



**Western Cape  
Government**

Local Government



**Annual Performance Plan 2013/2014**

Local Government

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# **WESTERN CAPE**

## **Local Government**

### **Annual Performance Plan 2013 / 2014**

Date of tabling: March 2013

My Department provides a wide range of support to municipalities in the Province. This is done in partnership with stakeholders made up of government departments, NGOs and the private sector.

Municipalities operate in a complex and challenging environment. These challenges require efficient handling of substantial budgets, meeting a range of legislative requirements, interacting effectively with other spheres of government, and addressing the demanding and at times conflicting expectations of communities. In 2013/14, we will continue to find innovative ways of using our resources to strengthen and widen the reach of our programmes for maximum impact.

Despite our notable progress in ensuring access to government services, there is still a need to improve this. We will deepen the Community Development Worker Programmes to ensure access to government services by communities. In addition, we will mobilise other stakeholders to expand services provided by Thusong Service Centres.

The Provincial Disaster Management Centre will be focusing its efforts on reducing the risk of identified hazards and promoting a culture of risk avoidance and reduction. We will improve even further our aerial firefighting capacity. We will advise district and local municipalities on how to provide effective and efficient fire brigade services and will motivate municipalities to prioritise this within their IDPs and budgets.

The Department places a strong emphasis

on enhancing participatory democracy. We will continue to encourage active community participation in local government by supporting municipalities through Community Based Planning (CBP) training, "Know Your Ward Committee" Awareness Campaigns, Ward Committee Summits, and overseeing the implementation of Ward Operational Plans.

As municipal communication is an integral part of Public Participation, the department will continue supporting municipalities to integrate communication into all municipal processes.

Targeted support will be provided to municipalities to ensure the functionality of District Public Participation and Communication Forums. These forums are important platforms for the sharing of good practices, information and collaborative planning.

Some municipalities still experience instability, which impacts negatively on administration and governance. We will continue to assess municipalities that experience serious challenges and support such municipalities.

Our "pool of experts" has assisted municipalities with the review of organisational structures and with the appointment of senior officials in municipalities. Municipalities have requested more support and we will continue with this support.

Municipalities are faced with challenges such as insufficient funds for new bulk infrastructure and the upgrading and maintenance of

existing infrastructure. The Department will assist municipalities to develop and implement programmes for upgrading their infrastructure.

The release of census data and finalisation of the National Development Plan and the provincial strategic objectives will impact on the review of municipal IDPs. Implementation of the IDP Indaba is critical to realise our vision of being a single window of coordination.

Over the next five years, the IDP Indaba will gain strength. We will also continue to implement programmes such as the IDP capacity building programmes and area/neighbourhood-based planning.

Our primary goal is to make municipalities more accountable, effective and efficient. With all of these initiatives, we are well on track to achieving the goals of our five year strategic plan.



AW Bredell

MINISTER OF LOCAL GOVERNMENT,  
ENVIRONMENTAL AFFAIRS AND DEVELOPMENT  
PLANNING

# 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 and 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 2013/14.

**Mrs B Sewlall-Singh**

*Chief Financial Officer*

Signature:



**Mr A Dlwengu**

*Director: Policy and Strategic Support*

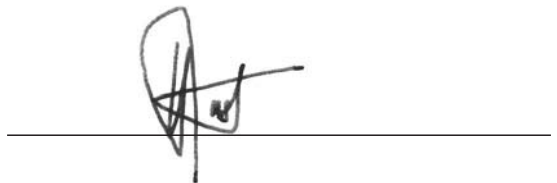
Signature:



**Dr H Fast**

*Accounting Officer (Head of Department)*

Signature:



**Approved by:**

**Mr AW Bredell**

*Executive Authority*

Signature:



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## LIST OF ABBREVIATIONS

<b>AO:</b>	<i>Accounting Officer.</i>
<b>AFS:</b>	<i>Annual Financial Statements.</i>
<b>CBOs:</b>	<i>Community Based Organisations.</i>
<b>CDW:</b>	<i>Community Development Worker.</i>
<b>DCF:</b>	<i>District Co-ordinating Forum.</i>
<b>DCOG:</b>	<i>Department of Co-operative Governance.</i>
<b>DHS:</b>	<i>Department of Human Settlements.</i>
<b>DLG:</b>	<i>Department of Local Government.</i>
<b>DM:</b>	<i>District Municipality.</i>
<b>EHW:</b>	<i>Employee Health and Wellness.</i>
<b>FMPPI:</b>	<i>Framework for Managing Programme Performance Information.</i>
<b>IDPs:</b>	<i>Integrated Development Plans.</i>
<b>IGR:</b>	<i>Intergovernmental Relations.</i>
<b>LED:</b>	<i>Local Economic Development.</i>
<b>LUMS:</b>	<i>Land Use Management System.</i>
<b>MFMA:</b>	<i>Municipal Finance Management Act.</i>
<b>MIG:</b>	<i>Municipal Infrastructure Grant.</i>
<b>MINMAY:</b>	<i>Forum of Provincial Minister of Local Government &amp; Executive Mayors.</i>
<b>MINMAYTECH:</b>	<i>Forum of the Head of Department: Local Government &amp; Municipal Managers.</i>
<b>MIS MIG:</b>	<i>Management Information System, Municipal Infrastructure Grant.</i>
<b>MPM:</b>	<i>Municipal Performance Monitoring.</i>
<b>MPRA:</b>	<i>Municipal Property Rates Act.</i>
<b>MSA:</b>	<i>Municipal System Act.</i>
<b>NCOP:</b>	<i>National Council of Provinces.</i>
<b>DCOG:</b>	<i>National Department of Cooperative Governance.</i>
<b>NDP:</b>	<i>Neighbourhood Development Planning.</i>
<b>NSDP:</b>	<i>National Spatial Development Perspective.</i>
<b>OPMS:</b>	<i>Organisational Performance Management System.</i>
<b>PCF:</b>	<i>Premier's Co-ordinating Forum.</i>
<b>PMS:</b>	<i>Performance Management System.</i>
<b>PSO:</b>	<i>Provincial Strategic Objective.</i>
<b>PSDF:</b>	<i>Provincial Spatial Development Framework.</i>
<b>PT:</b>	<i>Provincial Treasury.</i>
<b>PTI:</b>	<i>Provincial Training Institute.</i>
<b>SALGA:</b>	<i>South African Local Government Association.</i>
<b>SDI:</b>	<i>Service Delivery Integration.</i>
<b>TSC:</b>	<i>Thusong Services Centres.</i>
<b>WC:</b>	<i>Western Cape.</i>



## 1. VISION

Developmental and well-governed municipalities with integrated, sustainable and empowered communities.

## 2. MISSION

The mission of the Department of Local Government is:

- a) To capacitate municipalities to deliver quality services to communities,
- b) To promote participative, integrated and sustainable communities,
- c) To ensure municipal plans reflect national, provincial and local priorities and resources through sound intergovernmental relations (IGR),
- d) To be the first port of call of municipalities for advice and support, and
- e) To facilitate delivery through sound administration and the engagement of all spheres of government 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-fulfillment of legislative, executive or financial obligations, and
- To promote developmental local government.

### 4.2. Legislative Mandate

The White Paper on Local Government (1998) and the subsequent package of related



legislation (outlined below) provides 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 for 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 6 of 2004) (MPRA)**

This Act aims to regulate the power of a municipality to impose rates on property, excludes certain properties from rating in the national interest, makes provision for municipalities to implement a transparent and fair system of exemptions, reduces and rebates through their rating policies, makes provision for fair and equitable valuation methods of properties, makes provision for an objections and appeals process, amends the Local Government: Municipal Systems Act, 2000, to make further provision for the serving of documents by municipalities, and amends or repeals certain legislation.

**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 of 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 as well as provincial governments and municipalities to promote and facilitate inter-governmental relationships and to provide mechanisms and procedures to facilitate the settlement of intergovernmental disputes.

#### **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),
- Land Use Planning Ordinance, 1985 (Ord. 15 of 1985),
- Less Formal Township Establishment Act, 1991 (Act 113 of 1991),
- Western Cape (WC) Less Formal Township Establishment Amendment Act, 2007 (Act 6 of 2007),

- 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), and
- Consumer Protection Act, 2008 (Act 68 of 2008).

#### **4.4. Transversal Legislation**

A series of transversal administrative requirements impact 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 provides 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, 2000/01, and
- National Public Participation Framework, 2007.

#### 4.6. Other policy mandates

The work of Local Government is also affected by the following policy mandates:

- Provincial Strategic Objective 10: Integrating Service Delivery for Maximum Impact,
- Provincial 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, 2009 (PSDF),
- Provincial Disaster Management Framework, 2010,
- National Development Plan (Vision 2030),
- National CDW Master Plan, and
- Provincial CDW Master Plan.

#### 4.7. Planned Policy Initiatives

There are no new policy initiatives for 2013/14.

## 5. SITUATIONAL ANALYSIS

### 5.1. Performance Environment

Census 2011 shows that the population of the Western Cape increased by 28.7% between 2001 and 2011. At the same time, access to water, sanitation, electricity and refuse removal increased. Remarkably, this means that in spite of the significant increase in the Province's population, service levels have kept up with this increase and in fact have improved.

This demonstrates the success of the various municipal infrastructure programmes that have been implemented since 2001. However, there are other implications: as new infrastructure is built, the responsibility on municipalities to maintain that infrastructure increases. This has resulted in increased financial pressure on municipalities.

In addition, municipalities continue to experience challenges relating to shortage of skills and resources necessary for infrastructure planning, development and management. The Department will continue to assist municipalities to implement programmes for upgrading and financing their infrastructure. Over the past 5 financial years the Province had an excellent

expenditure trend on Municipal Infrastructure Grant, obtaining 99.1% MIG expenditure for the 2011/12 financial year.

Key to good governance is communities that are informed and involved in the decision-making in their municipalities. The Department has launched Guidelines for Municipalities in the Implementation of an Effective and Functional Ward Committee System, which gives guidance to municipalities on the development and review of municipal ward committee processes and policies.

In further strengthening ward committees, the Department will be supporting municipalities through the following programmes:

- Community-Based Planning (CBP) training which is linked to municipal IDP processes,
- The "Know Your Ward Committee" Awareness Campaigns,
- Ward Committee Summits, and
- Development and implementation of Ward Operational Plans.

District Public Participation and Communication Forums have proven to be key platforms for collaborative planning. Targeted support to municipalities is required

to ensure the functionality of District Public Participation and Communication Forums.

