



ANTON BREDELE

Provincial Minister: Local Government,
Environmental Affairs and Development Planning

After an extensive process of engaging with my Department and with municipalities, the Department of Local Government has developed a clear vision for what it wishes to achieve in the next five years.

The overall goal is to ensure that our municipalities are functional, accountable, responsive, effective, and efficient. If we achieve this, then sustainable, cost-effective services will be delivered to our people.

We will achieve this through seven initiatives. First, we will provide high-level expertise to municipalities to build their capacity. Together with municipalities, we will identify their support needs and then ensure that the necessary capacity is made available.

Second, we will take Integrated Development Planning to the next level

Local Government in South Africa is the first level of service delivery to the communities and has a key role to play in the servicing of communities, providing a standard of living and facilitate growth and development.

through “Third Generation IDPs”. These IDPs will reflect the aspirations of residents through the development of practical ward-based plans and will reflect the plans and spending priorities of all three spheres of government. A key component of this initiative is support to municipalities in developing external communication strategies that make effective use of mechanisms such as public participation, ward committees and written communications.

Third, the Department will develop a twenty-year bulk infrastructure master plan for the Province and will provide support to municipalities in implementing this. This will involve tapping new revenue sources and ensuring a solid technical skills base in each municipality.

Foreword

Fourth, the Department will provide support to municipalities to compile comprehensive registers of municipal infrastructure, which will include information on expected life-span and depreciation of the infrastructure.

Fifth, the Department will improve and extend the current Community Development Worker Programme to ensure that all residents have access to information about government services. The activities of the CDW programme will be integrated with those of the Thusong Centres so as to provide a seamless outreach service to communities.

We will also upscale our disaster management capability to ensure that provincial departments and municipalities

focus on prevention and preparedness and are ready for anything.

Lastly, the likelihood that many municipalities will continue to be governed by coalitions will continue to pose a great challenge. The Department will ensure that municipalities comply with legislation, that they are accountable to their people, and that they are open and transparent in all governance matters. We will do this through the creation of a framework for intervention in municipalities, where this is necessary, and through providing extensive training on the development and implementation of anti-fraud and –corruption strategies.

Official Sign-Off


It is hereby certified that this Strategic Plan:

- Was developed by the management of the Department of Local Government under the guidance of Provincial Minister of Local Government, Environmental Affairs & Development Planning, Mr A Bredell;
- Takes into account all the relevant policies, legislation and other mandates for which the Department of Local Government is responsible; and
- Accurately reflects the strategic goals and objectives which the Department of Local Government will endeavour to achieve over the period 2009/2010 to 2014/2015.

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List of Abbreviations

APP	Annual Performance Plan	LGMTEC	Local Government Medium Term Expenditure Committee
AG	Auditor General	LGNET	Local Government Network
DBSA	Development Bank of Southern Africa	LGSETA	Local Government Sector Education Training Authority
CDW	Community Development Worker	MDB	Municipal Demarcation Board
CIPRO	Companies and Intellectual Property Registration Office	M&E	Monitoring and Evaluation
COGTA	Department of Cooperative Governance and Traditional Affairs	MEC	Member of the Executive Council
COMPASS	Comparative Municipal Performance Assessment & Strategy System	MFMA	Municipal Finance Management Act No. 56 of 2003
CPF	Community Police Forum	MIG	Municipal Infrastructure Grant
DOCS	Department of Community Safety	MINMEC	Forum chaired by the National Minister of COGTA & attended by Provincial MECs for Local Government
DEDAT	Department of Economic Development and Tourism	MIS	Management Information System
DCF	District Coordinating Forum	MPCC	Multi Purpose – Community Centre
DCF TECH	District Coordinating Forum Technical Committee	MM	Municipal Manager
DLG	Department of Local Government (Provincial)	MPRA	Municipal Property Rates Act No 6 of 2004
DLG&H	Department of Local Government and Housing	MSA 1	Municipal Structures Act 117 of 1998
DM	District Municipality	MSA 2	Municipal Systems Act No. 32 of 2000
DPLG	Department of Provincial and Local Government	NSDP	National Spatial Development Perspective
DPSA	Department of Public Service and Administration	NT	National Treasury
EE	Employment Equity	PAF	Provincial Advisory Forum
EPWP	Expanded Public Works Programme	PAFTEC	Provincial Advisory Forum Technical Committee
FBS	Free Basic Services	PAJA	Promotion of Administrative Justice Act
GAMAP	Generally Accepted Municipal Accounting Practice	PCF	Premier's Coordinating Forum
GCIS	Government Communication Information System	PCFTEC	Premier's Coordinating Forum Technical Committee
GRAP	Generally Recognised Accounting Practice	PMCF	Premier's Metro Coordinating Forum
GDP	Gross Domestic Product	PMS	Performance Management System
HR	Human Resources	PT	Provincial Treasury
IDP	Integrated Development Plan	SAPS	South African Police Services
IGR	Intergovernmental Relations	SARS	South African Revenue Service
KPA	Key Performance Area	SASSA	South African Social Security Agency
KPI	Key Performance Indicator	SALGA	South African Local Government Association
LED	Local Economic Development	SDBIP	Service Delivery and Budget Implementation Plan
		SCM	Supply Chain Management
		SDF	Spatial Development Framework

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Part A: Strategic Overview

Local Government in South Africa is the first level of service delivery to communities and has a key role to play in facilitating growth and development.

South Africa's Constitution (1996) establishes the framework for inter-governmental relations. It sets out the principles for co-operative governance and the application of these in the relations between national, provincial and local government. This framework highlights that all three spheres of government (national, provincial and local) as well as the private sector and communities, have a role to play in the improvement of service delivery.

Status of municipalities

- The executive and legislative authority of a municipality is vested in its Municipal Council;
- A municipality has the right to govern, on its own initiative, the local government affairs of its community, subject to national and provincial legislation, as provided for in the Constitution; and
- The national or provincial government may not compromise or impede a municipality's ability or right to exercise its powers or perform its functions.

The objectives of local government include

- To provide democratic and accountable government for local communities;
- To ensure the provision of services to communities in a sustainable manner;
- To promote social and economic

development;

- To promote a safe and healthy environment; and
- To encourage the involvement of communities and community organisations in the matters of local government.

In view of the above, the Department has adopted the following vision, mission and values:

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;
- d) To be the first port of call to municipalities for advice and support; and
- e) To facilitate delivery through sound administration and the engagement of all spheres of government and social partners.

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3. Values

The Department's values are based upon the 8 principles of Batho Pele which are:

- Consultation;
- Setting service standards;
- Increasing access;
- Ensuring courtesy;
- Providing information;
- Openness and transparency;
- Redress; and
- Value for money.

In addition, the Department emphasises the following:

4. Legislative and other mandates

4.1. Constitutional Mandates

The Constitution of South Africa Act 108 of 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;

Courtesy	We will be polite in all our social gestures.
Integrity which includes honesty, fairness and respect	We do the right thing even when we are not watched.
Trust	All our endeavours will be of an honest and true nature.
Responsibility and accountability	We are committed to Local Government Service Delivery pledges and are fully accountable for our actions.
Harnessing diversity	We will accommodate the diversity of all our employees, clients and stakeholders.
Participative decision-making	We will take the views of all our employees, clients and stakeholders into consideration when decisions are made.
Professionalism	We will be professional in all our actions.
Effective service delivery	We will meet and exceed client expectations in all service delivery actions.
Continuous learning	We will develop ourselves to continuously meet the expectations of our clients.

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- 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 Mandates

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

The White Paper and this suite of legislation nationally demarcates the following focus areas for the Provincial Minister for local government:

- General regulation, monitoring, support of and co-ordination with, local government in terms of the Municipal Structures and Systems Acts;

- Within the overall supervisory role, the regulation and monitoring of the financial management of municipalities. This will take place in terms of the Municipal Financial Management Act and the Municipal Property Rates Act; and
- Within the overall coordination role, integrated planning in terms of the Systems Act.

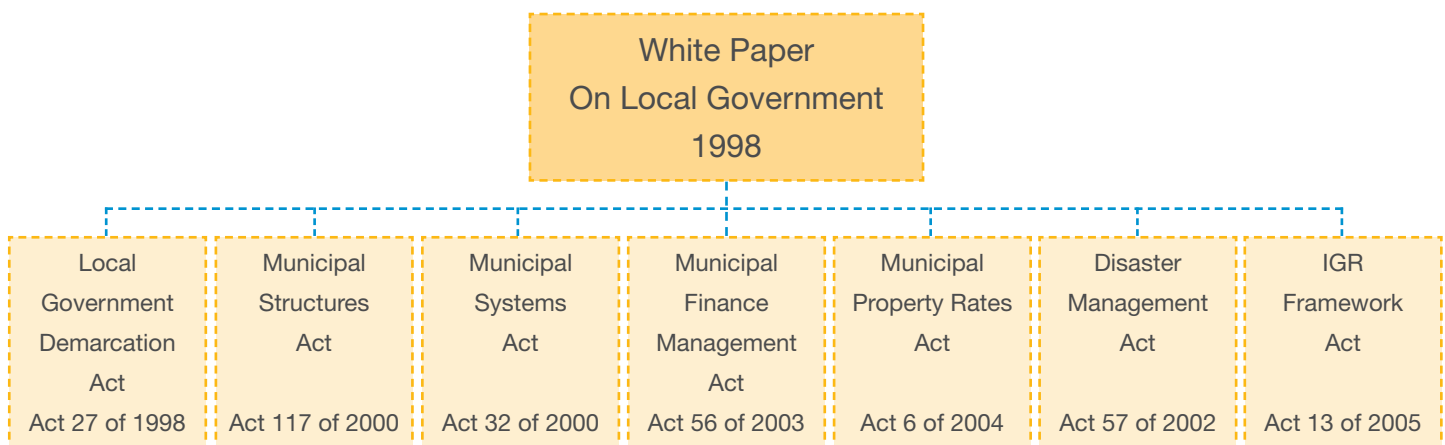
Particular mention is made of the most important of these, namely:

Local Government Demarcation Act, Act 27 of 1998

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

Municipal Structures Act, 1998 & 2000 (Act 117 of 1998 and Amendment Act 33 of 2000) & Municipal Systems Act, 2000 (Act 32 of 2000)

Together these acts describe the political decision making systems which apply in



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different categories of municipalities, define the powers and duties of various role players and 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 coordinate municipalities under its jurisdiction.

Municipal Finance Management Act, 2003 (Act 56 of 2003)

This Act aims to secure sound and sustainable management of the financial affairs of municipalities and establishes norms and standards against which they can be monitored and measured. The Provincial Department's role is to monitor adherence, provide support to develop the required capacity and, where necessary, technical support.

Municipal Property Rates Act, 2004 (Act 6 of 2004)

This Act aims to regulate the power of a municipality to impose rates on property, exclude certain properties from rating in the national interest, make provision for municipalities to implement a transparent and fair system of exemptions, reduction and rebate through their rating policies; make provision for fair and equitable valuation methods of properties, make provision for an objections and appeals process, amend the Local Government: Municipal Systems Act, 2000, so as to make further provision for the serving of documents by municipalities, amend

or repeal certain legislation; and provides for matters connected therewith.

Disaster Management Act, 2002 (Act 57 of 2002)

This Act provides for integrated and co-ordinated disaster management focused on rapid and effective responses to disasters and reducing disaster risks. It also provides for the establishment of provincial and municipal disaster management centres. The Act provides a framework under which the Provincial Department operates and liaises with municipalities on disaster related matters.

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

This Act aims to establish a framework for the national government, provincial governments and local governments to promote and facilitate intergovernmental relations; to provide for mechanisms and procedures to facilitate the settlement of intergovernmental disputes; and to provide for matters connected therewith.

Other Local Government Related Legislation

- Development Facilitation Act, 1995 (Act 65 of 1995);
- Fire Brigade Services Act, 1987 (Act 99 1987);
- Land Use Planning Ordinance, 1985 (Ord. 15 of 1985);
- Less Formal Township Establishment Act, 1991 (Act 113 of 1991);
- Local Government Laws Amendment Act, 2008 (Act 19 of 2008);
- National Veld and Forest Fire Act, 1998 (Act

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- 101 of 1998);
- Remuneration of the Public Office Bearers Act, 1978 (Act 20 of 1978)
- Western Cape Determination of Types of Municipalities Act, 2000 (Act 9 of 2000); and
- Western Cape Less Formal Township Establishment Amendment Act, 2007 (Act 6 of 2007);

Transversal Legislation

A series of transversal legislation impacts on the work of the department across all its various functions namely:

- Annual Division of Revenue Act;
- Basic Conditions of Employment Act, 1997 (Act 75 of 1997);
- Employment Equity Act, 1998 (Act 55 of 1998);
- Labour Relations Act, 1995 (Act 66 of 1995);
- Occupational Health and Safety Act, 1993 (Act 85 of 1993);
- National Archives and Record Service of South Africa Act, 1996 (Act 43 of 1996); and
- Promotion of Access to Information Act, 2000 (Act 2 of 2000);
- Promotion of Administrative Justice Act, 2000 (Act 3 of 2000);
- Promotion of Equality and Prevention of Unfair Discrimination Act, 2000 (Act 4 of 2000);
- Provincial Archives and Records Service of the Western Cape Act, 2005 (Act 3 of 2005).
- 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;
- Skills Development Act, 1998 (Act 97 of 1998); and
- Skills Levy Act, 1999 (Act 9 of 1999);

4.3 Policy Mandates

- White Paper on Local Government, 1998;
- National Local Government Turn Around Strategy 2009;
- Five Year Local Government Strategic Agenda 2006;
- Local Government Anti-Corruption Strategy, 2006;
- Free Basic Services, 2000/01;
- Code of Conduct for Councillors;
- National Public Participation Framework;
- National CDW Master Plan; and
- Provincial CDW Master Plan.

Other Policy Mandates

- Batho Pele ;
- Policy Framework For Government Wide Monitoring & Evaluation System, 2007;
- Framework for Managing Programme Performance Information, 2007;
- South African Statistical Quality Assurance Framework, 2007;
- National Spatial Development Perspective, 2002; and
- Provincial Spatial Development Framework.

4.4 Relevant Court Rulings

Court cases that demonstrate the impact of the legislative mandate of government and need to be noted are:

- The Judgement in the Eastern Cape Division of the High Court (Mnquma

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Local Municipality & Another v The Premier of the Eastern Cape & Others) although not binding on the Western Cape Province, provides firm direction as to the preconditions for the application of section 139 of the Constitution (Provincial intervention into local government) and in particular section 139 (1) thereof, which deals with the situation where a municipality cannot or does not fulfill an executive obligation in terms of the Constitution or legislation. It deals comprehensively with the scope and meaning of section 139 (1).

4.5 Planned Policy Initiatives

There are currently two major external changes being effected, namely the Public Administration Management Bill (commonly known as the Integrated Public Service Bill) and the Policy Review process of provincial and local government. Both of these will impact on local government and the future development thereof.

