



Western Cape
Government

Local Government



Annual Performance Plan 2015 – 2016
Local Government

FOREWORD



Guided by legislation and policy priorities at national and provincial government, my Department has developed programmes for the next Medium-Term Expenditure Framework (MTEF) period which are aimed at creating an enabling environment for Municipalities to prosper. These plans are contained in the Strategic Plan 2015-20 and unpacked in this Annual Performance Plan.

Five years ago it was a difficult task; the Municipal Finance Management Act set high standards for financial reporting and accounting for Municipalities, which was initially a challenge for Municipalities.

The audit outcomes for 2013/14 indicate that leadership in Municipalities is focusing on creating a properly functioning internal environment. An unqualified audit opinion was received by 29 Municipalities, with one outstanding outcome, which bears witness to sound internal controls. An unqualified opinion indicates that a Municipality spends the funds at its disposal efficiently and effectively

towards meeting the targets set in its IDP. The achievements not only demonstrate that our Municipalities are functional, but it will result in improved service delivery and improved standard of living for the people of the Province. Ultimately this will promote accountability and public confidence in our Municipalities.

As we prepare for the 2016 local government elections, we will build on lessons learned during local government elections which took place in 2011. During this period, my Department worked closely with the Independent Electoral Commission to provide guidance and support to Municipalities in convening their Council meetings. In addition, a Call Centre was established in the Department to provide assistance to Municipalities and Councillors.

A healthy relationship between Councillors and senior management in Municipalities is key to ensuring that the gains made over the past five years are not jeopardised by the outcomes of the forthcoming local government elections. It is for this reason that capacity support to Councillors will be a major area of focus. This includes legal support and advice to Councils on decision-making and clarification of roles and responsibilities.

Despite progress made in providing basic services, maintenance of infrastructure has not received full priority as it should. This is owing to a high demand for new infrastructure as our population grows. As a result of this, a number of households may be at risk of experiencing service failures and this has the potential to reverse the gains made in the past. My Department will therefore expand its municipal infrastructure support, which will include assisting Municipalities with infrastructure asset management.

The successful realisation of growth and developmental objectives of local government

requires synergy between all spheres of government. Over the past five years, the Department has done groundwork in facilitating a process to allow Departments to plan together. The Department introduced a spatial focus through IDP Indaba engagements, which resulted in the investment of every government department in a municipal space being mapped.

This has laid a strong foundation for Departments and Municipalities to plan jointly and identify critical projects through an initiative called the Joint Planning Initiative (JPI), which is being coordinated by my Department in partnership with Provincial Treasury, Department of Environmental Affairs and Development Planning and the Department of the Premier.

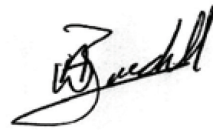
Nothing happens in communities without their involvement. The first response to any hazard in communities comes from members of the community themselves. A resilient community will not only be able to manage hazards and minimise the effect thereof, but can recover quickly from the impact that disasters may impose.

As indicated in the Strategic Plan, a goal over the next five years is building the capacity of communities to be resilient. My Department will work hand in hand with Municipalities to increase an understanding of disaster risks in communities, with special focus on informal settlements.

In summary, I believe that good governance and improving communication between Municipalities and communities holds the key to improving service delivery and thus enhancing the confidence of the public in local government.

In the last five years, we worked with various partners to improve the conditions in Municipalities. This was in recognition that it is impossible to address problems in Municipalities

without everyone playing their part. We will work together for the next five years to build on the solid foundation laid and step up our efforts in supporting our Municipalities to move them beyond compliance to optimum performance.



AW Bredell

MINISTER OF LOCAL GOVERNMENT,
ENVIRONMENTAL AFFAIRS AND
DEVELOPMENT PLANNING



Northlink College

Post Matric

Business & General Studies

Western Cape Government
Human Settlements
BETTER

how can we help you?
save money on banking.

sassa

OFFICIAL



FOREWORD

OFFICIAL SIGN-OFF

It is hereby certified that this Annual Performance Plan:

- Was developed by the management of the Department of Local Government (DLG) under the guidance of Provincial Minister of Local Government, Environmental Affairs & Development Planning, Mr A Bredell,
- Was prepared in line with the current Strategic Plan of the Department of Local Government, and
- Accurately reflects the performance targets which the Department of Local Government will endeavour to achieve, given the resources made available in the budget for 2015/16.

Mrs B Sewlall-Singh
Chief Financial Officer

Mr A Dlwengu
Director: Policy and Strategic Support

Dr H Fast
Accounting Officer (Head of Department)

Approved by:
Mr AW Bredell
Executive Authority

ABBREVIATIONS

| | | | |
|-----------------|---|--------------------|---|
| AO: | Accounting Officer. | MIG: | Municipal Infrastructure Grant. |
| CBOs: | Community-Based Organisations. | MIGMIS: | Municipal Infrastructure Grant Management Information System. |
| CDW: | Community Development Worker. | MINMAY: | Forum of Provincial Minister of Local Government & Executive Mayors. |
| CoCT: | City of Cape Town. | MINMAYTECH: | Forum of the Head of Department: Local Government & Municipal Managers. |
| CWP: | Community Work Programme. | MISA: | Municipal Infrastructure Support Agency. |
| DBSA: | Development Bank of Southern Africa. | MPRA: | Municipal Property Rates Act, 2004 (Act 6 of 2004). |
| DCF: | District Co-ordinating Forum. | MTEF: | Medium-Term Expenditure Framework. |
| DCOG: | Department of Co-operative Governance. | MTSF: | Medium-Term Strategic Framework. |
| DLG: | Department of Local Government. | MSA: | Municipal System Act, 2000 (Act, 32 of 2000). |
| DM: | District Municipality. | NCOP: | National Council of Provinces. |
| DPME: | Department of Monitoring and Evaluation. | NDP: | Neighbourhood Development Plan. |
| ICT: | Information and Communications Technology. | NSDP: | National Spatial Development Perspective. |
| IDP: | Integrated Development Plan. | NSRI: | National Sea Rescue Institute. |
| IGPBF: | Intergovernmental Planning and Budgeting Framework. | OPMS: | Organisational Performance Management System. |
| IGR: | Intergovernmental Relations. | PCF: | Premier's Co-ordinating Forum. |
| LED: | Local Economic Development. | PFMA: | Public Finance Management Act, 2003. |
| LGTAS: | Local Government Turn Around Strategy. | PGMTEC: | Provincial Government Medium Term Expenditure Committee. |
| M&E: | Monitoring and Evaluation. | PSG: | Provincial Strategic Goals. |
| MFMA: | Municipal Finance Management Act. | | |
| MGRO: | Municipal Governance Review and Outlook. | | |

CONTENTS

| | |
|---------------|--|
| PMS: | Performance Management System. |
| PSDF: | Provincial Spatial Development Framework. |
| PT: | Provincial Treasury. |
| PTI: | Provincial Training Institute. |
| RMT: | Regional Management Team. |
| SALGA: | South African Local Government Association. |
| SAMSA: | South African Maritime Safety. |
| SCM: | Supplier Chain Management. |
| SDBIP: | Service Delivery & Budget Implementation Plan. |
| SDF: | Spatial Development Framework. |
| SDI: | Service Delivery Integration. |
| TSC: | Thusong Services Centre. |
| WC: | Western Cape. |

| | |
|---|-----------|
| PART A: STRATEGIC OVERVIEW | 8 |
| 1. Vision | 8 |
| 2. Mission | 8 |
| 3. Values | 8 |
| 4. Legislative and Other Mandates | 8 |
| 4.1. Constitutional Mandates | 8 |
| 4.2. Legislative Mandates | 9 |
| 4.3. Other Local Government Legislation | 10 |
| 4.4. Transversal Legislation | 10 |
| 4.5. Local Government Policy Mandates | 11 |
| 4.6. Other Policy Mandates | 11 |
| 4.7. Planned Policy Initiatives | 11 |
| 5. Situational Analysis | 11 |
| 5.1 Performance Environment | 11 |
| 5.2 Organisational Environment | 14 |
| 5.3 Strategic Planning Process | 15 |
| 6. Strategic-Outcome Oriented Goals | 17 |
| 6.1. Alignment with the National Development Plan, National Outcomes and Provincial Strategic Goals | 17 |
| PART B: STRATEGIC OBJECTIVES | 21 |
| 7. Budget Programme Structure | 21 |
| 7.1 Departmental Summary of Payment and estimates | 22 |
| 8. Strategic Objectives and Programme Performance Indicators | 24 |
| 8.1 Programme 1: <i>Administration</i> | 24 |
| Programme 1: <i>Expenditure Trends</i> Analysis | 27 |
| 8.2 Programme 2: <i>Local Governance</i> | 29 |
| Programme 2: <i>Expenditure Trends</i> Analysis: | 49 |
| 8.3 Programme 3: <i>Development and Planning</i> | 51 |
| Expenditure trends analysis | 65 |
| 9. Nationally Prescribed Indicators Falling Under Other Departments | 66 |
| 10. Risk Management | 67 |
| PART C: LINKS TO OTHER PLANS | 69 |
| Conditional Grants | 69 |
| ANNEXURE A: ORGANISATIONAL STRUCTURE | 73 |
| ANNEXURE B: TECHNICAL INDICATORS | 74 |

PART A



1. VISION

An efficient and dynamic team that enables well-governed Municipalities to deliver services to communities in a responsive, sustainable and integrated manner.

2. MISSION

To monitor, co-ordinate and support Municipalities to be effective in fulfilling their developmental mandate, and to facilitate service delivery and disaster resilience through engagement with government spheres and social partners.

3. VALUES

The Department's values are the same as the five provincial values; namely:

- Caring,
- Competency,
- Accountability,
- Integrity, and
- Responsiveness

4. LEGISLATIVE AND OTHER MANDATES

4.1 Constitutional Mandates

The Constitution of the Republic of South Africa (1996) provides the national overarching framework for the work of all government departments in South Africa. Chapter 7 outlines the objectives and mandates in respect of local government. The following mandates for

the Department of Local Government can be extracted from this:

- To establish Municipalities consistent with national legislation;
- To support and strengthen the capacity of Municipalities;
- To regulate the performance of Municipalities in terms of their functions listed in schedules 4 and 5 of the Constitution;
- To intervene where there is non-fulfilment of legislative, executive or financial obligations; and
- To promote developmental local government.

4.2. Legislative Mandates

The White Paper on Local Government (1998) and the subsequent package of related legislation (outlined below) provide the national context for local governance across the country.

a) Local Government: Municipal Demarcation Act, 1998 (Act 27 of 1998)

This Act aims to provide criteria and procedures for the determination of municipal boundaries by an independent authority.

b) Local Government: Municipal Structures Act, 1998 & Local Government: Municipal Systems Act, 2000 (Act 32 of 2000)

Together these Acts describe the political decision-making systems which apply to different categories of Municipalities. They define the powers and duties of various role-players, regulate the delegation of powers and provide a code of conduct to govern both councillors and officials. In so doing, they provide the benchmark against which Provincial Government needs to regulate, monitor, support and co-ordinate Municipalities under its jurisdiction.

c) Local Government: Municipal Finance Management Act, 2003 (Act 56 of 2003) (MFMA)

This Act aims to secure sound and sustainable management of the financial affairs of Municipalities as well as to establish norms and standards against which the financial affairs can be monitored and measured.

d) Local Government: Municipal Property Rates Act, 2004 (Act No 6 of 2004) as amended by the Local Government: Municipal Property Rates Amendment Act, 2014 (Act No 29 of 2014)

This Act aims to regulate the power of a Municipality to impose rates on property, to exclude certain properties from rating in the national interest, to make provision for Municipalities to implement a transparent and fair system of exemptions, to introduce a rebate through rating policies, to make provision for fair and equitable valuation methods of properties, to make provision for an 'objection and appeal' process, to amend the Local Government: Municipal Systems Act, 2000, to make further provision for the serving of documents by Municipalities, and to amend or repeal certain legislation.

The Local Government: Municipal Property Rates Amendment Act, 2014 will come 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 implementation of the Act.

e) Disaster Management Act, 2002 (Act 57 of 2002)

This Act provides for integrated and co-ordinated disaster management focused on rapid and effective response to, and recovery

from, disasters as well as the reduction of disaster risk. It also provides for the establishment of Provincial and Municipal Disaster Management Centres. The Act provides a framework under which the Provincial Disaster Management Centre operates and liaises with Municipalities and relevant stakeholders on disaster-related matters.

f) Intergovernmental Relations Framework Act, 2005 (Act 13 of 2005)

This Act aims to establish a framework for national government, provincial governments, and Municipalities to promote and facilitate intergovernmental relationships, and to provide mechanisms and procedures to facilitate the settlement of intergovernmental disputes.

g) Spatial Planning and Land Use Management Act, 2013 (Act 16 of 2013)

This Act provides a framework for spatial planning and land use management in the Republic, specifies the relationship between the spatial planning and the land use management systems and other kinds of planning, provides for the inclusive, developmental, equitable and efficient spatial planning at the different spheres of government, provides a framework for the monitoring, co-ordination and review of the spatial planning and land use management system, provides a framework for policies, principles, norms and standards for spatial development planning and land use management, addresses past spatial and regulatory imbalance, promotes greater consistency and uniformity in the application procedures and decision-making by authorities responsible for land use decisions and development applications, provides for the establishment, functions and operations of Municipal Planning Tribunals, provides for the facilitation and enforcement of land use and development measures, and provides for matters connected therewith.

4.3. Other Local Government Legislation

In addition to the Constitutional mandate, local government is guided by other pieces of legislation, namely:

- Fire Brigade Services Act, 1987 (Act 99 of 1987);
- National Veld and Forest Fire Act, 1998 (Act 101 of 1998);
- Development Facilitation Act, 1995 (Act 65 of 1995);
- Local Government Laws Amendment Act, 2008 (Act 19 of 2008);
- Western Cape Determination of Types of Municipalities Act, 2000 (Act 9 of 2000);
- Remuneration of Public Office Bearers Act, 1998 (Act 20 of 1998);
- Western Cape Privileges and Immunities of Councillors Act (Act 2 of 2011);
- Consumer Protection Act, 2008 (Act 68 of 2008);
- Western Cape Monitoring and Support of Municipalities Act, 2014 (Act 4 of 2014).

4.4. Transversal Legislation

A series of transversal administrative requirements impacts on the work of the Department across all its various functions; namely:

- Public Service Act, 1994 (Act 103 of 1994) and Public Service Regulations of 2000;
- Public Finance Management Act, 1999 (Act 1 of 1999) and National Treasury Regulations;
- Annual Division of Revenue Act;
- Skills Development Act, 1998 (Act 97 of 1998);
- Skills Levy Act, 1999 (Act 9 of 1999);
- Employment Equity Act, 1998 (Act 55 of 1998);
- Labour Relations Act, 1995 (Act 66 of

1995);

- Basic Conditions of Employment Act, 1997 (Act 75 of 1997);
- Occupational Health and Safety Act, 1993 (Act 85 of 1993);
- Municipal Electoral Act 2000, (Act 27 of 2000);
- Promotion of Access to Information Act 2000, (Act 2 of 2000);
- Promotion of Equality and Prevention of Unfair Discrimination Act 2000, (Act 4 of 2000);
- Promotion of Administrative Justice Act, 2000 (Act 3 of 2000);
- National Archives and Record Service of South Africa Act, 1996 (Act 43 of 1996); and
- Provincial Archives and Records Service of the Western Cape Act, 2005 (Act 3 of 2005).

4.5. Local Government Policy Mandates

The following provide the policy framework for Local Government:

- White Paper on Local Government, 1998;
- National Local Government Turn Around Strategy 2009;
- Local Government Anti-Corruption Strategy, 2006;
- Free Basic Services Policy, 2000/01;
- National Public Participation Framework, 2007; and
- National Back to Basics Strategy, 2014.