Based on direct requests from municipalities, the Department utilised its Pool of Expertise to review organisational structures and to assist with the appointment of key senior officials. The success achieved through this initiative resulted in the Department being inundated with further requests for support of this nature.

The Department's capacity support programme has taken cognisance of these requests and will provide on-going support in this regard. These cross-cutting projects, in conjunction with other programmes, will positively improve systems and structures and impact on governance. These projects include the following:

- A dedicated municipal bursary programme for youth in the rural areas of the Province,
- The implementation of shared services,
- The assessment of Municipal Rates Policies, and
- The development, implementation and monitoring of Municipal Support and Recovery Plans.

Section 105 of the Local Government: Municipal Systems Act 2000(Act 32 of 2000)

requires that a Provincial Department of Local Government establish mechanisms, processes and procedures to monitor municipalities in the Province in managing their own affairs and performing their functions.

In fulfilling this mandate, the Department developed a Monitoring, Evaluation and Reporting Framework, which is aimed at guiding the provision of support to municipalities by various components within the Department. This framework is implemented by way of the Regional Management Teams that compile quarterly reports on Municipal Performance.

In addition, the Department compiles an Annual Municipal Performance Report which is required by Section 47 of the Municipal Systems Act.

The Department is also responsible for ensuring cooperative governance through provincial intergovernmental meetings. The Premier's Co-ordinating Forum (PCF) is coordinated in close partnership with the Department of the Premier (DoTP). Consultative engagements with municipalities are coordinated through the MinMay (Forum of Provincial Minister of Local Government and Executives Mayors) and MinMayTech

(Forum of the Head of Department: Local Government and Municipal Managers), District Co-ordinating Forums (DCFs) and District Co-ordinating Forum Technical Committee (DCFTechs) are supported to ensure that referrals between national, provincial and local government are addressed and resolved.

Poverty remains the biggest challenge facing the Province. Due to lack of information, many communities in these areas are often unaware of what assistance they can receive from government. In many cases they have no means to get to where government services are allocated.

The CDW programme is an information gateway for communities. The primary objective is to work in partnership with government stakeholders to make government services more accessible to communities. The Department will continue to enhance the Community Development Worker (CDW) Programme. CDWs are located within most municipalities across the Province and they work on various community projects such as youth empowerment, training of ward committee members on the Batho Pele principles, applications for Identity Documents and food gardens.

The Community Development Programme complements the Thusong Programme, through which the Department commits to working proactively with the public sector and other partners to ensure that communities can access a wide range of public services. The Thusong Plans developed for municipalities in the Province are intended to ensure seamless access to services through Thusong Service Centres, Outreach Programmes (Thusong Mobile or Extension), or the clustering of services in the form of a Thusong Zone. Currently the programme reaches approximately 83 percent of citizens.

The Department has supported municipalities to establish Thusong Service Centres; seven have already been opened while four are under construction. The basket of services offered at these centres is continuously being expanded with new partners such as Cape Access, National Youth Commission, IEC and the Surveyor-General. The majority of Centre managers have successfully attended the junior management course offered by the Provincial Training Institute (PTI) and new training needs will be identified to strengthen continuously the Thusong Centres.

Disasters and major incidents such as fires, floods, drought, and communicable diseases continue to disrupt the lives and livelihoods

of vulnerable communities. Currently, the disaster risk profile indicates a wide range of hazards (human-induced and/or natural) which could cause disasters or major emergencies in the Western Cape Province. Besides understanding the impact of climate change and global warming and its direct impact on the nature of disaster management, the key challenges in managing disasters are:

- Limited emphasis on disaster risk reduction measures by local, provincial and national government as well as the private sector; and
- Limited human capacity and resources at municipal level to implement Disaster Risk Reduction as well as Disaster Operations activities.

Disaster Management will be focusing on reducing the risk of the identified hazards and promoting a culture of risk avoidance and reduction.

Municipal Integrated Development Plans are critical planning instruments that are used to tackle challenges faced by communities within municipal areas. This requires high-level cooperation between all three spheres of government to ensure alignment in setting of priorities, resource allocation and planning.

The recent finalisation of the National

Development Plan and the finalisation of other provincial strategies will have an impact on the review of municipal IDPs.

The IDP Indaba remains one of the core deliverables for the Department to realise its vision of being the single window of coordination. Strategic partnerships with key sector departments and parastatals continue to gain momentum. In addition, the Department is providing training and hands-on support to municipalities on IDPs. The Department is also assisting municipalities to implement Neighbourhood Development Planning to make IDPs a reality in communities.

### **5.2. Organisational Environment**

The Department has a vacancy rate of 15 per cent, however 5 per cent of these posts are being used for staff appointed on short and medium-term contracts and special projects, resulting in 10 per cent of the posts being vacant (see the Department's organogram in annexure A).

The office of Chief Financial Officer was established with management accounting and supply chain management units. The Department is currently in the process of filling the posts in financial accounting and internal control.

## Employment and vacancies by programme, as at 31 March 2012

Programme	Number of funded posts	Number of posts filled	Vacancy rate %	Persons additional to the establishment	Persons additional as a % of number of funded posts
Administration	45	22	51.1	12	26.7
Local Governance	286	262	8.4	2	0.7
Development and Planning	54	41	24.1	6	11.1
<b>Total</b>	<b>385</b>	<b>325</b>	<b>15.6</b>	<b>20</b>	<b>5.2</b>

## Employment and vacancies by salary bands, as at 31 March 2012:

Programme	Number of funded posts	Number of posts filled	Vacancy rate %	Persons additional to the establishment	Persons additional as a % of number of funded posts
Lower skilled (Levels 1-2)	1	1	-	-	-
Skilled (Levels 3-5)	14	9	35.7	15	107.1
Highly skilled production (Levels 6-8)	234	214	8.5	2	0.9
Highly skilled supervision (Levels 9-12)	119	87	26.9	3	2.5
Senior management (Levels 13-15)	17	14	17.6	-	-
<b>Total</b>	<b>385</b>	<b>325</b>	<b>15.6</b>	<b>20</b>	<b>5.2</b>

### 5.3. Strategic Planning Process

The Department started its process in June 2012 by having Directorate strategic planning sessions. These sessions were followed by the Chief Directorate strategic planning sessions aimed at allowing Directorates to report back on whether they were well placed to achieve what has been set in the strategic plan. The sessions also served as a platform to identify



linkages between Directorates. This led to a Departmental strategic planning session held in July 2012 which was attended by the Minister, Head of Department, Senior Managers and Deputy Directors. The session provided an opportunity for the Minister to give guidance on the priority areas for the coming financial year. Engagements were based on the understanding that an effective strategy must always clearly reflect the departmental goals for a given period and be responsive to the situation that prevails in municipalities.

During this session managers reflected on key strategic questions such as what should they stop, continue and start doing. Out of this session, the Department came out with clear outputs which it plans to deliver. To test the alignment of the plans to the needs of municipalities, these outputs were presented to Municipal Managers during the MINMAYTECH held in October 2012 to provide them with an opportunity as clients to share their views with the Department. The outputs of the Department were revised in line with the Municipal Managers' comments and the plan was then finalised.

**6. ALIGNMENT OF STRATEGIC GOALS WITH NATIONAL OUTCOME 9 AND PROVINCIAL STRATEGIC OBJECTIVE 10**

National Outcome 9 Outputs	PSO 10 Outcomes	5 year Departments Strategic Goals
Implement a differentiated approach to Municipal Financing, Planning and Support	Not applicable: National Responsibility	Not applicable: National Responsibility
Implement the Community Work Programme and Cooperatives Supported	Improved citizen access to and satisfaction with government services	Unlocked opportunities for communities through improved access and active community participation
Deepen Democracy through a refined Ward Committee Model		
Actions supportive of Human Settlement Outcomes	Municipalities that are capacitated to deliver on their constitutional mandate	Well maintained municipal infrastructure
Improved access to basic services		
Improved Municipal Financial and Administrative Capability	Coordinated provincial support to municipalities	Compliant and accountable municipalities underpinned by good governance
Single Window of Coordination	Reduced reporting burden for municipalities	Effective monitoring of local government
		Effective Intergovernmental Relations
	Aligned provincial and municipal priorities and programmes	Effective Integrated Development Planning by all spheres of government that accelerates service delivery within municipal area

## 7. BUDGET PROGRAMME STRUCTURE

### Local Government Programme Structure

1. Administration	<ul style="list-style-type: none"> <li>1.1 Office of the MEC</li> <li>1.2 Corporate Services</li> </ul>
2. Local Governance	<ul style="list-style-type: none"> <li>2.1. Municipal Administration</li> <li>2.2. Public Participation</li> <li>2.3. Capacity Development</li> <li>2.4. Municipal Performance Monitoring, Reporting and Evaluation</li> <li>2.5. Service Delivery Integration</li> <li>2.6. Community Development Programme</li> </ul>
3. Development and Planning	<ul style="list-style-type: none"> <li>3.1. Municipal Infrastructure</li> <li>3.2. Disaster Management</li> <li>3.3. Integrated Service Delivery</li> </ul>
4. Traditional Institutional Management <sup>1</sup>	<ul style="list-style-type: none"> <li>4.1 Traditional Institutional Administration</li> </ul>

## 8. STRATEGIC OBJECTIVES

### Programme 1: Administration

<b>Strategic Objective</b>	Strategic support
<b>Objective statement</b>	To provide strategic support, strategic planning, integration and coordination
<b>Baseline</b>	The Department has submitted Annual Performance Plans, Quarterly Performance Reports and Annual Reports

<b>Strategic Objective</b>	Financial support
<b>Objective statement</b>	To render financial management support and advisory services
<b>Baseline</b>	The Department has submitted Annual Financial Statement as guided by PFMA

<sup>1</sup> The Department is activating Programme 4 called Traditional Institutional Management. This is in anticipation of National Department of Traditional Affairs introducing a Bill to Parliament. Once the act has been promulgated the Department will develop deliverables for this Programme.

