-based contracting:</b></p> <ul style="list-style-type: none"> <li>▪ Link contractor payments to project</li> </ul>	<p>Increased conditional grant expenditure with improved infrastructure delivery to benefit the citizenry in specific localities.</p>	<ul style="list-style-type: none"> <li>▪ Capex Expenditure Improvement programme: Maximised (100%) grant expenditure</li> <li>▪ Opex Performance Improvement programme: Satisfied ratepayers</li> <li>▪ Procurement Improvement programme: Appointment of relevant and knowledgeable service providers</li> <li>▪ Contracts Management Improvement programme: Empowered municipal officials</li> <li>▪ Project Management Improvement programme: Technologically advanced project management</li> <li>▪ Infrastructure Audit Improvement programme: Instituted accountability and consequence management.</li> <li>▪ Professionalization Improvement programme: Minimized use of professional service providers (PSPs).</li> </ul>



Game Changers	What will be done differently	Key enablers	Desired Impact	How will we measure the difference
		<p>milestones and quality standards.</p> <p><b>Focus on proactive financial management:</b></p> <ul style="list-style-type: none"> <li>Enhanced real-time financial data analysis for better decision-making.</li> </ul> <p><b>Early warning systems:</b></p> <p>Implement AI-driven tools to detect fiscal risks and improve budget credibility.</p> <p><b>Strengthened expenditure reviews:</b></p> <ul style="list-style-type: none"> <li>Introduce performance-based budgeting linked to developmental outcomes.</li> </ul>		
<b>2. Reduction of Municipal Debt and Enhancement of Revenue Collection</b>	<ul style="list-style-type: none"> <li>Engagement of provincial government on the debt owed to municipalities, through the persuasion of EXCO that no government department or entity should have an arrear debt as of April 2025.</li> <li>All current debt should be settled on time and only the old debt should remain in the books of municipalities.</li> <li>Municipal Councils will be encouraged to enforce debt management policies.</li> <li>The provincial government to identify municipalities that have a challenge with smart meters in government institutions, businesses and households to assist with installing smart meters for proper billing.</li> <li>Ensuring revenue collection and reduction of</li> </ul>	<ul style="list-style-type: none"> <li>A provincial instruction note should be issued by the Treasury.</li> <li>Payment plan agreed upon by the municipality and the department.</li> <li>Instituting legal actions against businesses that are failing to honour their debts including the attachment of businesses who are owing municipalities and auctioning the properties to defray the amounts owed to municipalities.</li> <li>Partner with business and community formations to assist with reducing municipal debt and improving revenue collection.</li> <li>Implementation of revenue enhancement strategies.</li> </ul>	<ul style="list-style-type: none"> <li>Financially viable and stable municipalities in the province.</li> </ul>	<ul style="list-style-type: none"> <li>Reduction in debt owed</li> <li>Reduction in arrear debt</li> <li>Reduction in debt owed to ESKOM</li> <li>Increase in the number of Municipalities implementing revenue enhancement strategies to improve service delivery.</li> </ul>

Game Changers	What will be done differently	Key enablers	Desired Impact	How will we measure the difference
	either electricity or water losses (revenue).			

Source: Office of the Premier, 2025

### 7.3. BOOKLET ON MUNICIPAL NON – NEGOTIABLES: STANDARD OPERATING PROCEDURES FOR EASTERN CAPE MUNICIPALITIES

The Eastern Cape COGTA: Hon. MEC: Mr. Z.A. Williams through his policy pronouncement prepared a Municipal Non-negotiable: Standard Operating Procedures for Eastern Cape Municipalities Booklet (hereafter called “Booklet”) to expedite service delivery in municipalities through the implementation of a performance managed system and strong monitoring and evaluation process. The Booklet is in the main aligned with the Back-to-Basics (B2B) programme and will guide planned performance implementation in the municipalities to all key stakeholders.

The Executive Mayors and Mayors will sign a performance agreement with the MEC for CoGTA which will serve as a commitment in the implementation of the non-negotiables. The performance agreement is a tool that represents the commitment of the Mayor/Executive Mayor on behalf of all councillors to serve our communities in all the 39 municipalities of the Eastern Cape.

The Department have a responsibility to promote cooperative governance by empowering Municipalities, Traditional and Khoi-San Leadership Institutions through capacity building, collaboration, and sustainable practices, towards responsive, inclusive and accountable service delivery that meets the needs of our communities.

### 7.4. PUBLIC PARTICIPATION – PUTTING PEOPLE FIRST

The South African Constitution is reinforced by principles of good governance, also highlighting the importance of public participation as an essential element of successful good local governance. Section 152 of the Constitution of the Republic of South Africa, 1996 confirms a number of citizen rights and more specifically, the rights of communities to be involved in local governance. Municipalities are obliged to encourage the involvement of communities and community organisations in local government, as well as to ensure constant contact with communities through effective public participation platforms. This obligation extends to the entire way in which a municipality operates and functions.

The support to the local governance structures has been strengthened with the Ward Committees, Community Development Workers, representatives from Community Workers Programme and Traditional Councils. During the financial year 2024/25, the Municipal Public Participation directorate launched the Provincial Public Participation and Rapid Response Advisory Forum as a platform at provincial level that will not only coordinate all the aspects of government public participation policies and programmes but also drive the Public Participation agenda and give it strategic direction in a uniform and coherent manner.

Wards of the Eastern Cape Province have decreased from 710 to 703, with the currently employed Community Development Worker (CDW) totalling 500, having a deficit of 203 vacancies. The ward committees are tasked to enhance democratic participatory in local government in which the ward committees, municipalities, Department and broader communities depend on the Community Development Workers Programme (CDWP) to be the link to empower communities and improve service delivery by involving local people in development processes, but faces challenges like resource constraints, capacity gaps among workers, and socio-economic barriers. The Department has decentralised CDWs to all districts of the Eastern Cape Province with 19 CDW posts advertised. The Department through Community Development Workers is supporting all sector departments’ initiatives of ensuring delivery of services to communities and this is done through sector fora engagements. The Community Development Workers assisted ECSECC to conduct ward profiles at ward level.

Ward committees are participating in local governance and a deeper focus as per the Municipal Non-negotiable: Standard Guidelines on Operating Procedures for Eastern Cape Municipalities Booklet outlines the following important matters for planning, implementation and execution:

- All municipalities must develop a clear programme for public participation meetings for the Executive Mayor/Mayor to account to the public.
- All ward councillors must have a clear monthly programme for ward committee meetings and general ward meetings to account to the public on service delivery.
- Councillors must be given updated reports by the administration of the municipality which contains service delivery progress in a particular ward.
- The Executive Mayor/Mayor must have IDP and budget outreach programmes to inform the public about the plans of the municipality in terms of service delivery (projects) and budgets to be allocated for those projects for a particular financial year.
- All critical stakeholders like government departments, traditional leaders, and all relevant stakeholders must be invited to attend IDP representative forums to engage in the annual review of the IDP.

The Department will ensure the establishment of the outstanding war rooms and furthermore continue to render support to the established war rooms with a view to ensuring their functionality due to the fact that some are not functional.

The Department has observed that in the 2021 LGE and the 2024 National General Elections (NGE) that communities use the period to voice their frustrations through service delivery protests and community unrest. The Local Government Elections (LGE) are fast approaching, and the Department will continue to provide support for free and fair elections and will be involved in facilitating the establishment of steering committees at a district and local level, establishing voter infrastructure committees, and assisting with the development of terms of reference for steering committees. The Department will support the IEC by facilitating intervention from municipalities for voter infrastructure challenges in preparation for bi-elections, local government and general elections.

### **Community Concerns and Petition Management**

The Department with the assistance of key stakeholders are relatively improving in addressing community concerns and complaints but more engagement through public participation is required to deepening public involvement in local governance. All municipalities must ensure that public concerns that have a potential to create political instability are attended to with extreme urgency by the Executive Mayor/Mayor and the Executive/Mayoral committee or council, including relevant ward councillors to respond to people's concerns. Public concerns must be attended to within eight (8) hours of realisation of such concerns and a proactive approach to respond to such concerns must be adopted by everyone as the preferred way towards being a responsive government.

Any protest action must be attended to with urgency and all-important information required by the protestors must be provided. Radio/Television interviews, social media platforms and public information leaflets must be engaged to clarify the concerns to the public, (Rapid Response Systems).

## **7.5. INTEGRATED DEVELOPMENT PLANNING (IDPS)**

The Department supported all thirty-nine (39) municipalities to develop legally compliant IDPs through various platforms. i.e. IDP/PMS Steering Committee, IDP Representative Forum, and the Annual assessment of all 39 IDPs.

The Department will render support to municipalities concerning the development of legally compliant IDPs, intensive efforts will be applied to the alignment of IDPs and DDM One Plans. The Department will also roll out a programme of development of Ward Based Plans targeting the distressed municipalities.

The Department will implement the following interventions to ensure adequate public participation and democratic development in municipalities:

Table 43: Public Participation – Challenges, Consequences and Interventions

Challenges	Consequences	Interventions
<ul style="list-style-type: none"> <li>Limited interface of political principals with communities.</li> <li>Absence of institutional arrangement to promote &amp; foster public participation and collaborative response amongst stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>Poor services to communities by municipalities and Traditional and Khoi-San leadership institutions.</li> </ul>	<ul style="list-style-type: none"> <li>Facilitation of the establishment of stakeholder mobilisation to foster platforms for public engagements.</li> <li>All municipalities must develop a clear programme for public participation meetings for the Executive Mayor/Mayor to account to the public.</li> </ul>
<ul style="list-style-type: none"> <li>Slow decentralisation of the Community Development Workers (CDW) programme to DSC.</li> </ul>	<ul style="list-style-type: none"> <li>No government official is acting as catalysts between Community and Government by informing communities of the basket of government services to their disposal, while informing Government of Community needs.</li> <li>Under-resourced CDWs cannot provide facilitation and support to ward committees and community groups.</li> </ul>	<ul style="list-style-type: none"> <li>Align the departmental programs with the development trajectory as dictated by the structure.</li> <li>This requires CDWs to facilitate, mediate, create partnerships, network, mobilise, create linkages and empower community members to exercise their rights.</li> </ul>
<ul style="list-style-type: none"> <li>Non-recognition of functional states of ward committees by municipalities to fulfil their statutory mandates.</li> <li>Unable to hold ward committees and municipalities to account.</li> <li>Illegitimate structures for community participation.</li> </ul>	<ul style="list-style-type: none"> <li>Dysfunctional municipal structures.</li> </ul>	<ul style="list-style-type: none"> <li>All ward councillors must have a clear monthly programme for ward committee meetings and general ward meetings to account to the public on service delivery.</li> <li>Councillors must be given updated reports by the administration of the municipality which contains service delivery progress in a particular ward.</li> <li>Ward committee reports need to have an expression and meaningful consideration by councils. Feedback loops should be registered in a register developed by the council.</li> </ul>
<ul style="list-style-type: none"> <li>Distrust in government.</li> </ul>	<ul style="list-style-type: none"> <li>Violent community protests.</li> </ul>	<ul style="list-style-type: none"> <li>Public concerns must be attended to within eight hours (8 HRS) of realisation of such concerns and a proactive approach to respond to such concerns must be adopted by everyone as the preferred way towards being a responsive government.</li> <li>Any protest action must be attended to with urgency and all-important information required by the protestors must be provided.</li> <li>All municipalities must ensure that public concerns that have a potential to create political instability are attended to with extreme urgency by the Executive Mayor/Mayor and the Executive/Mayoral committee or council, including relevant ward councillors to respond to people's concerns.</li> </ul>
<ul style="list-style-type: none"> <li>No community-based planning.</li> <li>No support for wards to monitor, evaluate and implement their plans, using discretionary funds that they control, and no support</li> </ul>	<ul style="list-style-type: none"> <li>The community opposes social cohesion/ transformation.</li> <li>Risk of litigation.</li> </ul>	<ul style="list-style-type: none"> <li>The Mayor/Executive Mayor must have IDP and budget outreach programmes to inform the public about the plans of the municipality in terms of service</li> </ul>



Challenges	Consequences	Interventions
<p>encouraging voluntary action to do so.</p> <ul style="list-style-type: none"> <li>No integration of community-based plans into the municipal Integrated Development Planning (IDP), budget, performance management system, etc.</li> </ul>		<p>delivery (projects) and budgets to be allocated for those projects for a particular financial year.</p> <ul style="list-style-type: none"> <li>All critical stakeholders like government departments, traditional leaders, and all relevant stakeholders must be invited to attend IDP representative forums to engage in the annual review of the IDP.</li> <li>Radio/Television interviews, social media platforms and public information leaflets must be engaged to clarify the concerns to the public (Rapid Response Systems).</li> </ul>

## 7.6. GOOD GOVERNANCE

It is worth noting that the current processes of local government legislative review of the 1998 Local Government White Paper, the Municipal Structures Act of 1998 and the Municipal Systems Act of 2000 will go a long in tightening and improving good governance and administration in municipal councils and its committees. Consequently, the department will continue to support and monitor the functionality and compliance of municipal councils with the existing and future legislative requirements and proper administrative practices.

The MEC for Cooperative Governance and Traditional Affairs has observed increasing levels of non-compliance with adherence to the legislative prescriptive and regulations to ensure good governance and administration regarding the functioning of councils and council committees as required by the Municipal Structures Act, 1998 as amended.

The non-compliance with these legal obligations has over years, since the advent of democratic local government system led to the collapse of service delivery, good governance to an extent that some municipalities have become dysfunctional necessitating national and provincial interventions.

The Department actively supported distressed municipalities which are under section 139 interventions together with Provincial Treasury (PT) through the governance and institutional management workstream. The beneficiary municipalities are, Chris Hani, OR Tambo, Makana, Walter Sisulu and Enoch Mgijima. Our support yielded compliance with the relevant legislation and promoted good governance in 39 municipalities.

### **The Functionality of the Council and its Committees (e.g. Sitting of Meetings according to Schedule, Attendance, Whether Recommendations and Resolutions are Taken).**

Quarterly verification reports conducted confirm, that most municipal councils have developed and adopted Schedule of Meetings for 2024/25 F/Y, exercise their oversight role over the administration, the Councils and their structures are functional, and meetings are convened according to the adopted Schedule of meetings except in **Nelson Mandela Metro, Dr Beyers Naude LM are partly functional with Sundays River Valley & Amahlathi local municipalities** where Ethics and Integrity Committee, Public Participation and Petition Committee and Women's Caucus Committee are not functional. In Walter Sisulu and Ingquza Hill LMs meetings are sometimes rescheduled. Reports with clear recommendations are tabled to Standing Committees for Councillors to exercise their oversight role and submitted to EXCO or MAYCO for consideration and thereafter to Councils for resolutions to be taken and implemented. The municipalities have since developed Resolution Registers and are always disseminated to Directors to action the resolutions and give progress reports thereafter. Resolution Registers are also used to properly monitor the progress on the implementation of Council resolutions and most of the Councils took a resolution to have a standard item on the progress of the implementation of resolutions in all the agendas of Ordinary Council meetings. In Amahlathi there is an anomaly in that the Resolutions Register is administered at the Speaker's



Office and there is no mention of the Council being appraised for progress on the implementation of resolutions.

Political management and interference in the work of the municipal employees in enforcing the code of conduct where there are reported breaches is growing challenge that needs to be looked at generally as it is affecting good governance. This emerging political administrative behaviour needs to be politically managed before it becomes a norm. The absence of political and administrative consequence management is exacerbating issues that lead to the deterioration of good governance and smooth functionality of municipalities. In some municipalities such as Kouga and Nyandeni local municipalities, recommendations of the Department are not implemented due to internal political battles. Departmental investigation teams sent by the MEC to verify whether procedures were properly followed during disciplinary processes involving breach of conduct by councillors are not allowed to do their work by the Speaker of Kouga Municipality, which in most cases uses legal firms to deal with cases of the breach of conduct of councillors. All municipalities have MPACs that have adopted their schedule of meetings, and they do sit their meetings except however not functional. MPACs are hindered in doing their work and cases are not referred to Disciplinary Boards rendering the DC Boards useless.

Most municipalities have no capacity to administer and enforce by-laws which if properly administered can lead to a safe municipal environment with a potential to attract investors and promote local economic development. The inability to review and promulgate these By-laws is also contributing to this problem as municipalities cite financial constraints for being unable to promulgate.

The recently published formulae by the Minister for the determination of the number of councillors has resulted in eight (8) municipalities being affected negatively in the province leading to a drop in the number of determined councillors. This will also have a ripple effect in the number of wards in these municipalities in that half the number of councillors will be the number of wards. This has already started to plant seeds of non-cooperation between the Department and the affected municipalities. Misunderstanding is prevalent with affected municipalities, putting the problem at the doorstep of the office of the MEC even though in fact the challenge is the published formulae by the Minister.

In line with the provision of Section 18 of the MSA which empowers the MEC to amend Section 16 Notices of municipalities when the need arises to maximise the efficiency of Councils, the Department will continue to amend the Section 12 Notices. Further, in giving effect to Section 154 of the Constitution, the Department will support and strengthen the functionality of Councils and Committees to improve their oversight role over administration and support them with Section 12 Notice Applications on demand. The Department will monitor whether the decisions/resolutions taken by the Council are legally binding, implemented and monitored through a monitoring tool (Resolution Register). In enhancing proper governance it's imperative to ensure that administrative systems are updated to be in line with any new amendments and such support will be given to municipalities in reviewing their Rules of Order and Delegations Systems.

In enhancing cooperative governance, the Department will actively participate in consultation processes of the Independent Municipal Authority Bill to finally have an Act that will be inclusive of every community's views.

The Department will conduct refresher capacity-building programmes on the Code of Conduct for Councillors to operationalize the Regulations, Roles & Responsibilities, Terms of Reference for Committees with a goal of upholding the ethical conduct of councillors as well as workshops or training on various legislative compliance matters and administrative governance systems, monitor, and participate in identified distressed municipalities with section 139 intervention through the Financial Recovery Plans (FRPs).

The Department will continue to support municipalities to manage their own affairs in terms of Section 154. Amathole DM, Makana LM, Walter Sisulu LM are under Section 139 (5) then O.R. Tambo DM is under Section 139 (5a & c) and Enoch Mgijima LM is under Section 139 (7) were put under intervention as per the above-mentioned modes. The Department also will continue participating in the workstreams that monitor the implementation of Financial Recovery Plans (FRPs) in municipalities that are under

intervention in terms of Section 139 (5). All these interventions are led by the Provincial Treasury except for Enoch Mgijima LM which is led by National Treasury and National COGTA. Progress is monitored through sitting of workstreams and Technical Intervention Steering Committee led Provincial Treasury in all these municipalities.

In support of the fight against corruption and to harness Ethical Conduct, Local Government Anti-Corruption Strategy and Municipal Integrity Management Framework, four (4) municipalities, Great Kei, Chris Hani, Alfred Nzo and Koukamma are to be capacitated through advocacy sessions. These sessions will assist beneficiary municipalities to monitor the development and review Municipal Fraud Risk Registers, fraud prevention plans as well as the existence of governance structures. They will also provide oversight and ethics officers to drive the anti-corruption and ethics management programmes. The Department will launch the Provincial Ethics and Integrity Officers Forum for all municipalities.

### **Specific Municipal Interventions (Sections 154 and 139)**

The Department continues to support municipalities to manage their own affairs in terms of Section 154. Amathole DM, Makana LM, Walter Sisulu LM are under Section 139 (5) then O.R. Tambo DM is under Section 139 (5a & c) and Enoch Mgijima LM is under Section 139 (7) were put under intervention as per the above-mentioned modes. All these interventions are led by the Provincial Treasury except for Enoch Mgijima which is led by National Treasury and National COGTA. Progress is monitored through sitting of workstreams and Technical Intervention Steering Committee led Provincial Treasury in all these municipalities

## **7.7. MUNICIPAL PERFORMANCE, MONITORING, REPORTING AND EVALUATION**

The Department will continue to support municipalities to institutionalise performance management through participation capacity building in the 2021 Municipal Staff Regulations and participation in municipal fora monitoring & reviewing institutional performance. The Department will establish Provincial Planning, Monitoring and Evaluation Forum which will sit on a quarterly basis. The forum will primarily serve as a structure wherein matters relating to local government planning, monitoring and reporting of performance will be discussed, including challenges affecting municipalities as well as reviewing all policy imperatives that affect local government planning and performance management. This will also assist in supporting municipalities to report on the indicators issued in terms of the MFMA Circular 88.

The Department will continue implementing the Municipal Support & Intervention Framework (MSIF) by developing draft Municipal Support & Intervention Plans MSIPs for the seven (7) municipalities that were categorized as dysfunctional. These will be finalised, consulted and have the implementation monitored on a quarterly basis. In compliance with Section 47 of the Municipal Systems Act, the Department will assess Municipal Annual Reports and develop a Consolidated Municipal Performance Report.

## **7.8. TRADITIONAL AFFAIRS**

### **Update on the Traditional and Khoi-San Leaders Legislative and other Policy Mandates**

The Department will track the implementation of the Constitutional Court Judgement by the National Assembly (Parliament), National Council of Provinces (NCOP) and the Eastern Cape Provincial Legislature, in relation to the public participation in the drafting / development process. The tracking of the legislative process is necessary to determine whether the outcome of such processes will necessitate the re-drafting of the Eastern Cape Traditional and Khoi-San Leadership Bill or will give way for the processing of the same by the Provincial Legislature.

The Department is also embarking on an exercise to review the Policy Guide on the Identification, Recognition and Appointment of Traditional Leaders and develop the Provincial Guidelines on Inkciyo Customary Practice for improved governance.

### Traditional Councils (TCs) and Kings / Queens Councils

As the reconstitution of TCs has been completed, in the financial year 2025/26 the Department will roll out the swearing in of new members followed by the Induction Programme. Upon completion of those programmes, the Department will support the TCs through, amongst other things, quarterly sittings. The Department will also facilitate the constitution of the Kings Councils as per legislative requirements.

**Table 44: Current Status of Traditional Leadership Institutions**

INSTITUTIONS	NAME OF POSITIONS	NUMBER OF POSITIONS
Kingship/Queenships Councils/Great Places x 7	Kings /Principal Traditional Leaders (positions)	7
Traditional Councils x 242	Senior Traditional Leaders (positions)	218
	Headmen/women (positions)	1207
	<b>TOTAL</b>	<b>1432</b>
Provincial House of Traditional Leaders	Members of the Provincial House x 38	1 Chairperson 1 Deputy Chairperson 4 EXCO members <u>32 Members</u> <b>38</b>
6 x Local Houses of Traditional Leaders	Members of the LHs x 180	6 Chairperson 6 Deputy Chairperson <u>168 Members</u> <b>180</b>

Source: DCoGTA, 2024

### Supporting Institutions of Traditional Leadership (House, Local Houses and TCs)

Great progress has been made in supporting the operations of the Provincial House of Traditional and Khoi-San Leaders, Local Houses of Traditional Leaders (LHTL), TCs and enhancing our support for an improved functioning of our Kingships.

The Department is committed to resource the operations of the Houses and to strengthen their role in the monitoring of male initiation. Over and above the 4 sittings of the Houses per financial year, special sittings to allow members to complete their business of a financial year, will be catered for. Support staff will be appointed to ensure improved governance in traditional leadership institutions.

**Table 45: Spread of Traditional Leadership Institutions Per District Municipality**

NO	REGIONS	DISTRICTS	KINGSHIPS/QUEENSHIPS
1	Rharhabe	Amathole	Mngqesha
2	Gcaleka	Amathole	Gcaleka
3	Dalindyebo	O R Tambo	Dalindyebo
4	Nyandeni	O R Tambo	Nyandeni
5	Qaukeni	Alfred Nzo & O R Tambo	Qaukeni
6	Western Thembuland	Chris Hani	Qamata
7	Emboland	Alfred Nzo & O R Tambo	amaMpondomse
8	Maluti	Joe Gqabi and Alfred Nzo	No Kingship/Queenships
9	Fingoland	Amathole	No Kingship/Queenships
10	Sterkspruit	Joe Gqabi	No Kingship/Queenships
			07 Kingships/Queenships

Source: DCoGTA, 2024

### Traditional Financial Management

Over the 2025/30 strategic planning period the Department aims to support 170 Traditional Councils in financial management, so that the TCs be able to effectively perform their duties in ensuring transparency, accountability and sound traditional financial management.

### Customary Male Initiation

The Eastern Cape has diverse cultural, customary and traditional practices, one custom that transcends almost all cultures is the customary male initiation practise. Customary Male Initiation practice has been marred by controversy and beset by a plethora of challenges ranging from deaths and injuries of initiates. The Eastern Cape Customary Male Initiation Practice Act No 5 of 2016 and Customary Initiation Act No. 2 of 2021 which came into effect on the 4<sup>th</sup> of September 2022 makes provisions for appropriate interventions intended to mitigate the challenges. Throughout all previous initiation seasons, plans have been implemented, and interventions have been pursued, but the challenges have remained. This is despite the concentrated risk-responsive interventions made by the sixth administration such as age and health assessments, parental support, screening of traditional surgeons, quality assurance of initiation schools, and safety. The Department with stakeholders will continue to support communities by mobilising all social partners to take responsibility for this important rite of passage for boys to manhood. Wrongdoers from families and practitioners will never be spared when they mismanage this practice. In 2024, for both the winter and summer seasons we registered sixty thousand two hundred and twenty-nine (60 229) initiates and out of that, we lost forty-three (43) souls to the custom. It is saddening to continuously report about the deaths of initiates.

Parents are found to be the main contributors by failing to adhere to the safe customary male initiation protocols resulting to dehydration and septicemia becoming the main causes of deaths and injuries of initiates. These conditions are not supposed to be causing deaths of initiates if the parents were playing their role in the practice. The most gruesome to the casualties of customary male initiation are the victims of penile amputation. We will embark on a drive to track and trace the victims with the sole purpose of putting them in the Penile Rehabilitation Programme (PRP). The Urology Unit at Nelson Mandela Academic Hospital has expertise in the field of penile rehabilitation.

In line with the Customary Male Initiation Legislation, the Department will continue to coordinate and facilitate programmes focusing on safeguarding and promoting customary male initiation to ensure a clear understanding of initiation protocols which result in the reduction of injuries and fatalities in the practice.

### Capacitation of Traditional Leaders

Fifteen (15) bursaries have been awarded to Traditional Leaders to pursue studies on Public Management and Law to enhance their skills in fulfilling their statutory role. In the 2025/2026 Financial Year the number will increase to twenty (20). The Department will continue to induct the newly recognised Traditional Leaders in all levels, including the reorientation program for those who have been in service focusing on Headmen.

Over the five-year period 2025/30, the Department will increase the number of bursaries awarded to deserving Traditional Leaders to forty (40). Regarding the induction of Traditional Leaders, the focus will not only be on newly recognised Traditional Leaders, but sessions of reorientating those who have been in office for a long time will be held.

### Partnership for Traditional Councils

The Department will continue facilitating partnership agreements between Traditional Councils and various stakeholders to advance development in the communities, and such will be continued into the 2025/30 strategic planning period. These partnerships have yielded results in areas like development projects, food security empowerment, anti-GBVF awareness and crime prevention.



Under difficult financial constraints, the Department of Cooperative Governance and Traditional Affairs funds the construction and renovations of Traditional Leaders' infrastructure. The Department of Public Works and Infrastructure is the implementing agent responsible for all the project phases from inception to closure. For the five-year period 2025/30, the Department is targeting to complete 6 infrastructure projects.

The Department will implement the following interventions to ensure adequate good governance in municipalities and traditional leadership institutions:

**Table 46: Good Governance – Challenges, Consequences and Interventions**

Challenges	Consequences	Interventions
<ul style="list-style-type: none"> <li>• Municipal Council not adhering to the legislative prescripts.</li> <li>• Limited Oversight role played by councils over municipal departments.</li> <li>• Councillors not adhering to the Code of Conduct for Councillors.</li> </ul>	<ul style="list-style-type: none"> <li>• Risk of litigation.</li> <li>• The municipality is vulnerable to mal-administration, fraud and corruption.</li> </ul>	<ul style="list-style-type: none"> <li>• Capacity building on various pieces of legislation.</li> <li>• Providing continuous capacity-building programmes on roles and responsibilities.</li> <li>• Providing continuous workshops on the code of conduct for councillors and on new developments.</li> </ul>
<ul style="list-style-type: none"> <li>• Non-adherence to the PMS framework.</li> <li>• Lack of council playing an oversight role in institutional performance.</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of accountability and poor reporting.</li> <li>• Poor service delivery by the municipalities.</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure and monitor the implementation of the performance management system.</li> <li>• Development / review of the framework.</li> <li>• Capacity Building on roles and responsibilities.</li> </ul>
<ul style="list-style-type: none"> <li>• None-attendance of consultative / awareness sessions by headmen / headwomen in some areas.</li> </ul>	<ul style="list-style-type: none"> <li>• Poor service delivery in traditional communities.</li> </ul>	<ul style="list-style-type: none"> <li>• Conduct awareness sessions with members of Traditional Councils on the Code of Conduct.</li> <li>• Issuing circular by the Executive Authority to all Traditional Councils informing Traditional Leaders of their legal responsibility to participate in policy and legislative processes and programmes hosted by the Government.</li> <li>• Capacitation of Traditional Leaders on the importance of legislative compliance.</li> </ul>
<ul style="list-style-type: none"> <li>• Conflict within identified royal family members.</li> </ul>	<ul style="list-style-type: none"> <li>• Delays on completion of research projects.</li> <li>• Risk of litigation.</li> </ul>	<ul style="list-style-type: none"> <li>• Conduct awareness sessions with members of royal families whilst conducting genealogical research.</li> <li>• Compilation of a list of eligible royal family members.</li> </ul>
<ul style="list-style-type: none"> <li>• Poor working relations between Traditional Leaders, Ward Committees, Ward Councillors and communities.</li> </ul>	<ul style="list-style-type: none"> <li>• Delays in service delivery programme and project implementation.</li> </ul>	<ul style="list-style-type: none"> <li>• Conduct awareness sessions with community members on the statutory roles and functions of Traditional Leaders and Traditional Councils.</li> </ul>
<ul style="list-style-type: none"> <li>• Limited understanding of finances by support staff and members of Traditional Council</li> </ul>	<ul style="list-style-type: none"> <li>• Loss / wastage or mismanagement of financial resources.</li> </ul>	<ul style="list-style-type: none"> <li>• Continued capacitation of Traditional Councils and support staff on the financial management of Traditional Councils.</li> </ul>
<ul style="list-style-type: none"> <li>• Lack of coordination and communication within the Branch: Traditional Affairs</li> </ul>	<ul style="list-style-type: none"> <li>• Experiencing conflicts and contradictions in reporting.</li> <li>• Non- integrated support to Municipalities and Traditional Leadership Institutions.</li> <li>• Poor delivery service to the Municipalities and Traditional Communities.</li> <li>• Service delivery protests.</li> </ul>	<ul style="list-style-type: none"> <li>• Coordinate plans and improve communication within the Branch: Traditional Affairs to avoid conflicts and contradictions in reports.</li> </ul>



Challenges	Consequences	Interventions
<ul style="list-style-type: none"> <li>• A limited number of people attend community consultations for development plans.</li> <li>• Some villages are too far apart to be convened in one area.</li> </ul>	<ul style="list-style-type: none"> <li>• Disagreements amongst communities on the selection of projects for development purposes.</li> </ul>	<ul style="list-style-type: none"> <li>• Hold consultative sessions in affected villages.</li> <li>• Creating awareness in Traditional Councils and Local Houses.</li> <li>• Make use of other stakeholders to invite communities to meetings e.g., CDWs, Ward Committees, Ward Councillors.</li> <li>• Strengthening working relations between Traditional Leaders, Ward Committees and Ward Councillors by holding awareness sessions on the role of each stakeholder mentioned above.</li> <li>• Cooperation with Municipal Public Participation (MPP) for coordination of profiling and development of plans.</li> <li>• Request assistance from the Public Participation Directorate to assist in bringing stability to the affected communities.</li> </ul>
<ul style="list-style-type: none"> <li>• The increase in Traditional Leadership Disputes continues to persist.</li> </ul>	<ul style="list-style-type: none"> <li>• Delays in the recognition of Traditional Leaders.</li> <li>• Escalation of court cases.</li> </ul>	<ul style="list-style-type: none"> <li>• Document the genealogies for the succession of Traditional Leadership.</li> <li>• Listing of Royal Family members.</li> <li>• Government departments to intervene in Traditional Leadership communities' disputes over boundaries, stock theft, grazing land and settlements.</li> </ul>
<ul style="list-style-type: none"> <li>• Delays in the completion of infrastructure projects.</li> </ul>	<ul style="list-style-type: none"> <li>• Negative impact on service delivery.</li> <li>• Escalation of prices.</li> </ul>	<ul style="list-style-type: none"> <li>• Conclude partnership with Municipal Infrastructure Services on infrastructure projects to curb delays.</li> </ul>

## 7.9. MUNICIPAL CAPACITY BUILDING, (INSTITUTIONAL CAPACITY)

Municipal Institutional Development is the nucleus in the realm of local government transformation. The White Paper on Local Government highlights the needs and circumstances which South African municipal institutions must cater for. This is highlighted in the subsequent pieces of legislations and policies seeking to entrench the notion of Developmental Local Government.

The Department will continue to professionalise local government, focusing on ethics, organisational culture and systematic municipal operations. The Department will ensure that functional structural arrangements are established for continuous engagements and encourage debate with municipal stakeholders including labour unions. Over 90% of municipal senior managers have adequate academic qualifications and competencies and 97% of municipal staff establishments are compliant with Municipal Staff Regulation of 2012, in developing and reviewing staff establishments.

The South African Constitution, of 1996, provides for the Provincial and National Governments to provide support to local government, enabling them to meet their fiduciary obligations. The Municipal Capacity Development is therefore an instrument and machinery to provide such support to municipalities in the form of:

- Professionalization of local government - This area entails ensuring that municipalities appoint qualified and competent senior managers, it also promotes the application of ethical and accountable principles by these senior managers in executing their duties.
- Capacity Development Programme - This entails developing capacity to Councillors and Officials in areas of deficiencies. Capacity Development programmes take various forms.
- Implementation of Staff Establishment - The dominant regulation regime in the sector is the Municipal Staff Regulations. The programme entails assisting municipalities to have HR Plans and Organisational structures that are fit for purpose.

- Promotion of sound labour relations between the employers and the employees and municipalities – This programme entails strengthening capacity of local labour forums, mitigate in individual labour disputes and assist in the investigations of unfair labour practices.

The Department is equal to the task as articulated above. An analysis of the state of readiness is clearly explained below:

- The Department has continuously trained staff to deal with the challenges of supporting municipalities. Continuous training covers areas on emerging policy and legislation, participating in national debates and forums dealing with municipal institutional development matters.
- The inherent risk is the Department's inability to positively respond to all the requests for assistance from municipalities. The Department's success in support activities has translated to being besieged by support requests from municipalities. Our inability to respond is mostly threatened by the Department's incapacity in terms of financial resources.
- New legislative regime requires the Department to interact with municipalities often in supporting them to comply. Inability to physically attend to this obligation compromises the quality of our support.

The Department has identified other directorates within the Municipal Governance and Support Chief Directorate, Local Government SETA, National COGTA and SALGA as the primary stakeholders to meet our intended targets. Civil society organisations and labour unions are secondary stakeholders, as we influence their programmes through our support.

The Department will implement the following interventions to ensure adequate capacity in municipalities:

**Table 47: Municipal Capacity Building, (Institutional Capacity) – Challenges, Consequences and Interventions**

Challenges	Consequences	Interventions
<ul style="list-style-type: none"> <li>• Failing to professionalise of local government</li> </ul>	<ul style="list-style-type: none"> <li>• Inefficiencies, corruption, poor service delivery, low staff morale, and a lack of accountability, ultimately hindering the ability of municipalities to effectively serve their communities and achieve developmental objectives.</li> </ul>	<ul style="list-style-type: none"> <li>• Support municipalities to appoint qualified and competent senior managers.</li> <li>• Support municipalities to promote the application of ethical and accountable principles by senior managers in executing their duties.</li> </ul>
<ul style="list-style-type: none"> <li>• No Capacity Development Programme</li> </ul>	<ul style="list-style-type: none"> <li>• Poor Performance.</li> <li>• Stagnation, reduced productivity, and ultimately, a failure to meet objectives.</li> <li>• Lack of Innovation.</li> <li>• Difficulty in Adapting to Change.</li> <li>• Increased costs.</li> </ul>	<ul style="list-style-type: none"> <li>• Conducted capacity building interventions.</li> </ul>
<ul style="list-style-type: none"> <li>• Non-compliant and improper staff establishment</li> </ul>	<ul style="list-style-type: none"> <li>• Bloated organogram and compromise staff competence quality.</li> </ul>	<ul style="list-style-type: none"> <li>• Support Municipalities to comply with Municipal Staff Regulations of 2021, in reviewing Human Resource Plans.</li> <li>• Assist in stages of compiling of Integrated HR Plans and Strategies.</li> <li>• Assist the municipality with the HR Plan development template.</li> <li>• Develop Municipal HR Plan as part of Staff establishment.</li> <li>• All Municipalities should comply with the New Staff Regulations.</li> </ul>
<ul style="list-style-type: none"> <li>• Labour disputes</li> </ul>	<ul style="list-style-type: none"> <li>• Compromise service delivery.</li> </ul>	<ul style="list-style-type: none"> <li>• Support municipalities in resolving labour relations-related matters.</li> <li>• Support municipalities in strengthening capacity of local labour forums, mitigate in individual labour disputes and assist in the investigations of unfair labour practices.</li> </ul>

## 7.10. SOUND FINANCIAL MANAGEMENT

During the five-year period 2025/30, the Department will secure sound and sustainable management of the financial affairs of municipalities; establish treasury norms and standards for the local sphere of government; and to provide for matters connected therewith.

A functional internal audit unit, systems of internal control and effective operation of an audit committee are all crucial components for sound corporate governance in municipalities. The MFMA requires that these financial governance components exist within all municipalities and in that regard, indeed all municipalities have functional Audit Committees and Internal Audit units in place. The Department facilitates and holds Quarterly Municipal Internal Audit and Risk Management Forums to assist Municipal Chief Audit Executives and Chief Risk Officers in the effective execution of their responsibilities and for sharing and learning best practices from each other, thus capacitating them towards good governance and improvement of audit outcomes.

The Municipal Public Accounts Committees (MPACs) as a committee of the municipal council, appointed in accordance with Section 79 of the Structures Act. Section 79 of the Local Government Municipal Structures Amended Act, 2021 provides for committees of the Council reporting directly to the council, in accordance with the terms of reference of such committees developed by the councils. All municipalities in the province have MPACs that have adopted their schedule of meetings and as such sittings of their meetings do occur. Capacity is still a challenge and those that have capacity challenges are assisted with clarifying their roles and responsibilities and crafting terms of reference and workplans and to some extent how to deal with unauthorised fruitless and wasteful expenditure (UIFWE).

The Department will continue to provide support and build capacity to ensure improvement of municipal audit outcomes as well the strengthening of support to municipalities on the collection of debt owed by government departments and entities to ensure Improved Municipal Revenue Collection and provide support and build capacity to Municipal Public Accounts Committees (MPACs) and support staff to ensure effectiveness governance. The department will also assist municipalities in developing risk registers, training of risk champions and facilitate the development of combined assurance plans for municipalities.

The key focus areas during the financial year 2025/26 for the Department include ensuring that all municipality Property Rates Policies are aligned with the correct categorization of properties according to Section 8 of the Municipal Property Rates Act (MPRA) as well as ensuring that municipalities start the process to conduct a new cycle of General Valuation Roll. The Department (Spatial Planning-GIS) is to provide hands-on support to the municipalities, to identify the ownership of Government departments to ensure proper billing by the municipalities. The Department will collaborate with municipalities to conduct public participation before the implementation of the new General Valuation Rolls.

The Department will provide technical support to municipalities in the implementation of Section 49 of the MPRA (Objections to the new roll by the public) as well as provide support and monitor the implementation of the Project Plan to meet deadlines of the critical milestones, (Date of Valuation, Date of submission of the certified Roll and the Date of Implementation). The Department to ensure that there is an effective and functioning of the Valuation Appeal Board in place for all municipalities to attend to all the appeals.

The Department will also conduct MEC engagements on audit action plans to ensure that municipalities who received unfavourable audit outcomes do improve on their audit during the financial year.

### **Consolidated Debt Owed to Municipalities 31 December 2024**

The debt owed to municipalities by government departments, Residents and Businesses at 31 December 2024 amounted to R19.4 billion. There are quarterly sessions between municipalities and government departments on arrear government debt. These sessions are designed to support municipalities in collecting revenue from government departments while also creating a platform for departments to raise their areas of frustrations directly with municipalities. Currently the Department is unable to assist municipalities in recovering debt owed by residents and businesses, municipalities however are encouraged to conduct data cleansing to ensure that accurate billing is done to minimise the risk of escalating debt that will not be recovered.

This intervention has resulted in a total payment of more than R400 million to municipalities during the quarter ended 31 December 2024. There have also been successes in terms of getting the Departments of Education, Health and Public Works and Infrastructure, both provincial and national to make payments after prolonged periods of not honouring their respective municipal accounts.

