

FOREWORD



ANTON BREDELE | MINISTER OF LOCAL GOVERNMENT, ENVIRONMENTAL AFFAIRS AND DEVELOPMENT PLANNING

Positioned at the forefront of service delivery, municipalities need to be fully supported to manage their service delivery programmes. Based on its theme “building for the future,” the Department of Local Government has aligned its policies and structures to better assist municipalities. This will be done through key programmes such as Municipal Infrastructure, Capacity Support, IDP Support, Taking Services to the People, Disaster Management and Good Governance.

The Department will identify the key support needs of municipalities and individual support plans for each municipality. The department will also create a pool of expertise to assist municipalities to build their capacity.

The most important strategic planning document for municipalities is the IDP. This department has embarked on an extensive publicity exercise with municipalities to popularise the Third-Generation IDPs for 2011 onward. The Department will focus on ensuring that each municipality conducts ward-based planning and that provincial departments provide meaningful inputs into IDPs. It will also provide dedicated support to municipalities in the development of communication strategies that will ensure the effective use of mechanisms such as public participation, ward committees and written communications.

The Department also aims to improve service delivery by providing support to municipalities to build and maintain municipal infrastructure that will provide sustainable, cost-effective services to all residents of the Province.

We will produce a Master Plan for water and sanitation infrastructure and will build the technical skills base of municipalities. We will also support municipalities in developing comprehensive asset registers of their infrastructure. These registers will include information on expected life-span and depreciation of the infrastructure.

The CDW programme provides an invaluable conduit of information to communities on a wide range of government programmes. The programme is successful in its attempt to bring government closer to the people, and we will be improving the management of the programme.

The Thusong Centers is a new addition to the department, as it has been transferred from the Department of Social Development to the Department of Local Government. 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. In the coming year the focus will be positioning the Centres as vital hubs for the creation of work opportunities and new businesses.

Learning from the Disaster Management lessons of the past year, this department will in the coming year upscale the co-ordination of the fire services in the Province and mainstream disaster risk reduction into IDPs. With the World Cup coming up this year, it is essential that the province focuses on prevention and preparedness and is ready for anything.

Most municipalities in the Western Cape are governed by coalitions. In many cases this has had a direct negative impact on the administrative stability of municipalities. This department will continue to build a culture of transparency in municipalities through training programmes on the Code of Conduct for Councillors and on anti-Corruption. It will also develop and implement a framework to provide immediate intervention in municipalities where the law is being openly contravened. This will be supported by an Early Warning System that will identify municipalities that may be heading for a political or administrative crisis.

These initiatives will all contribute to ensuring that our municipalities are functional, accountable, responsive, effective, and efficient.

OFFICIAL SIGN OFF

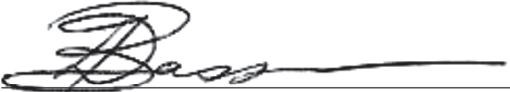
It is hereby certified that this Annual Performance Plan:

- 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;
- Was prepared in line with the current Strategic Plan of the Department of Local Government; and
- Accurately reflects the performance targets which the Department of Local Government will endeavour to achieve, given the resources made available in the budget for 2010/11.

Mr Z Amien
Director: Strategy, Monitoring and Evaluation

Signature: 

Mr D Basson
Chief Financial Officer

Signature: 

Dr H Fast
DDG: Local Government

Signature: 

Dr H Fast
Accounting Officer (Acting HOD)

Signature: 

Approved by:

Anton Bredell
Executive Authority

Signature: 