## Programme 2: Local Governance

<b>Strategic Objective</b>	Legislation Development
<b>Objective statement</b>	To develop legislation in response to the needs of municipalities
<b>Baseline</b>	Provincial Acts and Standard By-laws

<b>Strategic Objective</b>	Institutional and Legislative compliance
<b>Objective statement</b>	To support municipalities with legislative compliance
<b>Baseline</b>	All 30 municipalities supported with general and by-elections (in liaison with IEC), re-demarcation (in liaison with the Municipal Demarcation Board) and amendments to establishment notices

<b>Strategic Objective</b>	Good governance
<b>Objective statement</b>	To promote good governance
<b>Baseline</b>	To support municipalities with the implementation of the Local Government Anti-Corruption Strategy

<b>Strategic Objective</b>	Provincial interventions into municipalities
<b>Objective statement</b>	To manage interventions at municipalities experiencing serious governance issues
<b>Baseline</b>	To coordinate actions in the running-up to and during formal interventions

<b>Strategic Objective</b>	Promoting active Public Participation
<b>Objective statement</b>	To strengthen public participation through effective communication between municipalities and communities
<b>Baseline</b>	Ward committee establishment and functioning are monitored on an on-going basis, municipalities are supported with ward committee training and community based planning

## PART B: STRATEGIC OBJECTIVES AND BUDGET PROGRAMME STRUCTURE

<b>Strategic Objective</b>	Coordinate and facilitate structured support to municipalities
<b>Objective statement</b>	To provide support and advisory services to municipalities
<b>Baseline</b>	Municipalities are supported with various initiatives and support activities in a coordinated manner

<b>Strategic Objective</b>	Monitoring of Municipal Performance on KPAs
<b>Objective statement</b>	To monitor and evaluate municipal Performance
<b>Baseline</b>	Generate quarterly, bi-annual and annual reports on municipal performance

<b>Strategic Objective</b>	Management of Thusong Centre Programme
<b>Objective statement</b>	To develop management model for Thusong Centre Programme
<b>Baseline</b>	The Department has developed a Thusong sustainability plan, coordinated 6 Provincial Thusong intersectoral steering committees, and trained 24 Centre Managers in Junior Management Development programme

<b>Strategic Objective</b>	Intergovernmental Relations
<b>Objective statement</b>	To support cooperative governance between three spheres of government through effective intergovernmental relations
<b>Baseline</b>	To ensure effective functioning of DCF and DCF Technical structures To act as a referral mechanism between provincial and local spheres

<b>Strategic Objective</b>	Improved access to Government Services and Opportunities
<b>Objective statement</b>	To provide information to communities to access Government Services

<b>Baseline</b>	The CDWs played an instrumental role in assisting and capacitating communities and municipalities in respect of issues of governance, Public participation and access. They have actively set up partnerships and access to government services in various municipalities
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<b>Strategic Objective</b>	Facilitating community access to socio-economic opportunities
<b>Objective statement</b>	To support socio-economic projects in partnership with relevant stakeholders
<b>Baseline</b>	The CDWs played an instrumental role in assisting and capacitating communities and municipalities to set up partnerships with relevant stakeholders

### Programme 3: Development and Planning

<b>Strategic Objective</b>	Bulk Infrastructure Support
<b>Objective statement</b>	To support municipalities with potential solutions to Bulk infrastructure
<b>Baseline</b>	Funding sources/solutions to eradicate backlogs in services

<b>Strategic Objective</b>	MIG expenditure
<b>Objective statement</b>	To ensure efficient and effective expenditure of MIG funds
<b>Baseline</b>	100 % MIG expenditure by year end (March)

<b>Strategic Objective</b>	Preparedness and rapid response
<b>Objective statement</b>	To coordinate effective preparedness and rapid response to any potential incidents/disasters
<b>Baseline</b>	The Department supported District Municipalities to ensure functional disaster management centres. The Department also supported Provincial Departments, municipalities and state owned enterprises in developing disaster preparedness plans

## PART B: STRATEGIC OBJECTIVES AND BUDGET PROGRAMME STRUCTURE

<b>Strategic Objective</b>	Disaster rehabilitation
<b>Objective statement</b>	To coordinate disaster rehabilitation, reconstruction and relief
<b>Baseline</b>	The Department monitored and supported 4 disaster incidents

<b>Strategic Objective</b>	Disaster risks
<b>Objective statement</b>	To facilitate and coordinate the reduction of potential risks posed by hazards
<b>Baseline</b>	The Department facilitated and coordinated hazard awareness programmes

<b>Strategic Objective</b>	Fire brigade services
<b>Objective statement</b>	To ensure effective and economical fire services
<b>Baseline</b>	To evaluate the fire brigade services to ensure compliance against uniform standards

<b>Strategic Objective</b>	Integrated development planning support
<b>Objective statement</b>	To improve the quality of IDPs to give effect to service delivery
<b>Baseline</b>	Hands-on support to 8 selected municipalities to improve integrated planning within municipal areas

<b>Strategic Objective</b>	Intergovernmental planning within municipal areas
<b>Objective statement</b>	To strengthen intergovernmental planning and budget through establishment of IDP as the single coordinating plan of government
<b>Baseline</b>	Analysis of IDP priorities and related national and provincial planning within 30 municipal areas (i.e. LGMTEC)

## 9. STRATEGIC OBJECTIVES AND PROGRAMME PERFORMANCE INDICATORS

### 9.1 Programme 1: Administration

#### Strategic Objective Performance Indicator

Strategic Objective	Strategic Objective Performance Indicator	Strategic Plan Target 10/15	Audited/Actual Performance Information			Estimated Performance Current 12/13	Medium Term Targets		
			09 / 10	10 / 11	11 / 12		Year1 13/14 Target	Year2 14/15 Target	Year3 15/16 Target
1. To provide strategic support, strategic planning, integration and coordination	Submission of Strategic reports	12	-	-	-	-	6	6	6

#### Programme Performance Indicators

STRATEGIC GOAL		A fully functional department that is accountable for delivering quality services to local government											
Programme Performance Indicator	Reporting Cycle	Audited/Actual Performance Information			Estimated Performance		Medium Term Targets						
		09 / 10	10 / 11	11 / 12	Current 12/13	10/15 Targets	Year1 13/14 Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Year2 14/15 Target	Year3 15/16 Target
1.1 Submission of Annual Performance Plan	Annual	-	-	-	1	3	1	-	-	-	1	1	1
1.2 Submission of Quarterly Performance Reports	Quarterly	-	-	-	4	12	4	1	1	1	1	4	4
1.3 Submission of Annual Report	Annual	-	-	-	1	3	1	-	-	1	-	1	1

#### Strategic Objective Performance Indicator

Strategic Objective	Strategic Objective Performance Indicator	Strategic Plan Target 10/15	Audited/Actual Performance Information			Estimated Performance Current 12/13	Medium Term Targets		
			09 / 10	10 / 11	11 / 12		Year1 13/14 Target	Year2 14/15 Target	Year3 15/16 Target
2. To render financial management support and advisory services	Number of financial reports submitted	20	-	-	-	-	10	10	10



### Programme Performance Indicators

STRATEGIC GOAL		A fully functional department that is accountable for delivering quality services to local government											
Programme Performance Indicator	Reporting Cycle	Audited/ Actual Performance Information			Estimated Performance		Medium Term Targets						
		09 / 10	10 / 11	11 / 12	Current 12/13	10/15 Targets	Year1 13/14 Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Year2 14/15 Target	Year3 15/16 Target
2.1 Development of a properly costed budget aligned with APP/ Strategic Plan	Annual	-	-	-	1	3	1	-	-	-	1	1	1
2.2 Drafting of accurate annual financial statements	Annual	-	-	-	1	3	1	1	-	-	-	1	1
2.3 Reconciliation of asset register	Quarterly	-	-	-	4	12	4	1	1	1	1	4	4
2.4 Accurate compliance reporting of interim Financial Statements	Quarterly	-	-	-	4	12	4	1	1	1	1	4	4

## 9.2 Programme 2: Local Governance

### 9.2.1 Municipal Administration

#### Municipal Governance and Specialised Support

#### Strategic Objective Performance Indicator

Strategic Objective	Strategic Objective Performance Indicator	Strategic Plan Target 10/15	Audited/Actual Performance Information			Estimated Performance	Medium Term Targets		
			09 / 10	10 / 11	11 / 12		Current 12/13	Year1 13/14 Target	Year2 14/15 Target
1. To develop legislation in response to the needs of municipalities	Legislative support programmes provided to Municipalities	3	-	-	-	-	2	1	1

### Programme Performance Indicators

#### Provincial Indicators

STRATEGIC GOAL		Compliant and accountable municipalities underpinned by good governance											
Programme Performance Indicator	Reporting Cycle	Audited/ Actual Performance Information			Estimated Performance		Medium Term Targets						
		09 / 10	10 / 11	11 / 12	Current 12/13	10/15 Targets	Year1 13/14 Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Year2 14/15 Target	Year3 15/16 Target
1.1 Municipalities supported in the customisation of the rules of order	Annual	-	-	-	10	30	10	-	-	5	5	10	-

STRATEGIC GOAL		Compliant and accountable municipalities underpinned by good governance											
Programme Performance Indicator	Reporting Cycle	Audited/Actual Performance Information			Estimated Performance		Medium Term Targets						
		09 / 10	10 / 11	11 / 12	Current 12/13	10/15 Targets	Year1 13/14 Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Year2 14/15 Target	Year3 15/16 Target
1.2 Draft Bill on S106 of the Systems Act submitted to Provincial Legislature	Annual	-	-	-	-	1	1	-	-	1	-	-	-

### Strategic Objective Performance Indicator

Strategic Objective	Strategic Objective Performance Indicator	Strategic Plan Target 10/15	Audited/Actual Performance Information			Estimated Performance	Medium Term Targets		
			09 / 10	10 / 11	11 / 12	Current 12/13	Year1 13/14 Target	Year2 14/15 Target	Year3 15/16 Target
2. To support municipalities with legislative compliance	Support actions to Municipalities	6	-	-	-	2	2	2	-

### Programme Performance Indicators

#### Provincial Indicators

STRATEGIC GOAL		Compliant and accountable municipalities underpinned by good governance											
Programme Performance Indicator	Reporting Cycle	Audited/Actual Performance Information			Estimated Performance		Medium Term Targets						
		09 / 10	10 / 11	11 / 12	Current 12/13	10/15 Targets	Year1 13/14 Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Year2 14/15 Target	Year3 15/16 Target
2.1 Municipalities assisted to implement compliance model	Quarterly	-	-	-	15	30	5	-	-	-	5	10	-
2.2 Municipal codes compiled for municipalities	Quarterly	-	-	-	10	30	10	-	2	2	6	10	-