### **Consolidated Debt Owed to Bulk Supplies & AGSA 31 December 2024**

The debt owed by municipalities in respect of bulk supplies and the Auditor General is reflected in the table below. The total debt owed at 31 December 2024 amounted to R52 million which is a huge decline as compared to 2023, this means that most municipalities were able to settle their debts with AG:

Table 48: Consolidated Debt Owed to Bulk Supplies &amp; AGSA 31 December 2024

CUSTOMER NAME	Current	1-30 Days	31 - 60 Days	61-90 Days	90 - 120 Days	120+	TOTAL DEBT	PAYMENTS RECEIVED	BALANCE
<b>ALFRED NZO DISTRICT</b>									
Alfred Nzo District Municipality	2 856 133,78	-	-	-	-	-	2 856 133,78	2 856 133,78	0,00
Matatiele Municipality	1 926 014,56	-	-	-	-	-	1 926 014,56	1 926 014,56	0,00
Winnie Madikizela-Mandela Local Municipality	1 533 802,84	-	-	-	-	-	1 533 802,84	1 533 802,84	0,00
Tabankulu Municipality	2 777 121,75	-	-397 711,52	-	-	-	2 379 410,23	2 777 121,75	-397 711,52
Umtzimbubu Municipality	2 160 396,38	-	-	-	-	-	2 160 396,38	2 160 396,38	0,00
Alfred Nzo Development Agency (Pty) Ltd	406 247,62	-	-	-	-	-	406 247,62	406 247,62	0,00
	<b>11 659 716,93</b>	-	<b>-397 711,52</b>	-	-	-	<b>11 262 005,41</b>	<b>11 659 716,93</b>	<b>-397 711,52</b>
<b>AMATHOLE DISTRICT</b>									
Mbhashe Municipality	1 626 329,24	-	-	-	-	-	1 626 329,24	1 626 329,24	0,00
Buffalo City Municipality	10 289 188,88	-	-	-	-	-	10 289 188,88	10 289 188,88	0,00
Amatole District Municipality	2 962 910,01	2 817 200,89	68,53	70,11	69,42	6 956,74	5 787 275,70	2 817 130,91	2 970 144,79
Nagushwa Municipality	1 361 658,54	1 490 862,07	-	-	-	-	2 852 520,61	1 504 236,53	1 348 282,08
Mnquma Municipality	1 866 809,69	-	-	-	-	-	1 866 809,69	1 866 809,69	0,00
Great Kei Municipality	1 422 290,68	-	-	-	-	-	1 422 290,68	1 422 290,68	0,00
Amahlathi Municipality	1 184 411,87	1 301 269,00	782 097,06	-	-	-	3 267 777,93	1 782 097,06	1 485 680,87
Buffalo City Metro Development Agency	679 494,98	-	-	-	-	-	679 494,98	679 494,98	0,00
Amothole Economic Development Agency	501 076,82	222 010,49	-	-	-	-	723 087,31	723 087,31	0,00
Raymond Mhlaba Local Municipality	1 771 499,13	2 291 853,11	-	-	-	-	4 063 352,24	4 063 352,24	0,00
	<b>23 665 669,84</b>	<b>8 123 195,56</b>	<b>782 165,59</b>	<b>70,11</b>	<b>69,42</b>	<b>6 956,74</b>	<b>32 578 127,26</b>	<b>26 774 019,52</b>	<b>5 804 107,74</b>
<b>SARAH BAARTMAN DISTRICT</b>									
Nelson Mandela Bay Municipality	11 992 048,40	-	-	-	-	-	11 992 048,40	11 992 048,40	0,00
Sarah Baartman District Municipality	1 092 366,28	-	-	-	-	-	1 092 366,28	1 092 366,28	0,00
Makana Municipality	1 971 346,08	-	-	-	-	-	1 971 346,08	1 971 346,08	0,00
Ndlambe Municipality	1 730 402,07	-	-	-	-	-	1 730 402,07	1 730 402,07	0,00
Blue Crane Route Municipality	2 072 603,95	-	-	-	-	-	2 072 603,95	-	2 072 603,95
Kouga Municipality	1 363 400,99	-	-	-	-	-	1 363 400,99	1 363 400,99	0,00
Sundays River Valley Municipality	2 422 428,18	2 357 196,19	1 451 578,12	701 629,18	-	-	6 932 831,67	798 414,79	6 134 416,88
Kou Kamma Municipality	1 998 775,74	1 212 818,91	1 263 719,58	739 885,32	71 938,49	5 082 266,01	10 369 404,05	2 126 393,55	8 243 010,50
Mandela Bay Development Agency	1 035 190,67	417 427,46	-	-	-	-	1 452 618,13	-	1 452 618,13
Cacadu District Development Agency	52 424,36	-	-	-	-	-	52 424,36	52 424,36	0,00
Dr Beyers Naude Local Municipality	2 761 260,86	1 649 022,71	-	-	-	-	4 410 283,57	724 328,25	3 685 955,32
	<b>28 492 247,58</b>	<b>5 636 465,27</b>	<b>2 715 297,70</b>	<b>1 441 514,50</b>	<b>71 938,49</b>	<b>5 082 266,01</b>	<b>43 439 729,55</b>	<b>21 851 124,77</b>	<b>21 588 604,78</b>
<b>JOE GQABI DISTRICT</b>									
Joe Gqabi District Municipality	1 710 669,05	1 196 963,45	-	-	-	-	2 907 632,50	2 907 632,50	0,00
Elundini Municipality	2 028 023,44	-	-	-	-	-	2 028 023,44	2 028 023,44	0,00
Senqu Municipality	1 140 204,63	-	-	-	-	-	1 140 204,63	1 140 204,63	0,00
Joe Gqabi Economic Dev. Agency (JoGEDA)	558 441,97	-	-	-	-	-	558 441,97	558 441,97	0,00
Walter Sisulu Local Municipality	2 245 853,43	1 591 818,47	585 880,27	-	-	-	4 423 552,17	1 300 000,00	3 123 552,17
	<b>7 683 192,52</b>	<b>2 788 781,92</b>	<b>585 880,27</b>	-	-	-	<b>11 057 854,71</b>	<b>7 934 302,54</b>	<b>3 123 552,17</b>
<b>OR TAMBO DISTRICT</b>									
Mhlontlo Municipality	2 613 833,24	1 562 935,27	-	-	-	-	4 176 768,51	1 529 905,89	2 646 862,62
Port St. Johns Municipality	1 527 442,47	1 706 745,27	-	-	-	-	3 234 187,74	3 234 187,74	0,00
Nyandeni Municipality	1 494 916,81	-	-	-	-	-	1 494 916,81	-	1 494 916,81
Ingquza Hill Local Mun	2 079 786,73	-	-	-	-	-	2 079 786,73	2 135 480,73	-55 694,00
King Sabata Dalindyebo Municipality	4 044 419,45	-	-	-	-	-	4 044 419,45	4 044 419,45	0,00
OR Tambo District Municipality	4 020 046,90	-	-	-	-	-	4 020 046,90	4 020 046,70	0,20
Ntinga or Tambo Development Agency	795 462,36	753 025,64	-	-	-	-	1 548 488,00	-	1 548 488,00
Port St. Johns Development Agency	172 340,61	110 880,70	-	-	-	-	283 221,31	283 221,31	0,00
	<b>16 748 248,57</b>	<b>4 133 586,88</b>	-	-	-	-	<b>20 881 835,45</b>	<b>15 247 261,82</b>	<b>5 634 573,63</b>
<b>CHRIS HANI DISTRICT</b>									
Sakhisizwe Municipality	1 228 483,79	-	-	-	-	-	1 228 483,79	1 228 483,79	0,00
Dr. AB Xuma Local Municipality	1 187 678,60	-	-	-	-	-	1 187 678,60	1 187 678,60	0,00
Chris Hani District Municipality	3 247 444,33	2 693 704,56	3 442,73	3 522,35	3 487,55	349 475,27	6 301 076,79	2 690 189,11	3 610 887,68
Inxuba Yethemba Municipality	2 569 109,62	1 776 002,73	1 562 928,02	721 748,66	80 964,95	7 048 436,90	13 759 190,88	553 290,54	13 205 900,34
Intsika Yethu Municipality	1 641 872,12	-	-	-	-	-	1 641 872,12	1 641 872,12	0,00
Emalahleni Municipality	2 296 241,21	-	-	-	-	-	2 296 241,21	2 296 241,21	0,00
Chris Hani Development Agency (Pty) Ltd	431 694,36	718 754,83	-	-	-	-	1 150 449,19	-	1 150 449,19
Enoch Mgijima Local Municipality	2 528 003,16	2 015 793,08	7 053,64	-	-	-	4 550 849,88	2 022 846,72	2 528 003,16
	<b>15 130 527,19</b>	<b>7 204 255,20</b>	<b>1 573 424,39</b>	<b>725 271,01</b>	<b>84 452,50</b>	<b>7 397 912,17</b>	<b>32 115 842,46</b>	<b>11 620 602,09</b>	<b>20 495 240,37</b>
	<b>103 379 602,63</b>	<b>27 886 284,83</b>	<b>5 259 056,43</b>	<b>2 166 855,62</b>	<b>156 460,41</b>	<b>12 487 134,92</b>	<b>151 335 394,84</b>	<b>95 087 027,67</b>	<b>56 248 367,17</b>

As at December 2024, the municipalities owe ESKOM an amount of R 5.5 billion, and R 4.7 billion of that is owed by the top owing municipalities i.e. Enoch Mgijima LM (R1,5 billion), Walter Sisulu LM (R747 million), Inxuba Yethemba LM, (R663 million), Dr Beyers Naude LM (R664 million), Raymond Mhlaba LM (R299 million), KSD LM (R353 million) Amahlathi LM (R126 million), Makana LM (R166 million). All seven (7) municipalities that were supported to apply for the municipal debt relief programme have been approved by the NT and are reporting monthly.



## Municipal Audit Outcomes

After the release of the EC municipal audit reports by AGSA, municipalities developed Audit Improvement Plans (AIPs) to address audit findings. A slight improvement in overall outcomes has been observed, however weak control environments persist. The outcomes have improved slightly for the third consecutive year, and this is a positive upward trajectory which indicates that the improvements can be sustainable. However, there are still instances where some municipalities are regressing and are taking the province backwards from the few steps it has taken forward.

**Table 49: Three-Year Audit Outcomes – 2022-2024**

AUDIT OPINION	2022	2023	2024
Unqualified - clean	3	4	6
Unqualified	19	20	14
Qualified	13	10	16
Disclaimer	3	3	2
Adverse	1	0	1
Total number of reports reported on	39	37	39
Number of audit reports not issued	0	2	0
Total number of audits	39	39	39

In line with Section 131 of the MFMA, the Department has embarked on the process of assessing the adequacy of responses to auditor general findings by municipalities. This entailed assessing whether the measures put by municipalities on their AIPs will indeed assist in the improvement of audit outcomes and checking the recurrences and omissions. Section 131 report has been developed for submission to the Legislature, feedback letters have been prepared for submission to municipalities for areas of improvement, The Department (COGTA) in collaboration with PT and SALGA has been engaging the municipalities on the progress on implementation of audit response plans as well as their readiness to submit AFS within the prescribed timeframe.

The Department in collaboration with PT monitored the implementation of the Financial Recovery Plan (FRP). As part of ensuring financial viability towards the FRP, CoGTA has facilitated Quarterly Arrear Debt Meetings between Municipalities and owing sector departments to resolve disputes hence payments were made in the third quarter.

The Department will continue structured intervention to assist the affected municipalities with consecutive Qualified, Adverse and Disclaimed Audit Opinions to strengthen their internal controls and address the root causes of negative audit outcomes. The objective is to ensure that necessary corrective measures are in place before the commencement of the next audit cycle in August 2025 and beyond. Intensified monitoring and support will be provided to municipalities on debt owed by Government Departments and Business. The same applies to Risk Management Support interventions in Municipalities to ensure sound governance practices towards Clean Audit Outcomes.

The Department will implement the following interventions to ensure adequate financial management in municipalities:

**Table 50: Sound Municipal Finance - Challenges, Consequences and Interventions**

Challenges	Consequences	Interventions
<ul style="list-style-type: none"> <li>• Inadequate implementation of AIPs has led to some municipalities having recurring findings.</li> </ul>	<ul style="list-style-type: none"> <li>• Repeat audit findings that lead to unfavourable audit outcomes and the loss of grants due to poor financial management and lack of consequence management by municipal councils</li> </ul>	<ul style="list-style-type: none"> <li>• Assessments of AIPs to ensure all findings are adequately addressed and provide response letters to municipalities addressing the adequacy.</li> </ul>
<ul style="list-style-type: none"> <li>• Poor revenue collections.</li> </ul>	<ul style="list-style-type: none"> <li>• Unfunded budgets and budgets that are not cash backed that might lead to poor service delivery as money for service delivery will be used to subsidise the services that would have been provided should revenue be collected.</li> </ul>	<ul style="list-style-type: none"> <li>• Facilitation of engagements with municipalities and departments.</li> </ul>
<ul style="list-style-type: none"> <li>• Non-functionality of certain MPAC committees.</li> <li>• Non-active DC boards.</li> <li>• Escalating of UIFW&amp;E.</li> <li>• Non-implementation of internal audit recommendations by management.</li> </ul>	<ul style="list-style-type: none"> <li>• Escalating UIFW&amp;E, poor performance of contracted services providers due to lack of oversight by MPAC.</li> </ul>	<ul style="list-style-type: none"> <li>• Strengthening capacity by rolling out MPAC workshops on roles and responsibilities in line with the MPAC toolkit.</li> <li>• Monitoring of UIFW&amp;E reduction strategy.</li> <li>• Capacitate Chief audit Executive and Chief Risk Officers.</li> </ul>

### 7.11. BASIC AND DEVELOPMENT SERVICES

In support of the departmental Strategic Plan 2025/30 implementation, The Booklet is explicit on the standard operating procedures in implementation of basic services like Planned Roads and Stormwater Construction and Maintenance; Process of Pothole Patching; Interlocking Paved Road; Stormwater Maintenance; Side and Meters Of Drain Cleaning; Storm Water Management in Build-Up Areas; Electricity Maintenance; Building Construction and Planned Maintenance; Landfill Management; Refuse Collection and Environmental Management; Wastewater Quality Management; Municipal Water Quality Management; Disaster Management; Emergency Procurement During Major Incidents and Disasters; Land Invasions; Facilitation, and to strengthen and monitoring the implementation of Free Basic Services in Municipalities. The Department is responsible for the facilitation of support and monitoring of infrastructure, free basic services and local economic development programmes of municipalities. This is done amongst others to ensure that infrastructure plays a key role in catalysing economic development within municipalities while also ensuring that the vulnerable members of the community are provided with services and employment safety net through the Free Basic Services and Public Employment Programmes.

In the financial year 2024/25, the province sustained the performance on Municipal Infrastructure Grant (MIG) and Integrated National Electrification Programme (INEP) Grant with overall mid year spending of 58% and 64% respectively. Both MIG and INEP were not subjected to the Division of Revenue Act (DORA) S18 Stopping and could be beneficiary to DORA S19 Reallocation due to good performance. During the financial year 2024/25, the Department intensified the implementation of the Risk Adjusted Strategy (RAS) to sustain the good performance of 2023/24 FY, and the Department can report that all the 36 municipalities, excluding the BCM, NMBM and Sarah Baartman District, participated in the RAS as an intervention programme. From the 2025/26 FY, COGTA will further intensify RAS by consolidating 7 Intervention Support Programmes including RAS-Operation and Maintenance (O&M) and introduce the RAS Non-Negotiables Standard Operating Procedure (SOP) to guide municipalities on the rollout of the infrastructure services. All 36 municipalities excluding the 2 Metros and Sarah Baartman District will participate in the RAS Intervention programme. One of the critical strategies that have been implemented over the past two years include the Risk Adjusted Strategy (RAS) which has ensured the reduction of funds that get returned to the fiscus while eliminated under – expenditures within the Municipal Infrastructure Grant (MIG).

Through the Risk Adjusted Strategy (RAS), the Department shall be emphasising the implementation of service delivery imperatives through the non – negotiables, where effective and efficient basic services delivery is advocated.

### 7.12. FREE BASIC SERVICES (FBS)

The Department has successfully assisted municipalities to resuscitate functional Free Basic Services coordinating structures in the form of Indigent Steering Committees and Free Basic Services District Fora as a result there is a cross pollination of ideas and coordination between the districts and local municipalities on FBS matters.

The Department will assist municipalities in improving the rolling out of FBS to indigent households and ensure that systems are in place for monitoring the implementation of the programme. Interventions to be made to 38 municipalities except for Sarah Baartman District include the following:

The Department has further developed a draft Provincial FBS Indigent Policy Framework to ensure compliance by municipalities on FBS matters including credible Indigent Registers. The department has also formed partnerships with other organs of state such as SASSA, Statistics South Africa and ECSSEC to find areas of collaboration in assisting municipalities for better management of Municipal Indigent Registers. These initiatives seek to ensure that municipalities are providing Free Basic Services to the correct indigent beneficiaries.

For 2025/2026 financial year, a special attention will be given to enhance the rolling out of the Provincial Indigent Policy Framework to ascertain that municipalities are compliant to matters pertaining to proper implementation of Free Basic Services programme. Much emphasis will be given to the improvement of municipal data cleansing mechanisms for maintenance of policy compliant indigent registers that ensure benefits accrue to deserving community members.

### 7.13. LOCAL ECONOMIC DEVELOPMENT (LED)

In the 2024/25 Financial Year, the Department supported and monitored 12 municipalities on the implementation of their Local Economic Development (LED) Strategies and Plans informed by competitive and comparative advantages wherein potential catalytic projects were identified and mobilised possible funding institutions to support implementation.

The Department embraces partnerships that enhance the departmental capacity to better support municipalities. One of these partnerships is with the University of Fort Hare on research where the objective contribution of Local Economic Development Agencies in the development trajectory of local economies is assessed. The findings of this study shall ensure that development agencies are recalibrated to better contribute to the economic development discourse of municipalities and the research will improve and dedicate support for municipal entities.

COGTA in partnership with National DCoG, SALGA and Municipal Institute of Learning (MILE) conducted capacity building for all District Municipalities, “Masterclass on the Art of facilitating and documenting LED Strategy,” within the Province on how to develop and review LED Strategies to reduce reliance of consultancy services.

During the 2024/25 financial year, the Community Work Programme (CWP) was implemented in all thirty-one (31) Eastern Cape Local Municipalities and two (2) Metros, and it created 39 391 job opportunities for the provision of an employment safety net for the vulnerable members of society whilst also promoting socio-economic development, however, there is gradual offloading of participants due to financial constraints. CWP participants were provided for all targeted small towns to provide cleaning and beautification support. The CWP benefited 74% of women against the provincial target of 55% and 2% of people with disabilities. To further extrapolate, the Department supported the implementation of the Provincial Integrated Anti-Poverty Strategy by creating 3 500 CWP job opportunities across 34 poorest

wards within the Eastern Cape and created 170 EPWP job opportunities in Dimbaza, Tsomo and Cofimvaba small towns.

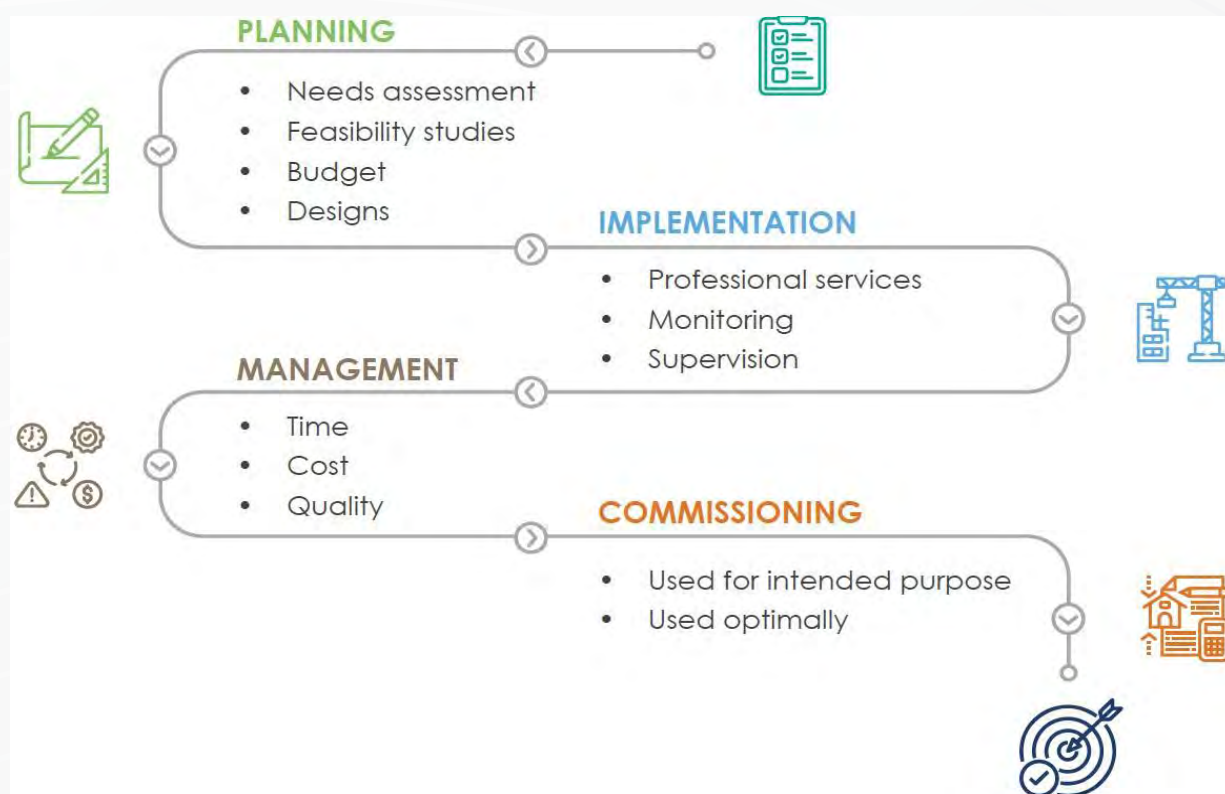
In the 2025/26 financial year, 36 170 public employment job opportunities shall be created through CWP and EPWP in thirty-one (31) local municipalities and the two (2) metros. The CWP and EPWP maintain community assets through implementing useful work that includes the general cleaning, clearing storm water channels, fixing water leaks, assisting in Early Childhood Development Centres (ECDs) and school homework, etc. The Department will therefore monitor the implementation of CWP through Local Reference and Provincial Management Committee meetings that convene quarterly.

The Department is further implementing the Small Towns Revitalisation Programme to improve public and private sector investments towards enhanced economic development in targeted towns through the utilisation of the Small-Town Development Framework (STDF). The development approach ushered by the STDF is being implemented at Stutterheim, Port Alfred, Qumbu – Tsolo and Cedarville – Maluti.

The Department will further support 15 municipalities to develop and implement their LED Strategies in the 2025/26 financial year namely (Ntabankulu, Winnie Madikizela-Mandela, Amahlathi, Mbhashe, Makana, Senqu, Walter Sisulu, Sakhisizwe, Sundays River Valley, Intsika Yethu and Ingquza Hill LMs as well as OR Tambo, Joe Gqabi, Sarah Baartman and Alfred Nzo DMs), furthermore the department will monitor the implementation of the Standard Draft By-law on Town, Village and Rural Economies as well as the Standard Operating Procedure (SOP) (Non-negotiables) on business regulation.

#### 7.14. MUNICIPAL INFRASTRUCTURE SERVICES (MIS)

Figure 35: Infrastructure Project Life Cycle Model



Source: AGSA, *Infrastructure Management*, 2023/24

Through the implementation of the RAS Framework, the 4 (four) pilot RAS grants improved significantly on spending as demonstrated in the tables below reflective of the end 2023/24 financial year, and mid-year 2024/25 financial year. The tables below shows the progressive expenditure trajectory by the Eastern Cape municipalities achieved through the RAS implementation where the overall performance increased by 15%

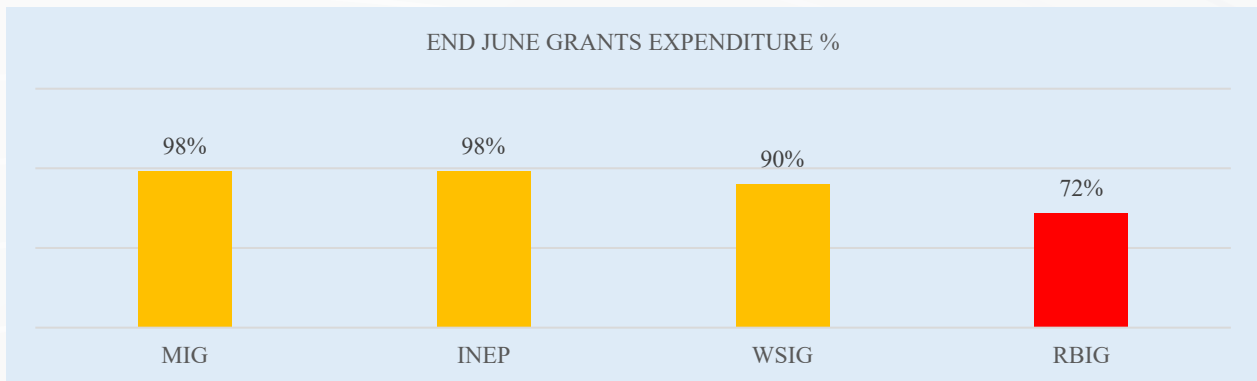


from 2022/23 non-RAS year to 2024/25 RAS year. Commendable, the MIG has not been affected by mid-year DORA S18 stopping in both 2023/24 FY and in the 2024/25 financial year. INEP has also improved immensely by 20% from 47% to 67% between 2023/24 and 2024/25 mid-year expenditure.

**Table 51: 2023/24 End-Year Grants' Spending Performance**

Grant Type			2023/24	Budget 1 <sup>st</sup> Adjust	Sec 18 & 19 of DoRA	Revised Budget	Expenditure End May 2024	
Municipal	Infrastructure	Grant (MIG)	3 649 469	-244 088		3 405 381	3 085 211	98%
Integrated National Electrification Programme		Grant (Municipal)	287 054	-23 206	5 996	269 844		98%
Water Services Infrastructure		Grant (Schedule 5B)	516 864	-40 000	11 000	487 864	439 077	90%
Regional Bulk Infrastructure		Grant (RBIG) Schedule 5B	731 849	-39 149	-20 000	672 700	484 344	72%

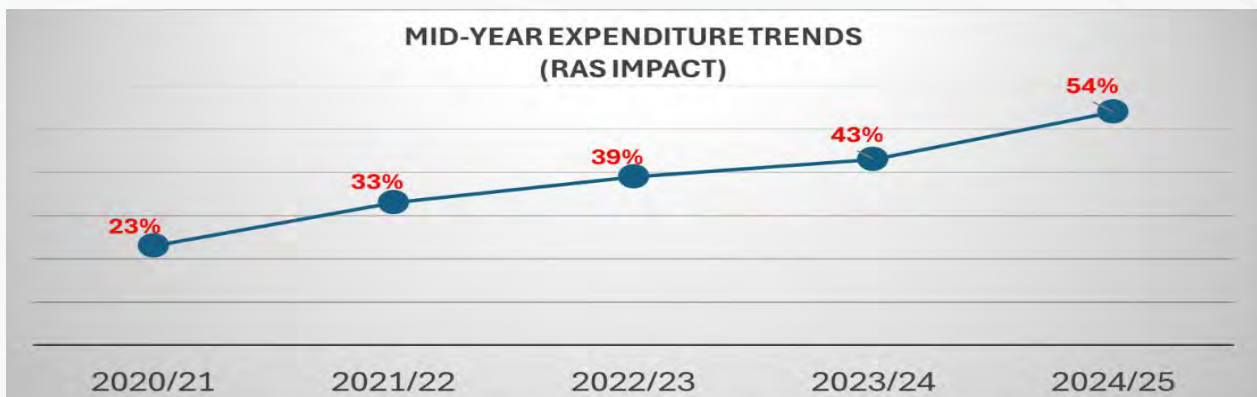
**Figure 36: End June Grants Expenditure %**



**Table 52: 2024/25 Mid-Year Grants' Spending Performance**

GRANT	2020/21	2021/22	2022/23	RAS 2023/24	RAS 2024/25
Municipal Infrastructure Grant (MIG)	36%	37%	39%	61%	57%
INEP (Integrated National Electrification Programme) (INEP)	23%	46%	61%	47%	67%
Water Services Infrastructure Grant (WSIG)	22%	30%	28%	38%	45%
Regional Bulk Infrastructure Grant (RBIG)	12%	18%	30%	26%	36%
<b>TOTAL</b>	<b>23%</b>	<b>33%</b>	<b>39.5%</b>	<b>43%</b>	<b>54%</b>

**Figure 37: 2024/25 Mid-Year Expenditure Trends (RAS Impact)**





The Department in 2025/26 shall also broaden the RAS Framework to integrate the segmented 7 (seven) intervention programmes and integrate these into the broadened Provincial Municipal Infrastructure Management RAS Framework (PMIM-RAS-FW).

The 7 RAS intervention programmes are packaged as RAS Infrastructure Improvement Programmes as follows: (i) Procurement Improvement programme, (ii) Contracts Management Improvement programme, (iii) Project Management Improvement programme, (iv) Capital Expenditure (Capex) Performance Improvement programme, (v) Operations Expenditure (Opex) Performance Improvement programme, (vi) Infrastructure Audit Improvement programme, and (vii) Professionalization Improvement programme.

The Department will continue to monitor and support municipalities in their endeavour to institutionalise the provincially endorsed Risk Adjusted Strategy (RAS) framework. Untenably, some municipalities are still battling with the institutionalisation of the Risk Adjusted Strategy (RAS). Therefore, the Department intends to further intensify on RAS institutionalisation by other grant transferring Departments that are responsible for the implementation of WSIG, RBIG and INEP.

### 7.15. DISASTER MANAGEMENT AND FIRE SERVICES

The province is often affected by several disasters or major incidents caused by various hazards which affect communities, including heavy rains often leading to floods, thunderstorms, drought, veld fires, snow fall incidents as well as other several man-made incidents, viz maritime pollution etc. The Department continues to institutionalize the Disaster Management Programme in the province to prevent, mitigate disasters and enhance preparedness, and capability to respond to these disasters.

For this purpose, the Department continues to advocate for the utilisation of the approved provincial indicative disaster risk assessment by all organs of state, mainly for purposes of planning and budgeting for disaster management.

The Department commenced to support sector departments develop level one (1) sector disaster management plans. The sector plans serve as a build up to the finalisation of the provincial disaster management plan. The Department is further supporting sector departments in the implementation of the approved provincial disaster management policy framework to an extent that Provincial Treasury augmented the process by issuing a circular for sector departments to set aside 2% of own funding to respond to disasters. Some responded positively, but still more work must be done to ensure full compliance.

To strengthen the coordination element of the programme, the Department collaborated with the Office of the Premier (OTP) and Provincial Treasury (PT), by developing a disaster management coordination plan which contains an implementation protocol that sector departments and municipalities must implement and report on a quarterly basis. The protocol also contains elements of the provincial disaster management policy framework.

The Department shall also conclude the licencing processes with the South African Aviation Association. The Department has now established a provincial urban search and rescue task team for collaborative efforts in response mechanisms. A prerequisite training, “Be Safe”, for the task team, has commenced targeted to be completed by the beginning of the 2025/26 financial year. Fire prevention and safety mechanisms shall be continued in the 2025/26 financial year. Furthermore, a provincial disaster management shall be developed for disaster mitigation, preparedness and response.

Aviation Association for the drones to be operationalised for disaster management missions, including assisting with an aerial view during disaster damage assessments and provide a spatial view of settlements to inform disaster risk reduction planning as well as monitoring of infrastructure projects.

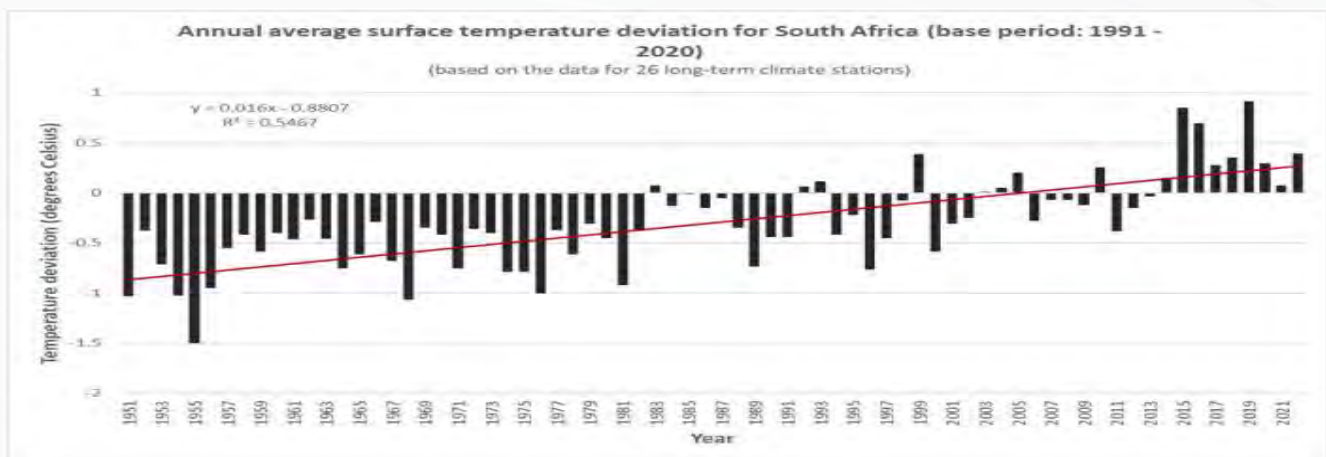
## 7.16. ENVIRONMENT AND CLIMATE CHANGE<sup>6</sup>

### Climate Change

The Eastern Cape is full of contrast and diversity with its coastline, extensive mountain ranges and altitudinal variations make for a diverse climate. This results in a diversity of natural resource availability and production potential, as well as differences in the manifestation of climate change impacts across the province.

There also exists a socio-spatial divide: with evident well-developed areas & historically marginalised underdeveloped areas. Contrasts lead to vulnerabilities, i.e.: lack of access to basic services, coupled with high population densities, low local government expenditure, limited governance capacity on climate change response and destitute rural communities.

**Figure 38: Annual Average Surface Temperature Deviation for South Africa (Base Period: 1991 – 2020)**

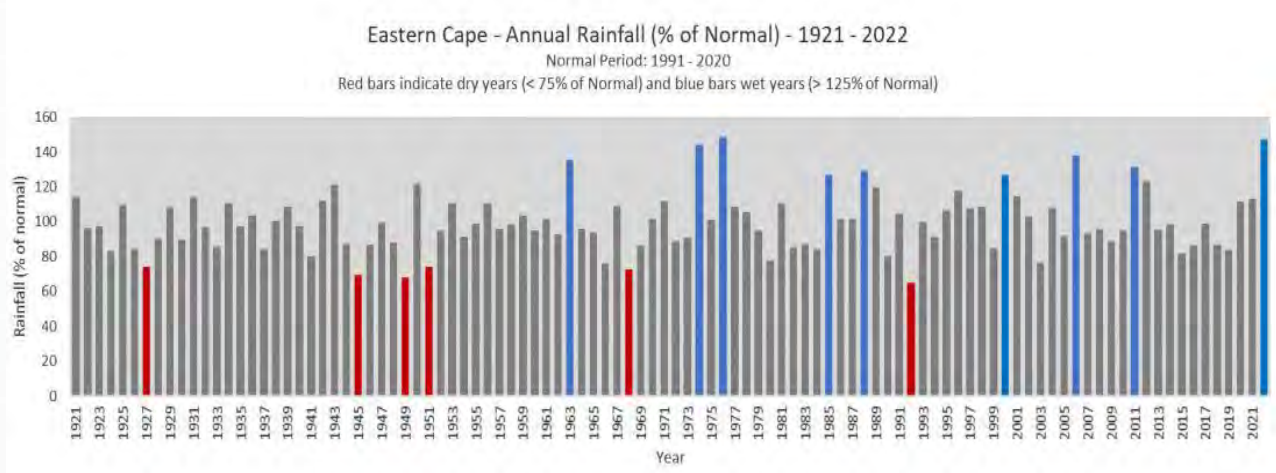


Source: South African Weather Service, 2023

There are noticeable climatic changes throughout the province - Shifting rainfall seasons; Increased meteorological droughts; Prolonged above average summer temperatures; Prolonged below average winter temperatures. Movement of insects to new areas (Locust infestations); low-lying coastal areas exposed to sea-level rise and frequent storm surges and areas experiencing frequent runaway veld fires and flooding increased burden of disease.

Habitat transformation / loss - This is all affecting all aspects of life, industries, agriculture, human health and wellness, and daily living.

<sup>6</sup> (Source: 30yr Review Synthesis Report)

**Figure 39: Eastern Cape – Annual Rainfall (% of Normal) – 1921 - 2022**

Source: South African Weather Service, 2023

### 7.17. SPATIAL PLANNING AND LAND USE MANAGEMENT

During the 2025/26 financial year the Department is reviewing the Provincial Spatial Development Framework to align to the provincial priorities of the 7<sup>th</sup> administration and the National Spatial Development Framework (2023). Recently the Eastern Seaboard Regional Spatial Development Framework was gazetted, which seeks to improve the spatial configuration of municipalities within the region which includes the OR Tambo and Alfred Nzo Districts, to ensure its effective implementation the Department will develop the N2 Road Wild Coast Corridor Spatial Plan.

The Department has developed plans to conduct training for Municipal Planning Tribunals, municipal officials, councillors and Traditional Leaders on SPLUMA. The Department will provide technical support on land use management administration, town planning and geographical information systems to municipalities. The plan is to engage in the municipal processes of reviewing / drafting of SDFs and Land Use Schemes that are compliant with SPLUMA.

Key to Geographic Information Systems is the establishment of integrated geospatial information system and the development of reporting and monitoring tools for municipal projects.

Important to Land Survey and Cadastral Information Management is restoring and advancing orderly land development and resolving encroachments:

- Resolving boundary disputes for commercial, residential and farm properties.
- Facilitating disposal/sale of land parcels.
- Guiding infrastructure development.

Overall, fourteen (14) municipalities namely, Blue Crane Route, Dr A.B Xuma, Walter Sisulu, Dr Beyers Naude, Kumkani Mhlontlo, Ntabankulu, Nelson Mandela Bay, Raymond Mhlaba, Sundays River Valley, Sakhisizwe, Senqu, Amahlathi, Alfred Nzo and Ndlambe thus far have been supported to implement Spatial Planning and Land Use Management policies guided by the Spatial Planning and Land Use Management Act, (SPLUMA). For the five-year period 2025/30, the Department will continue to monitor the implementation of SPLUMA throughout the province every quarter. This includes the establishment of decision-making bodies such as Municipal Planning Tribunals, Appeal Authority structures and Authorised Officials as well as the development of Spatial Development Frameworks and Land Use Schemes.

Municipalities such as Ingquza Hill, Emalahleni and Ntabankulu were provided with up-to-date Spatial data. Equally, we successfully implemented ESRI Geographical Information System (GIS) Professional Software in Emalahleni and Inxuba Yethemba municipalities. The following municipalities, Winnie Madikizela Mandela, Chris Hani, OR Tambo now have GIS policies and strategies through the technical support that was provided. Winnie Madikizela-Mandela, PSJ and Ingquza Hill municipalities will be

implementing the digital land development application system (National Spatial Planning Data Repository) funded by the Department of Rural Development and Land Reform. The Department also successfully assisted Dr Beyers Naude and Inxuba Yethemba municipalities in updating the Land Use Management Scheme (LUMS) GIS layer as well as training on Quantum GIS.

The Department will provide continued support to 17 municipalities to implement SPLUMA, namely, Great Kei, Sarah Baartman, Port St Johns, Umzimvubu, Raymond Mhlaba, Nelson Mandela Bay, KSD, Winnie Madikizela-Mandela, Intsika Yethu, Mnquma, Dr Beyers Naude, Elundini, Emalahleni, Ngqushwa, Kouga, Joe Gqabi and Ingquza Hill.

Thirty-one (31) municipalities have published and Gazetted the property rates tariffs on the Provincial Gazette to avoid litigation and disputes from the ratepayers.

All municipalities in the province have valid and credible general valuation rolls, which is the basis to levying property rates. The departmental Valuers have been appointed into the different Project Steering Committees for the General Valuation Rolls to support 16 municipalities to ensure the implementation of the Local Government Municipal Property Rates Act, 2024 (MPRA). These municipalities are, BCM, NMBM, Mbhashe, Amahlathi, PSJ, Matatiele, Winnie Madikizela, Dr Beyers Naude, Sakhisizwe, Sundays River Valley, Elundini, Inxuba Yethemba, Umzimvubu, KSD, Ingquza Hill, and Enoch Mgijima.

Empowered by the Land Survey Act 8 of 1997 between 2019 -2025 financial years, the Department advocated for a performance indicator that supports District Municipalities to conduct Cadastral Surveys for access to land rights. During the financial year 2024-2025, the Department supported municipalities with in-house surveys of land boundaries for various properties to resolve boundary disputes, undertake encroachment studies, guide infrastructure development and dispose land parcels. Our intervention and support have strengthened property rights and security of tenure, as well as restored the integrity of land boundaries to advance orderly land development. In the effort of ensuring that municipalities have functional integrated Geospatial Information Systems, support will be provided to 12 municipalities. The Department will provide technical support to Joe Gqabi, Sarah Baartman and Amathole districts during the financial year 2025-2026. The following Local Municipalities: Dr Beyers Naude, Kouga, Ngqushwa, Mnquma, Mbashe, Elundini, and Senqu will be supported with in-house survey of land boundaries for various needs and matters.

The Department will implement the following interventions to ensure adequate delivery of basic services in municipalities:

**Table 53: Basic Services Delivery - Challenges, Consequences and Interventions**

Challenges	Consequences	Interventions
<ul style="list-style-type: none"> <li>Several municipalities require assistance with the administrative systems required by SPLUMA.</li> </ul>	<ul style="list-style-type: none"> <li>Non-compliance to SPLUMA requirements and poorly coordinated land use planning, leading to conflicts and inefficiencies in development.</li> <li>Non-compliance with administrative protocols may lead to legal challenges from affected parties, including residents or businesses opposing a development.</li> <li>Land Use applications may be rejected if the required administrative procedures are not followed correctly.</li> </ul>	<ul style="list-style-type: none"> <li>Monitor compliance and support municipalities on the administrative systems required by SPLUMA.</li> </ul>
<ul style="list-style-type: none"> <li>Several municipalities require assistance on the development of land invasion policies.</li> </ul>	<ul style="list-style-type: none"> <li>Non-adherence to the provisions of SPLUMA and service delivery protests, leading to political instability and challenges in governance.</li> </ul>	<ul style="list-style-type: none"> <li>Development of land invasion policy framework that will guide municipalities.</li> </ul>
<ul style="list-style-type: none"> <li>Some municipalities require assistance with the development of land audits.</li> </ul>	<ul style="list-style-type: none"> <li>Improves land use and management; By identifying underutilized or mismanaged land, audits can lead to better land use planning and resource allocation.</li> </ul>	<ul style="list-style-type: none"> <li>Development of land audit guidelines that will assist municipalities.</li> </ul>



Challenges	Consequences	Interventions
	<ul style="list-style-type: none"> <li>Further, improved land registration can enhance property value, leading to increased investment</li> </ul>	
<ul style="list-style-type: none"> <li>Some municipalities require assistance with the institutionalisation of Geographic Information Systems.</li> </ul>	<ul style="list-style-type: none"> <li>Many grants and funding opportunities require detailed mapping and analysis of community needs. Without GIS capabilities, municipalities may miss out on essential funding to support various projects.</li> <li>Poor asset management, with a high reliance on consultants. Severely limit data-driven decision-making</li> </ul>	<ul style="list-style-type: none"> <li>Monitor the establishment of GIS and support implementation of Integrated Geospatial Information Systems.</li> </ul>
<ul style="list-style-type: none"> <li>High levels of unemployment.</li> </ul>	<ul style="list-style-type: none"> <li>Increased levels of unemployment and poverty due to poor implementation of Public Employment Programmes.</li> <li>Poor economic growth and low investment in the municipalities.</li> </ul>	<ul style="list-style-type: none"> <li>Create PEP job opportunities.</li> <li>Prioritise indigent beneficiaries.</li> <li>Support municipalities in implementing LED strategies through the capacitation of municipalities, SMMEs and identify Catalytic Projects.</li> <li>Assess and improve the Municipal Business Regulatory Framework.</li> <li>Utilise and monitor labour-intensive construction methods.</li> </ul>
<ul style="list-style-type: none"> <li>Degenerating and loss of businesses in towns.</li> </ul>	<ul style="list-style-type: none"> <li>Poor economic growth and low investment in the municipalities</li> </ul>	<ul style="list-style-type: none"> <li>Assess and prioritize infrastructure development &amp; maintenance for business sustainability.</li> <li>Develop master plans for the regeneration and facelifting of towns.</li> <li>Support municipalities to conduct disaster risk assessments and develop risk reduction strategies.</li> <li>Align plans to IDPs and DDM.</li> </ul>
<ul style="list-style-type: none"> <li>Grant under expenditure.</li> </ul>	<ul style="list-style-type: none"> <li>Delayed universal access to basic services and delayed socio-economic transformation, leading to discontent communities.</li> </ul>	<ul style="list-style-type: none"> <li>Development and implementation of Grant performance Policy framework.</li> <li>Establishment of infrastructure delivery Coordination FORAs for planning.</li> <li>Inclusion of infrastructure delivery in the performance contracts of municipal managers.</li> </ul>
<ul style="list-style-type: none"> <li>Poor provision of services and maintenance of infrastructure.</li> </ul>	<ul style="list-style-type: none"> <li>Complete collapse of infrastructure subjecting communities to hazardous environment.</li> </ul>	<ul style="list-style-type: none"> <li>Develop systems to monitor infrastructure delivery and maintenance.</li> <li>Planning and implementation of infrastructure programmes.</li> <li>Support municipalities to develop asset management registers and lobby for funding.</li> </ul>
<ul style="list-style-type: none"> <li>Inaccurate indigent registers.</li> </ul>	<ul style="list-style-type: none"> <li>Loss of revenue by municipalities.</li> <li>Strained service delivery, financial instability, and potential Section 139 interventions.</li> </ul>	<ul style="list-style-type: none"> <li>Develop credible Indigent Registers (IR).</li> <li>Development of revenue enhancement strategies.</li> </ul>
<ul style="list-style-type: none"> <li>High levels of disaster occurrences.</li> </ul>	<ul style="list-style-type: none"> <li>Human life and economic loss as well as damage to critical infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>Development and implementation of risk reduction, mitigation and response strategies.</li> </ul>



### 7.18. MARGINALISED AND DESIGNATED GROUPS

Presently, the female representation at SMS level is 33% and male representation is 67%. Filling of posts, especially senior management posts by women is therefore a priority in terms of the Employment Equity Act. The Department is fast-tracking the filling of SMS posts where priority is given to women within the designated groups. The Department vacancy rate is 8.4%.