4.6. Other policy mandates

The work of local government is also affected by the following policy mandates:

- Western Cape Disaster Management Framework, 2010;
- Batho Pele principles;

- Policy Framework for Government-Wide Monitoring and Evaluation (M&E) System, 2007;
- Framework for Managing Programme Performance Information, 2007 (FMPPI);
- South African Statistical Quality Assurance Framework, 2007;
- National Spatial Development Perspective, 2002 (NSDP);
- Provincial Spatial Development Framework, 2014 (PSDF);
- National Disaster Management Framework, 2005;
- National Development Plan (Vision 2030); and
- Provincial CDW Master Plan.

4.7. Planned Policy Initiatives

- Provincial Integrated Planning and Budgeting Framework.
- Provincial Strategic Goal 5: Embed good governance and integrated service delivery through partnerships and spatial alignment.
- Provincial Strategic Goal 4: Enable a resilient, sustainable, quality and inclusive living environment, and
- Provincial Strategic Goal 1: Create opportunities for growth and jobs.

5. SITUATIONAL ANALYSIS

5.1 Performance Environment

Local government is the sphere of government located within communities and well placed to appropriately respond to local needs, interests and expectations of communities. Being closest to the people, it is expected that the core function of Municipalities is to render a variety of basic but essential services to communities. This implies that development in communities is dependent upon the capacity of the local government sphere to effectively discharge its responsibilities.

PART A

A challenge in the local government sphere is that some Municipalities are relatively stable and well-resourced to be able to deliver on their mandate whilst others face infrastructure backlogs. This is because Municipalities operate under different socio-economic contexts based on their social, demographic and spatial profiles, which is reflected in their financial profiles. For example, Municipalities that are situated in geographical areas where there are high levels of poverty will face different financing challenges to those Municipalities where there is a high concentration of economic activities. This will have an impact on the ability of Municipalities to deliver on their mandate.

It is therefore important that the Department acknowledges that Municipalities have different challenges and that its support must be attuned to the unique circumstances of each Municipality. It is for this reason that the Department will adopt a differentiated model, which is centred on differing capacity levels of Municipalities to ensure that targeted support is channelled in a manner that will effectively and progressively assist Municipalities which need it the most.

The context within which Municipalities operate can also be correlated with internal institutional weaknesses such as poor governance and accountability, ineffective financial management, corruption, high vacancy rates in key senior management posts and technical skills shortages. Human resource management practices in Municipalities may be characterised by poor recruitment practices, a rise in vacancies for key positions, political interference in the appointment and dismissal of employees, an inability to attract and retain technical skills, and lack of adherence to performance management systems.

Many of these problems have been addressed in the Province. For instance, the Department's

advisory and support services provided to Municipalities includes organisational design, productivity assessments, assistance with the filling of vacant key posts and with the development and implementation of the performance management system. The priority over the MTEF period is to support Municipalities to strengthen systems and processes.

In addition, addressing the shortage of engineering, planning, financial and project management skills, so as to increase municipal expenditure on provision of basic services, will top the agenda of the Department's engagement with Municipalities in an attempt to support them to discharge their constitutional obligations.

Effective functioning of a Municipality begins with its political leadership and a healthy working relationship between the Councillors and senior managers of a Municipality. Post elections there exists a possibility that teething problems, such as strained relations between Councillors and municipal officials, may occur. For instance, officials may perceive that Councillors are encroaching on their terrain and interfering in the day-to-day management of the Municipality. On the other hand, Councillors may perceive municipal officials as not acting on the developmental challenges of their respective areas. It is therefore important that the political and administrative interface is supported and strengthened to ensure that service delivery takes first priority.

The period up to and after 2016 elections has the potential to negatively affect operations within Municipalities if there is instability and this has a potential to affect the ability of affected Municipalities to deliver services to communities. In 2015/16, the Department will again establish a Helpdesk to assist Municipalities before and after the 2016 local government elections.

The potential for fraud and corruption within the municipal system is an area of great concern. Therefore, the ability of Municipalities to put in place and enforce anti-corruption and good governance mechanisms and adequate financial management systems are important foundations for effective service delivery which must be improved and strengthened on a continuous basis. In the past five years, the Department partnered with Municipalities in developing and implementing anti-fraud and anti-corruption strategies. With the new five year cycle coming up for Municipalities, the Department will continue to support Municipalities so that they are ready if this happens.

Statistics South Africa indicates that the Province is doing well in terms of access to basic services. However, the Department is also aware that there are a number of challenges relating to infrastructure, such as inadequate maintenance and shortage of technical skills for planning and development of infrastructure. This has a potential to not only compromise access to services, but to affect the quality of the basic services if the investment is not made in improving the condition of infrastructure.

The realisation of the developmental objectives of local government call for a synchronised planning approach between all spheres of government. It is envisaged that the Joint Planning Initiative (JPI), which is facilitated by the Department in partnership with Provincial Treasury, Department of Environmental Affairs and Development Planning and Department of the Premier, will foster joint planning between national and provincial departments and Municipalities. The focus for this current financial year is to ensure that the JPI is mainstreamed into the Provincial Strategic Plan and the Annual Performance Plans (APPs) and Budgets of Provincial Departments. Under this initiative, key short-term and long-term projects have been identified and the Department will

play a coordinating role in the implementation of the identified projects.

The Department has made strides in supporting Municipalities to put in place measures to respond to hazards. Some District and Local Municipalities still do not have adequate disaster risk management measures or institutional capacity in place. This is owing to a number of reasons, such as limited resources and lack of skills. These challenges add to the disaster risk profile of many communities.

Municipalities are the first to respond when a disaster occurs. An integrated approach towards disaster risk management is key to ensuring successful disaster risk reduction. Experience in the Province has taught us that, to ensure effective and integrated disaster risk management, implementation and planning must be in the local government sphere. We will continue our support to Municipalities to ensure they have robust disaster plans in place.

There is a need to ensure that spatial planning takes into consideration the disaster risk profile of the Province. For instance, infrastructure should be designed in such a way that it reduces occurrence of disaster incidents, or, where such occur, the infrastructure is supportive of the response interventions.

The Disaster Management Act emphasises the provision of education to communities with regard to issues of disaster risk. The Department will be supporting Municipalities in ensuring that they are at the forefront in providing adequate education on disaster risk issues to communities.

The legislative and regulatory environment within which Municipalities operate is very complex. Despite this, compliance in Municipalities has improved. For instance, the audit outcomes of 2013/14 indicate that 29 Municipalities (with one outstanding) received

unqualified audit opinions, and 17 of these Municipalities received clean audit outcomes. The priority for the Department is to improve this even further and develop a governance framework which will assist Municipalities to go beyond compliance. Interventions in this area will include providing support on ICT governance and cascading performance management to all levels in Municipalities.

In an attempt to ease the reporting burden in Municipalities, over the next MTEF the priority will be to introduce an electronic reporting system which will make it easier for the reports to be uploaded and accessed. In addition, the Department will support Municipalities in improving their capacity to comply with the complex reporting requirements.

The Department continues to be committed to working with residents and stakeholders within communities to find sustainable ways to meet their social, economic and material needs and improve the quality of their lives. In this regard, Community Development Workers are a direct link to communities. This programme, along with the Thusong programme, will continue to bring government closer to people and enable it to respond to community needs.

The Constitution makes participation of communities in government decision-making processes a priority. Ward committees are a way of providing an opportunity for communities to be heard by local government. In the past five years there have been many interventions introduced by the Department aimed at establishing ward committees and building their capacity to function more effectively.

The 2014 Reconciliation Barometer Survey, conducted by the Institute for Justice and Reconciliation, measures the levels of confidence and trust citizens have in national leaders and governance institutions. It indicates that the

lowest confidence has been consistently in local government. This is concerning given that this is the sphere of government charged with developmental responsibilities. The Department is aware that though there are successes regarding the establishment of ward committee structures, there is a need to further support these committees to play a useful role in bridging the gap between the Municipality and residents. Most importantly, with the 2016 local government elections coming up, more effort will have to be invested to ensure that members of committees do not advance their interests, but rather those of the communities which they represent.

5.2 Organisational Environment

In order for the Department to meet its mandate over the next five years, it has to be appropriately structured. To realise this, the Department is working with the Organisational Design Directorate in the Department of the Premier to conduct Business Process Optimisation and to review structures in a number of Directorates. In addition, the national Department of Cooperative Governance is in the process of reviewing its organisational structure in line with its functions, the outcomes of which may have implications for the current structure of the Department.

In the last five years the Department activated a programme called Traditional Institutional Management as its fourth programme. This was in anticipation of the Traditional Affairs Bill, which was introduced in National Parliament. Once this Bill has been promulgated, the implications for the Department will be to develop deliverables and to also resource the programme appropriately.

Employment and vacancies by programme, as at 31 March 2014

| Programme | Number of funded posts | Number of posts filled | Vacancy rate % | Number of persons additional to the establishment | Vacancy rate taking additional staff into account |
|--|------------------------|------------------------|----------------|---|---|
| Administration (Programme 1) | 79 | 47 | 40.5% | 7 | 31.6% |
| Local Governance (Programme 2) | 279 | 256 | 8.2% | 3 | 7.2% |
| Development and Planning (Programme 3) | 53 | 42 | 20.8% | 14 | 0.0% |
| Total | 411 | 345 | 16% | 24 | 10% |

Employment and vacancies by salary bands, as at 31 March 2014

| Programme | Number of funded posts | Number of posts filled | Vacancy rate % | Number of persons additional to the establishment | Vacancy rate taking additional staff into account |
|--|------------------------|------------------------|----------------|---|---|
| Lower skilled (Levels 1-2) | 2 | 0 | 100.0% | 0 | 100.0% |
| Skilled (Levels 3-5) | 36 | 20 | 44.4% | 15 | 2.8% |
| Highly skilled production (Levels 6-8) | 241 | 216 | 10.4% | 2 | 9.5% |
| Highly skilled supervision (Levels 9-12) | 115 | 92 | 20.0% | 7 | 13.9% |
| Senior management (Levels 13-15) | 17 | 17 | 0.0% | 0 | 0.0% |
| Total | 411 | 345 | 16% | 24 | 10% |

5.3 Strategic Planning Process

The Department's Strategic planning process started in November 2013, when Directorates were requested to review progress made with regard to the Strategic Plan 2010-2015. In order to guide this process, templates were provided

by the Directorate Policy and Strategic Support.

A session was held in March 2014, where Directorates were given an opportunity to reflect on their achievements and identify gaps. This session indicated the need for the

PART A

Department to review its vision and mission for the next five years, and this was subsequently done in June 2014. Between March and June, various management engagements took place where an assessment of the National Development Plan (NDP), Medium-Term Strategic Framework (MTSF), One Cape 2040 and other strategic documents was conducted. The aim was to ensure that the goals and the strategic objectives of the Department are aligned to these important documents. Having identified areas of alignment with the strategic documents, the management of the Department reviewed and revised strategic goals and strategic objectives that will guide the work of the department for the next five years.

In June and July 2014, Directorates were then requested to identify what they will be doing for the next five years. In July 2014, a planning session was held, where the Minister provided guidance in terms of what his priorities are for the next five years. This was also informed by the national and provincial planning frameworks relating to the Department's area of work. Aligned to the strategic goals and objectives, the Directorates indicated what their focus will be over the next five years.

Early in August, the Department's broad plans for the next five years were presented at a MinMayTech meeting, which is a session for the Head of the Department and the Municipal Managers.

6. STRATEGIC-OUTCOME ORIENTATED GOALS

6.1. Alignment with the National Development Plan, National Outcomes and Provincial Strategic Goals

The following table indicates how the Department is linked to the National Development Plan, other Government outcomes and Provincial Strategic Goals.

| NDP Chapter | Objective | National Outcome | Provincial Strategic Goal | DLG Response |
|--|---|---|---|--|
| 3. Economy and employment | Implementation of public employment programmes | NO 4: Decent employment through inclusive growth Sub 3: Reduce youth unemployment Sub 7: Implementation of public works programmes | PSG 1: Create opportunities for growth and jobs | <ul style="list-style-type: none"> Oversight of the Community Work Programme Implement the Jobs Fund Education Project |
| 4. Economic Infrastructure | Adequate supplies of services such as water and electricity | NO 6: An efficient, competitive and responsive economic infrastructure framework Sub 2 & 4 Bulk infrastructure Sub 6: Communication and information technology | PSG 4. Enable a resilient, sustainable, quality & inclusive living environment Output 2 Improved human settlements PSG 5, Output 2: Efficient, effective and responsive local governance | <ul style="list-style-type: none"> Support Municipalities with bulk infrastructure planning and implementation (including on water conservation issues) Support Municipalities with Electrical Master Planning ICT support programmes to Municipalities Support Municipalities with asset management |
| 5. Environmental sustainability and resilience | Improved disaster preparedness for extreme climate events | NO 3: All people of South Africa feel and are safe | PSG 4: Resilience to climate change | <ul style="list-style-type: none"> Assist Municipalities and government Departments with the development of disaster preparedness plans Facilitate disaster risk reduction through analysis of municipal IDPs and Spatial Development Plans Fire and life safety education |
| 6. Inclusive rural economy | Support to rural residents | NO 7: Vibrant, equitable and sustainable rural communities and food security for all Sub 3: Rural services and sustainable livelihoods. Sub 3: Promotion of economic livelihoods | PSG 5, Output 4: Service interface | <ul style="list-style-type: none"> Ensure access to government services for people living in rural areas through Thusong mobiles CDW community projects and information sessions |

STRATEGIC OVERVIEW

| NDP Chapter | Objective | National Outcome | Provincial Strategic Goal | DLG Response |
|--|--|---|--|---|
| 9. Transforming Human Settlements | Reforms to the current planning system for improved co-ordination | NO 9: Responsive, accountable, effective and efficient local govt system. Sub 7: Single window of coordination | PSG 5, Output 4: Integrated planning, budgeting and implementation | <ul style="list-style-type: none"> Facilitate engagements on implementation of IDP priorities and budget alignment (IDP Indaba) |
| | Incentives for citizen activity for local planning and development of spatial compacts | NO 7: Vibrant, equitable and sustainable rural communities and food security for all Sub 5 : Enabling an institutional environment for sustainable and inclusive growth | PSG 5, Output 5: Community engagement | <ul style="list-style-type: none"> Provide training to Municipalities to increase meaningful citizen participation in IDP Support Municipalities to prepare and implement Neighbourhood Development Plans Support public participation and ward committees |
| 13. Building a capable and developmental state | Stabilise the political-administrative interface | NO 12: An efficient, effective and development-oriented public service and an empowered, fair and inclusive citizenship Sub 4: Tackling corruption in the public service | PSG 5, Output 2: Efficient, effective and responsive local governance | <ul style="list-style-type: none"> Provide support on the code of conduct for Municipal Councillors and officials |
| | Make public service and local government careers of choice | NO 5: A skilled and capable workforce to support an inclusive growth plan Sub 3 and 4: Increase access to occupationally-directed programmes in needed areas | PSG 5, Output 2: Efficient, effective and responsive local governance | <ul style="list-style-type: none"> Assist Municipalities to strengthen their capacity Provide skills development opportunities to municipal staff through LGSETA initiative |
| | Develop technical and professional skills | | | <ul style="list-style-type: none"> Municipal support initiatives Back to Basics Programme |

| NDP Chapter | Objective | National Outcome | Provincial Strategic Goal | DLG Response |
|---|--|---|--|---|
| | Mainstreaming citizen participation | NO 7: Vibrant, equitable and sustainable rural communities and food security for all Sub 5 : Enabling an institutional environment for sustainable and inclusive growth | PSG 5, Output 5: Community engagement | <ul style="list-style-type: none"> Build the capacity of Municipalities and other stakeholders on IDP public participation ward committee training |
| 14. Fighting corruption | High adherence to ethics throughout society and a government that is accountable to its people | NO 12: An efficient, effective and development-oriented public service and an empowered, fair and inclusive citizenship Sub 4: Tackling corruption in the public service | PSG 5, Output 2: Efficient, effective and responsive local governance | <ul style="list-style-type: none"> Run campaigns to promote protected disclosures among municipal officials Support Municipalities with the implementation of anti-corruption strategies Support Municipalities to reduce incidences of unethical conduct |
| 15. Nation-Building and Social Cohesion | Equal opportunities, inclusion and redress Promote citizen participation in forums such as IDP, ward committees | NO 7: Vibrant, equitable and sustainable rural communities and food security for all Sub 5 : Enabling an institutional environment for sustainable and inclusive growth | PSG 5, Output 5: Community engagement | <ul style="list-style-type: none"> Facilitate increased access to critical government services (Thusong & CDW Programmes) Provide support to Municipalities with ward committee functionality, communication strategies and the development of ward operational plans Conduct information sessions with communities on topics such as HIV& AIDS, crime, drug abuse, know your service rights, domestic violence, and women empowerment |



PART B

Wes-Kaap
Regering
Plaaslike Regering

BETER



7. BUDGET PROGRAMME STRUCTURE

Local Government Programme Structure

| | |
|---|--|
| Administration | 1.1. Office of the MEC 1.2. Corporate Services |
| Local Governance | 2.1. Municipal Administration 2.2. Public Participation 2.3. Capacity Development 2.4. Municipal Performance Monitoring, Reporting and Evaluation 2.5. Service Delivery Integration 2.6. Community Development Worker Programme |
| Development and Planning | 3.1. Municipal Infrastructure 3.2. Disaster Management 3.3. Integrated Development Planning |
| Traditional Institutional Management ¹ | 4.1 Traditional Institutional Administration |

¹ The Department has activated Programme 4, called Traditional Institutional Management. The National Department of Traditional Affairs has introduced a Bill to Parliament. Once the Act has been promulgated the Department will develop deliverables for this Programme.