### Strategic Objective Performance Indicator

Strategic Objective	Strategic Objective Performance Indicator	Strategic Plan Target 10/15	Audited/Actual Performance Information			Estimated Performance	Medium Term Targets		
			09 / 10	10 / 11	11 / 12	Current 12/13	Year1 13/14 Target	Year2 14/15 Target	Year3 15/16 Target
3. To promote good governance	Initiatives to support Municipalities with anti-corruption	5	-	-	-	2	2	1	-

**Programme Performance Indicators**

**Provincial Indicators**

STRATEGIC GOAL		Compliant and accountable municipalities underpinned by good governance											
Programme Performance Indicator	Reporting Cycle	Audited/Actual Performance Information			Estimated Performance		Medium Term Targets						
		09 / 10	10 / 11	11 / 12	Current 12/13	10/15 Targets	Year1 13/14 Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Year2 14/15 Target	Year3 15/16 Target
3.1 Campaigns to promote protected disclosures among municipal officials	Annual	-	-	-	1	2	1	-	-	-	1	-	-
3.2 Municipalities supported with the implementation of anti-corruption strategies	Quarterly	-	-	-	10	30	10	2	2	3	3	10	-

**Strategic Objective Performance Indicator**

Strategic Objective	Strategic Objective Performance Indicator	Strategic Plan Target 10/15	Audited/Actual Performance Information			Estimated Performance	Medium Term Targets		
			09 / 10	10 / 11	11 / 12	Current 12/13	Year1 13/14 Target	Year2 14/15 Target	Year3 15/16 Target
4. To manage intervention at municipalities experiencing serious governance issues	Interventions on critical governance issues <sup>2</sup>	-	2	4	7	-	-	-	-

**Programme Performance Indicators**

**Provincial Indicators**

STRATEGIC GOAL		Compliant and accountable municipalities underpinned by good governance											
Programme Performance Indicator	Reporting Cycle	Audited/Actual Performance Information			Estimated Performance		Medium Term Targets						
		09 / 10	10 / 11	11 / 12	Current 12/13	10/15 Targets	Year1 13/14 Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Year2 14/15 Target	Year3 15/16 Target
4.1 Interventions on critical governance issues <sup>3</sup>	-	2	4	7	-	-	-	-	-	-	-	-	-

<sup>2</sup> The number of interventions cannot be predicted, however the Department will report on this indicator.

<sup>3</sup> The number of interventions cannot be predicted, however the Department will report on this indicator. This is the only indicator linked to this strategic objective

## Nationally Prescribed Indicator

Programme Performance Indicator	Reporting Cycle	Audited/Actual Performance Information			Estimated Performance		Medium Term Targets						
		09 / 10	10 / 11	11 / 12	Current 12/13	10/15 Targets	Year1 13/14 Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Year2 14/15 Target	Year3 15/16 Target
1. Number of municipalities supported to reduce incidences/cases of unethical conduct <sup>4</sup>	-	-	-	-	-	-	-	-	-	-	-	-	-

## 9.2.2 Public Participation

### Strategic Objective Performance Indicator

Strategic Objective	Strategic Objective Performance Indicator	Strategic Plan Target '10/'15	Audited/Actual Performance Information			Estimated Performance	Medium Term Targets			
			09 / 10	10 / 11	11 / 12	Current 12/13	Year1 13/14 Target	Year2 14/15 Target	Year3 15/16 Target	
1. To strengthen public participation through effective communication between municipalities and communities	Support programmes to Municipalities with ward committee functionality and communication strategies	12	-	-	-	-	6	6	6	

## Programme Performance Indicators

### Provincial Indicators

STRATEGIC GOAL		Unlocked opportunities for communities through improved access and active community participation											
Programme Performance Indicator	Reporting Cycle	Audited/Actual Performance Information			Estimated Performance		Medium Term Targets						
		09 / 10	10 / 11	11 / 12	Current 12/13	10/15 Targets	Year1 13/14 Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Year2 14/15 Target	Year3 15/16 Target
1.1 Municipalities supported with ward committee training and capacity building	Quarterly	-	-	-	17	25	8	-	-	4	4	8	8
1.2 Municipalities supported with ward committee functionality	Quarterly	-	-	21	4	25	8	2	2	2	2	10	5
1.3 Municipalities supported with the development of ward operational plans	Quarterly	-	-	-	-	18	8	2	2	2	2	10	5

<sup>4</sup> This indicator is covered by the provincial anti-corruption indicators.

## PART B: STRATEGIC OBJECTIVES AND BUDGET PROGRAMME STRUCTURE

STRATEGIC GOAL		Unlocked opportunities for communities through improved access and active community participation											
Programme Performance Indicator	Reporting Cycle	Audited/ Actual Performance Information			Estimated Performance		Medium Term Targets						
		09 / 10	10 / 11	11 / 12	Current 12/13	10/15 Targets	Year1 13/14 Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Year2 14/15 Target	Year3 15/16 Target
1.4 Reports on ward committee functionality	Quarterly	-	-	-	4	12	4	1	1	1	1	4	4
1.5 Communication capacity-building initiatives	Quarterly	-	-	-	-	12	6	-	-	5	1	6	7
1.6 Municipalities supported with the development and implementation of communication strategies	Annual	-	-	-	-	13	6	-	-	-	6	7	8

### Nationally Prescribed Indicator

Programme Performance Indicator	Reporting Cycle	Audited/ Actual Performance Information			Estimated Performance		Medium Term Targets						
		09 / 10	10 / 11	11 / 12	Current 12/13	10/15 Targets	Year1 13/14 Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Year2 14/15 Target	Year3 15/16 Target
1. Number of Municipalities implementing CWP in at least two wards <sup>5</sup>	Quarterly	-	-	-	3	-	-	-	-	-	-	-	-
2. Number of work opportunities created through the Community Work Programme <sup>6</sup>	-	-	-	-	-	-	-	-	-	-	-	-	-

### 9.2.3 Capacity Development

#### Strategic Objective Performance Indicator

Strategic Objective	Strategic Objective Performance Indicator	Strategic Plan Target 10/15	Audited/Actual Performance Information			Estimated Performance	Medium Term Targets		
			09 / 10	10 / 11	11 / 12		Current 12/13	Year1 13/14 Target	Year2 14/15 Target
1. To provide support and advisory services to municipalities	Support and advisory programmes to municipalities	14	-	-	-	-	7	7	7

<sup>5</sup> The National Department envisages roll-out of the CWP in 13 Municipalities in the Western Cape with a total of 9000 work opportunities created. The Department is responsible for playing an oversight role hence there are no targets set.

<sup>6</sup> The National Department envisages roll-out of the CWP in 13 Municipalities in the Western Cape with a total of 9000 work opportunities created. The Department is responsible for playing an oversight role hence there are no targets set.

## Programme Performance Indicators

### Provincial Indicators

STRATEGIC GOAL		Capacitated municipalities who deliver effective services											
Programme Performance Indicator	Reporting Cycle	Audited/ Actual Performance Information			Estimated Performance		Medium Term Targets						
		09 / 10	10 / 11	11 / 12	Current 12/13	10/15 Targets	Year1 13/14 Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Year2 14/15 Target	Year3 15/16 Target
1.1 Municipalities assisted with capacity building initiatives	Annual	-	-	9	4	18	3	-	-	-	3	2	2
1.2 Candidates benefiting from the municipal bursary scheme	Annual	-	-	11	8	25	3	-	-	-	3	3	3
1.3 Municipalities assisted with the implementation of shared services	Annual	-	-	-	-	3	2	-	-	-	2	1	1
1.4 Municipal rates policies assessed	Quarterly	-	-	-	-	5	3	-	1	1	1	2	2
1.5 Municipalities assisted to implement & monitor Municipal Support & Recovery Plans	Quarterly	-	-	-	-	4	2	-	-	1	1	2	2
1.6 Number of municipalities supported to implement Municipal Property Rates Act (MPRA)	Annual	15	18	-	25	25	25	-	-	-	25	25	25
1.7 Municipalities assessed on the state of ICT	Annual	-	-	-	-	25	10	-	-	-	10	15	15

### Nationally Prescribed Indicator

Programme Performance Indicator	Reporting Cycle	Audited/ Actual Performance Information			Estimated Performance		Medium Term Targets						
		09 / 10	10 / 11	11 / 12	Current 12/13	10/15 Targets	Year1 13/14 Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Year2 14/15 Target	Year3 15/16 Target
1. Number of municipalities supported to develop functional OPMS <sup>7</sup>	-	-	-	-	-	-	-	-	-	-	-	-	-
2. Number of municipalities capacitated to implement individual PMS with respect to sec 56 & 57 managers <sup>8</sup>	-	-	-	-	10	-	-	-	-	-	-	-	-

<sup>7</sup> The Department has completed this in previous financial years and worked with Provincial Treasury in 2012/13 to improve province-wide predetermined objectives and key performance indicators.

<sup>8</sup> The Department has completed this in previous financial years and worked with Provincial Treasury in 2012/13 to improve province-wide predetermined objectives and key performance indicators.

## PART B: STRATEGIC OBJECTIVES AND BUDGET PROGRAMME STRUCTURE

Programme Performance Indicator	Reporting Cycle	Audited/Actual Performance Information			Estimated Performance		Medium Term Targets						
		09 / 10	10 / 11	11 / 12	Current 12/13	10/15 Targets	Year1 13/14 Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Year2 14/15 Target	Year3 15/16 Target
3. Number of municipalities supported to fill top six positions with competent staff (MM, CFO & Tech Managers) <sup>9</sup>	-	-	-	-	-	-	-	-	-	-	-	-	-

### 9.2.4 Municipal Performance Monitoring, Reporting and Evaluation

#### Strategic Objective Performance Indicator

Strategic Objective	Strategic Objective Performance Indicator	Strategic Plan Target 10/15	Audited/Actual Performance Information			Estimated Performance	Medium Term Targets		
			09 / 10	10 / 11	11 / 12	Current 12/13	Year1 13/14 Target	Year2 14/15 Target	Year3 15/16 Target
1. To monitor and evaluate municipal performance	Municipal performance reports produced	247	-	-	-	5	121	121	121

#### Programme Performance Indicators

##### Provincial Indicators

STRATEGIC GOAL		Coordinate Effective monitoring of local government												
Programme Performance Indicator	Reporting Cycle	Audited/Actual Performance Information			Estimated Performance		Medium Term Targets							
		09 / 10	10 / 11	11 / 12	Current 12/13	10/15 Targets	Year1 13/14 Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Year2 14/15 Target	Year3 15/16 Target	
1.1 Consolidated Annual Municipal Performance Report (Section 47 Report)	Annual	1	1	1	1	5	1	-	-	1	-	1	1	
1.2 Quarterly Performance reports produced	Quarterly	-	-	4	4	248	120	30	30	30	30	120	120	
1.3 Workshops held on reporting requirements	Quarterly	-	-	-	-	4	4	1	1	1	1	-	-	

<sup>9</sup> The Department responds to this on a needs basis and can therefore not set a target. The Department will however report on this indicator.