There is no uniformity in the SPU structures and reporting lines in municipalities which lead to no mainstreaming of designated groups resulting in the ongoing marginalisation and lack of information to designated groups, government services and service delivery programmes. The Department will continue to enhance mainstreaming of designated groups by institutionalisation and localisation of the government policy imperatives for women, youth and persons with disabilities as expressed in the National Strategic Plan on Gender-Based Violence and Femicide (GBVF), the Gender-Responsive Planning, Budgeting, Monitoring, Evaluation and Auditing Framework (GRPBMEAF), the National Youth Policy as well as the White Paper on the Rights of Persons with Disabilities in the Department, municipalities and traditional leadership institutions.

The House of Traditional and Khoisan Leaders (HTKL) remains troubled by the spiralling criminal activities, GBVF in rural areas. To respond to this, traditional leaders are embarking on a programme in Lusikisiki to mobilise communities against crime, GBVF through working collaboratively with various stakeholders to bring stability in their communities. Furthermore, the following twelve (12) municipalities will be monitored on the implementation of GBVF responsive programmes, namely OR Tambo DM, KSD LM, Nyandeni LM, Mhlonto LM, Port St Johns LM, Enoch Mgijima LM, IntiskaYethu LM, Walter Sisulu LM, Senqu LM, Matatiele LM, Umzimvubu LM, Winnie Madikizela-Mandela LM.

On the implementation of the National Youth Policy for the financial year 2025/26, the Department will support eight (8) municipalities that is Joe Gqabi DM, Senqu LM Ndlambe LM, Blue Crane Route LM, Matatiele LM, Umzimvubu LM, Kouga LM and Koukamma LM.

Table 54: Departmental Youth Initiatives

COGTA - Youth Initiatives (age 18 - 35)		2025/26			2026/27			2027/28			MTEF TOTAL		
Description		Personnel numbers	Costs	Personnel numbers	Costs	Personnel numbers	Costs	Personnel numbers	Costs	Personnel numbers	Costs	Personnel numbers	Costs
EPWP- Artisans Apprentices / Trainees													
EPWP- 1 year Contract - Artisan, Clinical and Engineering													
Departmental Corporate Interns		20	2 132 000	20	2 132 000	20	2 132 000	60	6 396 000				
SETA Funded TVET Learners		14	1 134 000	N/A		N/A		14	1 134 000				
HWSETA Funded TVET Learners Exited													
HWSETA Funded interns (CETA Funded External Bursary)		50	6 000 000	N/A		N/A		50	6 000 000				
Pharmacy Assistance Learner Basic													
Pharmacy Assistance post basic													
Other: specify (Medico Legal, HMS2 & Communications		10	300 000	N/A		N/A		10	300 000				
Interns (learnership funded by CETA)													
Upholstery & Seat Covering Learnership													
<b>TOTAL</b>		<b>94</b>	<b>9 566 000</b>	<b>20</b>	<b>2 132 000</b>	<b>20</b>	<b>2 132 000</b>	<b>124</b>	<b>13 530 000</b>				

Persons with Disabilities are marginalised in our broader society as well as with service delivery and it will require special effort to change the broader socio-economic perspective to be inclusive of Persons with Disabilities. The Department will conduct awareness of GEYODI mainstreaming and produce posters on gender and disability terminology, present the disability disclosure form and conduct disclosure of disability by officials in the Department and municipalities like Sarah Baartman DM, and Intsika Yethu LM.

To promote the inclusion of women, youth and persons with disabilities in the development of rural communities, the Department will provide support to TCs in entering GEYODI responsive partnerships with various organisations like state Departments, municipalities and Non-Governmental Organisations (NGOs) to contribute to the solutions to the socio-economic issues facing traditional communities. The partnerships that are entered into always cover areas like community awareness on food security, Gender-based Violence and Femicide (GBVF), crime prevention, youth development, consumer rights and others. The Department will also support the Councils to formulate GEYODI responsive development plans.

The Department will intensify the PEPs beneficiation towards the marginalised and designated groups with the disaggregation of beneficiaries as follows: Target for Women – 65%, Target for Youth – 55%, Target for People with Disabilities – 2%.

The Department is on a drive to institutionalise in all the Programmes to report on disaggregation of designation groups in overall planning, monitoring and report,

**Table 55: Marginalised and Designated Groups – Challenges, Consequences and Interventions**

Challenges	Consequences	Interventions
<ul style="list-style-type: none"> <li>No uniformity in the SPU structure and reporting lines in municipalities.</li> </ul>	<ul style="list-style-type: none"> <li>No mainstreaming of designated groups resulting in the ongoing marginalisation and lack of information to designated groups, government services and service delivery programmes.</li> </ul>	<ul style="list-style-type: none"> <li>Implementation of the New Municipal Staff Regulations to be applied.</li> </ul>
<ul style="list-style-type: none"> <li>Inadequate implementation of empowerment programmes for Youth, Women and People with Disabilities.</li> </ul>	<ul style="list-style-type: none"> <li>Lack of Accessibility and Inclusivity. Lack of Awareness and Engagement. Systemic Barriers</li> <li>Stigma and Discrimination.</li> <li>Lack of Collaboration and Coordination.</li> <li>Missed opportunities and exacerbate existing inequalities, hindering overall societal progress.</li> </ul>	<ul style="list-style-type: none"> <li>Prioritise Youth, Women and People with Disabilities programmes and projects for implementation.</li> <li>Implement the Framework Gender-Responsive Planning, Budgeting, Monitoring, Evaluation and Auditing.</li> <li>Implement the National Youth Policy.</li> </ul>
<ul style="list-style-type: none"> <li>There are no structured responsive GBVF programme in municipalities and Traditional Leadership Institutions.</li> </ul>	<ul style="list-style-type: none"> <li>Increased GBVF incidents, hindered access to support for survivors, and a perpetuation of harmful social norms, ultimately undermining efforts to end GBVF.</li> </ul>	<ul style="list-style-type: none"> <li>Develop controls to deal with issues of corruption, maladministration and abuse of community and resources by various institutions.</li> </ul>

## 7.19. BROAD-BASED BLACK ECONOMIC EMPOWERMENT (BBBEE)

### LED Procurement Framework

In its procurement processes, CoGTA employs contents of the Local Economic Development Procurement Framework (LEDPF) published through the Eastern Cape Provincial Treasury Instruction Note No. 7 of 2016/17. The purpose of the LEDPF is to provide a platform through which the Provincial Departments and Public Entities promotes Local Economic Development through their procurement processes and in so doing ensuring that 60% of Provincial procurement should be spent on goods and services manufactured and supplied by suppliers from within the Eastern Cape Province, including the SMMEs and Cooperatives to ensure maximum retention of Provincial fiscal spend.

Challenges with issues of women, youth and people with disabilities procurement includes amongst others, price inflations that are not compliant with market prices (price index) contributes to non-attainment of the set targets in as far as youth is concerned. Lack of suppliers owned by people living with disabilities in the market for commodity requirements. The department's preferential procurement related policy provides for specific goals points for the companies owned by women, youth and people with disabilities with the purpose of advancing their opportunities to participate. Annually the department hosts Suppliers Awareness Days, informing the prospective SMME suppliers in particular those owned by the designated groups of the business opportunities available in the department and what they need to be doing for them to stand chances to partake on those opportunities. This is also done continuously whenever the opportunities present themselves for such

### B-BBEE Compliance

Regulation 12(2) of Broad Based Black Economic Empowerment Regulations, 2016 and Section 13G(1) of Broad Based Black Economic Empowerment Act, No.53 of 2003 requires that the sphere of government, public entity or an organ of state must file the audited annual financial statements and annual report compiled in terms of section 13G (1), with the Commission, in the prescribed FORM B-BBEE 1 within thirty (30) days of the approval of such audited annual financial statements and annual report.

To ensure compliance with the regulation 12(2) of B-BBEE and section 13 (G)(1), the Department annually secures services of the accredited service provider to coordinate and facilitate the necessary process to achieve this requirement.

## 7.20. INTERGOVERNMENTAL RELATIONS (IGR) AND DDM ONE PLAN

The National Department of Cooperative Governance (DCoG) has embarked in a process to review and strengthen the weaknesses in the Intergovernmental Relations Framework Act of 2005. The Department of Cooperative Governance and Traditional Affairs in Eastern Cape provided the comments to the IGR Amendment Bill. The comments to the IGR Amendment Bill seek to strengthen the IGR System, re-focus, re-purpose, and re-orientate the Act within the current realities facing the country.

IGR related challenges include the lack of coordinated and integrated support in local government and weak Districts and Metros. Currently, the provisions of cooperative governance have no mechanism to strengthen Districts and Metro to enforce cooperation vertically and horizontally. The national departments are not visible and not felt in local government space to strengthen the District and Metro capacities.

There is prevalence of state organs taking each other about development. Municipalities lose civil society cases in court on matters that should have been addressed through IGR platforms because the IGR Forums and community participation programmes are weak and not effectively utilized. There is a changing context and environment as the interest of stakeholders and organized formation wants to participate in government platforms.

IGR plays a central role in the Inter-governmental Planning and Budget Integration and therefore, the country must consider the review of Inter-governmental Fiscal Relations Act to strengthen Forums for budget integration.

The intergovernmental relations legislative environment is changing since the DDM Section 47 (1) (b) Regulations of the IGR Framework Act were Gazetted. The country is reviewing the DDM Implementation Framework to give impetus to the Gazetted DDM Section 47 (1)(b) Regulations. These reviews of legislative frameworks provide the opportunities build seamless government across all spheres of government realigned to close the service delivery loop.

The effective planning environment in government and the integration of government work is highly depended in vertical and horizontal alignment of all spheres of government within the context of DDM. In 2024/2025, the province applied DDM approach through clustering of Catalytic Projects within the cluster system of government in the 2025-2030 Provincial Medium Term Development Plan (P-MTDP). These measures seek to address the threats of service delivery protests and complaints about the lack of impact as a result of duplication of resources and working in silos.

The demand for the support of IGR services and the demand to institutionalize DDM cuts across all Districts, Metros and local Municipalities including traditional leadership institutions.

The extent and the level of impact of IGR is derived from the monitoring all Districts and Metro IGR Forums. These forums help with effective policy coordination, integration of government programmes and reporting across the three spheres of government. Key resolutions are implemented and reported in the Provincial Forums for the spheres of government to take each other into confidence about government programmes. The Government programmes such World Aids Day, Back to School Campaigns, DDM, Performance of Local Government form part of Agenda Setting in these IGR Forums.

Through the District Support Centres (DSCs), the Department continues to provide integrated support and monitor the municipalities and the traditional leadership institutions. Whilst the IGR system in some municipalities is weak, the department provides support packages to those municipalities and the IGR support forms part of the support package. The DSCs are entrusted to coordinate support to municipalities and traditional leadership institutions.



## 8. INTERNAL ENVIRONMENT ANALYSIS

The Department's primary focus is to enhance a capable, ethical and developmental state, public service delivery at the local government level, contribute towards alleviating poverty, reducing the rate of unemployment, and bridging the inequality gap.

Critical environmental analysis is necessary to determine the key capabilities, competencies and possible measures aimed at ensuring the successful implementation of the department strategy. SWOT analysis is one of the tools used to determine strength, weakness, opportunities and threats in the face of the Department's drive in fulfilling its mandate.

It is worth mentioning also that no service delivery and strategy environment is ever without challenges but what becomes key is how best the Department mitigates all the associated risks to ensure the full realisation of the predetermined outcomes. Successful implementation of the department's strategy is the combination of human capital recognition and stakeholder engagement.

The Department has embarked on the review of its organisational structure, following the approval of its Strategic Plan that commenced from 2020-2025. Many phases of the structuring and the review process have been completed. It is anticipated that the review of the organisational structure will be finalised by 31st December 2024. The Provincial Treasury has confirmed availability of COE for the funding of the proposed and new structure. The finalisation of the structure is dependent on the validation by the Office of the Premier and the concurrence by Department of Public Service and Administration.

The internal environmental analysis has been presented in the form of a SWOT analysis in table 56, below

INTERNAL	
Strengths	Weaknesses
<ul style="list-style-type: none"> <li>Existing legislation that enables the Department and Government to address system challenges at municipalities and traditional leadership institutions</li> <li>The Department has established measures to strengthen the capacity of municipalities and traditional leadership institutions so that they can perform their functions effectively</li> <li>Data-driven decision-making</li> <li>Availability of improved frameworks</li> <li>Specialised skills</li> <li>Compliance with application legislation on the submission of WSP and ATP to the Dept of Labour and OTP</li> <li>Institutional memory</li> <li>Internal political and administrative buy-in to the mandate and strategy of the Department</li> <li>Availability of expertise and knowledge within the Department</li> <li>The Department has established measures to strengthen the capacity of municipalities and traditional leadership institutions so that they can perform their functions effectively</li> <li>Decentralisation of services through the District Support Centres (Integrated Services Model)</li> </ul>	<ul style="list-style-type: none"> <li>Limited financial resources</li> <li>Inability to attract scarce skills</li> <li>Inadequate compliance with approved HR policies</li> <li>Unsatisfactorily document management</li> <li>Absence of documented Standard Operating Procedures in some functional areas</li> <li>Poor innovative knowledge management</li> <li>ICT challenges</li> <li>Lack of implementation of attraction and retention policy</li> <li>Slow turnaround time in departmental business processes</li> <li>Programmes working in silos</li> <li>Insufficient staffing and inadequate capacity to perform critical functions</li> <li>Slow implementation of decentralisation model</li> <li>Slow pace of change, susceptibility to change</li> <li>Non-compliance with the Code of Conduct and Ethics</li> <li>Lack of adequate financial resources to roll out the Compulsory Induction Programme for newly appointed employees.</li> <li>Lack of an approved list of Recognition of Improved Qualification in order to recognise staff who have improved their qualifications and leverage on their newly acquired expertise.</li> <li>Limited financial resources to fully implement the Workplace Skills Plan and the Annual Training Plan</li> </ul>



EXTERNAL	
Opportunities	Threats
<ul style="list-style-type: none"> <li>• Availability of enabling legislations</li> <li>• Legislative mandate to coordinate District Service Delivery Model</li> <li>• Potential successful implementation of the DDM One Plans due to the appointment of DDM champions in each of the 8 DDM space</li> <li>• Availability of grants (CWP and EPWP programmes, MIG and other infrastructure grants)</li> <li>• Coordination Framework (Clarified roles and responsibilities)</li> <li>• Utilization of traditional councils as service delivery points</li> <li>• Signed service delivery agreements &amp; memoranda of understanding/agreements with stakeholders</li> <li>• Availability of Public-Private Partnerships and Public-Private Partnerships i.e. Partnering with SETAs to leverage on their Grant Funding to roll out Skills Development Programmes as identified in the Workplace Skills Plan</li> <li>• Department's mandate provides authority to realise available opportunities.</li> <li>• Approved organisational structure (Organogram) brings us closer to local government and institutions of traditional leadership</li> </ul>	<ul style="list-style-type: none"> <li>• Declining fiscal environment</li> <li>• Political instability in municipalities</li> <li>• Unsustainable financial environment in municipalities</li> <li>• Poor productivity and performance of municipalities</li> <li>• Non acceptance of the implementation of SPLUMA</li> <li>• Poor coordination of existing structures</li> <li>• Destruction of municipal infrastructure</li> <li>• Distance between public representative and citizenry that leads to service delivery protests</li> <li>• Natural disasters and climate change</li> <li>• Land claims and land invasions</li> <li>• Social instability and high levels of unemployment, poverty and inequality</li> <li>• Corruption</li> <li>• Litigation</li> <li>• Labour unrest</li> <li>• Dysfunctional state entities (District Development Agencies)</li> <li>• Cyber threats</li> <li>• Aging personnel, which will result in departmental inefficiency, of there is no proper succession planning programmes</li> <li>• Lack of adequate financial resources to roll out the Compulsory Induction Programme for newly appointed employees.</li> <li>• Lack of an approved list of Recognition of Improved Qualification in order to recognise staff who have improved their qualifications and leverage on their newly acquired expertise.</li> <li>• Limited financial resources to fully implement the Workplace Skills Plan and the Annual Training Plan</li> </ul>

## 8.1. HUMAN CAPITAL MANAGEMENT

According to the latest survey, generally, there is a scarce skills shortage in the country for professional and technical qualified persons.

**Table 57: As at 31 March the Department recorded a vacancy rate of 6%.**

DESIGNATION	POST SALARY LEVEL	FILLED	VACANT	TOTAL NUMBER OF POSTS
HOD	16	1	0	1
DEPUTY DIRECTOR GENERAL	15	2	0	2
CHIEF DIRECTORS	14	12	2	14
DIRECTORS	13	41	10	51
DEPUTY DIRECTORS	11/12	123	4	127
ASSISTANT DIRECTORS	9/10	170	12	182
SENIOR ADMIN OFFICER	8	108	6	114
ADMIN OFFICER	7	574	17	591
ADMIN/ACCNT/REGISTRY CLERKS & BELOW	3 -6	393	42	435
TOTAL		1425	93	1518
% OF TOTAL NUMBERS			6%	

Number of Traditional Leaders as at 31 March 2025	1274
Number of Interns administered by the Department	12

The Department has difficulty in recruiting technical scarce skills such as Engineers and Town Planners. Measures to retain the existing internal capacity include (12) Bursaries awarded in the financial year 2025 and assistance to subscribe to Professional Bodies.

Presently, the female representation at SMS level is 43% and male representation is 57%. Filling of posts, especially senior management posts by women is therefore a priority in terms of the Employment Equity Act. The Department is fast-tracking the filling of SMS posts where priority is given to women within the designated groups. The Department vacancy rate is at 6%.

Measures to retain the existing internal capacity include the assistance extended to employees to register with Professional Bodies and assist with the membership fees and attendance of mandatory sessions that enhance their skill and accelerate the departmental drive to professionalise the Public Sector. This programme will be rolled out for the next 5 years until 2030 and target that in 5 years, 60% of employees who are eligible for registration are registered.

The Department is also implementing a Bursary Scheme with 12 new Bursary holders allocated funding for the 2025/2026 financial year. The department also rolls out training as per the approved Workplace Skills Plan and the Annual Training Plan and ensures that with the limited budget, all critical training interventions that have been identified through the Training Needs exercise are catered for and further funding is being explored with other external stakeholders which include the National School of Governance (NSG) and SETAs to roll out further training. The plan is to ensure that there are 50 Bursary holders will benefit from the Bursary scheme by 2030, and the plan is to extend beyond the set target when additional funding is availed.

As part of ensuring that the department has the requisite skills in all the strategic position, the department ensures that all employees appointed at SMS level are in possession of an SMS Nyukela Certificate and their qualifications are verified to avoid any fraudulent appointment and ensure that qualified persons are appointed to deliver on the mandate of the Department.

Further pre-screening has been introduced since the acquisition of a verification system known as Managed Integrity Evaluation (MIE) to further ascertain the suitability of candidates and the assessment includes, Criminal Records Check, Financial credibility, Citizenship and Directorship holding.

The Department has received funding from CETA to implement a learnership for the unemployed youth below the age of 35 and the initiative will accommodate 10 learners in the financial year 2025 and the CETA has further made available funding for an external bursary in the 2025 calendar year to implement a bursary for the youth and this initiative will accommodate 50 learners who cannot afford to pay the tertiary fees. Funding from CETA also includes a Skills Programme for 20 Candidates. In the next five years, the Department plans to implement learnerships for 30 learners.

## 8.2. HUMAN RESOURCE PLAN

In terms Human Resource the external and internal environment has been looked at, however with regards to the internal factors, there are some noteworthy achievements in the planned interventions of the Human Resource Plan, as the Department has embarked on the review of organisational structure, the review process has been completed, and the organisational structure has been approved by the MEC and its implementation is underway. With regards to the areas of improvement, employees need to be provided with opportunities to grow their skills through training and skills development to ensure that the scarce skills are enhanced in the Department. Designated groups at SMS level and in other occupational levels must be improved.

### 8.3. ORGANISATIONAL TRANSFORMATION

#### 8.3.1. SERVICE DELIVERY MODEL

The Service Delivery Model of the Department puts emphasis on the mode of service delivery as explained below:

- a) There should be improved integration of services at service point level (i.e. Local Government and Traditional Affairs).
- b) There should be a clear allocation of roles between the provincial office and the District Support Centres as well as District Municipalities.
- c) The provincial office should as far as possible be responsible for policy development/ customisation / interpretation, norms, and standards regarding local governance service delivery and support to Traditional authorities within the province.
- d) The provincial office should be setting strategic objectives for service delivery, resourcing and do an oversight role over District Support Offices.
- e) The District Support offices should progressively become the service delivery and coal face of the Department.
- f) The District Support offices should have the requisite delegations and resources enabling them to take decisions in relation to their support functions.

#### 8.3.2. REVIEW OF THE ORGANOGRAM

The Department's Organisational Structure has since been approved on the 28 February 2025 by the Executive Authority. The Department is currently busy with the implementation processes of the organisational structure that includes the Matching and Placing of employees into the new approved structure. The Department has established a working team comprised of OD, BAS, Persal Management and HRM to facilitate transitional Person to Post Matching of employees from the old structure to the new organisational structure. The Department has developed a Project Plan and Migration Guidelines on the implementation of the approved structure. The Project Plan and Migration Guidelines were presented to the EMC on the 20 March 2025 for endorsement and thereafter presented to the special SMS meeting held on the 27 March 2025. The Department is planning to implement the approved structure by the 31 November 2025. After the implementation of the organisational structure, the Department will embark on the assessment of the implementation of the organisational structure.

#### 8.3.3. OPERATIONAL MANAGEMENT

In line with the Public Service Regulations, the Department has made great strides in establishing and implementing an operations management framework. The following operations management documents have been developed and are implemented:

- an approved service delivery model.
- standard operating procedures for all services.
- a service delivery charter and
- a service delivery improvement plan referred to in regulation.
- Functionality Assessment (OFA) of the entire Department.

Table 58: Human Resource Gap Analysis

Gaps/Areas Identified for Improvement Planned Improvements Identified for the MTEF Cycle	Gaps/Areas Identified for Improvement Planned Improvements Identified for the MTEF Cycle
<ul style="list-style-type: none"> <li>Implementation of the approved 2025 organisational structure.</li> </ul>	<ul style="list-style-type: none"> <li>Implement the approved 2025 organisational structure over a period of 9 months and ensure that all staff are migrated to the new Organogram</li> </ul>
<ul style="list-style-type: none"> <li>Maintenance of the Vacancy rate below 10% of the threshold</li> </ul>	<ul style="list-style-type: none"> <li>Sustain the vacancy rate below the minimum DPSA threshold of 10%.</li> </ul>
<ul style="list-style-type: none"> <li>Focus on critical and scarce skills and prioritize training on skills that are core business-related</li> </ul>	<ul style="list-style-type: none"> <li>Focus on critical and scarce skills and prioritize training on skills that are core business-related</li> </ul>
<ul style="list-style-type: none"> <li>Lack of focused skills programmes targeting Women for purposes of career progression to SMS level</li> </ul>	<ul style="list-style-type: none"> <li>Deploy women focused training intervention to capacitate Women to ascend to the SMS level</li> </ul>
<ul style="list-style-type: none"> <li>Lack of a Human Resource Development Plan that will provide a strategic direction on skills development in line with identified gaps</li> </ul>	<ul style="list-style-type: none"> <li>Develop and implement a Human Resource Development Plan and assess effectiveness thereof through monitoring &amp; evaluation</li> </ul>
<ul style="list-style-type: none"> <li>Lack of a credible Skills Audit that will inform us the gaps that need to be addressed</li> </ul>	<ul style="list-style-type: none"> <li>Conduct a Skills Audit in line with the National School of Governance that will further assist in the implementation of the 2025 Organisational Structure</li> </ul>
<ul style="list-style-type: none"> <li>Underrepresentation of Women at SMS</li> <li>Recruitment and selection of professional and technical</li> <li>Reduce vacancy rate at SMS from 7% to 0%</li> </ul>	<ul style="list-style-type: none"> <li>Target more women at the SMS level and enforce implementation of the set targets as indicated in the approved EE Plan.</li> <li>The reduce vacancy rate by 7% each year.</li> </ul>
<ul style="list-style-type: none"> <li>Underrepresentation of Women at SMS</li> </ul>	<ul style="list-style-type: none"> <li>Target more women at the SMS level and enforce implementation of the set targets</li> </ul>
<ul style="list-style-type: none"> <li>HR data and information systems</li> </ul>	<ul style="list-style-type: none"> <li>Conduct periodical data-clean-up exercises for PERSAL data and maintain data integrity.</li> <li>The Department has established the PERSAL Forum to strengthen and ensure compliance with the following: <ul style="list-style-type: none"> <li>Continuous training for PERSAL users to ensure a well-trained user group.</li> <li>Proper segregation of PERSAL functions within the Department.</li> <li>Conduct awareness on User Account Management Procedures.</li> <li>Conduct awareness on the PERSAL Code of Ethics.</li> <li>Early detection and resolution of Misallocations and Salary Overpayments.</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>Leave management</li> </ul>	<ul style="list-style-type: none"> <li>Implementation of the E-leave management system is a priority and ongoing</li> </ul>

Table 59: Priority MTEF HRP Strategic Interventions

Areas that Need Improvement (MTEF Cycle)	Prioritised Strategic Intervention
<ul style="list-style-type: none"> <li>Underrepresentation of SMS women by 7% Increase women's representation at the SMS level by 18% over the MTEF period.</li> </ul>	<ul style="list-style-type: none"> <li>Underrepresentation of SMS women by 7%. Increase women's representation at the SMS level by 18% over the MTEF period.</li> <li>Mentor second layer of managers.</li> </ul>
<ul style="list-style-type: none"> <li>Employee Health and Wellness Conduct Awareness sessions:</li> </ul>	<p>Conduct Awareness sessions:</p> <ul style="list-style-type: none"> <li>To familiarise the OHS Committee with the applicable legislation and their roles as far as health.</li> <li>Safety is a concern in Injury on Duty (IOD).</li> <li>Empower employees with financial wellness skills.</li> <li>To empower employees about how best to react to gender-based violence and resources.</li> <li>HIV and AIDS awareness sessions.</li> </ul>
<ul style="list-style-type: none"> <li>Limited budget to implement learnership programmes with internal funding.</li> <li>Inadequate funding for implementing training interventions as per the training needs identified.</li> </ul>	<ul style="list-style-type: none"> <li>Facilitate youth development programmes i.e. Learnerships, Internships and career</li> <li>Programmes by partnering with PSETA and LGSETA to leverage funding from the SETAs.</li> <li>Also facilitate the payment of levies to the SETAs that the Department is affiliated to in order to benefit from the funds' disbursements.</li> </ul>



Areas that Need Improvement (MTEF Cycle)	Prioritised Strategic Intervention
<ul style="list-style-type: none"> <li>Decentralisation roll-out plan</li> </ul>	<ul style="list-style-type: none"> <li>Consolidate all funding received through budget allocation and prioritise critical, scarce skills</li> <li>Profiling of employees that will be placed at DSCs,</li> <li>Ensure that all staff in the DSCs is fully utilized to strengthen the capacity and operations of the District Support Centre.</li> </ul>

### Monitoring, Evaluation and Review of the HR Plan

The HR Plan implementation progress will be monitored on a half-yearly and annual basis. A monitoring tool is developed for this purpose and its impact will be evaluated after every three years. It will be reviewed annually to align it with developments and changes in the strategy, budget and any other relevant considerations.

## 8.4. INFORMATION TECHNOLOGY (IT) SERVICE CONTINUITY, SECURITY AND ENVIRONMENTAL CONTROL

The 2025/26 performance plan of DGITO includes the monitoring of service level agreements, implementation of digital tools/solutions to improve service delivery and facilitating the provision of ICT support to the Department and Traditional Leadership Institutions.

**Table 60: Corporate Services – Challenges, Consequences and Interventions**

Challenges	Consequences	Interventions
<ul style="list-style-type: none"> <li>Obsolete and ageing ICT infrastructure.</li> </ul>	<ul style="list-style-type: none"> <li>Vulnerable to cyber attack</li> </ul>	<ul style="list-style-type: none"> <li>Procure and maintain ICT infrastructure (Uninterruptible Power supply (UPS), Server, Storage).</li> </ul>
<ul style="list-style-type: none"> <li>Lack of ICT working tools.</li> </ul>	<ul style="list-style-type: none"> <li>Reduced Productivity and Efficiency</li> </ul>	<ul style="list-style-type: none"> <li>Budget availability to procure working tools</li> </ul>
<ul style="list-style-type: none"> <li>Delays on submission of PMDS documents by employees.</li> <li>Non-compliance with the PMDS policy on the submission of PMDS Tools</li> </ul>	<ul style="list-style-type: none"> <li>Negative impacts on individuals and organisations</li> </ul>	<ul style="list-style-type: none"> <li>-Ongoing awareness sessions.</li> <li>-Consequence Management in areas where there is non-compliance</li> </ul>
<ul style="list-style-type: none"> <li>Shortage of funds/budget for Resettlement of newly appointed employees.</li> </ul>	<ul style="list-style-type: none"> <li>Disgruntled employees</li> </ul>	<ul style="list-style-type: none"> <li>Request for more funds/budget as well as financial support from Programmes where employees will be reporting.</li> </ul>
<ul style="list-style-type: none"> <li>No Budget availability to accommodate the payment of Leave Gratuities.</li> </ul>	<ul style="list-style-type: none"> <li>Legal action against the Department.</li> </ul>	<ul style="list-style-type: none"> <li>Request more budget for the allocation of leave gratuity to cater for the unforeseen cases of resignations and death.</li> </ul>

## 8.5. AUDIT REPORT

### 8.5.1. AUDIT OUTCOMES-2023/24

The audit report was issued on the 31<sup>st</sup> of July 2024 and the Department achieved a clean audit opinion for the 2023/24 financial year. This is the 4<sup>th</sup> clean audit outcome in a row.

**Table 61: - The high-level summary of the audit outcomes for the past 5 years are as follows (including the 2023/24 financial year)**

Financial Year	Outcome on AFS	Outcome on Predetermined objectives (AoPO)	Status
2019-20	Unqualified – with emphasis of matter paragraph	Unqualified- Programme 3 (only this programme audited)	Improved
2020/21	CLEAN-Unqualified with no findings	CLEAN (No material findings on usefulness and reliability on performance information reported)	Clean Audit outcome
2021/22	CLEAN-Unqualified with no findings	CLEAN (No material findings on usefulness and reliability on performance information reported)	Clean Audit outcome
2022/23	CLEAN-Unqualified with no findings	CLEAN (No material findings on usefulness and reliability on performance information reported)	Clean Audit outcome
2023/24	CLEAN-Unqualified with no findings	CLEAN (No material findings on usefulness and reliability on performance information reported)	Clean Audit outcome

The high-level summary of audit outcomes for the past 5 years as reflected above indicates that:

The Department had 12 unresolved audit findings in 2023/24 financial year as compared to 6 unresolved audit findings in 2022/23 financial year. The audit improvement plan has been submitted to the Provincial Treasury with an audit action plan, to deal with 12 unresolved audit matters). It will be monitored monthly by M&E, ICU and with internal audit conducting independent assurance over its implementation status. The Department obtained clean audit outcomes for the last 4 consecutive financial years.

The Auditor General, however, identified the risky areas relating to the audit which needed some interventions on the following: -

Table 62: Risk areas based on audit outcomes by Auditor General (AG) – 2023/24			
Quality of submitted Annual Financial Statements (Unchanged: - Clean Audit-Unqualified with no findings)	Quality of submitted Performance Information (Clean Audit- No material findings on usefulness and reliability of reported performance information)	Supply Chain Management (Unchanged)- Clean audit with no findings	
Financial Health (Unchanged)	Human Resources Management (Unchanged)	Information Technology Intervention needed	
Good/Clean	Concerning	Intervention needed	

## 2023/24 Financial Year in Terms of Nature of Audit Findings (Classification and Areas as well as Number)

**Table 63: - Management Report for 2023/24 - The number of audit findings as per audit classification and area: -**

AUDITOR'S FINDING	NUMBER OF FINDINGS	CLASSIFICATION	PROGRAM
Organisational structure not reviewed/ finalised.	1	Non-compliance with regulations.	
COGTA Municipal ICT is inadequately resourced to execute its mandate.	2	Internal deficiency, delivery & important matters.	Control Service Other
Governance: Vacant key ICT positions.			
Effectiveness of MSIP support.	4	Other Important matters.	2
Effectiveness of oversight - Section 47 report.			
Role of councillors - Oversight on implementation of audit recommendations.			
Assessment of the effectiveness of disaster management matters.			3
Non-performance of DR testing.	5	Internal deficiency, Financial and performance management.	1
September 2023 DR test for the BAS was not performed.			
Inadequate backup restoration testing.			
Lack of mandated feedback from municipalities for implementation of recommendations given by COGTA.			
Lack of a standardised policy for support rendered to the municipality by COGTA.			
<b>TOTAL</b>	<b>12</b>		

The Department received clean audit outcomes; the matters above related to internal control deficiencies which were not material.

## 8.6. RESEARCH AND EVALUATIONS

The Department is required to implement a 3-year Evaluation Plan in line with the Department's Strategic Plan and APP deliverables as well as the Provincial Priorities. To improve the implementation of the DEP (Departmental Evaluation Plan), the Department will undertake a minimum of two evaluations during a Strategic Plan period as indicated in the FSAPPs (Revised Framework for Strategic Plans and Annual Performance Plans). During the Medium-Term Expenditure Framework period the Department will undertake an Annual Performance Evaluation for each Financial Year, commencing in the 2025/26 FY.

Additionally, the Department will conduct a Mid-term evaluation which is an informative evaluation to be undertaken in the middle of the term to assess whether the Department is on the correct path towards achieving its set five-year strategic objectives. Over and above, an End of Term evaluation will also be undertaken as a summative evaluation at the end of the term to assess whether the Department has achieved its five-year strategic objectives.

## 8.7. NON-IMPLEMENTATION OF NATIONAL STANDARDISED OUTPUT INDICATORS

DPME and National DCOGTA has released the Standardised Outputs and Output Indicators for the financial year 2025/26 implementation and informed the Provincial COGTA departments that the outputs have not been standardised and aligned to the MTDP as well as that the provincial departments are exempted from implementing KPIs which the departments are unable to implement due to reasons provided.

The Cooperative Governance and Traditional Affairs sector will meet during this 2025/26 financial year to agree on the MTDP 2025/30 Standardised Outputs and Output Indicators for implementation.

**Table 64, below shows the National Standardised Output Indicators that the Department will be unable to implement:**

National Standardised Output Indicators	Reasons	Provincial Non- standardised KPI for implementation
<ul style="list-style-type: none"> <li>Number of municipalities supported to reduce Unauthorised, Irregular, Wasteful and Fruitless expenditure (Linked to MTSF 2019 – 2024, Priority 1)</li> </ul>	<ul style="list-style-type: none"> <li>The KPI: Percentage reduction of irregular expenditure, is implemented by the Provincial Treasury.</li> <li>The Department and Provincial Treasury will deal with the support to municipalities in an integrated and collaborative manner to ensure that there is no duplication of efforts.</li> </ul>	<ul style="list-style-type: none"> <li>Number of assessment reports developed on audit response plans implemented by municipalities towards improvement of audit outcomes (Linked to MTSF 2019-2024, Priority 1)</li> <li>Number of municipalities supported to have functional Municipal Public Accounts Committees (MPACs).</li> </ul>
<ul style="list-style-type: none"> <li>Number of work opportunities reported through Community Work Programme (CWP) (MTSF 2019-2024, Priority 2)</li> </ul>	<ul style="list-style-type: none"> <li>The KPI data system is with National CoGTA and due to the system not being available in EC CoGTA it causes problems during audit.</li> </ul>	<ul style="list-style-type: none"> <li>Number of municipalities supported to implement Community Work Programme (CWP)</li> </ul>
<ul style="list-style-type: none"> <li>Percentage of Traditional Leadership succession disputes processed</li> </ul>	<ul style="list-style-type: none"> <li>With the promulgation of the Traditional and Khoi-San Leadership Act, the function of dealing with traditional leadership claims and disputes has been removed from the Houses of Traditional Leaders, this is in terms of Section 59 of the Act.</li> </ul>	<ul style="list-style-type: none"> <li>NIL</li> </ul>

## 8.8. DISCONTINUED SERVICES, FUNCTIONS AND PROJECTS

None.

## 8.9. RELEVANT STAKEHOLDERS THAT CONTRIBUTE TO THE DEPARTMENT'S ABILITY TO ACHIEVE ITS PLANNED OUTCOMES

The South African Constitution mandates that the three spheres of government cooperate and assist each other, ensuring that “one government” delivers on its mandates. Cooperative governance, in the context of South Africa, means that all spheres of government (national, provincial, and local) must work together, sharing information, coordinating efforts, and assisting each other to deliver comprehensive services to citizens.