In respect of Municipal Administration, the most important national policy initiatives are the Local Government Anti-corruption strategy and “Operation Clean Audit 2014”.

The draft national Community Development Worker (CDW) policy, as well as the draft overarching national Community Development Policy, will impact on the department’s work with regard to Public Participation. The department also plans to review its own provincial policy on the CDWs.

To improve alignment in government programmes and integrated planning in the

Province, the Multi Purpose Community Centre (MPCC) programme will be transferred from the Department of Social Development to the Department of Local Government in April 2010. Therefore the Department will be responsible to provide strategic guidance and support relating to the following aspects:

- Co-ordination and governance at provincial level;
- Development of proper structures and systems;
- Service Level Agreements with the Service Providers within the MPPC;
- Monitoring, evaluation and support of the programme;
- Development and implementation of provincial promotional and marketing plans; and
- Establishment and management of Public Private Partnerships (PPP) at provincial level.

The new Fire Brigade Services Bill is currently in the parliamentary memorandum stage. It will result in the Fire Brigade Services Act, which will give the required attention to supporting and monitoring local government. This support and monitoring will be implemented through the establishment of a Sub-directorate at Provincial level responsible for the following:

- Strategic management of the fire services in the province;
- Co-ordination of the registration of all fire service practitioners in the province;
- Co-ordination of the capacity building of fire service practitioners; and

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- Policy development in consultation with the Commissioner of fire services.

Other Planned Policy Initiatives

- The Green Paper for Planning, 2009;
- Green Paper for Improving Government Performance, 2009; and
- The Provincial Local Government Turn Around Strategy, 2010.

5. Situational Analysis

5.1 Performance Environment

The 2007 General Household Survey (GHS)¹, which was released by Statistics SA on 10 July 2007, confirms positive trends in terms of service delivery and the general living conditions of South African households since 2002. However, 20% of households living in the Western Cape are classified as indigent households and need support from government. The lack of financial resources and the shortage of skills at municipal level remains a challenge to support communities and address the service delivery backlogs.

The last local government elections held in March 2006 resulted in a politically fluid landscape in the Western Cape, with only 4 of the 24 B municipalities having a 50 + 1 majority i.e. Overstrand, Swartland, Hessequa and Bitou. The rest, as well as the metro and districts, were governed by coalitions. These (50+1) majorities have since increased to 10 (B) municipalities as a result of the floor crossing period in 2007 and / or subsequent

by-elections. In many instances the coalitions that were established remained fragile and unstable and resulted in constant changes in the council leadership as coalitions broke down and / or changed due to by-elections results. For example, some municipalities such as Saldanha and Stellenbosch have experienced at least 3 changes in governing coalitions since the 2006 elections. In instances where coalitions have not remained stable and constant political change was experienced, this was followed by constant changes in administrative leadership, in effect creating administrative instability and negatively affecting governance.

An analysis of the 2007/08 integrated development plans of municipalities indicates a progressive improvement, with only 3 of the 30 municipalities not achieving credible IDPs. The analysis further indicates a high level of technical and administrative compliance with regards to IDP. However, some challenges remain, which includes a lack of internal municipal ownership of the IDP across the administration. Closer scrutiny of the municipalities that have received IDP support, indicates implementation and operational constraints as a result of internal staff capacity and the manner in which IDPs are managed within the municipality. A further challenge is that the IDP is still not perceived as the single most important planning instrument for all spheres of government.

The implementation of the IDPs and municipal budgets need to be monitored and

¹ The GHS statistics are the latest information available.

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measured on an ongoing basis. Although most municipalities indicated that they have developed performance policy frameworks to implement performance management systems in line with the Department of Cooperative Governance and Traditional Affairs (CoGTA) guidelines and recommendations, the Auditor-General reported that for the 2007/08 financial year, almost 90% of municipalities did not submit their audit performance information on time.

Skills remain a challenge at municipal level. Municipalities are required to annually assess skills of personnel and to develop and submit a workplace skills plan. Although all the municipalities submitted skills development plans and most municipalities have already started to implement these plans, the success of implementation is hampered by budgetary constraints, as barely 1% of municipal budgets in most municipalities are spent to actually develop the skills of their employees.

Almost all municipalities indicated that a lack of funding for bulk services is hampering their delivery in respect of basic services. An analysis of municipal financial statements indicates that municipalities are very reliant on capital grants to fund their capital expenditure. This gives an indication that the revenue base of municipalities is insufficient to generate enough funding for provision and maintenance of basic infrastructure. Capacity/technical skills in their Engineering/Technical Departments remain a challenge. Ageing service delivery infrastructure and utilities exert pressure on

resources, as these have to be maintained.

Municipal Administration (Municipal Governance)

Municipal legislation

Municipal councils have almost completed four years of their five year term and have now moved beyond the 4/5th mark towards the next municipal elections.² Municipalities function in a politically and administratively challenging environment and have seen frequent changes of power.

Despite the fluid political environment and its unintended consequences and challenges, there has been a general improvement in overall good governance in a number of municipalities. There is still however a number of challenges as indicated in the reports of the Auditor-General for 2007/08. These include 31% non compliance with regards to operation of audit committees, 69% non compliance with regards to fulfilling internal audit responsibilities, and 47% non compliance with regards to implementation of previous external audit recommendations.

There has been a general improvement in the development of Anti-Corruption Strategies and Plans across municipalities in the province. The improvement can largely be ascribed to the Provincial Anti-Corruption Programme introduced in 2006. The major challenge however is in the implementation and adherence to these strategies and plans.

Against this background there rests an even

² At the time of completing this document.

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greater responsibility on the Province, and Department of Local Government in particular, to ensure that municipalities function in accordance with both the letter and spirit of the Constitution and the supporting legislation in respect of anti-corruption, accountability and transparency.

Governance and Integration

An unintended consequence of the constitutionally enshrined principles of independent spheres of government is the inherent tensions it creates between such spheres both politically and administratively. This tension is further exacerbated in the Western Cape as a result of the politically fluid landscape. Strong Intergovernmental Relations (IGR) therefore becomes an important principle and mechanism that will assist in achieving greater commitment and full participation of the different spheres of government. Strong IGR also improves planning and budget alignment and coordination between these spheres.

In this regard considerable progress has been made with the implementation of the Intergovernmental Relations Framework Act (IGR Act). District Co-ordinating Forums (DCFs) and District Co-ordinating Forum Technical Committees (DCF Techs) have been established in all regions. However, the functioning thereof remains a challenge at a political level, despite the fact that there is good cooperation at administrative level between municipalities within the respective regions.

The department is working in close

partnership with the Department of the Premier (DoTP) to support the Premier's Co-ordinating Forum (PCF), Premier's Metro Co-ordinating Forum (PMCF) and Premier's Co-ordinating Forum Technical Committee (PCF Tech) in terms of the new Provincial IGR Policy Framework.

The department continues to act as a referral mechanism for municipal intergovernmental issues that require co-operation between provincial and local spheres of government. For example, the department has developed the Provincial Telephone Directory of officials at the various provincial departments who work closely with municipalities in the Western Cape. It is envisaged that the directory will enhance communication and interaction between the provincial and local spheres of government.

The Department supports the improvement of the quality of Integrated Development Plans and related participation processes and methodologies. Municipalities need to target investment in local areas (neighbourhoods), improve their capacity to implement their longer term development strategy and improve the role of citizen participation. This includes the use of inter-governmental structures to target investment and services on an annual basis. Municipalities will receive specific planning support through the transition to the next 5 year term of office of councils as from 2011.

The department will also strive to implement an enhanced 3rd generation IDP after the 2011 Local Government Elections.

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Public Participation

The department places a strong emphasis on strengthening and supporting service delivery through active citizens' participation in local government. Community Based Planning at a ward based level is being rolled out to municipalities with the intention of strengthening active citizen participation in the IDP processes. Induction and information sessions are being conducted in respect of the roles and responsibilities of ward/area committees. Indicators to measure and assess ward committee functionality are being developed in collaboration with relevant stakeholders to ensure they fulfil their legislative mandate as the link between the communities and municipalities.

As a further means of strengthening active citizen participation, the department has in collaboration with relevant stakeholders developed public participation citizen satisfaction surveys. These surveys are conducted annually to measure the level of citizens' understanding of public participation mechanisms and the importance of their active participation in local government decision making. The department will continue to implement and further enhance these measures. In addition it will provide communication support to municipalities to assist them in the development and implementation of effective citizens' communication strategies.

Public Participation (Community Development Workers)

The introduction of Community Development Workers (CDWs) was designed to address the institutional gaps in the service delivery and investment programmes of government with a specific focus on poor and vulnerable communities. CDWs are located within various wards in the 5 municipal district regions and in the metro. Currently, the department employs 200 CDWs who assist communities in practical and tangible ways.

Whilst there have been numerous achievements in the development and implementation of this programme since its inception in 2005, it has also resulted in a number of challenges. The Department therefore commissioned an independent external 5 year review of the CDW Programme. The review confirmed and identified a number of challenges which emanated from weaknesses at a legislative and policy level, institutional systems and process level, as well as at a resource capacity level. Flowing from the review a number of interventions and recommendations are in the process of being implemented by the Department. A key intervention includes the up-scaling of the programme's back office support. Staff has been redeployed to capacitate the administrative support to the programme, strengthening of institutional systems and processes, as well as up-scaling the monitoring, evaluation, reporting and supervision of the programme and its staff.

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The department's partnerships with key stakeholders and government departments are consolidated and will contribute to the effectiveness of the CDW Programme. In this regard, the CDW Programme has formed a crucial partnership with the Department of Agriculture in rolling out the food garden programme to enhance food security for citizens as well as through supporting nutritional centres in the province. Other partnerships include:

- Facilitating Educational Development opportunities for rural communities in the Southern Cape and Central Karoo;
- Active partnership with Department of Social Development in the War on Poverty campaign in Cape Winelands and Eden District Municipalities;
- Assisting members of the community with registration of Early Childhood Development centres; and
- Recruitment of youth for home based care learnerships and Department of Agriculture learnerships.

The CDW Programme has also been involved in various awareness campaigns which include:

- Fire and Flood Awareness Campaign;
- Housing Consumer Education;
- Substance Abuse Awareness Campaigns;
- Assistance with the Identification of Child Headed Households as a result of the HIV/AIDS Pandemic; and
- Water Hygiene and Cholera Campaign in the West Coast and Cape Winelands.

CDWs furthermore played a crucial role in

supporting Local Economic Development (LED) initiatives such as facilitating information sessions on economic opportunities and assisting citizens with SARS and CIPRO registration. In Langa, CDWs have supported the Masincedane Project, driven by physically challenged citizens.

Capacity Development

The main focus of this key performance area is the institutional and organisational capacity of municipalities to perform their functions and fulfill their developmental role as stipulated in the Constitution.

Notably, larger municipalities report a large number of vacant posts in its middle management structures. These vacancies average around 35%. The vacancy rates in financial and technical posts are high and municipalities are experiencing huge challenges in the filling of these posts on all levels. This has a direct effect on service delivery and is normally the main reason indicated by municipalities for low spending on capital budgets and non-compliance with legislative requirements.

The department's capacity support programme has taken cognisance of these challenges and will address them through a number of interventions. Municipal support plans have been developed for each municipality. These are tailor-made plans which will be adapted if conditions change. These plans will take into account the unique circumstances of municipalities and prioritise provincial support measures. The plans were

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developed in partnership with municipalities and will be continuously updated through a consultative process with the relevant stakeholders.

Over the past few years the department rolled out various support initiatives to municipalities which included:

- Implementation of the Municipal Property Rates Act;
- Implementation of the Performance Management Systems;
- Councillor induction and training;
- Competency guidelines, HR and gender related issues; and
- Leadership and best practice programmes.

Many of these programmes will be enhanced and continued.

Municipal Performance Monitoring, Reporting and Evaluation

The department monitors municipal performance in terms of key performance indicators via various tools, processes and methodologies that have been developed since the 2006 Local Government Elections. All the tools and processes are developed with the singular purpose of serving as an early warning system on a quarterly, bi-annual and annual basis. The main tool is the Municipal COMPASS (Comparative Performance Assessment and Strategy System), which occurs on a quarterly basis. This tool allows for a qualitative assessment by stakeholders involved in local government monitoring and support programmes. The COMPASS uses a number of performance reports generated

by the department as well as other sector departments as a basis for the assessment. This includes quarterly and bi-annual performance reports which are compiled for COGTA, LGMTEC reports, AG reports and IDP assessments. A consolidated provincial performance assessment report (state of municipality) is also compiled and submitted in compliance with the legislative obligations placed on the MEC for Local Government, in terms of Section 47 of the Municipal Systems Act, on an annual basis.

The above-mentioned monitoring mechanisms assist the department to develop and implement support programmes which are informed by the needs of the Municipalities, as well as act as a catalyst for legislative interventions.

The main challenges in respect of the above include:

- Credibility of data received from municipalities;
- Lack of co-ordination of the various national and provincial municipal reporting and monitoring processes which results in reporting fatigue;
- Alignment of legislative and policy reporting requirements which results in duplication;
- Lack of an integrated municipal performance monitoring and evaluation system; and
- Lack of buy-in and the inherent tension between provincial government and municipalities in respect of monitoring and evaluation.

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Development and Planning

Municipal infrastructure

Most municipalities are becoming more reliant on capital grants from other spheres of government to fund their capital expenditure. This indicates that the revenue base of municipalities is in most instances insufficient to generate enough funding for the provision and maintenance of basic infrastructure. Ageing service delivery infrastructure and utilities exert pressure on resources, as these have to be maintained. There is a considerable shortage of funds for maintenance, mainly for roads, stormwater drainage and sewerage.

The Municipal Infrastructure Grant (MIG) is a 10-year infrastructure programme aimed at eradicating backlogs in infrastructure by 2014. The programme started in the 2004/05 financial year. The Province has an excellent expenditure trend over the past 5 financial years with regard to the MIG and a substantial amount of time has been ploughed into training and capacity building of municipal officials involved with the MIG.

The Department of Local Government has an important duty to ensure that the limited funding available for infrastructure is effectively and efficiently spent in accordance with the letter and spirit of the Constitution, legislation and policy guidelines.

The main challenges faced by municipalities with regard to the delivery of basic services are as follows:

- The lack of credible information;
- Availability of land;

- Insufficient funds for new bulk infrastructure, as well as the upgrading and maintenance of it;
- Lack of adequate project management skills;
- Lack of adequate technical skills;
- Large rural areas with great travelling distances; and
- The escalating cost of infrastructure development and maintenance, as well as the costs of backlog eradication.