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	MPCC	Multi Purpose – Community Centre
DCF	District Coordinating Forum	MM	Municipal Manager
DCF TECH	District Coordinating Forum Technical Committee	MPRA	Municipal Property Rates Act No 6 of 2004
DLG	Department of Local Government (Provincial)	MSA 1	Municipal Structures Act 117 of 1998
DLG&H	Department of Local Government and Housing	MSA 2	Municipal Systems Act No. 32 of 2000
DM	District Municipality	NSDP	National Spatial Development Perspective
DPLG	Department of Provincial and Local Government	NT	National Treasury
DPSA	Department of Public Service and Administration	PAF	Provincial Advisory Forum
EE	Employment Equity	PAFTEC	Provincial Advisory Forum Technical Committee
EPWP	Expanded Public Works Programme	PAJA	Promotion of Administrative Justice Act
FBS	Free Basic Services	PCF	Premier's Coordinating Forum
GAMAP	Generally Accepted Municipal Accounting Practice	PCFTEC	Premier's Coordinating Forum Technical Committee
GCIS	Government Communication Information System	PMCF	Premier's Metro Coordinating Forum
GRAP	Generally Recognised Accounting Practice	PMS	Performance Management System
GDP	Gross Domestic Product	PT	Provincial Treasury
HR	Human Resources	SAPS	South African Police Services
IDP	Integrated Development Plan	SARS	South African Revenue Service
IGR	Intergovernmental Relations	SASSA	South African Social Security Agency
KPA	Key Performance Area	SALGA	South African Local Government Association
KPI	Key Performance Indicator	SDBIP	Service Delivery and Budget Implementation Plan
LED	Local Economic Development	SCM	Supply Chain Management
		SDF	Spatial Development Framework

TABLE OF CONTENTS

PART A: Strategic Overview 6

1.	Vision	6
2.	Mission	6
3.	Values	7
4.	Legislative and other mandates	7
4.1	Constitutional Mandates	7
4.2	Legislative Mandates	8
4.3	Policy Mandates	10
4.4	Relevant Court Rulings	11
4.5	Planned Policy Initiatives	11
5.	Situational Analysis	13
5.1	Performance Environment	13
5.2	Organisational Environment	20
6.	Overview of 2010/11 budget and MTEF estimates	22

PART B: Budget Programme Structure 25

1.	Programme 1: Administration	25
2.	Programme 2: Local Governance	28
3.	Programme 3: Development and Planning	48

PART C: Links To Other Plans 54

ANNEXURE A: Technical Indicators for Strategic Goals 55

1.	Programme 1: Administration	55
2.	Programme 2: Local Governance	55
3.	Programme 3: Development and Planning	61

ANNEXURE B: Technical Indicators for Strategic Objectives 63

1.	Programme 2: Local Governance	63
2.	Programme 3: Development and Planning	117

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.

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;
- To support and strengthen the capacity of municipalities;

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.

PART A: STRATEGIC OVERVIEW

- 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.

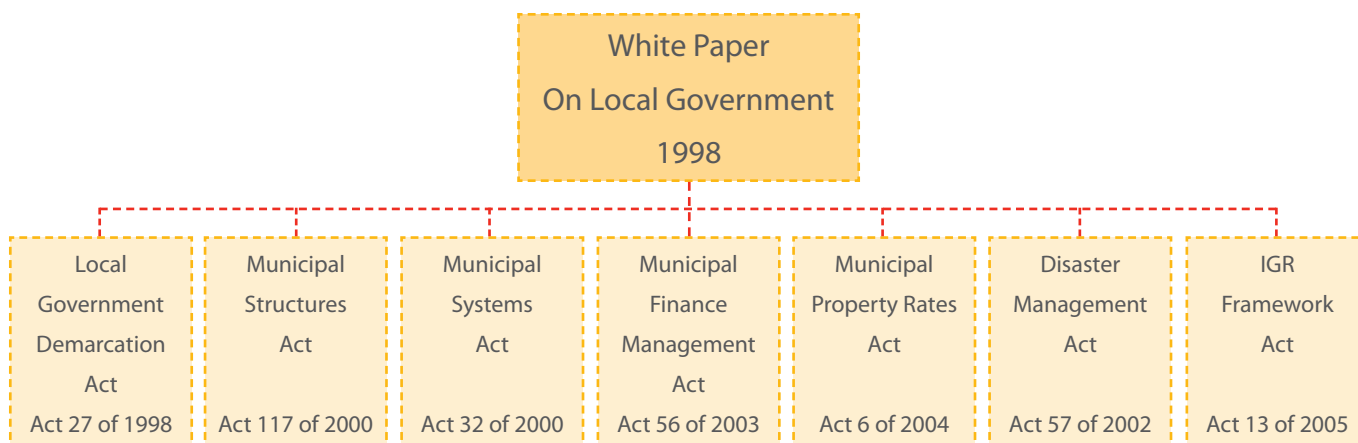
Particular mention is made of the most important of these, namely:

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 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 of 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 101 of 1998);

PART A: STRATEGIC OVERVIEW

- 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 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

PART A: STRATEGIC OVERVIEW

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
- 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

¹ The GHS statistics are the latest information available.

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 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.

² At the time of completing this document.

PART A: STRATEGIC OVERVIEW

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 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.

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

PART A: STRATEGIC OVERVIEW

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.

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 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

PART A: STRATEGIC OVERVIEW

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.

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:

- 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.

PART A: STRATEGIC OVERVIEW

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 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.

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.

PART A: STRATEGIC OVERVIEW

6. Overview of 2010/11 budget and MTEF estimates

Expenditure estimates

Table 1 Department of Local Government

Programme R'000	Outcome			Main appropriation 2009/10
	Audited 2006/07	Audited 2007/08	Audited 2008/09	
1. Administration				
2. Local Governance	54 184	50 306	62 757	73 996
3. Development and Planning	34 547	13 591	13 666	14 636
Total payments and estimates	88 731	63 897	76 423	88 632

Economic classification R'000	Outcome			Main appropriation 2009/10
	Audited 2006/07	Audited 2007/08	Audited 2008/09	
Compensation of employees	33 938	34 112	46 398	51 281
Goods and services	18 684	18 071	17 337	31 757
Interest and rent on land			55	
Transfers and subsidies to	35 653	10 037	12 087	5 594
Provinces and municipalities	10 420	8 486	10 578	5 044
Departmental agencies and accounts	1 000	1 040	275	
Non-profit institutions	450		490	550
Households	23 783	511	744	
Payments for capital assets	456	1 677	546	
Machinery and equipment	456	1 677	546	
Total economic classification	88 731	63 897	76 423	88 632

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
69 886	70 117	84 579	20.63	87 342	92 293
14 636	14 376	12 530	(12.84)	12 676	13 386
84 522	84 493	102 638	21.48	105 910	111 928

Adjusted appropriation 2009/10	Revised estimate 2009/10	Medium-term estimate			
		% Change from Revised estimate			
		2010/11	2009/10	2011/12	2012/13
58 049	58 012	60 150	3.69	64 347	68 580
18 054	18 054	28 862	59.86	28 268	29 679
60	68	176	158.82	185	194
8 359	8 359	13 450	60.90	13 110	13 475
7 309	7 309	12 850	75.81	12 480	12 815
500	775	300	(61.29)	315	330
550	275	300	9.09	315	330
84 522	84 493	102 638	21.48	105 910	111 928



PART B: BUDGET 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 Public Participation
	2.3 Governance and Integration
	2.3 Capacity Development
3. Development and Planning	2.4 Municipal Performance Monitoring, Reporting and Evaluation
	3.1 Municipal Infrastructure
	3.2 Disaster Management

Programme 1: Administration

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

As discussed in section 6, 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: BUDGET PROGRAMME STRUCTURE

Table 1 Summary of payments and estimates – 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

Table 1.1 Summary of provincial payments and estimates by economic classification – Programme 1: Administration

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				

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

Government 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: BUDGET PROGRAMME STRUCTURE