- The Department's Budget Programme Structure adheres to the National Structure for Cooperative Governance and Traditional Affairs with the following exceptions: Sub-Programme Municipal Finance (Under programme 2: Local Governance) is addressed by Provincial Treasury, Service Delivery Integration and Community Development Worker Programme is additional to the national structure, Sub-programme Local Economic Development (under Programme 3: Development and Planning) is addressed by the Department Economic Development and Tourism, Sub-programme Spatial Planning (under Programme: Development and Planning) is addressed by Department Environmental Affairs and Development Planning. An indication of the specific sector indicators which fall within the functional areas of these Departments is outlined in the Annual Performance Plan (see page 66).

7.1 Departmental Summary of payments and estimates

| Programme R'000 | Outcome | | | Main appropriation | Adjusted appropriation | Revised estimate | Medium-Term Targets | | | |
|--|-------------------|-------------------|-------------------|-----------------------|---------------------------|---------------------|---|-------------------|-------------------|----------------|
| | Audited | Audited | Audited | | | | % Change from Revised esti- mate | 2016 / 2017 | 2017 / 2018 | |
| | 2011 / 2012 | 2012 / 2013 | 2013 / 2014 | | | | | | | |
| | 2014 / 2015 | 2014 / 2015 | 2014 / 2015 | | | | | | | |
| 1. Adminis- tration | 16 480 | 21 716 | 32 098 | 40 524 | 38 783 | 38 013 | 40 700 | 7.07 | 42 718 | 44 933 |
| 2. Local Governance | 89 603 | 99 529 | 94 746 | 102 854 | 116 050 | 116 050 | 107 453 | (7.41) | 113 496 | 119 092 |
| 3. Develop- ment and Planning | 23 742 | 39 364 | 45 218 | 45 371 | 44 296 | 45 066 | 52 235 | 15.91 | 52 911 | 55 556 |
| 4. Tradition- al Institu- tional Man- agement | | | | 1 | 1 | 1 | 1 | | 1 | 1 |
| Total payments and estimates | 129 825 | 160 609 | 172 062 | 188 750 | 199 130 | 199 130 | 200 389 | 0.63 | 209 126 | 219 582 |

Summary of payments and estimates by economic classification

| Economic classification R'000 | Outcome | | | Main appropriation | Adjusted appropriation | Revised estimate | Medium-Term Targets | | | |
|--------------------------------------|----------------|----------------|----------------|--------------------|------------------------|------------------|--------------------------------|----------------|----------------|----------------|
| | Audited | Audited | Audited | | | | % Change from Revised estimate | 2016 / 2017 | 2017 / 2018 | |
| | 2011 / 2012 | 2012 / 2013 | 2013 / 2014 | | | | | | | 2014 / 2015 |
| Current payments | 116 675 | 142 868 | 156 353 | 178 952 | 173 307 | 172 163 | 190 834 | 10.84 | 199 520 | 209 494 |
| Compensation of employees | 84 262 | 103 104 | 117 410 | 135 593 | 128 593 | 126 500 | 145 073 | 14.68 | 147 892 | 155 543 |
| Goods and services | 32 386 | 39 764 | 38 943 | 43 359 | 44 608 | 45 659 | 45 761 | 0.22 | 51 628 | 53 951 |
| Interest and rent on land | 27 | | | | | 4 | | (100.00) | | |
| Transfers and subsidies to | 8 984 | 13 996 | 9486 | 5 643 | 21 578 | 21 734 | 6 400 | (70.55) | 6 288 | 6 602 |
| Provinces and Municipalities | 5 886 | 12 563 | 8 146 | 4 675 | 20 559 | 20 559 | 4 928 | (76.03) | 5 199 | 5 459 |
| Departmental agencies and accounts | 1 365 | 336 | 370 | 375 | 379 | 379 | 402 | 6.07 | 424 | 445 |
| Higher Education Institutions | | | 200 | | | | | | | |
| Non-profit Institutions | 1 665 | 926 | 587 | 593 | 593 | 593 | 630 | 6.24 | 665 | 698 |
| Households | 68 | 171 | 183 | | 47 | 203 | 440 | 116.75 | | |
| Payments for capital assets | 3 964 | 3 514 | 6 075 | 4 055 | 4 102 | 5 043 | 3 055 | (36.42) | 3 213 | 3375 |
| Buildings and other fixed structures | | 79 | | | | | | | | |
| Machinery and equipment | 3 795 | 3 435 | 5 882 | 3 958 | 3 972 | 4 913 | 3 055 | (37.82) | 3 213 | 3 375 |
| Software and other intangible assets | 169 | | 193 | 97 | 130 | 130 | | (100.00) | | |
| Payments for financial assets | 202 | 231 | 148 | 100 | 143 | 190 | 100 | (47.37) | 105 | 111 |
| Total economic classification | 129 825 | 160 609 | 172 062 | 188 750 | 199 130 | 199 130 | 200 389 | 0.63 | 209 126 | 219 582 |

8. STRATEGIC OBJECTIVES AND PERFORMANCE INDICATORS

8.1 Programme 1: Administration

Sub-Programme 1: Corporate Services

Purpose:

To provide overall management in the Department in accordance with all applicable acts and policies

Strategic Objective

| | |
|---------------------|---|
| Strategic Objective | To partner with programmes so they can meet their service delivery requirements |
| Objective statement | To provide strategic support, strategic planning, financial management support and advisory services in partnership with Programme 2 and Programme 3, so that they can meet their service delivery requirements |
| Baseline | <ul style="list-style-type: none"> 20 strategic reports submitted to relevant authorities 40 financial reports submitted to relevant authorities |

Strategic Objective Indicator Annual Targets for 2015/16

| STRATEGIC GOAL | | Efficient and effective department that delivers quality services | | | | | | | |
|--|---------------------------------|---|--|-------------|-------------|-----------------------|---------------------|--------------------|--------------------|
| Strategic Objective | Strategic Objective Indicator | Strategic Plan Target (2015-2020) | Audited/Actual Performance Information | | | Estimated Performance | Medium-Term Targets | | |
| | | | 2011 / 2012 | 2012 / 2013 | 2013 / 2014 | Current 2014 / 2015 | Year 1 2015 / 2016 | Year 2 2016 / 2017 | Year 3 2017 / 2018 |
| 1. To partner with programmes so they can meet their service delivery requirements | Submission of strategic reports | 24 | - | 3 | 3 | 4 | 8 | 8 | 8 |

Programme Performance Indicators Annual Targets for 2015/16

| STRATEGIC OBJECTIVE | To partner with programmes so they can meet their service delivery requirements | | | | | | |
|---|---|-------------|-------------|-----------------------|---------------------|--------------------|--------------------|
| Programme Performance Indicators | Audited/Actual Performance Information | | | Estimated Performance | Medium-Term Targets | | |
| | 2011 / 2012 | 2012 / 2013 | 2013 / 2014 | Current 2014 / 2015 | Year 1 2015 / 2016 | Year 2 2016 / 2017 | Year 3 2017 / 2018 |
| 1.1 Submission of Annual Performance Plan | - | 1 | 1 | 1 | 1 | 1 | 1 |
| 1.2 Submission of Quarterly Performance Reports | - | 4 | 4 | 4 | 4 | 4 | 4 |
| 1.3 Submission of Annual Report | - | 1 | 1 | 1 | 1 | 1 | 1 |
| 1.4 Programme impact evaluation reports | - | - | - | 2 | 2 | 2 | 2 |

Quarterly Targets for 2015/16

| Programme Performance Indicators | PSG Linkage | Reporting Period | Annual Target 2015/16 | Quarterly Targets | | | |
|---|-------------|------------------|-----------------------|-------------------|-----|-----|-----|
| | | | | 1st | 2nd | 3rd | 4th |
| 1.1 Submission of Annual Performance Plan | PSG 5 | Annual | 1 | - | - | - | 1 |
| 1.2 Submission of Quarterly Performance Reports | PSG 5 | Quarterly | 4 | 1 | 1 | 1 | 1 |
| 1.3 Submission of Annual Report | PSG 5 | Annual | 1 | - | 1 | - | - |
| 1.4 Programme impact evaluation reports | PSG 5 | Annual | 2 | - | - | - | 2 |

STRATEGIC OVERVIEW

Strategic Objective Indicator Annual Targets for 2015/16

| STRATEGIC GOAL | | Efficient and effective department that delivers quality services | | | | | | | |
|--|---------------------------------|---|--|-------------|-------------|-----------------------|---------------------|--------------------|--------------------|
| Strategic Objective | Strategic Objective Indicator | Strategic Plan Target (2015 / 2020) | Audited/Actual Performance Information | | | Estimated Performance | Medium-Term Targets | | |
| | | | 2011 / 2012 | 2012 / 2013 | 2013 / 2014 | Current 2014 / 2015 | Year 1 2015 / 2016 | Year 2 2016 / 2017 | Year 3 2017 / 2018 |
| 1. To partner with programmes so they can meet their service delivery requirements | Submission of strategic reports | 24 | - | 3 | 3 | 4 | 8 | 8 | 8 |

Programme Performance Indicators Annual Targets for 2015/16

| STRATEGIC OBJECTIVE | To partner with programmes so they can meet their service delivery requirements | | | | | | | |
|--|---|-------------|-------------|-----------------------|---------------------|--------------------|--------------------|--|
| Programme Performance Indicators | Audited/Actual Performance Information | | | Estimated Performance | Medium-Term Targets | | | |
| | 2011 / 2012 | 2012 / 2013 | 2013 / 2014 | Current 2014 / 2015 | Year 1 2015 / 2016 | Year 2 2016 / 2017 | Year 3 2017 / 2018 | |
| 2.1 In-year monitoring reports submitted to PT | - | - | - | 12 | 12 | 12 | 12 | |
| 2.2 Properly costed budget aligned with APP/Strategic Plan | - | 1 | 1 | 1 | 1 | 1 | 1 | |
| 2.3 Submission of Annual Financial Statements | 1 | 1 | 1 | 1 | 1 | 1 | 1 | |
| 2.4 Submission of Interim Financial Statements | 4 | 4 | 4 | 4 | 4 | 4 | 4 | |

Quarterly Targets for 2015/16

| Programme Performance Indicators | PSG Linkage | Reporting Period | Annual Target 2015/16 | Quarterly Targets | | | |
|--|-------------|------------------|-----------------------|-------------------|-----|-----|-----|
| | | | | 1st | 2nd | 3rd | 4th |
| 2.1 In-year monitoring reports submitted to PT | PSG 5 | Quarterly | 12 | 3 | 3 | 3 | 3 |
| 2.2 Properly costed budget aligned with APP/Strategic Plan | PSG 5 | Annual | 1 | - | - | - | 1 |
| 2.3 Submission of Annual Financial Statements | PSG 5 | Annual | 1 | - | - | 1 | - |
| 2.4 Submission of Interim Financial Statements | PSG 5 | Quarterly | 4 | 1 | 1 | 1 | 1 |

Programme 1: Expenditure trends analysis

The programme's 2015/16 budget allocation increased by 8.58 per cent from the revised estimates related to the 2014/15 financial year due to additional funds received for the Internal Control component within the office of the CFO. Provision was made for normal inflationary adjustments over the MTEF.

Summary of payments and estimates – Programme 1: Administration

| Sub-programme R'000 | Outcome | | | Main appropriation | Adjusted appropriation | Revised estimate | Medium-Term Targets | | | |
|-------------------------------------|---------------|---------------|---------------|--------------------|------------------------|------------------|--------------------------------|-------------|---------------|---------------|
| | Audited | Audited | Audited | | | | % Change from Revised estimate | 2016 / 2017 | 2017 / 2018 | |
| | 2011 / 2012 | 2012 / 2013 | 2013 / 2014 | | | | | | | 2015 / 2016 |
| 1. Office of the MEC | | 221 | | | | | | | | |
| 2. Corporate Services | 16 480 | 21 495 | 32 098 | 40 524 | 38 783 | 38 013 | 40 700 | 7.07 | 42 718 | 44 933 |
| Total payments and estimates | 16 480 | 21 716 | 32 098 | 40 524 | 38 783 | 38 013 | 40 700 | 7.07 | 42 718 | 44 933 |

PART B

Summary of payments and estimates by economic classification - Programme 1: Administration

| Economic classification R'000 | Outcome | | | Main appropriation | Adjusted appropriation | Revised estimate | Medium-Term Targets | | | |
|--------------------------------------|---------------|---------------|---------------|--------------------|------------------------|------------------|--------------------------------|-----------------|---------------|---------------|
| | Audited | Audited | Audited | | | | % Change from Revised estimate | 2016 / 2017 | 2017 / 2018 | |
| | 2011 / 2012 | 2012 / 2013 | 2013 / 2014 | | | | | | | 2014 / 2015 |
| Current payments | 13 142 | 19 741 | 27 600 | 36 369 | 34 825 | 33 128 | 37 859 | 14.28 | 39 721 | 41 785 |
| Compensation of employees | 7 134 | 11 240 | 18 078 | 22 626 | 20 809 | 20 631 | 25 204 | 22.17 | 26 175 | 27 716 |
| Goods and services | 6 000 | 8 501 | 9 522 | 13 743 | 14 016 | 12 493 | 12 655 | 1.30 | 13 546 | 14.069 |
| Interest and rent on land | 8 | | | | | 4 | | (100.00) | | |
| Transfers and subsidies to | 50 | 144 | 82 | | 10 | 10 | | (100.00) | | |
| Departmental agencies and accounts | 50 | | | | 4 | 4 | | (100.00) | | |
| Households | | 144 | 82 | | 6 | 6 | | (100.00) | | |
| Payments for capital assets | 3 086 | 1 600 | 4 268 | 4 055 | 3 805 | 4 732 | 2 741 | 42.08 | 2 892 | 3 037 |
| Buildings and other fixed structures | | 79 | | | | | | | | |
| Machinery and equipment | 2 917 | 1 521 | 4 118 | 3 958 | 3 675 | 4 602 | 2 741 | (40.44) | 2 892 | 3 037 |
| Software and other intangible assets | 169 | | 150 | 97 | 130 | 130 | | (100.00) | | |
| Payments for financial assets | 202 | 231 | 148 | 100 | 143 | 143 | 100 | (30.07) | 105 | 111 |
| Total economic classification | 16 480 | 21 716 | 32 098 | 40 524 | 38 783 | 38 013 | 40 700 | 7.07 | 42 718 | 44 933 |

8.2. Programme 2: Local Governance

Purpose:

To promote viable and sustainable developmental local governance, integrated and sustainable planning and community participation in development processes

8.2.1 Sub-Programmes: Municipal Administration: Municipal Governance and Specialised Support

Purpose:

To provide management and support services to local government within a regulatory framework.