**Table 65: The following stakeholders, among others, support the Department's ability to realise its intended outcomes**

INSTITUTIONS	SUPPORT AVAILABLE
<b>The Presidency (DPME) National Treasury National Cooperative Government and Traditional Affairs (COGTA)</b>	<ul style="list-style-type: none"> <li>• Policy Development</li> <li>• Legislative Review</li> <li>• Information System Support</li> <li>• Technical Support to Provinces</li> <li>• Capacity Building</li> </ul>
<b>Office of the Premier Provincial Treasury</b>	<ul style="list-style-type: none"> <li>• Coordination, Monitoring, Support and Evaluation</li> <li>• Planning and Implementation Support</li> <li>• Facilitate Stakeholder Engagements</li> <li>• Capacity Building</li> <li>• Provincial co-ordination of small-town development</li> </ul>
<b>Department of Public Works and Infrastructure</b>	<ul style="list-style-type: none"> <li>• Technical Support, Development and Implementation of Infrastructure Plans</li> <li>• Infrastructure Development and Maintenance</li> <li>• Management of Infrastructure Projects</li> <li>• Training and Development of CWP Participants</li> </ul>
<b>Development Bank of South Africa</b>	<ul style="list-style-type: none"> <li>• Development Funding</li> <li>• Leadership and Management training for Traditional Leaders</li> <li>• Siyenza Manje Technical Support</li> </ul>
<b>Independent Development Trust</b>	<ul style="list-style-type: none"> <li>• Programme Management Capacity</li> <li>• Has developed management systems and tools to aid programme implementation</li> <li>• Has world class project planning and management methodologies</li> <li>• Has ability &amp; experience to conduct social facilitation in each of the areas where projects are implemented</li> </ul>
<b>ECRDA</b>	<ul style="list-style-type: none"> <li>• Financial assistance</li> <li>• Appropriate Technology</li> <li>• Rural Development Facilitation</li> <li>• Programme Management</li> </ul>
<b>Eastern Cape Socio-Economic Council</b>	<ul style="list-style-type: none"> <li>• Research Capacity</li> <li>• Leadership Development: Training</li> <li>• Policy Development: Through Policy dialogues</li> <li>• Rural Development: Food Security</li> <li>• Community Mobilization and Organisation</li> <li>• HIV and AIDS fight: Prevention, Treatment and Care, Human Rights</li> <li>• Policy Formulation</li> </ul>
<b>Department of Agriculture</b>	<ul style="list-style-type: none"> <li>• Rural Development Coordination</li> <li>• Project Funding</li> <li>• Technical support for agricultural sector projects</li> <li>• Spatial Planning capabilities</li> </ul>
<b>Department of Human Settlement</b>	<ul style="list-style-type: none"> <li>• Housing development</li> <li>• Housing needs, research and planning</li> <li>• Housing asset management/ property management</li> </ul>
<b>Department of Safety and Liaison</b>	<ul style="list-style-type: none"> <li>• Implementation of CSF Policy</li> <li>• Integration of Safety and Security matters into the work span of CDWs</li> <li>• Promotion of the Traditional Policing Concept</li> </ul>
<b>SALGA</b>	<ul style="list-style-type: none"> <li>• Stakeholder engagements</li> <li>• Planning</li> <li>• Support and advice</li> <li>• Knowledge and Information Sharing</li> <li>• Capacity Building</li> </ul>
<b>Other Government Departments</b>	<ul style="list-style-type: none"> <li>• Integrated planning, implementation, monitoring and evaluation</li> <li>• IGR coordination and integration</li> <li>• Capacity Building</li> </ul>
<b>Private Sector and State-owned Enterprises</b>	<ul style="list-style-type: none"> <li>• Mentoring</li> <li>• Donor Funding</li> <li>• Capacity Building</li> <li>• Local Economic Development Support</li> <li>• Public-Private Partnerships</li> </ul>
<b>Civil Society Organisations</b>	<ul style="list-style-type: none"> <li>• Monitoring</li> <li>• Mobilize citizenry participation</li> </ul>

INSTITUTIONS	SUPPORT AVAILABLE
<b>Universities, Learning and Research Institutes</b>	<ul style="list-style-type: none"> <li>• Capacity Building</li> <li>• Research</li> <li>• Capacity Building</li> <li>• Learning, Teaching and Education</li> <li>• Focus on Innovation</li> <li>• Collaboration and Knowledge Sharing</li> </ul>
<b>Municipal Infrastructure Support Agent (MISA)</b>	<ul style="list-style-type: none"> <li>• An agent of National DCoG to drive the provision of technical support to municipalities with a view to strengthening their capacity for planning, delivery, as well as operation and maintenance of infrastructure for the provision of municipal services.</li> </ul>
<b>Municipal Demarcation Board (MDB)</b>	<ul style="list-style-type: none"> <li>• An independent authority with the aim of determining and re-determining municipal boundaries and to render advisory services on matters provided for in the Act, and other legislation enacted in terms of Chapter 7 of the Constitution when required</li> </ul>
<b>South African Cities Network (SACN)</b>	<ul style="list-style-type: none"> <li>• The South African Cities Network was established as a network aimed at sharing best practices and information on urban development and management by the Department of Cooperative Governance, the nine largest cities and the South African Local Government Association.</li> </ul>

## 9. BUDGET: PROGRAMME SUMMARY

**Table 66: Departmental Programme Summary**

R thousand	Outcome			Main appropriation	Adjusted appropriation 2024/25	Revised estimate	Medium-term estimates			% change from 2024/25
	2021/22	2022/23	2023/24				2025/26	2026/27	2027/28	
1. Administration	253 538	257 889	285 633	268 524	279 166	279 166	281 650	264 212	276 970	0.9
2. Local Governance	244 321	244 830	264 603	291 119	286 834	286 834	326 526	340 222	353 382	13.8
3. Development and Planning	97 380	105 548	110 604	128 059	118 880	118 885	139 494	130 859	137 041	17.3
4. Traditional Institutional Management	324 495	340 332	360 113	385 546	380 758	380 758	382 689	417 869	432 411	0.5
5. House of Traditional Leaders	25 660	28 673	33 877	35 277	35 324	35 324	35 361	38 401	40 012	0.1
Total payments and estimates	945 394	977 272	1 054 830	1 108 525	1 100 962	1 100 967	1 165 720	1 191 563	1 239 816	5.9

**Table 67: Summary of provincial payments and estimates by economic classification.**

R thousand	Outcome			Main appropriation	Adjusted appropriation 2024/25	Revised estimate	Medium-term estimates			% change from 2024/25
	2021/22	2022/23	2023/24				2025/26	2026/27	2027/28	
Current payments	925 201	946 784	1 008 447	1 087 442	1 073 688	1 069 993	1 126 969	1 172 289	1 218 130	5.3
Compensation of employees	833 111	853 139	883 721	977 924	951 031	947 344	1 008 474	1 075 414	1 117 891	6.5
Goods and services	92 084	93 645	124 722	109 518	122 657	122 649	118 495	96 875	100 239	(3.4)
Interest and rent on land	6	–	4	–	–	–	–	–	–	–
Transfers and subsidies to:	8 186	17 717	20 509	4 806	7 206	10 906	4 260	3 096	4 169	(60.9)
Provinces and municipalities	–	–	149	–	100	100	100	105	110	0.0
Departmental agencies and accounts	–	–	–	–	–	–	–	–	–	–
Higher education institutions	–	–	–	–	–	–	–	–	–	–
Foreign governments and international organisations	–	–	–	–	–	–	–	–	–	–
Public corporations and private enterprises	–	–	–	–	–	–	–	–	–	–
Non-profit institutions	–	–	–	–	–	–	–	–	–	–
Households	8 186	17 717	20 360	4 806	7 106	10 806	4 160	2 991	4 059	(61.5)
Payments for capital assets	11 273	12 070	25 716	16 277	20 068	20 068	34 491	16 178	17 517	71.9
Buildings and other fixed structures	445	979	641	3 996	723	723	6 712	3 557	3 728	828.4
Machinery and equipment	10 828	10 716	25 075	12 281	19 345	19 345	27 779	12 621	13 789	43.6
Heritage Assets	–	–	–	–	–	–	–	–	–	–
Specialised military assets	–	–	–	–	–	–	–	–	–	–
Biological assets	–	–	–	–	–	–	–	–	–	–
Land and sub-soil assets	–	–	–	–	–	–	–	–	–	–
Software and other intangible assets	–	375	–	–	–	–	–	–	–	–
Payments for financial assets	734	701	158	–	–	–	–	–	–	–
Total economic classification	945 394	977 272	1 054 830	1 108 525	1 100 962	1 100 967	1 165 720	1 191 563	1 239 816	5.9

Table 66 above reflects the Final Year departmental expenditure summary of payments and estimates per programme from 2021/22 to 2027/28 Financial Year. Actual expenditure increased from R945.394 million in 2021/22 Financial Year to a revised estimate of R1.100 billion in 2024/25 Financial Year as the department continued to prioritize its capacitation and allocating funds towards its core business of supporting municipalities and institutions of traditional leadership as well as ensuring that contractual obligations are adequately provided for. In 2025/26 Financial Year, total expenditure is expected to increase by 5.9 per cent to R1.165 billion due to additional resources allocated through rescheduling of funds from 2024/25 Financial Year as well as normal additional funds to cater for wage agreement, the 2023/24 and 2024/25 Financial Year salary adjustment for Public Office Bearers (PBOs) (Traditional Leaders) and funds towards capacitation of the Provincial Disaster Management Centre (PDMC) as well as municipal support on infrastructure. In the 2 outer years, the budget continues to grow moderately.

Table 67 above reflects the departmental expenditure summary per economic classification from 2021/22 to 2027/28 Financial Year. Expenditure increased from R945.394 million in 2021/22 to a revised estimate of R1.100 billion in 2024/25 Financial Year as the department continued to prioritize its capacitation and allocating funds towards its core business of supporting municipalities and institutions of traditional leadership as well as ensuring that contractual obligations are adequately provided for. In 2025/26, total expenditure is expected to increase by 5.9 per cent to R1.165 billion due to additional resources allocated through rescheduling of funds from 2024/25 Financial Year as well as normal additional funds to cater for wage agreement, the 2023/24 and 2024/25 Financial Year salary adjustment for Public Office Bearers (PBOs) (Traditional Leaders) and funds towards capacitation of the Provincial Disaster Management Centre (PDMC) as well as municipal support on infrastructure.

Compensation of Employees increased from R833.111 million in 2021/22 Financial Year to a revised estimate of R947.331 million in 2024/25 Financial Year, with the increase attributable to the on-going recruitment drive in the department including critical posts for the appointment of senior management officials, provision for support staff to Local House of Traditional Leaders as well as salary increment for Public Office Bearers (PBOs) (Traditional Leaders). In 2025/26 Financial Year, the budget increases by 6.5 per cent to R1.008 billion mainly due to additional allocation for wage agreement, carry-through implications of salary increment for TLs relating to 2023/24 Financial Year as well as provisions to continue improving the capacity to drive the mandate of COGTA as the department gears itself to implement the new organogram.

Goods and Services increased from R92.084 million in 2021/22 Financial Year to a revised estimate of R122.657 million in 2024/25 Financial Year mainly due to reprioritization of funds to cater for departmental policy priorities to intensify implementation of the mandate and funding contractual obligations. In the 2025/26 Financial Year, the budget decreases by 3.4 per cent to R118.495 million due to once-off internal reprioritization done in 2024/25 Financial Year adjustment estimates. The department will continue providing support to municipalities and institution of TLs and key amongst other intervention will be the review of the PSDF, finalize the DMIIS, providing relief material (within budget) to communities affected by disasters, provide for running costs of planned sourcing of additional GG vehicles to augment the shortages, support the 7 Kingdoms, 6 Local House of Traditional Leaders (LHOTLs) including the programmes of the Provincial House of Traditional Leaders (PHOTLs) amongst other interventions under Goods and Services.

Transfers and Subsidies increased from R8.186 million in 2021/22 Financial Year to a revised estimate of R10.906 million in 2024/25 Financial Year due to honoring of employees leave gratuity and TLs gratuity payments being higher than anticipated. In the 2025/26 Financial Year, the budget decrease by 60.9 per cent to R4.260 million due to the negative impact of the implementation of budget cut as part of the Provincial Fiscal Consolidation efforts as well as anticipated reduction in the number of staff exiting the system through early and normal retirement. However, the department remains committed to honour payment of gratuity for Traditional Leaders exit benefits for employees – albeit the limited budget.

Payments for Capital Assets increased from R11.273 million in 2021/22 Financial Year to a revised estimate of R20.068 million in 2024/25 Financial Year due to department's effort of continuing to provide tools of trade to Kings, MEC, improving the department ICT infrastructure assets such as laptops, continuing paying finance lease Government Fleet Management Services (GFMS vehicles) and providing for 5 additional GG vehicle. In the 2025/26 Financial Year, the budget increases sharply by 71.9 per cent to R34.491 million due to additional allocation for capacitation of the PDMC, rescheduled funds received from PT as well as reprioritizations done within the department towards procurement of additional lap-tops to improve the aging ICT infrastructure, Traditional Councils infrastructure, service the finance lease for GFMS (GG-Vehicles).

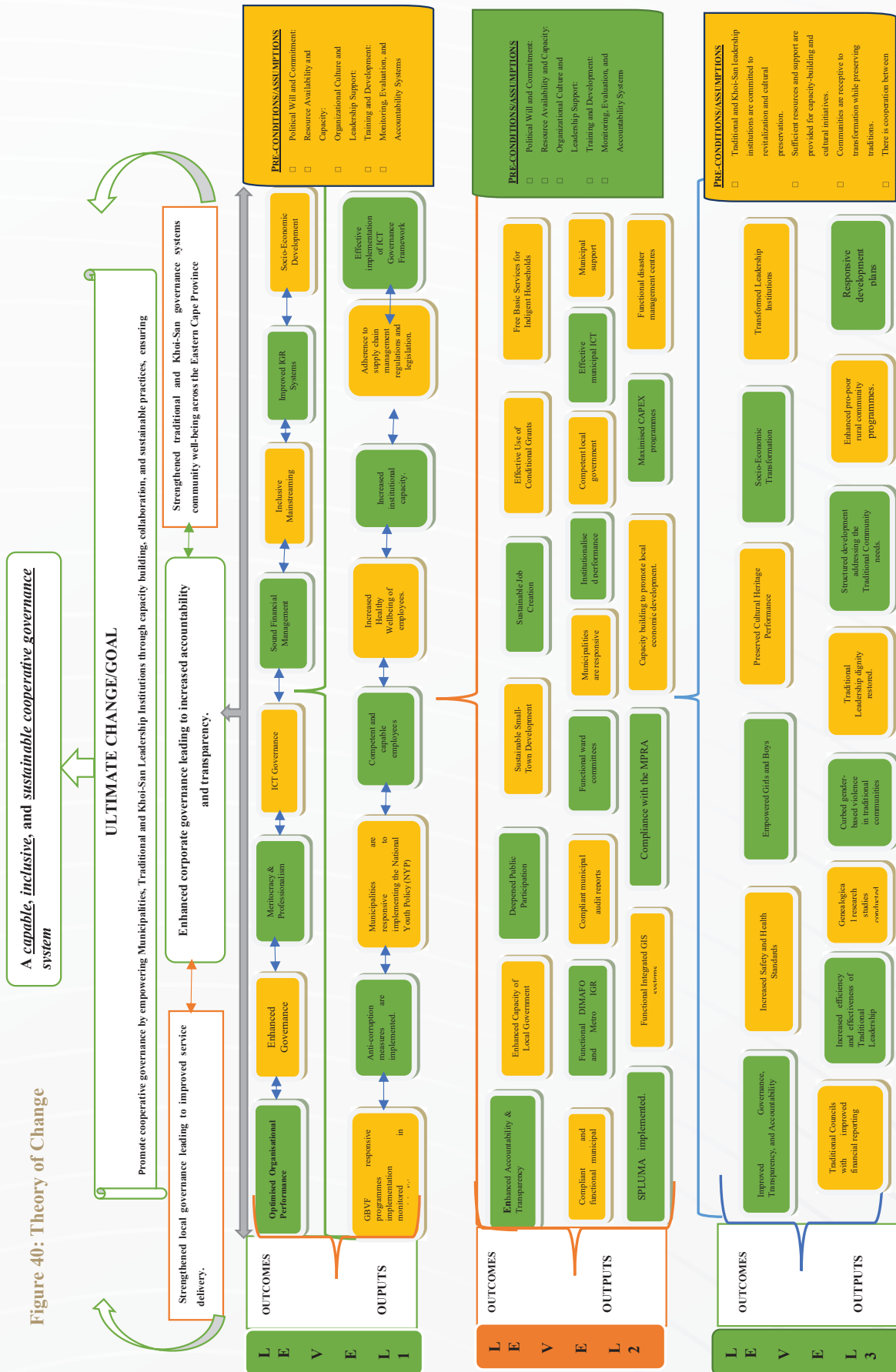
## 10. THEORY OF CHANGE

Figure 40 shows the overall departmental theory of change which describes the vision, impact statements, mission, outcomes, and outputs of the Department. It aims to clarify the steps taken by the Department to accomplish the desired results. Furthermore, the departmental theory of change is further separated and described in the various Programmes.

As Figure 40 shows, the theory of change articulates high-level pre-condition/assumptions regarding how and why the Department anticipates that the identified outcomes will result in the change expected. The targets set for each indicator measure what the different programmes accomplished relative to the departmental outcomes. Assumptions are also articulated in the technical indicator description tables for each indicator. The indicators will provide a solid foundation for assessing the progress made towards achieving the targets and outcomes in addition to evaluating the impact produced as a result of the interventions carried out to achieve the planned goals.



Figure 40: Theory of Change





Province of the  
**EASTERN CAPE**  
COOPERATIVE GOVERNANCE  
& TRADITIONAL AFFAIRS

# PART C

## MEASURING OUR PERFORMANCE

SERVING OUR COMMUNITIES BETTER



## PART C: MEASURING OUR PERFORMANCE

### 1. INSTITUTIONAL PERFORMANCE INFORMATION

The following section outlines DCoGTA's impact and outcome statements for the next 7<sup>th</sup> administration.

#### 1.1. MEASURING THE IMPACT

**Table 67: Measuring the Impact**

<b>MTDP Priority: 1</b>	<b>Inclusive Growth and Job Creation</b>
<b>MTDP Priority: 2</b>	<b>Reduce Poverty and Tackle the High Cost of Living</b>
<b>MTDP Priority: 3</b>	<b>A Capable, Ethical and Developmental State</b>
<b>Departmental Impact statements</b>	<ol style="list-style-type: none"> <li>Enhanced corporate governance leading to increased accountability and transparency on financial and performance sustainability.</li> <li>Strengthened local governance leading to improved service delivery and community well-being across the Eastern Cape Province.</li> <li>Strengthened traditional and Khoi-San governance system that leads to traditional community transformation, cohesion and stability.</li> <li>Improved traditional and Khoi-San leadership institutions towards the revitalisation and preservation of indigenous culture, customs, and traditions.</li> </ol>
<b>Impact Indicator(s)</b>	<ul style="list-style-type: none"> <li>Human Development</li> <li>Gini Coefficient (inequality)</li> <li>Service Delivery Index</li> <li>Poverty</li> <li>Total unemployment rate</li> <li>Gross Domestic Product (Real GDP-R growth rate - %)</li> <li>Investment as % of GDP</li> </ul>

#### 1.2. MEASURING OUTCOMES

**Table 68: Measuring Outcomes**

<b>Outcome Number</b>	<b>Outcomes</b>	<b>Outcome Indicator</b>	<b>Baseline</b>	<b>Five-year target</b>
1.	Enhanced mainstreaming of designated groups in departmental systems.	1. Improved designated groups responsive planning, budget, monitoring, reporting, evaluation and auditing.	3	3
		2. Incidence of gender-based violence and femicide reduced.	6	1
2.	Enhanced organisational performance through strengthened governance, accountability and risk management	3. Reduction in number of fraud and corruption cases reported in the Department and Municipalities.	80%	100%
3.	Promoting meritocracy and creating a capable, professional and ethical Department.	4. Percentage of competent employees in the department.	98%	100%
		5. Enhanced employee morale and job satisfaction.	95%	100%
4.	Sound financial and supply chain management systems.	6. % of preferential procurement from designated groups, increased.	April 2024 to February 2025: 43,64% on Women (W); 4,61% on Youth (Y); 0,14% on Persons with Disabilities (D) and 0,35% on military veterans (MV)	W 40% Y 30 % D 7 % MV 5%



Outcome Number	Outcomes	Outcome Indicator	Baseline	Five-year target
5.	Strengthening ICT Governance for a capable Department.	7. Number of ICT business solutions created to improve organisational efficiency.	2	10
6.	Enhanced accountability and transparency in municipal operations	8. % of functional (accountability and transparency) municipal Council and Structure improved.	70%	100%
7.	Spatially Integrated Planning and Implementation support of high impact projects to benefit Local Communities	9. % of Districts achieving 80% of One Plans target.	50% of Districts achieving 50% of One Plans	100% of Districts achieving 80% of One Plans
8.	Realisation of Local, Provincial and National Policies programmes and priorities through strengthening IGR systems.	10. Improved integrated planning implementation within the 3 spheres government.	60%	100%
9.	Sound financial and supply chain management systems.	11. Reduction of irregular fruitless and wasteful expenditure.	40%	100%
		12. Improved municipal audit outcomes.	6	30
10.	Enhanced capacity and capability of local governments to meet community needs.	13. Improved percentage of appointed municipal Senior managers are adequately qualified and competent.	85%	100%
11.	Deepened public participation and rapid response for decision making	14. Number of ward committees enhancing participatory democracy in local government, improved.	557	703
12.	Improved quality and accuracy of municipal planning and performance	15. Improved municipal performance management systems that are responsive to their needs.	39	39
13.	Improved Spatial Transformation	16. Improved SPLUMA adherence.	70%	100%
		17. Efficient use of GIS by municipalities for strategic decision making.	30%	100%
		18. Efficient land use management promoted in municipalities.	70%	100%
		19. Number of municipalities with credible valuation roll for municipal revenue enhancement.	26	39
14.	Improved quality and accuracy of municipal planning and performance	20. Increased community participation in IDP engagements.	75%	100%
15.	Increased economic growth and development.	21. Enhanced economic development strategies/plans.	20	39
16.	Improved economic environment in the targeted towns.	22. Enhanced small-town development.	4	4
17.	Reduction of poverty in municipalities	23. % reduction of poverty through public	42,5%	100%



Outcome Number	Outcomes	Outcome Indicator	Baseline	Five-year target
		employment programmes.		
18.	Universal access to basic services to improve socio-economic conditions of communities.	24. Number of municipalities providing access to CAPEX basic services to communities improved.	39	39
		25. Number of municipalities providing sustainable OPEX basic services to communities improved.	39	39
19.	Improved Accessibility of free basic services by indigent households through credible indigent registers.	26. Number of municipalities with credible indigent registers.	38	38
20.	Improved community resilience to disasters.	27. Number of municipalities with communities that are prepared for imminent disaster risks.	21	33
21.	Improved coordination on the Disaster Management and fire brigade services	28. Number of municipalities implementing enhanced disaster risk reduction programmes.	8	8
22.	Improved Governance, Transparency and Accountability for Sustainable Development in Traditional and Khoi-San Leadership Institutions	29. Improved accountability mechanisms in place for Traditional and Khoisan Leadership Institutions.	2	3
		30. Transparency and accountability in traditional financial management enhanced.	140	170
		31. Improved sustainable development in Traditional and Khoi-San Leadership Institutions.	158	239
		32. Transformed traditional councils for fulfilment of their constitutional and customary obligations.	150	242
		33. Fully functional local houses for fulfilment of their constitutional and customary obligations.	6	6
23.	Curtailing GBVF in communities	34. Empowered Traditional Leaders on Anti-GBVF Interventions/ Strategy.	100	500
24.	Transformed traditional and Khoi-San leadership institutions through the implementation of capacity building programmes.	35. Empowered traditional leaders through the implementation of capacity building programmes.	20	40

Outcome Number	Outcomes	Outcome Indicator	Baseline	Five-year target
25.	Socio-economic transformation through partnerships for traditional communities.	36. % partnerships forged to promote socio-economic activities in rural communities.	10%	30%
26.	Strengthened preservation and promotion of cultural heritage and practices.	37. Informed communities about their heritage and cultural beliefs enhanced.	20%	80%
27.	Increased safety and health standards in customary male initiation practise.	38. Improved knowledge and understanding of safe customary male initiation protocols.	95% (6 District municipalities and 2 metro municipalities implementing the provisions of Customary Male Initiation Act).	100% (6 District municipalities and 2 metro municipalities implementing the provisions of Customary Male Initiation Act).
28.	Empowered youth on sexual health and GBVF.	39. Decrease in sexually transmitted diseases and Incidents of teenage pregnancies in youth.	2000 Youth participating in Inkciyo programme	4000 Youth participating in Inkciyo programme
		40. Prevention of GBVF incidences.	20%	50%

### 13. EXPLANATION OF PLANNED PERFORMANCE OVER THE FIVE-YEAR PLANNING PERIOD

The Department will mostly contribute to the achievement of the MTD P 2024/29, Priority 1: Inclusive Growth and Job Creation; Priority 2: Reduce Poverty and Tackle the High Cost of Living and Priority 3: A Capable, Ethical and Developmental State and the PDP 2030 Goals: 1, 2, 4 and 6 responding to the mandate of the Sector which is to monitor and support municipalities and institutions of Traditional and Khoi-San Leadership in the province in managing their own affairs, exercising their powers and performing their functions, and PDP Goal 6: Capable democratic institutions with their focus areas and measurements.

**Table 69: Alignment of the 2025/30 Strategic Plan and the 2025/26 Annual Performance Plan to the National and Provincial MTD P s**

ECCOGTA Programme 1 Desired Impact: Enhanced Corporate Governance Leading to Increased Accountability and Transparency on Financial and Performance Sustainability							
N-MTDP Outcome	N-MTDP Strategic Intervention	-	N-MTDP: End Term Target	-	P-MTDP Outcome	P-MTDP - Strategic Intervention	P-MTDP: 2030 Term Target
Mainstreaming of gender, empowerment of youth and persons with disabilities	All spheres of government and all organs of state to adopt and implement WYPD-responsive planning and budgeting, including integration of the NSP on GBVF		% Plans that are partially WYPD responsive: 75% provincial. 50% local government.		Mainstreaming programmes on empowerment and development of youth, women and persons with disabilities	Institutionalise and implement a youth and gender-responsive provincial budget statement issued annually from 2020 (40% of the budget spent on women, 30% on youth & 7% on persons with disabilities)	100%
Reduce number of priority offences	Finalise review and overhaul of South Africa's anti-corruption architecture to strengthen the criminal justice value chain		Implementation plan on recommendations of the review	Improve trust in local government		Implementation of Anti-corruption measures in identified municipalities	14
			Whistle-blower Protection Bill finalised through Parliament.				
An ethical, capable and professional public service	Professionalisation of the Public Sector including Public Entities		Full implementation of the National Framework towards the Professionalisation of the Public	Trust in the Public Sector		Improve productivity and functionality of public sector institutions in support of people-centred service delivery:	Full implementation of the National Framework towards the professionalisation of the Public Sector
						Enhanced mainstreaming of designated groups in departmental systems.	Enhanced organisational performance through strengthened governance, accountability and risk management
						Improved designated groups responsive planning, budget, monitoring, reporting, evaluation and auditing.	3
						Incidence of gender-based violence and femicide reduced.	1
						Reduction in number of fraud and corruption cases reported in the Department and Municipalities	100%
						Percentage of competent employees in the department	100%

ECCOGTA Programme 1 Desired Impact: Enhanced Corporate Governance Leading to Enhanced Accountability and Transparency on Financial and Performance Sustainability						
	Sector by all state institutions			Professionalisation of the Public Service		
				<ul style="list-style-type: none"> <li>Competency Assessment (SMS)</li> <li>Personnel suitability Checks</li> <li>HOD Career Incidents</li> <li>Performance Planning and Management</li> <li>Tracking the filling of posts for HODs, CFOs including DDGs, Chief Directors and Heads of Supply Chain.</li> <li>Explore partnering with professional bodies aligned with the public sector</li> </ul>		
Mainstreaming of gender, empowerment of youth and persons with disabilities	Equitable access to public procurement opportunities by WYPD-owned enterprises	40% (women) 30% (youth) 3% (PWD)	Mainstreaming programmes on empowerment and development of youth, women and persons with disabilities	Expand government spend on women, youth and persons with disabilities through preferential procurement	Minimum 40% target for Women, 30% for Youth and 7% for persons with disabilities	W 40% Y 30 % D 7 % MV 5%
Digital transformation across the state	Create trusted digital channels for accessing information and services	All government websites migrated to the new Gov.za platform	An enabling infrastructure network.  Build resilient infrastructure.	Accelerate digital transformation that is proactive and performance-driven based on business intelligence with the automation of systems	28 e-governance systems rolled out	Number of ICT business solutions created to improve organisational efficiency
					Strengthening ICT Governance for a capable Department.	10



**ECCOGTA Programme 1 Desired Impact: Enhanced Corporate Governance Leading to Increased Accountability and Transparency on Financial and Performance Sustainability**

**Transversal Risks:** Inadequate coordination and communication of support provided to municipalities and Traditional Leadership Institutions by all stakeholders. Inability to meet future financial initiatives.

<b>ECCOGTA Programme 2 Desired Impact: Strengthened Local Governance Leading to Improved Service Delivery and Community Well-being across the Eastern Cape Province</b>						
N-MTDP Outcome	N-MTDP Strategic Intervention	N-MTDP: End - Term Target	P-MTDP Outcome	P-MTDP - Strategic Intervention	P-MTDP: 2030 Term Target	ECCOGTA Outcomes ECCOGTA Outcome Indicator ECCOGTA: Five-year Target
Improved policy coordination and integrated planning in the public sector, enhancing efficiency, accountability, and public trust in government	Strengthen the role of the Centre of Government to improve planning, policy coordination, integration and management of the cluster system	80% of FOSAD, Cluster, MINMEC and IMC agendas focus on the MTDP and government priorities	Improve trust in local government	Ensure functional councils and governance structures for the <b>14 prioritised municipalities</b> <sup>7</sup> , including traditional leadership support	14	% of functional (accountability and transparency) municipal Council and Structure improved 100%
Improved policy coordination and integrated planning in the public sector, enhancing efficiency, accountability, and public trust in government	Integrated urban and rural planning and management	100% of Districts achieving 80% of One Plans	Simplify and speed up planning and regulatory processes that can make it easier for businesses to invest and operate in a municipality.	Support the review of credible IDPs and DDM One Plans	8 (6 districts and 2 metros DDM One Plans)	% of Districts achieving 80% of One Plans target 100% of Districts achieving 80% of One Plans
Improved policy coordination and integrated planning in the public sector, enhancing efficiency, accountability, and public trust in government	Integrated urban and rural planning and management	100% of Districts achieving 80% of One Plans	Simplify and speed up planning and regulatory processes that can make it easier for businesses to invest and operate in a municipality.	Support the review of credible IDPs and DDM One Plans	8 (6 districts and 2 metros DDM One Plans)	Improved integrated planning implementation within the 3 spheres government 100%

<sup>7</sup> 14 Prioritised Municipalities are Buffalo City Metro Municipality, Nelson Mandela Bay Metro, Amathole DM, OR Tambo DM, Chris Hani DM, Makana LM, Enoch Mgijima LM, Port St John's LM, Walter Sisulu LM, Beyers Naude LM, Raymond Mlaba LM, Kouga LM, King Sabata Dalindyebo LM and Ndlambe LM.

ECCOGTA Programme 2 Desired Impact: Strengthened Local Governance Leading to Improved Service Delivery and Community Well-being across the Eastern Cape Province							
Improved service delivery in the local government sphere	Bring stability to local government in order to restore the delivery of services	Metros (100%) and Municipalities (50%) are financially stable	Implement reforms to the local government system to improve governance, institutional structures and fit-purpose funding models to achieve financial sustainability.	Improve the financial management capability of municipalities	14	Sound financial and supply chain management systems	Reduction of irregular fruitless and wasteful expenditure
Improved service delivery in the local government sphere	Bring stability to local government in order to restore the delivery of services	Metros (100%) and Municipalities (50%) are financially stable	Implement reforms to the local government system to improve governance, institutional structures and fit-purpose funding models to achieve financial sustainability.	Improve the financial management capability of municipalities	14	Sound financial and supply chain management systems	Improved municipal audit outcomes
Improved policy coordination and integrated planning in the public sector, enhancing efficiency, accountability, and public trust in government	Strengthen the role of the Centre of Government to improve planning, policy coordination, integration and management of the cluster system	80% of FOSAD, Cluster, MINMEC and IMC agendas focus on the MTDP and government priorities	Improve trust in local government	Ensure functional councils and governance structures for the <b>14 prioritised municipalities</b> , including traditional leadership support	14	Deepened public participation and rapid response for decision making	Number of ward committees enhancing participatory democracy in local government, improved
Improved service delivery in the local government sphere	Bring stability to local government in order to restore the delivery of services	PSC equipped and empowered to enforce requirements for qualifications, capability and integrity in local government	Improve trust in local government	Improve organisational capacity of identified municipalities	14	Enhanced capacity and capability of local governments to meet community needs.	Improved percentage of appointed municipal Senior managers are adequately qualified and competent
Improved service delivery in the local government sphere	Bring stability to local government in order to restore	Metros (100%) and Municipalities	Improve trust in local government	Ensure functional councils and governance	14	Improved quality and accuracy of municipal	Improved municipal performance

ECCOGTA Programme 2 Desired Impact: Strengthened Local Governance Leading to Improved Service Delivery and Community Well-being across the Eastern Cape Province					
the delivery of services	(50%) are financially stable	structures for the 14 prioritised municipalities, including traditional leadership support	planning and performance	management systems that are responsive to their needs	
<b>Transversal Risks:</b> Insufficient technical and professional capability within the Department to support municipalities. Inadequate financial management and financial viability in municipalities. Inadequate coordination and communication of support provided to municipalities and Traditional Leadership Institutions by all stakeholders. Inability to meet future financial initiatives.					

ECCOGTA Programme 3 Desired Impact: Strengthened Local Governance Leading to Improved Service Delivery and Community Well-being across the Eastern Cape Province									
N-MTDP Outcome	N-MTDP Strategic Intervention	N-MTDP: End - Term Target	P-MTDP Outcome	P-MTDP - Strategic Intervention	P-MTDP: 2030 Term Target	ECCOGTA Outcomes	ECCOGTA Outcome Indicator	ECCOGTA: Five-year Target	
Reduced poverty and improved livelihoods	Reduce spatial inequalities through inclusion and integrated urban planning and management	50% improvement	Improved planning, policy coordination, budgeting and monitoring and evaluation of government programmes	Improve integrated and participatory evidence-based, responsive development planning, budgeting, monitoring and evaluation	11	Improved Spatial Transformation	Improved SPLUMA adherence	100%	
Reduced poverty and improved livelihoods	Reduce spatial inequalities through inclusion and integrated urban planning and management	50% improvement	Improved planning, policy coordination, budgeting and monitoring and evaluation of government programmes	Improve integrated and participatory evidence-based, responsive development planning, budgeting, monitoring and evaluation	11	Improved Spatial Transformation	Efficient use of GIS by municipalities for strategic decision making	100%	
Reduced poverty and improved livelihoods	Reduce spatial inequalities through inclusion and integrated urban planning and management	50% improvement	Improved planning, policy coordination, budgeting and monitoring and evaluation of government programmes	Improve integrated and participatory evidence-based, responsive development planning, budgeting, monitoring and evaluation	11	Improved Spatial Transformation	Number of municipalities with credible valuation roll for municipal revenue enhancement	39	
Reduced poverty and improved livelihoods	Release public land and buildings for affordable housing and other development	100 under-utilised properties released to the market	Make cities and human settlements inclusive, safe, resilient and sustainable	Provision of land for informal settlements upgrade	5	Improved Spatial Transformation	Efficient land use management promoted in municipalities	100%	
Reduced poverty and improved livelihoods	Reduce spatial inequalities through inclusion and integrated urban planning and management	50% improvement	Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all	Promote entrepreneurship and local economic growth to boost provincial GDP and create self-reliant communities	1 000	Increased economic growth and development	Enhanced economic development strategies/plans	39	
Accelerated growth of strategic	Expand financial and non-financial	1 million small enterprises	Development and maintenance of	Improve basic services through	14 priority municipalities	Improved economic	Enhanced small-town development	4	



ECCOGTA Programme 3 Desired Impact: Strengthened Local Governance Leading to Improved Service Delivery and Community Well-being across the Eastern Cape Province							
industrial and labour-intensive sectors	support for small businesses, focusing on township and rural economies	supported financially and non-financially (cumulative)	water treatment and distribution of infrastructure as well as wastewater treatment systems fast-tracked	infrastructure operations and maintenance	implementing greening and cleaning campaign	environment in the targeted towns	
Increased employment and work opportunities	Create high-quality work opportunities through public employment programmes	300 000 work opportunities created	Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all	Creation of public employment opportunities (EPWP & CWP)	36 000	Reduction of poverty in municipalities	100%
Increased infrastructure investment, access and efficiency	Invest in infrastructure development in key sectors of energy, communications, water and transport infrastructure, and focus on underserved areas	16 projects completed in 8 municipalities	Development and maintenance of water treatment and distribution of infrastructure as well as wastewater treatment systems fast-tracked	Improve basic services through infrastructure operations and maintenance.	14	Universal access to basic services to improve socio-economic conditions of communities	39
Increased infrastructure investment, access and efficiency	Invest in infrastructure development in key sectors of energy, communications, water and transport infrastructure, and focus on underserved areas	16 projects completed in 8 municipalities	Development and maintenance of water treatment and distribution of infrastructure as well as wastewater treatment systems fast-tracked	Improve basic services through infrastructure operations and maintenance.	14	Universal access to basic services to improve socio-economic conditions of communities	39
Reduced poverty and improved livelihoods	Maintain access to subsidised basic services for the elderly, infirm and	100% of municipalities with credible indigent policies.	Development and maintenance of water treatment and distribution of	Improve basic services through infrastructure	14	Improved Accessibility of free basic services by	38

ECCOGTA Programme 3 Desired Impact: Strengthened Local Governance Leading to Improved Service Delivery and Community Well-being across the Eastern Cape Province							
poor by ensuring that local governments implement the indigent policies	Strengthen disaster management capabilities at local government to respond effectively to any events	14% of municipalities meet the standards set in the functionality assessment of the reviewed disaster management system for improved capabilities for disaster management occurrences	Disaster Management capabilities at local government to respond effectively to any unforeseen events	Support disaster management	14	Improved community resilience to disasters	Number of municipalities with communities that are prepared for imminent disaster risks
Improved service delivery in the local government sphere							33
Improved service delivery in the local government sphere	Strengthen disaster management capabilities at local government to respond effectively to any events	14% of municipalities meet the standards set in the functionality assessment of the reviewed disaster management system for improved capabilities for disaster management occurrences	Disaster Management capabilities at local government to respond effectively to any unforeseen events	Support disaster management	8 (6 DMs and 2 Metros)	Improved coordination on the Disaster Management and fire brigade services	Number of municipalities implementing enhanced disaster risk reduction programmes
							8
Mainstreaming of gender, empowerment of youth and persons with disabilities	21% of IDPs partially responsive / average 36% 12% of DDM One Plans are above 50% responsiveness	% Plans that are partially WYPD responsive: 50% IDPs 50% One Plans	Simplify and speed up planning and regulatory processes that can make it easier for businesses to invest and operate in a municipality	Support the review of credible IDPs and DDM one Plans	14	Improved quality and accuracy of municipal planning and performance	Increased community participation in IDP engagements
							100%

**ECCOGTA Programme 3 Desired Impact: Strengthened Local Governance Leading to Improved Service Delivery and Community Well-being across the Eastern Cape Province**

**Transversal Risks:** Insufficient technical and professional capability within the department to support municipalities. Inadequate financial management and financial viability in municipalities. Inadequate coordination and communication of support provided to municipalities and Traditional Leadership Institutions by all stakeholders. Inability to meet future financial initiatives.

<b>ECCOGTA Programme 4 Desired Impact: Strengthened Traditional and Khoi-San Governance System that Leads to Traditional Community Transformation, Cohesion and Stability.</b>						
N-MTDP Outcome	N-MTDP Strategic Intervention	- N-MTDP: End Term Target	P-MTDP Outcome	P-MTDP - Strategic Intervention	P-MTDP: 2030 Term Target	ECCOGTA Outcome Indicator ECCOGTA: Five-year Target
Improved policy coordination and integrated planning in the public sector, enhancing efficiency, accountability, and public trust in government	Participation of Traditional, Khoi & San leaders in the planning, implementation, monitoring and evaluation processes	Traditional, Khoi & San leaders participated by 50% improved in government planning structures and monitoring structures	Improved planning, policy coordination, budgeting and monitoring and evaluation of government programmes	Improve integrated and participatory evidence-based, responsive development planning, budgeting, monitoring and evaluation	11	Improved Governance, Transparency and Accountability for Sustainable Development in Traditional and Khoi-San Leadership Institutions.  Improved accountability mechanisms in place for Traditional and Khoisan Leadership Institutions  Transparency and accountability in traditional financial management enhanced  170
Improved policy coordination and integrated planning in the public sector, enhancing efficiency, accountability, and public trust in government	Strengthen the role of the Centre of Government to improve planning, policy coordination, integration and management of the cluster system	80% of FOSAD, Cluster, MINMEC and IMC agendas focus on the MTDP and government priorities	Improve trust in local government	Provide support to traditional councils to perform their functions	216	Transformed traditional councils for fulfilment of their constitutional and customary obligations  242
Mainstreaming of gender, empowerment of youth and persons with disabilities	All spheres of government and all organs of state to adopt and implement WYPD-	% Plans that are partially WYPD responsive: 75% provincial. 50% local government.	Mainstreaming programmes on empowerment and development of youth, women and	Institutionalise and implement a youth and gender-responsive provincial budget statement issued	6  100%	Fully functional local houses for fulfilment of their constitutional and customary obligations  Empowered Traditional Leaders on Anti-GBV/ Interventions/ Strategy  500

ECCOGTA Programme 4 Desired Impact: Strengthened Traditional and Khoi-San Governance System that Leads to Traditional Community Transformation, Cohesion and Stability.									
	responsive planning and budgeting, including integration of the NSP on GBVF		persons with disabilities	annually from 2020 (40% of the budget spent on women, 30% on youth & 7% on persons with disabilities)					
Improved policy coordination and integrated planning in the public sector, enhancing efficiency, accountability, and public trust in government	Strengthen the role of the Centre of Government to improve planning, policy coordination, integration and management of the cluster system	80% of FOSAD, Cluster, MINMEC and IMC agendas focus on the MTDP and government priorities	Improve trust in local government	Ensure functional councils and governance structures for the <b>14 prioritised municipalities</b> , including traditional leadership support	14	Transformed traditional and Khoi-San leadership institutions through the implementation of capacity building programmes.	Empowered traditional leaders through the implementation of capacity building programmes	40	
Reduced poverty and improved livelihoods	Reduce spatial inequalities through inclusion and integrated urban planning and management	50% improvement	Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all	Promote entrepreneurship and local economic growth to boost provincial GDP and create self-reliant communities	1 000	Improved Governance, Transparency and Accountability for Sustainable Development in Traditional and Khoi-San Leadership Institutions	Improved sustainable development in Traditional and Khoi-San Leadership Institutions	239	
<b>Transversal Risks:</b> Inadequate cooperation by various stakeholders on Traditional and Khoi-San leadership affairs. Inadequate coordination and communication of support provided to municipalities and Traditional Leadership Institutions by all stakeholders. Inability to meet future financial initiatives.									