Programme 2: Local Governance

2.1 Municipal Administration

2.1.1 Municipal Legislation

Table 2.1: Sub-sub programme: 2.1.1. Municipal Legislation

Performance indicators, annual and quarterly targets for 2010/11					
Strategic Goal 1: Compliant and accountable municipalities underpinned by good governance					
Strategic Objective	Performance Measure Indicator	Reporting Cycle	Audited/Actual performance		
			2006/2007	2007/2008	2008/2009
SO 1 To develop legislation in response to the needs of municipalities	1. Number of standard by-laws promulgated	Bi-annual	2	1	1
	2. Number of Acts promulgated	Annual	-	-	-
SO 2 To support municipalities with institutional compliance	3. Number of municipalities assessed to determine their compliance with relevant legislation ^{1,2}	Annual	-	-	30
	4. Number of municipalities supported towards institutional functionality	Annual	-	-	-
SO 3 To manage provincial interventions at Municipalities	5. Number of provincial interventions managed at municipalities ³	Annual	-	4	-
SO 4 To oversee municipal councillor matters	6. Number of municipalities adhering to the requirements of the Remuneration of Public Office Bearers Act	Annual	26	26	30
	7. Number of sanctions recommended	Annual	-	-	3
SO 5 To promote good governance.	8. Number of municipalities supported in the Local Government Anti-corruption strategy.	Quarterly	-	10	12

* The department assesses all municipalities in relation to general and by-elections; demarcation; and establishment notices, and their

² Nationally prescribed indicator- this indicator will only take effect in year 2 when the department is capacitated. In the interim assessment of compliance with legislation is being done on a limited level via S47 of the MSA etc

Estimated performance		Medium-term targets						
2009/10 Current	2010– 2015 Targets	Year 1 2010/11 target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Year 2 2011/12 target	Year 3 2012/13 target
1	6	2	-	1	-	1	2	2
-	2	1	-	-	-	1	-	1
30	30	-	-	-	-	-	30	30
-	30	30	-	-	-	30	30	30
2	5	1	-	-	-	1	1	1
30	30	30	-	-	-	30	30	30
4	14	6	-	-	-	6	2	2
12	20	10	-	2	4	4	5	5

compliance to the relevant provisions of the following applicable legislations; Municipal Structures Act; and Demarcation Act.

³ Interventions in terms of sections 139 of the Constitution and 106 of the Municipal Systems Act.

PART B: BUDGET PROGRAMME STRUCTURE

2.1.2 Governance and Integration

Table 2.2: Sub-sub programme: 2.1.2 Governance & Integration

Performance indicators, annual and quarterly targets for 2010/11					
Strategic Goal 2: Effective Intergovernmental Relations					
Strategic Objective	Performance Measure Indicator	Reporting Cycle	Audited/Actual performance		
			2006/2007	200/2008	2008/2009
SO1 To support good governance and accountability between the three spheres of government through effective intergovernmental relations	1. Number of municipalities with functional IGR structures (DCF, DCFTECH) ^{4,5}	Quarterly	5	5	5
	2. Number of municipalities assisted through referral of issues between municipalities, national and provincial government	Quarterly	-	-	-
	3. Number of provincial wide IGR governance events supported (e.g PCFs)	Quarterly	-	-	-

⁴ this refers districts only

⁵ Nationally prescribed indicator

Estimated performance			Medium-term targets					
Current 2009/10	2010-2015 Targets	Year 1 2010/11 (target)	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Year 2 2011/12 (target)	Year 3 2012/13 (target)
5	5	5	5	5	5	5	5	5
-	25 ⁶	10	2	3	2	3	10	10
-	20	4	1	1	1	1	4	4

⁶ Total number of Municipalities assisted.