Strategic Objective

| | |
|---------------------|---|
| Strategic Objective | To promote good governance in Municipalities |
| Objective statement | To develop legislation and provide assistance on governance issues in response to the needs of Municipalities |
| Baseline | <ul style="list-style-type: none"> 3 Provincial Acts and 4 standard By-laws 24 Municipalities supported with the development of anti-corruption strategies and campaigns, 6 interventions at Municipalities experiencing governance issues |

Strategic Objective Indicator Annual Targets for 2015/16

| STRATEGIC GOAL | Well-governed and capacitated Municipalities that deliver services to all | | | | | | | | |
|---|---|-------------------------------------|--|-------------|-------------|-----------------------|---------------------|--------------------|--------------------|
| Strategic Objective | Strategic Objective Indicator | Strategic Plan Target (2015 / 2020) | Audited/Actual Performance Information | | | Estimated Performance | Medium-Term Targets | | |
| | | | 2011 / 2012 | 2012 / 2013 | 2013 / 2014 | Current 2014 / 2015 | Year 1 2015 / 2016 | Year 2 2016 / 2017 | Year 3 2017 / 2018 |
| 1. To promote good governance in Municipalities | Decision-making initiatives enhanced | 155 | 1 | 1 | 2 | - | 50 | 50 | 55 |

**Programme Performance Indicators
Annual Targets for 2015/16**

| STRATEGIC OBJECTIVE | To promote good governance in Municipalities | | | | | | |
|---|--|-------------|-------------|-----------------------|---------------------|--------------------|--------------------|
| | Audited/Actual Performance Information | | | Estimated Performance | Medium-Term Targets | | |
| | 2011 / 2012 | 2012 / 2013 | 2013 / 2014 | Current 2014 / 2015 | Year 1 2015 / 2016 | Year 2 2016 / 2017 | Year 3 2017 / 2018 |
| 1.1 Assessment reports on the functionality of Municipal Public Accounts Committee (MPAC) | - | - | - | - | 10 | 10 | 10 |
| 1.2 Support initiative to improve MPAC functionality | - | - | - | - | 1 | 1 | 1 |
| 1.3 Assessment reports of decision-making processes in Municipal Councils | - | - | - | - | 10 | 10 | 10 |
| 1.4 Good Governance Practice notes | - | - | - | - | 2 | 2 | 2 |
| 1.5 Roles and Responsibilities Workshops for Municipalities | - | - | - | - | 2 | 2 | 2 |
| 1.6 Legal support actions provided to Municipalities | - | - | - | - | 15 | 15 | 15 |
| 1.7 Assessments of Code of Conduct Matters ² | - | - | - | - | - | - | - |
| 1.8 Municipalities supported through legislation development | - | - | - | - | 5 | 5 | 5 |
| 1.9 Appointments assessed in accordance with the Municipal Systems Act | - | - | - | - | 5 | 5 | 10 |

² Indicator is demand-driven, hence target is not set

Programme Performance Indicators Annual Targets for 2015/16

| STRATEGIC GOAL | Well-governed and capacitated Municipalities that deliver services to all | | | | | | |
|---|---|-------------|-------------|-----------------------|---------------------|--------------------|--------------------|
| Programme Performance Indicator | Audited/Actual Performance Information | | | Estimated Performance | Medium-Term Targets | | |
| | 2011 / 2012 | 2012 / 2013 | 2013 / 2014 | Current 2014 / 2015 | Year 1 2015 / 2016 | Year 2 2016 / 2017 | Year 3 2017 / 2018 |
| 1.10 Informal Interventions | 7 | 4 | 1 | - | - | - | - |
| 1.11 Formal interventions - S139 of the Constitution | - | - | 1 | - | - | - | - |
| 1.12 Formal investigation in terms of section 106 of the Municipal System Act (S106 of MSA) and the Western Cape Monitoring and Support of the Municipalities Act (WC MSMA) | - | - | - | - | - | - | - |

- Indicators 1.10 to 1.12 are demand-driven, hence no targets are projected

Quarterly Targets for 2015/16

| Programme Performance Indicators | PSG Linkage | Reporting Period | Annual Target 2015/16 | Quarterly Targets | | | |
|---|-------------|------------------|-----------------------|-------------------|-----|-----|-----|
| | | | | 1st | 2nd | 3rd | 4th |
| 1.1 Assessment reports on the functionality of Municipal Public Accounts Committee (MPAC) | PSG 5 | Quarterly | 10 | 2 | 2 | 3 | 3 |
| 1.2 Support initiative to improve MPAC functionality | PSG 5 | Annual | 1 | - | - | - | 1 |
| 1.3 Assessment reports of decision-making processes in Municipal Councils | PSG 5 | Quarterly | 10 | 2 | 2 | 3 | 3 |
| 1.4 Good Governance Practice notes | PSG 5 | Annual | 2 | - | - | - | 2 |
| 1.5 Roles and Responsibilities workshops for Municipalities | PSG 5 | Annual | 2 | - | 1 | - | 1 |
| 1.6 Legal support actions provided to Municipalities | PSG 5 | Quarterly | 15 | 3 | 4 | 4 | 4 |
| 1.7 Assessments of Code of Conduct Matters ⁴ | PSG 5 | Annual | - | - | - | - | - |

PART B

| Programme Performance Indicators | PSG Linkage | Reporting Period | Annual Target 2015/16 | Quarterly Targets | | | |
|---|-------------|------------------|-----------------------|-------------------|-----|-----|-----|
| | | | | 1st | 2nd | 3rd | 4th |
| 1.8 Municipalities supported through legislation development | PSG 5 | Quarterly | | 1 | 1 | 1 | 2 |
| 1.9 Appointments assessed in accordance with the Municipal Systems Act | PSG 5 | Quarterly | 5 | 1 | 1 | 1 | 2 |
| 1.10 Informal interventions | PSG 5 | Annual | - | - | - | - | - |
| 1.11 Formal interventions - S139 of the Constitution | PSG 5 | Annual | - | - | - | - | - |
| 1.12 Formal investigation in terms of section 106 of the Municipal System Act (S106 of MSA) and the Western Cape Monitoring and Support of the Municipalities Act (WC MSMA) | PSG 5 | Annual | - | - | - | - | - |

⁴ Indicator is demand-driven, hence target is not set

- Indicators 1.10 to 1.12 are demand-driven, hence no targets are projected

Nationally Prescribed Indicators

| Programme Performance Indicators | Audited/Actual Performance Information | | | Estimated Performance | Medium-Term Targets | | |
|---|--|-------------|-------------|-----------------------|---------------------|--------------------|--------------------|
| | 2011 / 2012 | 2012 / 2013 | 2013 / 2014 | Current 2014 / 2015 | Year 1 2015 / 2016 | Year 2 2016 / 2017 | Year 3 2017 / 2018 |
| 1. Number of Municipalities supported to comply with MSA regulations ⁶ | - | - | - | - | - | - | - |
| 2. Report on functional Provincial Anti-Corruption technical working groups developed | - | - | - | - | 1 | 1 | 1 |
| 3. Number of reports on fraud, corruption and maladministration cases reported and investigated | - | - | - | - | 1 | 1 | 1 |

⁶This indicator will be covered by indicator 1.9

8.2.2 Sub-Programme: Public Participation

Purpose:

To enhance community participation and delivery at local level and to strengthen relations between local government and the community

Strategic Objectives

| | |
|---------------------|---|
| Strategic Objective | To strengthen public participation through effective communication between Municipalities and communities |
| Objective statement | To strengthen public participation through effective communication between Municipalities and communities |
| Baseline | <ul style="list-style-type: none"> 25 Municipalities supported with ward committee functionality 18 Municipalities supported with communication initiatives |
| Strategic Objective | To provide support and capacity-building initiatives to Municipalities |
| Objective statement | To improve the capacity of Municipalities to deliver on their mandate through providing technical support and advisory services |
| Baseline | <ul style="list-style-type: none"> 29 Municipalities supported with capacity-building initiatives 24 Municipalities supported with the implementation of The Municipal Property Rates Act |

Strategic Objective Indicator Annual Targets for 2015/16

| STRATEGIC GOAL | | Unlocked opportunities through improved access to government services and active community participation | | | | | | | |
|--|---|--|--|-------------|-------------|-----------------------|---------------------|--------------------|--------------------|
| Strategic Objective | Strategic Objective Indicator | Strategic Plan Target (2015 / 2020) | Audited/Actual Performance Information | | | Estimated Performance | Medium-Term Targets | | |
| | | | 2011 / 2012 | 2012 / 2013 | 2013 / 2014 | Current 2014 / 2015 | Year 1 2015 / 2016 | Year 2 2016 / 2017 | Year 3 2017 / 2018 |
| 1. To strengthen public participation through effective communication between Municipalities and communities | Initiatives to improve Public Participation in Municipalities | 40 | 1 | 4 | 4 | 4 | 14 | 13 | 13 |

**Programme Performance Indicators
Annual Targets for 2015/16**

| STRATEGIC OBJECTIVE | To strengthen public participation through effective communication between Municipalities and communities | | | | | | |
|--|---|-------------|-------------|-----------------------|---------------------|--------------------|--------------------|
| | Audited/Actual Performance Information | | | Estimated Performance | Medium-Term Targets | | |
| | 2011 / 2012 | 2012 / 2013 | 2013 / 2014 | Current 2014 / 2015 | Year 1 2015 / 2016 | Year 2 2016 / 2017 | Year 3 2017 / 2018 |
| 1.1 Municipalities supported with ward committee training | - | 18 | 9 | 8 | 8 | 25 | 8 |
| 1.2 Municipalities supported with ward committee establishment ⁷ | - | - | - | - | - | 25 | - |
| 1.3 Municipalities supported with ward committee functionality | 21 | 4 | 10 | 8 | 8 | 5 | 8 |
| 1.4 Municipalities supported with the development and review of ward committee operational plans | - | 8 | 11 | 8 | 10 | - | 15 |
| 1.5 Impact assessments of the ward participatory system | - | - | - | - | 5 | - | - |
| 1.6 Communication training initiatives provided to Municipalities | - | 12 | 8 | 6 | 5 | 5 | 5 |
| 1.7 Communication support initiatives provided to Municipalities | - | - | - | - | 5 | 5 | 5 |

⁷Target can only be set after the local government elections

Quarterly Targets for 2015/16

| Programme Performance Indicators | PSG Linkage | Reporting Period | Annual Target 2015/16 | Quarterly Targets | | | |
|--|-------------|------------------|-----------------------|-------------------|-----|-----|-----|
| | | | | 1st | 2nd | 3rd | 4th |
| 1.1 Municipalities supported with ward committee training | PSG 5 | Quarterly | 8 | - | 4 | 2 | 2 |
| 1.2 Municipalities supported with ward committee establishment ⁸ | PSG 5 | - | - | - | - | - | - |
| 1.3 Municipalities supported with ward committee functionality | PSG 5 | Quarterly | 8 | 2 | 2 | 2 | 2 |
| 1.4 Municipalities supported with the development and review of ward committee operational plans | PSG 5 | Quarterly | 10 | 3 | 3 | 2 | 2 |
| 1.5 Impact assessments of the ward participatory system | PSG 5 | Quarterly | 5 | - | 2 | 3 | - |
| 1.6 Communication training initiatives provided to Municipalities | PSG 5 | Quarterly | 5 | - | - | 2 | 3 |
| 1.7 Communication support initiatives provided to Municipalities | PSG 5 | Annual | 5 | - | - | - | 5 |

⁸Target can only be set after the local government elections

**Strategic Objective Indicator
Annual Targets for 2015/16**

| STRATEGIC GOAL | Unlocked opportunities through improved access to government services and active community participation | | | | | | | | |
|---|--|-------------------------------------|--|-------------|-------------|--|---------------------|--------------------|--------------------|
| Strategic Objective | Strategic Objective Indicator | Strategic Plan Target (2015 / 2020) | Audited/Actual Performance Information | | | Estimated Performance Current 2014 / 2015 | Medium-Term Targets | | |
| | | | 2011 / 2012 | 2012 / 2013 | 2013 / 2014 | | Year 1 2015 / 2016 | Year 2 2016 / 2017 | Year 3 2017 / 2018 |
| 2. To provide support and capacity-building initiatives to Municipalities | Capacity-building initiatives on gender mainstreaming | 9 | - | - | - | 4 | 3 | 3 | 3 |

PART B

Programme Performance Indicators Annual Targets for 2015/16

| STRATEGIC OBJECTIVE | To provide support and capacity-building initiatives to Municipalities | | | | | | |
|---|--|-------------|-------------|-----------------------|---------------------|--------------------|--------------------|
| Programme Performance Indicator | Audited/Actual Performance Information | | | Estimated Performance | Medium-Term Targets | | |
| | 2011 / 2012 | 2012 / 2013 | 2013 / 2014 | Current 2014 / 2015 | Year 1 2015 / 2016 | Year 2 2016 / 2017 | Year 3 2017 / 2018 |
| 2.1 Municipalities supported with capacity-building initiatives on gender mainstreaming | - | - | - | 4 | 3 | 3 | 3 |

Quarterly Target for 2015/16

| Programme Performance Indicator | PSG Linkage | Reporting Period | Annual Target 2015/16 | Quarterly Targets | | | |
|---|-------------|------------------|-----------------------|-------------------|-----|-----|-----|
| | | | | 1st | 2nd | 3rd | 4th |
| 2.1 Municipalities supported with capacity-building initiatives on gender mainstreaming | PSG 5 | Quarterly | 3 | 1 | 1 | 1 | - |

Nationally Prescribed Indicators

| Programme Performance Indicators | Audited/Actual Performance Information | | | Estimated Performance | Medium-Term Targets | | |
|---|--|-------------|-------------|-----------------------|---------------------|--------------------|--------------------|
| | 2011 / 2012 | 2012 / 2013 | 2013 / 2014 | Current 2014 / 2015 | Year 1 2015 / 2016 | Year 2 2016 / 2017 | Year 3 2017 / 2018 |
| 1. Number of work opportunities created through the Community Work Programme in Municipalities ⁹ | - | - | 7 748 | - | - | - | - |
| 2. Number of ward committees supported on implementation of ward operational plans ¹⁰ | - | - | - | - | - | - | - |

⁹ The national Department of Co-operative Governance is implementing a CWP programme in Western Cape Municipalities and the Department is playing an oversight role.