Disaster Management

Disasters and major incidents (fires, floods, etc.) continue to severely disrupt the lives and livelihoods of the most vulnerable communities. Currently the disaster risk profile indicated that approximately 38 hazards (human induced and/or natural) could cause disasters in the Western Cape Province. Already we have seen (often preventable) fires unnecessarily claiming many lives in the province, especially in informal settlements. Due to the fauna and flora being destroyed by veld and forest fires, the most vulnerable communities lose job opportunities and their income which has a further effect on the economy. In some parts of the province the drought is crippling farms and posing extensive water shortages, while other areas are experiencing floods and some are still recovering from previous floods.

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 and major incidents are:

Part A: Strategic Overview

- The co-ordination of disaster mitigation, preparedness, response and recovery which is applied both vertically and horizontally within government;
- Limited emphasis on disaster risk reduction measures by government as well as private sector; and
- Disaster recovery funding cannot be easily accessed and can take up to one year before being allocated after a disaster.

Disaster Management should, within this period, be focused on dealing with reducing the risk of the identified hazards and promoting a culture of risk reduction instead of only response and recovery.

The evaluation of local government fire brigade services against universal standards (SANS 10090) indicated that the state of the fire brigade services in the province is generally poor and very few fire brigade services are on par to address the fire risk within their communities. The challenge will be to:

- Support the fire brigade services function at local government level by assisting and advising local municipalities on how to provide effective and efficient fire services;
- Ensure standardisation of by-laws and legislation in the province; and
- To motivate Municipal Councils to prioritise fire brigade services within their IDPs.

5.2 Organisational Environment

A key challenge for the Department is transforming itself into a learning organisation that is motivated, fully equipped and capacitated for effective delivery. An analysis

of the institutional context and challenges identified the following key priority areas:

5.2.1 Project Management Capability

The Modernisation Program, undertaken by the PGWC, reiterated the need for adopting the project management approach as it was previously identified by the Department. A silo approach makes it difficult for the department to meet the challenges of promoting developmental local government. In this regard, the Department is utilising the Executive Projects Dashboard to track and monitor progress on both high-level and operational projects.

5.2.2 Customer Relations and Communication

Internally the department introduced a fortnightly newsletter which has a strong emphasis on our staff and keeps them informed on matters which are happening within the department. This publication continues to raise the profile of the department internally and plays a part in terms of staff morale.

Externally the department ran the 4th Annual Fire and Flood awareness campaign in the 3rd quarter of the year. The campaign continues to grow with a number of schools reached in the rural areas.

5.2.3. Information Systems

The framework for the Department's information systems is the Master Systems Plan (MSP) each Department is required to develop. The (previous) Department of Local Government and Housing has an existing

Part A: Strategic Overview

Plan, however it requires significant revision and alignment with government requirements relating to modernisation and the split. The Centre for e-Innovation has proposed a new MSP for the newly established Department of Local Government as from July 2010. The new plan should address the Information Communication Technology (ICT) solutions as well as connectivity and information-sharing platforms with municipalities.

5.2.4 Planning, Reporting and Monitoring System

A performance management system has been operationalised and will be aligned to the Premier's Dashboard. Continuous monitoring is done through the strategic management framework for government, that is, annual, bi-annual and quarterly reporting by senior management. This process is aligned to the monthly reporting, bi-weekly management meetings and meetings with the Executive Authority. The reporting is done through the quarterly review sessions. The senior management staff report on their results by programme. The reports are a key tool for managers to update themselves in respect of the work of sister directorates and to ensure a coordinated programme and lateral linkages. This reporting system ensures that a culture of reflection, learning and integration is developed within Department of Local Government.

5.2.5. Data-Management Systems

Correspondence and file tracking system

CMats, a file and correspondence tracking tool, is currently being used by administrative staff to log and track the movement of documents between the Ministry and Department of Local Government, between Directorates in the Department of Local Government and to track responses to incoming communications from external stakeholders. A key challenge is that it is not fully integrated with other information systems. No contact tracking is currently implemented. A disparate set of tools for creating and maintaining contact lists is used at personal, project, directorate and departmental level. A coordinated system that is properly managed and maintained will be developed as part of the MSP.

5.2.6 Human Resource Management System

The Modernisation Programme proposes the shift of the Human Resources, Internal Audit and Enterprise Risk Management functions to a shared Corporate Services within the Department of the Premier from 1 April 2010. Therefore the information relating to these functions is only reflected in the Strategic and Annual Performance Plans of the Department of the Premier.

Part A: Strategic Overview

5.2.7 Financial Systems

Logis

Logis is the transversal procurement system belonging to National Treasury and the system is fully operational.

Basic Accounting System (BAS)

BAS is an online accounting system that is used to effect all payments and allocate all expenditure and revenue to the respective cost centres. It is also used for financial reporting purposes. This transversal system is owned by National Treasury.

6. Description of strategic planning process

The Department of Local Government decided to follow a consultative approach during the development of this strategic plan. The stakeholders involved included municipal managers and provincial departments, as they are also involved in municipal areas and input is required from an IDP perspective.

The planning process started with a strategic discussion between the MEC, the department and selected municipal managers. Key needs and possible focus areas were identified during this phase.

The above session was followed by a strategic discussion between sector departments, municipal managers and departmental staff. The acting HOD also reflected on the IDP processes whereafter it was agreed that the IDP will be the key focal point for the next five years. The strategic goals were identified during this session.

The management team attended a final session where the situational analysis was workshopped and the draft vision and mission value statements and strategic goals were agreed upon, after which the individual directorate sessions were held to develop performance indicators and annual and quarterly targets, which were confirmed in the Branch meeting.

Part A: Strategic Overview

7. Strategic Goals of the Department

The broad strategic goals of the Department of Local Government are:

Strategic Goal: 1

Short Title	Good Governance
Goal statement	Compliant and accountable municipalities underpinned by good governance
Justification	The Department has a constitutional obligation to support and build the capacity of municipalities and therefore has to support them to comply with all their legislative requirements
Links	This goal will contribute to the achievement of the provincial government's objective to "Deliver clean, efficient, cost effective, transparent and responsive public administration" as well as National Government's Local Government Strategic Agenda (LGSA) and Turnaround Strategy. This goal is linked to the Provincial Government's strategic objective 10, to deliver a clean, value-driven, efficient, effective and responsive government.

Strategic Goal: 2

Short Title	IGR Support
Goal statement	Effective Intergovernmental Relations
Justification	The role of the Department is to work closely with the Department of the Premier to facilitate the creation and maintenance of IGR structures and a system of intergovernmental relations. The aim is to increase coordination, communication and horizontal and vertical integration with municipalities organised local government, provincial and national departments. The department is a point of contact and referral for municipalities and sector departments in respect of municipal matters.
Links	This goal will contribute to the achievement of Provincial and National Strategies and the Provincial Government's objective 10, which aims to deliver a clean, value-driven, efficient, effective and responsive government. This goal also contributes to National Government's 5 year strategic agenda and its Turnaround Strategy.

Part A: Strategic Overview

Strategic Goal: 3

Short Title	Integrated Development Planning
Goal statement	Effective Integrated Development Planning by all spheres of government that accelerates service delivery within municipal areas.
Justification	The IDP is the single, inclusive and strategic plan for a municipality that drives service delivery, growth and development and the department must support municipalities to improve their quality of their IDP's and the commitment by delivery by other stakeholders including government spheres.
Links	This goal will contribute to the achievement of the provincial government's objective to "Create opportunities for sustainable economic and employment growth". This goal also includes links to strategic objective 6, i.e optimise human settlement integration, strategic objective 1 – to maximize sustainable resource development, and strategic objective 10 to deliver a clean, value-driven, efficient, effective and responsive government.

Strategic Goal: 4

Short Title	Community Participation
Goal statement	Unlocked opportunities for communities through improved access and active community participation
Justification	To strengthen relationships between local government and communities and enhance community participation in delivery at local level. This includes building both communities and local government elected leaders and officials capacity to engage in the process.
Links	This goal will contribute to the achievement of Provincial Government's strategic objective 10, to deliver a clean, value-driven, efficient, effective and responsive government

Part A: Strategic Overview

Strategic Goal: 5

Short Title	Capacity Building
Goal statement	Capacitated municipalities who deliver effective services
Justification	The strategy is to enhance municipal capacity by developing a flexible basket of capacity building programmes aimed at enhancing local capacity
Links	This goal will contribute to the achievement of Provincial and National Strategies and Provincial Governments strategic objective 10, to deliver a clean, value-driven, efficient, effective and responsive government.

Strategic Goal: 6

Short Title	Monitoring of Local Government
Goal statement	Effective monitoring of local government
Justification	Building the analytical, interpretive and evaluative capabilities of the Department to enable it to understand issues and trends and proactively intervene and support municipalities with appropriate programmes of action.
Links	This goal will contribute to the achievement of Provincial and National Strategies and Provincial Governments strategic objective 10, to deliver a clean, value-driven, efficient, effective and responsive government.

Strategic Goal: 7

Short Title	Municipal Infrastructure
Goal statement	Well maintained municipal infrastructure
Justification	To monitor the status of municipal infrastructure and to co-ordinate technical support initiatives for municipalities to improve basic service delivery.
Links	This goal will contribute to the achievement of Provincial and National Strategies and Provincial Governments strategic objective 6, to optimise human settlement integration, and strategic objective 10, to deliver a clean, value-driven, efficient, effective and responsive government.

Part A: Strategic Overview

Strategic Goal: 8

Short Title	Disaster Management
Goal statement	Effective disaster management practices
Justification	To co-ordinate and support provincial and local government on preventing or reducing the risk of disasters, mitigating the severity of disasters, emergency preparedness, rapid and effective response to disasters and post disaster recovery.
Links	This goal will give effect to the implementation of the Disaster Management Act, 57 of 2002 and the National Disaster Management Framework of 2005 and strategic objective 10, to deliver a clean, value-driven, efficient, effective and responsive government as well as optimise human settlements integration.

Strategic Goal: 9

Short Title	Functional Department
Goal statement	A fully functional department that is accountable for delivering quality services to local government
Justification	To develop a department that is adequately staffed, skilled and motivated to deliver on its mandate. This includes the fine tuning of the reorganisation of the department to meet its mandate, applying recruitment, selection, training and career development processes that are in line with legislative imperatives and departmental objectives and to become a learning organisation with strategic planning management competence and project management skills who delivers quality services to local government
Links	This goal will contribute to the achievement of the provincial government's strategic objective 10, to deliver a clean, value-driven, efficient, effective and responsive government.

Part B: Strategic Objectives; Resource Considerations and Risk Management

1. Strategic Objectives

Purpose: To promote and facilitate viable and sustainable developmental local governance.

Programme structure:

Programme	Sub-programmes
1. Administration	1.1 Office of the MEC
	1.2 Corporate Services
2. Local Governance	2.1 Municipal Administration
	2.2 Governance and Integration
	2.3 Public Participation
	2.4 Capacity Development
	2.5 Municipal Performance Monitoring, Reporting and Evaluation
3. Development and Planning	3.1 Municipal Infrastructure
	3.2 Disaster Management

All the Sub-Sub programmes are responsible for performance delivery and trends are monitored on all levels on a quarterly basis.

Strategic objectives

Programme 1: Administration

As discussed in section six, the Modernisation Programme proposes the shift of the Human Resources, Internal Audit and Enterprise Risk Management functions to a shared Corporate Services within the Department of the Premier from 1 April 2010. Therefore the information relating to these functions is only reflected in the Strategic and Annual Performance Plans of the Department of the Premier

Part B: Strategic Objectives; Resource Considerations and Risk Management

Programme 2: Local Governance

Sub programme 2.1: Municipal Administration

Strategic Goal 1: Good Governance

Strategic Objective 1.1

Short title	Legislation Development
Objective statement	To develop legislation in response to the needs of municipalities.
Baseline	Provincial Acts and standard By-laws.
Justification	To support municipalities with legislative compliance.
Links	This objective will contribute to the achievement of the department's goal "Compliant and accountable municipalities underpinned by good governance" and the Provincial Government's strategic objective 10, which aims to deliver a clean, value-driven, efficient, effective and responsive government.

Strategic Goal 1: Good Governance

Strategic Objective 1.2

Short title	Institutional Compliance
Objective statement	To support municipalities with institutional compliance.
Baseline	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.
Justification	To ensure democratic government in the local sphere.
Links	This objective will contribute to the achievement of the department's goal "Compliant and accountable municipalities underpinned by good governance" and the Provincial Government's strategic objective 10, which aims to deliver a clean, value-driven, efficient, effective and responsive government.

Part B: Strategic Objectives; Resource Considerations and Risk Management

Strategic Goal 1: Good Governance

Strategic Objective 1.3

Short title	Provincial Interventions into Municipalities
Objective statement	To manage provincial interventions at Municipalities.
Baseline	To co-ordinate actions in the running-up to and during formal interventions
Justification	When constitutional and legislative criteria are met
Links	This objective will contribute to the achievement of the department's goal "Compliant and accountable municipalities underpinned by good governance" and the Provincial Government's strategic objective 10, which aims to deliver a clean, value-driven, efficient, effective and responsive government.

Strategic Goal 1: Good Governance

Strategic Objective 1.4

Short title	Councillor Matters
Objective statement	To oversee municipal councillor matters
Baseline	To ensure adherence to the requirements of the Remuneration of the Public Office Bearers Act (20 of 1978) and to make recommendations to MEC in terms of the Code of Conduct for Councillors.
Justification	Ensure affordability by municipalities for the remuneration of councillors and to ensure just application of sanctions in terms of the Code of Conduct.
Links	This objective will contribute to the achievement of the department's goal "Compliant and Accountable municipalities underpinned by good governance" and the Provincial Government's strategic objective 10, which aims to deliver a clean, value-driven, efficient, effective and responsive government.

Part B: Strategic Objectives; Resource Considerations and Risk Management

Strategic Goal 1: Good Governance

Strategic Objective 1.5

Short title	Good Governance
Objective statement	To promote good governance
Baseline	To support municipalities with the implementation of the Local Government Anti-Corruption Strategy
Justification	To support municipalities with the implementation of the National Anti-Corruption Strategy, to safeguard public funds, to create a culture within municipalities which is intolerant to unethical conduct, fraud and corruption
Links	This objective will contribute to the achievement of the department's goal "Compliant and Accountable municipalities underpinned by good governance" and the Provincial Government's strategic objective 10, which aims to deliver a clean, value-driven, efficient, effective and responsive government.

Part B: Strategic Objectives; Resource Considerations and Risk Management

Sub Programme 2: Local Governance

Sub- programme 2.2: Governance and Integration

Strategic Goal 2: IGR Support

Strategic Objective 2.1

Short title	Intergovernmental Relations
Objective statement	To support good governance and accountability between the three spheres of government through effective intergovernmental relations
Baseline	To ensure effective functioning of DCF and DCF Technical structures. To act as a referral mechanism between provincial and local spheres.
Justification	To improve communication, coordination, cooperation and integration between the three spheres of government.
Links	This objective will contribute to the achievement of the department's goal "Effective Intergovernmental Relations" and the Provincial Government's strategic objective 10, which aims to deliver a clean, value-driven, efficient, effective and responsive government.