## Nationally Prescribed Indicator

Programme Performance Indicator	Reporting Cycle	Audited/Actual Performance Information			Estimated Performance		Medium Term Targets						
		09 / 10	10 / 11	11 / 12	Current 12/13	10/15 Targets	Year1 13/14 Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Year2 14/15 Target	Year3 15/16 Target
1. Number of municipalities supported in the development performance reports	Quarterly	-	-	-	-	30	30	30	30	30	30	30	30

## 9.2.5 Service Delivery Integration

### Strategic Objective Performance Indicator

Strategic Objective	Strategic Objective Performance Indicator	Strategic Plan Target 10/15	Audited/Actual Performance Information			Estimated Performance	Medium Term Targets			
			09 / 10	10 / 11	11 / 12	Current 12/13	Year1 13/14 Target	Year2 14/15 Target	Year3 15/16 Target	
1. Management model for the Thusong Centre programme	Support actions to ensure effective functioning of the Thusong Centres	7	-	-	1	3	7	7	5	

## Programme Performance Indicators

### Provincial Indicators

STRATEGIC GOAL		Unlocked opportunities for communities through improved access and active community participation											
Programme Performance Indicator	Reporting Cycle	Audited/Actual Performance Information			Estimated Performance		Medium Term Targets						
		09 / 10	10 / 11	11 / 12	Current 12/13	10/15 Targets	Year1 13/14 Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Year2 14/15 Target	Year3 15/16 Target
1.1 Government Departments participating in Thusong Programme	Annual	-	-	-	10	15	15	-	-	-	15	15	15
1.2 Thusong Centre Managers Fora convened	Quarterly	-	-	-	-	16	8	1	3	1	3	8	8
1.3 Thusong personnel trained	Quarterly	-	-	24	23	27	27	-	-	27	-	27	31
1.4 Centre-specific sustainability plans for Thusong Service Centres	Annual	-	-	-	6	30	12	-	-	-	12	12	12
1.5 Municipalities supported to establish new Thusong Centres	Annual	-	-	3	7	14	4	-	-	-	4	-	-



## PART B: STRATEGIC OBJECTIVES AND BUDGET PROGRAMME STRUCTURE

STRATEGIC GOAL		Unlocked opportunities for communities through improved access and active community participation											
Programme Performance Indicator	Reporting Cycle	Audited/ Actual Performance Information			Estimated Performance		Medium Term Targets						
		09 / 10	10 / 11	11 / 12	Current 12/13	10/15 Targets	Year1 13/14 Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Year2 14/15 Target	Year3 15/16 Target
1.6 Thusong outreach projects held	Quarterly	-	-	-	-	48	24	3	9	9	3	24	30
1.7 Approved Thusong plans for municipalities	Quarterly	-	-	-	6	12	6	-	-	-	6	-	-

### Strategic Objective Performance Indicator

Strategic Objective	Strategic Objective Performance Indicator	Strategic Plan Target 10/15	Audited/Actual Performance Information			Estimated Performance	Medium Term Targets		
			09 / 10	10 / 11	11 / 12		Current 12/13	Year1 13/14 Target	Year2 14/15 Target
2. To support cooperative governance between the three spheres of government	Provincial District IGR meetings supported	91	-	-	7	48	18	18	18

### Programme Performance Indicators

#### Provincial Indicators

STRATEGIC GOAL		Unlocked opportunities for communities through improved access and active community participation											
Programme Performance Indicator	Reporting Cycle	Audited/ Actual Performance Information			Estimated Performance		Medium Term Targets						
		09 / 10	10 / 11	11 / 12	Current 12/13	10/15 Targets	Year1 13/14 Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Year2 14/15 Target	Year3 15/16 Target
2.1 Case referrals on IGR issues	Quarterly	-	-	31	50	161	40	10	10	10	10	40	40
2.2 Provincial intergovernmental meetings convened	Quarterly	-	-	7	8	31	8	2	2	2	2	8	8
2.3 District IGR forums supported (DCF & DCFTech)	Quarterly	-	-	-	40	10	10	-	-	-	10	10	10

### 9.2.6 Community Development Programme

#### Strategic Objective Performance Indicator

Strategic Objective	Strategic Objective Performance Indicator	Strategic Plan Target 10/15	Audited/Actual Performance Information			Estimated Performance	Medium Term Targets		
			09 / 10	10 / 11	11 / 12		Current 12/13	Year1 13/14 Target	Year2 14/15 Target
1. To provide information to communities to access government services	Community information sessions conducted	1536	-	300	336	300	300	300	300

## Programme Performance Indicators Provincial Indicators

STRATEGIC GOAL		Unlocked opportunities for communities through improved access											
Programme Performance Indicator	Reporting Cycle	Audited/ Actual Performance Information			Estimated Performance		Medium Term Targets						
		09 / 10	10 / 11	11 / 12	Current 12/13	10/15 Targets	Year1 13/14 Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Year2 14/15 Target	Year3 15/16 Target
1.1 Information sessions in communities conducted	Quarterly	-	300	336	300	1536	300	75	75	75	75	300	300
1.2 Partnerships with stakeholders	Quarterly	-	-	12	12	48	12	3	5	2	2	12	12
1.3 Government initiatives supported by CDWs	Quarterly	-	-	15	14	53	12	2	4	4	2	12	12
1.4 Case referrals to government services	Quarterly	-	-	22967	21 600	89 767	22 600	5 650	5 650	5 650	5 650	22 600	22 600

## Strategic Objective Performance Indicator

Strategic Objective	Strategic Objective Performance Indicator	Strategic Plan Target 10/15	Audited/Actual Performance Information			Estimated Performance	Medium Term Targets		
			09 / 10	10 / 11	11 / 12	Current 12/13	Year1 13/14 Target	Year2 14/15 Target	Year3 15/16 Target
2. Facilitating community access to socio-economic opportunities	Community projects supported	235	-	32	39	54	55	55	55

## Programme Performance Indicators Provincial Indicators

STRATEGIC GOAL		Unlocked opportunities for communities through improved access											
Programme Performance Indicator	Reporting Cycle	Audited/ Actual Performance Information			Estimated Performance		Medium Term Targets						
		09 / 10	10 / 11	11 / 12	Current 12/13	10/15 Targets	Year1 13/14 Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Year2 14/15 Target	Year3 15/16 Target
2.1 Community projects supported <sup>10</sup>	Quarterly	-	32	39	54	235	55	13	14	14	14	55	55

<sup>10</sup> This is the only indicator linked to the strategic objective.

### 9.3 Programme 3: Development and Planning

#### 9.3.1 Municipal Instructure

##### Strategic Objective Performance Indicator

Strategic Objective	Strategic Objective Performance Indicator	Strategic Plan Target 10/15	Audited/Actual Performance Information			Estimated Performance Current 12/13	Medium Term Targets		
			09 / 10	10 / 11	11 / 12		Year1 13/14 Target	Year2 14/15 Target	Year3 15/16 Target
1. To support municipalities with potential Bulk Infrastructure	Municipalities supported with Bulk Infrastructure planning and implementation	20	-	-	5	5	5	5	5

#### Programme Performance Indicators

##### Provincial Indicators: Municipal Indicators

STRATEGIC GOAL		Well-maintained municipal infrastructure											
Programme Performance Indicator	Reporting Cycle	Audited/Actual Performance Information			Estimated Performance		Medium Term Targets						
		09 / 10	10 / 11	11 / 12	Current 12/13	10/15 Targets	Year1 13/14 Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Year2 14/15 Target	Year3 15/16 Target
1.1 Municipalities supported with Bulk Infrastructure planning and implementation <sup>11</sup>	Annual	-	-	5	5	20	5	-	-	-	5	5	5

##### Strategic Objective Performance Indicator

Strategic Objective	Strategic Objective Performance Indicator	Strategic Plan Target 10/15	Audited/Actual Performance Information			Estimated Performance Current 12/13	Medium Term Targets		
			09 / 10	10 / 11	11 / 12		Year1 13/14 Target	Year2 14/15 Target	Year3 15/16 Target
2. To ensure efficient and effective expenditure of MIG fund	Municipalities supported to spend MIG	28	28	28	24	24	24	24	24

<sup>11</sup> This is the only indicator linked to this strategic objective.

## Programme Performance Indicators

### Provincial Indicators

STRATEGIC GOAL		Well-maintained municipal infrastructure											
Programme Performance Indicator	Reporting Cycle	Audited/Actual Performance Information			Estimated Performance		Medium Term Targets						
		09 / 10	10 / 11	11 / 12	Current 12/13	10/15 Targets	Year1 13/14 Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Year2 14/15 Target	Year3 15/16 Target
2.1 Municipalities supported to spend MIG <sup>12</sup>	Quarterly	28	28	24	24	24	28	24	24	24	24	24	24

### Nationally Prescribed Indicator

Programme Performance Indicator	Reporting Cycle	Audited/Actual Performance Information			Estimated Performance		Medium Term Targets						
		09 / 10	10 / 11	11 / 12	Current 12/13	10/15 Targets	Year1 13/14 Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Year2 14/15 Target	Year3 15/16 Target
3. Number of reports produced on households with access to basic services (water, sanitation, electricity and refusal removal) from municipalities	Quarterly	-	-	-	-	8	4	1	1	1	1	4	4

## 9.3.2 Disaster Management and Fire Brigade Services

### Strategic Objective Performance Indicator

Strategic Objective	Strategic Objective Performance Indicator	Strategic Plan Target 10/15	Audited/Actual Performance Information			Estimated Performance	Medium Term Targets		
			09 / 10	10 / 11	11 / 12	Current 12/13	Year1 13/14 Target	Year2 14/15 Target	Year3 15/16 Target
1. To coordinate effective preparedness and rapid response to any potential incidents/disasters	Preparedness and rapid response Programmes coordinated	14	1	1	2	2	4	4	4

<sup>12</sup> This is the only indicator linked to this strategic objective.