¹⁰ This indicator is covered by the provincial indicator 1.4

| Programme Performance Indicator | Audited/Actual Performance Information | | | Estimated Performance | Medium-Term Targets | | |
|---|--|-------------|-------------|-----------------------|---------------------|--------------------|--------------------|
| | 2011 / 2012 | 2012 / 2013 | 2013 / 2014 | Current 2014 / 2015 | Year 1 2015 / 2016 | Year 2 2016 / 2017 | Year 3 2017 / 2018 |
| 3. Number of Municipalities supported on the development of a ward-level database with community concerns and remedial actions produced | - | - | - | - | - | - | - |
| 4. Report on the number of community report back meetings convened by councillors in each ward | - | - | - | - | 1 | 1 | 1 |
| 5. Number of Municipalities supported to roll-out gender policy framework ¹¹ | - | - | - | - | - | - | - |

¹¹ This indicator is covered by the provincial indicator 2.1

8.2.3 Sub-Programme: Capacity Development

Purpose:

To capacitate Municipalities to deliver effective services

Strategic Objective

| | |
|---------------------|---|
| Strategic Objective | To provide support and capacity-building initiatives to Municipalities |
| Objective statement | To improve the capacity of Municipalities to deliver on their mandate through providing technical support and advisory services |
| Baseline | <ul style="list-style-type: none"> 29 Municipalities supported with capacity-building initiatives 24 Municipalities supported with the implementation of Municipal Property Rates Act |

STRATEGIC OVERVIEW

Strategic Objective Indicator Annual Targets for 2015/16

| STRATEGIC GOAL | Well-governed and capacitated Municipalities that deliver services to all | | | | | | | | |
|---|---|-------------------------------------|--|-------------|-------------|-----------------------|---------------------|--------------------|--------------------|
| Strategic Objective | Strategic Objective Indicator | Strategic Plan Target (2015 / 2020) | Audited/Actual Performance Information | | | Estimated Performance | Medium-Term Targets | | |
| | | | 2011 / 2012 | 2012 / 2013 | 2013 / 2014 | Current 2014 / 2015 | Year 1 2015 / 2016 | Year 2 2016 / 2017 | Year 3 2017 / 2018 |
| 1. To provide support and capacity-building initiatives to Municipalities | Programmes implemented to support and capacitate Municipalities | 7 | 1 | 1 | 1 | 3 | 3 | 2 | 2 |

Programme Performance Indicators Annual Targets for 2015/16

| STRATEGIC OBJECTIVE | To provide support and capacity-building initiatives to Municipalities | | | | | | |
|--|--|-------------|-------------|-----------------------|---------------------|--------------------|--------------------|
| Programme Performance Indicator | Audited/Actual Performance Information | | | Estimated Performance | Medium-Term Targets | | |
| | 2011 / 2012 | 2012 / 2013 | 2013 / 2014 | Current 2014 / 2015 | Year 1 2015 / 2016 | Year 2 2016 / 2017 | Year 3 2017 / 2018 |
| 1.1 Municipalities supported through targeted and integrated capacity-building initiatives | 9 | 7 | 7 | 16 | 10 | 10 | 10 |
| 1.2 Initiatives to support Municipalities with enhancement of ICT | - | - | - | - | 3 | - | - |
| 1.3 Municipal training programmes implemented | - | - | - | 3 | 1 | 1 | 1 |

Quarterly Targets for 2015/16

| Programme Performance Indicators | PSG Linkage | Reporting Period | Annual Target 2015/16 | Quarterly Targets | | | |
|--|-------------|------------------|-----------------------|-------------------|-----|-----|-----|
| | | | | 1st | 2nd | 3rd | 4th |
| 1.1 Municipalities supported through targeted and integrated capacity-building initiatives | PSG 5 | Quarterly | 10 | - | - | 5 | 5 |
| 1.2 Initiatives to support Municipalities with enhancement of ICT | PSG 5 | Quarterly | 3 | - | - | 1 | 2 |
| 1.3 Municipal training programmes implemented | PSG 5 | Annual | 1 | - | - | - | 1 |

Nationally Prescribed Indicators

| Programme Performance Indicator | Audited/Actual Performance Information | | | Estimated Performance | Medium-Term Targets | | |
|---|--|-------------|-------------|-----------------------|---------------------|--------------------|--------------------|
| | 2011 / 2012 | 2012 / 2013 | 2013 / 2014 | Current 2014 / 2015 | Year 1 2015 / 2016 | Year 2 2016 / 2017 | Year 3 2017 / 2018 |
| 1. Number of Municipalities supported to institutionalise performance management system (PMS) | - | 21 | - | - | - | - | - |
| 2. Number of capacity-building interventions conducted in Municipalities ¹¹ | - | - | - | - | - | - | - |
| 3. Number of Municipalities guided to comply with MPRA | - | 25 | 25 | 25 | 25 | 25 | 25 |

¹¹ This indicator will be covered by the Provincial indicator 1.1

8.2.4 Sub-Programme: Municipal Performance Monitoring, Reporting and Evaluation

Purpose:

To monitor and evaluate municipal performance

Strategic Objective

| | |
|---------------------|---|
| Strategic Objective | To monitor and evaluate municipal performance |
| Objective statement | To monitor and evaluate municipal performance in line with the legislative requirements and to support Municipalities to meet their reporting requirements. |
| Baseline | 120 reports on municipal performance |

Strategic Objective Indicator Annual Targets for 2015/16

| STRATEGIC GOAL | | Well-governed and capacitated Municipalities that deliver services to all | | | | | | | |
|--|--|---|--|-------------|-------------|--|---------------------|--------------------|--------------------|
| Strategic Objective | Strategic Objective Indicator | Strategic Plan Target (2015 / 2020) | Audited/Actual Performance Information | | | Estimated Performance Current 2014 / 2015 | Medium-Term Targets | | |
| | | | 2011 / 2012 | 2012 / 2013 | 2013 / 2014 | | Year 1 2015 / 2016 | Year 2 2016 / 2017 | Year 3 2017 / 2018 |
| 1. To monitor and evaluate municipal performance | Municipal performance monitoring initiatives | 21 | 1 | 1 | 1 | 3 | 7 | 7 | 7 |

Programme Performance Indicators Annual Targets for 2015/16

| STRATEGIC OBJECTIVE | To monitor and evaluate municipal performance | | | | | | |
|---|---|-------------|-------------|-----------------------|---------------------|--------------------|--------------------|
| | Audited/Actual Performance Information | | | Estimated Performance | Medium-Term Targets | | |
| | 2011 / 2012 | 2012 / 2013 | 2013 / 2014 | Current 2014 / 2015 | Year 1 2015 / 2016 | Year 2 2016 / 2017 | Year 3 2017 / 2018 |
| 1.1 Quarterly Municipal Performance Reports produced | 4 | 4 | 112 | 4 | 4 | 4 | 4 |
| 1.2 Sec 57 Performance agreements assessed against Service Delivery & Budget Implementation Plans (SDBIP) | - | - | - | 60 | 80 | 80 | 80 |
| 1.3 Assessment of draft Municipal SDBIPs | - | - | - | - | 30 | 30 | 30 |
| 1.4 Assessment reports of Municipal Section 46 Reports | - | - | - | - | 30 | 30 | 30 |

Quarterly Targets for 2015/16

| Programme Performance Indicators | PSG Linkage | Reporting Period | Annual Target 2015/16 | Quarterly Targets | | | |
|---|-------------|------------------|-----------------------|-------------------|-----|-----|-----|
| | | | | 1st | 2nd | 3rd | 4th |
| 1.1 Quarterly Municipal Performance Reports produced | PSG 5 | Quarterly | 4 | 1 | 1 | 1 | 1 |
| 1.2 Sec 57 Performance agreements assessed against Service Delivery & Budget Implementation Plans (SDBIP) | PSG 5 | Quarterly | 80 | - | - | 40 | 40 |
| 1.3 Assessment of draft Municipal SDBIPs | PSG 5 | Annual | 30 | - | - | - | 30 |
| 1.4 Assessment reports of Municipal Section 46 Reports | PSG 5 | Annual | 30 | - | 30 | - | - |

Nationally Prescribed Indicators

| Programme Performance Indicators | Audited/Actual Performance | | | Estimated Performance | Medium-Term Targets | | |
|---|----------------------------|-------------|-------------|-----------------------|---------------------|--------------------|--------------------|
| | 2011 / 2012 | 2012 / 2013 | 2013 / 2014 | Current 2014 / 2015 | Year 1 2015 / 2016 | Year 2 2016 / 2017 | Year 3 2017 / 2018 |
| 1. Number of municipal performance reports compiled as per the requirements of Section 47 of the Municipal System Act (MSA) | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| 2. Number of Municipalities assessed against service delivery bench marks | - | - | - | - | - | - | - |
| 3. Number of Municipalities supported through Support Monitoring and Intervention Plans (SMIPs) | - | - | - | - | 10 | 10 | - |
| 4. Number of Municipalities supported to implement indigent policies | - | - | - | - | 8 | 8 | 9 |

8.2.5 Sub-Programme: Service Delivery Integration

Purpose:

To manage the Thusong programme and support co-operative governance between the three spheres of government

Strategic Objectives

| | |
|---------------------|---|
| Strategic Objective | To co-ordinate improved access to government information, services and socio-economic opportunities |
| Objective statement | To provide communities with access to government information and services |
| Baseline | 93% coverage reached through the Thusong Programme, |

| | |
|---------------------|---|
| Strategic Objective | To support co-operative governance between the three spheres of government |
| Objective statement | To support co-operative governance between three spheres of government through effective intergovernmental relations |
| Baseline | DCF and DCF technical structures are functioning in all districts and referrals are made between provincial and local spheres of government |

Strategic Objective Indicator Annual Targets for 2015/16

| STRATEGIC GOAL | Unlocked opportunities through improved access to government services and active community participation | | | | | | | | |
|--|--|-------------------------------------|--|-------------|-------------|--|---------------------|--------------------|--------------------|
| Strategic Objective | Strategic Objective Indicator | Strategic Plan Target (2015 / 2020) | Audited/Actual Performance Information | | | Estimated Performance Current 2014 / 2015 | Medium-Term Targets | | |
| | | | 2011 / 2012 | 2012 / 2013 | 2013 / 2014 | | Year 1 2015 / 2016 | Year 2 2016 / 2017 | Year 3 2017 / 2018 |
| 1. To co-ordinate improved access to government information services, and socio-economic opportunities | Projects implemented to improve access to government services | 16 | - | 2 | 2 | 3 | 6 | 5 | 5 |

PART B

Programme Performance Indicators Annual Targets for 2015/16

| STRATEGIC OBJECTIVE | To co-ordinate improved access to government information, services, and socio-economic opportunities | | | | | | |
|--|--|-------------|-------------|-----------------------|---------------------|--------------------|--------------------|
| Programme Performance Indicators | Audited/Actual Performance Information | | | Estimated Performance | Medium-Term Targets | | |
| | 2011 / 2012 | 2012 / 2013 | 2013 / 2014 | Current 2014 / 2015 | Year 1 2015 / 2016 | Year 2 2016 / 2017 | Year 3 2017 / 2018 |
| 1.1 Stakeholders participating in Thusong Programme | - | 18 | 15 | 15 | 17 | 17 | 17 |
| 1.2 Thusong outreach projects held | - | 41 | 28 | 24 | 30 | 30 | 30 |
| 1.3 Support actions to ensure effective functioning of the Thusong Programme | - | - | - | 6 | 4 | 4 | 4 |
| 1.4 District referral directories developed | - | - | - | - | 5 | 6 | 6 |
| 1.5 Thusong programme M&E framework | - | - | - | - | 1 | - | - |
| 1.6 Thusong capacity-building initiatives implemented | - | - | - | - | 4 | 4 | 4 |

Quarterly Targets for 2015/16

| Programme Performance Indicators | PSG Linkage | Reporting Period | Annual Target 2015/16 | Quarterly Targets | | | |
|--|-------------|------------------|-----------------------|-------------------|-----|-----|-----|
| | | | | 1st | 2nd | 3rd | 4th |
| 1.1 Stakeholders participating in Thusong Programme | PSG 5 | Annual | 17 | - | - | - | 17 |
| 1.2 Thusong outreach projects held | PSG 5 | Quarterly | 30 | 8 | 10 | 8 | 4 |
| 1.3 Support actions to ensure effective functioning of the Thusong Programme | PSG 5 | Annual | 4 | - | - | - | 4 |
| 1.4 District referral directories developed | PSG 5 | Annual | 5 | - | - | - | 5 |
| 1.5 Thusong programme M&E framework | PSG 5 | Annual | 1 | - | - | - | 1 |
| 1.6 Thusong capacity-building initiatives implemented | PSG 5 | Annual | 4 | - | - | - | 4 |

**Strategic Objective Indicator
Annual Targets for 2015/16**

| STRATEGIC GOAL | Unlocked opportunities for community through improved access to government services and active community participation | | | | | | | | |
|---|--|-------------------------------------|--|-------------|-------------|-----------------------|---------------------|--------------------|--------------------|
| Strategic Objective | Strategic Objective Indicator | Strategic Plan Target (2015 / 2020) | Audited/Actual Performance Information | | | Estimated Performance | Medium-Term Targets | | |
| | | | 2011 / 2012 | 2012 / 2013 | 2013 / 2014 | Current 2014 / 2015 | Year 1 2015 / 2016 | Year 2 2016 / 2017 | Year 3 2017 / 2018 |
| 2. To support co-operative governance between the three spheres of government | Initiatives Supporting co-operative governance between the three spheres of government | 9 | 2 | 3 | 3 | 3 | 3 | 3 | 3 |

**Programme Performance Indicators
Annual Targets for 2015/16**

| STRATEGIC OBJECTIVE | To support co-operative governance between the three spheres of government | | | | | | |
|---|--|-------------|-------------|-----------------------|---------------------|--------------------|--------------------|
| | Audited/Actual Performance Information | | | Estimated Performance | Medium-Term Targets | | |
| | 2011 / 2012 | 2012 / 2013 | 2013 / 2014 | Current 2014 / 2015 | Year 1 2015 / 2016 | Year 2 2016 / 2017 | Year 3 2017 / 2018 |
| 2.1 Case referrals on IGR issues | 31 | 41 | 49 | 40 | 45 | 45 | 45 |
| 2.2 Provincial intergovernmental meetings convened | 7 | 8 | 8 | 8 | 8 | 8 | 8 |
| 2.3 District Municipalities supported with IGR forums (DCF & DCFTech) | - | 23 | 10 | 5 | 5 | 5 | 5 |

Quarterly Targets for 2015/16

| Programme Performance Indicators | PSG Linkage | Reporting Period | Annual Target 2015/16 | Quarterly Targets | | | |
|---|-------------|------------------|-----------------------|-------------------|-----|-----|-----|
| | | | | 1st | 2nd | 3rd | 4th |
| 2.1 Case referrals on IGR issues | PSG 5 | Quarterly | 45 | 8 | 10 | 12 | 15 |
| 2.2 Provincial intergovernmental meetings convened | PSG 5 | Quarterly | 8 | 2 | 2 | 2 | 2 |
| 2.3 District Municipalities supported with IGR forums (DCF & DCFTech) | PSG 5 | Annual | 5 | - | - | - | 5 |

8.2.6 Sub-Programme: Community Development Worker Programme

Purpose:

To provide information to communities to access government services and to facilitate community access to socio-economic opportunities

Strategic Objective

| | |
|---------------------|---|
| Strategic Objective | To co-ordinate improved access to government information, services and socio-economic opportunities |
| Objective statement | To provide communities with access to government information and services |
| Baseline | <ul style="list-style-type: none"> 1 642 information sessions conducted in communities 73 900 cases referred to government services 182 community projects supported |

Strategic Objective Indicator Annual Targets for 2015/16

| STRATEGIC GOAL | Unlocked opportunities through improved access to government services and active community participation | | | | | | | | |
|---|--|-------------------------------------|--|-------------|-------------|--|---------------------|--------------------|--------------------|
| Strategic Objective | Strategic Objective Indicator | Strategic Plan Target (2015 / 2020) | Audited/Actual Performance Information | | | Estimated Performance Current 2014 / 2015 | Medium-Term Targets | | |
| | | | 2011 / 2012 | 2012 / 2013 | 2013 / 2014 | | Year 1 2015 / 2016 | Year 2 2016 / 2017 | Year 3 2017 / 2018 |
| 1. To co-ordinate improved access to government information services and socio-economic opportunities | Projects improving access to and information about government services | 15 | 5 | 5 | 5 | 5 | 5 | 5 | 5 |

PART B

Programme Performance Indicators Annual Targets for 2015/16

| STRATEGIC OBJECTIVE | To co-ordinate improved access to government information services, and socio economic opportunities | | | | | | |
|---|---|-------------|-------------|-----------------------|---------------------|--------------------|--------------------|
| Programme Performance Indicator | Audited/Actual Performance Information | | | Estimated Performance | Medium-Term Targets | | |
| | 2011 / 2012 | 2012 / 2013 | 2013 / 2014 | Current 2014 / 2015 | Year 1 2015 / 2016 | Year 2 2016 / 2017 | Year 3 2017 / 2018 |
| 1.1 Information sessions in communities conducted | 300 | 457 | 549 | 500 | 600 | 600 | 600 |
| 1.2 Partnerships with stakeholders | 12 | 15 | 12 | 20 | 20 | 20 | 20 |
| 1.3 Government initiatives supported by CDWs | 15 | 20 | 44 | 20 | 20 | 20 | 20 |
| 1.4 Case referrals to government services | 22 967 | 26 107 | 24 826 | 30 000 | 32 000 | 32 000 | 32 000 |
| 1.5 Community projects supported | 39 | 56 | 62 | 60 | 60 | 60 | 60 |

Quarterly Targets for 2015/16

| Programme Performance Indicators | PSG Linkage | Reporting Period | Annual Target 2015/16 | Quarterly Targets | | | |
|---|-------------|------------------|-----------------------|-------------------|------|------|------|
| | | | | 1st | 2nd | 3rd | 4th |
| 1.1 Information sessions in communities conducted | PSG 5 | Quarterly | 600 | 150 | 150 | 150 | 150 |
| 1.2 Partnerships with stakeholders | PSG 5 | Quarterly | 20 | 5 | 5 | 5 | 5 |
| 1.3 Government initiatives supported by CDWs | PSG 5 | Quarterly | 20 | 5 | 5 | 5 | 5 |
| 1.4 Case referrals to government services | PSG 5 | Quarterly | 32 000 | 8000 | 8000 | 8000 | 8000 |
| 1.5 Community projects supported | PSG 5 | Quarterly | 60 | 15 | 15 | 15 | 15 |

Programme 2: Expenditure trends analysis:

The 2015/16 budget for the programme has decreased by 7.90 per cent compared to the revised estimate in 2014/15. The overall decrease in the programme mainly relates to funding received in 2014/15 from Provincial Treasury for municipal support initiatives, which is non-recurring.