Part B: Strategic Objectives; Resource Considerations and Risk Management

Strategic Goal 3: Integrated Development Planning

Strategic Objective 3.1

Short title	Integrated Development Planning Support
Objective statement	To support effective integrated development planning processes and credible plans within municipal areas with strong ownership by communities and commitment by other government spheres to delivery
Baseline	Hands-on support to 8 selected municipalities to improve integrated planning within municipal areas
Justification	Integrated development plan as the single strategic plan, must be done effectively as it guides the development by all stakeholders within a municipal area, including the municipal budget and investment by other government spheres, state owned enterprises, etc.
Links	This objective will contribute to the achievement of the department's goal "Effective Integrated Development Planning by all spheres of government that accelerates service delivery within municipal areas" and the Provincial Government's strategic objective 10, which aims to deliver a clean, value-driven, efficient, effective and responsive government.

Part B: Strategic Objectives; Resource Considerations and Risk Management

Strategic Goal 3: Integrated Development Planning

Strategic Objective 3.2

Short title	Intergovernmental Planning within Municipal Areas
Objective statement	To support intergovernmental planning that targets municipal development priorities
Baseline	Analysis of IDP priorities and related national and provincial planning within 30 municipal areas (i.e. LGMTEC)
Justification	Effective integrated planning requires analysis of the planning by national and provincial government in each municipal area
Links	This objective will contribute to the achievement of the department's goal "Effective Integrated Development Planning by all spheres of government that accelerates service delivery within municipal areas" and the Provincial Government's strategic objective 10, which aims to deliver a clean, value-driven, efficient, effective and responsive government.

Strategic Goal 4: Community Participation

Strategic Objective 4.1

Short title	Promoting Active Public Participation
Objective statement	To monitor and support active citizen participation in governance.
Baseline	Ward committee establishment and functioning are monitored on an on-going basis, municipalities are supported with ward committee training and community based planning
Justification	To ensure democratic government on the local sphere
Links	This objective will contribute to the achievement of the department's goal "Unlocked opportunities for communities through improved access and active community participation" and the Provincial Government's strategic objective, to increase social cohesion and strategic objective 10, which aims to deliver a clean, value-driven, efficient, effective and responsive government.

Part B: Strategic Objectives; Resource Considerations and Risk Management

Strategic Goal 4: Community Participation

Strategic Objective 4.2

Short title	Promoting Active Public Participation
Objective statement	To monitor and support effective citizen communication strategies in municipalities.
Baseline	Municipalities are monitored and supported with citizen communication policies
Justification	To ensure democratic government on the local sphere
Links	This objective will contribute to the achievement of the department's goal "Unlocked opportunities for communities through improved access and active community participation" and the Provincial Government's strategic objective 10, which aims to deliver a clean, value-driven, efficient, effective and responsive government.

Part B: Strategic Objectives; Resource Considerations and Risk Management

Sub Programme 2: Local Governance

Sub-sub programme 2.3: Public Participation (Community Development Workers)

Strategic Goal 4: Community Participation

Strategic Objective 4.3

Short title	Improved access to Government Services and Opportunities
Objective statement	To provide information to communities in order to access Government Services and Opportunities
Baseline	The CDW's 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.
Justification	To ensure that communities have access to Government Services and Opportunities.
Links	This objective will contribute to the achievement of the department's goal "Unlocked opportunities for communities through improved access and active community participation" and the Provincial Government's strategic objective 10, which aims to deliver a clean, value-driven, efficient, effective and responsive government.

Part B: Strategic Objectives; Resource Considerations and Risk Management

Strategic Goal 4: Community Participation

Strategic Objective 4.4

Short title	Facilitating community access to socio-economic opportunities.
Objective statement	To support socio economic projects in partnership with relevant stakeholders.
Baseline	The CDW's played an instrumental role in assisting and capacitating communities and municipalities to set up partnerships with relevant stakeholders.
Justification	To ensure that communities have access to Government Services and Opportunities.
Links	This objective will contribute to the achievement of the department's goal "Unlocked opportunities for communities through improved access and active community participation" and the Provincial Government's strategic objective, to increase social cohesion in the Western Cape and strategic objective 10, which aims to deliver a clean, value-driven, efficient, effective and responsive government.

Part B: Strategic Objectives; Resource Considerations and Risk Management

Sub Programme 2: Local Governance

Sub-sub programme 2.4: Capacity Development

Strategic Goal 5: Capacity Building

Strategic Objective 5.1

Short title	Coordinate and facilitate structured support to municipalities
Objective statement	To facilitate structured and coordinated support to municipalities
Baseline	Municipalities are supported with various initiatives and support activities in a coordinated manner
Justification	This objective will improve the capacity of municipalities to improve service delivery and the quality of service delivery
Links	This objective will contribute to the achievement of the department's goal "Capacitated municipalities who deliver effective services" and the Provincial Government's strategic objective 10, which aims to deliver a clean, value-driven, efficient, effective and responsive government.

Part B: Strategic Objectives; Resource Considerations and Risk Management

Strategic Objective 5.2

Short title	Monitor and support municipalities to comply with the Municipal Property Rates Act (MPRA)
Objective statement	To monitor and support municipalities to comply with the Municipal Property Rates Act (MPRA)
Baseline	Identified municipalities are supported with the implementation of the MPRA
Justification	Will improve the revenue base of municipalities to improve service delivery and the quality of service delivery
Links	This objective will contribute to the achievement of the department's goal "Capacitated municipalities who deliver effective services" and the Provincial Government's strategic objective 10, which aims to deliver a clean, value-driven, efficient, effective and responsive government.

Part B: Strategic Objectives; Resource Considerations and Risk Management

Sub Programme 2: Local Governance

Sub-sub programme 2.5: Municipal performance, monitoring, reporting and evaluation

Strategic Goal 6: Monitoring of Local Government

Strategic Objective 6.1

Short title	Monitoring of Municipal Performance on KPA's
Objective statement	To monitor performance of municipalities according to the Key Performance Areas
Baseline	Generate quarterly, bi-annual and annual reports on municipal performance.
Justification	Without this objective the department will not be able to identify underperformance of municipalities and provide necessary support.
Links	This objective will contribute to the achievement of the department's goal "Effective monitoring of local government" and the Provincial Government's strategic objective 10, which aims to deliver a clean, value-driven, efficient, effective and responsive government.

Strategic Goal 6: Monitoring of Local Government

Strategic Objective 6.2

Short title	Monitoring of Municipal Performance on legislative requirements
Objective statement	To monitor municipal compliance in terms of their legislative reporting obligations/requirements.
Baseline	Quarterly, bi-annual and annual reporting on legislative municipal compliance
Justification	Without this objective the department will not be able to identify issues relating to "Good Governance".
Links	This objective will contribute to the achievement of the department's goal "Effective monitoring of local government" and the Provincial Government's strategic objective 10, which aims to deliver a clean, value-driven, efficient, effective and responsive government.

Part B: Strategic Objectives; Resource Considerations and Risk Management

Strategic Goal 6: Monitoring of Local Government

Strategic Objective 6.3

Short title	Comparative Municipal Performance Assessments (COMPASS)
Objective statement	To carry out qualitative diagnostic evaluations on performance reports of municipalities
Baseline	Monthly strategic discussions on municipal performance reports.
Justification	To enable the department to detect early warning signs with regard to under performance of municipalities.
Links	This objective will contribute to the achievement of the department's goal "Effective monitoring of local government" and the Provincial Government's strategic objective 10, which aims to deliver a clean, value-driven, efficient, effective and responsive government.

Programme 3: Development and Planning

Sub programme 3.1: Municipal Infrastructure

Strategic Goal 7: Municipal Infrastructure

Strategic Objective 7.1

Short title	MIG expenditure
Objective statement	To ensure efficient and effective expenditure of MIG funds
Baseline	100 % MIG expenditure by year end (March)
Justification	To ensure efficient and effective expenditure of MIG funds
Links	This objective will contribute to the achievement of the department's goal "Well maintained municipal infrastructure" and the Provincial Government's strategic objective 10, which aims to deliver a clean, value-driven, efficient, effective and responsive government.

Part B: Strategic Objectives; Resource Considerations and Risk Management

Strategic Goal 7: Municipal Infrastructure

Strategic Objective 7.2

Short title	Bulk Infrastructure Task Team
Objective statement	To support municipalities with potential solutions to cater for lack of funding for Bulk infrastructure
Baseline	Funding sources/solutions to eradicate backlogs in services
Justification	To support municipalities to address backlog in infrastructure services in the Province
Links	This objective will contribute to the achievement of the department's goal "Well maintained municipal infrastructure" and the Provincial Government's strategic objective 6, to increase social cohesion, and strategic objective 10, which aims to deliver a clean, value-driven, efficient, effective and responsive government.

Sub programme 3.2: Disaster Management

Strategic Goal 8: Disaster Management

Strategic Objective 8.1

Short title	Disaster Risk Reduction
Objective statement	To co-ordinate disaster risk reduction, preparedness and recovery
Baseline	Ensure the integration of disaster management in the Municipal Integrated Development Plans as well as spatial development planning in the province.
Justification	To enhance risk reduction initiatives and measures through development planning processes.
Links	This objective will contribute to the achievement of the department's goal "Effective disaster management practices" and the Provincial Government's strategic objective 10, which aims to deliver a clean, value-driven, efficient, effective and responsive government

Part B: Strategic Objectives; Resource Considerations and Risk Management

Strategic Goal 8: Disaster Management

Strategic Objective 8.2

Short title	Fire Brigade Services
Objective statement	To co-ordinate fire brigade services in Western Cape
Baseline	To evaluate the fire brigade services to ensure compliance against uniform standards.
Justification	To facilitate effective and efficient economical fire services that will ensure a safer community.
Links	This objective will contribute to the achievement of the department's goal "Effective disaster management practices" and the Provincial Government's strategic objective 10, which aims to deliver a clean, value-driven, efficient, effective and responsive government

Part B: Strategic Objectives; Resource Considerations and Risk Management

2. Resource Considerations

Programme 1: Administration

Sub-programme R'000	Outcome			Main appropriation 2009/10
	Audited 2006/07	Audited 2007/08	Audited 2008/09	
1. Office of the MEC				
2. Corporate Services				
Total payments and estimates				

Note: The Administration function will be provided by the Department of Housing on an agency basis to the Department of Local Government

Economic classification R'000	Outcome			Main appropriation 2009/10
	Audited 2006/07	Audited 2007/08	Audited 2008/09	
Current payments				
Compensation of employees				
Goods and services				
Total economic classification				

Part B: Strategic Objectives; Resource Considerations and Risk Management

Adjusted appropriation 2009/10	Revised estimate 2009/10	Medium-term estimate			
		% Change from Revised estimate			
		2010/11	2009/10	2011/12	2012/13
		1		1	1
		5 528		5 891	6 248
		5 529		5 892	6 249

until the centralisation through the modernisation process has been fully formalised and implemented.

Adjusted appropriation 2009/10	Revised estimate 2009/10	Medium-term estimate			
		% Change from Revised estimate			
		2010/11	2009/10	2011/12	2012/13
		5 529		5 892	6 249
		3 735		4 003	4 270
		1 794		1 889	1 979
		5 529		5 892	6 249

Part B: Strategic Objectives; Resource Considerations and Risk Management

Programme 2: Local Governance

Sub-programme R'000	Outcome			Main appropriation 2009/10
	Audited 2006/07	Audited 2007/08	Audited 2008/09	
1. Municipal Administration	14 281	10 919	12 710	15 523
2. Public Participation	27 346	28 755	38 910	39 575
3. Capacity Development	12 557	10 632	11 137	18 898
Total payments and estimates	54 184	50 306	62 757	73 996

Economic classification R'000	Outcome			Main appropriation 2009/10
	Audited 2006/07	Audited 2007/08	Audited 2008/09	
Compensation of employees	30 524	31 156	42 553	46 100
Goods and services	12 784	12 057	10 448	24 752
Interest and rent on land			52	
Transfers and subsidies to	10 536	5 512	9 681	3 144
Provinces and municipalities	8 918	5 286	8 878	3 144
Departmental agencies and accounts	1 000	40		
Non-profit institutions			160	
Households	618	186	643	
Payments for capital assets	340	1 581	23	
Machinery and equipment	340	1 581	23	
Total economic classification	54 184	50 306	62 757	73 996

Part B: Strategic Objectives; Resource Considerations and Risk Management

Adjusted appropriation 2009/10	Revised estimate 2009/10	Medium-term estimate			
		% Change from Revised estimate			
		2010/11	2009/10	2011/12	2012/13
14 913	14 913	15 248	2.25	15 404	16 286
39 575	39 806	50 074	25.80	52 032	54 997
15 398	15 398	19 257	25.06	19 906	21 010
69 886	70 117	84 579	20.63	87 342	92 293

Adjusted appropriation 2009/10	Revised estimate 2009/10	Medium-term estimate			
		% Change from Revised estimate			
		2010/11	2009/10	2011/12	2012/13
52 868	52 831	52 069	(1.44)	55 687	59 341
11 049	11 309	21 486	89.99	21 092	22 150
60	68	174	155.88	183	192
5 909	5 909	10 850	83.62	10 380	10 610
5 409	5 409	10 850	100.59	10 380	10 610
500	500		(100.00)		
69 886	70 117	84 579	20.63	87 342	92 293

Part B: Strategic Objectives; Resource Considerations and Risk Management

Programme 3: Development and Planning

Sub-programme R'000	Outcome			Main appropriation 2009/10
	Audited 2006/07	Audited 2007/08	Audited 2008/09	
1. Municipal Infrastructure				1
2. Disaster Management	34 547	13 591	13 666	14 635
Total payments and estimates	34 547	13 591	13 666	14 636

Economic classification R'000	Outcome			Main appropriation 2009/10
	Audited 2006/07	Audited 2007/08	Audited 2008/09	
Current payments	9 314	8 970	10 737	12 186
Compensation of employees	3 414	2 956	3 845	5 181
Goods and services	5 900	6 014	6 889	7 005
Interest and rent on land			3	
Transfers and subsidies to	25 117	4 525	2 406	2 450
Provinces and municipalities	1 502	3 200	1 700	1 900
Departmental agencies and accounts		1 000	275	
Non-profit institutions	450		330	550
Households	23 165	325	101	
Payments for capital assets	116	96	523	
Machinery and equipment	116	96	523	
Total economic classification	34 547	13 591	13 666	14 636

Part B: Strategic Objectives; Resource Considerations and Risk Management

Adjusted appropriation 2009/10	Revised estimate 2009/10	Medium-term estimate			
		% Change from Revised estimate			
		2010/11	2009/10	2011/12	2012/13
1	1	1		1	1
14 635	14 375	12 529	(12.84)	12 675	13 385
14 636	14 376	12 530	(12.84)	12 676	13 386

Adjusted appropriation 2009/10	Revised estimate 2009/10	Medium-term estimate			
		% Change from Revised estimate			
		2010/11	2009/10	2011/12	2012/13
12 186	11 926	9 930	(16.74)	9 946	10 521
5 181	5 181	4 346	(16.12)	4 657	4 969
7 005	6 745	5 582	(17.24)	5 287	5 550
		2		2	2
2 450	2 450	2 600	6.12	2 730	2 865
1 900	1 900	2 000	5.26	2 100	2 205
	275	300	9.09	315	330
550	275	300	9.09	315	330
14 636	14 376	12 530	(12.84)	12 676	13 386

Part B: Strategic Objectives; Resource Considerations and Risk Management

The number of provincial IDP and Public Participation staff and resources will be increased in order to provide dedicated support per municipality and improve the commitment by national and provincial departments to deliver on municipal development priorities.