ECCOGTA Programme 5 Desired Impact: Improved Traditional and Khoi-San Leadership Institutions towards the Revitalisation and Preservation of Indigenous Culture, Customs, and Traditions.										
N-MTDP Outcome	N-MTDP Strategic Intervention	-	N-MTDP: End Term Target	-	P-MTDP Outcome	P-MTDP - Strategic Intervention	P-MTDP: 2030 Term Target	ECCOGTA Outcomes	ECCOGTA Outcome Indicator	ECCOGTA: Five-year Target



ECCOGTA Programme 5 Desired Impact: Improved Traditional and Khoi-San Leadership Institutions towards the Revitalisation and Preservation of Indigenous Culture, Customs, and Traditions.									
Reduced poverty and improved livelihoods	Reduce spatial inequalities through inclusion and integrated urban planning and management	50% improvement	Promote inclusive and sustainable economic growth, full and productive employment and decent work for all	Promote entrepreneurship and local economic growth to boost provincial GDP and create self-reliant communities	1 000	Socio-economic transformation through partnerships for traditional communities.	% partnerships forged to promote socio-economic activities in rural communities	30%	
Improved access to affordable and quality healthcare	Strengthen the primary health care (PHC) system by ensuring that home and community-based services, as well as clinics and community health centres are well resourced and appropriately staffed to provide the promotive, preventive, curative, rehabilitative and palliative care services required for South Africa	70 deaths per 100 000 live births	Improved access to affordable and quality healthcare	Strengthen implementation of administrative interventions	0% death of initiates	Increased safety and health standards in customary male initiation practise.	Improved knowledge and understanding of safe customary male initiation protocols	100% (6 District municipalities and 2 metro municipalities implementing the provisions of Customary Male Initiation Act).	
Social cohesion and nation-building	Promote and protect South Africa's diverse languages and cultures	20	Promote programmes to combat racism, sexism and other forms of intolerance	Implement programmes that advance social cohesion	7	Strengthened preservation and promotion of cultural heritage and practices	Informed communities about their heritage and cultural beliefs enhanced	80%	
Optimised social protection and improved coverage	All-of-government and all-of-society measures to reduce teenage pregnancy, with a focus on areas with high prevalence	30% reduction	Improved education outcomes and skills	Implementation of community centric programmes towards reducing teenage pregnancy	30% reduction	Empowered youth on sexual health and GBVF	Decrease in sexually transmitted diseases and Incidents of teenage pregnancies in youth	4000 Youth participating in Inkciyo programme	

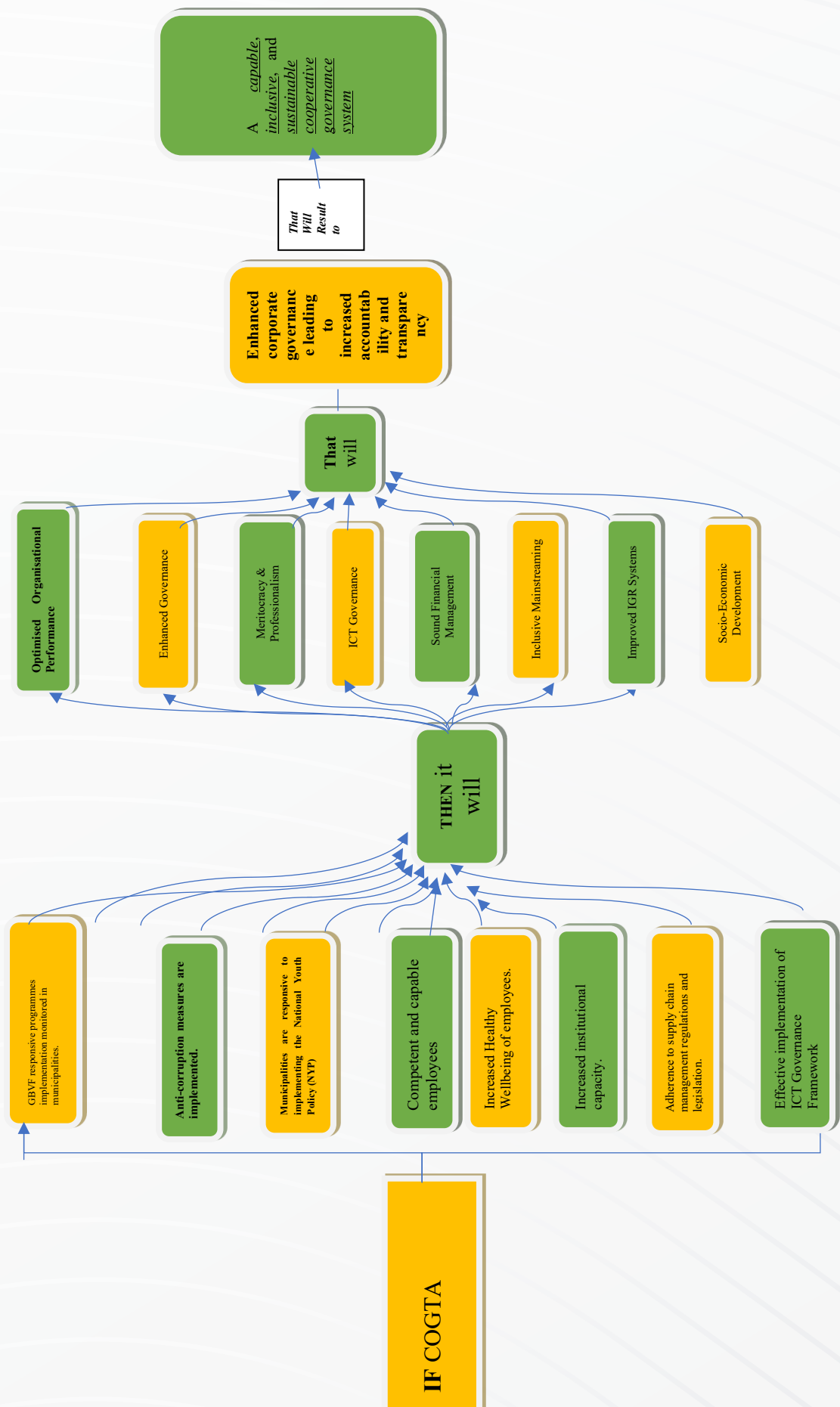
**ECCOGTA Programme 5 Desired Impact: Improved Traditional and Khoi-San Leadership Institutions towards the Revitalisation and Preservation of Indigenous Culture, Customs, and Traditions.**

Mainstreaming of gender, empowerment of youth and persons with disabilities	All spheres of government and all organs of state to adopt and implement WYPD-responsive planning and budgeting, including integration of the NSP on GBVF	% Plans that are partially WYPD responsive: 75% provincial, 50% local government.	Mainstreaming programmes on empowerment of youth, women and persons with disabilities	Institutionalise and implement a youth and gender-responsive provincial budget statement issued annually from 2020 (40% of the budget spent on women, 30% on youth & 7% on persons with disabilities)	100%	Empowered youth on sexual health and GBVF	Prevention of GBVF incidences	50%
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**Transversal Risks:** Inadequate cooperation by various stakeholders on Traditional and Khoi-San leadership affairs. Inadequate coordination and communication of support provided to municipalities and Traditional Leadership Institutions by all stakeholders. Inability to meet future financial initiatives.

## PROGRAMME 1: THEORY OF CHANGE

This Figure 41 summarises the Theory of Change for achieving the stated impact and outcomes, outlining the steps and mechanisms needed to strengthen governance in the Department.



PRE-CONDITIONS/ASSUMPTIONS

- ☐ Political Will and Commitment:
- ☐ Resource Availability and Capacity:
- ☐ Organizational Culture and Leadership Support:
- ☐ Training and Development:
- ☐ Monitoring, Evaluation, and Accountability Systems

**PROGRAMME 1: Administration** will continue to ensure that there is continuity and improvement in the provision of support to core departmental Programmes, Municipalities and Institutions of Traditional and Khoi-San Leadership through the implementation of activities to successfully accomplished the following departmental outcomes, namely: **ECCOGTA Outcomes: Enhanced Mainstreaming of Designated Groups in Departmental Systems; Enhanced Organisational Performance through Strengthened Governance, Accountability and Risk Management; Promoting Meritocracy and Creating a Capable, Professional and Ethical Department; Sound Financial and Supply Chain Management Systems and Strengthening ICT Governance for a Capable Department** as well as the **MTDP Priority 3: Build a capable, ethical and developmental state**.

The Chief Directorate: Strategy and Systems serves as a focal point for gender mainstreaming. The Chief Directorate monitors the implementation of GBVF responsive programmes, and the National Youth Policy (NYP) in support of the ECCOGTA **Outcome: Enhanced Mainstreaming of Designated Groups in Departmental Systems**. This will continue to ensure institutionalisation and localisation of the government policy imperatives for women, youth and persons with disabilities as expressed in the National Strategic Plan on Gender-Based Violence and Femicide (GBVF), the Gender-Responsive Planning, Budgeting, Monitoring, Evaluation and Auditing Framework (GRPBMEAF), the National Youth Policy as well as the White Paper on the Rights of Persons with Disabilities.

The ECCOGTA **Outcome: Enhanced Organisational Performance through Strengthened Governance, Accountability and Risk Management**, will mainly be implemented by the Directorate: Risk, Anti-Corruption and Integrity Management ensuring that anti-corruption measures are implemented, and that quarterly Risk and Ethics Management Meetings are convened. Furthermore, the directorate will monitor MISS compliance in terms of information security, physical security, document security, vetting, and personnel security.

The Chief Directorate: Human Resource Management and Development is responsible for ECCOGTA **Outcome: Promoting Meritocracy and Creating a Capable, Professional and Ethical Department** with key interventions aimed at improving human resource management and capabilities, ensure recruitment of competent and capable employees, increased healthy wellbeing of employees, increased institutional capacity, and adherence to supply chain management regulations and legislation. The Chief Directorate: Human Resource Management and Development will, over the medium term, undertake targeted training interventions to reskill and upskill staff in line with the updated Workplace Skills Plan and emerging technologies. The Department will continue to monitor adherence to the employment equity targets of 50% women at senior management level, 10% youth, and 2% of people with disabilities at all levels for 2025/2026. The Chief Directorate: Financial Management is responsible and accountable for ECCOGTA **Outcome: Sound Financial and Supply Chain Management Systems** with key interventions aimed at improving financial and supply chain management. The Chief Directorate: Financial Management encompasses critical support and monitoring designed to strengthen internal control, enhance financial management practices, and optimise supply chain management. The Department



will continue to ensure that all suppliers are paid within 30 days, remain committed to monitoring compliance and enforcing consequences management where necessary.

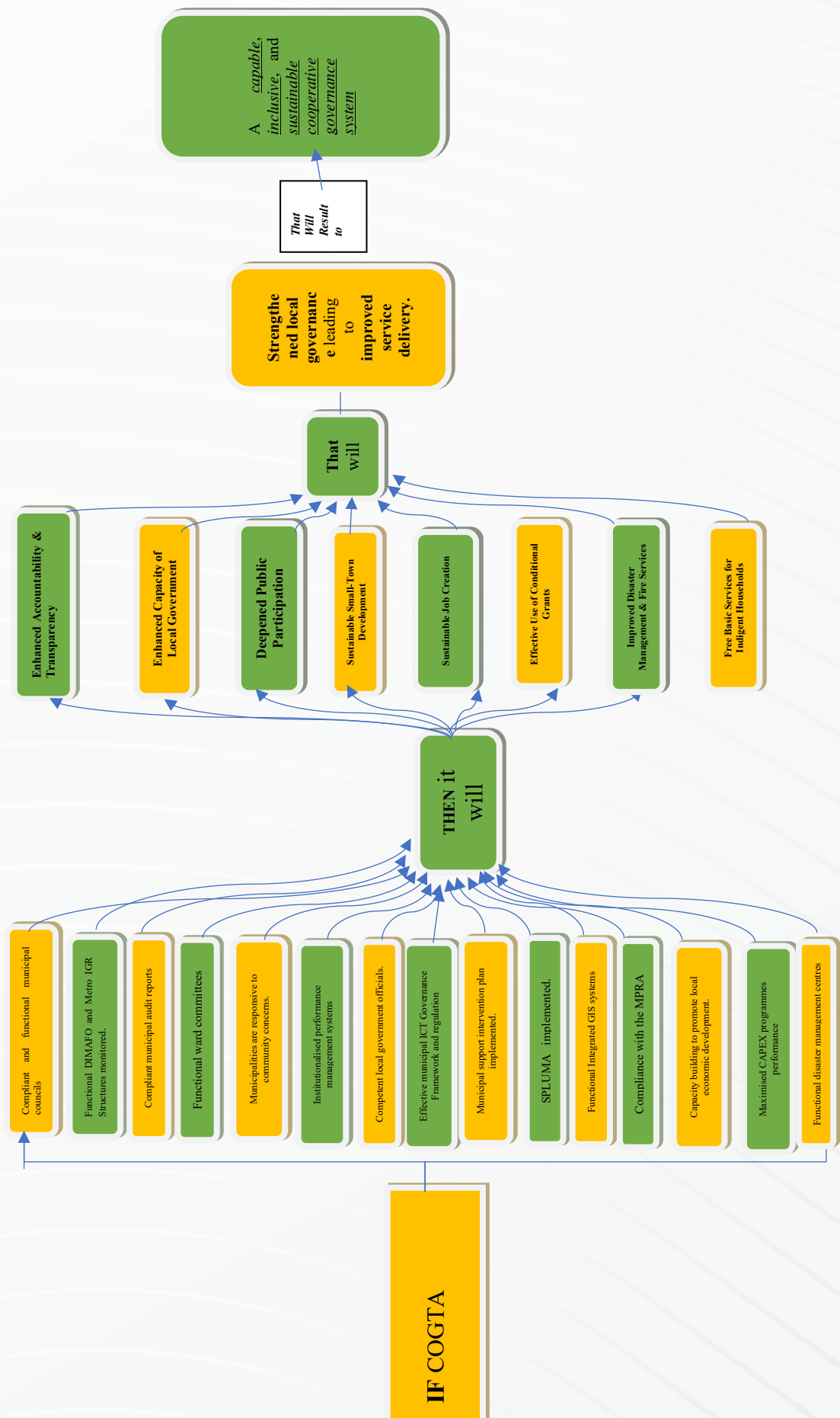
The Chief Directorate: Strategy and Systems will ensure that the departmental ICT advanced through digitisation and enhanced IT security management as per ECCOGTA **Outcome: Strengthening ICT Governance for a Capable Department**. Digitisation has assisted with the streamlining of processes, making information more accessible and operations more efficient. Cloud computing implementation enabled faster and more flexible responses to changing needs. Additionally, the rise of hybrid work environments has driven improvements in cybersecurity, ensuring that data and systems remain secure regardless of where users connect from. These advancements have collectively improved our ICT services, making them more resilient and capable of supporting the department's goals.

Legal Services will analyse and identify gaps in the Department's policies to monitor and ensure that the Department complies with the applicable legislation by implementing interventions such as the compliance universe and legislative toolkit.

The Department is expected to receive its 4<sup>th</sup> consecutive unqualified audit opinion without findings from the Auditor General South Africa. Over the past 5 years the Department has achieved on average of 98% on planned targets and utilised over 96% of its allocated budget.

## PROGRAMME 2 & 3: THEORY OF CHANGE

This Figure 42 summarises the Theory of Change for achieving the stated impact and outcomes, outlining the steps and mechanisms needed to strengthen local governance in the Eastern Cape.



**PRE-CONDITIONS/ASSUMPTIONS**

- Local governments are committed to improving service delivery and accountability.
- Adequate resources (financial, human, technological) are available for effective implementation.
- Strong institutional frameworks for public participation and decision-making.
- Active cooperation between municipal authorities and communities.

**PROGRAMME 2: LOCAL GOVERNANCE****ECCOGTA Outcome: Enhanced Accountability and Transparency in Municipal Operations**

The Department is entrusted by the Constitution of the Republic of South Africa, 1996 to ensure democratic and accountable government for local communities; the provision of services to communities in a sustainable manner; promote social and economic development; promote a safe healthy environment; encourage the involvement of communities and community organisations in matters of local governance; and Municipalities must strive, within their financial and administrative capacity to achieve these objects. The provincial government has identified **14 prioritised municipalities**<sup>8</sup>, to receive intensive support to ensure functional councils and governance structures for the MTDP period. The Chief Directorate: Municipal Governance and Support Services will conduct quarterly verification assessments in line with relevant legislations to ensure compliant and functional municipal councils.

**ECCOGTA Outcome: Realisation of Local, Provincial and National Policies Programmes and Priorities through Strengthening IGR Systems**

The P-MTDP consists of three (3) strategic priorities that must be achieved through the coordination and alignment of government across all the spheres of government aligned with the District Development Model, One Plan. The District Development Model (DDM) is an operational model to strengthen a capable, ethical, and developing state. It is a fact that DDM output is the integration and alignment of joint initiatives through One Plans that are embedded in a strong IGR system. The Chief Directorate: Intergovernmental Relations (IGR) and District Coordination will continue to communicate the District Development Model as a government-wide delivery vehicle by all strategic partners through a communication strategy focused on educating, raising awareness, mobilising communities, and, where possible, changing community perceptions and attitudes in support of DCoGTA programmes and policies. Effective communications will play a central role in increasing the involvement of citizens in areas such as disaster mitigation and response, anti-corruption, and community participation in service delivery. The outcome is the realization of the national priorities and the outcome-based programmes. The obligation of IGR is cross-cutting in all the strategic priorities, namely, The IGR political and technical engagement output, pull-up all the key stakeholders together at an operational level to gain traction on implementation of priorities and feed-back on service delivery through DIMAFO and Metro IGR Structures.

<sup>8</sup> 14 Prioritised Municipalities are Buffalo City Metro Municipality, Nelson Mandela Bay Metro, Amathole DM, OR Tambo DM, Chris Hani DM, Makana LM, Enoch Mgijima LM, Port St John's LM, Walter Sisulu LM, Beyers Naude LM, Raymond Mlaba LM, Kouga LM, King Sabata Dalindyebo LM and Ndlambe LM.

### **ECCO GTA Outcome: Sound Financial and Supply Chain Management Systems**

The Department has taken several steps to address the financial sustainability of local governments. The Chief Directorate: Municipal Governance and Support Services regularly analyse municipal compliance with the Municipal Systems Act, Municipal Financial Management Act and the Municipal Property Rates Act. The Department will assist the municipalities especially the 14 targeted municipalities to be audit compliant, enhance revenue collection and report frequently on financial performance management.

### **ECCO GTA Outcome: Deepened Public Participation and Rapid Response for Decision Making**

The main purpose of the **Outcome: Deepened Public Participation and Rapid Response for Decision Making**, is to strengthen interface between government and citizens through public participation for maximum service delivery. For the outcome result to be accomplished the Chief Directorate: Municipal Public Participation, Integrated Development Planning, Rapid Response and Stakeholder Management must ensure that there are functional ward committees to improve citizen interface, ensure that municipalities are responsive to community concerns, communities are involved and encouraged to participate meaningfully in municipal governance for attainment of a developmental local government and enhance capacity of municipalities on management of petitions and complaints.

### **ECCO GTA Outcome: Enhanced Capacity and Capability of Local Governments to Meet Community Needs**

The Chief Directorate: Municipal Governance and Support Services has a duty to ensure that municipalities are compliant with recruitment process in line with prescribed regulations, ensure that local government officials are competent to perform their duties, capacitate the municipal labour structures and that effective implementation of the ICT Governance Framework and regulation are happening in municipalities to realise the achievement of the **National MTDP Outcome of Improved service delivery in the local government sphere** and the **Provincial MTDP Outcome of Improve Trust in Local Government**.

### **ECCO GTA Outcome: Improved Quality and Accuracy of Municipal Planning and Performance**

The Department will continue to ensure that local government institutionalise performance management systems (PMS), monitor and evaluate performance, implement data-driven decision-making for policy improvement, and enhance collaboration between local government and stakeholders. The Chief Directorate: Municipal Governance and Support Services will ensure that coordinated support is provided to the fourteen (14) identified municipalities through the Municipal Support & Intervention Plans (MSIPs) to improve service delivery in the local government sphere.



## PROGRAMME 3: DEVELOPMENT AND PLANNING

### **ECCOGTA Outcome: Improved Spatial Transformation**

The Chief Directorate: Municipal Development and Planning will continue to ensure that there is continuity and support to municipalities to implement SPLUMA, administer land use management, have functional Integrated GIS systems to provide quality information on access to land rights, cadastral information, and orderly development. The Department will provide technical support to municipalities to comply with the implementation of Sections 8 and 49 of the MPRA.

### **ECCOGTA Outcome: Increased Economic Growth and Development**

Municipalities must promote economic development of the community; and participate in national and provincial development programmes. The Chief Directorate: Municipal Basic and Development Services will assist the municipalities to package LED Projects for potential funding and implement programmes of capacity building to promote local economic development.

### **ECCOGTA Outcome: Improved Economic Environment in the Targeted Towns**

The Small Town Regeneration Strategy, 2021, embraced beautification projects for small towns to enhance the quality of life for residents, socio-economic development especially to help attract tourism – many with support from their local municipal authority effectiveness. Economic development-minded beautification projects help to enhance international, regional and local tourism. The Department will assist identified towns to develop Small Town Master and precinct plans for implementation.

### **ECCOGTA Outcome: Reduction of Poverty in Municipalities**

The Public Employment Programmes Implemented (CWP and EPWP) has played a vital role in addressing unemployment and poverty by creating work opportunities year on year. 170 participants will benefit from the Expanded Public Works Programme (EPWP) of the Department.

### **ECCOGTA Outcome: Universal Access to Basic Services to Improve Socio-economic Conditions of Communities**

The intensification of Provincial Municipal Infrastructure and Service Delivery (PMISD) as a monitoring performance reporting tool, is also designed to determine the nature and extent of support to municipalities. The intensification will focus on outputs, where municipalities will have to demonstrate whether there is improved access towards achieving universal access to all basic services, (Expedited universal access to basic services equals to effective maintenance of roads, stormwater, water and electricity infrastructure by municipalities).

The municipalities are not at the expected level in improving conditional grants expenditure performance, (maximised CAPEX programmes performance), and the Department will continue to support through the Risk Adjusted Strategy (RAS) implementation, (improved OPEX programmes performance) and with the development of credible procurement plans to successfully implement infrastructure projects and services.

The Infrastructure Professionalisation Improvement Programme must be implemented to strengthen technical capacity at a local level for the provision of services and infrastructure maintenance to improve infrastructure operations and maintenance, (competent infrastructure development value chains). The Department will support technical officials within municipalities to progress from being candidate to be full professionals. To achieve this, the Department is partnering with Municipal Infrastructure Support Agency (MISA) and Engineering Council of South Africa (ECSA). The initiative will be monitored on a quarterly basis, but outputs shall be measured annually.

Continued weaknesses in delivery and maintenance of quality infrastructure are identified and the Department will implement the Infrastructure Audit Improvement Programme to ensure that the people of the province receive basic services that they are entitled to as well as to construct resilient infrastructure. Due to the weaknesses and challenges identified the programme must institute accountability and consequence management as well as minimize use of professional service providers (PSPs).

#### **ECCOGTA Outcome: Improved Accessibility of Free Basic Services by Indigent Households through Credible Indigent Registers**

The Department will continue to monitor municipalities to provide comprehensive improved access to free basic services to be delivered to deserving indigent beneficiaries. Free basic municipal services are services provided at no charge by the government to poor indigent households.

#### **ECCOGTA Outcome: Improved Coordination on the Disaster Management and Fire Brigade Services**

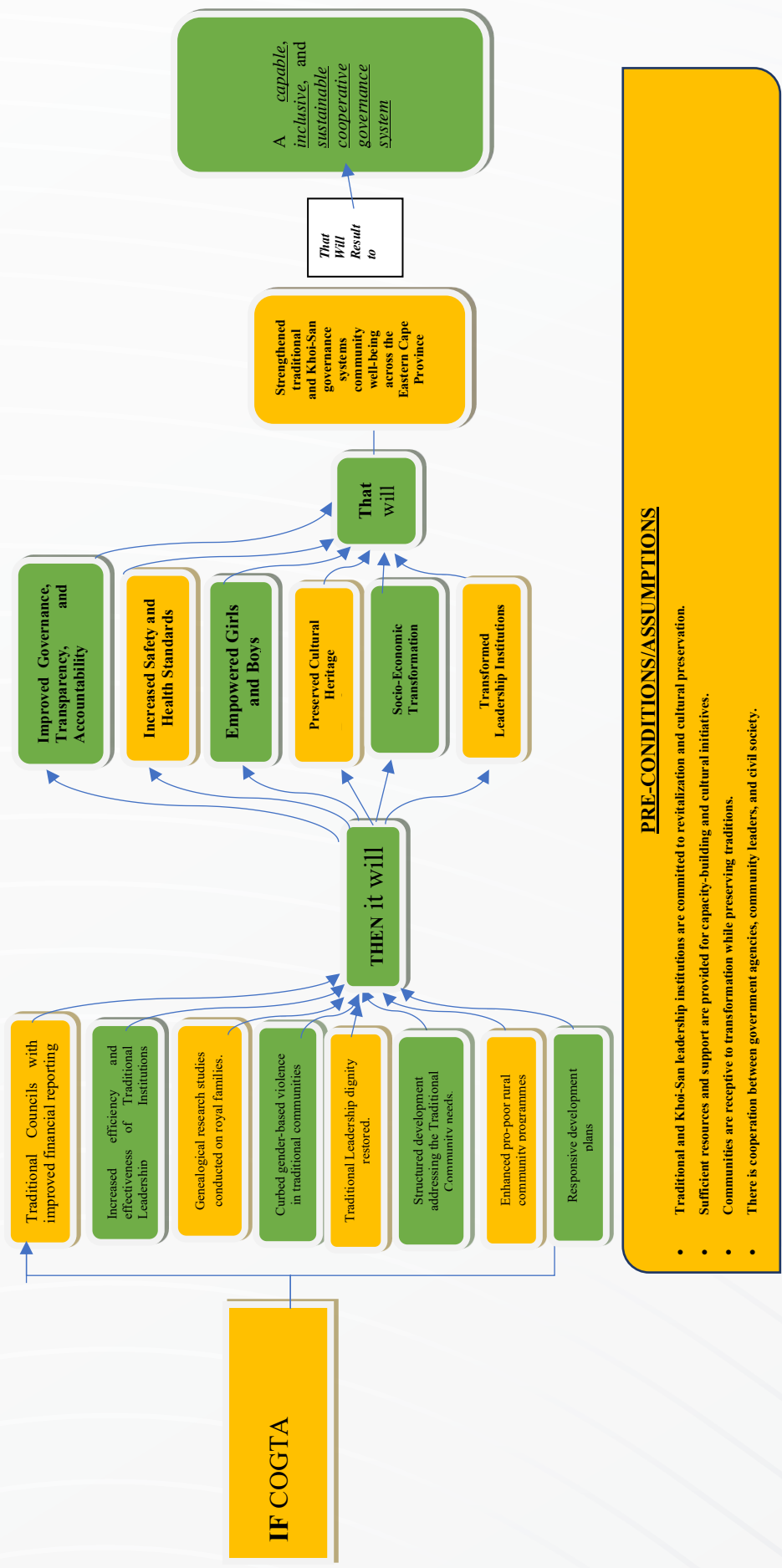
The Chief Directorate: Disaster Management and Emergency Services will continue to monitor municipalities to improve coordination between disaster management and fire brigade services, focus on integrated planning, clear communication protocols, joint training exercises, and establishing a unified command structure for effective response and recovery to ensure functional municipal disaster management centres and fire services. The Chief Directorate: Disaster Management and Emergency Services will assist government departments with the development of disaster management plans.

#### **ECCOGTA Outcome: Improved Quality and Accuracy of Municipal Planning and Performance**

The Department will support municipalities to ensure that all IDPs are compliant, credible and respond to service delivery, development challenges and needs of communities.

PROGRAMME 4 & 5: THEORY OF CHANGE

This Figure 43 below provides a concise overview of the Theory of Change, focusing on the outcomes and outputs required to strengthen traditional and Khoi-San governance systems, promote cultural preservation, and improve socio-economic conditions within traditional communities.



## PROGRAMME 4: TRADITIONAL INSTITUTIONAL MANAGEMENT

**ECCOGTA Outcome: Improved Governance, Transparency and Accountability for Sustainable Development in Traditional and Khoi-San Leadership Institutions**

The Chief Directorate: Traditional Institutional Governance drives the drafting, and review of policies that increase efficiency and effectiveness of Traditional Leadership Institutions processes as well as amending legislation that increase efficiency and effectiveness of Traditional Leadership Institutions processes. Two policies and one legislation will undergo an intensive policy and legislation development process to ensure improved governance, transparency and accountability for institutions of traditional leadership. Furthermore, the Department will continue to conduct ten genealogical research on royal families to build a future for good governance.

The Department will support, monitor and capacitate hundred and forty Traditional Councils on financial management to ensure improved financial reporting to their respective traditional communities.

The Chief Directorate: Traditional Institutional Governance earmarked support to Traditional Councils on formulation of Development Plans as part of the government's quest to have implementable structured development addressing the traditional community needs.

Now that the reconstitution of Traditional Councils is concluded, the Chief Directorate: Traditional Institutional Support will support the Traditional Councils to perform their functions to uphold good corporate governance as well as to construct infrastructure for Traditional Leadership Institutions to conduct their affairs with the traditional communities, government and stakeholders in a dignified matter.

**ECCOGTA Outcome: Curtailing GBVF in Communities**

The spiralling criminal activities, GBVF in rural areas is a big concern for government. To respond to this, the Department and traditional leaders are embarking on a programme to mobilise communities against crime, curbing gender-based violence in their communities (anti-GBVF campaigns/interventions) through working collaboratively with various stakeholders to bring stability in their communities.

**ECCOGTA Outcome: Transformed Traditional and Khoi-San Leadership Institutions through the Implementation of Capacity Building Programmes**

The restoration of the dignity and stature of our Traditional leaders remains our focused priority in the context of deepening transformation to serve our communities better and that can only be done by well skilled and competent Traditional Leaders. Fifteen (15) bursaries have been awarded to Traditional Leaders to pursue studies on Public Management and Law to enhance their skills in fulfilling their statutory role. In the financial year 2025/26 the number will increase to twenty (20). The Department will continue to induct the newly recognised Traditional Leaders in all levels, including the reorientation program for those who have been in service focussing on Headmen.



### **ECCOGTA Outcome: Socio-economic Transformation through Partnerships for Traditional Communities**

The Department will ensure that Traditional Leadership Institutions are playing a meaningful role in the development of their communities through partnerships, promote cooperative relations in the development of traditional communities and create sound relations between Traditional Leadership Institutions and all spheres of government, parastatals, NGOs, Private sector, etc.

The Chief Directorate: Traditional Institutional Governance will assist Traditional Councils (TCs) in identifying challenges/developmental needs, invite relevant stakeholders to form partnerships with the TCs and to have structured engagements between the parties to implement responsive development plans based on community development needs.

## PROGRAMME 5: PROVENÇIAL HOUSE OF TRADITIONAL LEADERS SECRETERAT AND MANAGEMENT

### ECCOGTA Outcome: Socio-Economic Transformation through Partnerships for Traditional Communities

The Chief Directorate: House of Traditional and Khoi-San Leaders will ensure that partnerships are forged with private or public sector for socio-economic transformation in rural communities. Partnerships will be put in place to enhance pro-poor rural community programmes in Traditional Institutions.

### ECCOGTA Outcome: Increased safety and health standards in customary male initiation practise

The Chief Directorate: House of Traditional and Khoi-San Leaders will monitor the functionality of the District Initiation Fora as well as the PICC and PITT joint actions to assess the effectiveness of district and local initiation structures for safe male initiation practises. The engagements, with identified stakeholders, traditional surgeons, initiates, communities and families are to uphold the culture and safe customary male initiation practises.

During this period, the Department will capacitate traditional surgeons on safe initiation practises and Anti-GBVF programmes towards boys and girls.

### ECCOGTA Outcome: Strengthened preservation and promotion of cultural heritage and practices

The House of Traditional and Khoi-San Leaders will continue with the promotion of culture and heritage by Traditional Leadership Institutions in preservation and protection of heritage and cultural practices.

### ECCOGTA Outcome: Empowered Youth on Sexual Health and GBVF

A specific focus of the MTDP 2024/29 will be to combat GBVF through continued implementation of the National Strategic Plan on Gender-based Violence and Sexual Offences. In support of the MTDP 204/29 priorities, the House will conduct anti-GBVF interventions for boys and girls in traditional communities.

## 2. KEY RISKS

The Department has climate change-related risks under the Disaster Management Framework, within the operational risk register. Health and wellness risks at operational and process levels which are linked directly and indirectly to the strategic risks and mitigation measures are incorporated within the Occupational Health and Safety risk register.

**Table 70: Outcomes, Key Risks, Assumptions, Unintended Consequences, and Risk Mitigation Measures**

Outcome	Key Risk	Assumption	Unintended Consequence	Mitigation Measure
<ul style="list-style-type: none"> <li>Improved Governance, Transparency and Accountability for Sustainable Development in Traditional and Khoi-San Leadership Institutions.</li> <li>Socio-economic transformation through partnerships for traditional communities.</li> <li>Transformed traditional and Khoi-San leadership institutions through the implementation of capacity building programmes.</li> <li>Curtailing GBVF in communities.</li> <li>Strengthened preservation and promotion of cultural heritage and practices.</li> <li>Increased safety and health standards in customary male initiation practice.</li> <li>Empowered youth on sexual health and GBVF.</li> </ul>	<p><b>Inadequate cooperation by various stakeholders on Traditional and Khoi-San leadership affairs.</b></p>	<ol style="list-style-type: none"> <li>Non-adherence to Customary Initiation Act, 2 of 2021.</li> <li>Non-adherence to Eastern Cape Customary Male Initiation Practice Act No. 5 of 2016.</li> <li>Lack of alignment and integration amongst stakeholders (excluding customary male initiation practice).</li> <li>Lack of transparency between Traditional leaders and Municipalities (Borrow pits).</li> <li>Resistance to modern governance systems.</li> <li>Lack of involvement in the Committees of the Municipalities where the decisions are taken before tabled to the Council.</li> <li>Inadequate knowledge and skills.</li> </ol>	<ol style="list-style-type: none"> <li>Negative perception of the Traditional Leadership Institutions.</li> <li>Underdevelopment of some rural communities.</li> <li>Loss of cultural identity.</li> </ol>	<ol style="list-style-type: none"> <li>National and Provincial Customary Initiation Acts in place.</li> <li>Provincial Initiation Coordinating Committee (Political).</li> <li>Provincial Initiation Technical Team.</li> <li>Initiation Fora (District, Local &amp; Initiation Working Committees).</li> <li>Standing Rules and Orders of the PHoTKL.</li> <li>Interim Standing Rules and Orders for Local Houses.</li> <li>Continuously conduct awareness sessions on TKLA with Traditional Leaders and Members of Traditional Leadership Institutions.</li> <li>Bursary and Training and development policy (Reorientation of the Traditional Leadership Institutions and induction of new Traditional Leaders).</li> </ol>
<ul style="list-style-type: none"> <li>Enhanced capacity and capability of local governments to meet community needs.</li> <li>Improved quality and accuracy of municipal planning and performance.</li> <li>Improved Spatial Transformation.</li> </ul>	<p><b>Insufficient technical and professional capability within the department to support municipalities.</b></p>	<ol style="list-style-type: none"> <li>Non-prioritisation of critical professional / technical posts.</li> <li>Partial &amp; incorrect implementation of OSD.</li> <li>Inappropriate utilization of technical and professional skills.</li> </ol>	<ol style="list-style-type: none"> <li>Limited assistance to Municipalities to meet their service delivery targets.</li> <li>Overextending of resources (low morale).</li> <li>Poor forward planning.</li> <li>Service delivery protest.</li> </ol>	<ol style="list-style-type: none"> <li>Annual Recruitment Plan- Catering for the Technical Posts in place.</li> <li>Provincial Municipal Infrastructure Grants Policy Compliance Management Framework (PMIG-PCMF): Risk Adjusted Strategy (RAS) framework.</li> <li>Annual Training Plan- Catering for the technical and professional training needs.</li> <li>Retention Strategy and Implementation Plan.</li> </ol>

Outcome	Key Risk	Assumption	Unintended Consequence	Mitigation Measure
<ul style="list-style-type: none"> <li>Enhanced accountability and transparency in municipal operations.</li> <li>Improved economic environment in the targeted towns.</li> <li>Universal access to basic services to improve socio-economic conditions of communities.</li> <li>Improved Accessibility of free basic services by indigent households through credible indigent registers.</li> </ul>	<p><b>Inadequate financial management and financial viability in municipalities.</b></p>	<p><b>Outward</b></p> <ol style="list-style-type: none"> <li>None implementation of audit Action Plans.</li> <li>Ineffective implementation of Revenue Enhancement Strategy (Municipalities not maximising their revenue streams).</li> <li>Lack of political will in municipalities (Ineffective MPAC oversight).</li> <li>Poor internal financial controls in municipalities.</li> <li>Negative economic outlook of the country.</li> <li>Negative political influences.</li> </ol>	<ol style="list-style-type: none"> <li>Lack of good governance, poor audit outcomes and lack of sound financial management</li> <li>Poor financial Management (cash flow problems, financial distress).</li> <li>Loss of Revenue.</li> <li>Possible fraud and corruption</li> <li>Possible unfunded budget</li> <li>Poor service delivery</li> </ol>	<ol style="list-style-type: none"> <li>Provincial Municipal Support Technical Task Team.</li> </ol> <p><b>Risk Adjusted Strategy (RAS) Framework</b></p> <p><b>MGS</b></p> <ol style="list-style-type: none"> <li>Approved Municipal Support and Intervention Framework as the basis of support to municipalities.</li> <li>Approved Standard Operating Procedure (Municipal Support)</li> <li>Quarterly monitoring of Audit Action Plans</li> <li>Quarterly Arrears Debt Meetings (Terms of Reference)</li> <li>Quarterly Monitoring of MPAC functionality</li> <li>Revenue Enhancement Strategy.</li> </ol> <p><b>MBDS</b></p> <ol style="list-style-type: none"> <li>Indigent Policy Trainings/ Workshops.</li> <li>ToR for Indigent Steering Committees (to assist Municipalities in establishing of the Committees).</li> <li>FBS Monthly Status quo monitoring tool.</li> <li>ID Checker.</li> <li>Consent Form (to be filled in by municipalities).</li> <li>1 Presentation of Free Basic Services that would be tabled to the Metro IGR Forums and DiMAFOs.</li> <li>Continuous escalation of recommendations on municipal support (financial management &amp; viability) to IGR forums such as MuniMEC</li> <li>Follow up on implementation of recommendations made to IGR Forums and a report issued on the outcome thereof.</li> <li>Coordination with National ECCoGTA, National Treasury, SALGA, OTP and Provincial Treasury on issues of oversight and financial governance.</li> <li>1 Monthly meetings with coordinating departments within the DSCs (Alfred Nzo) Political engagements with MEC.</li> </ol>



Outcome	Key Risk	Assumption	Unintended Consequence	Mitigation Measure
<ul style="list-style-type: none"> <li>• Spatially Integrated Planning and Implementation support of high impact projects to benefit Local Communities.</li> <li>• Realisation of Local, Provincial and National Policies programmes and priorities through strengthening IGR systems.</li> <li>• Deepened public participation and rapid response for decision making.</li> <li>• Reduction of poverty in municipalities.</li> <li>• Improved coordination on the Disaster Management and fire brigade services.</li> <li>• Improved community resilience to disasters.</li> </ul>	<p><b>Inadequate coordination and communication of support provided to municipalities and Traditional Leadership Institutions by all stakeholders.</b></p>	<p><b>Inward</b></p> <ol style="list-style-type: none"> <li>1. Insufficient integrated planning.</li> <li>2. Inadequate human resource capacity (Rapid Response).</li> </ol> <p><b>Outward</b></p> <ol style="list-style-type: none"> <li>1. Limited authority over other departments.</li> <li>2. Ineffective use of IGR structures.</li> </ol>	<p><b>Inward</b></p> <ol style="list-style-type: none"> <li>1. Duplication of support.</li> <li>2. Waste of limited government resources.</li> <li>3. Inability to monitor support provided.</li> <li>4. Inability to achieve Department's constitutional mandate</li> </ol> <p><b>Outward</b></p> <ol style="list-style-type: none"> <li>5. Non- integrated support to Municipalities and Traditional Leadership Institutions.</li> <li>6. Poor service delivery to the Municipalities and Traditional Communities.</li> <li>7. Service delivery protests.</li> </ol>	<ol style="list-style-type: none"> <li>1. Participation in OTP established Provincial Work Streams for Local Government and OTP led Provincial Project Support Unit (crack team).</li> <li>2. District Development Model Section 47 Regulations</li> <li>3. Provincial IGR strategy.</li> <li>4. IGR monitoring tool.</li> <li>5. Departmental Strategic Plans (Bottom-up planning (Community Ward based, IDP from Local, Districts and Province) and PESTEL analysis at District level to enhance integrated planning.)</li> <li>6. Coordination with National CoGTA, National Treasury, SALGA, OTP, Provincial Treasury and other state organs on issues of oversight, financial, good governance.</li> <li>7. Annual Departmental Calendar inclusive of PHoTKL annual calendar (Operational Plan Implementation Tool).</li> <li>8. Capacitation of Ward Committees &amp; Traditional Councils by Public Participation (to ensure coordination).</li> <li>9. Continuous public engagements on the implementation of the Customary Male Initiation Act.</li> </ol>
Linked to all Outcomes	<p><b>Inability to meet future financial initiatives.</b></p>	<ol style="list-style-type: none"> <li>1. Top slicing of the budget of shrinking fiscus.</li> <li>2. Budget allocations not keeping up with inflation.</li> </ol>	<ol style="list-style-type: none"> <li>1. Negative impact on service delivery resulting in inability to achieve departmental mandate.</li> </ol>	<ol style="list-style-type: none"> <li>1. Planning and budgeting roadmap.</li> <li>2. MTEF and adjustment Budget Book and allocation letters.</li> <li>3. Departmental Performance Plans (Strategic, APP and Operational Plan)</li> <li>4. Budget Advisory Committee</li> <li>5. Monthly IYM Meetings</li> <li>6. Partnerships with NGO's (with MOU's) supporting customary male initiation.</li> <li>7. Financial Delegations.</li> </ol>

Outcome	Key Risk	Assumption	Unintended Consequence	Mitigation Measure
				8. Financial Pledges signed by SMS members. 9. Reprioritisation of funds from areas of under expenditure to areas experiencing cost pressures. 10. MTEC hearings with Provincial Treasury.