The increase in compensation of employees includes provision of 1.5 per cent pay progression and the filling of posts which became vacant and were being filled in 2014/15. Goods and services decreased due to decrease in consultants and cost efficiency measures implemented in the Department. The increase in machinery and equipment represents funds set aside to purchase IT equipment for new officials to be appointed. Transfers to households increased as a provision was made for leave gratuity for officials retiring in 2015/16.

Summary of payments and estimates - Programme 2: Local Governance

| Sub-programme R'000 | Outcome | | | Main appropriation | Ad- justed appropriation | Revised estimate | Medium-Term Targets | | | | |
|--|-------------------|-------------------|-------------------|-----------------------|--------------------------------|---------------------|---------------------|--|-------------------|-------------------|-------------------|
| | Audited | Audited | Audited | | | | 2015 / 2016 | % Change from Re- vised esti- mate | 2017 / 2018 | 2019 / 2020 | 2021 / 2022 |
| | 2011 / 2012 | 2012 / 2013 | 2013 / 2014 | | | | | | | | |
| | 2014 / 2015 | 2014 / 2015 | 2014 / 2015 | | | | | | | | |
| 1. Municipal Administration | 19 528 | 7 718 | 9 716 | 9 628 | 9 222 | 9 222 | 10 443 | 13.24 | 10 578 | 11 107 | |
| 2. Public Participation | 49 485 | 7 224 | 6 221 | 7 221 | 6 204 | 6 002 | 7 123 | 18.68 | 7 104 | 7 459 | |
| 3. Capacity Development | 20 590 | 15 966 | 13 385 | 11 115 | 10 446 | 10 446 | 12 349 | 18.22 | 16 757 | 17 516 | |
| 4. Municipal Performance, Monitoring, Reporting And Evaluation | | 5 224 | 5 654 | 8 991 | 25 573 | 25 573 | 7 954 | (68.90) | 8 331 | 8 749 | |
| 5. Service Delivery Integration | | 16 628 | 8 788 | 11 274 | 11 194 | 11 194 | 11 174 | (0.18) | 11 378 | 11 946 | |
| 6. Community Development Worker Programme | | 46 769 | 50 982 | 54 625 | 53 411 | 53 613 | 58 410 | 8.95 | 59 348 | 62 315 | |
| Total payments and estimates | 89 603 | 99 529 | 94 746 | 102 854 | 116 050 | 116 050 | 107 453 | (7.41) | 113 496 | 119 092 | |

**Summary of payments and estimates by economic classification – Programme 2:
Local Governance**

| Economic classification R'000 | Outcome | | | Main appropriation | Adjusted appropriation | Revised estimate | Medium-Term Targets | | | |
|--------------------------------------|-------------------|-------------------|-------------------|--------------------|------------------------|------------------|---------------------|--|-------------------|-------------------|
| | Audited | Audited | Audited | | | | 2015 / 2016 | % Change from Revised estimate | 2016 / 2017 | 2017 / 2018 |
| | 2011 / 2012 | 2012 / 2013 | 2013 / 2014 | | | | | 2014 / 2015 | | |
| Current payments | 81 176 | 87 083 | 85 475 | 97 961 | 95 235 | 95 146 | 101 668 | 6.85 | 107 857 | 113 171 |
| Compensation of employees | 64 746 | 70 551 | 75 419 | 84 405 | 81 495 | 80 282 | 88 038 | 9.66 | 90 258 | 94 795 |
| Goods and services | 16 411 | 16 532 | 10 056 | 13 556 | 13 740 | 14 864 | 13 630 | (8.30) | 17 599 | 18 376 |
| Interest and rent on land | 19 | | | | | | | | | |
| Transfers and subsidies to | 8 251 | 12 178 | 8 461 | 4 893 | 20 808 | 20 842 | 5 598 | (73.14) | 5 442 | 5 714 |
| Provinces and Municipalities | 5 886 | 11 663 | 8 146 | 4 675 | 20 559 | 20 559 | 4 928 | (76.03) | 5 199 | 5 459 |
| Departmental agencies and accounts | 1 000 | | | | | | | | | |
| Non-profit Institutions | 1 350 | 491 | 218 | 218 | 218 | 218 | 230 | 5.50 | 243 | 255 |
| Households | 15 | 24 | 97 | | 31 | 65 | 440 | 576.92 | | |
| Payments for capital assets | 176 | 268 | 810 | | 7 | 21 | 187 | 790.48 | 197 | 207 |
| Machinery and equipment | 176 | 268 | 767 | | 7 | 21 | 187 | 790.48 | 197 | 207 |
| Software and other intangible assets | | | 43 | | | | | | | |
| Payment for financial assets | | | | | | 41 | | (100) | | |
| Total economic classification | 89 603 | 99 529 | 94 746 | 102 854 | 116 050 | 116 050 | 107 453 | (7.41) | 113 496 | 119 092 |

8.3 Programme 3: Development and Planning

Purpose: To promote and facilitate effective disaster management practices, ensure well-maintained municipal infrastructure, and promote integrated planning.

8.3.1 Sub-Programme: Municipal Infrastructure

Purpose:

To facilitate and monitor infrastructure development within Municipalities to ensure sustainable municipal infrastructure development

Strategic Objective

| | |
|---------------------|--|
| Strategic Objective | To support Municipalities to provide and maintain economic and social infrastructure |
| Objective statement | To enhance municipal infrastructure in order to promote economic growth and social development |
| Baseline | The Department supported Municipalities to spend at least 98% of the MIG allocation |

Strategic Objective Indicator Annual Targets for 2015/16

| STRATEGIC GOAL | Well-governed and capacitated Municipalities that deliver services to all | | | | | | | | |
|---|---|-------------------------------------|--|-------------|-------------|--|---------------------|--------------------|--------------------|
| Strategic Objective | Strategic Objective Indicator | Strategic Plan Target (2015 / 2020) | Audited/Actual Performance Information | | | Estimated Performance Current 2014 / 2015 | Medium-Term Targets | | |
| | | | 2011 / 2012 | 2012 / 2013 | 2013 / 2014 | | Year 1 2015 / 2016 | Year 2 2016 / 2017 | Year 3 2017 / 2018 |
| 1. To support Municipalities to provide and maintain economic and social infrastructure | Support initiatives on infrastructure projects | 18 | 2 | 2 | 2 | 3 | 6 | 6 | 6 |

PART B

Programme Performance Indicators Annual Targets for 2015/16

| STRATEGIC OBJECTIVE | To support Municipalities to provide and maintain economic and social infrastructure | | | | | | |
|--|--|-------------|-------------|-----------------------|---------------------|--------------------|--------------------|
| | Audited/Actual Performance Information | | | Estimated Performance | Medium-Term Targets | | |
| | 2011 / 2012 | 2012 / 2013 | 2013 / 2014 | Current 2014 / 2015 | Year 1 2015 / 2016 | Year 2 2016 / 2017 | Year 3 2017 / 2018 |
| 1.1 Municipalities supported with the development/ review of Infrastructure and Growth Plans | 5 | 5 | 5 | 5 | 5 | 5 | 5 |
| 1.2 Municipalities supported with the development of Electricity Master Plans | - | - | - | 2 | 4 | 4 | 4 |
| 1.3 Municipalities supported with the implementation of asset management | - | - | - | - | 4 | 4 | 4 |
| 1.4 Municipalities supported to spend MIG | 24 | 24 | 24 | 24 | 24 | 24 | 24 |
| 1.5 Municipalities supported with water and electricity demand management | - | - | - | - | 5 | 5 | 5 |
| 1.6 CoCT quarterly infrastructure report | - | - | - | - | 4 | 4 | 4 |

Quarterly Targets for 2015/16

| Programme Performance Indicators | PSG Linkage | Reporting Period | Annual Target 2015/16 | Quarterly Targets | | | |
|--|-------------|------------------|-----------------------|-------------------|-----|-----|-----|
| | | | | 1st | 2nd | 3rd | 4th |
| 1.1 Municipalities supported with the development/ review of Infrastructure and Growth Plans | PSG 4 & 5 | Annual | 5 | - | - | - | 5 |
| 1.2 Municipalities supported with the development of Electricity Master Plans | PSG 4 & 5 | Annual | 4 | - | - | - | 4 |
| 1.3 Municipalities supported with the implementation of asset management | PSG 4 & 5 | Annual | 4 | - | - | - | 4 |
| 1.4 Municipalities supported to spend MIG | PSG 4 & 5 | Quarterly | 24 | 24 | 24 | 24 | 24 |
| 1.5 Municipalities supported with water and electricity demand management | PSG 4 & 5 | Annual | 5 | - | - | - | 5 |
| 1.6 CoCT quarterly infrastructure report | PSG 4 & 5 | Quarterly | 4 | 1 | 1 | 1 | 1 |

Nationally Prescribed indicators

| Programme Performance Measure Indicator | Estimated Performance | | | Estimated Performance | Medium-Term Targets | | |
|--|-----------------------|-------------|-------------|-----------------------|---------------------|--------------------|--------------------|
| | 2011 / 2012 | 2012 / 2013 | 2013 / 2014 | Current 2014 / 2015 | Year 1 2015 / 2016 | Year 2 2016 / 2017 | Year 3 2017 / 2018 |
| 1. Number of functional co-ordinating structures for infrastructure development and service delivery | - | - | - | - | 1 | 1 | 1 |
| 2. Number of Municipalities supported with service delivery programmes | - | - | - | - | 24 | 24 | 24 |

8.3.2 Disaster Management and Fire Brigade Services

Purpose:

To manage disaster management at the provincial and local level to ensure the establishment of effective and efficient disaster management mechanisms

Strategic Objectives

| | |
|---------------------|---|
| Strategic Objective | To co-ordinate effective disaster management preparedness, Intergovernmental and recovery |
| Objective statement | To co-ordinate disaster intergovernmental structures, disaster response, rehabilitation and reconstruction in order to improve disaster preparedness and recovery adequately in the Province |
| Baseline | <ul style="list-style-type: none"> 13 rehabilitation and reconstruction programmes facilitated regular advisory forums conducted regular updates of disaster management plans co-ordinated |
| Strategic Objective | To co-ordinate reduction of potential risks posed by hazards |
| Objective statement | To co-ordinate effective disaster risk reduction in the Province. Support Municipalities to be prepared for potential disaster risks imposed by hazards |
| Baseline | A credible provincial disaster risk profile |
| Strategic Objective | To improve the Fire and Rescue Services Capability |
| Objective statement | To implement strategies to improve Fire and Rescue Service Capability to implement all hazard emergency operations |
| Baseline | <ul style="list-style-type: none"> 6 support programmes for special operations response task teams 21 Municipalities trained on fire safety. |

Strategic Objective Indicator Annual Targets for 2015/16

| STRATEGIC GOAL | | A disaster-resilient Province | | | | | | | |
|--|--|-------------------------------------|--|-------------|-------------|--|---------------------|--------------------|--------------------|
| Strategic Objective | Strategic Objective Indicator | Strategic Plan Target (2015 / 2020) | Audited/Actual Performance Information | | | Estimated Performance Current 2014 / 2015 | Medium-Term Targets | | |
| | | | 2011 / 2012 | 2012 / 2013 | 2013 / 2014 | | Year 1 2015 / 2016 | Year 2 2016 / 2017 | Year 3 2017 / 2018 |
| 1. To co-ordinate effective disaster management preparedness, Intergovernmental and recovery | Programmes to co-ordinate effective disaster management preparedness, IGR and recovery | 16 | 5 | 6 | 7 | 4 | 4 | 4 | 4 |

Programme Performance Indicators Annual Targets for 2015/16

| STRATEGIC OBJECTIVE | To co-ordinate effective disaster management preparedness, Intergovernmental and recovery | | | | | | |
|--|---|-------------|-------------|-----------------------|---------------------|--------------------|--------------------|
| | Audited/Actual Performance Information | | | Estimated Performance | Medium-Term Targets | | |
| | 2011 / 2012 | 2012 / 2013 | 2013 / 2014 | Current 2014 / 2015 | Year 1 2015 / 2016 | Year 2 2016 / 2017 | Year 3 2017 / 2018 |
| 1.1 Stakeholders assisted in developing disaster preparedness plans | 2 | 7 | 8 | 4 | 2 | 2 | 2 |
| 1.2 Centre enhancements to ensure functional Western Cape Disaster Management Centre | - | 1 | 1 | 1 | 1 | 1 | 1 |
| 1.3 Provincial Disaster Management Annual Report | - | - | 1 | 1 | 1 | 1 | 1 |
| 1.4 Meetings of intergovernmental disaster management fora | 8 | 4 | 4 | 4 | 4 | 4 | 4 |
| 1.5 Disaster damage assessments/ verifications conducted ¹² | 3 | 3 | 4 | - | - | - | - |
| 1.6 Disaster declarations/ classifications facilitated ¹³ | 1 | 1 | 2 | - | - | - | - |
| 1.7 Disaster recovery projects monitored and supported ¹⁴ | 4 | 3 | 9 | - | - | - | - |

¹²The Department cannot predict this indicator, hence there are no targets set.

¹³The Department cannot predict this indicator, hence there are no targets set.

¹⁴The Department cannot predict this indicator, hence there are no targets set.