A review of the CDW Programme was conducted and one of the key findings of the review was that the organogram and as result, staffing requirements for the Directorate, was inadequate. The Department is currently considering various options to strengthen the Programme in this regard. These proposals include the creation of local supervisors as well as additional administrative support staff in the District and Provincial offices of the Programme.

With regard to Capacity Development, the directorate's structure will remain the same, with an additional Deputy Director: Valuations as well as an Admin Officer: Training to be added. Further administrative support will be needed for each Regional Manager. Internal capacity and the pool of experts will have to be increased in order to deliver on the core mandate.

The department's capacity with regard to Monitoring and Evaluation will be increased to a Director, four deputy directors, three assistant directors, one senior administrative officer, three administrative officers and a secretary. This upgrade will allow the team to be able to more effectively monitor the metro and all rural municipalities with regards to the key performance areas.

1. Risk Management

The following risks were identified during the strategic planning sessions and will be mitigated as indicated:

Political instability:

It impacts negatively on the administrative ability of municipalities and will be addressed when and where it occurs.

Municipalities adopt anti-corruption strategies but do not implement them effectively:

Regular surveys will be done to measure implementation and support will be provided where necessary.

Intervention into municipalities can be challenged:

Will ensure that procedures and constitutional requirement are complied with throughout.

Capacity to develop legislation and standard by laws:

Utilise legislative and constitutional Task Team to assist as well as the buying in of expertise.

Excessive attention to municipalities in crisis impacts negatively on core activities:

A specialised support directorate to support identified municipalities will be created.

Lack of participation of National, Province, and Municipalities on IGR structures:

The Department will work closely with the Department of the Premier to facilitate the creation and maintenance of the IGR structures and a system of intergovernmental

Part B: Strategic Objectives; Resource Considerations and Risk Management

relations. The aim is to increase coordination, communication and horizontal and vertical integration with municipalities organised local government, provincial and national departments.

Inability of national and provincial departments to respond to municipal development priorities through their respective targeted service delivery:

The IDP team will be increased with dedicated staff assigned to each district and buy-in will be obtained by all the role players on the submission of 3rd generation IDP's with improved public participation

Lack of accountability by ward councillors and ward committees in the communities and sectors they serve:

Ward committee establishment and functioning will be monitored on an on-going basis and municipalities will be supported with ward committee training and community based planning

Lack of municipal support to ward committee activities:

Municipalities will be supported with ward committee training and community based planning

CDW's not accountable to municipalities:

The Community Development Worker Programme cuts across all three spheres of government. Therefore the work content of a CDW is divided - 40% Local, 30% Provincial and 30% National. The Municipal Manager

will appoint a designated official to supervise the their work programme together with the Regional Co-ordinator and they will submit weekly plans and monthly reports.

Ensuring the discipline of CDW's:

The disciplinary processes are quite clear in legal terms. CDW's are in the first instance public servants employed by the Provincial Government of the Western Cape, in the Department of Local Government. In the event of a disciplinary issue affecting a CDW the Provincial Labour Relation policies and procedures will apply. It is envisaged that all labour relations matters be done expeditiously and that Municipalities will be kept informed and are expected to support the process.

Supervision of CDW's:

Considerations will be given to improve the current structure of the Programme. A new supervisory level in the structure is envisaged. Each regional coordinator will have dedicated administrative support and the Department will provide for a second Deputy Director for CDW Regional Coordination.

Shortage of qualified & knowledgeable capacity at municipal/provincial level:

Internal capacity will be built and the pool of experts will be increased to enhance municipal support.

Loss of key personnel in disaster management

Skilled disaster management personnel are few in the country and with an emphasis

Part B: Strategic Objectives; Resource Considerations and Risk Management

on performance; the three spheres of government will begin to compete for the skills. The department will mitigate this risk by benchmarking its remuneration packages with other provinces, municipalities and the national disaster management centre.

Lack of community participation in disaster management

The effectiveness of disaster management is judged through the participation of communities and the reduction in incidents and disasters. This risk can be mitigated through forging good working relationship between the provincial and municipal disaster management centre, civil society, NGOs and communities.

Inappropriate funding strategy for disaster management structures

Lack of prudent financial investment strategy for disaster management could lead to ineffective disaster management. All investments for disaster management should be funnelled through appropriate structures where the principle of value for money is adhered to as well as resource pooling between spheres of government.

Part C: Links to other plans

1. Links to the long-term infrastructure and other capital plans

Not applicable

2. Conditional grants

Not applicable

3. Public entities

Not applicable

4. Public-private partnerships

Not applicable

Annexure A: Technical Indicator for Strategic Goals

Programme 1: Administration

Strategic Goal: A fully functional department that is accountable for delivering quality services to local government

The Modernisation Programme proposes the shift of the Human Resources, Internal Audit and Enterprise Risk Management functions to a shared Corporate Services within the Department of the Premier from 1 April 2010. Therefore the information relating to these functions is only reflected in the Strategic and Annual Performance Plans of the Department of the Premier

Programme 2: Local Governance

Strategic Goal 1: Compliant and accountable municipalities underpinned by good governance

Indicator title	Number of municipalities complying with applicable legislation
Short definition	Municipalities must be monitored to ensure compliance with applicable legislation and supporting initiatives must be implemented where necessary
Purpose/importance	The Department has a constitutional obligation to support and build the capacity of municipalities and therefore has to support them to comply with all their legislative requirements
Source/collection of data	Own updated database and information from municipalities
Method of calculation	Updating of quarterly information
Data limitations	Accuracy of information from municipalities
Type of indicator	Outcome
Calculation type	Non-Cumulative
Reporting cycle	Quarterly
New indicator	Continuous indicator
Desired performance	All municipalities complying with applicable legislation
Indicator responsibility	Director: Municipal Administration

Annexure A: Technical Indicator for Strategic Goals

Strategic Goal 2: Effective Intergovernmental Relations

Indicator title	Attendance rate at IGR forums
Short definition	An excellent attendance rate by senior provincial and municipal officials will ensure the effective functioning of the forums
Purpose/importance	The role of the Department is to work with the Office of the Premier to facilitate the creation and maintenance of structures to facilitate a system of intergovernmental relations.
Source/collection of data	Own updated database
Method of calculation	Updating of quarterly information with attendance registers
Data limitations	No limitation
Type of indicator	Outcome
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	New indicator
Desired performance	All identified officials attending applicable forums
Indicator responsibility	Director: Governance and Integration

Annexure A: Technical Indicator for Strategic Goals

Strategic Goal 3: Effective Integrated Development Planning by all spheres of government that accelerates service delivery within municipal areas

Indicator title	Number of credible IDPs
Short definition	The evaluation of IDPs will indicate if municipalities are effectively planning for integrated development
Purpose/importance	The IDP is the single, inclusive and strategic plan for a municipality that drives service delivery, growth and development and the department must support municipalities to improve the quality of their IDPs.
Source/collection of data	Own updated database and information from municipalities
Method of calculation	Updating of annual information
Data limitations	Accuracy of information from municipalities
Type of indicator	Outcome
Calculation type	Non-Cumulative
Reporting cycle	Annually
New indicator	Continuous indicator
Desired performance	All municipalities have credible IDP's
Indicator responsibility	Deputy Director: Integrated Development Planning

Annexure A: Technical Indicator for Strategic Goals

Strategic Goal 4: Unlocked opportunities for communities through improved access and active community participation

Indicator title	Number of municipalities supported to improve public participation
Short definition	To support municipalities to improve public participation
Purpose/importance	To strengthen relationships between local government and communities and to enhance participatory democracy
Source/collection of data	Own updated database and information from municipalities
Method of calculation	Updating of quarterly information
Data limitations	Accuracy of information from municipalities
Type of indicator	Output
Calculation type	Non-Cumulative
Reporting cycle	Quarterly
New indicator	Continuous indicator
Desired performance	All identified municipalities provided with targeted public participation supporting initiatives
Indicator responsibility	Director: Governance and Integration, and Deputy Director: Public Participation

Annexure A: Technical Indicator for Strategic Goals

Strategic Goal 5: Capacitated municipalities who deliver effective services

Indicator title	Number of municipalities supported with capacity building initiatives
Short definition	To support municipalities with various capacity building initiatives
Purpose/importance	To ensure capacity development at municipalities for improved service delivery
Source/collection of data	Information collected from municipal annual reports and M&E reports
Method of calculation	Number of support interventions
Data limitations	In some instances the data received from municipalities might be inaccurate
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Annual
New indicator	Continuous indicator
Desired performance	Identified municipalities effectively supported with sufficient capacity building initiatives
Indicator responsibility	Director: Capacity Development

Annexure A: Technical Indicator for Strategic Goals

Strategic Goal 6: Effective monitoring of local government

Indicator title	Number of municipalities monitored
Short definition	To effectively monitor municipalities
Purpose/importance	Building the analytical, interpretive and evaluative capabilities of the Department to enable it to understand issues and trends and proactively intervene and support municipalities with appropriate programmes of action
Source/collection of data	Information from municipalities and other provincial departments
Method of calculation	Updating of quarterly information
Data limitations	Accuracy of information
Type of indicator	Outcome
Calculation type	Non-Cumulative
Reporting cycle	Quarterly, Bi Annually and annually
New indicator	Continuous indicator
Desired performance	All 30 municipalities monitored effectively
Indicator responsibility	Director: Municipal Performance

Annexure A: Technical Indicator for Strategic Goals

Programme 3: Development and Planning

Strategic Goal 7: Well maintained municipal infrastructure

Indicator title	Number of effective coordinated technical support initiatives to municipalities with regard to bulk infrastructure
Short definition	Technical support initiatives to identified municipalities
Purpose/importance	To monitor the status of municipal infrastructure and to co-ordinate technical support initiatives for municipalities to improve basic service delivery.
Source/collection of data	Own updated database and information from municipalities
Method of calculation	Updating of quarterly information
Data limitations	Accuracy of information from municipalities
Type of indicator	Outcome
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Continuous indicator
Desired performance	All identified municipalities receiving technical support with municipal infrastructure challenges
Indicator responsibility	Director: Municipal infrastructure

Annexure A: Technical Indicator for Strategic Goals

Strategic Goal 8: Effective disaster management and fire brigade practices

Indicator title	Number of effective disaster management and fire brigade practices and support initiatives to all spheres of government in the Western Cape
Short definition	To support all spheres of government in the Western Cape with disaster management and fire brigade practices.
Purpose/importance	To co-ordinate and support provincial and local government on preventing or reducing the risk of disasters, fires, mitigating the severity of disasters, emergency preparedness, rapid and effective response to disasters and post disaster recovery.
Source/collection of data	Own updated database and information from municipalities
Method of calculation	Updating of quarterly information
Data limitations	Accuracy of information from municipalities
Type of indicator	Output
Calculation type	Cumulative & Non Cumulative
Reporting cycle	Quarterly and Annually
New indicator	Continuous indicator
Desired performance	All spheres of government in the Western Cape receiving effective support with disaster management practices
Indicator responsibility	Director: Disaster management

Annexure B: Technical Indicator Descriptions for Strategic Objectives

Programme 2: Local Governance

Sub-programme 2.1: Municipal Administration

Sub-sub programme 2.1.1: Municipal Legislation

Strategic Objective 1: To develop legislation in response to the needs of municipalities

Indicator 1

Indicator title	Number of standard by-laws promulgated
Short definition	Promulgation of provincial legislation affecting local government and standard by-laws
Purpose/importance	To assist municipalities in fulfilling their Constitutional obligations
Source/collection of data	Own updated database
Method of calculation	Number promulgated
Data limitations	No limitation
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Bi-Annual (for the 1 st 3 years)
New indicator	Continuous indicator
Desired performance	Identified legislation and standard by-laws promulgated and implemented
Indicator responsibility	Deputy Director: Legislation Development

Annexure B: Technical Indicator Descriptions for Strategic Objectives

Indicator 2

Indicator title	Number of Acts promulgated
Short definition	Promulgation of a provincial Act affecting local government
Purpose/importance	To assist municipalities in fulfilling their Constitutional obligations
Source/collection of data	Own updated database
Method of calculation	Quantitative – Number promulgated
Data limitations	No limitation
Type of indicator	Output
Calculation type	Cumulative on an Annual Basis
Reporting cycle	Annual
New indicator	Continuous indicator
Desired performance	Acts promulgated and implemented
Indicator responsibility	Deputy Director: Legislation Development

Annexure B: Technical Indicator Descriptions for Strategic Objectives

Strategic Objective 2: To support municipalities with institutional compliance

Indicator 1

Indicator title	Number of municipalities assessed to determine there compliance with relevant legislation
Short definition	Legislative Compliance Assessment
Purpose/importance	Constitutional obligation of oversight by provincial government
Source/collection of data	Information from municipalities
Method of calculation	Quantitative
Data limitations	Integrity of Data
Type of indicator	Output
Calculation type	Non Cumulative
Reporting cycle	Annually
New indicator	New
Desired performance	Municipalities fully compliant with all local government legislation
Indicator responsibility	Director Municipal Performance

Annexure B: Technical Indicator Descriptions for Strategic Objectives

Indicator 2

Indicator title	Number of municipalities supported towards institutional functionality
Short definition	To monitor and support municipalities with general and by-elections (in liaison with IEC), re-demarcation (in liaison with MDB) and amendments to establishment notices
Purpose/importance	To assist municipalities in fulfilling their Constitutional obligations
Source/collection of data	Own updated database, reports from municipalities, IEC and MDB
Method of calculation	Quantitative
Data limitations	In some instances information might not be forthcoming from municipalities
Type of indicator	Output
Calculation type	Non-Cumulative
Reporting cycle	Annual
New indicator	New
Desired performance	Municipalities' structures fully functional
Indicator responsibility	Deputy Director: Legislation Support