## Programme Performance Indicators

## Provincial Indicators

STRATEGIC GOAL		Effective Disaster Management Practices											
Programme Performance Indicator	Reporting Cycle	Audited/Actual Performance Information			Estimated Performance		Medium Term Targets						
		09 / 10	10 / 11	11 / 12	Current 12/13	10/15 Targets	Year1 13/14 Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Year2 14/15 Target	Year3 15/16 Target
		1.1 Provincial Departments, Municipalities and State Owned Enterprises assisted in developing disaster preparedness plans	Quarterly	-	-	2	6	16	4	-	-	2	2
1.2 Centre enhancements to ensure functional Provincial Disaster Management Centre	Annual	-	-	-	-	2	1	-	-	-	1	1	1
1.3 Meetings of the Intergovernmental Disaster Management Structures	Quarterly	6	6	8	4	26	4	1	1	1	1	4	4
1.4 Provincial Disaster Management Annual Report	Quarterly	-	-	-	-	2	1	-	-	1	-	1	1

## Strategic Objective Performance Indicator

Strategic Objective	Strategic Objective Performance Indicator	Strategic Plan Target 10/15	Audited/Actual Performance Information			Estimated Performance	Medium Term Targets			
			09 / 10	10 / 11	11 / 12		Current 12/13	Year1 13/14 Target	Year2 14/15 Target	Year3 15/16 Target
2. To coordinate disaster rehabilitation, reconstruction and relief	Rehabilitation and reconstruction programmes coordinated	4	-	-	3	4	4	4	4	4

## Programme Performance Indicators

## Provincial Indicators

STRATEGIC GOAL		Effective Disaster Management Practices											
Programme Performance Indicator	Reporting Cycle	Audited/Actual Performance Information			Estimated Performance		Medium Term Targets						
		09 / 10	10 / 11	11 / 12	Current 12/13	10/15 Targets	Year1 13/14 Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Year2 14/15 Target	Year3 15/16 Target
		2.1 Disaster assessments conducted <sup>13</sup>	Quarterly	-	-	3	3	-	-	-	-	-	-

<sup>13</sup> The Department cannot predict this indicator hence there are no targets set.

STRATEGIC GOAL		Effective Disaster Management Practices											
Programme Performance Indicator	Reporting Cycle	Audited/ Actual Performance Information			Estimated Performance		Medium Term Targets						
		09 / 10	10 / 11	11 / 12	Current '12/'13	'10/'15 Targets	Year1 13/14 Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Year2 14/15 Target	Year3 15/16 Target
2.2 Disaster declarations facilitated	Quarterly	-	-	1	-	1	-	-	-	-	-	-	-
2.3 Disaster recovery incidents/ disasters monitored and supported	Quarterly	-	-	4	-	-	-	-	-	-	-	-	-
2.4 Action plan to address lessons learned from previously declared disasters	Annual	-	-	-	-	1	1	-	-	-	1	-	-

### Strategic Objective Performance Indicator

Strategic Objective	Strategic Objective Performance Indicator	Strategic Plan Target 10/15	Audited/Actual Performance Information			Estimated Performance	Medium Term Targets		
			09 / 10	10 / 11	11 / 12	Current 12/13	Year1 13/14 Target	Year2 14/15 Target	Year3 15/16 Target
3. To facilitate and coordinate the reduction of potential risks posed by hazards	Programmes coordinated to reduce potential risks	3	-	-	3	3	3	3	3

### Programme Performance Indicators

#### Provincial Indicators

STRATEGIC GOAL		Effective Disaster Management Practices											
Programme Performance Indicator	Reporting Cycle	Audited/ Actual Performance Information			Estimated Performance		Medium Term Targets						
		09 / 10	10 / 11	11 / 12	Current 12/13	10/15 Targets	Year1 13/14 Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Year2 14/15 Target	Year3 15/16 Target
3.1 Municipalities supported to develop applicable Disaster Management chapters in IDPs	Quarterly	-	6	6	6	30	6	2	2	2	-	6	6
3.2 Municipalities supported with risk and vulnerability assessment( Districts)	Quarterly	-	-	1	3	5	3	-	-	-	3	3	3
3.3 Hazard awareness programmes implemented	Annual	-	-	1	2	7	2	-	-	2	-	2	2

### Strategic Objective Performance Indicator

Strategic Objective	Strategic Objective Performance Indicator	Strategic Plan Target 10/15	Audited/Actual Performance Information			Estimated Performance Current 12/13	Medium Term Targets		
			09 / 10	10 / 11	11 / 12		Year1 13/14 Target	Year2 14/15 Target	Year3 15/16 Target
4. To ensure effective and economical fire services	Programmes to ensure effective and economical fire services	3	-	-	2	3	3	2	2

### Programme Performance Indicators

#### Provincial Indicators

STRATEGIC GOAL		Effective Disaster Management Practices											
Performance Measure Indicator	Reporting Cycle	Audited/Actual Performance Information			Estimated Performance		Medium Term Targets						
		09 / 10	10 / 11	11 / 12	Current 12/13	10/15 Targets	Year1 13/14 Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Year2 14/15 Target	Year3 15/16 Target
4.1 Support programmes for special operations response task teams	Annual	-	-	2	2	7	2	-	-	-	2	1	2
4.2 Support programmes to improve wild-land firefighting capacity	Annual	-	-	1	1	6	4	-	-	-	4	-	-
4.3 Municipalities supported to provide fire and life safety education	Annual	-	-	-	5	15	5	-	-	-	5	5	5

### 9.3.3 Integrated Development Planning

#### Strategic Objective Performance Indicator

Strategic Objective	Strategic Objective Performance Indicator	Strategic Plan Target 10/15	Audited/Actual Performance Information			Estimated Performance Current 12/13	Medium Term Targets		
			09 / 10	10 / 11	11 / 12		Year1 13/14 Target	Year2 14/15 Target	Year3 15/16 Target
1. To improve the quality of IDPs to give effect to service delivery	Programmes to improve quality of IDPs	14	-	-	2	3	5	4	3

## Programme Performance Indicators

### Provincial Indicators

STRATEGIC GOAL		Effective Integrated Development Planning by all spheres of Government that accelerates service delivery within municipal areas											
Performance Measure Indicator	Reporting Cycle	Audited/Actual Performance Information			Estimated Performance		Medium Term Targets						
		09 / 10	10 / 11	11 / 12	Current 12/13	10/15 Targets	Year1 13/14 Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Year2 14/15 Target	Year3 15/16 Target
1.1 Support actions and programmes for municipalities	Quarterly	-	-	4	7	27	8	2	2	2	2	8	8
1.2 Spatial investment maps developed for district municipal areas and the metro	Annual	-	-	-	-	6	6	-	-	-	6	-	-
1.3 Municipal IDP assessment reports	Quarterly	-	-	-	-	30	30	-	30	-	-	30	30
1.4 Capacity-building workshops on IDPs for municipalities and other stakeholders	Quarterly	-	-	-	2	7	3	1	-	2	-	2	-
1.5 Municipalities supported to develop and implement area/neighborhood based development plans	Quarterly	-	-	5	8	29	8	-	-	4	4	8	8

### Strategic Objective Performance Indicator

Strategic Objective	Strategic Objective Performance Indicator	Strategic Plan Target 10/15	Audited/Actual Performance Information			Estimated Performance	Medium Term Targets		
			09 / 10	10 / 11	11 / 12		Current 12/13	Year1 13/14 Target	Year2 14/15 Target
2. To strengthen Intergovernmental planning and budget through establishment of IDP as the single coordinating plan of Government	Departments and municipalities engaged on IDP priorities implementation and budget alignment	45	-	-	40	43	44	45	45



## Programme Performance Indicators

### Provincial Indicators

STRATEGIC GOAL		Effective Integrated Development Planning by all spheres of Government that accelerates service delivery within municipal areas											
Performance Measure Indicator	Reporting Cycle	Audited/ Actual Performance Information			Estimated Performance		Medium Term Targets						
		09 / 10	10 / 11	11 / 12	Current 12/13	10/15 Targets	Year1 13/14 Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Year2 14/15 Target	Year3 15/16 Target
2.1 Provincial, National departments and Agencies engaging with the annual IDP assessment process	Quarterly	-	-	-	13	15	13	-	13	-	-	13	13
2.2 Departments and municipalities engaged on IDP priorities implementation and budget alignment	Quarterly	-	-	40	43	45	44	-	44	-	-	45	45
2.3 IDP Indaba agreements monitored	Annual	-	-	72	65	337	100	50	50	-	-	100	150

### Nationally Prescribed Indicator

Performance Measure Indicator	Reporting Cycle	Audited/ Actual Performance Information			Estimated Performance		Medium Term Targets						
		09 / 10	10 / 11	11 / 12	Current 12/13	10/15 Targets	Year1 13/14 Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Year2 14/15 Target	Year3 15/16 Target
1. Number of municipalities supported to ensure alignment of IDP/BUDGET/OPMS <sup>14</sup>	-	-	-	-	-	-	-	-	-	-	-	-	-
2. Number of municipalities supported with the implementation of the revised IDP framework <sup>15</sup>	-	-	-	-	-	-	-	-	-	-	-	-	-

<sup>14</sup> The Department will report on this indicator under its Provincial Indicator (Municipal IDP assessment reports).

<sup>15</sup> The Province is in the process of developing its Provincial-specific IDP Framework, and the National Framework's content will be considered in the process.

## 10. Nationally Prescribed Indicators falling under other Departments

The national Department of Co-operative Governance (DCOG) developed a number of prescribed indicators that do not fall within the functional area of the Department.