### 3. PUBLIC ENTITIES

None



# PART D

## TECHNICAL INDICATOR DESCRIPTIONS (TIDS)



## PART D: TECHNICAL INDICATOR DESCRIPTIONS (TIDs)

Indicator title 1	Improved designated groups responsive planning, budget, monitoring, reporting, evaluation and auditing				
Definition	ECCOGTA Strategic Plan, Annual Performance Plan and Operational Plan that are responsive to women, youth and persons with disabilities' rights and priorities				
Means of monitoring	To monitor on a quarterly and annual basis, through the EC COGTA Monitoring Plan towards Mainstreaming of Designated Groups, the number of programmes and projects that are inclusive of designated groups responsive planning, budget, monitoring, reporting, evaluation and auditing to ensure socio-economic empowerment.				
Source of data	Framework on Gender – Responsive Planning, Budgeting, Monitoring, Evaluation and Auditing (2019), National and Provincial Youth Policies 2020/30, South Africa's National Policy Framework for Women's Empowerment and Gender Equality (2018), DPSA HODs 8-Principle Action Plan, Gender Equality Strategic Framework for the Public Service, National Strategic Framework on Reasonable Accommodation for Persons with Disabilities 2020, Integrated Youth Development Strategy (IYDS) 2022/2025, EC-COGTA Youth Policy. EC COGTA on Gender, Youth and People with Disabilities Empowerment Analysis Reports				
Method of calculation/assessment	Manual count of the designated groups				
Means of Verification/ Portfolio of Evidence	Gender, Youth, and People with Disabilities implementation monitoring reports				
Assumptions	Inadequate financial resources (shrinking national fiscus), The Department, Municipalities and Traditional Leadership Institutions implement the key priorities of the Framework on Gender – Responsive Planning, Budgeting, Monitoring, Evaluation and Auditing (2019)				
Where the Indicator is Implemented from	Head Office				
Annual Means of Verification/ Portfolio of Evidence	Gender, Youth, and People with Disabilities implementation monitoring reports	Gender, Youth, and People with Disabilities implementation monitoring reports	Gender, Youth, and People with Disabilities implementation monitoring reports	Gender, Youth, and People with Disabilities implementation monitoring reports	Gender, Youth, and People with Disabilities implementation monitoring reports
<b>Five-year target 2025/2030</b>	<b>Annual target 2025/26</b>	<b>Annual target 2026/27</b>	<b>Annual target 2027/28</b>	<b>Annual target 2028/29</b>	<b>Annual target 2029/30</b>
3	3	3	3	3	3
Locality	Gender, Youth, and People with Disabilities in the Department, Municipalities and Traditional Leadership Institutions	Gender, Youth, and People with Disabilities in the Department, Municipalities and Traditional Leadership Institutions	Gender, Youth, and People with Disabilities in the Department, Municipalities and Traditional Leadership Institutions	Gender, Youth, and People with Disabilities in the Department, Municipalities and Traditional Leadership Institutions	Gender, Youth, and People with Disabilities in the Department, Municipalities and Traditional Leadership Institutions
Disaggregation of Beneficiaries (where applicable)	The KPI has no direct contribution to empowerment of designated groups but will report on mainstreaming matters Target for Women: 50% Target for Youth: 40% Target for People/ Youth with Disabilities: 10% Target for Military Veterans: 5% Target for Children: N/A				
Spatial Transformation	Reflect on contribution to spatial transformation priorities: N/A Reflect on spatial impact area: N/A				
Calculation type	Non-cumulative				
Reporting cycle	Annual				
Desired Impact/Impact Level at an indicator level	Improved sustainable livelihoods of designated groups.				
Desired performance	Strategic performance plans have targets and indicators that are responsive to the priorities and rights of women, youth and persons with disabilities				
Indicator responsibility	Chief Director: Strategy and Systems				

Indicator title 2	Incidence of gender-based violence and femicide reduced				
Definition	Assess the number of municipalities implementing GBVF responsive programme through municipal performance review session and the Department will establish interventions that seek to address gender-based violence and femicide incidences.				
Means of monitoring	Verify the existence and assess the implementation of GBVF responsive programmes and plans. Manual count of interventions/campaigns conducted aimed to increase awareness of Gender-Based Violence and Femicide.				
Source of data	The National Strategic Plan (NSP) for Gender Based Violence and Femicide (GBVF) 2020/30, IDPs and SDBIPs, GBVF Monitoring Tool and programmes of municipalities				
Method of calculation/assessment	Manual count of interventions				
Means of Verification/ Portfolio of Evidence	GBVF interventions reports.				
Assumptions	Municipalities have GBVF programmes that are funded. Persistent GBVF amidst the existence of enabling legislative and policy environment and institutional support, there has been inadequate progress in the reduction of to reduce GBVF among women, youth and persons with disabilities.				
Where the Indicator is Implemented from	Head Office				
Annual Means of Verification/ Portfolio of Evidence	GBVF interventions reports.	GBVF interventions reports.	GBVF interventions reports.	GBVF interventions reports.	GBVF interventions reports.
Five-year target 2025/2030	Annual target 2025/26	Annual target 2026/27	Annual target 2027/28	Annual target 2028/29	Annual target 2029/30
1	6	5	4	2	1
Locality	Municipalities	Municipalities	Municipalities	Municipalities	Municipalities
Disaggregation of Beneficiaries (where applicable)	The KPI has no direct contribution to empowerment of designated groups but will report on mainstreaming matters. Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A Target for Military Veterans: N/A Target for Children: N/A				
Spatial Transformation	Reflect on contribution to spatial transformation priorities: N/A Reflect on spatial impact area: N/A				
Calculation type	Non-cumulative				
Reporting cycle	Annual				
Desired Impact/Impact Level at an indicator level	Free GBVF society.				
Desired performance	Progressive GBVF interventions				
Indicator responsibility	Chief Director: Strategy and Systems				

Indicator title 3	Reduction in number of fraud and corruption cases reported in the Department and Municipalities				
Definition	Monitor regularly and report on the extent to which the Department and municipalities implement anti-corruption measures towards promoting good governance. The anti-corruption measures are inter alia policies, strategies, plans and framework (anti-fraud, whistleblowing, investigation), structures (Committees) and awareness/training. Comprehensive reports on analysis of cases reported, investigated and concluded demonstrate corruption trends and reduction in the department and in municipalities.				
Means of monitoring	Allegations received, maintenance of case register, database. Baseline data of cases from previous years.				
Source of data	Progress reports on cases referred to and investigated by law enforcement agencies. Department and municipality reports on anti-corruption. PSC Reports on corruption cases.				
Method of calculation/assessment	Manual count departmental and municipal cases investigated Percent decrease = (decrease / original value) x 100				
Means of Verification/ Portfolio of Evidence	Copy of allegations, maintenance of case register, Terms of reference developed for municipal cases, investigation progress reports, control Sheet..				
Assumptions	Department and municipalities to have the capacity to facilitate Fraud Risk Assessments and review their own Fraud Risk Registers. To have established Anti-Corruption and Ethics Management Programs in municipalities				
Where the Indicator is Implemented from	Head Office				
Annual Means of Verification/ Portfolio of Evidence	Copy of allegations, maintenance	Copy of allegations, maintenance of	Copy of allegations, maintenance	Copy of allegations, maintenance	Copy of allegations, maintenance of case register. Terms of

Indicator title 3		Reduction in number of fraud and corruption cases reported in the Department and Municipalities			
	of case register, Terms of reference developed for municipal cases, investigation progress reports, control Sheet.	case register, Terms of reference developed for municipal cases, investigation progress reports, Control Sheet.	of case register, Terms of reference developed for municipal cases, investigation progress reports, Control Sheet.	of case register, Terms of reference developed for municipal cases, investigation progress reports, Control Sheet.	reference developed for municipal cases, investigation progress reports, control Sheet.
<b>Five-year target 2025/2030</b>	<b>Annual target 2025/26</b>	<b>Annual target 2026/27</b>	<b>Annual target 2027/28</b>	<b>Annual target 2028/29</b>	<b>Annual target 2029/30</b>
100%	80%	85%	90%	95%	100%
Locality	Department and municipalities				
Disaggregation of Beneficiaries (where applicable)	It is not possible to disaggregate this type of KPI: Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A Target for Military Veterans: N/A Target for Children: N/A				
Spatial Transformation	Reflect on contribution to spatial transformation priorities: N/A Reflect on spatial impact area: N/A				
Calculation type	Cumulative (year-end)				
Reporting cycle	Annual				
Desired Impact/Impact Level at an indicator level	Full implementation of the anti-corruption measures by the department and municipalities to reduce fraud and corruption.				
Desired performance	reduce fraud and corruption by the department and municipalities				
Indicator responsibility	Director: Risk, Anti-Corruption and Integrity Management				

Indicator title 4	Percentage of competent employees in the department.					
Definition	Percentage of employees who are appointed by the department who fully meet the minimum requirements of the positions to perform on their jobs					
Purpose of the Indicator	The indicator is intended to measure the percentage of employees in the department who are qualified and capacitated in their positions to be able to execute their responsibilities optimally					
Source of data	Approved Organogram, Job Description and Specifications, Skills Audit and Recruitment Report					
Method of calculation	Count the number of employees who do not meet the minimum requirements of the positions they occupy. Percent increase = (increase / original value) x 100					
Means of Verification/ Portfolio of Evidence	HRM Recruitment Report, Job Specifications and Organogram					
Assumptions	Skills Audit conducted and Adequate funding for Skills Development Initiatives					
Disaggregation of Beneficiaries (where applicable)	Target for Women: 50% Target for Youth: 10% Target for People with Disabilities: 2% Target for Military Veterans: N/A Target for Children: N/A					
Where the Indicator is Implemented from	Head Office					
Annual Means of Verification/ Portfolio of Evidence	Annual Assessment report	Annual Assessment Report and Skills Audit	Annual Assessment report	Annual Assessment report	Annual Assessment report	Annual Assessment report
Five-year target 2025/30	Five-year target 2025/2030	Annual target 2025/26	Annual target 2026/27	Annual target 2027/28	Annual target 2028/29	Annual target 2029/30
	100%	100%	100%	100%	100%	100%
Locality	Head Office and District Support Centres	Head Office and District	Head Office and District Support Centres	Head Office and District Support Centres	Head Office and District Support Centres	

Indicator title 4		Percentage of competent employees in the department.				
		Support Centres				
Spatial Transformation	Reflect on contribution to spatial transformation priorities: N/A Reflect on spatial impact area: N/A					
Calculation type	Cumulative (year-end)					
Reporting cycle	Annually					
Desired Impact/Impact Level at an indicator level	To ensure that all incumbents are fully capacitated with the requisite skills and experience required to deliver in their positions					
Desired performance	To have all posts filled with the best suitable and capacitated candidates for efficient and effective performance of the department					
Indicator responsibility	Chief Director: Human Resource Management and Development					

Indicator title 5	Enhanced employee moral and job satisfaction.					
Definition	To empower employees on financial wellness, work-life balance, substance abuse, mental health, conflict management and team building.					
Means of monitoring	To implement programmes that will have a positive impact on employees and assess work attendance.					
Source of data	Sick Leave PERSAL Report, Health risk Managers Report, Gems and Wellness Unit caseload.					
Method of calculation/assessment	Simple Count. Percent increase = (increase / original value) x 100					
Means of Verification/ Portfolio of Evidence	Attendance Register, Program, Presentations and Wellness Reports.					
Assumptions	Improved work attendance and staff morale.					
Where the Indicator is Implemented from	Head Office					
Annual Means of Verification/ Portfolio of Evidence	Attendance Register, Program, Presentations and Wellness Reports	Attendance Register, Program, Presentations and Wellness Reports	Attendance Register, Program, Presentations and Wellness Reports	Attendance Register, Program, Presentations and Wellness Reports	Attendance Register, Program, Presentations and Wellness Reports	Attendance Register, Program, Presentations and Wellness Reports
Five-year target 2025/30	Five-year target 2025/2030	Annual target 2025/26	Annual target 2026/27	Annual target 2027/28	Annual target 2028/29	Annual target 2029/30
	100%	100%	100%	100%	100%	100%
Locality	Head Office and District Support Centres	Head Office and District Support Centres	Head Office and District Support Centres	Head Office and District Support Centres	Head Office and District Support Centres	
Disaggregation of Beneficiaries (where applicable)	The KPI has no direct contribution to empowerment of designated groups but will report on mainstreaming matters Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A Target for Military Veterans: N/A Target for Children: N/A					
Spatial Transformation	Reflect on contribution to spatial transformation priorities: N/A Reflect on spatial impact area: N/A					
Calculation type	Cumulative (Year-End)					
Reporting cycle	Annual					
Desired Impact/Impact Level at an indicator level	To ensure fair representation of the workforce in line with the Economically Active Population requirements.					
Desired performance	Improved organisational wellness					
Indicator responsibility	Chief Director: Human Resource Management and Development					

Indicator title 6		% of preferential procurement from designated groups, increased	
Definition	The indicator seeks to ensure that at least 40% of the procurement spent is directed to entities owned by women, at least 30% of the procurement spent is directed to entities owned by youth, at least 7% of the procurement spent is directed to entities owned by persons with disabilities and at least 5% of the procurement spent is directed to entities owned by military veterans. The purpose is to contribute towards the economic empowerment of women, youth, persons with disabilities and military veterans.		



Indicator title 6	% of preferential procurement from designated groups, increased					
Means of monitoring	Conducting regular check-ins, reporting and feedback sessions on the departmental procurement plan, Bid ToRs and Bid Committees Reports					
Source of data	Supply chain procurement records, LOGIS and Central Supplier Database. Bidding companies' ownership (CSD). Office of the Premier, through the 9-point pledge					
Method of calculation/assessment	<div><div>Value of procurement spent on designated groups (women, youth, persons with disabilities, military veterans)</div><div>x 100</div><div>Total of procurement spent</div></div>					
Means of Verification/Portfolio of Evidence	LOGIS report, Central Supplier Database report and Total spent report. Quarterly 9-point pledge report					
Assumptions	The information is reliable as it is derived from the Central Supplier Database (CSD) administered by National Treasury, LOGIS, and supply chain procurement records and Stake of ownership					
Where the Indicator is Implemented from	Head Office (Internally through bid committees and through the relevant implementing agents)					
Means of Verification/Portfolio of Evidence	LOGIS report, Central Supplier Database report and Total spent report. Quarterly 9-point pledge report, Control sheet	LOGIS report, Central Supplier Database report and Total spent report. Quarterly 9-point pledge report, Control sheet	LOGIS report, Central Supplier Database report and Total spent report. Quarterly 9-point pledge report, Control sheet	LOGIS report, Central Supplier Database report and Total spent report. Quarterly 9-point pledge report, Control sheet	LOGIS report, Central Supplier Database report and Total spent report. Quarterly 9-point pledge report, Control sheet	LOGIS report, Central Supplier Database report and Total spent report. Quarterly 9-point pledge report, Control sheet
Five-year target 2025/30	Annual target 2025/26	Annual target 2026/27	Annual target 2027/28	Annual target 2028/29	Annual target 2029/30	
W 40%	W 40%	W 40%	W 40%	W 40%	W 40%	
Y 30%	Y 30%	Y 30%	Y 30%	Y 30%	Y 30%	
D 7%	D 7%	D 7%	D 7%	D 7%	D 7%	
MV 5%	MV 5%	MV 5%	MV 5%	MV 5%	MV 5%	
Locality	Head Office					
Disaggregation of Beneficiaries (where applicable)	Target for Women: 40% Target for Youth: 30% Target for People with Disabilities: 7% Target for Military Veterans: 5% Target for Children: N/A					
Spatial Transformation	Contribution to spatial transformation priorities: N/A Spatial impact area: N/A					
Calculation type	Cumulative to date					
Reporting cycle	Quarterly and annually.					
Desired Impact/Impact Level at an indicator level	Improved living standards due to effective participation in the province's economic activities					
Desired performance	Improvement in the percentage of the business contracted with designated group owned companies					
Indicator responsibility	Chief Director: Financial Management					
Indicator title 7	Number of ICT business solutions created to improve organisational efficiency.					
Definition	Number of ICT business solutions that have been implemented within a specific period to improve the efficiency, effectiveness, and quality of service delivery within the department.					
Means of monitoring/supporting	Maintain detailed logs of all ICT business solutions implemented, including start and end dates, project scope, and key deliverables.					
Source of data	Approved ICT Strategic Plan: Systems development requests received					
Method of calculation/assessment	List all ICT business solutions that have been fully implemented and are operational within the defined period.					
Means of Verification/Portfolio of Evidence	Reports and documentation of each ICT business solution implemented, including project plans, timelines, and outcomes.					
Assumptions	Sufficient resources (financial, human, and technical) were available for the successful implementation and maintenance of the ICT solutions.					
Where the Indicator is Implemented from	Head Office					
Annual Means of Verification/ Portfolio of Evidence	Annual report submitted on ICT	Annual report submitted on ICT business	Annual report submitted on ICT business	Annual report submitted on ICT business	Annual report submitted on ICT	



Indicator title 6		% of preferential procurement from designated groups, increased			
	business solutions implemented	solutions implemented	solutions implemented	solutions implemented	business solutions implemented
Five-year target 2025/2030	Annual target 2025/26	Annual target 2026/27	Annual target 2027/28	Annual target 2028/29	Annual target 2029/30
10	2	2	2	2	2
Locality	Provincial				
Disaggregation of Beneficiaries (where applicable)	It is not possible to disaggregate the KPI. Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A Target for Military Veterans: N/A Target for Children: N/A				
Spatial Transformation	Reflect on contribution to spatial transformation priorities: N/A Reflect on spatial impact area: N/A				
Calculation type	Cumulative				
Reporting cycle	Annual				
Desired Impact/Impact Level at an indicator level	To enhance operational efficiency, leading to better performance and sustainable growth				
Desired performance	To effectively measure the success of ICT initiatives and ensure that they contribute to overall departmental efficiency and growth.				
Indicator responsibility	Chief Director: Strategy and Systems				

Indicator title 8	% of functional (accountability and transparency) municipal Council and Structure improved.					
Nature of assessing	Verify the establishment of internal structures (council committees) in line with the type of municipalities. Verify functionality of the council and its committees (compliance with Rules of Order e.g. sitting of meetings according to schedule, attendance, whether recommendations and or resolutions are taken). Verify the existence, adoption and implementation of administration systems to ensure compliance (e.g. policies, Rules of Order, Delegation of Power, and Declaration of Interests and signing of the Codes of Conduct by Councillors). Verify the existence, adoption and implementation of the B2B action plan. Verify the existence of written terms of reference (functions) for council committees. Verify the existence and enforcement of promulgated By-Laws by municipalities.					
Definition	Monitor municipalities to ensure compliance with applicable legislation					
Source of data	Own updated database and Municipal Signed Verification Reports					
Method of calculation/ assessment	Simple count Percent increase = (increase / original value) x 100					
Means of Verification/ Portfolio of Evidence	Control Sheet Compliance Assessment Reports for each municipality assessment Compliance Assessment Tool Attendance Register Feedback letter on the assessment conducted					
Assumptions	Full participation of municipalities in compliance assessments and implementation of recommendations					
Where the Indicator is Implemented from	DSCs supported by Head Office (where applicable)					
Annual Means of Verification/ Portfolio of Evidence	Consolidated annual reports, summarizing all DSC municipal assessment reports	Control Sheet Compliance Assessment Reports for each municipality assessment Compliance Assessment Tool Attendance Register Feedback letter	Control Sheet Compliance Assessment Reports for each municipality assessment Compliance Assessment Tool Attendance Register Feedback letter	Control Sheet Compliance Assessment Reports for each municipality assessment Compliance Assessment Tool Attendance Register Feedback letter	Control Sheet Compliance Assessment Reports for each municipality assessment Compliance Assessment Tool Attendance Register Feedback letter	Control Sheet Compliance Assessment Reports for each municipality assessment Compliance Assessment Tool Attendance Register Feedback letter

Five-year target 2025/30	Five-year target 2025/2030	Annual target 2025/26	Annual target 2026/27	Annual target 2027/28	Annual target 2028/29	Annual target 2029/30
	100%	100%	100%	100%	100%	100%
Locality	Municipalities in the Eastern Cape Province					
Disaggregation of Beneficiaries (where applicable)	The KPI has no direct contribution to empowerment of designated groups but will report on mainstreaming matters Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A Target for Military Veterans: N/A Target for Children: N/A					
Spatial Transformation	Reflect on contribution to spatial transformation priorities: N/A Reflect on spatial impact area: N/A					
Calculation type	Cumulative (year-end)					
Reporting cycle	Annual					
Desired Impact/Impact Level at an indicator level	Municipal councils that are governed in compliance with the requirements of the legislation.					
Desired performance	All municipalities complying with applicable legislation					
Indicator responsibility	Chief Director: Municipal Governance and Support Services					

**Indicator title % of Districts achieving 80% of One Plans target****9**

Definition	This refers to the implementation of One Plans for the Districts/Metro in line with the requirements of the District Development Model.					
Means of monitoring	Quarterly District/Metro DDM monitoring sessions conducted					
Source of data	District Development Model, District Profiles, Municipal IDPs, Sector Plans/ Spatial Development Frameworks					
Method of calculation/ assessment	Simple count - Count the number of districts/ metros monitored on the implementation of One Plans Percent increase = (increase / original value) x 100					
Means of Verification/ Portfolio of Evidence	Control Sheet, Agenda, Attendance Register, Monitoring Instrument/tool, report on implementation of One Plan.					
Assumptions	Alignment by sector departments to DDM and IDP. All National, Provincial Departments, District and Metro Municipalities support and monitor implementation of DDM and District/Metro Implementation Plans.					
Where the Indicator is Implemented from	DSCs					
Annual Means of Verification/ Portfolio of Evidence	Control Sheet, Agenda, and Attendance Register, report on implementation of One Plan. Monitoring Instrument/tool	Control Sheet, Agenda, and Attendance Register, report on implementation of One Plan. Monitoring Instrument/tool	Control Sheet, Agenda, and Attendance Register, report on implementation of One Plan. Monitoring Instrument/tool	Control Sheet, Agenda, and Attendance Register, report on implementation of One Plan. Monitoring Instrument/tool	Control Sheet, Agenda, and Attendance Register, report on implementation of One Plan. Monitoring Instrument/tool	Control Sheet, Agenda, and Attendance Register, report on implementation of One Plan. Monitoring Instrument/tool
Five-year target 2025/30	Five-year target 2025/2030	Annual target 2025/26	Annual target 2026/27	Annual target 2027/28	Annual target 2028/29	Annual target 2029/30
	100%	100%	100%	100%	100%	100%
Locality	All DMs & 2 Metros	All DMs & 2 Metros	All DMs & 2 Metros	All DMs & 2 Metros	All DMs & 2 Metros	All DMs & 2 Metros
Disaggregation of Beneficiaries (where applicable)	The KPI has no direct contribution to empowerment of designated groups but will report on mainstreaming matters Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A Target for Military Veterans: N/A					

Indicator title 9 % of Districts achieving 80% of One Plans target	
	Target for Children: N/A
Spatial Transformation	Reflect on contribution to spatial transformation priorities: N/A Reflect on spatial impact area: N/A
Calculation type	Non-cumulative
Reporting cycle	Annually
Desired Impact/Impact Level at an indicator level	Full implementation of District/Metro One Plans.
Desired performance	Coordinated and integrated service delivery
Indicator responsibility	Chief Director: Intergovernmental Relations (IGR) & District Coordination

Indicator title 10	Improved integrated planning implementation within the 3 spheres government				
Definition	To monitor good governance and accountability among the three spheres of government through an effective intergovernmental relations system.				
Means of support/monitoring	Approved Municipal Council Calendar, IGR Monitoring Tool (Districts/Metros).				
Source of data	Invitation, Attendance Register, Resolution Register, Districts and Metro Municipalities IGR Reports,				
Method of calculation/assessment	Simple count of collecting performance information from six (6) Districts and two (2) Metros.				
Means of Verification/Portfolio of Evidence	Invitations, Reports, Attendance Registers, IGR Monitoring Tool and Control sheet.				
Assumptions	Municipalities will convene IGR sessions as per the approved Council Calendars. Stakeholder commitment to joint planning and implementation of government programmes.				
Where the Indicator is Implemented from	Head Office and DSCs: (Joe Gqabi, Alfred Nzo & OR Tambo)				
Means of Verification/Portfolio of Evidence	Invitations, Reports, Attendance Registers, IGR Monitoring Tool and Control sheet.	Invitations, Reports, Attendance Registers, IGR Monitoring Tool and Control sheet.	Invitations, Reports, Attendance Registers, IGR Monitoring Tool and Control sheet.	Invitations, Reports, Attendance Registers, IGR Monitoring Tool and Control sheet.	Invitations, Reports, Attendance Registers, IGR Monitoring Tool and Control sheet.
Five-year target 2025/30	Five-year target 2025/2030	Annual target 2025/26	Annual target 2026/27	Annual target 2027/28	Annual target 2028/29
	100%	100%	100%	100%	100%
Locality	All Districts and Metros	All Districts and Metros	All Districts and Metros	All Districts and Metros	
Disaggregation of Beneficiaries (where applicable)	The KPI has no direct contribution to empowerment of designated groups but will report on mainstreaming matters. Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A Target for Military Veterans: N/A Target for Children: N/A				
Spatial Transformation	Reflect on contribution to spatial transformation priorities: N/A Reflect on spatial impact area: N/A				
Calculation type	Non-cumulative				
Reporting cycle	Quarterly				
Desired Impact/Impact Level at an indicator level	More collaborative action for improved service delivery				
Desired performance	Strengthened local governance leading to improved service delivery and community well-being across the Eastern Cape.				
Indicator responsibility	Chief Director: Intergovernmental Relations (IGR) & District Coordination				

Indicator title 11 Reduction of irregular fruitless and wasteful expenditure.	
Definition	Municipalities must treat the UIF&WE in terms of MFMA section 32 and provide update on the investigations conducted by MPAC and oversight reports prepared.

Indicator title 11	Reduction of irregular fruitless and wasteful expenditure.				
Means of monitoring/ supporting	Monitoring the Treatment of UIF&WE by Municipal Public Accounts committees				
Source of data	Municipal Annual Report				
Method of calculation/assessment	Manual count Percent decrease = (decrease / original value) x 100				
Means of Verification/ Portfolio of Evidence	MPAC monitoring tool, UIF&WE Reductions strategy, UIF&WE Register				
Assumptions	Change of political leadership might lead to MPAC not being functional				
Where the Indicator is Implemented from	Head Office & DSCs				
Annual Means of Verification/ Portfolio of Evidence	Report on the functionality of MPAC	Report on the functionality of MPAC	Report on the functionality of MPAC	Report on the functionality of MPAC	Report on the functionality of MPAC
Five-year target 2025/2030	Annual target 2025/26	Annual target 2026/27	Annual target 2027/28	Annual target 2028/29	Annual target 2029/30
100%	100%	100%	100%	100%	100%
Locality	Municipalities in the Eastern Cape Province				
Disaggregation of Beneficiaries (where applicable)	It is not possible to disaggregate the KPI. Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A Target for Military Veterans: N/A Target for Children: N/A				
Spatial Transformation	Reflect on contribution to spatial transformation priorities: N/A Reflect on spatial impact area: N/A				
Calculation type	Non-cumulative				
Reporting cycle	Annual				
Desired Impact/Impact Level at an indicator level	Annual Performance Reporting by municipalities on deliverables.				
Desired performance	Municipalities should not be incurring UIF&WE with sound financial management				
Indicator responsibility	Chief Director: Municipal Governance and Support Services				

Indicator title 12	Improved municipal audit outcomes.				
Definition	Monitor the adequacy of the audit response plan to AG findings as per the Municipal Finance Development SOP and the implementation of the Audit Action Plan and check adherence to the plan by municipalities.				
Means of monitoring/ supporting	Monitor Implementation of Audit Action Plan				
Source of data	Auditor-General audit reports/Audit action plans and management letters. Internal Audit and Risk Reports				
Method of calculation/assessment	Manual count of municipalities				
Means of Verification/ Portfolio of Evidence	Section 131 report (MFMA Section 131) Assessment Reports on the implementation of Municipal Audit Response Plan				
Assumptions	Submission of annual financial statements and development of Audit Response Plans				
Where the Indicator is Implemented from	Head Office & DSCs				
Annual Means of Verification/ Portfolio of Evidence	Assessment Reports on the implementation of Municipal Audit Response Plan	Assessment Reports on the implementation of Municipal Audit Response Plan	Assessment Reports on the implementation of Municipal Audit Response Plan	Assessment Reports on the implementation of Municipal Audit Response Plan	Assessment Reports on the implementation of Municipal Audit Response Plan
Five-year target 2025/2030	Annual target 2025/26	Annual target 2026/27	Annual target 2027/28	Annual target 2028/29	Annual target 2029/30
30	14	20	25	28	30
Locality	Municipalities in the Eastern Cape Province				
Disaggregation of Beneficiaries (where applicable)	It is not possible to disaggregate the KPI. Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A Target for Military Veterans: N/A Target for Children: N/A				
Spatial Transformation	Reflect on contribution to spatial transformation priorities: N/A				



<b>Indicator title 12</b>	<b>Improved municipal audit outcomes.</b>
	Reflect on spatial impact area: N/A
Calculation type	Non-cumulative
Reporting cycle	Annual
Desired Impact/Impact Level at an indicator level	Annual Performance Reporting by municipalities on deliverables.
Desired performance	Clean audit opinions from the office of the auditor general
Indicator responsibility	Chief Director: Municipal Governance and Support Services

<b>Indicator title 13</b>	<b>Improved percentage of appointed municipal Senior managers are adequately qualified and competent</b>					
Definition	Promoting the appointment of competent and suitably qualified senior managers by verifying recruitment processes followed.					
Nature of Support	Participation in the recruitment process when invited selection panel. Verification of recruitment processes and develop a report thereof.					
Source of data	Municipal recruitment data (Adverts, resolutions, shortlisting reports, master lists, recruitment and competency assessment reports, etc.) Local Government Regulations of Municipal Managers and Managers directly accountable to M/M					
Method of calculation	Simple count $\text{Percent increase} = (\text{increase} / \text{original value}) \times 100$					
Means of verification/ Portfolio of evidence	Annual reports on filling of senior managers' posts, complete compliance checklist, signed memo and letter by the MEC on appointments of senior managers; proof of MEC letter sent to the municipality, attendance register in the case of invitation. Control Sheet					
Where is the indicator implemented from	DSCs					
Annual Means of Verification/ Portfolio of Evidence	Control sheet, Annual reports on filling of senior managers' posts, complete compliance checklist, signed memo and letter by the MEC on appointments of senior managers; proof of MEC letter sent to the municipality, attendance register in the case of invitation.	Control sheet, Annual reports on filling of senior managers' posts, complete compliance checklist, signed memo and letter by the MEC on appointments of senior managers; proof of MEC letter sent to the municipality, attendance register in the case of invitation	Control sheet, Annual reports on filling of senior managers' posts, complete compliance checklist, signed memo and letter by the MEC on appointments of senior managers; proof of MEC letter sent to the municipality, attendance register in the case of invitation	Control sheet, Annual reports on filling of senior managers' posts, complete compliance checklist, signed memo and letter by the MEC on appointments of senior managers; proof of MEC letter sent to the municipality, attendance register in the case of invitation	Control sheet, Annual reports on filling of senior managers' posts, complete compliance checklist, signed memo and letter by the MEC on appointments of senior managers; proof of MEC letter sent to the municipality, attendance register in the case of invitation	Control sheet, Annual reports on filling of senior managers' posts, complete compliance checklist, signed memo and letter by the MEC on appointments of senior managers; proof of MEC letter sent to the municipality, attendance register in the case of invitation
<b>Five-year target 2025/30</b>	<b>Five-year target 2025/30</b>	<b>Annual target 2025/26</b>	<b>Annual target 2026/27</b>	<b>Annual target 2027/28</b>	<b>Annual target 2028/29</b>	<b>Annual target 2029/30</b>
	100%	85%	85%	90%	95%	100%
Locality	All metropolitan, district, and local municipalities					
Disaggregation of Beneficiaries (where applicable)	The KPI has no direct contribution to empowerment of designated groups but will report on mainstreaming matters Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A Target for Military Veterans: N/A Target for Children: N/A					
Spatial Transformation	Reflect on contribution to spatial transformation priorities: N/A Reflect on spatial impact area: N/A					
Assumptions	Invitation to recruitment processes by Municipalities Submission of recruitment reports by municipalities					
Calculation type	Cumulative (year-end)					



<b>Indicator title 13</b>	<b>Improved percentage of appointed municipal Senior managers are adequately qualified and competent</b>
Reporting cycle	Annual
Desired Impact/Impact Level at an indicator level	Service delivery and good governance is improved by qualified and competent municipal senior managers and staff.
Desired performance	All municipalities appointing and filling senior manager posts as per the amended MSA and LG: Regulations. All municipalities fill senior management posts with competent and suitable qualified senior managers.
Indicator responsibility	Chief Director: Municipal Governance and Support Services

<b>Indicator title 14</b>	<b>Number of ward committees enhancing participatory democracy in local government, improved</b>					
Nature of support	Provide functionality indicator assessment template to the municipality to determine ward committee functionality. Provide municipalities with a generic template for ward operational plans (after establishment or re-establishment). Conduct workshops for nonfunctional ward committees as and when required. Consolidate Analyse data from the assessment template sourced from DSCs and give feedback on the outcomes of the analysis.					
Definition	To provide municipalities with ward committee functionality tools and a generic template for the development of ward operational plans. To ensure the functionality of Ward committees.					
Source of data	Municipal reports on the functionality of ward committees.					
Method of calculation	Simple Count					
Where the Indicator is Implemented from	All DSCs except Joe Gqabi DM					
Means of Verification/ Portfolio of Evidence	Control sheet District Annual Reports on Functionality of Ward Committees (from each DSC) Consolidated Annual reports on functionality of ward committees (If a workshop was conducted invitations, attendance register and agenda) Analysis Report					
Annual Means of Verification/ Portfolio of Evidence	Control sheet, District Annual Reports on Functionality of Ward Committees (from each DSC), Consolidated annual reports on the functionality of ward committees (If a workshop was conducted invitations, attendance register and agenda). Analysis Report.	Consolidated annual reports on functionality of ward committees, (If a workshop was conducted invitations, attendance register and agenda). Analysis report. Control sheet. District Annual Reports on Functionality of Ward Committees (from each DSC).	Consolidated annual reports on functionality of ward committees (If a workshop was conducted invitations, attendance register and agenda) Analysis report. Control sheet District Annual Reports on Functionality of Ward Committees (from each DSC)	Consolidated annual reports on functionality of ward committees (If a workshop was conducted invitations, attendance register and agenda) Analysis report. Control sheet. District Annual Reports on Functionality of Ward Committees (from each DSC).	Consolidated annual reports on functionality of ward committees (If a workshop was conducted invitations, attendance register and agenda). Analysis report. Control Sheet	Consolidated annual reports on functionality of ward committees (If a workshop was conducted invitations, attendance register and agenda). Analysis report. Control Sheet
<b>Five-year target 2025/30</b>	<b>Five-year target 2025/2030</b>	<b>Annual target 2025/26</b>	<b>Annual target 2026/27</b>	<b>Annual target 2027/28</b>	<b>Annual target 2028/29</b>	<b>Annual target 2029/30</b>
	703	600	634	650	687	703
Locality	In 33 municipalities					
Disaggregation of Beneficiaries (where applicable)	Target for Women representation in Ward committees: 50% Target for Youth representation in Ward committees: 10% Target for People with Disabilities representatives in Ward Committees: 10% Target for Military Veterans: N/A					

<b>Indicator title 14</b>	
<b>Number of ward committees enhancing participatory democracy in local government, improved</b>	
	Target for Children: N/A
Spatial Transformation	Reflect on contribution to spatial transformation priorities: N/A Reflect on spatial impact area: N/A
Assumption	Municipalities will submit accurate information
Calculation type	Cumulative (year-end)
Reporting cycle	Annual
Desired Impact/Impact Level at an indicator level	Maintain functional Ward Committees
Desired performance	To ensure that there are functional Ward committees.
Indicator responsibility	Chief Director: Municipal Public Participation, Integrated Development Planning, Rapid Response & Stakeholder Management

<b>Indicator title 15</b>	
<b>Improved municipal performance management systems that are responsive to their needs</b>	
Definition	Improve service delivery and accountability in terms of Chapter 6 of the MSA; Municipal Planning & Performance Regulations of 2001 and Chapter 4 of Regulations on Municipal Staff 2021.
Means of monitoring	Apply PMS assessment tools (analysis of audit report) and produce a consolidated PMS assessment report that will inform the support. Conduct workshops, engagements, and training. Assist municipalities to develop and implement PMS core elements to manage institutional performance as per Chapter 6 of the MSA.
Source of data	Performance reports from municipalities, PMS audit reports, PMS assessment tool.
Method of calculation/assessment	Manual count of number of municipalities supported (39 municipalities)
Means of Verification/ Portfolio of Evidence	PMS Assessment Tool (Analysis of Audit Report (Quarter 4 only). Attendance registers, Municipal visit reports. Presentations (where applicable).
Assumptions	Municipalities have performance management systems that are responsive to their needs.
Where the Indicator is Implemented from	Head Office and DSCs
Annual/Quarterly Means of Verification/ Portfolio of Evidence	Control sheet PMS Assessment Tool. (Analysis of Audit Reports) Attendance registers, Municipal visit reports. Presentations (where applicable).
	Control sheet Attendance registers, Municipal visit reports. Presentations (where applicable).
	Control sheet Attendance registers, Municipal visit reports. Presentations (where applicable).
	Control sheet Attendance registers, Municipal visit reports. Presentations (where applicable).
	Control sheet PMS Assessment Tool. (Analysis of Audit Reports) Attendance registers, Municipal visit reports. Presentations (where applicable).
<b>Five-year target 2025/30</b>	<b>Five-year target 2025/2030</b>
	39
	39
	39
	39
	39
Locality	All municipalities
Disaggregation of Beneficiaries (where applicable)	The KPI has no direct contribution to empowerment of designated groups but will report on mainstreaming matters. Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A Target for Military Veterans: N/A Target for Children: N/A
Spatial Transformation	Reflect on contribution to spatial transformation priorities: N/A Reflect on spatial impact area: N/A
Calculation type	Cumulative (year-end)
Reporting cycle	Quarterly
Desired performance	All municipalities implementing PMS in accordance with Chapter 6 of MSA and Chapter 4 of regulations on municipal staff.
Indicator responsibility	Chief Director: Municipal Governance and Support Services

<b>Indicator title 16</b>	
<b>Improved SPLUMA adherence</b>	
Definition	Municipalities in compliance with SPLUMA through reviewing SDF's, Land Use Management schemes, regulations, and provide capacity building.

Means of Support	Depending on the specific needs of municipalities, provide support to municipalities with: Training Municipal Planning Tribunals, municipal officials, councillors, and Traditional Leaders on SPLUMA. Monitor the status of SPLUMA compliance in municipalities. Provide technical support on town planning matters. Engaging in the municipal processes of drafting Land Use Schemes that are compliant with SPLUMA. Provide technical support to municipalities reviewing and developing SDFs to ensure alignment to PSDF and SPLUMA.				
Source of data	Presentations and minutes of meetings, Spatial Planning and Land Use Management Act, Act 16 of 2013, Municipal Systems Act, Act 32 of 2000. SDF Guidelines and Land Use Scheme Guidelines.				
Method of calculation/assessment	Manual count of municipalities monitored/supported. Percent increase = (increase / original value) x 100				
Means of Verification/Portfolio of Evidence	Control sheet. Attendance Registers on session with municipalities. Invitation letters. Minutes of meetings. Report on Implementation of SPLUMA by municipalities.				
Assumptions	Successful implementation of SPLUMA by all municipalities				
Where is the indicator implemented from	Head Office				
Annual Means of Verification/ Portfolio of Evidence	Control sheet, Attendance Registers on session with municipalities, Invitation letters, Minutes of meetings, Report on Implementation of SPLUMA by municipalities.	Control sheet, Attendance Registers on session with municipalities, Invitation letters, Minutes of meetings, Report on Implementation of SPLUMA by municipalities.	Control sheet, Attendance Registers on session with municipalities, Invitation letters, Minutes of meetings, Report on Implementation of SPLUMA by municipalities.	Control sheet, Attendance Registers on session with municipalities, Invitation letters, Minutes of meetings, Report on Implementation of SPLUMA by municipalities.	Control sheet, Attendance Registers on session with municipalities, Invitation letters, Minutes of meetings, Report on Implementation of SPLUMA by municipalities.
Five-year target 2025/2030	Annual target 2025/26	Annual target 2026/27	Annual target 2027/28	Annual target 2028/29	Annual target 2029/30
100%	100%	100%	100%	100%	100%
Locality	In municipalities				
Disaggregation of Beneficiaries (where applicable)	The KPI has no direct contribution to empowerment of designated groups but will report on mainstreaming matters. Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A Target for Military Veterans: N/A Target for Children: N/A				
Spatial Transformation	Reflect on contribution to spatial transformation priorities: Priority 5: Spatial Integration, Human Settlements, and Local Government. Reflect on spatial impact area: Targeted municipalities.				
Calculation type	Cumulative (Year-end)				
Reporting cycle	Annual				
Desired Impact/Impact Level at an indicator level	Full implementation of SPLUMA unlocking integrated development, social economic benefits, and environment management.				
Desired performance	Municipalities complying 100% with the SPLUMA				
Indicator responsibility	Chief Director: Municipal Development Planning				

Indicator title 17		Efficient use of GIS by municipalities for strategic decision making.				
Definition	Facilitate the institutionalization of Integrated Geo-Spatial Information in all municipalities for the enhancement of spatial data(s).					
Means of Support	Interact with Districts and Local Municipalities, Assess the status of GIS functionality in the municipality, Identification of data needs, and capacitation of municipal GIS users. Provide hands-on support to municipalities on: Establishment, assessment, and monitoring of GIS function in a municipality, enhancement, and update of Geodatabases					
Source of data	Presentations and reports, Spatial Data Infrastructure Act, Act 59 of 2003, Spatial Planning and Land Use Management Act, Act 16 of 2013					
Method of calculation/assessment	Manual count of municipalities monitored and supported. Percent increase = (increase / original value) x 100					
Assumptions	Successful implementation of functional integrated Geospatial Information System					
Where is the indicator implemented from	Head Office					
Means of Verification/ Portfolio of Evidence	Control sheet, Attendance Registers, Invitation letters, Minutes of meetings, Agendas, Report on GIS support provided to municipalities (Establishment and assessment of GIS function in the municipality).					
Annual Means of Verification/ Portfolio of Evidence	Control sheet. Attendance Registers, Invitation letters, Minutes of meetings, Agendas, Report on GIS support provided to municipalities (Establishment and assessment of GIS function in the municipality).	Control sheet. Attendance Registers, Invitation letters, Minutes of meetings, Agendas, Report on GIS support provided to municipalities (Establishment and assessment of GIS function in the municipality).	Control sheet. Attendance Registers, Invitation letters, Minutes of meetings, Agendas, Report on GIS support provided to municipalities (Establishment and assessment of GIS function in the municipality).	Control sheet. Attendance Registers, Invitation letters, Minutes of meetings, Agendas, Report on GIS support provided to municipalities (Establishment and assessment of GIS function in the municipality).	Control sheet. Attendance Registers, Invitation letters, Minutes of meetings, Agendas, Report on GIS support provided to municipalities (Establishment and assessment of GIS function in the municipality).	Control sheet. Attendance Registers, Invitation letters, Minutes of meetings, Agendas, Report on GIS support provided to municipalities (Establishment and assessment of GIS function in the municipality).
Five-year target 2025/2030	Annual target 2025/26	Annual target 2026/27	Annual target 2027/28	Annual target 2028/29	Annual target 2029/30	
100%	90%	100%	100%	100%	100%	
Locality	Municipalities in the Eastern Cape Province					
Disaggregation of Beneficiaries (where applicable)	It is not possible to disaggregate the KPI. Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A Target for Military Veterans: N/A Target for Children: N/A					
Spatial Transformation	Reflect on contribution to spatial transformation priorities: Priority 5: Spatial Integration, Human Settlements and Local Government. Reflect on spatial impact area: targeted municipalities.					
Calculation type	Cumulative (Year-end)					
Reporting cycle	Annual					
Desired Impact/Impact Level at an indicator level	Enhancement of revenue generation through spatially referenced properties and an up-to-date asset register(s) resulting in enhanced planning processes and project management.					
Desired performance	Municipalities complying 100% with the SPLUMA					
Indicator responsibility	Chief Director: Municipal Development Planning					

Indicator title 18	Efficient land use management promoted in municipalities.				
Definition	Support and capacitate municipalities to conduct cadastral surveys for access to land rights and orderly development				
Means of Support	Provide support in the execution of land surveys depending on the available resources and specific land survey needs of the targeted municipalities.				
Source of data	Topographical maps, Surveyor General map-guide, procedure manuals, Planning and Land Survey legislation.				
Method of calculation/ assessment	Manual count of municipalities supported. Checking compliance with the Land Survey Act. Percent increase = (increase / original value) x 100				
Means of Verification/ Portfolio of Evidence	Control sheet, Attendance Registers, Minutes of meetings. Report on the identified support needed in various district municipalities. Report on cadastral surveys conducted.				
Assumptions	Municipalities will require land survey services of land parcels registered in the municipalities.				
Where is the indicator implemented from	Head Office				
Annual Means of Verification/ Portfolio of Evidence	Control sheet. Attendance Registers, Minutes of meetings. Report on the identified support needed in various district municipalities. Report on cadastral surveys conducted.	Control sheet. Attendance Registers, Minutes of meetings. Report on the identified support needed in various district municipalities. Report on cadastral surveys conducted.	Control sheet Attendance Registers, Minutes of meetings. Report on the identified support needed in various district municipalities. Report on cadastral surveys conducted.	Control sheet Registers, Minutes of meetings. Report on the identified support needed in various district municipalities. Report on cadastral surveys conducted.	Control sheet Attendance Registers, Minutes of meetings. Report on the identified support needed in various district municipalities. Report on cadastral surveys conducted.
Five-year target 2025/2030	Annual target 2025/26	Annual target 2026/27	Annual target 2027/28	Annual target 2028/29	Annual target 2029/30
100%	100%	100%	100%	100%	100%
Locality	Municipalities in the Eastern Cape Province				
Disaggregation of Beneficiaries (where applicable)	Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A Target for Military Veterans: N/A Target for Children: N/A				
Spatial Transformation	Reflect on contribution to spatial transformation priorities: N/A Reflect on spatial impact area: N/A				
Calculation type	Non-cumulative				
Reporting cycle	Annual				
Desired Impact/Impact Level at an indicator level	Orderly development, security of tenure and access to land rights.				
Desired performance	Successful land surveys are conducted to guide infrastructure development and to preserve property integrity.				
Indicator responsibility	Chief Director: Municipal Development Planning				