PART B: BUDGET PROGRAMME STRUCTURE

2.1.3 Integrated Development Planning

Table 2.3: Sub-sub programme: Integrated Development Plan

Performance indicators, annual and quarterly targets for 2010/11					
Strategic Goal 3: Effective Integrated Development Planning by all spheres of government that					
Strategic Objective	Performance Measure Indicator	Reporting Cycle	Audited/Actual performance		
			2006/2007	2007/2008	2008/2009
SO 1 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	1. Number of Municipalities with credible IDPs	Annual	-	-	28
	2. Number of municipalities supported on the development of the IDPs	Quarterly	-	-	8
SO 2 To support intergovernmental planning that targets municipal development priorities	3. Number of municipalities involved in structured engagements with Provincial departments on IDP strategic priorities and budget alignment	Annual	-	-	30

accelerates service delivery within municipal areas								
Estimated performance			Medium-term targets					
Current 2009/10	2010-2015 Targets	Year 1 2010/11 (target)	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Year 2 2011/12 (target)	Year 3 2012/13 (target)
28	30	28	0	0	0	28	30	30
8	20 ⁷	8	2	2	2	2	8	8
-	30	30	0	0	30	0	30	30

⁷ Total number of municipalities to be supported

PART B: BUDGET PROGRAMME STRUCTURE

Public Participation

Table 2.4: Sub-programme: Public Participation, Performance indicators, annual and quarterly targets for 2010/11

Strategic Goal 4: Unlocked opportunities for communities through active community					
Strategic Objective	Performance Measure Indicator	Reporting Cycle	Audited/Actual performance		
			2006/2007	2007/2008	2008/2009
SO 1 Monitoring and supporting active citizen participation in governance	1. Number of municipalities with functional ward committees/ ward forums ⁸	Annual	-	-	-
	2. Number of District municipalities supported to improve public participation structures	Annual	-	-	-
SO 2 Monitoring and supporting effective citizen communication strategies in municipalities	3. Number of municipalities with approved citizen communication policies	Quarterly	-	-	-
	4. Number of support actions to improve citizen communication in municipalities	Quarterly	-	-	-
	5. Number of citizen satisfaction surveys conducted ⁹	Annual	-	-	-

⁸ Nationally prescribed indicator, this indicator in previous APP's measured the number of committees and not the number municipalities

⁹ Taking into consideration Local Government Elections which will lead to the re-establishment of Ward Committees.

participation.

Estimated performance			Medium-term targets					
Current 2009/10	2010-2015 Targets	Year 1 2010/11 (target)	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Year 2 2011/12 (target)	Year 3 2012/13 (target)
150 (ward committees)	25	15	-	-	-	15	15 ¹⁰	25
-	5	5	-	-	-	5	5	5
-	25	5	0	1	2	2	15	25
-	38	5	0	1	2	2	8	8
6	5	1	0	0	0	1	1	1

¹⁰ The Department will conduct 1 Provincial Wide Citizen Satisfaction Survey specifically on Public Participation encompassing all the districts and the Metro. The previous year this target was calculated per district municipality and the metro therefore the target was 6.

PART B: BUDGET PROGRAMME STRUCTURE

Public Participation (Community Development Workers)

Table 2.5: Sub-programme: CDW Programme, Performance indicators, annual and quarterly targets for 2010/11

Strategic Goal 4: Unlocked opportunities for communities through improved access					
Strategic Objective	PERFORMANCE MEASURE	Reporting Cycle	Audited/Actual performance		
			2006/2007	2007/2008	2008/2009
SO 3 To provide information to communities to access government services & opportunities Creating awareness and access to government services.	6. Number of information sessions facilitated in communities.	Quarterly	-	-	-
	7. Number of CDWs deployed in municipalities ¹¹	Quarterly	-	-	-
	8. Number of municipalities where full CDW programme are implemented ¹²	Annual	-	-	-
	9. Number of Izimbizo held by MEC's, Mayors and Councillors ¹¹	Annual	-	-	-
	10. Number of Izimbizo supported ¹¹	Annual	-	-	-
	11. Number of partnerships with relevant stakeholders (Government institutions, CBOs & NGOs)	Quarterly	-	-	-
SO4 Facilitating community access to socio-economic opportunities.	12. Number of community projects supported	Quarterly	-	-	-

¹¹ Nationally prescribed indicator.