Annexure B: Technical Indicator Descriptions for Strategic Objectives

Strategic Objective 3: To manage provincial interventions at Municipalities

Indicator 1

Indicator title	Number of provincial interventions managed at municipalities
Short definition	To successfully manage the preparation for and execution of provincial interventions at Municipalities.
Purpose/importance	To ensure that interventions are valid when giving effect to section 139 of the Constitution & 106 of the Municipal Systems Act
Source/collection of data	Information from municipalities, other provincial Departments and own sources
Method of calculation	Quantitative – Number count of interventions
Data limitations	Accuracy of information
Type of indicator	Output
Calculation type	Cumulative on an annual basis
Reporting cycle	Annual
New indicator	Continuous indicator
Desired performance	Due process followed (procedurally and substantively)
Indicator responsibility	Deputy Director: Councillor Matters and interventions

Annexure B: Technical Indicator Descriptions for Strategic Objectives

Strategic Objective 4: To oversee municipal councillor matters

Indicator 1

Indicator title	Number of municipalities adhering to the requirement of Remuneration of the Public Office Bearers Act
Short definition	To ensure adherence to the requirements of the Act
Purpose/importance	To determine whether municipalities can afford increased remuneration of councillors
Source/collection of data	Data from municipalities and Provincial Treasury
Method of calculation	Quantitative – Applications received and evaluated
Data limitations	Accuracy of information supplied
Type of indicator	Output
Calculation type	Non-Cumulative
Reporting cycle	Annual
New indicator	Continuous indicator
Desired performance	Timeous and responsible determination of applications received
Indicator responsibility	Deputy Director: Councillor Matters and interventions

Annexure B: Technical Indicator Descriptions for Strategic Objectives

Indicator 2

Indicator title	Number of sanctions recommended
Short definition	To make recommendations on sanctions to MEC in terms of the Code of Conduct for Councillors
Purpose/importance	To ensure procedurally and substantive fairness in the application of sanctions of councillors.
Source/collection of data	Information from municipalities
Method of calculation	Quantitative – Number of referrals received
Data limitations	Accuracy of information supplied
Type of indicator	Output
Calculation type	Cumulative on an Annual basis
Reporting cycle	Annual
New indicator	New indicator (the wording has changed from previous APP's)
Desired performance	All transgressions dealt with in a procedurally and substantively fair manner having due regard for the rules of natural justice
Indicator responsibility	Deputy Director: Councillor Matters and interventions

Annexure B: Technical Indicator Descriptions for Strategic Objectives

Strategic Objective 5: To promote good governance

Indicator 1

Indicator title	Number of municipalities supported with the Local Government Anti-Corruption Strategy.
Short definition	Implementation of LG Anti-Corruption Strategy
Purpose/importance	To capacitate municipalities to implement anti-corruption initiatives in order to prevent corrupt and unethical behaviour by the council and the administration
Source/collection of data	Reports from municipalities, in house reporting database (hotline, complaints etc)
Method of calculation	Quantitative (Visits to municipalities)
Data limitations	Accuracy will depend on the availability of documentary proof or other
Type of indicator	Output
Calculation type	Non-Cumulative
Reporting cycle	Annual
New indicator	New indicator (the wording has changed from previous APP's)
Desired performance	All municipalities to implement Anti-corruption systems, processes and programmes in accordance with the Local Government Ant-corruption Strategy
Indicator responsibility	Deputy-Director: Anti-corruption

Annexure B: Technical Indicator Descriptions for Strategic Objectives

Sub-sub programme: 2.1.2 Governance and Integration

Strategic Objective 1: To support good governance and accountability between the three spheres of government through effective intergovernmental relations

Indicator 1

Indicator title	Number of municipalities with functional IGR structures (DCF, DCFTECH)
Short definition	To support good governance and accountability between the three spheres of government through effective intergovernmental relations
Purpose/importance	To improve communication, coordination, cooperation and integration between the three spheres of government.
Source/collection of data	Reports from municipalities, IGR forum minutes and reports
Method of calculation	Quantitative (Number of meetings taking place)
Data limitations	No limitations
Type of indicator	Output
Calculation type	Non-Cumulative
Reporting cycle	Quarterly (for 5 year period)
New indicator	Continuous
Desired performance	All IGR structures functioning
Indicator responsibility	Director: Governance and Integration

Annexure B: Technical Indicator Descriptions for Strategic Objectives

Indicator 2

Indicator title	Number of municipalities assisted through referral of issues between municipalities, national and provincial government
Short definition	To refer governance issues between municipalities and provincial departments to improve communication, relations and functioning of government
Purpose/importance	To improve communication, coordination, cooperation and integration between the three spheres of government.
Source/collection of data	Reports from municipalities, M&E reports, and in house referral database
Method of calculation	Quantitative (Number of issues referred)
Data limitations	No limitations
Type of indicator	Output
Calculation type	Cumulative (quarterly basis) Non Cumulative (Annually for 5 year period)
Reporting cycle	Quarterly
New indicator	New indicator (The wording has changed has previous APP's)
Desired performance	Efficient referral of issues to improve service delivery
Indicator responsibility	Director: Governance and Integration

Annexure B: Technical Indicator Descriptions for Strategic Objectives

Indicator 3

Indicator title	Number of provincial wide IGR governance events supported (e.g. PCFs)
Short definition	To effectively support provincial wide IGR governance events
Purpose/importance	To improve communication, coordination, cooperation and integration between the three spheres of government.
Source/collection of data	IGR forum minutes, and IGR reports
Method of calculation	Quantitative (Number of events supported)
Data limitations	No limitations
Type of indicator	Output
Calculation type	Cumulative on quarterly and annual basis
Reporting cycle	Quarterly
New indicator	New indicator
Desired performance	IGR events successfully managed and all stakeholders attend and participate
Indicator responsibility	Director: Governance and Integration

Annexure B: Technical Indicator Descriptions for Strategic Objectives

Sub-sub programme 2.1.3: Integrated Development Planning

Strategic Objective 1: To support effective integrated development planning processes and credible plans within municipal areas with strong ownership by communities

Indicator 1

Indicator title	Number of Municipalities with credible IDPs
Short definition	To support effective integrated development planning processes and credible plans within municipal areas with strong ownership by communities and commitment by other government spheres to delivery
Purpose/importance	The integrated development plan must be done effectively as it guides the development within a municipal area and informs investment by other government spheres
Source/collection of data	IDPs of municipalities
Method of calculation	Number of evaluations
Data limitations	No limitations
Type of indicator	Outcome
Calculation type	Non-Cumulative
Reporting cycle	Annually
New indicator	Continuous
Desired performance	All municipalities having credible IDPs
Indicator responsibility	Deputy-Director: Development Planning

Annexure B: Technical Indicator Descriptions for Strategic Objectives

Indicator 2

Indicator title	Number of municipalities supported on the development of the IDPs
Short definition	To support municipalities with the development of their IDPs to improve it's quality
Purpose/importance	Credible IDPs will improve municipal planning and service delivery
Source/collection of data	M&E reports, Annual Reports and IDPs of municipalities, Project Reports
Method of calculation	Number of support initiatives
Data limitations	No limitations
Type of indicator	Output
Calculation type	Cumulative (On quarterly basis) Non-Cumulative (on annual basis)
Reporting cycle	Quarterly
New indicator	Continuous
Desired performance	All municipalities having credible IDPs
Indicator responsibility	Deputy-Director: Development Planning

Annexure B: Technical Indicator Descriptions for Strategic Objectives

Strategic Objective 2: To support intergovernmental planning that targets municipal development priorities

Indicator 1

Indicator title	Number of municipalities involved in structured engagements with Provincial departments on IDP strategic priorities and budget alignment
Short definition	To enhance engagements between Provincial departments and municipalities on IDP strategic priorities and budget alignment
Purpose/importance	More structured engagements will lead to more integrated planning
Source/collection of data	Minutes of meetings, M&E reports, Reports from municipalities.
Method of calculation	Quantitative (Number of structured engagements)
Data limitations	No limitations
Type of indicator	Output
Calculation type	Cumulative on quarterly basis Non-Cumulative on annual basis
Reporting cycle	Quarterly
New indicator	Continuous
Desired performance	Sufficient engagements between Provincial departments and municipalities on IDP strategic priorities and budget alignment
Indicator responsibility	Deputy-Director: Development Planning

Annexure B: Technical Indicator Descriptions for Strategic Objectives

Sub programme: 2.2 Public Participation

Sub sub-programme: 2.2.1 Public Participation

Strategic Objective 1: To monitor and support active citizen participation in governance.

Indicator 1

Indicator title	Number of municipalities with functional ward committees
Short definition	Ward committees should at least meet quarterly to enhance public participation
Purpose/importance	To ensure democratic government on the local sphere
Source/collection of data	Own database, minutes of ward committee meetings, annual ward committee assessment, other M&E reports
Method of calculation	Quantitative (Quarterly) and Qualitative
Data limitations	Accuracy of information
Type of indicator	Outcome
Calculation type	Non-Cumulative
Reporting cycle	Annually
New indicator	New Indicator. The wording has changed since previous APP's
Desired performance	All ward committees meet on at least a quarterly basis
Indicator responsibility	Deputy-Director: Public participation

Annexure B: Technical Indicator Descriptions for Strategic Objectives

Indicator 2

Indicator title	Number of District municipalities supported to improve public participation structures
Short definition	To support district municipalities to improve public participation
Purpose/importance	To ensure participatory democracy in the local government
Source/collection of data	Own database and information from municipalities
Method of calculation	Quantitative - Quarterly monitoring
Data limitations	Accuracy of information
Type of indicator	Output
Calculation type	Non – Cumulative
Reporting cycle	Annual
New indicator	New indicator – This wording of this indicator has changed since previous APP's
Desired performance	Improved public participation in districts
Indicator responsibility	Deputy-Director: Public participation

Annexure B: Technical Indicator Descriptions for Strategic Objectives

Strategic Objective 2: To monitor and support effective citizen communication strategies in municipalities.

Indicator 1

Indicator title	Number of municipalities with approved citizen communication policies
Short definition	To monitor municipalities development of communication policies and structures to effectively communicate with all its stakeholders
Purpose/importance	Municipalities need to improve their communication to and from all stakeholders to enhance planning, service delivery and the understanding of government processes.
Source/collection of data	M&E reports-Information from municipalities
Method of calculation	Quantitative – Number of structured engagements and support programmes to municipalities
Data limitations	No limitations
Type of indicator	Output
Calculation type	Cumulative on quarterly basis Non-Cumulative on an annual basis
Reporting cycle	Quarterly
New indicator	New
Desired performance	Sufficient communication and engagements between all municipal stakeholders
Indicator responsibility	Deputy-Director: Public Participation

Annexure B: Technical Indicator Descriptions for Strategic Objectives

Indicator 2

Indicator title	Number of support actions to improve citizen communication in municipalities
Short definition	To support municipalities to develop and approve communication policies and structures to effectively communicate with all its stakeholders
Purpose/importance	Municipalities need to improve their communication to and from all stakeholders to enhance planning, service delivery and the understanding of government processes.
Source/collection of data	M&E reports, Project Reports, Information from municipalities
Method of calculation	Quantitative (Number of structured engagements and support to municipalities)
Data limitations	No limitations
Type of indicator	Output
Calculation type	Cumulative on a quarterly and annual basis
Reporting cycle	Quarterly
New indicator	New
Desired performance	Sufficient communication and engagements between all municipal stakeholders
Indicator responsibility	Deputy-Director: Public Participation

Annexure B: Technical Indicator Descriptions for Strategic Objectives

Indicator 3

Indicator title	Number of provincial citizen satisfaction surveys conducted.
Short definition	To conduct an annual citizen satisfaction survey
Purpose/importance	To establish the extent of citizen participation in local government
Source/collection of data	Survey Report and M&E report
Method of calculation	Number of surveys conducted
Data limitations	No limitations
Type of indicator	Output
Calculation type	Cumulative on an annual basis for 5 years
Reporting cycle	Annual
New indicator	Continuous
Desired performance	Qualitative Citizen Satisfaction Survey
Indicator responsibility	Deputy-Director: Public Participation

Annexure B: Technical Indicator Descriptions for Strategic Objectives

Sub-sub programme 2.2.2: Public Participation (Community Development Workers)

Strategic Objective 1: Creating awareness and access to government services.

Indicator 1

Indicator title	Number of information sessions facilitated in communities
Short definition	Ensure that adequate information sessions are held in the wards with CDWs.
Purpose/importance	To educate communities in respect of the provision of government services.
Source/collection of data	Own database, minutes of information sessions, M&E reports
Method of calculation	Quantitative
Data limitations	No limitations
Type of indicator	Output
Calculation type	Cumulative on quarterly and annual basis
Reporting cycle	Quarterly
New indicator	Continuous indicator
Desired performance	Communities members become aware of government services
Indicator responsibility	Deputy-Director: CDWs

Annexure B: Technical Indicator Descriptions for Strategic Objectives

Indicator 2

Indicator title	Number of CDWs deployed in municipalities
Short definition	To deploy CDWs in communities
Purpose/importance	To ensure enhanced access of Government Services and Opportunities to communities
Source/collection of data	Persal, departmental performance reports and own database
Method of calculation	Quarterly
Data limitations	No limitations
Type of indicator	Output
Calculation type	Non-Cumulative on a quarterly and annual basis
Reporting cycle	Quarterly
New indicator	Continuous indicator
Desired performance	180 CDWs deployed in wards across the Western Cape
Indicator responsibility	Director: CDWs

Annexure B: Technical Indicator Descriptions for Strategic Objectives

Indicator 3

Indicator title	Number of municipalities where full CDW programmes are implemented
Short definition	Ensuring that municipalities implement the CDW programme
Purpose/importance	Will ensure access to government services and improve participatory democracy at local level
Source/collection of data	Own database
Method of calculation	Quantitative
Data limitations	No limitations
Type of indicator	Output
Calculation type	Non-Cumulative
Reporting cycle	Annually
New indicator	Continuous indicator
Desired performance	CDW programme implemented in 24 municipalities
Indicator responsibility	Director: CDWs

Annexure B: Technical Indicator Descriptions for Strategic Objectives

Indicator 4

Indicator title	Number of Izimbizo held by MEC's, Mayors and Councillors
Short definition	Ensuring that Izimbizo are held in communities
Purpose/importance	Will encourage participatory democracy in the provision of government services to ensure that people do not feel excluded
Source/collection of data	M&E reports, Izibizo Reports (Own database)
Method of calculation	Quarterly
Data limitations	No limitations
Type of indicator	Output
Calculation type	Cumulative on a quarterly and annual basis
Reporting cycle	Quantitative – Quarterly
New indicator	New indicator
Desired performance	Communities engage with the MEC to increase participatory democracy at a local level
Indicator responsibility	Director: CDWs

Annexure B: Technical Indicator Descriptions for Strategic Objectives

Indicator 5

Indicator title	Number of Izimbizo (National) supported
Short definition	National Izimbizo support
Purpose/importance	Will encourage participatory democracy in the provision of government services.
Source/collection of data	Own database
Method of calculation	Quantitative-Quarterly monitoring
Data limitations	No limitations
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Continuous indicator
Desired performance	Will encourage participatory democracy in the provision of government services.
Indicator responsibility	Director: CDWs