DCOG and the relevant provincial departments have agreed that the 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
Number of municipalities supported with the establishment of performance audit committees	Local Governance	Municipal Finance	Provincial Treasury
Number of municipalities with functional performance audit committees	Local Governance	Municipal Finance	Provincial Treasury
Number of municipalities supported to establish internal audit units	Local Governance	Municipal Finance	Provincial Treasury
Number of municipalities supported to establish audit committees	Local Governance	Municipal Finance	Provincial Treasury
Number of municipalities with functional audit committees	Local Governance	Municipal Finance	Provincial Treasury
No of municipalities with current debtors more than 50% of own revenue supported	Local Governance	Municipal Finance	Provincial Treasury
No of municipalities over spending on OPEX	Local Governance	Municipal Finance	Provincial Treasury
No of municipalities under spending on CAPEX	Local Governance	Municipal Finance	Provincial Treasury
No of municipalities supported to implement SDF Guidelines	Development & Planning	Local Economic Development	Department of Environmental Affairs & Development Planning

## 11. Risk Management

The following are the Department's strategic risks and controls:

STRATEGIC RISK	EXISTING RISK CONTROL	NEW RISK CONTROL
<p>1. Inadequate functionality of Disaster Management Centre due to the lack of strategic direction by the national disaster management centre ( Strategic plan direction and response)</p>	<ul style="list-style-type: none"> <li>• Effective disaster management Centre and the IGR structures at district, metro and provincial level</li> <li>• Disaster Framework is in place</li> <li>• Increased capacity of information captured on the GIS (Geographic Information System) from risk and vulnerability assessments (Continuous process)</li> </ul>	<ul style="list-style-type: none"> <li>• Continuous engagement with National to ensure the development of an integration of National IT systems</li> </ul>
<p>2. Inadequate proactive disaster risk reduction planning for execution by municipalities, provincial and national departments due to a lack of a risk reduction culture and proactive planning for disaster risks and hazards</p>	<ul style="list-style-type: none"> <li>• Provincial Fire &amp; Flood awareness/mitigation programmes (continuous process, annually)</li> <li>• Support Municipalities through school curriculum awareness programmes (continuous process annually)</li> <li>• Inclusion of disaster management chapter in the IDP (completed the Disaster Management Chapter in the IDP of 18 municipalities to date)</li> <li>• Increased capacity of information captured on the Geographic Information System (GIS) due to risk and vulnerability assessments (continuous process)</li> <li>• Monitor the Municipalities' risk reduction measures in relation to their risk profiles (continuous process)</li> </ul>	<ul style="list-style-type: none"> <li>• Engagement with other departments to ensure that they take up their line functions mandate regarding the hazards identified within the Western Cape</li> </ul>

STRATEGIC RISK	EXISTING RISK CONTROL	NEW RISK CONTROL
	<ul style="list-style-type: none"> <li>• Continuous monitoring review and identification of critical risk areas and vulnerable communities</li> </ul>	
<p>3. Lack of adequate fire services capacity at most municipalities to provide firefighting and rescue services resulting in inadequate fire protection of lives and property</p>	<ul style="list-style-type: none"> <li>• Continuous support of forums and frameworks to achieve implementation efficiency (Quarterly)</li> <li>• Strategic deployment of resources and capacity building</li> <li>• Review of the legislation is in progress (Deadline cannot be predicted as this is a national activity)</li> </ul>	<ul style="list-style-type: none"> <li>• Establish short/medium term training plans and (long term) provincial training facility. (Deadline cannot be predicted, on-going)</li> <li>• Increase in capacity by deploying fire fighters through job skills fund and EPWP</li> </ul>
<p>4. Lack of adequate provincial veld and forest fire strategy due to conflicting legislation (Veld and Forest fire Act, Fire Brigade Services Act &amp; Municipal services Act), resulting in widespread fire damage to agricultural land the environment</p>	<ul style="list-style-type: none"> <li>• Development of a disaster management chapter to be included in 3rd generation IDPs</li> </ul>	<ul style="list-style-type: none"> <li>• Development of a regulated strategy</li> <li>• Establishment of Memorandum of Understanding (MOUs) with district municipalities for wild fire response</li> </ul>
<p>5. Inadequate planning at municipal level for new and existing infrastructure due to limited capacity and knowledge within municipalities, which results in non-optimal infrastructure investment</p>	<ul style="list-style-type: none"> <li>• Monitoring and Evaluation of Municipal Infrastructure Grant (MIG) projects through the Municipal Infrastructure Grant Management Information System (MIGMIS)</li> <li>• Funding of priority projects from the master plan through the MIG, RBIG, own resources and alternative resources</li> </ul>	

**PART B: STRATEGIC OBJECTIVES AND BUDGET PROGRAMME STRUCTURE**

STRATEGIC RISK	EXISTING RISK CONTROL	NEW RISK CONTROL
	<ul style="list-style-type: none"> <li>• Master plans (water &amp; sanitation) developed which identified priorities bulk infrastructure projects and Water Demand Management projects to be implemented</li> <li>• Deployment of skilled engineers and planners to select municipalities</li> </ul>	
<p>6. Duplications of IGR forums and reporting in the province due to provincial departments approaching municipalities directly without consulting the Department of Local Government</p>	<ul style="list-style-type: none"> <li>• Updating IGR Calendar</li> <li>• Co-ordination of new IGR structure e.g. MINMAY, MINMAY TECH</li> <li>• Continuous communication and interactions with Executive Mayors &amp; Municipal Managers to secure commitment in respect of District Co-ordinating Fora (DCF) and DCF Technical Committees (DCF Tech) (On-going)</li> </ul>	<ul style="list-style-type: none"> <li>• Audit of IGR structures (phase 2) relating to municipalities (Completed)</li> <li>• Development of and IGR framework for the province.(March 2013)</li> </ul>
<p>7. Lack of Human Resource capacity within Financial management unit as a result of the split of the Department from DoHS, which impacts on the financial processes and compliance being undertaken by the agency (DoHS staff) , which leaves DoLG vulnerable</p>	<ul style="list-style-type: none"> <li>• An agency agreement with Department of Human Settlements</li> <li>• Appointment of contract staff</li> </ul>	<ul style="list-style-type: none"> <li>• Agreement has been reached with the DoHS: CFO that Internal Control and Fin Accounting will be transferred (function and possibly staff) from DoHS to DoLG from 1 April 2013</li> <li>• Support services will continue to be shared</li> <li>• The agency agreement with DoHS has been amended to include reporting and turnaround times. It also talks to the handover of</li> </ul>

STRATEGIC RISK	EXISTING RISK CONTROL	NEW RISK CONTROL
		<p>the Financial Accounting and Internal Control units</p> <ul style="list-style-type: none"> <li>• Additional contract staff appointed in SCM Compliance (5 November 2012) and 2 additional SCM clerks will be appointed soon.</li> <li>• OD approved the creation of additional SCM and Financial Accounting staff</li> </ul>
<p>8. The non-existence of a business continuity and disaster recovery plan for the department, which could compromise the department's core operations</p>	<ul style="list-style-type: none"> <li>• Implementation of an IT backup policy</li> </ul>	<ul style="list-style-type: none"> <li>• Detailed recovery plan produced for the Department and inputs from Chief Directorates to be received</li> </ul>
<p>9. Inadequate funding to meet legislative obligations because budget has not kept pace with expanding programmes that result in non-compliance</p>	<ul style="list-style-type: none"> <li>• Re-prioritisation of deliverables</li> <li>• Quarterly Performance Review</li> </ul>	<ul style="list-style-type: none"> <li>• Adjustments Budget Process</li> <li>• Cost efficiency measures</li> </ul>
<p>10. Inability to render an adequate Aerial Fire Fighting service due to National Department withdrawing the budget, which impacts on the number of aircraft deployed and resulting in ineffective early response to potential major fires</p>	<ul style="list-style-type: none"> <li>• Provincial MEC engaged with National Minister to intervene</li> </ul>	<ul style="list-style-type: none"> <li>• Re-prioritise aircraft placement</li> <li>• Arrangements made with SANDF for additional support</li> </ul>

## 12. RECONCILING PERFORMANCE TARGETS WITH THE BUDGET AND MTEF

## Expenditure Estimates

## Programme 1: Administration

Sub-programme R'000	Outcome			Main appro- priation 2012/13	Adjusted appro- priation 2012/13	Revised estimate 2012/13	Medium-term estimate			
	Audited 2009/10	Audited 2010/11	Audited 2011/12				% Change from Revised estimate			
							2013/14	2012/13	2014/15	2015/16
1. Office of the MEC				1	230	230	250	8.70	270	287
2. Corporate Services		11 905	16 480	21 024	21 404	21 404	32 678	52.67	33 810	35 657
<b>Total payments and estimates</b>		11 905	16 480	21 025	21 634	21 634	32 928	52.20	34 080	35 944

## Summary of provincial payments and estimates by economic classification

Economic classification R'000	Outcome			Main appro- priation 2012/13	Adjusted appro- priation 2012/13	Revised estimate 2012/13	Medium-term estimate			
	Audited 2009/10	Audited 2010/11	Audited 2011/12				% Change from Revised estimate			
							2013/14	2012/13	2014/15	2015/16
<b>Current payments</b>		9 033	13 142	20 510	20 817	19 601	28 950	47.70	30 053	31 770
Compensation of employees		6 107	7 134	14 632	11 668	11 668	20 275	73.77	22 066	23 467
Goods and services		2 921	6 000	5 878	9 149	7 933	8 675	9.35	7 987	8 303
Interest and rent on land		5	8							
<b>Transfers and subsidies to</b>		1	50		127	143	( 100.00)			
Departmental agencies and accounts			50							
Households		1			127	143	( 100.00)			
<b>Payments for capital assets</b>		2 869	3 086	515	690	690	979	41.88	1 027	1 074
Machinery and equipment		2 869	2 917	515	690	690	979	41.88	1 027	1 074
Software and other intangible assets			169							
<b>Payments for financial assets</b>		2	202			1 200	2 999	149.92	3 000	3 100
<b>Total economic classification</b>		11 905	16 480	21 025	21 634	21 634	32 928	52.20	34 080	35 944

## Expenditure trends analysis

The programme's allocation increased by 52.2 % from the 2012/13 financial year. This is due to further shifts from the Department of Human Settlements in respect of administrative expenditure and an additional allocation to make provision for the establishment of a CFO structure. Provision was made for normal inflationary adjustments over the MTEF.