¹² Nationally prescribed indicator. It refers to nationally initiated izimbizos. The department does not have information in respect of how many izimbizos will be held- no influence over target setting. The target has been based on historical data. This may change depending on the national policy direction.

Estimated performance			Medium-term targets					
Current 2009/10	2010-2015 Targets	Year 1 2010/11 (target)	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Year 2 2011/12 (target)	Year 3 2012/13 (target)
200	2000	300	75	75	75	75	400	400
189	180	180	180	180	180	180	180	180
23	25	23	0	0	0	23	24	25
-	-	-	-	-	-	-	-	-
1	10	2	0	0	0	2	2	2
14	70	12	0	4	4	4	13	14
32	200	32	4	12	12	4	34	40

PART B: BUDGET PROGRAMME STRUCTURE

Capacity Development

Table 2.6: Sub-programme: Municipal Capacity Development Performance indicators, annual and quarterly targets for 2010/11

Strategic Goal 5: Capacitated municipalities who deliver effective services					
Strategic Objective	Performance Measure Indicator	Reporting Cycle	Audited/Actual performance		
			2006/2007	2007/2008	2008/2009
SO1 To facilitate structured and coordinated support to municipalities	1. Number of Municipalities with skills plan adopted ¹³	annually	30	30	30
	2. Number of municipalities supported with enhanced PMS to increase performance	annual	-	-	14
	3. Number of councillor leadership training programmes implemented ¹³	Bi-Annual	-	-	-
	4. Number of municipal support plans developed (districts) ¹³	Annual	-	-	5
	5. Number of technical experts deployed to municipalities ¹³	Bi-annual	-	-	-
	6. Number of municipalities where shared services is implemented ¹³	Quarterly	-	-	-
	7. Number of municipalities supported ^{14,15} with MFMA implementation ¹³	Annual	-	-	-
	8. Number of municipalities that have achieved unqualified audits ¹³	Annual	-	23	20

¹³ National prescribed indicator. The Department does not have full control over this indicator.

¹⁴ The Department is not responsible for this indicator as it is a municipal responsibility but will collect data for reporting purposes.

¹⁵ Provincial Treasury is responsible for the implementation of this indicator.

Estimated performance			Medium-term targets					
Current 2009/10	2010-2015 Targets	Year 1 2010/11 (target)	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Year 2 2011/12 (target)	Year 3 2012/13 (target)
30	30	30	-	-	30	-	30	30
19	25	10	-	-	-	10	5	5
6	10	2	1	-	1	-	2	2
5	5	5	5	-	-	-	5	5
-	8	2	1	-	1	-	2	2
3	5	3	-	-	2	1	3	3
-	30	30	-	-	-	30	30	30
-	30	23	-	-	-	23	24	25

PART B: BUDGET PROGRAMME STRUCTURE

Strategic Goal 5: Capacitated municipalities who deliver effective services

Strategic Objective	Performance Measure Indicator	Reporting Cycle	Audited/Actual performance		
			2006/ 2007	2007/ 2008	2008/ 2009
	9. Number of municipalities supported in AFS preparation ¹³	Annual	-	-	-
	10. Number of municipalities with LED strategies/ plans reviewed annually ¹⁴	Annual	-	-	-
	11. Number of municipalities with LED structures ¹⁴	Annual	-	-	-
	12. Number of municipalities with functional performance audit committees ¹³	Annual	-	-	-
	13. Number of municipalities with Internal Audit Units ¹³	Annual	-	-	-
SO 2 To monitor and support municipalities to comply with the Municipal Property Rates Act (MPRA)	14. Number of municipalities that are supported in MPRA implementation ¹³	Quarterly	30	30	30
	15. Number of municipalities that are implementing MPRA ¹³	Quarterly	5	10	15
	16. Number of municipalities supported with the establishment of valuation appeal boards	Quarterly	5	10	15

¹³ National Prescribed Indicator. The Department is not responsible for these indicators, but will collect data for reporting purposes.