Indicator title 19	Number of municipalities with credible valuation roll for municipal revenue enhancement.				
Definition	Guide municipalities towards improving the extent to which municipalities comply with the Municipal Property Rates Act (MPRA)				
Means of Guidance	Provide guidance through the following: <ul style="list-style-type: none"><li>• Advise and guide municipalities on compliance with Sections 6, 14, and 49 of the MPRA.</li><li>• Make recommendations to non-compliant municipalities on corrective measures.</li><li>• Ensure that all supported municipalities have compiled their Valuation Rolls (General / Supplementary) for implementation.</li></ul>				
Source of data	Rates policies, By-laws, Provincial Gazettes, copy of certification of general/supplementary valuation rolls from municipalities, Local Government: Municipal Property Rates Act (MPRA)				
Method of calculation/ assessment	Manual count of municipalities monitored. Checking compliance with different sections of the MPRA.				
Means of Verification/ Portfolio of Evidence	Control sheet, Annual reports on support provided to municipalities on compliance with Sections 6, 14, and 49 of the MPRA. Attendance Register, Presentation/ Minutes of the Meeting.				
Assumptions	All municipalities have valuation rolls that are credible and implemented				
Where is the indicator implemented from	Head Office				
Annual Means of Verification/ Portfolio of Evidence	Control sheet. Annual reports on support provided to municipalities on compliance with Sections 6, 14, and 49 of the MPRA. Attendance Register, Presentation/ Minutes of the Meeting.	Control sheet. Annual report on support provided to municipalities on compliance with Sections 6, 14, and 49 of the MPRA. Attendance Register, Presentation/ Minutes of the Meeting.	Control sheet. Annual report on support provided to municipalities on compliance with Sections 6, 14, and 49 of the MPRA. Attendance Register, Presentation/ Minutes of the Meeting.	Control sheet. Annual report on support provided to municipalities on compliance with Sections 6, 14, and 49 of the MPRA. Attendance Register, Presentation/ Minutes of the Meeting.	Control sheet. Annual report on support provided to municipalities on compliance with Sections 6, 14, and 49 of the MPRA. Attendance Register, Presentation/ Minutes of the Meeting.
Five-year target 2025/2030	Annual target 2025/26	Annual target 2026/27	Annual target 2027/28	Annual target 2028/29	Annual target 2029/30
39	16	8	8	4	3
Locality	Municipalities				
Disaggregation of Beneficiaries (where applicable)	The KPI has no direct contribution to empowerment of designated groups but will report on mainstreaming matters. Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A Target for Military Veterans: N/A Target for Children: N/A				
Spatial Transformation	Reflect on contribution to spatial transformation priorities: N/A Reflect on spatial impact area: N/A				
Calculation type	Cumulative (Year-end)				
Reporting cycle	Annual				
Desired Impact/Impact Level at an indicator level	Enhanced revenue collection in municipalities.				
Desired performance	The aim is to ensure that municipalities comply with critical aspects of the MPRA and its regulations				
Indicator responsibility	Chief Director: Municipal Development Planning				

Indicator title 20		Increased community participation in IDP engagements	
Definition	Support and monitor the extent to which municipal IDPs are compliant with legislative requirements, respond to service delivery and development challenges, community priorities and mainstream gender related		
Means of Support	Check relevant activity based on the Municipal Systems Act and MFMA timeframes: <ul style="list-style-type: none"><li>• Monitor mechanisms, processes, and procedures for community participation during the development of IDPs</li></ul>		

Indicator title 20	Increased community participation in IDP engagements				
	<ul style="list-style-type: none"><li>• Monitor Consultative Sessions on Draft IDPs and subsequent submission of Final IDPs</li><li>• Annual Assessment of Final IDPs</li><li>• Monitor development and adoption of District framework &amp; Process Plans</li><li>• Monitor and support municipalities during the Situational Analysis Phase</li><li>• Monitor and support municipalities during the Strategic – Projects and Integration Phase</li><li>• Monitor the tabling of draft IDPs</li><li>• Develop and communicate MEC Comments to municipalities</li></ul>				
Source of data	IDP Assessment Report, IDPs & MEC comments				
Method of calculation/assessment	Manual count Percent increase = (increase / original value) x 100				
Means of Verification/Portfolio of Evidence	District annual reports, Final IDPs, Invitations, Agenda (Where applicable), Attendance registers, Municipal Individual IDP Assessment Reports, District IDP Frameworks & Process Plans, Report on mechanisms, processes, and procedures for community participation, MEC Comments, Control sheet				
Assumptions	All municipal IDPs are compliant and respond to service delivery, development challenges and needs of communities				
Where is the indicator implemented from	Head Office and DSCs				
Annual Means of verification / Portfolio of Evidence	Districts annual reports, Final IDPs, Invitations, Agenda (Where applicable), Attendance registers, Municipal Individual IDP Assessment Reports, District IDP Frameworks & Process Plans, MEC Comments. Control Sheet	Districts annual report, Final IDPs, Invitations, Agenda (Where applicable), Attendance registers.  Control sheet	Districts annual report, Attendance registers, Agenda (Where applicable) Municipal Individual IDP Assessment Reports, District IDP Frameworks & Process Plans.  Control sheet	Districts annual report, MEC Comments, Invitations, Agenda (Where applicable) Attendance registers.  Control sheet	Districts annual report, Invitations, Agenda (Where applicable) Attendance registers.  Control sheet
Five-year target 2025/2030	Annual target 2025/26	Annual target 2026/27	Annual target 2027/28	Annual target 2028/29	Annual target 2029/30
100%	100%	100%	100%	100%	100%
Locality	In all municipalities	In all municipalities	In all municipalities	In all municipalities	In all municipalities
Disaggregation of Beneficiaries (where applicable)	The Department does not make a direct contribution toward the beneficiation of designated groups: Target for Women 40% Target for Youth 20% Target for People with Disabilities 2% Target for Military Veterans 1% Target for Children: N/A				
Spatial Transformation	Reflect on contribution to spatial transformation priorities: N/A Reflect on spatial impact area: N/A				
Calculation type	Non-cumulative				
Reporting cycle	Annual				
Desired Impact/Impact Level at an indicator level	Upliftment of socio-economic status of communities.				
Desired performance	All municipalities have IDPs which are address key service delivery priorities and development needs				
Indicator responsibility	Chief Director: Municipal Development Planning				

Indicator title 21	Enhanced economic development strategies/plans
Definition	Support and monitor municipalities to implement LED projects.
Means of monitoring	Control sheet, attendance register, site visit reports.
Source of data	IDPs, Project Business Plans, LED strategies and Plans
Method of calculation/assessment	Simple Count
Means of Verification/ Portfolio of Evidence	Control sheet, attendance register, site visit reports.
Assumptions	Cooperation and support of the municipalities

Indicator title 21	Enhanced economic development strategies/plans				
Where the Indicator is Implemented from	Head Office and DSCs (Alfred Nzo, O.R Tambo, Joe Gqabi and ADM).				
Annual Means of Verification/ Portfolio of Evidence	Control sheet Attendance registers Site visit reports on project implementation and review of LED strategies and plans Assessment Tool	Control sheet Attendance registers Site visit reports on project implementation and review of LED strategies and plans Assessment Tool	Control sheet Attendance registers Site visit reports on project implementation and review of LED strategies and plans Assessment Tool	Control sheet Attendance registers Site visit reports on project implementation and review of LED strategies and plans Assessment Tool	Control sheet Attendance registers Site visit reports on project implementation and review of LED strategies and plans Assessment Tool
Five-year target 2025/2030	Annual target 2025/26	Annual target 2026/27	Annual target 2027/28	Annual target 2028/29	Annual target 2029/30
39	12	12	12	20	39
Locality	Municipalities				
Disaggregation of beneficiaries (where applicable)	<p><b><u>The support is directed to municipalities, but the outcome of the implementation of the LED projects and plans shall broadly benefit women, youth, people living with disabilities and military veterans.</u></b></p> <p>Target for Women: N/A            Target for Youth: N/A            Target for People with Disabilities: N/A            Target for Military Veterans: N/A            Target for Children: N/A</p>				
Spatial Transformation	Reflect on contribution to spatial transformation priorities: Alignment of the town to the townships and rural areas Reflect on spatial impact area: Inclusive economy				
Calculation type	Non-cumulative				
Reporting cycle	Annual				
Desired Impact/ Impact level at an indicator level	Increased economic growth and economic participation by local communities – Improved investment environment				
Desired Performance	Improved economic development in municipalities				
Indicator Responsibility	Chief Director: Municipal Basic and Development Services				

Indicator title 22	Enhanced small-town development.				
Nature of support	Facilitate the implementation of the Provincial Small Town Development Framework in all the targeted municipalities. Facilitate the implementation of Small-Town Master/Precinct Plan for Qumbu-Tsolo, Cedarville-Maluti, Port – Alfred – Alexandria and Stutterheim. Facilitate the implementation of beautification projects in the targeted small towns.				
Definition	Support and co-ordinate the implementation of small-town development programme in identified small towns.				
Source of data	Small Town Development Framework. Small Town Development Masterplans and IDPs.				
Method of calculation/ assessment	Simple count				
Means of verification/ Portfolio of evidence	Monitoring reports on facilitation of the Qumbu – Tsolo, Cedarville – Maluti, Port Alfred – Alexandria and Stutterheim masterplan implementation. Beautification reports on the supported small towns and attendance registers.				
Assumptions	Funding for implementation of the Provincial Small Town Development Framework and Cooperation from municipalities				
Where is the indicator implemented from	Head Office				
Annual Means of Verification/ Portfolio of Evidence	Final Master plans, for Qumbu – Tsolo and Cedarville – Maluti; Monitoring reports on facilitation of the Stutterheim and Port Alfred,	Monitoring reports on facilitation of the Stutterheim, Qumbu - Tsolo, Cedarville – Maluti, Port Alfred – Alexandria	Monitoring reports on facilitation of the Stutterheim, Qumbu - Tsolo, Cedarville – Maluti, Port Alfred – Alexandria	Monitoring reports on facilitation of the Stutterheim, Qumbu - Tsolo, Cedarville – Maluti, Port Alfred – Alexandria	Monitoring reports on facilitation of the Stutterheim, Qumbu - Tsolo, Cedarville – Maluti, Port Alfred – Alexandria

Indicator title 22		Enhanced small-town development.			
	masterplans; Implementation. Beautification reports on the supported small towns and attendance registers.	masterplan implementation. Beautification reports on the supported small towns and attendance registers.	masterplan implementation. Beautification reports on the supported small towns and attendance registers.	masterplan implementation. Beautification reports on the supported small towns and attendance registers.	masterplan implementation. Beautification reports on the supported small towns and attendance registers.
<b>Five-year target 2025/30</b>	<b>Annual target 2025/26</b>	<b>Annual target 2026/27</b>	<b>Annual target 2027/28</b>	<b>Annual target 2028/29</b>	<b>Annual target 2029/30</b>
4	4	4	4	4	4
Locality	Port St. Johns (PSJ), Kumkani Mhlontlo (Qumbu-Tsolo), Elundini (Mt Fletcher), Dr. A.B. Xuma (Ngcobo), Amahlathi LM (Stutterheim), Ndlambe (Port Alfred - Alexandria) and Matatiele (Cederville - Maluti)				
Disaggregation of Beneficiaries (where applicable)	The KPI has no direct contribution to empowerment of designated groups but will report on mainstreaming matters. Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A Target for Military Veterans: N/A Target for Children: N/A				
Spatial Transformation	Reflect on contribution to spatial transformation priorities: Alignment of the town to the townships and rural areas Reflect on spatial impact area: Inclusive economy				
Calculation type	Non-cumulative				
Reporting cycle	Annual				
Desired Impact/Impact Level at an indicator level	Improved public and private sector investments in targeted small towns.				
Desired performance	Improved economic development in municipalities				
Indicator responsibility	Chief Director: Municipal Basic and Development Services				

Indicator title 23	% reduction of poverty through public employment programmes					
Definition	To coordinate the review of site business plans and convening of CWP governance structures in line with the CWP implementation policy.					
Means of monitoring	Facilitate the review of site business plans by municipalities. Facilitate the convening of Local Reference Committee Meetings. Facilitate the convening of the CWP Provincial Management Committee.					
Source of data	CWP Implementation policy, Site operational plan report and LRC (Local Reference Committees) minutes.					
Method of calculation/assessment	Simple Count Percent increase = (increase / original value) x 100					
Means of Verification/ Portfolio of Evidence	Annual reports, report on the sitting of the Local Reference Committees, Provincial Management Committee minutes and attendance registers.					
Assumptions	Municipalities will nominate a political and administrative champion to assist in the coordination of the Local Reference Committee meetings					
Where the Indicator is Implemented from	Head Office and DSCs (Alfred Nzo, Amathole, Sarah Baartman, Joe Gqabi, Chris Hani)					
Annual Means of Verification/ Portfolio of Evidence	Annual reports, report on the sitting of the Local Reference Committees, Provincial Management Committee minutes and attendance registers.	Annual reports, report on the sitting of the Local Reference Committees, Provincial Management Committee minutes and attendance registers.	Annual reports, report on the sitting of the Local Reference Committees, Provincial Management Committee minutes and attendance registers.	Annual reports, report on the sitting of the Local Reference Committees, Provincial Management Committee minutes and attendance registers.	Annual reports, report on the sitting of the Local Reference Committees, Provincial Management Committee minutes and attendance registers.	Annual reports, report on the sitting of the Local Reference Committees, Provincial Management Committee minutes and attendance registers.



Indicator title 23		% reduction of poverty through public employment programmes				
Five-year target 2025/30	Annual target 2025/30	Annual target 2025/26	Annual target 2026/27	Annual target 2027/28	Annual target 2028/29	Annual target 2025/30
	100%	100%	100%	100%	100%	100%
Locality	Walter Sisulu, Senqu, Elundini, Matatiele, Umzimvubu, Winnie Madikizela-Mandela, Kumkani Mhlontlo, Sakhisizwe, Ingquza Hill, KSD, Mbashe, Intsika Yethu, Amahlathi, BCMM, Ngqushwa, Dr Beyers Naude, Enoch Mgijima, Nyandeni, Ntabankulu, Makana, PSJ, Mnquma, Raymond Mhlaba, Nelson Mandela Bay Metro, Dr. A.B. Xuma, Ndlambe, Blue Crane Route, Emalahleni, Inxuba Yethemba, Great Kei, Kouga, Sundays River Valley and Koukamma					
Disaggregation of beneficiaries (where applicable)	Target for women – 65% Target for youth – 55% Target for People with Disabilities – 2% Target for Military Veterans: N/A Target for Children: N/A					
Spatial Transformation	Reflect on contribution to spatial transformation priorities: N/A Reflect on spatial impact area: N/A					
Calculation type	Non-cumulative (year-end)					
Reporting cycle	Annual					
Desired Impact/ Impact level at an indicator level	Improved coordination of CWP in targeted municipalities.					
Desired Performance	Reduced unemployment					
Indicator Responsibility	Chief Director: Municipal Basic and Development Services					

Indicator title 24	Number of municipalities providing access to CAPEX basic services to communities improved.				
Definition	To measure, on an annual basis, the rollout of the CAPEX (Capital Expenditure) programmes performance, on progressional households infrastructure connections towards achieving universal access to basic services by 2030.				
Means of monitoring/ supporting	To monitor on a quarterly and annual basis, through the PMISD-CAPEX (Provincial Municipal Infrastructure and Service Delivery) reporting mechanism, the number of new households infrastructure connections in terms of the water, electricity, roads, community halls, sports and recreational facilities, etc.				
Source of data	<ul style="list-style-type: none"><li>• Municipal annual Integrated Development Plans (IDPs)</li><li>• Municipal annual PMISD-CAPEX reports (Provincial Municipal Infrastructure and Service Delivery) reports</li></ul>				
Method of calculation/assessment	Manual count of municipalities				
Means of Verification/ Portfolio of Evidence	39 Municipal annual PMISD-CAPEX reports (Provincial Municipal Infrastructure and Service Delivery) reports				
Assumptions	Inadequate financial resources (shrinking national fiscus) to achieve universal access by 2030				
Where the Indicator is Implemented from	Head Office & DSCs				
Annual Means of Verification/ Portfolio of Evidence	39 Municipal annual PMISD-CAPEX reports (Provincial Municipal Infrastructure and Service Delivery) reports	39 Municipal annual PMISD-CAPEX reports (Provincial Municipal Infrastructure and Service Delivery) reports	39 Municipal annual PMISD-CAPEX reports (Provincial Municipal Infrastructure and Service Delivery) reports	39 Municipal annual PMISD-CAPEX reports (Provincial Municipal Infrastructure and Service Delivery) reports	39 Municipal annual PMISD-CAPEX reports (Provincial Municipal Infrastructure and Service Delivery) reports
Five-year target 2025/2030	Annual target 2025/26	Annual target 2026/27	Annual target 2027/28	Annual target 2028/29	Annual target 2029/30
39	39	39	39	39	39
Locality	Nelson Mandela Bay Metro, Buffalo City Metro, Makana, Blue Crane Route, Koukamma, Kouga, Dr. Beyers Naude, Sundays River Valley, Ndlambe,; Amathole, Ngqushwa, Raymond Mhlaba, Great Kei, Mnquma, Mbashe, Amahlathi,; Chris Hani, Enoch Mgijima, Inxuba Yethemba, Intsika Yethu, Emalahleni, Sakhisizwe, Dr. A.B. Xuma,; Joe Gqabi, Walter Sisulu, Elundini, Senqu,; Alfred Nzo, Umzimvubu, Winnie Madikizela-Mandela, Matatiele, Ntabankulu,OR Tambo, King Sabata Dalindyebo, Kumkani Mhlontlo, Nyandeni, Port St Johns, Ingquza Hill.				



Indicator title 24		Number of municipalities providing access to CAPEX basic services to communities improved.
Disaggregation of Beneficiaries (where applicable)	Target for Women: Target for Youth: Target for People with Disabilities: Target for Military Veterans: Target for Children:	As obligated by the DORA MIG framework, 20% of the Direct Projects Costs should go to LIC (Labour Intensive Construction) targeting the listed targeted designated groups as beneficiaries.
Spatial Transformation	Reflect on contribution to spatial transformation priorities: N/A Reflect on spatial impact area: N/A	
Calculation type	Non-cumulative	
Reporting cycle	Annual	
Desired Impact/Impact Level at an indicator level	Universal access to basic services to improved socio-economic condition of communities	
Desired performance	Expedited Universal access to basic services	
Indicator responsibility	Chief Director: Municipal Basic and Development Services	

Indicator title 25	Number of municipalities providing sustainable OPEX basic services to communities improved.				
Definition	To measure, on an annual basis, the municipal performance, in the rollout of the OPEX (Operations Expenditure) programmes to ensure continuous and sustainable provision of basic services to communities by 2030.				
Means of monitoring/ supporting	To monitor on a quarterly and annual basis, through the PMISD-OPEX (Provincial Municipal Infrastructure and Service Delivery) reporting, the performance of the municipalities in providing uninterrupted services in terms of the water, sanitation, electricity, roads, refuse removal, etc.				
Source of data	<ul style="list-style-type: none"><li>Municipal annual Integrated Development Plans (IDPs)</li><li>Municipal annual PMISD-OPEX reports (Provincial Municipal Infrastructure and Service Delivery) reports</li></ul>				
Method of calculation/assessment	Manual count of municipalities				
Means of Verification/ Portfolio of Evidence	39 Municipal annual PMISD-OPEX reports (Provincial Municipal Infrastructure and Service Delivery) reports				
Assumptions	Non-prioritisation of Operations and Maintenance (O&M) and limited financial resources (Equitable Share) to arrest infrastructure rapid dilapidation by 2030				
Where the Indicator is Implemented from	Head Office & DSCs				
Annual Means of Verification/ Portfolio of Evidence	39 Municipal annual PMISD-OPEX reports (Provincial Municipal Infrastructure and Service Delivery) reports	39 Municipal annual PMISD-OPEX reports (Provincial Municipal Infrastructure and Service Delivery) reports	39 Municipal annual PMISD-OPEX reports (Provincial Municipal Infrastructure and Service Delivery) reports	39 Municipal annual PMISD-OPEX reports (Provincial Municipal Infrastructure and Service Delivery) reports	39 Municipal annual PMISD-OPEX reports (Provincial Municipal Infrastructure and Service Delivery) reports
Five-year target 2025/2030	Annual target 2025/26	Annual target 2026/27	Annual target 2027/28	Annual target 2028/29	Annual target 2029/30
39	39	39	39	39	39
Locality	Municipalities				
Disaggregation of Beneficiaries (where applicable)	Target for Women: Target for Youth: Target for People with Disabilities: Target for Military Veterans: Target for Children:		As obligated by the DORA MIG framework, 20% of the Direct Projects Costs should go to LIC (Labour Intensive Construction) targeting the listed targeted designated groups as beneficiaries.		
Spatial Transformation	Reflect on contribution to spatial transformation priorities: N/A Reflect on spatial impact area: N/A				
Calculation type	Non-cumulative				
Reporting cycle	Annual				
Desired Impact/Impact Level at an indicator level	Universal access to basic services to improved socio-economic condition of communities				
Desired performance	Efficiently operated and maintained infrastructure to ensure sustainable provision of basic services				

<b>Indicator title 25</b>	<b>Number of municipalities providing sustainable OPEX basic services to communities improved.</b>
Indicator responsibility	Chief Director: Municipal Basic and Development Services

<b>Indicator title 26</b>	<b>Number of municipalities with credible indigent registers.</b>				
Definition	Provide support to municipalities with tools/ templates for reporting indigent data				
Means of monitoring/ supporting	Monitor the number of qualifying indigent households with access to free basic services				
Source of data	Municipal FBS Monthly Status Quo reports				
Method of calculation/assessment	Manual count of Municipalities				
Means of Verification/ Portfolio of Evidence	Monthly free basic services status quo reports				
Assumptions	Cooperation by municipalities on constant submission of the required indigent data in due course				
Where the Indicator is Implemented from	Head Office & DSCs				
Annual Means of Verification/ Portfolio of Evidence	Municipal Monthly FBS Status Quo reports & a Provincial annual FBS Status Quo report	Municipal Monthly FBS Status Quo reports & a Provincial annual FBS Status Quo report	Municipal Monthly FBS Status Quo reports & a Provincial annual FBS Status Quo report	Municipal Monthly FBS Status Quo reports & a Provincial annual FBS Status Quo report	Municipal Monthly FBS Status Quo reports & a Provincial annual FBS Status Quo report
<b>Five-year target 2025/2030</b>	<b>Annual target 2025/26</b>	<b>Annual target 2026/27</b>	<b>Annual target 2027/28</b>	<b>Annual target 2028/29</b>	<b>Annual target 2029/30</b>
38	38	38	38	38	38
Locality	38 Municipalities except SBDM (589 349 indigent households)	38 Municipalities except SBDM (604 511 indigent households)	38 Municipalities except SBDM (619 673 indigent households)	38 Municipalities except SBDM (634 835 indigent households)	38 Municipalities except SBDM (650 000 indigent households)
Disaggregation of Beneficiaries (where applicable)	The KPI has no direct contribution to empowerment of designated groups but will report on mainstreaming matters. Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A Target for Military Veterans: N/A Target for Children: Only child headed indigent households				
Spatial Transformation	Reflect on contribution to spatial transformation priorities: N/A Reflect on spatial impact area: N/A				
Calculation type	Non-cumulative				
Reporting cycle	Annual				
Desired Impact/Impact Level at an indicator level	Annual Performance Reporting by municipalities on deliverables.				
Desired performance	Accurate reporting by municipalities on qualifying indigent households with access to free basic services				
Indicator responsibility	Chief Director: Municipal Basic and Development Services				

<b>Indicator title 27</b>	<b>Number of municipalities with communities that are prepared for imminent disaster risks.</b>
Definition	To support municipalities in institutional capacity, risk assessments, disaster risk reduction, response and recovery, information management and communication, education, research, public awareness, and funding arrangements.
Means of monitoring	Assess the compliance and functionality of disaster management Centres in accordance with the Disaster Management Act, 57 of 2002, as amended and the Policy Frameworks.
Source of data	Municipal incident reports, monitoring and evaluation reports, verification reports, Eastern Cape Provincial Disaster Management Advisory Forum and Head of Disaster Centres meeting resolutions and IDPs
Method of calculation/ assessment	Simple count

Indicator title 27	Number of municipalities with communities that are prepared for imminent disaster risks.					
Means of verification/ Portfolio of Evidence	Decision matrix, Attendance registers, Expenditure reports, monitoring and evaluation reports and assessment reports on the functionality of disaster management centres, Control sheet, Analysis report.					
Assumptions	Cooperation and support from municipalities					
Where is the indicator implemented from	Head Office					
Annual Means of Verification/ Portfolio of Evidence	Decision matrix, Attendance registers, expenditure reports, monitoring and evaluation reports and assessment reports on the functionality of disaster management centres. Control sheet	Decision matrix, Attendance registers, expenditure reports, monitoring and evaluation reports and assessment reports on the functionality of disaster management centres. Control sheet	Decision matrix, Attendance registers, expenditure reports, monitoring and evaluation reports and assessment reports on the functionality of disaster management centres. Control sheet	Decision matrix, Attendance registers, expenditure reports, monitoring and evaluation reports and assessment reports on the functionality of disaster management centres. Control sheet	Decision matrix, Attendance registers, expenditure reports, monitoring and evaluation reports and assessment reports on the functionality of disaster management centres. Control sheet	Decision matrix, Attendance registers, expenditure reports, monitoring and evaluation reports and assessment reports on the functionality of disaster management centres. Control sheet
Five-year target 2025/30	Five-year target 2025/30	Annual target 2025/26	Annual target 2026/27	Annual target 2027/28	Annual target 2028/29	Annual target 2029/30
	33	33	33	33	33	33
Locality	Local and Metro municipalities except the District Municipalities					
Disaggregation of beneficiaries (where applicable)	No disaggregation as all beneficiaries is supported, however priority is provided to the vulnerable groups (i.e. Aged, Women, Youth, and Disabled) Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A Target for Military Veterans: N/A Target for Children: N/A					
Spatial Transformation	Province					
Calculation type	Non-cumulative					
Reporting cycle	Annual					
Desired Impact/ Impact level at an indicator level	Resilient Communities					
Desired Performance	Effective and Functional Disaster Management Centres in all the programme key performance areas					
Indicator Responsibility	Chief Director: Municipal Basic and Development Services					

Indicator title 28		Number of municipalities implementing enhanced disaster risk reduction programmes				
Definition	To support municipalities in institutional capacity, risk assessments, disaster risk reduction, response and recovery, information management and communication, education, research, public awareness, and funding arrangements. Ensure compliance of the Provincial/Metro/District Fire Brigade Services with the Fire Brigade Service Act 99 of 1987.					
Means of monitoring	Assess the compliance and functionality of disaster management Centres in accordance with the Disaster Management Act, 57 of 2002, as amended and the Policy Frameworks. Assess the compliance and functionality of municipal Fire Brigade Services in accordance with Fire Brigade Service Act 99 of 1987.					
Source of data	Municipal incident reports, monitoring and evaluation reports, verification reports, Eastern Cape Provincial Disaster Management Advisory Forum and Head of Disaster Centres meeting resolutions and IDPs. Municipal quarterly performance reports, Eastern Cape Provincial Fire Services Advisory Forum resolutions.					

Indicator title 28	Number of municipalities implementing enhanced disaster risk reduction programmes				
Method of calculation/ assessment	Simple count				
Means of verification/ Portfolio of Evidence	Decision matrix, Attendance registers, Expenditure reports, monitoring and evaluation reports and assessment reports on the functionality of disaster management centres and Fire Brigade Services, Control sheet, Analysis report. Municipal consolidated annual performance reports, Eastern Cape Provincial Fire Services Advisory Forum resolutions.				
Assumptions	Cooperation and support from municipalities				
Where is the indicator implemented from	Head Office				
Annual Means of Verification/ Portfolio of Evidence	Decision matrix, Attendance registers, Expenditure reports, monitoring and evaluation reports and assessment reports on the functionality of disaster management centres and Fire Brigade Services, Control sheet, Analysis report. Municipal consolidated annual performance reports, Eastern Cape Provincial Fire Services Advisory Forum resolutions.	Decision matrix, Attendance registers, Expenditure reports, monitoring and evaluation reports and assessment reports on the functionality of disaster management centres and Fire Brigade Services, Control sheet, Analysis report. Municipal consolidated annual performance reports, Eastern Cape Provincial Fire Services Advisory Forum resolutions.	Decision matrix, Attendance registers, Expenditure reports, monitoring and evaluation reports and assessment reports on the functionality of disaster management centres and Fire Brigade Services, Control sheet, Analysis report. Municipal consolidated annual performance reports, Eastern Cape Provincial Fire Services Advisory Forum resolutions.	Decision matrix, Attendance registers, Expenditure reports, monitoring and evaluation reports and assessment reports on the functionality of disaster management centres and Fire Brigade Services, Control sheet, Analysis report. Municipal consolidated annual performance reports, Eastern Cape Provincial Fire Services Advisory Forum resolutions.	Decision matrix, Attendance registers, Expenditure reports, monitoring and evaluation reports and assessment reports on the functionality of disaster management centres and Fire Brigade Services, Control sheet, Analysis report. Municipal consolidated annual performance reports, Eastern Cape Provincial Fire Services Advisory Forum resolutions.
Five-year target 2025/30	Annual target 2025/26	Annual target 2026/27	Annual target 2027/28	Annual target 2028/29	Annual target 2029/30
	8	8	8	8	8
Locality	Municipalities: ADM, ANDM, BCMM, CHDM, JGDM, ORTDM, NMBM, SBDM	ADM, ANDM, BCMM, CHDM, JGDM, ORTDM, NMBM, SBDM	ADM, ANDM, BCMM, CHDM, JGDM, ORTDM, NMBM, SBDM	ADM, ANDM, BCMM, CHDM, JGDM, ORTDM, NMBM, SBDM	ADM, ANDM, BCMM, CHDM, JGDM, ORTDM, NMBM, SBDM
Disaggregation of beneficiaries (where applicable)	No disaggregation as all beneficiaries is supported, however priority is provided to the vulnerable groups (i.e. Aged, Women, Youth, and People with Disabilities) Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A Target for Military Veterans: N/A Target for Children: N/A				
Spatial Transformation	Reflect on contribution to spatial transformation priorities: N/A Reflect on spatial impact area: N/A				
Calculation type	Non-cumulative				
Reporting cycle	Annual				



Indicator title 28	Number of municipalities implementing enhanced disaster risk reduction programmes
Desired Impact/ Impact level at an indicator level	Resilient Communities
Desired Performance	Effective and Functional Disaster Management Centres in all the programme key performance areas
Indicator Responsibility	Chief Director: Disaster Management and Emergency Services

Indicator title 29	Improved accountability mechanisms in place for Traditional and Khoisan Leadership Institutions.				
Definition	Conduct research for the development and review / amendment of policies and legislation impacting on traditional leadership institutions.				
Means of monitoring/ supporting	Conduct consultative sessions with GEYODI compliance stakeholders to solicit comments and inputs on the reviewed policies. Literature reviews and interviews to conduct research on genealogies, history, and customs.				
Source of data	Applicable Legislation, Policy Registers, Traditional Affairs Policy End-users, Royal family members, community members, archives, literature				
Method of calculation/assessment	Manual count of policy documents.				
Means of Verification/ Portfolio of Evidence	Signed policy documents, proclaimed legislation, signed reports and GEYODI compliance attendance registers.				
Assumptions	Consultative sessions not well coordinated, delays in the approval of policies adoption of legislation, and royal families not cooperating				
Where the Indicator is Implemented from	Head Office				
Annual Means of Verification/ Portfolio of Evidence	Signed policy documents, proclaimed legislation, signed reports and GEYODI compliant attendance registers.	Signed policy documents, proclaimed legislation, signed reports and GEYODI compliant attendance registers.	Signed policy documents, proclaimed legislation, signed reports and GEYODI compliant attendance registers.	Signed policy documents, proclaimed legislation, signed reports and GEYODI compliant attendance registers.	Signed policy documents, proclaimed legislation, signed reports and GEYODI compliant attendance registers.
<b>Five-year target 2025/2030</b>	<b>Annual target 2025/26</b>	<b>Annual target 2026/27</b>	<b>Annual target 2027/28</b>	<b>Annual target 2028/29</b>	<b>Annual target 2029/30</b>
3	2	2	2	3	3
Locality	Provincial / 5DMs and 1 Metro (Alfred Nzo, Amathole DM, BCM, Chris Hani, Joe Qgabi, and OR Tambo)				
Method of calculation/ assessment	Manual count				
Disaggregation of Beneficiaries (where applicable)	<p>Target for Women: The KPI has no direct contribution to empowerment of the designated group but however, the directorate will report on mainstreaming methods.</p> <p>Target for Youth: The KPI has no direct contribution to empowerment of the designated group but however, the directorate will report on mainstreaming methods.</p> <p>Target for People with Disabilities: The KPI has no direct contribution to empowerment of the designated group, however, the directorate will report on mainstreaming methods.</p> <p>Target for Military Veterans: The KPI has no direct contribution to empowerment of the designated group, however, the directorate will report on mainstreaming methods.</p> <p>Target for Children: N/A</p>				
Spatial Transformation	<p>Reflect on contribution to spatial transformation priorities: N/A</p> <p>Reflect on spatial impact area: N/A</p>				
Calculation type	Non-cumulative				
Reporting cycle	Annual				
Desired Impact/Impact Level at an indicator level	Proper functioning of Traditional Leadership Institutions				
Desired performance	Proper functioning of Traditional Leadership Institutions				
Indicator responsibility	Chief Director: Traditional Institutional Governance				

Indicator title 30	Transparency and accountability in traditional financial management enhanced.
Definition	To measure the transparency and accountability of Traditional Councils on financial management through financial reports submitted and capacitation provided

Indicator title 30	Transparency and accountability in traditional financial management enhanced.				
Means of monitoring/ supporting	Financial oversight sessions Financial management workshops				
Source of data	Financial reports submitted and financial oversight reports				
Method of calculation/assessment	Manual count of TCs				
Means of Verification/ Portfolio of Evidence	Annual Programme, consolidated financial oversight report, Financial Reports submitted by Traditional Councils., Presentations, Attendance registers, Control Sheet				
Assumptions	Department respond to needs or gaps identified from the financial oversight report				
Where the Indicator is Implemented from	Head Office				
Annual Means of Verification/ Portfolio of Evidence	Annual Programme Consolidated financial oversight reports, Financial Reports submitted by TCs, Presentations, GEYODI compliant attendance registers, Control Sheet	Annual Programme Consolidated financial oversight reports, Financial Reports submitted by TCs, Presentations, GEYODI compliant attendance registers, Control Sheet	Annual Programme Consolidated financial oversight reports, Financial Reports submitted by TCs, Presentations, GEYODI compliant attendance registers, Control Sheet	Annual Programme Consolidated financial oversight reports, Financial Reports submitted by TCs, Presentations, GEYODI compliant attendance registers, Control Sheet	Annual Programme Consolidated financial oversight reports, Financial Reports submitted by TCs, Presentations, GEYODI compliant attendance registers, Control Sheet
Five-year target 2025/2030	Annual target 2025/26	Annual target 2026/27	Annual target 2027/28	Annual target 2028/29	Annual target 2029/30
170	140	150	160	165	170
Locality	Sterkspruit Gcaleka Western Tembuland Emboland Fingoland Rharhabe Maluti Qaukeni Nyandeni Dalindyebo	Sterkspruit Gcaleka Western Tembuland Emboland Fingoland Rharhabe Maluti Qaukeni Nyandeni Dalindyebo	Sterkspruit Gcaleka Western Tembuland Emboland Fingoland Rharhabe Maluti Qaukeni Nyandeni Dalindyebo	Sterkspruit Gcaleka Western Tembuland Emboland Fingoland Rharhabe Maluti Qaukeni Nyandeni Dalindyebo	Sterkspruit Gcaleka Western Tembuland Emboland Fingoland Rharhabe Maluti Qaukeni Nyandeni Dalindyebo
Disaggregation of Beneficiaries (where applicable)	The indicator has no direct empowerment of the designated groups; however, the directorate will report on mainstreaming activities. Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A Target for Military Veterans: N/A Target for Children: N/A				
Spatial Transformation	Reflect on contribution to spatial transformation priorities: N/A Reflect on spatial impact area: N/A				
Calculation type	Non-cumulative				
Reporting cycle	Annual				
Desired Impact/Impact Level at an indicator level	Transparent and Accountable Traditional Councils				
Desired performance	Improved accountability in financial reporting				
Indicator responsibility	Chief Director: Traditional Institutional Governance				

<b>Indicator title 31</b>		<b>Improved sustainable development in Traditional and Khoi-San Leadership Institutions.</b>
Definition	To ensure Traditional Councils are playing a meaningful role in bringing about sustainable development for their communities through the implementation of the compiled development plans to improve the living conditions of traditional communities.	
Means of monitoring/supporting	Assist Traditional Councils in identifying and establishing structures that will assist with the implementation of their programmes, invite relevant stakeholders to address the TC development needs, mobilise donors and make follow-ups on the implementation of the programmes by stakeholders. Facilitate partnership agreement between traditional councils and relevant development partners for implementation of plans.	