## Programme 2: Local Governance

Sub-programme R'000	Outcome			Main appro- pria- tion 2012/13	Adjusted appro- pria- tion 2012/13	Revised estimat e 2012/13	Medium-term estimate			
	Audited 2009/10	Audited 2010/11	Audited 2011/12				% Change from Revised estimat e			
							2013/14	2012/13	2014/15	2015/16
1. Municipal Administration	18 240	16 474	19 528	8 484	8 677	8 677	<b>9 103</b>	4.91	9 326	9 913
2. Public Participation	40 535	44 169	49 485	8 361	7 848	7 848	<b>6 335</b>	(19.28)	6 755	7 161
3. Capacity Development	9 814	17 071	20 590	13 922	15 191	15 191	<b>14 547</b>	(4.24)	15 405	16 258
4. Municipal Performance, Monitoring, reporting and evaluation				5 995	5 530	5 530	<b>6 708</b>	21.30	7 182	7 640
5. Service Delivery Integration				16 925	16 990	16 990	<b>11 422</b>	(32.77)	12 126	12 793
6. Community Development Programme				41 421	46 624	46 624	<b>50 621</b>	8.57	54 313	57 197
<b>Total payments and estimates</b>	<b>68 589</b>	<b>77 714</b>	<b>89 603</b>	<b>95 108</b>	<b>100 860</b>	<b>100 860</b>	<b>98 736</b>	(2.11)	105 107	110 962

### Summary of provincial payments and estimates by economic classification

Economic classification R'000	Outcome			Main appro- pria- tion 2012/13	Adjusted appro- pria- tion 2012/13	Revised estimat e 2012/13	Medium-term estimate			
	Audited 2009/10	Audited 2010/11	Audited 2011/12				% Change from Revised estimat e			
							2013/14	2012/13	2014/15	2015/16
<b>Current payments</b>	<b>62 906</b>	<b>64 861</b>	<b>81 176</b>	<b>81 370</b>	<b>89 097</b>	<b>88 918</b>	<b>89 896</b>	1.10	100 152	105 912
Compensation of employees	52 841	56 687	64 746	63 869	70 326	70 326	<b>77 582</b>	10.32	83 521	88 515
Goods and services	9 985	8 151	16 411	17 501	18 771	18 592	<b>12 314</b>	(33.77)	16 631	17 397
Interest and rent on land	80	23	19							
<b>Transfers and subsidies to</b>	<b>5 669</b>	<b>12 375</b>	<b>8 251</b>	<b>13 583</b>	<b>11 663</b>	<b>11 687</b>	<b>8 789</b>	(24.80)	4 902	4 994
Provinces and municipalities	5 049	12 186	5 886	13 583	11 663	11 663	<b>8 789</b>	(24.64)	4 902	4 994
Departmental agencies and accounts	500		1 000							
Non-profit institutions	60	89	1 350							
Households	60	100	15			24		(100.00)		
<b>Payments for capital assets</b>	<b>14</b>	<b>478</b>	<b>176</b>	<b>155</b>	<b>100</b>	<b>255</b>	<b>51</b>	(80.00)	53	56
Machinery and equipment	14	478	176	155	100	255	<b>51</b>	(80.00)	53	56
<b>Total economic classification</b>	<b>68 589</b>	<b>77 714</b>	<b>89 603</b>	<b>95 108</b>	<b>100 860</b>	<b>100 860</b>	<b>98 736</b>	(2.11)	105 107	110 962

### Expenditure trends analysis

The allocation from 2012/13 to 2013/14 has been reduced due to the reduction in transfers to municipalities. The allocation for ward committee training was reduced as training was the process of completion. Provision was made for normal inflationary adjustments over the MTEF.



**Programme 3: Development and Planning**

Sub-programme R'000	Outcome			Main appro- pria- tion 2012/13	Adjusted appro- pria- tion 2012/13	Revised esti- mate 2012/13	Medium-term estimate			
	Audited 2009/10	Audited 2010/11	Audited 2011/12				% Change from Revised esti- mate			
							2013/14	2012/13	2014/15	2015/16
1. Municipal Infrastructure		5 793	5 839	12 844	10 313	10 313	<b>11 907</b>	15.46	13 408	14 169
2. Disaster Management	12 532	15 277	17 903	19 575	20 609	20 609	<b>22 034</b>	6.91	23 426	24 732
3. Integrated Development Planning Coordination				6 675	7 691	7 691	<b>7 683</b>	(0.10)	8 182	8 650
<b>Total payments and estimates</b>	12 532	21 070	23 742	39 094	38 613	38 613	<b>41 624</b>	7.80	45 016	47 551

**Summary of provincial payments and estimates by economic classification**

Economic classification R'000	Outcome			Main appro- pria- tion 2012/13	Adjusted appro- pria- tion 2012/13	Revised esti- mate 2012/13	Medium-term estimate			
	Audited 2009/10	Audited 2010/11	Audited 2012/13				% Change from Revised esti- mate			
							2013/14	2012/13	2014/15	2015/16
<b>Current payments</b>	10 081	17 965	22 357	38 368	35 557	35 557	<b>40 835</b>	14.84	44 181	46 677
Compensation of employees	4 402	10 013	12 382	19 725	20 927	20 927	<b>26 173</b>	25.07	28 800	30 589
Goods and services	5 678	7 952	9 975	18 643	14 630	14 630	<b>14 662</b>	0.22	15 381	16 088
Interest and rent on land	1									
<b>Transfers and subsidies to</b>	2 451	3 100	683	671	1 671	1 671	<b>738</b>	( 55.83)	782	818
Provinces and municipalities	1 900	2 500			900	900		( 100.00)		
Departmental agencies and accounts	275	300	315		336	336	<b>369</b>	9.82	391	409
Non-profit institutions	275	300	315	671	435	435	<b>369</b>	( 15.17)	391	409
Households	1		53							
<b>Payments for capital assets</b>		5	702	55	1 385	1 385	<b>51</b>	( 96.32)	53	56
Machinery and equipment		5	702	55	1 385	1 385	<b>41</b>	( 97.04)	42	45
Software and other intangible assets							<b>10</b>		11	11
<b>Total economic classification</b>	12 532	21 070	23 742	39 094	38 613	38 613	<b>41 624</b>	7.80	45 016	47 551

**Expenditure trends analysis**

The increased allocation from 2012/13 to 2013/14 is due to the Provincial priority funding received to the Department's baseline for fire services and municipal infrastructure. Provision was made for normal inflationary adjustments over the MTEF.

## **PART C: LINKS TO OTHER PLANS**

### **Links to the long-term infrastructure and other capital plans**

Not applicable

### **Conditional Grants**

The Department does not receive any conditional grants.

### **Public entities**

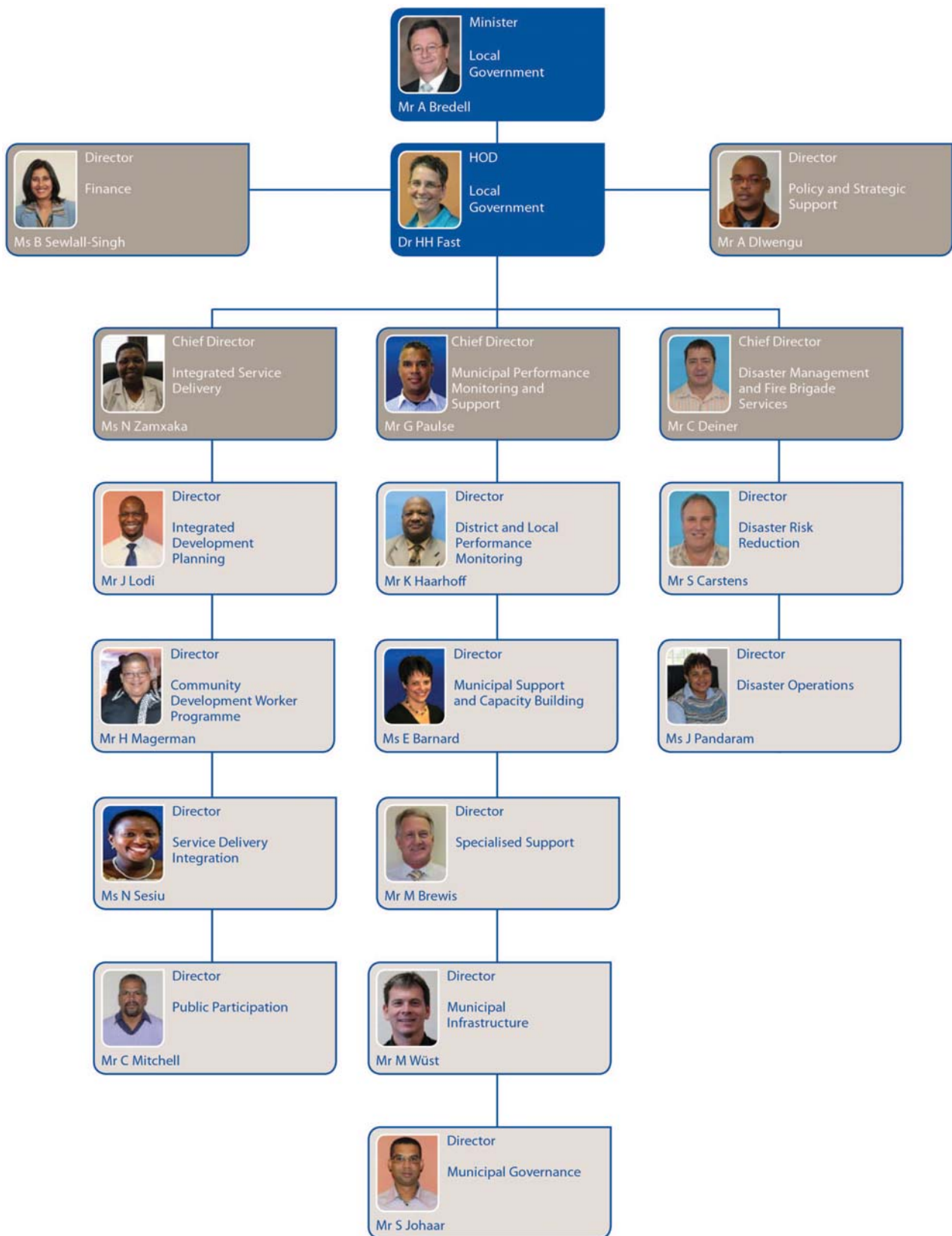
The Department does not have any public entities.

### **Public-Private Partnerships**

The Department has not entered into public-private partnerships however; the Department established the following partnerships as reported in the 2011/12 Annual Report:

- Hanns Seidel foundation: supported councillor training in all municipalities,
- GlZ: supported the rolling-out of shared services in the West Coast and Eden districts, and anti-corruption training for Councillors in Mossel Bay and Overberg district municipalities.
- Community Development Partnerships include:
  - a. Anglo African Management Trust;
  - b. Commission for Gender Equality;
  - c. Atlantis Youth Development Forum; and
  - d. West Coast Community Foundation.

Annexure A: Organisational Structure as at 28 February 2013



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## **Annexure B: Technical Indicator**

The technical indicator descriptions have not been printed with this document, however they can be found on the intranet ([http://www.westerncape.gov.za/eng/your\\_gov](http://www.westerncape.gov.za/eng/your_gov)).



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