¹⁴ Department of Economic Development and Tourism is responsible for this indicator.

Estimated performance			Medium-term targets					
Current 2009/10	2010-2015 Targets	Year 1 2010/11 (target)	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Year 2 2011/12 (target)	Year 3 2012/13 (target)
-	30	30	-	-	-	30	30	30
-	30	30	-	-	-	30	30	30
-	30	30	-	-	-	30	30	30
30	30	30	-	-	-	30	30	30
30	30	30	-	-	-	30	30	30
15	30	30	5	5	10	10	30	30
-	30	30	30	30	30	30	30	30
-	8	2	1	-	1	-	2	2

PART B: BUDGET PROGRAMME STRUCTURE

Municipal Performance Monitoring, Reporting and Evaluation

Table 2.7: Sub-programme: Municipal Performance, performance indicators, annual and quarterly targets for 2010/11

Strategic Goal 6: Effective monitoring of local government					
Strategic Objective	Performance Measure Indicator	Reporting Cycle	Audited/Actual performance		
			2006/2007	2007/2008	2008/2009
SO 1 To monitor performance of municipalities according to the Key Performance Areas	1. Number of municipal quarterly performance reports submitted to National Government ¹⁵	Quarterly	-	-	-
	2. Number of quarterly State of Municipalities scorecards submitted to MEC	Quarterly	-	-	-
	3. Number of Consolidated Annual Municipal Performance reports submitted (section 47 of Systems Act)	Annual	-	-	-
SO 2 To monitor municipal compliance in terms of their legislative reporting obligations/ requirements.	4. Number of municipalities monitored on the implementation of grant funding ¹⁵	Quarterly	-	-	-
	5. Number of municipalities that are implementing MFMA ¹⁵	Quarterly	-	-	-
	6. Number of municipalities submitted AFS by 31 August ¹⁵	Annual	-	-	-
	7. Number of Institutional Performance Management Systems in place ¹⁵	Annual	-	-	-
	8. Number of section 57 managers with signed employment contracts ¹⁶	Annual	-	-	-

¹⁵ Nationally prescribed indicator.

¹⁶ The department does not have control of this indicator, therefore it is not able to provide targets for outer years..

Estimated performance			Medium-term targets					
Current 2009/10	2010-2015 Targets	Year 1 2010/11 (target)	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Year 2 2011/12 (target)	Year 3 2012/13 (target)
4	20	4	1	1	1	1	4	4
4	20	4	1	1	1	1	4	4
1	5	1	-	-	1	-	1	1
-	30	30	30	30	30	30	30	30
-	30	30	30	30	30	30	30	30
-	30	30	-	30	-	30	30	30
30	30	30	-	-	-	30	30	30
150	185	185	-	-	-	185	185	185

PART B: BUDGET PROGRAMME STRUCTURE

Strategic Goal 6: Effective monitoring of local government

Strategic Objective	Performance Measure Indicator	Reporting Cycle	Audited/Actual performance		
			2006/2007	2007/2008	2008/2009
	9. Number of section 57 managers with signed performance agreements ^{15,16}	Annual	-	-	-
	10. Number of municipal annual performance reports submitted timeously ¹⁵	Annual	-	-	-
	11. Number of oversight reports submitted by Councils ¹⁵	Annual	-	-	-
SO 3 To carry out qualitative diagnostic evaluations on performance reports of municipalities	12. Number of multi-sectoral engagements on municipal performance	Quarterly	-	-	-

¹⁵ Nationally prescribed indicator.

¹⁶ The department does not have control of this indicator, therefore it is not able to provide targets for outer years..