Annexure B: Technical Indicator Descriptions for Strategic Objectives

Indicator 6

Indicator title	Number of partnerships with relevant stakeholders (Government institutions, CBOs & NGOs)
Short definition	Support communities to form partnerships with Government institutions, CBOs and NGOs
Purpose/importance	Will unlock opportunities for communities
Source/collection of data	Own database, M&E reports
Method of calculation	Quantitative- Quarterly monitoring
Data limitations	No limitations
Type of indicator	Output
Calculation type	Cumulative on a quarterly and annual basis
Reporting cycle	Quarterly
New indicator	Continuous indicator
Desired performance	Sustainable partnerships established
Indicator responsibility	Director: CDWs

Annexure B: Technical Indicator Descriptions for Strategic Objectives

Strategic Objective 3: To support socio economic projects in partnership with relevant stakeholders

Indicator 1

Indicator title	Number of projects supported
Short definition	To support socio economic projects in partnership with relevant stakeholders.
Purpose/importance	CDWs support other government departments and agencies to implement projects.
Source/collection of data	Project reports departmental database programmes
Method of calculation	Quantitative- Quarterly monitoring
Data limitations	No limitations
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	New indicator – the wording has changed from previous APP's
Desired performance	CDW Programme to do at least 40 projects in partnership with other departments and agencies
Indicator responsibility	Deputy-Director: CDWs

Annexure B: Technical Indicator Descriptions for Strategic Objectives

Sub programme 2.3: Capacity Development

Strategic Objective 3.13: To facilitate structured and coordinated support to municipalities

Indicator 1

Indicator title	Number of Municipalities with skills plan adopted.
Short definition	To monitor and support municipalities with the completion of skills development plans
Purpose/importance	To ensure capacity development at municipalities for improved service delivery
Source/collection of data	Information collected from municipal annual reports and M&E reporting structures
Method of calculation	Number of skills development plans adopted
Data limitations	In some instances the data received from municipalities might be inaccurate
Type of indicator	Outcome
Calculation type	Non-Cumulative on quarterly and annual basis
Reporting cycle	Annual
New indicator	Continuous indicator
Desired performance	All skills development plans submitted in terms of legislation
Indicator responsibility	Director: Capacity Development

Annexure B: Technical Indicator Descriptions for Strategic Objectives

Indicator 2

Indicator title	Number of municipalities supported with enhanced PMS to increase performance
Short definition	To support municipalities with the development of Performance management systems
Purpose/importance	Legislative requirement in terms of the Systems Act to improve the performance of municipalities
Source/collection of data	Municipal annual reports and M&E reports
Method of calculation	Quantitative – Number of support interventions
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Annual
New indicator	Continuous indicator
Desired performance	All municipalities with fully implemented PMS
Indicator responsibility	Director: Capacity Development

Annexure B: Technical Indicator Descriptions for Strategic Objectives

Indicator 3

Indicator title	Number of councillor leadership training programmes implemented
Short definition	To coordinate councillor leadership training
Purpose/importance	To improve municipal governance
Source/collection of data	Information collected from attendance registers, project reports and M&E report structures
Method of calculation	Quantitative – Number of training programmes
Data limitations	No limitations
Type of indicator	Output
Calculation type	Cumulative on quarterly and annual basis
Reporting cycle	Quarterly
New indicator	Continuous indicator
Desired performance	Improved councillor capacity
Indicator responsibility	Director: Capacity Development

Annexure B: Technical Indicator Descriptions for Strategic Objectives

Indicator 4

Indicator title	Number of municipal support plans developed
Short definition	To develop and implement district support plans for municipalities
Purpose/importance	To ensure capacity development at municipalities for improved service delivery
Source/collection of data	Information collected from municipal annual reports, M&E reports
Method of calculation	Quantitative – Number of support plans
Data limitations	No limitations
Type of indicator	Output
Calculation type	Non-Cumulative
Reporting cycle	Annual
New indicator	Continuous indicator
Desired performance	Improved municipal capacity
Indicator responsibility	Director: Capacity Development

Annexure B: Technical Indicator Descriptions for Strategic Objectives

Indicator 5

Indicator title	Number of technical experts deployed to municipalities
Short definition	To facilitate the deployment of technical experts to identified municipalities
Purpose/importance	To ensure capacity development at municipalities for improved service delivery
Source/collection of data	M&E reports, Project Reports
Method of calculation	Quantitative – Number of technical experts deployed
Data limitations	No limitations
Type of indicator	Output
Calculation type	Cumulative quarterly and annual basis
Reporting cycle	Quarterly
New indicator	Continuous indicator
Desired performance	Improved municipal capacity
Indicator responsibility	Director: Capacity Development

Annexure B: Technical Indicator Descriptions for Strategic Objectives

Indicator 6

Indicator title	Number of municipalities where shared services are implemented
Short definition	To support municipalities with the establishment of shared services
Purpose/importance	To ensure improved capacity for municipalities to improve service delivery
Source/collection of data	Municipal annual reports and M&E reports
Method of calculation	Quantitative – Number of shared services established
Data limitations	In some instances the data received from municipalities might be inaccurate
Type of indicator	Output
Calculation type	Non-Cumulative
Reporting cycle	Annual
New indicator	Continuous indicator
Desired performance	Improved municipal capacity
Indicator responsibility	Director: Capacity Development

Annexure B: Technical Indicator Descriptions for Strategic Objectives

Indicator 7

Indicator title	Number of municipalities supported with MFMA implementation
Short definition	To support municipalities with the implementation of the MFMA
Purpose/importance	To ensure sound financial management
Source/collection of data	Provincial Treasury and M&E report structures
Method of calculation	Quantitative – Number of support interventions
Data limitations	No limitations
Type of indicator	Output
Calculation type	Non-Cumulative
Reporting cycle	Quarterly
New indicator	Continuous indicator
Desired performance	Improved financial viability and management
Indicator responsibility	Provincial Treasury

Annexure B: Technical Indicator Descriptions for Strategic Objectives

Indicator 8

Indicator title	Number of municipalities that have achieved unqualified audits
Short definition	To implement support initiatives to assist municipalities to achieve unqualified audits
Purpose/importance	To ensure sound financial management
Source/collection of data	Auditor-General Report
Method of calculation	Quantitative – Number of support interventions
Data limitations	No limitations
Type of indicator	Outcome
Calculation type	Non-Cumulative
Reporting cycle	Annual
New indicator	New
Desired performance	Improved financial viability and management
Indicator responsibility	Provincial Treasury

Annexure B: Technical Indicator Descriptions for Strategic Objectives

Indicator 9

Indicator title	Number of municipalities supported in AFS preparation
Short definition	To facilitate support initiatives to assist municipalities in AFS preparation
Purpose/importance	To ensure sound financial management
Source/collection of data	M&E reports and Provincial Treasury Reports
Method of calculation	Quantitative – Number of support interventions
Data limitations	No limitations
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Annual
New indicator	New
Desired performance	Improved financial viability and management
Indicator responsibility	Provincial Treasury

Annexure B: Technical Indicator Descriptions for Strategic Objectives

Indicator 10

Indicator title	Number of municipalities with LED strategies/ plans reviewed annually
Short definition	To monitor and facilitate support to municipalities with the development and implementation of LED strategies and plans
Purpose/importance	To ensure improved LED
Source/collection of data	M&E reports
Method of calculation	Quantitative
Data limitations	In some instances the data received from municipalities might be inaccurate
Type of indicator	Output
Calculation type	Non-Cumulative
Reporting cycle	Annual
New indicator	Continuous indicator
Desired performance	Improved LED
Indicator responsibility	Department of Economic Development and Tourism

Annexure B: Technical Indicator Descriptions for Strategic Objectives

Indicator 11

Indicator title	Number of municipalities with LED structures
Short definition	To monitor the functioning of municipal LED structures
Purpose/importance	To ensure improved LED
Source/collection of data	M&E report structures
Method of calculation	Quantitative – Number of functioning LED structures
Data limitations	In some instances the data received from municipalities might be inaccurate
Type of indicator	Outcome
Calculation type	Non-Cumulative
Reporting cycle	Annual
New indicator	New
Desired performance	Improved LED
Indicator responsibility	Department of Economic Development and Tourism

Annexure B: Technical Indicator Descriptions for Strategic Objectives

Indicator 12

Indicator title	Number of municipalities with functional performance audit committees
Short definition	To monitor the functioning of performance audit committees of municipalities
Purpose/importance	To ensure enhanced oversight of municipal performance
Source/collection of data	M&E reports
Method of calculation	Quantitative – Number of functioning performance audit committees
Data limitations	In some instances the data received from municipalities might be inaccurate
Type of indicator	Outcome
Calculation type	Non-Cumulative
Reporting cycle	Annually
New indicator	New
Desired performance	Improved oversight on municipal performance
Indicator responsibility	Provincial Treasury

Annexure B: Technical Indicator Descriptions for Strategic Objectives

Indicator 13

Indicator title	Number of municipalities with Internal Audit Units
Short definition	To monitor the establishment and functioning of Internal Audit Units of municipalities
Purpose/importance	To enhance internal control and audit in municipalities
Source/collection of data	Information collected from municipal annual reports, annual financial statements, reports of the Auditor-General, Provincial Treasury and other M&E reports
Method of calculation	Quantitative – Number of Internal Audit Units established
Data limitations	In some instances the data received from municipalities might be inaccurate
Type of indicator	Outcome
Calculation type	Non-Cumulative
Reporting cycle	Annual
New indicator	Continuous indicator
Desired performance	Improved financial governance
Indicator responsibility	Provincial Treasury

Annexure B: Technical Indicator Descriptions for Strategic Objectives

Strategic Objective 2: To monitor and support municipalities to comply with the Municipal Property Rates Act (MPRA)

Indicator 1

Indicator title	Number of municipalities supported with the implementation of the MPRA
Short definition	To support municipalities with the implementation of the MPRA to enhance revenue collection
Purpose/importance	Sustainability of municipal revenue base
Source/collection of data	Information collected from municipalities
Method of calculation	Quantitative – Number of municipalities supported
Data limitations	No limitations
Type of indicator	Output
Calculation type	Cumulative on quarterly basis and Non Cumulative on an annual basis
Reporting cycle	Quarterly
New indicator	Continuous indicator
Desired performance	Municipalities supported to fully implement the MPRA.
Indicator responsibility	Director: Capacity Development

Annexure B: Technical Indicator Descriptions for Strategic Objectives

Indicator 2

Indicator title	Number of municipalities that are implementing MPRA
Short definition	To monitor municipalities with the implementation of the MPRA to enhance revenue collection
Purpose/importance	Sustainability of municipal revenue base
Source/collection of data	Information collected from municipalities and M&E reports
Method of calculation	Quantitative – Number of municipal compliance
Data limitations	In some instances the data received from municipalities might be inaccurate
Type of indicator	Outcome
Calculation type	Non-Cumulative
Reporting cycle	Quarterly
New indicator	Continuous indicator
Desired performance	All municipalities fully implementing the MPRA.
Indicator responsibility	Director: Capacity Development

Annexure B: Technical Indicator Descriptions for Strategic Objectives

Indicator 3

Indicator title	No of municipalities supported with the establishment of valuation appeal boards
Short definition	Establish valuation appeal board in the Western Cape for one or more specific municipalities.
Purpose/importance	To hear and decide appeals and to review decisions of a municipal valuer concerning objections to the valuation roll
Source/collection of data	M&E reports
Method of calculation	Quantitative – Number of valuation appeal boards established
Data limitations	No limitations
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Annual
New indicator	Continuous indicator
Desired performance	Representative and functional valuation appeal boards
Indicator responsibility	Director: Capacity Development

Annexure B: Technical Indicator Descriptions for Strategic Objectives

Sub-sub programme 2.3.1: Municipal performance, monitoring, reporting and evaluation

Strategic Objective 1: To monitor performance of municipalities according to the Key Performance Areas

Indicator 1

Indicator title	Number of municipal quarterly performance submitted to National
Short definition	To generate quarterly reports on municipal performance.
Purpose/importance	To effectively monitor municipalities
Source/collection of data	M&E reports-Information collected from municipalities
Method of calculation	Quantitative – Number of reports
Data limitations	In some instances the data received from municipalities might be inaccurate
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Continuous indicator
Desired performance	Complete reports submitted with accurate municipal information which can be used as basis to identify best practises and address shortcomings and under performance in municipalities
Indicator responsibility	Director: Municipal Performance

Annexure B: Technical Indicator Descriptions for Strategic Objectives

Indicator 2

Indicator title	Number of quarterly state of municipalities scorecards submitted to MEC
Short definition	Quarterly consolidated scorecard report on municipal performance.
Purpose/importance	To effectively monitor municipalities
Source/collection of data	Information collected from municipalities
Method of calculation	Quantitative – Number of reports
Data limitations	In some instances the data received from municipalities might be inaccurate
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	New
Desired performance	Complete reports submitted with accurate municipal information
Indicator responsibility	Director: Municipal Performance

Annexure B: Technical Indicator Descriptions for Strategic Objectives

Indicator 3

Indicator title	Number of annual consolidated compliance performance reports submitted (section 47 of Systems Act)
Short definition	Annual consolidated provincial municipal performance report (S47).
Purpose/importance	To effectively monitor municipalities
Source/collection of data	Information collected from municipalities
Method of calculation	Number of reports and complete questionnaires received from municipalities
Data limitations	In some instances the data received from municipalities might be inaccurate
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Annual
New indicator	Continuous indicator
Desired performance	Complete report submitted with accurate municipal information
Indicator responsibility	Director: Municipal Performance

Annexure B: Technical Indicator Descriptions for Strategic Objectives

Strategic Objective 2: To monitor municipal compliance in terms of their legislative reporting obligations/requirements.