PART B

Quarterly Targets for 2015/16

| Programme Performance Indicators | PSG Linkage | Reporting Period | Annual Target 2015/16 | Quarterly Targets | | | |
|---|-------------|------------------|-----------------------|-------------------|-----|-----|-----|
| | | | | 1st | 2nd | 3rd | 4th |
| 1.1 Stakeholders assisted in developing disaster preparedness plans | PSG 4 | Annual | 2 | - | - | - | 2 |
| 1.2 Centre enhancement to ensure functional Western Cape Disaster Management Centre | PSG 4 | Annual | 1 | - | - | - | 1 |
| 1.3 Provincial Disaster Management Annual Report | PSG 4 | Annual | 1 | - | - | 1 | - |
| 1.4 Meetings of intergovernmental disaster management fora | PSG 4 | Quarterly | 4 | 1 | 1 | 1 | 1 |
| 1.5 Disaster damage assessments/ verifications conducted | PSG 4 | - | - | - | - | - | - |
| 1.6 Disaster declarations/ classifications facilitated | PSG 4 | - | - | - | - | - | - |
| 1.7 Disaster recovery projects monitored and supported | PSG 4 | - | - | - | - | - | - |

Strategic Objective Indicator Annual Targets for 2015/16

| STRATEGIC GOAL | A disaster-resilient province | | | | | | | | |
|--|--------------------------------------|-------------------------------------|--|-------------|-------------|-----------------------|---------------------|--------------------|--------------------|
| Strategic Objective | Strategic Objective Indicator | Strategic Plan Target (2015 / 2020) | Audited/Actual Performance Information | | | Estimated Performance | Medium-Term Targets | | |
| | | | 2011 / 2012 | 2012 / 2013 | 2013 / 2014 | Current 2014 / 2015 | Year 1 2015 / 2016 | Year 2 2016 / 2017 | Year 3 2017 / 2018 |
| 2. To co-ordinate reduction of risk posed by hazards | Programmes to reduce potential risks | 16 | 3 | 3 | 3 | 3 | 4 | 4 | 4 |

Programme Performance Indicators Annual Targets for 2015/16

| STRATEGIC OBJECTIVE | To co-ordinate reduction of risk posed by hazards | | | | | | |
|---|---|-------------|-------------|-----------------------|---------------------|--------------------|--------------------|
| Programme Performance Indicators | Audited/Actual Performance Information | | | Estimated Performance | Medium-Term Targets | | |
| | 2011 / 2012 | 2012 / 2013 | 2013 / 2014 | Current 2014 / 2015 | Year 1 2015 / 2016 | Year 2 2016 / 2017 | Year 3 2017 / 2018 |
| 2.1 Municipalities supported to develop applicable Disaster Risk reduction chapters in IDPs | 6 | 6 | 6 | 6 | 6 | 6 | 6 |
| 2.2 Municipalities supported with risk and vulnerability assessments | 1 | 4 | 5 | 3 | 3 | 3 | 3 |
| 2.3 Data Repository at Western Cape Disaster Management Centre maintained | - | - | - | - | 1 | 1 | 1 |
| 2.4 Disaster Hazard Awareness Programme | 1 | 2 | 2 | 1 | 1 | 1 | 1 |

Quarterly Targets for 2015/16

| Programme Performance Indicators | PSG Linkage | Reporting Period | Annual Target 2015/16 | Quarterly Targets | | | |
|---|-------------|------------------|-----------------------|-------------------|-----|-----|-----|
| | | | | 1st | 2nd | 3rd | 4th |
| 2.1 Municipalities supported to develop applicable Disaster Risk reduction chapters in IDPs | PSG 4 | Quarterly | 6 | 2 | 2 | 2 | - |
| 2.2 Municipalities supported with risk and vulnerability assessments | PSG 4 | Annual | 3 | - | - | - | 3 |
| 2.3 Data Repository at Western Cape Disaster Management Centre maintained | PSG 4 | Annual | 1 | - | - | - | 1 |
| 2.4 Disaster Hazard Awareness Programme | PSG 4 | Annual | 1 | - | - | - | 1 |

STRATEGIC OVERVIEW

Strategic Objective Indicator Annual Targets for 2015/16

| STRATEGIC GOAL | | A disaster-resilient Province | | | | | | | |
|---|---|-------------------------------------|--|-------------|-------------|-----------------------|---------------------|--------------------|--------------------|
| Strategic Objective | Strategic Objective Indicator | Strategic Plan Target (2015 / 2020) | Audited/Actual Performance Information | | | Estimated Performance | Medium-Term Targets | | |
| | | | 2011 / 2012 | 2012 / 2013 | 2013 / 2014 | Current 2014 / 2015 | Year 1 2015 / 2016 | Year 2 2016 / 2017 | Year 3 2017 / 2018 |
| 3. To improve Fire and Rescue Services capability | Programmes to improve fire and rescue services capability | 15 | 1 | 1 | 1 | - | 5 | 5 | 5 |

Programme Performance Indicators Annual Targets for 2015/16

| STRATEGIC OBJECTIVE | To improve Fire and Rescue Services Capability | | | | | | |
|---|--|-------------|-------------|-----------------------|---------------------|--------------------|--------------------|
| Programme Performance Indicators | Audited/Actual Performance Information | | | Estimated Performance | Medium-Term Targets | | |
| | 2011 / 2012 | 2012 / 2013 | 2013 / 2014 | Current 2014 / 2015 | Year 1 2015 / 2016 | Year 2 2016 / 2017 | Year 3 2017 / 2018 |
| 3.1 Provincial Emergency Services Training Centre projects at Wolwekloof | - | - | - | - | 1 | 1 | 1 |
| 3.2 Aerial Fire-Fighting and Ground Support Programme | - | - | - | - | 1 | 1 | 1 |
| 3.3 Emergency Management Skills Capacity Development (Incident Command) Programme | - | - | - | - | 1 | 1 | 1 |
| 3.4 Fire and Life Safety Programmes | - | - | - | - | 2 | 2 | 2 |
| 3.5 Special Operations Capacity Building Programme | 2 | 2 | 2 | - | 1 | 1 | 1 |

Quarterly Targets for 2015/16

| Programme Performance Indicators | PSG Linkage | Reporting Period | Annual Target 2015/16 | Quarterly Targets | | | |
|---|-------------|------------------|-----------------------|-------------------|-----|-----|-----|
| | | | | 1st | 2nd | 3rd | 4th |
| 3.1 Provincial Emergency Services Training Centre projects at Wolwekloof | PSG 4 | Annual | 1 | - | - | - | 1 |
| 3.2 Aerial Fire-Fighting and Ground Support Programme | PSG 4 | Annual | 1 | - | - | - | 1 |
| 3.3 Emergency Management Skills Capacity Development (Incident Command) Programme | PSG 4 | Annual | 1 | - | - | - | 1 |
| 3.4 Fire and Life Safety Programmes | PSG 4 | Annual | 2 | - | - | - | 2 |
| 3.5 Special Operations Capacity-Building Programme | PSG 4 | Annual | 1 | - | - | - | 1 |

Nationally Prescribed Indicators

| Programme Performance Measure Indicator | Estimated Performance | | | Estimated Performance | Medium-Term Targets | | |
|---|-----------------------|-------------|-------------|-----------------------|---------------------|--------------------|--------------------|
| | 2011 / 2012 | 2012 / 2013 | 2013 / 2014 | Current 2014 / 2015 | Year 1 2015 / 2016 | Year 2 2016 / 2017 | Year 3 2017 / 2018 |
| 1 Number of functional Municipal Disaster Management Centres | - | - | - | - | 6 | 6 | 6 |
| 2 Provincial fire brigade services established by target date | - | - | - | - | 1 | 1 | 1 |

8.3.3 Integrated Development Planning

Purpose:

To strengthen intergovernmental planning and budgeting through establishment of IDP as the single co-ordinating plan of Government

Strategic Objectives

| | |
|---------------------|---|
| Strategic Objective | To improve the quality of IDPs to give effect to service delivery |
| Objective statement | To provide support to Municipalities to improve the quality of their IDPs |
| Baseline | 30 IDP Assessment reports generated annually |

| | |
|---------------------|--|
| Strategic Objective | To strengthen intergovernmental planning and budgeting through the establishment of IDP as the single co-ordinating plan of Government |
| Objective statement | To establish the IDP as the single co-ordinating plan of government |
| Baseline | 5 District Indabas successfully rolled out per annum |

Strategic Objective Indicator Annual Targets for 2015/16

| STRATEGIC GOAL | Effective Integrated Development Planning by all spheres of that accelerates delivery within municipal areas | | | | | | | | |
|--|--|-------------------------------------|--|-------------|-------------|--|---------------------|--------------------|--------------------|
| Strategic Objective | Strategic Objective Indicator | Strategic Plan Target (2015 / 2020) | Audited/Actual Performance Information | | | Estimated Performance Current 2014 / 2015 | Medium-Term Targets | | |
| | | | 2011 / 2012 | 2012 / 2013 | 2013 / 2014 | | Year 1 2015 / 2016 | Year 2 2016 / 2017 | Year 3 2017 / 2018 |
| 1. To improve the quality of IDPs to give effect to service delivery | Programmes to improve the quality of IDPs | 7 | - | - | - | 1 | 2 | 2 | 3 |

Programme Performance Indicators Annual Targets for 2015/16

| STRATEGIC OBJECTIVE | To improve the quality of IDPs to give effect to service delivery | | | | | | |
|---|---|-------------|-------------|-----------------------|---------------------|--------------------|--------------------|
| Programme Performance Indicators | Audited/Actual Performance Information | | | Estimated Performance | Medium-Term Targets | | |
| | 2011 / 2012 | 2012 / 2013 | 2013 / 2014 | Current 2014 / 2015 | Year 1 2015 / 2016 | Year 2 2016 / 2017 | Year 3 2017 / 2018 |
| 1.1 IDP Assessment reports compiled | - | - | - | 30 | 30 | - | 30 |
| 1.2 Process schedule plans monitored | - | - | - | - | 30 | 30 | 30 |
| 1.3 Municipalities assisted with the planning, drafting, adoption or review of their IDPs | - | - | - | - | 8 | 5 | 3 |

Quarterly Targets for 2015/16

| Programme Performance Indicators | PSG Linkage | Reporting Period | Annual Target 2015/16 | Quarterly Targets | | | |
|---|-------------|------------------|-----------------------|-------------------|-----|-----|-----|
| | | | | 1st | 2nd | 3rd | 4th |
| 1.1 IDP Assessment reports compiled | PSG 5 | Annual | 30 | - | 30 | - | - |
| 1.2 Process schedule plans monitored | PSG 5 | Annual | 30 | - | - | 30 | - |
| 1.3 Municipalities assisted with the planning, drafting, adoption or review of their IDPs | PSG 5 | Quarterly | 8 | - | 2 | 4 | 2 |

STRATEGIC OVERVIEW

Strategic Objective Indicator Annual Targets for 2015/16

| STRATEGIC GOAL | Effective Integrated Development Planning by all spheres of that accelerates delivery within municipal areas | | | | | | | | |
|---|--|-------------------------------------|--|-------------|-------------|-----------------------|---------------------|--------------------|--------------------|
| Strategic Objective | Strategic Objective Indicator | Strategic Plan Target (2015 / 2020) | Audited/Actual Performance Information | | | Estimated Performance | Medium-Term Targets | | |
| | | | 2011 / 2012 | 2012 / 2013 | 2013 / 2014 | Current 2014 / 2015 | Year 1 2015 / 2016 | Year 2 2016 / 2017 | Year 3 2017 / 2018 |
| 2. To strengthen intergovernmental planning and budgeting through the establishment of IDP as the single co-ordinating plan of Government | Programmes to improve intergovernmental planning in IDPs | 12 | - | - | - | - | 4 | 4 | 4 |

Programme Performance Indicators Annual Targets for 2015/16

| STRATEGIC Objective | To strengthen Intergovernmental planning and budgeting through the establishment of IDP as the single co-ordinating plan of Government | | | | | | |
|---|--|-------------|-------------|-----------------------|---------------------|--------------------|--------------------|
| Programme Performance Indicator | Audited/Actual Performance Information | | | Estimated Performance | Medium-Term Targets | | |
| | 2011 / 2012 | 2012 / 2013 | 2013 / 2014 | Current 2014 / 2015 | Year 1 2015 / 2016 | Year 2 2016 / 2017 | Year 3 2017 / 2018 |
| 2.1 District and Metro IDP alignment workshops | - | - | - | - | 3 | 6 | 6 |
| 2.2 Intergovernmental co-ordination engagements | - | - | - | - | 5 | 6 | 6 |
| 2.3 Joint Planning Agreement reports | - | - | - | - | 1 | 1 | 1 |
| 2.4 Sector departments' financial footprints shared with Municipalities | - | - | - | - | 8 | 8 | 8 |

Quarterly Targets for 2015/16

| Programme Performance Indicators | PSG Linkage | Reporting Period | Annual Target 2015/16 | Quarterly Targets | | | |
|---|-------------|------------------|-----------------------|-------------------|-----|-----|-----|
| | | | | 1st | 2nd | 3rd | 4th |
| 2.1 District and Metro IDP alignment workshops | PSG 5 | Quarterly | 3 | - | 2 | 1 | - |
| 2.2 Intergovernmental co-ordination engagements | PSG 5 | Annual | 5 | - | - | - | 5 |
| 2.3 Joint Planning Agreement reports | PSG 5 | Annual | 1 | - | - | - | 1 |
| 2.4 Sector departments' financial footprints shared with Municipalities | PSG 5 | Annual | 8 | 8 | - | - | - |

Nationally Prescribed indicators

| Programme Performance Measure Indicator | Estimated Performance | | | Estimated Performance | Medium-Term Targets | | |
|--|-----------------------|-------------|-------------|-----------------------|---------------------|--------------------|--------------------|
| | 2011 / 2012 | 2012 / 2013 | 2013 / 2014 | Current 2014 / 2015 | Year 1 2015 / 2016 | Year 2 2016 / 2017 | Year 3 2017 / 2018 |
| 1. Number of Municipalities supported with development of legally compliant IDPs | - | - | - | 8 | 6 | 6 | 6 |

Programme 3: Expenditure trends analysis

The 2015/16 budget for the programme has increased by 15.90 per cent when compared to the revised estimates for the 2014/15 financial year. The 2015/16 budget includes funds made available for additional capacity within the IDP unit, as well as funding towards the Green Economy related to Working on Fire (disaster prevention), which will be undertaken at the Wolwekloof Public Safety Academy. Funds allocated for Electrical Master Planning were shifted from Programme 2 to Municipal Infrastructure. The machinery and equipment budget is for further enhancements to the Disaster Management Centre.