Indicator title 31	Improved sustainable development in Traditional and Khoi-San Leadership Institutions.				
Source of data	TCs Development Plans.				
Method of calculation/assessment	Manual count of TCs				
Means of Verification/ Portfolio of Evidence	Consolidated annual report on implemented development programmes.				
Assumptions	Participation of stakeholders. Consultations.				
Where the Indicator is Implemented from	Head Office & DSCs				
Annual Means of Verification/ Portfolio of Evidence	Consolidated annual report on implemented development programmes.	Consolidated annual report on implemented development programmes.	Consolidated annual report on implemented development programmes.	Consolidated annual report on implemented development programmes.	Consolidated annual report on implemented development programmes.
Five-year target 2025/2030	Annual target 2025/26	Annual target 2026/27	Annual target 2027/28	Annual target 2028/29	Annual target 2029/30
239	34	40	50	55	60
Locality	Qamata TC- Intsika Yethu Gcina TC- Emalahleni Amantlane TC-Ingquza Hill Imiganu TC- Mbhashe Myemane TC- Senqu Luphindo TC- Matatiele Dilatashe TC- Intsika Yethu KwaGcina TC- Sakhisizwe Mxopo TC- Ingquza Hill Ngqika TC- Amahlathi Sibi TC- Matatiele Cizele TC- Mbhashe Amavundle TC-Senqu Zwaligugi TC-Port St Johns Hlubi TC- Senqu Phunguleleo TC-Kumkani Mhlontlo Amaqwathi TC -Enoch Mgijima Nonesi TC- Emalahleni Jumba TC- KSD Ncwela TC- Mzimvubu Amaraula TC- Ngqushwa	Imiqhayi TC – Ngqushwa Amamzizi aseTsomo TC – Intsika Yethu Amanci TC – Ntabankulu Amazizi TC – Tsolo – Myemane TC – Sterkspruit Amavundle TC – Senqu Amahlubi ase Gcuwa TC – Mnquma Bakoena – Elundini Sibi TC – Matatiele Ngubezulu TC – Mbhashe Elangeni TC – Elundini Imizizi TC – Winnie Madikizela Mandela Amaqwathi TC – Sakhisizwe Jumba – AB Xuma Amavundle TC- Enoch Mgijima Mvumelwano TC – Port St Johns Qwebeqwebe TC – Intsika Yethu Ngangegqii TC – Mbhashe Gcuwa TC – Dr AB Xuma Mhlanganisweni – Port St Johns Zulu TC – Raymond Mhlaba	Amakhuze TC – Raymond Mhlaba Amabhele TC ase Nqamakwe – Mnquma Gwadana TC – Mbhashe Amaqwathi TC – Senqu Xesibe TC – Umzimvubu Qiya TC – King Sabata Dalindyebo Nduluzula TC - Port St Johns Amaqwathi TC – Sakhisizwe Amandinde TC – BCMM -Hlubi TC- Senqu Basotho TC – Enoch Mgijima Amahlubi TC – Mnquma LM Menziwa TC – KSD Lindinxiwa TC – Mbhashe Mabalengwe TC – Nyandeni Bhele TC – Kumkani Kumkani Mhlontlo Zwelihle TC – Libode Siphaqeni TC – Ingquza Hill Amantshangase TC – Winnie Madikizela Mandela Ntonga TC – Mbhashe Makaula TC – Umzimvubu	Tshezi TC – KSD Qolombeni – Sakhisizwe Bomvini TC – Ingquza Hill Basotho – Senqu Njokweni wa Thyume Raymon d Mhlaba Zulukama Enoch Mgijima Hala KSD Tshomane KSD Manguzela - Matatiele Batlokoa – Elundini Maqakambeni - Mhlotlo Hlubi – Kumkani Mhlontlo Tshatshu TC - Intsika Yethu Gcaleka TC - Intsika Yethu Ndimakude TC - Ingquza Hill Bhala TC - Ingquza Hill Badi TC – Mbhashe Ngqwangele TC - Mbhashe Xesibe TC – KSD Ngwane TC – Kumkani Mhlontlo Bongweni TC – Mbhashe Jingqi TC – Mbhashe Amabhele TC – Ngqushwa	Pato TC – BCMM Ntshamate TC – Winnie Madikizela Mandela Moshi TC – Dr AB Xuma Amahlubi aseNqamakwe TC – Mnquma Kambi 20 TC – Kumkani Mhlontlo Imingcangathelo TC – Raymond Mhlaba Imidange TC – BCMM Eluhewini TC – Dr AB Xuma Gunyeni TC – Ingquza Hill Matyengqina TC – KSD Bonkolo TC – Mbhashe Zingisani Matshezi TC – Mbhashe Imidushane – BCMM Amamkuze – Raymond Mhlaba Amampondomise aseNthonalanga TC – Kumkani Mhlontlo Ngqubusini TC – Kumkani Mhlontlo Ngxangula TC - Nyandeni Gibisela TC - Nyandeni Hlubi TC – Kumkani Mhlontlo

Indicator title 31	Improved sustainable development in Traditional and Khoi-San Leadership Institutions.					
	Cizele TC- Mbhashe Batlokoa TC- Senqu Mayibenye TC-Nyandeni Qamata Basin TC- Intsika Yethu Ketani TC- Kumkani Mhlontlo Ncumbe TC- Nyandeni Bashe TC- Mbhashe George Moshoeshoe TC-Matatiele Dumalisile TC-Dr AB Xuma Ndlazi TC- Raymond Mhlaba Fikeni TC- Umzimvubu Amavundle TC-Senqu Imidushane TC- Ngqushwa	Fingo TC – Mnquma Nkozi TC – Ingquza Hill George Moshoeshoe TC – Matatiele Amaqwathi TC – Enoch Mgijima Upper Tsitsana TC – Elundini Kumkani Mhlontlo TC – Emalahleni Ebotwe KwPakeni TC – Kumkani Mhlontlo Isikelo TC – Winnie Madikizela Mandela Amakiti TC – Mbhashe Ngqikambo TC – Raymond Mhlaba Amakwalo TC – Ingquza Hill Fikeni TC – Umzimvubu Amazizi ase Tsomo TC Intsika Yethu Simanzi TC – Nyandeni Imingqalasi TC – BCMM Amarawule TC – Ngqushwa Luphindo TC – Matatiele Xopozo TC – Ingquza Hill Amahleke TC – BCMM	KwaBhaca TC - Umzimvubu Emvelini TC – Mbhashe Sidindi TC – Dr AB Xuma Myemande TC – Senqu Bovube TC – Kumkani Mhlontlo Amahlubi TC – Ngqushwa Jalamba TC – Mbhashe Upper Kambi/Ncise TC – KSD Nqabe TC – KSD Anta TC- Raymond Mhlaba Mchwebeni TC – Nyandeni Amangutyana TC – Winnie Madikizela Mandela Umzimvubu TC – Umzimvubu Mhlanga TC – Nyandeni Konjwayo TC – Nyandeni Mathandela TC – Matatiele Matolwandile TC – Elundini Amagwali TC – Raymond Mhlaba Mpheko – KSD Mcambalala TC – Intsika Yethu Ncora TC – Intsika Yethu Baziya TC – KSD Sinqumeni TC – Dr AB Xuma Amandela TC – Winnie Madikizela Madela Nkosana TC – Matatiele Amampisi TC – Winnie Madikizela Mandela Ngqika TC – Amahlathi Amandlambe TC – BCMM Guba - Emalahleni	Amagqunukhwebe TC – Raymond Mhlaba Mcothana TC – Mnquma Imidange TC – Mnquma Imidushane TC – Mnquma Amadiba TC – Winnie Madikizela Mandela Qaukeni TC – Ingquza Hill Hala TC – Kumkani Mhlontlo Masizakhe TC – Kumkani Mhlontlo Malungeni TC - Nyandeni Manzamlhlophe TC - Nyandeni Thembu TC – Enoch Mgijima Hlathini TC – Sakhisizwe Basotho TC – Elundini Machubeni TC – Emalahleni Amambhele TC – Intsika Yethu Amandengane TC – Winnie Madikizela Mandela Nqanda TC – KSD Mchwebeni TC – Nyandebi Gqutyini TC – DR AB Xuma Mtshanyana TC – Intsika Yethu Ngqusi TC – Mnquma Amazizi ase Nqamakwe TC – Mnquma Mtoto TC – Mbhashe Ngqubusini TC – Nyandeni Ngonyama TC – Mbhashe Mpoza TC – Umzimvubu Hala TC – Dr AB Xuma Tutura TC – Mnquma Cacadu – KSD Amazibula TC – Amahlathi Amazizi TC – Amahlathi	Culunca TC – Kumkani Mhlontlo Ntlenzi TC – Ingquza Hill Taweni TC – Ingquza Hill Zulukama TC - Enoch Mgijima Mtsayelo TC – Inguza Hill Lwandlelubomvu TC – Ntabankulu Hlubi TC – Umzimvubu Teko TC – Mnquma Ncuncuzo TC – Intsika Yethu Mqhekezweni TC – KSD Dubulamanzi TC – Mbhashe Amazizi TC – Umzimvubu Ndlazi TC – Raymond Mhlaba KwaMkoloza TC – Mbhashe Qokolweni TC – KSD Ngxangula TC – Nyandeni Bhala TC – Inguza Hill Malubelube TC – Matatiele Northern Mpondomise TC – Kumkani Mhlontlo -Amahlubi ase Ngqamakwe TC - Mnquma Amahlubi TC – Elundini Keti TC – Mbhashe Njokweni TC – Ngqushwa Thyefu TC – Ngqushwa Thyali TC – Mnquma Tshomane TC – KSD Hala TC – Mholontlo Qokolweni TC – KSD Gcaleka TC – Mnquma Mbalisweni TC – Nyandeni Ndimakude TC – Ingquza Hill	



Indicator title 31		Improved sustainable development in Traditional and Khoi-San Leadership Institutions.			
					Manguzela TC – Matatiele Jumba TC – Intsika Yethu Hala TC – Kumkani Mhlontlo Amabhele ase Gcuwa TC – Mnquma Aamazizi ase Tsomo TC – Intsika Yethu Amazizi ase Gcuwa TC – Mnquma Amabhele aseTsomo TC – Intsika Yethu KwaBhaza TC – Umzimvubu Mpoza TC – Umzimvubu Amajingqi TC – Raymond Mhlaba
Method of calculation/assessment	Manual count				
Disaggregation of Beneficiaries (where applicable)	The indicator has no direct empowerment of the designated groups, however the directorate will report on mainstreaming activities. Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A Target for Military Veterans: N/A Target for Children: N/A				
Spatial Transformation	Reflect on contribution to spatial transformation priorities: N/A Reflect on spatial impact area: N/A				
Calculation type	Cumulative				
Reporting cycle	Annual				
Desired Impact/Impact Level at an indicator level	Improved socio-economic condition of traditional communities.				
Desired performance	Development of traditional communities				
Indicator responsibility	Chief Director: Traditional Institutional Governance				

Indicator title 32	Transformed traditional councils for fulfilment of their constitutional and customary obligations.
Definition	Traditional Leadership Institutions are supported towards enabling them to perform their functions in terms of the TLGFA
Means of support	To have constituted, stable, and functional Traditional Leadership Institutions in compliance with section 4 of the Traditional Leadership and Governance Framework Act of 2003.
Source of data	Traditional Leadership Institution, checklist reflecting administration and financial documents required.
Method of calculation/ Assessment	Manual count of TCs
Where is the indicator implemented from	Head Office
Means of Verification/ Portfolio of Evidence	Control Sheet, Attendance Registers, Reports, Minutes. Consolidated Report on support provided to Traditional councils.
Assumptions	Consultations are properly done
Disaggregation of Beneficiaries (where applicable)	The indicator has no direct empowerment of the designated groups; however, the directorate will report on mainstreaming activities. Target for Women: N/A

<b>Indicator title 32</b>		<b>Transformed traditional councils for fulfilment of their constitutional and customary obligations.</b>				
		Target for Youth: N/A Target for People with Disabilities: N/A Target for Military Veterans: N/A Target for Children: N/A				
Annual Means of Verification/ Portfolio of Evidence	Control Sheet, Attendance Registers, Minutes. Consolidated Report on support provided to Traditional councils.	Control Sheet, Attendance Registers, Minutes. Consolidated Report on support provided to Traditional councils.	Control Sheet, Attendance Registers, Minutes. Consolidated Report on support provided to Traditional councils.	Control Sheet, Attendance Registers, Minutes. Consolidated Report on support provided to Traditional councils.	Control Sheet, Attendance Registers, Minutes. Consolidated Report on support provided to Traditional councils.	Control Sheet, Attendance Registers, Minutes. Consolidated Report on support provided to Traditional councils.
<b>Five-year target 2025/2030</b>	<b>Five-year target 2025/2030</b>	<b>Annual target 2025/26</b>	<b>Annual target 2026/27</b>	<b>Annual target 2027/28</b>	<b>Annual target 2028/29</b>	<b>Annual target 2029/30</b>
	242	129	130	140	180	242
Locality		All 5 DMs & 1 Metro (except for Sarah Baartman & NMBM Metro)	All 5 DMs & 1 Metro (except for Sarah Baartman & NMBM Metro)	All 5 DMs & 1 Metro (except for Sarah Baartman & NMBM Metro)	All 5 DMs & 1 Metro (except for Sarah Baartman & NMBM Metro)	All 5 DMs & 1 Metro (except for Sarah Baartman & NMBM Metro)
Spatial Transformation	Reflect on contribution to spatial transformation priorities: N/A Reflect on spatial impact area: N/A					
Calculation type	Non-cumulative					
Reporting cycle	Yearly					
Desired Impact/Impact Level at an indicator level	Fully functional Traditional Councils					
Desired performance	Smooth functioning of Traditional Leadership Institutions					
Indicator responsibility	Chief Director: Traditional Institutional Support					

Indicator title 33	Fully functional local houses for fulfilment of their constitutional and customary obligations.
Definition	Traditional Leadership Institutions are supported towards enabling them to perform their functions in terms of the TLGFA
Means of support	To have constituted, stable, and functional Traditional Leadership Institutions in compliance with section 4 of the Traditional Leadership and Governance Framework Act of 2003.
Source of data	Traditional Leadership Institution, checklist reflecting administration and financial documents required.
Method of calculation/ Assessment	Manual count of Local houses
Where is the indicator implemented from	Head Office
Means of Verification/ Portfolio of Evidence	Control Sheet, Attendance Registers, Reports, Minutes. Consolidated Report on support provided to Traditional councils.
Assumptions	Consultations are properly done
Disaggregation of Beneficiaries (where applicable)	The indicator has no direct empowerment of the designated groups; however, the directorate will report on mainstreaming activities. Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A Target for Military Veterans: N/A Target for Children: N/A

<b>Indicator title 33 Fully functional local houses for fulfilment of their constitutional and customary obligations.</b>						
Annual Means of Verification/ Portfolio of Evidence	Control Sheet, Attendance Registers, Minutes. Consolidated Report on support provided to Traditional councils.	Control Sheet, Attendance Registers, Minutes. Consolidated Report on support provided to Traditional councils.	Control Sheet, Attendance Registers, Minutes. Consolidated Report on support provided to Traditional councils.	Control Sheet, Attendance Registers, Minutes. Consolidated Report on support provided to Traditional councils.	Control Sheet, Attendance Registers, Minutes. Consolidated Report on support provided to Traditional councils.	Control Sheet, Attendance Registers, Minutes. Consolidated Report on support provided to Traditional councils.
<b>Five-year target 2025/2030</b>	<b>Five-year target 2025/2030</b>	<b>Annual target 2025/26</b>	<b>Annual target 2026/27</b>	<b>Annual target 2027/28</b>	<b>Annual target 2028/29</b>	<b>Annual target 2029/30</b>
	6	6	6	6	6	6
Locality		All 5 DMs & 1 Metro (except for Sarah Baartman & NMBM Metro)	All 5 DMs & 1 Metro (except for Sarah Baartman & NMBM Metro)	All 5 DMs & 1 Metro (except for Sarah Baartman & NMBM Metro)	All 5 DMs & 1 Metro (except for Sarah Baartman & NMBM Metro)	All 5 DMs & 1 Metro (except for Sarah Baartman & NMBM Metro)
Spatial Transformation	Reflect on contribution to spatial transformation priorities: N/A Reflect on spatial impact area: N/A					
Calculation type	Non-cumulative					
Reporting cycle	Yearly					
Desired Impact/Impact Level at an indicator level	Fully functional Traditional Councils					
Desired performance	Smooth functioning of Traditional Leadership Institutions					
Indicator responsibility	Chief Director: Traditional Institutional Support					

<b>Indicator title 34 Empowered Traditional Leaders on Anti-GBVF Interventions/ Strategy</b>						
Definition	The indicator aims to increase awareness of Gender Based Violence and Femicide through Anti-GBVF campaigns for traditional leaders so that they can play a role in curbing gender-based violence in their communities The indicator aims to increase awareness on Gender Based Violence and Femicide.					
Means of Monitoring	Manual count of interventions/campaigns conducted aimed to increase awareness of Gender-Based Violence and Femicide					
Source of data	Project plan on campaigns aimed to increase awareness on Gender-Based Violence and Femicide					
Method of assessment/ calculation	Manual count of interventions/campaigns conducted					
Means of Verification/ Portfolio of Evidence	Report on awareness session conducted. Attendance, Register, Control Sheets					
Assumptions	Availability and commitment of strategic partners and development partners namely but not limited to: Centre for the Study of Violence and Reconciliation, Commission for Gender Equality, Dementia SA, Department of Justice and Constitutional Development, Department of Community Safety, Motsepe Foundation, National Prosecuting Authority, Oxfam, South African Human Rights Commission(SAHR), Soul City Institute for Social Justice., SAFAIDS, South African National Aids Council (SANAC), Thuthuzela Care Centres, SAPS, The World Bank, Sonke Gender Justice, United National Population Fund(UNFPA), United Nations Children's Fund (UNICEF), What Works To Prevent Violence, WipHold, Word Vision SA					
Where is the indicator implemented from	Head Office					
Annual Means of Verification/ Portfolio of Evidence	Report on awareness session conducted.	Report on awareness session conducted.	Report on awareness session conducted.	Report on awareness session conducted.	Report on awareness session conducted.	Report on awareness session conducted.

Indicator title 34		Empowered Traditional Leaders on Anti-GBVF Interventions/ Strategy				
	Attendance Register Presentation Control sheet	Attendance Register Presentation Control sheet	Attendance Register Presentation Control sheet	Attendance Register Presentation Control sheet	Attendance Register Presentation Control sheet	Attendance Register Presentation Control sheet
Five-year target 2025/2030	Five-year target 2025/2030	Annual target 2025/26	Annual target 2026/27	Annual target 2027/28	Annual target 2028/29	Annual target 2029/30
	500	100	200	300	400	500
Locality		All 5 DMs & 1 Metro (except for Sarah Baartman & NMBM Metro)	All 5 DMs & 1 Metro (except for Sarah Baartman & NMBM Metro)	All DMs except for Nelson Mandela & Sarah Baartman	All 5 DMs & 1 Metro (except for Sarah Baartman & NMBM Metro)	All 5 DMs & 1 Metro (except for Sarah Baartman & NMBM Metro)
Disaggregation of Beneficiaries (where applicable)	The KPI has no direct contribution to empowerment of designated groups but will report on mainstreaming matters. Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A Target for Military Veterans: N/A Target for Children: N/A					
Spatial Transformation	Reflect on contribution to spatial transformation priorities: N/A Reflect on spatial impact area: N/A					
Calculation type	Non-cumulative (year-end)					
Reporting cycle	Yearly					
Desired Impact at Indicator Level	Decrease of GBVF actions in Traditional Communities					
Desired performance	Increased awareness and strategies to combat GBVF, Prevention of GBVF, and Rebuilding Social Cohesion					
Indicator responsibility	Chief Director: Traditional Institutional Support					

Indicator title 35	Empowered traditional leaders through the implementation of capacity building programmes.					
Definition	To award bursaries to qualifying Traditional Leaders for enhanced their capacity.					
Means of Monitoring	Monitor interactions with higher education institutions for updates on students’ progress.					
Source of data	Institutions of higher learning. Signed own updated database of trainees/Traditional Leaders, list of previous bursary allocations.					
Method of assessment/ calculation	Manual count of Bursary interventions					
Where is the indicator implemented from	Head Office					
Means of Verification/ Portfolio of Evidence	Bursary Advertisement, Annual Report on bursaries awarded, List of bursary recipients, Minutes of the training committee, Acceptance Letters, signed contracts, Monitoring report on bursaries awarded, Minutes of the training committee, Proof of payments to higher education institutions. Control sheet					
Assumptions	The willingness of traditional leaders to submit applications for assistance, attend block sessions, complete the modules, and submit portfolios on time.					
Annual Means of Verification/ Portfolio of Evidence	Annual Report on bursaries awarded. List of bursary recipients. Minutes of the training committee. Acceptance Letters.	Annual Report on bursaries awarded. List of bursary recipients. Minutes of the training committee. Acceptance Letters.	Monitoring report on bursaries awarded. Minutes of the training committee. Proof of payments to higher education institutions. Control sheet	Monitoring report on bursaries awarded. Minutes of the training committee. Proof of payments to higher education institutions. Control Sheet	Monitoring report on bursaries awarded. Minutes of the training committee. Proof of payments to higher education institutions. Control sheet	Monitoring report on bursaries awarded. Minutes of the training committee. Proof of payments to higher education institutions. Control sheet



Indicator title 35 Empowered traditional leaders through the implementation of capacity building programmes.						
	Signed contracts. Monitoring report on bursaries awarded. Minutes of the training committee. Proof of payments to higher education institutions. Control sheet	Signed contracts. Control sheet				
Five-year target 2025/2030	Five-year target 2025/2030	Annual target 2025/26	Annual target 2026/27	Annual target 2027/28	Annual target 2028/29	Annual target 2029/30
	40	20	25	30	35	40
Locality	All Districts except for Sarah Baartman and Nelson Mandela Bay	All Districts except for Sarah Baartman and Nelson Mandela Bay.	All Districts except for Sarah Baartman and Nelson Mandela Bay.	All Districts except for Sarah Baartman and Nelson Mandela Bay.	All Districts except for Sarah Baartman and Nelson Mandela Bay.	All Districts except for Sarah Baartman and Nelson Mandela Bay.
Disaggregation of Beneficiaries (where applicable)	The KPI has no direct contribution to empowerment of designated groups but will report on mainstreaming matters Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A Target for Military Veterans: N/A. Target for Children: N/A					
Spatial Transformation	Reflect on contribution to spatial transformation priorities: N/A Reflect on spatial impact area: N/A					
Calculation type	Non-cumulative (year-end)					
Reporting cycle	Yearly					
Desired Impact at Indicator Level	Competent and skilled traditional leaders to perform their constitutional and customary obligations					
Desired performance	Highly skilled and performing Traditional Leadership Institutions					
Indicator responsibility	Chief Director: Traditional Institutional Support					

Indicator title 36 % partnerships forged to promote socio-economic activities in rural communities						
Definition	Partnerships forged with private or public sector to ensure socio-economic transformation in rural communities.					
Means of monitoring	Site visits where programmes are facilitated					
Source of data	Provincial House Resolutions, reports on partnerships					
Method of calculation/assessment	Simple count-number of forged partnerships Percent increase = (increase / original value) x 100					
Means of Verification/ Portfolio of Evidence	Report on partnerships					
Assumptions	Willing partners to enter into partnership agreements					
Where the Indicator is Implemented from	Head Office					
Annual Means of Verification/ Portfolio of Evidence	Partnership Cooperation report	Partnership Cooperation report	Partnership Cooperation report	Partnership Cooperation report	Partnership Cooperation report	
Five-year target 2025/2030	Annual target 2025/26	Annual target 2026/27	Annual target 2027/28	Annual target 2028/29	Annual target 2029/30	
30%	10%	15%	20%	25%	30%	

Indicator title 36		% partnerships forged to promote socio-economic activities in rural communities			
Locality	Alfred Nzo DM OR Tambo DM	Alfred Nzo DM OR Tambo DM	Alfred Nzo DM OR Tambo DM	Alfred Nzo DM OR Tambo DM	Alfred Nzo DM OR Tambo DM
Disaggregation of Beneficiaries (where applicable)	The KPI has no direct contribution to empowerment of designated groups but will report on mainstreaming matters Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A Target for Military Veterans: N/A Target for Children: N/A				
Spatial Transformation	Reflect on contribution to spatial transformation priorities: N/A Reflect on spatial impact area: N/A				
Calculation type	Non-cumulative				
Reporting cycle	Annual				
Desired Impact	To improve quality of life of rural communities through partnerships forged				
Desired performance	Improved quality of life of rural communities				
Indicator responsibility	Chief Director: House of Traditional & Khoi-San Leaders				

Indicator title 37	Informed communities about their heritage and cultural beliefs enhanced				
Definition	Promotion of culture and heritage by Traditional Leadership Institutions				
Means of monitoring	Engagements with identified stakeholders in promoting culture and heritage.				
Source of data	Concept documents on cultural and heritage programmes.				
Method of calculation/assessment	Simple count Percent increase = (increase / original value) x 100				
Means of Verification/ Portfolio of Evidence	Reports on convened cultural, Heritage and youth events				
Assumptions	Meaningful participation of stakeholders. The venue for the Heritage event is dependent on confirmation by DSRAC.				
Where the Indicator is Implemented from	Head Office				
Annual Means of Verification/ Portfolio of Evidence	Reports on convened cultural, Heritage and youth events	Reports on convened cultural, Heritage and youth events	Reports on convened cultural, Heritage and youth events	Reports on convened cultural, Heritage and youth events	Reports on convened cultural, Heritage and youth events
Five-year target 2025/2030	Annual target 2025/26	Annual target 2026/27	Annual target 2027/28	Annual target 2028/29	Annual target 2029/30
80%	20%	35%	55%	60%	80%
Locality	District Municipalities				
Disaggregation of Beneficiaries (where applicable)	Target for Women 40% Target for Youth 20% Target for People with Disabilities 20% Target for Military Veterans 0% Target for Children: N/A ( <i>The planning activities requires a certain level of meaningful participation</i> )				
Spatial Transformation	Reflect on contribution to spatial transformation priorities: N/A Reflect on spatial impact area: N/A				
Calculation type	Non – cumulative				
Reporting cycle	Annual				
Desired Impact	Informed communities about their heritage and culture.				
Desired performance	Traditional, cultural and customary programmes practiced within communities				
Indicator responsibility	Chief Director: House of Traditional & Khoi-San Leaders				

Indicator title 38	Improved knowledge and understanding of safe customary male initiation protocols.
Definition	Monitor the functionality of the District Initiation Fora.
Means of monitoring	Provincial Initiation Technical Tasks Team (PITT) meetings.
Source of data	Winter and Summer Customary Male Initiation Reports
Method of calculation/assessment	Simple count Percent increase = (increase / original value) x 100
Means of Verification/ Portfolio of Evidence	Signed PITT minutes, signed PICC minutes, winter and summer season initiation plan, signed winter and signed summer initiation season reports and attendance registers.

Indicator title 38	Improved knowledge and understanding of safe customary male initiation protocols.				
Assumptions	Cooperation of communities practising the custom.				
Where the Indicator is Implemented from	Head office				
Annual Means of Verification/ Portfolio of Evidence	Control sheet, PITT report, PICC report, Winter season initiation plan, Attendance registers. Minutes of stakeholders meeting. Attendance registers	Control sheet, PITT report, PICC report, Winter season initiation plan, Attendance registers. Minutes of stakeholders meeting. Attendance registers	Control sheet, 2025 winter initiation season report, PITT report, PICC report, Attendance registers. Minutes of stakeholders meeting. Attendance registers.	Control sheet, PITT report, PICC report, summer season initiation plan. Attendance registers. Minutes of stakeholders meeting. Attendance registers	Control sheet, 2025 summer initiation season report, PITT report, PICC report, Attendance registers. Minutes of stakeholders meeting. Attendance registers
Five-year target 2025/2030	Annual target 2025/26	Annual target 2026/27	Annual target 2027/28	Annual target 2028/29	Annual target 2029/30
100%	100% (6 District municipalities and 2 metro municipalities implementing the provisions of Customary Male Initiation Act).	100% (6 District municipalities and 2 metro municipalities implementing the provisions of Customary Male Initiation Act).	100% (6 District municipalities and 2 metro municipalities implementing the provisions of Customary Male Initiation Act).	100% (6 District municipalities and 2 metro municipalities implementing the provisions of Customary Male Initiation Act).	100% (6 District municipalities and 2 metro municipalities implementing the provisions of Customary Male Initiation Act).
Locality	Alfred Nzo District Municipality, Amathole District Municipality, Chris Hani District Municipality, Joe Gqabi District Municipality, OR Tambo District Municipality, BC Metro Municipality, Nelson Mandela Metro Municipality, Sarah Baartman District Municipality.	Alfred Nzo District Municipality, Amathole District Municipality, Chris Hani District Municipality, Joe Gqabi District Municipality, OR Tambo District Municipality, BC Metro Municipality, Nelson Mandela Metro Municipality, Sarah Baartman District Municipality.	Alfred Nzo District Municipality, Amathole District Municipality, Chris Hani District Municipality, Joe Gqabi District Municipality, OR Tambo District Municipality, BC Metro Municipality, Nelson Mandela Metro Municipality, Sarah Baartman District Municipality.	Alfred Nzo District Municipality, Amathole District Municipality, Chris Hani District Municipality, Joe Gqabi District Municipality, OR Tambo District Municipality, BC Metro Municipality, Nelson Mandela Metro Municipality, Sarah Baartman District Municipality.	Alfred Nzo District Municipality, Amathole District Municipality, Chris Hani District Municipality, Joe Gqabi District Municipality, OR Tambo District Municipality, BC Metro Municipality, Nelson Mandela Metro Municipality, Sarah Baartman District Municipality.
Disaggregation of Beneficiaries (where applicable)	Target for Women: N/A Target for Youth: 100% Target for People with Disabilities: N/A Target for Military Veterans: N/A Target for Children: N/A				
Spatial Transformation	Reflect on contribution to spatial transformation priorities: N/A Reflect on spatial impact area: N/A				
Calculation type	Non-cumulative				
Reporting cycle	Annual				
Desired Impact	Safe passage of boys to manhood.				
Desired performance	Reduced causalities and fatalities in the Customary Male Initiation				
Indicator responsibility	Chief Director: House of Traditional & Khoi-San Leaders				

Indicator title 39	Decrease in sexually transmitted diseases and Incidents of teenage pregnancies in youth.				
Definition	Inkciyo cultural event convened by traditional leaders to empower youth on sexual health.				
Means of monitoring	Provincial Inkciyo event preparatory meetings				
Source of data	Concept documents on Inkciyo cultural event.				
Method of calculation/assessment	Simple count				
Means of Verification/ Portfolio of Evidence	Inkciyo concept document, Inkciyo event report and attendance register				
Assumptions	Meaningful participation of stakeholders				
Where the Indicator is Implemented from	Head Office				
Annual Means of Verification/ Portfolio of Evidence	Inkciyo concept document, Inkciyo event report and attendance register	Inkciyo concept document, Inkciyo event report and attendance register	Inkciyo concept document, Inkciyo event report and attendance register	Inkciyo concept document, Inkciyo event report and attendance register	Inkciyo concept document, Inkciyo event report and attendance register
Five-year target 2025/2030	Annual target 2025/26	Annual target 2026/27	Annual target 2027/28	Annual target 2028/29	Annual target 2029/30
4 000	2 000	2 500	3 000	3 500	4 000
Locality	Alfred Nzo Amathole BCM Chris Hani Joe Gqabi OR Tambo Municipalities. (Convening a joint session)	Alfred Nzo Amathole BCM Chris Hani Joe Gqabi OR Tambo Municipalities. (Convening a joint session).	Alfred Nzo Amathole BCM Chris Hani Joe Gqabi OR Tambo Municipalities. (Convening a joint session).	Alfred Nzo Amathole BCM Chris Hani Joe Gqabi OR Tambo Municipalities. (Convening a joint session).	Alfred Nzo Amathole BCM Chris Hani Joe Gqabi OR Tambo Municipalities. (Convening a joint session).
Disaggregation of Beneficiaries (where applicable)	Target for Women: N/A Target for Youth: 100% Target for People with Disabilities: N/A Target for Military Veterans: N/A Target for Children: N/A				
Spatial Transformation	Reflect on contribution to spatial transformation priorities: N/A Reflect on spatial impact area: N/A				
Calculation type	Simple count				
Reporting cycle	Annual				
Desired Impact	Reduction in sexually transmitted diseases and incidents of teenage pregnancy				
Desired performance	Participation of traditional leaders in programmes dealing with the prevention of sexually transmitted diseases and Incidents of teenage pregnancies in youth.				
Indicator responsibility	Chief Director: House of Traditional & Khoi-San Leaders				

Indicator title 40	Prevention of GBVF incidences				
Definition	Convene anti-GBVF intervention programme for the youth				
Means of monitoring	Anti GBVF intervention programme for the youth preparatory meetings				
Source of data	Concept document anti GBVF intervention programme focusing on youth				
Method of calculation/assessment	Simple count Percent increase = (increase / original value) x 100				
Means of Verification/ Portfolio of Evidence	Concept document, Intervention programme report and attendance registers				
Assumptions	Meaningful participation of youth				
Where the Indicator is Implemented from	From head office				
Annual Means of Verification/ Portfolio of Evidence	Concept document, Intervention programme report and attendance registers	Concept document, Intervention programme report and attendance registers	Concept document, Intervention programme report and attendance registers	Concept document, Intervention programme report and attendance registers	Concept document, Intervention programme report and attendance registers
Five-year target 2025/2030	Annual target 2025/26	Annual target 2026/27	Annual target 2027/28	Annual target 2028/29	Annual target 2029/30



Indicator title 40	Prevention of GBVF incidences				
50%	20%	25%	35%	40%	50%
Locality	District Municipalities				
Disaggregation of Beneficiaries (where applicable)	Target for Women: 50% Target for Youth: 40% Target for People with Disabilities: 10% Target for Military Veterans: N/A Target for Children: N/A				
Spatial Transformation	Reflect on contribution to spatial transformation priorities: N/A Reflect on spatial impact area: N/A				
Calculation type	Non-cumulative				
Reporting cycle	Annual				
Desired Impact	Informed communities about the incidents of GBVF				
Desired performance	Reduction in the incidents of GBVF				
Indicator responsibility	Chief Director: House of Traditional & Khoi-San Leaders				



Province of the  
**EASTERN CAPE**  
COOPERATIVE GOVERNANCE  
& TRADITIONAL AFFAIRS

# TYAMZASHE BUILDING

## ANNEXURES

SERVING OUR COMMUNITIES BETTER

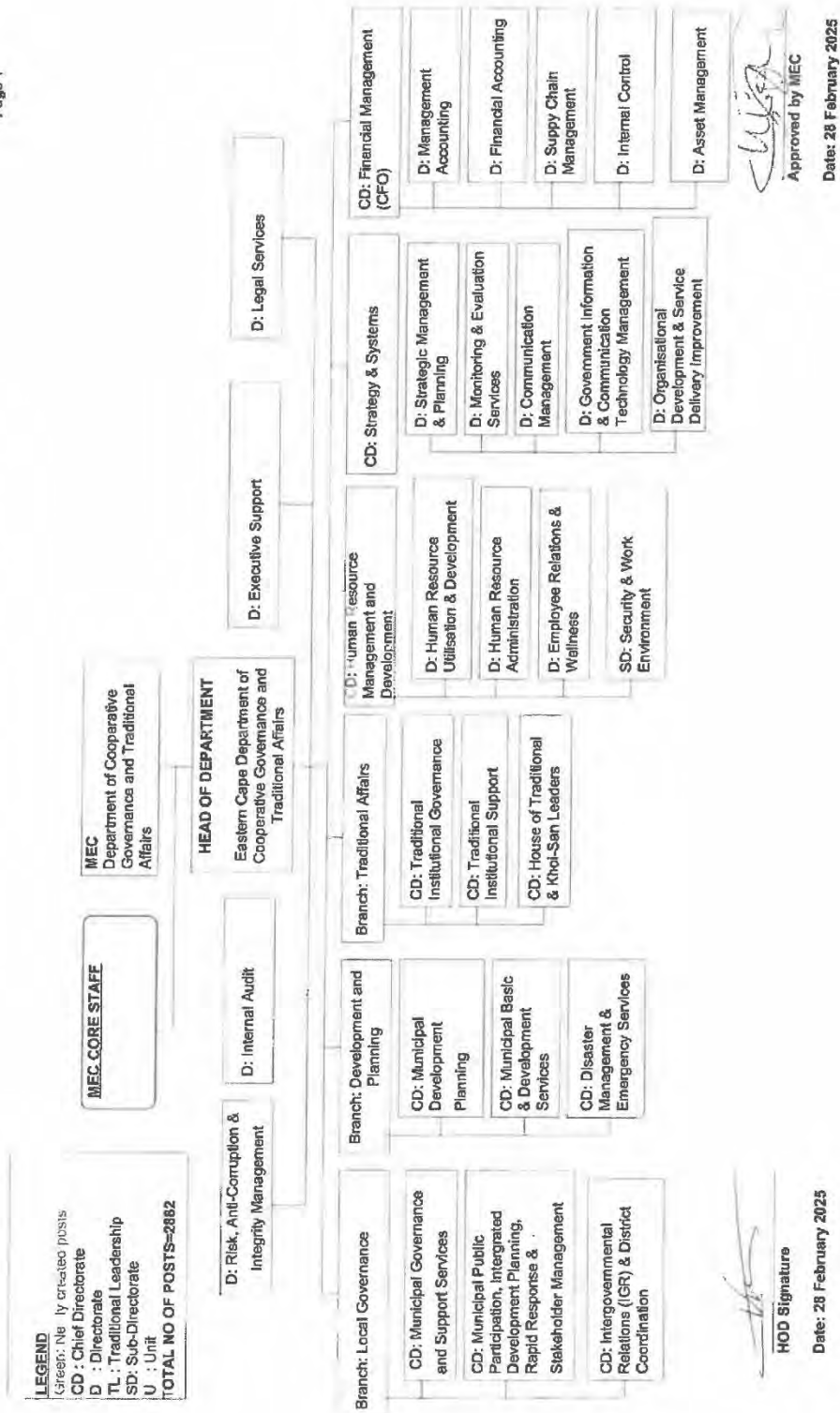


Annexures to the Strategic Plan

Annexure A: Organisational Structure

Page 1

APPROVED ORGANISATIONAL STRUCTURE: 2025



## Annexure B: DDM Process Plan as per the timeframes guided by the National Timeframes

Yr. 1 (Aug. 2019-Mar 2020)	Yr. 1-2 (Aug. 2019-March 2021)	Yr. 2-5 (April. 2021-Mar 2025)	Yr. 5+ (April 2025 - onwards)
<b>ESTABLISH</b> <div>1</div> <p><b>Objectives</b> To obtain approval for the DDM concept document and mobilise stakeholders</p> <p><b>Outputs</b></p> <ul style="list-style-type: none"> <li>• Concept note developed.</li> <li>• Broad Intergovernmental &amp; private sector consultations held.</li> <li>• DDM concept approved by Cabinet.</li> <li>• National and provincial DDM inter-governmental coordinating structures established.</li> <li>• CoGTA national and provincial DDM teams established</li> <li>• Political champions appointed.</li> </ul>	<b>PILOTING</b> <div>2</div> <p><b>Objectives</b> To launch the three pilots and establish the requisite technical capacity for the DDM implementation</p> <p><b>Delivery packages/work streams</b></p> <ul style="list-style-type: none"> <li>• Launch of three pilots</li> <li>• Appointment of Implementing Agent (DBSA)</li> <li>• Development of 52 district/metro profiles</li> <li>• Establishment of DDM hubs in pilots</li> <li>• One Plan development for pilots</li> </ul> <p><b>Key indicators</b></p> <ul style="list-style-type: none"> <li>• 3 pilots launched by Nov. 2019</li> <li>• DBSA appointed by March 2020</li> <li>• 52 profiles developed &amp; published by Aug. 2020</li> <li>• One Plan process guidelines issued by Sept. 2020</li> <li>• 3 DDM hubs launched by Oct. 2020</li> <li>• One Plan prototypes developed by March 2021</li> <li>• DDM IMS One Plan module launched by March 2021</li> <li>• CoGTA internal DDM institutional realignment completed by March 2021</li> </ul>	<b>INSTITUTIONALISATION</b> <div>3</div> <p><b>Objectives</b> To improve Integrated long-term planning, budgeting &amp; implementation and the sustainability of local government.</p> <p><b>Delivery packages/work streams</b></p> <ul style="list-style-type: none"> <li>• Budget reprioritisation and spatialisation.</li> <li>• One Plan development &amp; implementation</li> <li>• Intergovernmental (IGR) coordination &amp; structures</li> <li>• <b>Local Government Recovery &amp; Stabilisation.</b></li> </ul> <p><b>Key indicators</b></p> <ul style="list-style-type: none"> <li>• Implementation evaluation study completed in pilot sites.</li> <li>• IMS fully developed</li> <li>• IGR structures strengthened &amp; aligned to DDM approach</li> <li>• <b>IGRF Act regulations promulgated</b></li> <li>• 52 One Plans developed &amp; adopted by March 2022</li> <li>• Identified DDM hubs established</li> <li>• LG support &amp; shared services (<i>powers &amp; functions reviewed</i>)</li> <li>• Budget reprioritisation and spatialisation principles infused ac</li> <li>• Service delivery improvement- Local Government Report.</li> </ul>	<b>SUSTAINABILITY</b> <div>4</div> <p><b>Objectives</b> Improve quality of life, transform district/metro economies and further enhance the institutional and financial sustainability of LG.</p> <p><b>Delivery work streams</b></p> <ul style="list-style-type: none"> <li>• One Plan implementation &amp; monitoring.</li> <li>• IGR coordination &amp; structures</li> <li>• Local Government Stabilisation.</li> </ul> <p><b>Key indicators: All 52 Spaces</b></p> <ul style="list-style-type: none"> <li>• Inclusive repositioned economies</li> <li>• Spatial transformation and environmental sustainability</li> <li>• Sustainable Infrastructure</li> <li>• Development</li> <li>• Reliable service provisioning</li> <li>• Empowered citizens and good governance</li> <li>• Functioning hubs and IGR coordinating structures by 1 April 2025</li> <li>• LG system supported &amp; effectively performing mandated functions</li> </ul>



COGTA will be reviewing the underpinning strategic objectives and focus areas for the current phase of institutionalization of the DDM and the sustainability phase based on lessons learned.

### Annexure C – District Development Model: Five-year Planning Period

COGTA has no catalytic projects but renders the following services:

- significant planning support;
- stakeholder engagement and coordination support; and
- monitoring support in the implementation of DDM Plans and service delivery projects.
- The strategic partners, SOEs and implementing agents of catalytic DDM infrastructure projects include MISA, DWA, ESKOM, DEDEAT and Municipalities.

Areas of intervention		Five-year planning period				
	Focus Areas	Budget allocation	District Municipality	Location: GPS coordinates	Project Leader	Social partners
INSTITUTIONALIZATION OF DDM	<input type="checkbox"/> To institutionalise DDM (implementation of Gazetted Section 47 (1) (b) DDM Regulations.	Nil	All Districts and Metros	As per the Districts and Metros	Cogta	OTP Districts/Metro Municipalities Business Sector NGO Sector Government
	<input type="checkbox"/> Development, review and implementation of the DDM One Plans (challenges & progress).					
	<input type="checkbox"/> State of participation by key stakeholders (sector departments, civil society, private sector and traditional leadership) in co-creation of DDM plans.					
	<input type="checkbox"/> Oversight of IGR functionality and DDM streams,					
	<input type="checkbox"/> Council support of DDM					
DISTRICT/METRO SOCIO-ECONOMIC CONDITIONS & KEY PROGRAMMES	<input type="checkbox"/> To reflect on social, economic and geographic realities. -Job losses, business closures, rate and extent of business support to the Municipalities.	All Districts and Metros	As per the DDM Plans	As per the DDM Plans	All Districts and Metros	Business Sector NGO Sector Government SOEs and implementing Agencies
	<input type="checkbox"/> Report on District/Metro Economic Recovery post COVID-19.					
	<input type="checkbox"/> (improvement on revenue losses since covid-19, plans to improve rate collection, etc.) <input type="checkbox"/> Aggressive Economic infrastructure initiatives in the district/metro					

Focus Areas	Budget allocation	District Municipality	Location: GPS coordinates	Project Leader	Social partners
<p>(current, short, medium and long-term plans and challenges) discussion.</p> <p><input type="checkbox"/> District/Metro Economic Recovery Growth path and Catalytic projects State of proposed/existing Special Economic Zones (SEZs), Industrial Development Zones (IDZs), Industrial Parks, Agri-Hubs.</p> <p><input type="checkbox"/> Localization of Manufacturing (red-tape reduction, creation of conducive environment, regulations and bylaws) – automobile, furniture, plastic molding, vehicle components, renewable energy components, etc)</p> <p><input type="checkbox"/> Eastern Seaboard Development and Coastal Smart City (OR Tambo &amp; Alfred Nzo)</p> <p><input type="checkbox"/> Agriculture performance and Land Related matters.</p> <p><input type="checkbox"/> Reprioritization of budgets informed by DDM One Plan.</p> <p><input type="checkbox"/> DDM Strategic Partnerships forged in the District/Metro.</p> <p><input type="checkbox"/> Role of research and innovation in the District/Metro. Gender equality and economic inclusion of women and youth. Tourism Recovery and growth reflections</p>	<p>All Districts and Metros</p>	<p>As per the DDM Plans</p>	<p>As per the DDM Plans</p>	<p>All Districts and Metros</p>	<p>Business Sector</p> <p>NGO Sector</p> <p>Government</p> <p>SOEs and implementing Agencies</p>
<p><b>DISTRICT/METRO SERVICE PROVISIONING</b></p> <p><input type="checkbox"/> To report on the DDM pillars of Infrastructure Engineering, Spatial Restructuring and Integrated Service Provision in the Districts and Metros.</p> <p><input type="checkbox"/> Aggressive infrastructure investments in the District/Metro.</p> <p><input type="checkbox"/> Focus on impact on triple challenges of poverty, unemployment and inequality.</p> <p><input type="checkbox"/> Human Settlements (Housing Projects of the District/Metro).</p> <p><input type="checkbox"/> Tackled Blockages and stoppages of Catalytic Projects.</p> <p><input type="checkbox"/> Projects with changed scope leading up to increase costs and budgets.</p>					

Focus Areas		Budget allocation	District Municipality	Location: GPS coordinates	Project Leader	Social partners
	<input type="checkbox"/> Disaster and drought resilience building projects of the District/Metro. <input type="checkbox"/> State of Service Delivery. <input type="checkbox"/> Land Related Matters (invasions, disputes).					
<b>GOVERNANCE AND FINANCE ADMINISTRATION</b>	<input type="checkbox"/> Inter-spherical and inter-sectoral support to build a capable governance and institutional stability. <input type="checkbox"/> Capacity building programmes for administration and governance structure (financial oversight structures) etc. <input type="checkbox"/> Skill Development and capacitation of councilors and administration. <input type="checkbox"/> Revenue Generation programme. <input type="checkbox"/> Risks to governance. (financial oversight structures) <input type="checkbox"/> Improvement of Audit Outcomes. <input type="checkbox"/> Extent of using consultants by Municipalities (report) <input type="checkbox"/> District/Metro DDM alignment to IDP (is the process aligned). <input type="checkbox"/> Ability of the District/Metro to pull stakeholders together key stakeholders to support governance and sound financial management. <input type="checkbox"/> Risk Adjusted Strategy (RAS) implementation.	All Districts and Metros	As per the DDM Plans	As per the DDM Plans	All Districts and Metros	Business Sector NGO Sector Government
<b>GBVF</b>	<input type="checkbox"/> To establish the extent to which different districts/metros are putting effort and resources to elevate messages and deal decisively against the scourge of Gender-Based Violence and Femicide (GBVF) through development of (i) a clear communication approach and (ii) key messages condemning the violence and killings. <input type="checkbox"/> To support anti-poverty programmes, people development and demographic change programmes.	All Districts and Metros	As per the DDM Plans	As per the DDM Plans	All Districts and Metros	Business Sector NGO Sector Government

Focus Areas	Budget allocation	District Municipality	Location: GPS coordinates	Project Leader	Social partners
<input type="checkbox"/> To support the extent to which different government and private sector partners' programmes work together (resource integration) aimed at promoting and addressing gender on economic mainstreaming & GBVF. <input type="checkbox"/> Houses of Safety Update, VEP NPOs funded, Thuthuzela Care Centres, White Door Centres of Hope for victims of GBVF . Shelters (One Stop Centres and Safe Homes), <input type="checkbox"/> Anti-poverty programmes, and <input type="checkbox"/> Supporting and mentorship for women and girls, men and boys, youth, and coaching of emerging youth and women organisations. <input type="checkbox"/> Mass public employment interventions. <input type="checkbox"/> Murder Case Reported and Crime stats engagement. Interventions done and GBVF programmes.					