Indicator 1

Indicator title	Number of Institutional Performance Management Systems in place
Short definition	To support municipalities to implement performance management systems.
Purpose/importance	Legal requirement in terms of the Systems Act
Source/collection of data	Information collected from municipalities
Method of calculation	Quantitative – Number of municipalities implementing performance management systems
Data limitations	In some instances the data received from municipalities might be inaccurate
Type of indicator	Outcome
Calculation type	Non-Cumulative
Reporting cycle	Annual
New indicator	New
Desired performance	All municipalities implementing performance management systems
Indicator responsibility	Director: Capacity Development

Annexure B: Technical Indicator Descriptions for Strategic Objectives

Indicator 2

Indicator title	Number of section 57 managers with signed employment contracts
Short definition	To monitor signing of employment contracts by section 57 managers of municipalities.
Purpose/importance	Legal requirement in terms of the Systems Act
Source/collection of data	Information collected from municipalities
Method of calculation	Quantitative – Number of signed employment contracts
Data limitations	In some instances the data received from municipalities might be inaccurate
Type of indicator	Outcome
Calculation type	Non-Cumulative
Reporting cycle	Annual
New indicator	New
Desired performance	All section 57 managers have signed employment contracts
Indicator responsibility	Director: Capacity Development

Annexure B: Technical Indicator Descriptions for Strategic Objectives

Indicator 3

Indicator title	Number of section 57 managers with signed performance agreements
Short definition	To monitor signing of employment contracts by section 57 managers of municipalities.
Purpose/importance	Legal requirement in terms of the Systems Act
Source/collection of data	Information collected from municipalities
Method of calculation	Quantitative – Number of signed performance agreements
Data limitations	In some instances the data received from municipalities might be inaccurate
Type of indicator	Outcome
Calculation type	Non-Cumulative
Reporting cycle	Annual
New indicator	Continuous indicator
Desired performance	All section 57 managers have signed performance agreements
Indicator responsibility	Director: Capacity Development

Annexure B: Technical Indicator Descriptions for Strategic Objectives

Indicator 4

Indicator title	Number of municipalities that are implementing MFMA
Short definition	To monitor and support municipalities with the implementation of the MFMA
Purpose/importance	To ensure sound financial management
Source/collection of data	Information collected from municipal annual reports, annual financial statements, Provincial Treasury and other M&E reporting structures
Method of calculation	Number of municipalities implementing the MFMA
Data limitations	In some instances the data received from municipalities might be inaccurate
Type of indicator	Outcome
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Continuous indicator
Desired performance	Improved financial viability and management
Indicator responsibility	Provincial Treasury

Annexure B: Technical Indicator Descriptions for Strategic Objectives

Indicator 5

Indicator title	Number of municipalities submitted AFS by 31 August
Short definition	To facilitate support initiatives to assist municipalities in AFS preparation
Purpose/importance	To ensure sound financial management
Source/collection of data	Information collected from the office of the Auditor-General, Provincial Treasury and other M&E reporting structures
Method of calculation	Number of support interventions
Data limitations	No limitations
Type of indicator	Outcome
Calculation type	Non-Cumulative
Reporting cycle	Annual
New indicator	Continuous indicator
Desired performance	Improved financial viability and management
Indicator responsibility	Provincial Treasury

Annexure B: Technical Indicator Descriptions for Strategic Objectives

Indicator 6

Indicator title	Number of municipalities monitored on the implementation of grant funding
Short definition	To monitor municipalities on the implementation of grant funding
Purpose/importance	To enhance the spending of government grants by municipalities
Source/collection of data	Information collected from municipal annual reports, annual financial statements, reports of the Auditor-General, Provincial Treasury and other M&E reporting structures
Method of calculation	Quantitative – Number of municipalities monitored
Data limitations	In some instances the data received from municipalities might be inaccurate
Type of indicator	Output
Calculation type	Non-Cumulative
Reporting cycle	Quarterly
New indicator	Continuous indicator
Desired performance	Improved financial viability and management
Indicator responsibility	Provincial Treasury

Annexure B: Technical Indicator Descriptions for Strategic Objectives

Indicator 7

Indicator title	Number of municipal annual performance reports submitted timeously
Short definition	To monitor the submitting of annual performance reports by municipalities.
Purpose/importance	Legal requirement in terms of the Systems Act
Source/collection of data	Information collected from municipalities
Method of calculation	Number of reports submitted by municipalities
Data limitations	No limitations
Type of indicator	Outcome
Calculation type	Cumulative
Reporting cycle	Annual
New indicator	Continuous indicator
Desired performance	Complete reports submitted with accurate municipal information
Indicator responsibility	Director: Municipal Performance

Annexure B: Technical Indicator Descriptions for Strategic Objectives

Indicator 8

Indicator title	Number of oversight reports submitted by Councils
Short definition	To monitor the submitting of oversight reports on annual performance reports by municipalities.
Purpose/importance	Legal requirement in terms of the Systems Act
Source/collection of data	Information collected from municipalities
Method of calculation	Number of oversight reports submitted by municipalities
Data limitations	No limitations
Type of indicator	Outcome
Calculation type	Cumulative
Reporting cycle	Annual
New indicator	Continuous indicator
Desired performance	Complete oversight reports submitted with accurate municipal information
Indicator responsibility	Director: Municipal Performance

Annexure B: Technical Indicator Descriptions for Strategic Objectives

Strategic Objective 3: To carry out qualitative diagnostic evaluations on performance reports of municipalities

Indicator: 1

Indicator title	Number of multi-sectoral engagements on municipal performance
Short definition	To carry out qualitative diagnostic evaluations on performance reports of municipalities.
Purpose/importance	To effectively monitor municipalities
Source/collection of data	Information collected from municipalities
Method of calculation	Quantitative – Number of engagements
Data limitations	No limitations
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	New
Desired performance	Complete reports submitted with accurate municipal information
Indicator responsibility	Director: Municipal Performance

Annexure B: Technical Indicator Descriptions for Strategic Objectives

Programme 3: Development and Planning

Sub-sub programme 3.1: Municipal Infrastructure

Strategic Objective 1: To ensure efficient and effective expenditure of MIG fund

Indicator 1

Indicator title	Number of municipalities monitored on the MIG expenditure to enhance performance of infrastructure delivery
Short definition	Performance on infrastructure delivery by means of monitoring MIG expenditure
Purpose/importance	To assist municipalities to deliver on infrastructure
Source/collection of data	Own database and information from municipalities
Method of calculation	Calculation is done as a percentage of funds expended to total allocation.
Data limitations	No limitations
Type of indicator	Output
Calculation type	Performance is Cumulative
Reporting cycle	Reporting is monthly
New indicator	Continuous indicator
Desired performance	Enhanced MIG expenditure and MIG structures fully functional at municipalities.
Indicator responsibility	Chief Engineer: MIG Program (Provincial MIG Manager)

Annexure B: Technical Indicator Descriptions for Strategic Objectives

Indicator 2

Indicator title	Number of Municipalities that have registered projects on MIS
Short definition	Performance of infrastructure delivery by means of monitoring MIG projects
Purpose/importance	To assist municipalities to deliver on infrastructure
Source/collection of data	Own database and information from municipalities
Method of calculation	Number of projects registered
Data limitations	No limitation
Type of indicator	Outputs
Calculation type	Cumulative
Reporting cycle	Reporting is monthly
New indicator	Continuous indicator
Desired performance	All projects are registered.
Indicator responsibility	Chief Engineer: MIG Program (Provincial MIG Manager)

Annexure B: Technical Indicator Descriptions for Strategic Objectives

Indicator 3

Indicator title	Number of Municipalities submit monthly reports on MIG performance
Short definition	Performance of infrastructure delivery by means of monitoring MIG expenditure
Purpose/importance	To assist municipalities to deliver on infrastructure
Source/collection of data	Own database and information from municipalities
Method of calculation	Number of monthly reports submitted by municipalities
Data limitations	No limitation
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Reporting is monthly
New indicator	Continuous indicator
Desired performance	All reports submitted
Indicator responsibility	Chief Engineer: MIG Program (Provincial MIG Manager)

Annexure B: Technical Indicator Descriptions for Strategic Objectives

Indicator 4

Indicator title	Municipalities that have been supported on MIG spending
Short definition	Performance of infrastructure delivery by means of monitoring MIG expenditure
Purpose/importance	To assist municipalities to deliver on infrastructure
Source/collection of data	Own database and information from municipalities
Method of calculation	Number of municipalities supported
Data limitations	No limitation
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Reporting is monthly
New indicator	Continuous indicator
Desired performance	All identified municipalities supported and 100% of MIG funds are spent
Indicator responsibility	Chief Engineer: MIG Program (Provincial MIG Manager)

Annexure B: Technical Indicator Descriptions for Strategic Objectives

Strategic Objective 2: To support municipalities with potential solutions to cater for lack of funding for Bulk infrastructure

Indicator 1

Indicator title	Number of municipalities supported with Bulk Infrastructure plans
Short definition	To facilitate the compiling of District Bulk Infrastructure plans
Purpose/importance	To assist municipalities to deliver on Bulk infrastructure
Source/collection of data	Own database and information from municipalities
Method of calculation	Number of municipalities supported
Data limitations	No limitation
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Reporting is monthly
New indicator	New
Desired performance	All districts have District bulk Infrastructure plans
Indicator responsibility	Chief Engineer: Infrastructure

Annexure B: Technical Indicator Descriptions for Strategic Objectives

Indicator 2

Indicator title	Number of Households with access to basic services (water, electricity and sanitation)
Short definition	To monitor the access to basic services
Purpose/importance	To improve the provision of basic services
Source/collection of data	Number of reports and complete questionnaires received from municipalities
Method of calculation	Backlog determination
Data limitations	In some instances the data received from municipalities might be inaccurate
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	New
Desired performance	Improved delivery of basic services
Indicator responsibility	Chief Engineer: Infrastructure

Annexure B: Technical Indicator Descriptions for Strategic Objectives

Indicator 3

Indicator title	Number of Households with access to free basic services
Short definition	To monitor the provision of free basic services
Purpose/importance	To improve the provision of free basic services
Source/collection of data	Number of reports and complete questionnaires received from municipalities
Method of calculation	Backlog determination
Data limitations	In some instances the data received from municipalities might be inaccurate
Type of indicator	Outcome
Calculation type	Non-Cumulative
Reporting cycle	Quarterly
New indicator	New
Desired performance	Improved provision of free basic services
Indicator responsibility	Chief Engineer: Infrastructure

Annexure B: Technical Indicator Descriptions for Strategic Objectives

Indicator 4

Indicator title	Number of Municipalities that have updated indigent Registers for the provision of free basic services
Short definition	To monitor the updating of indigent registers by municipalities
Purpose/importance	To improve the provision of free basic services
Source/collection of data	Number of reports and complete questionnaires received from municipalities
Method of calculation	Municipal Reports
Data limitations	In some instances the data received from municipalities might be inaccurate
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	New
Desired performance	Improved provision of free basic services
Indicator responsibility	Chief Engineer: Infrastructure

Annexure B: Technical Indicator Descriptions for Strategic Objectives

Sub-programme 3.2: Disaster Management

Strategic Objective 1: To co-ordinate disaster risk reduction, preparedness and recovery

Indicator 1

Indicator title	Number of municipalities supported with disaster management IDP chapter
Short definition	Adequate disaster management IDPs linked to the municipal budget.
Purpose/importance	Intended to show disaster risk reduction initiatives for sustainable development.
Source/collection of data	Data collected from Department (IDP unit) and municipalities.
Method of calculation	Through IDP assessment reports based on identified criteria.
Data limitations	No limitations
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Annually
New indicator	Continuous indicator
Desired performance	6 Municipalities
Indicator responsibility	Deputy Director: Mitigation.

Annexure B: Technical Indicator Descriptions for Strategic Objectives

Indicator 2

Indicator title	Number of meetings of the IGR disaster management structures
Short definition	Intergovernmental Committee on Disaster Management (ICDM), Provincial Disaster Management Advisory Forum (PDMAF) and Disaster Management Steering Committee (DMSC) meetings with all relevant stakeholders.
Purpose/importance	For effective and efficient execution of disaster management in the Province.
Source/collection of data	Information obtained from minutes and the action points relevant to attendees at meetings.
Method of calculation	Number of meetings
Data limitations	No limitations
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Continuous indicator
Desired performance	All meetings attended the relevant stakeholders.
Indicator responsibility	Deputy Director: Preparedness.

Annexure B: Technical Indicator Descriptions for Strategic Objectives

Indicator 3

Indicator title	Number of disaster management contingency plans for identified hazards.
Short definition	To ensure that contingency plans are drawn up for identified hazards.
Purpose/importance	To ensure timeous response and management of major incidents/ disasters.
Source/collection of data	Information is collected from departments and municipalities.
Method of calculation	Quantitative – Calculated by the effective and efficient co-ordination of response to incidents.
Data limitations	No limitations
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Annually
New indicator	Continuous indicator
Desired performance	Lower performance will not be desirable.
Indicator responsibility	Deputy Director: Preparedness.

Annexure B: Technical Indicator Descriptions for Strategic Objectives

Indicator 4

Indicator title	Number of Municipalities with applicable Disaster Management Frameworks and Plans
Short definition	To monitor and support identified municipalities with Disaster Management Frameworks and Plans.
Purpose/importance	Legislative requirement
Source/collection of data	Data is collected from municipalities
Method of calculation	Quantitative – Through reports and verifications.
Data limitations	Lack of timeous and verified information.
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Continuous indicator
Desired performance	All municipalities have Disaster Management Frameworks and plans
Indicator responsibility	Deputy Director: Recovery.

Annexure B: Technical Indicator Descriptions for Strategic Objectives

Indicator 5

Indicator title	Number of incidents/ declared disasters supported regarding rehabilitation and reconstruction.
Short definition	Expenditure monitoring.
Purpose/importance	To ensure that funding is utilised for appropriate rehabilitation and reconstruction.
Source/collection of data	Data is collected per disaster incident from municipalities, departments and other stakeholders.
Method of calculation	Quantitative – Through damage assessment reports and verifications.
Data limitations	Lack of timeous and verified information.
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Continuous indicator
Desired performance	Lower performance will not be desirable.
Indicator responsibility	Deputy Director: Recovery.

Annexure B: Technical Indicator Descriptions for Strategic Objectives

Strategic Objective 2: To ensure effective and economical fire brigade services

Indicator 1

Indicator title	Number of provincial fire preparedness reports compiled.
Short definition	The SABS 10090 code indicates the minimum level of fire brigade service delivery and provisioning standards of a fire brigade service that can address the identified fire risk within a local government area.
Purpose/importance	The purpose of this standard is to provide advice on the measures that should be taken to ensure that fire services are efficient and economical.
Source/collection of data	The financial information will be collected from local government's annual IDP's.
Method of calculation	Number of reports
Data limitations	No limitations
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Annual
New indicator	Continuous Indicator
Desired performance	One report
Indicator responsibility	Director: Disaster Management

Annexure B: Technical Indicator Descriptions for Strategic Objectives

Indicator 2

Indicator title	Number of uniform standards/ regulations developed
Short definition	Uniform standards set and monitored. Standards are set against policies implemented, training provided and equipment evaluated against standards set in policy.
Purpose/importance	To ensure that effective and co-ordinated fire services in province where fire brigades work as a unified team
Source/collection of data	Director Disaster Management
Method of calculation	Quantitative – Verification that regulations are gazetted
Data limitations	No limitations
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	New indicator
Desired performance	One set of regulations
Indicator responsibility	Deputy-director

Annexure B: Technical Indicator Descriptions for Strategic Objectives

Indicator 3

Indicator title	Number of investigations conducted by CAPs in terms of the Fire Brigade Services Act
Short definition	To conduct investigations on Fire Brigade Services to report on legislative compliance
Purpose/importance	Legal requirement and enhance preparedness for fires
Source/collection of data	Visits to Fire Brigade Services and information from municipalities
Method of calculation	Quantitative – Number of investigations completed
Data limitations	No limitation
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Annual
New indicator	New indicator
Desired performance	One investigation
Indicator responsibility	Director: Disaster Management