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

| Economic classification R'000 | Outcome | | | Main appropriation | Adjusted appropriation | Revised estimate | Medium-Term Targets | | | |
|---|-------------|-------------|-------------|--------------------|------------------------|------------------|--------------------------------|-------|--------|--------|
| | Audited | Audited | Audited | | | | % Change from Revised estimate | | | |
| | 2011 / 2012 | 2012 / 2013 | 2013 / 2014 | | | | | | | |
| 1. Municipal Infrastructure | 5 839 | 10 031 | 10 132 | 11 971 | 11 883 | 11 691 | 15 009 | 28.38 | 14 923 | 15 669 |
| 2. Disaster Management | 17 903 | 21 525 | 27 081 | 25 684 | 25 321 | 27 064 | 28 286 | 4.52 | 28 944 | 30 391 |
| 3. Integrated Development Planning Coordination | | 7 808 | 8 005 | 7 716 | 7 092 | 6 311 | 8 940 | 41.66 | 9 044 | 9 496 |
| Total payments and estimates | 23 742 | 39 364 | 45 218 | 45 371 | 44 296 | 45 066 | 52 235 | 15.91 | 52 911 | 55 556 |

Summary of payments and estimates by economic classification – Programme 3: Development and Planning

| Sub-programme R'000 | Outcome | | | Main appropriation | Adjusted appropriation | Revised estimate | Medium-Term Targets | | | |
|--------------------------------------|-------------------|-------------------|-------------------|-----------------------|---------------------------|---------------------|---|----------------|---------------|---------------|
| | Audited | Audited | Audited | | | | % Change from Revised esti- mate | | | |
| | 2011 / 2012 | 2012 / 2013 | 2013 / 2014 | | | | | | | |
| Current payments | 22 357 | 36 044 | 43 278 | 44 621 | 43 246 | 43 888 | 51 306 | 16.90 | 51 941 | 54 537 |
| Compensation of employees | 12 382 | 21 313 | 23 913 | 28 561 | 26 394 | 25 586 | 31 830 | 24.40 | 31 458 | 33 031 |
| Goods and services | 9 975 | 14 731 | 19 365 | 16 060 | 16 852 | 18 302 | 19 476 | 6.41 | 20 483 | 21 506 |
| Transfers and subsidies to | 683 | 1 674 | 943 | 750 | 760 | 882 | 802 | (9.07) | 846 | 888 |
| Provinces and Municipalities | | 900 | | | | | | | | |
| Departmental agencies and accounts | 315 | 336 | 370 | 375 | 375 | 375 | 402 | 7.20 | 424 | 445 |
| Higher education institutions | | | 200 | | | | | | | |
| Non-profit institutions | 315 | 435 | 369 | 375 | 375 | 375 | 400 | 6.67 | 422 | 443 |
| Households | 53 | 3 | 4 | | 10 | 132 | | (100.00) | | |
| Payments for capital assets | 702 | 1 646 | 997 | | 290 | 290 | 126 | (56.21) | 124 | 131 |
| Machinery and equipment | 702 | 1 646 | 997 | | 290 | 290 | 126 | (56.21) | 124 | 131 |
| Payment for financial assets | | | | | | 6 | | (100) | | |
| Total economic classification | 23 742 | 39 364 | 45 218 | 45 371 | 44 296 | 45 066 | 52 235 | 15.91 | 52 911 | 55 556 |

9. Nationally Prescribed Indicators falling under other Departments

The National Department of Co-operative Governance (DCOG) developed indicators that do not fall within the functional area of the Department (See footnote on page 21).

DCOG and the Department of Local Government have agreed that provincial departments will report on these indicators to the Department of Local Government, which will collate the information below and submit it to DCOG on a quarterly basis.

| Proposed Primary Set of Performance Indicators | Programme | Sub-Programme | Department To Report |
|--|---|---|--|
| 1. Number of Municipalities supported to implement Local Economic Development projects in line with municipal LED strategies | Integrated Economic Development Services | Regional and Local Economic Development | Department of Economic Development and Tourism |
| 2. Number of Municipalities monitored to reduce cost of doing business through Red Tape intervention | Integrated Economic Development Services | Regional and Local Economic Development | Department of Economic Development and Tourism |
| 3. Number of Municipalities supported to improve revenue management and debt collection | Local Governance | Municipal Finance | Provincial Treasury |
| 4. Number of Municipalities with functional performance audit committees | Local Governance | Municipal Finance | Provincial Treasury |
| 5. Number of Municipalities monitored on implementation of Audit Response Plan based on the 2014/15 audit outcomes monitored | Local Governance | Municipal Finance | Provincial Treasury |
| 6. Number of Municipalities supported with the implementation of Spatial Planning and Land Use Management Act (SPLUMA) | Environmental Policy Planning and Co-ordination | Environmental Policy Planning and Co-ordination | The Department of Environmental Affairs and Development Planning |

10. Risk Management

The Department continuously assesses risks associated with the achievement of its strategic goals and objectives. The following are strategic risks in the current financial year:

| STRATEGIC RISK | EXISTING RISK CONTROLS | NEW RISK CONTROLS |
|--|---|---|
| <p>1. Inadequate proactive disaster risk reduction planning for execution by Municipalities, provincial and national departments and the lack of a risk reduction culture and proactive planning for disaster risks and hazards may result in increased consequences of hazards, which may cause increased vulnerability of district Municipalities.</p> | <ul style="list-style-type: none"> • Provincial Fire and Flood awareness/mitigation programmes. • Inclusion of disaster management chapter in the IDP. Completed the Disaster Management Chapter in the IDP of 24 Municipalities to date. • Increased capacity of information captured on the Geographic Information System (GIS) due to risk and vulnerability assessments. • Monitor the Municipalities' risk reduction measures in relation to their risk profiles. • Engagement with other departments to ensure that they take up their line function mandate regarding the hazards identified within the WC. | <ul style="list-style-type: none"> • Similar private sector risk reduction initiatives to be explored for possible future implementation throughout the WC (ongoing). • Action plans developed with councils of the various districts in an attempt to emphasise the importance of disaster management with a focus on risk reduction. • Mapping and consolidating all risk reduction projects conducted by National, Provincial and Municipalities to gain a better understanding of current risk reduction work. |
| <p>2. Lack of adequate fire services capacity at most Municipalities to provide firefighting and rescue services due to budgetary constraints and lack of prioritisation by certain Municipalities. This results in inadequate fire protection of lives and property.</p> | <ul style="list-style-type: none"> • Supporting the strategic management of incidents through specialised resources. • Increased awareness and capacity-building programmes specifically related to fire prevention. • Community emergency response teams deployed in high risk informal settlements. • Technical assessments of strategic high fire risk installations. • Fire preparedness plans. • Establishment of Memorandum of Understanding (MOU's) with district Municipalities for wild fire response. | <ul style="list-style-type: none"> • Development of a regulated strategy. Link with national wild fire strategy discussion paper phase. • Review of the legislation is in progress - (deadline cannot be predicted as this is a national activity). (On-going) • Planning to design the Geographic Information System (GIS) to measure the preparedness level of fire services at Municipalities. (March 2015). |

STRATEGIC OVERVIEW

| STRATEGIC RISK | EXISTING RISK CONTROLS | NEW RISK CONTROLS |
|---|--|---|
| <p>3. Inadequate planning and maintenance at municipal level for new and existing infrastructure due to limited HR and Financial capacity within Municipalities, which impact on optimal infrastructure investment and service delivery.</p> | <ul style="list-style-type: none"> • Detailed Project Implementation Plan (Municipal Infrastructure Grant programme). • Monitoring and evaluation of MIG projects. • Advise Municipalities on project financing (sources of funding). • Deployment of skilled engineers to Municipalities. • Support five Municipalities per annum with Bulk Infrastructure Planning and implementation. • Assess and advise on infrastructure through the LG turnaround strategy support team and diagnostics. • Support two Municipalities per annum with Electricity Master Planning | <ul style="list-style-type: none"> • Recruitment processes for vacant posts in the Directorate: Municipal Infrastructure |
| <p>4. Inability to render an adequate Aerial Rescue and Disaster Response Services due to limited SANDF Aircraft availability, which impacts on the number of aircraft deployed and results in ineffective early response to potential disasters.</p> | <ul style="list-style-type: none"> • Provincial MEC engaged with National Minister to intervene. | <ul style="list-style-type: none"> • Engagement with South African Maritime Safety Authority (SAMSA) and National Sea Rescue Institute (NSRI) for alternative response to offshore emergencies |

Links to the long-term infrastructure and other capital plans

Not applicable

Conditional Grants

Over the MTEF Period the Department will be responsible for 2 conditional grants, namely Community Development Workers (CDW) Operational Support Grant and Tusong Service Centres Grant (Sustainability: Operational Support Grant). The following tables gives details regarding the grants.



PART C

1. COMMUNITY DEVELOPMENT WORKERS (CDW) OPERATIONAL SUPPORT GRANT

| | |
|------------------------------------|---|
| Strategic goal | To provide financial assistance to Municipalities to cover the operational and capital expenses in terms of the line functions of the Community Development Workers, including the supervisors and regional organisers |
| Grant purpose | To provide financial assistance to municipalities to cover the operational and capital costs pertaining to the line functions of the community development workers including the supervisors and regional coordinators. |
| Outcomes statements | To fund the working operations of staff placed at Municipalities |
| Outputs | <ul style="list-style-type: none"> • Administrative support to 156 community development workers and 14 supervisors. • Provision of sufficient transportation for 156 community development workers, 14 supervisors and 7 regional managers. • Provision of office space to staff. • Assisting with Ward based planning and support. • Assist with smooth delivery of government services. • Assist and reduce the rate at which community concerns and problems are passed to government structures. • Noticeable improvement on government-community networks. |
| Details contained in business plan | <ul style="list-style-type: none"> • Staff allocated at Municipalities |
| Conditions | <ul style="list-style-type: none"> • An agreement must be signed between the Department and the District Municipality, the Metro, and local Municipalities. • The municipality must procure goods and services under the applicable statutory procurement processes that apply. • Further conditions as per agreement. • Compliance with section 71(1) of the Municipal Finance Management Act, 2003 (Act 56 of 2003). |
| Allocation criteria | <p>Allocations should be based on the following:</p> <ul style="list-style-type: none"> • The municipality having identified a need for the CDW services • Identified challenges in service delivery • The need to exchange information between communities and government • The need to link communities with government services |
| Past performance | An Annual Expenditure Report has to be submitted before transfers are made. |
| MTEF allocations | 2015/16: R3.060 million; 2016/17: R3.228 million; 2017/18: R3.389 million. |
| Payment schedule | <ul style="list-style-type: none"> • Transfer payment to the Municipalities in accordance with the agreement between the Province and Municipality • The condition of payment is to submit claims after the services rendered. |

2. THUSONG SERVICE CENTRES GRANT (SUSTAINABILITY: OPERATIONAL SUPPORT GRANT)

| | |
|------------------------------------|---|
| Strategic goal | To support the operational sustainability of Thusong Service Centres. This will ensure effective access to integrated government services and information |
| Grant purpose | To provide financial assistance to Municipalities, ensuring the financial sustainability of the Thusong Service Centres |
| Outcomes statements | <ul style="list-style-type: none"> • To bring government information and services closer to the people to promote access to opportunities as a basis for improved livelihoods, • To provide cost-effective, integrated, efficient and sustainable services to better serve the needs of citizens, • To build sustainable partnerships with government, business and civil society, and • To create a platform for greater dialogue between citizens and government. |
| Outputs | Effective and efficient management of Thusong Service Centres |
| Details contained in business plan | <ul style="list-style-type: none"> • Detailed Annual Budget, • Basket of services provided, • Gaps in service delivery, • Status of conclusion of lease agreements with tenants within the Thusong Service Centre, and • Infrastructure Maintenance Plan |
| Conditions | <p>Applicable to Municipalities:</p> <ul style="list-style-type: none"> • Business Plan • Detailed Annual Budget • Thusong Service Centre Manager post created on the Local Municipality Organisational Establishment and the post filled • Submission of quarterly narrative progress reports • Submission of quarterly financial budget for the Thusong Service Centre • Thusong Service Centre to be included in the IDP and Municipal Budget • Conclusion of lease agreements with tenants within the Thusong Service Centre • Infrastructural Maintenance Plan • Signed Memorandum of Agreement, and • Compliance with section 71(1) of the Municipal Finance Management Act, 2003 (Act 56 of 2003). |
| Allocation criteria | Funds are allocated to local Municipalities managing the Thusong Service Centres to support the financial viability of the Thusong Service Centres |
| Past performance | <p>2013/2014: Transferred to six (6) Municipalities R218 000, total R1.308 million</p> <p>2014/2015: R2.12 million</p> |
| MTEF allocations | 2015/16: R1.868 million; 2016/17: R1.971 million; 2017/18: R2.070 million. |
| Payment schedule | <ul style="list-style-type: none"> • Payment will depend on the submission of an approved business plan/ signed agreement • Payment will be made in one (1) tranche per annum |

LINKS TO OTHER PLANS

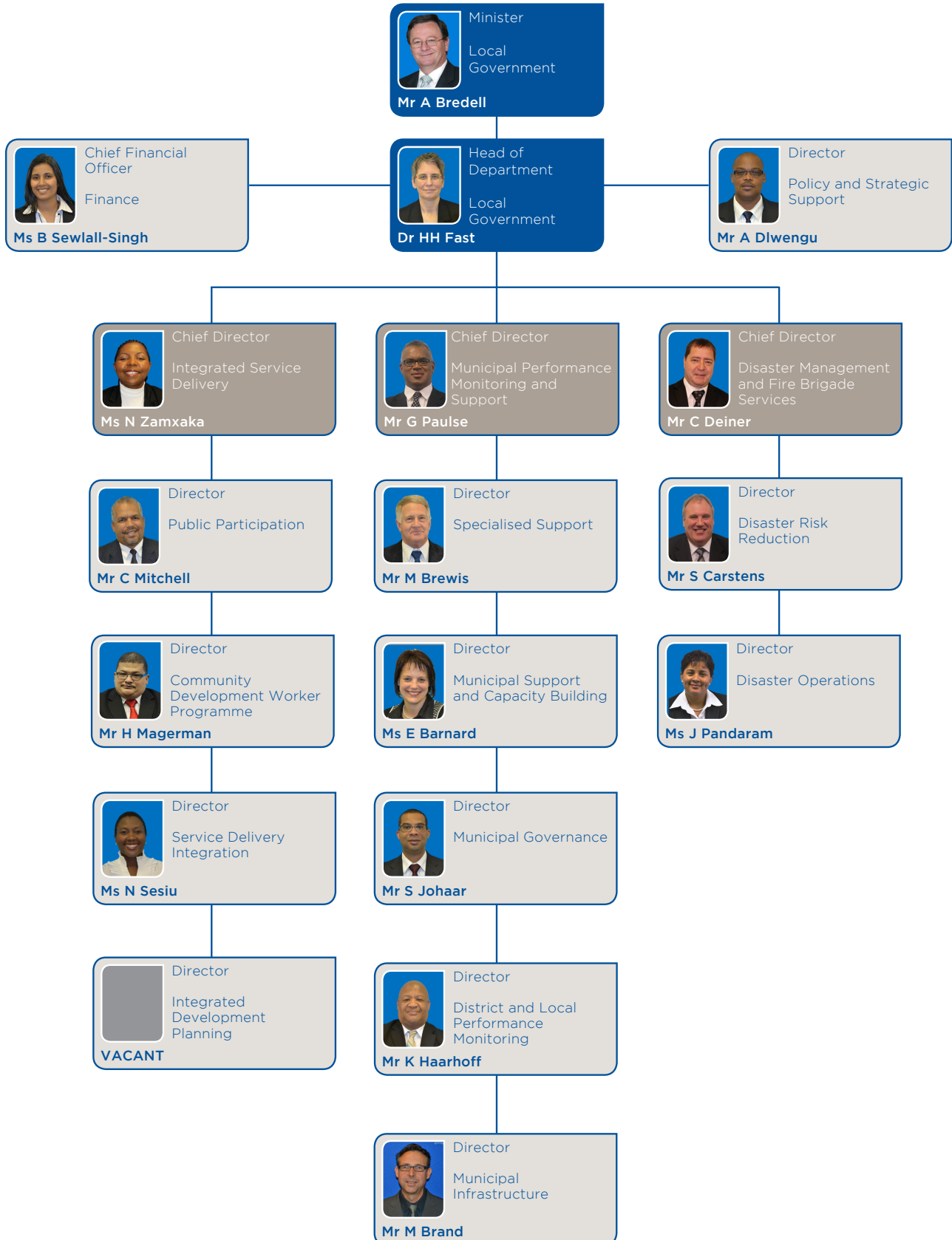
Public entities

The Department does not have any public entities.

Public-Private Partnerships

The Department has not entered into any public-private partnerships.

ANNEXURE A



Annexure B: Technical Indicators

The technical indicator descriptions have not been printed with this document, however they can be found on the Department's website (http://www.westerncape.gov.za/eng/your_gov).

Western Cape | Local Government
Private Bag x9076 | 80 St. George's Mall, Waldorf Building, Cape Town, 8000
Tel: 021 483 8986 | Fax: 021 483 0632
Provincial website: www.westerncape.gov.za

To obtain additional copies of this document, please contact:
Directorate: Policy and Strategic Support
e-mail: Albert.Dlwengu@westerncape.gov.za



**Western Cape
Government**

Local Government

PR14/2015
ISBN: 978-0-621-43322-7