Estimated performance			Medium-term targets					
Current 2009/10	2010-2015 Targets	Year 1 2010/11 (target)	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Year 2 2011/12 (target)	Year 3 2012/13 (target)
-	185	185	-	-	-	185	185	185
-	150	30	30	0	0	0	30	30
-	150	30	30	0	0	0	30	30
-	20	4	1	1	1	1	4	4

PART B: BUDGET PROGRAMME STRUCTURE

Table 2.8: Reconciling performance targets with the Budget and MTEF

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

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: BUDGET PROGRAMME STRUCTURE

Programme 3: Development and Planning

3.1 Municipal Infrastructure

Table 3.1: Sub-programme: Municipal Infrastructure Performance indicators, annual and quarterly targets for 2010/11

Strategic Goal 7: Well maintained municipal infrastructure					
Strategic Objective	Performance Measure Indicator	Reporting Cycle	Audited/Actual performance		
			2006/2007	2007/2008	2008/2009
SO 1 To ensure efficient and effective expenditure of MIG funds	1. Number of municipalities monitored on the MIG expenditure to enhance performance of infrastructure delivery ¹⁷	Quarterly	30	30	30
	2. Number of Municipalities submitting monthly reports on MIG performance ¹⁷	Quarterly	30	30	30
	3. Number of Municipalities that have been supported on MIG spending ¹⁷	Quarterly	30	30	30
	4. Number of Municipalities that have registered projects on MIG MIS ¹⁷	Quarterly	30	30	30
SO 2 To support municipalities with potential solutions to Bulk Infrastructure	5. Number of Municipalities supported with Bulk Infrastructure plans (districts)	Annual	-	-	-
	6. Number of Households with access to basic services (water, electricity and sanitation) ¹⁸	Annual	-	-	-
	7. Number of Households with access to free basic services ¹⁷	Annually	-	-	-
	8. Number of Municipalities that have updated indigent Registers for the provision of free basic services ¹⁷	Quarterly	-	-	-

¹⁷ Nationally prescribed indicator. The two outstanding municipalities are City of Cape Town and Overberg District Municipality (ODM). The CoCT reports directly to National in respect to MIG. The ODM does not receive any MIG funding.

Estimated performance			Medium-term targets					
Current 2009/10	2010-2015 Targets	Year 1 2010/11 (target)	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Year 2 2011/12 (target)	Year 3 2012/13 (target)
-	28	28	28	28	28	28	28	28
30	28	28	28	28	28	28	28	28
30	28	28	28	28	28	28	28	28
30	28	28	28	28	28	28	28	28
-	5	5	-	-	-	5	5	5
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
30	30	30	30	30	30	30	25 ¹⁹	25 ¹⁹

¹⁸ The department is not responsible for provision of basic services but will collect data for reporting purposes.

¹⁹ The total has decreased to 25 because from 2011–2012 there will be no DMA's. Therefore the 5 districts will not be responsible for indigent registers.

PART B: BUDGET PROGRAMME STRUCTURE

3.2 DISASTER MANAGEMENT AND FIRE BRIGADE SERVICES

Table 3.2: Sub-programme: Disaster Management and Fire Brigade Services

Strategic Goal 8: Effective disaster management and Fire brigade practices					
Strategic Objective	Performance Measure Indicator	Reporting Cycle	Audited/Actual performance		
			2006/2007	2007/2008	2008/2009
SO 1 To co-ordinate disaster risk reduction, preparedness and recovery	1. Number of municipalities supported with disaster management IDP chapter	Annually	-	-	-
	2. Number of meetings of the IGR disaster management structures ¹⁹	Bi-annually	6	6	6
	3. Number of disaster management contingency plans for identified hazards.	Annually	-	-	-
	4. Number of Municipalities with applicable Disaster Management Frameworks ²⁰	Annually	-	-	-
	5. Number of Municipalities with applicable Disaster management plans	Annually	-	-	-
	Number of incidents/ declared disasters supported regarding rehabilitation and reconstruction.	Quarterly	-	-	-
SO 2 To ensure effective and economical fire brigade services	6. Number of provincial fire preparedness reports compiled ¹⁹	Annually	1	1	1
	7. Number of uniform standards/ regulations developed	Annually	1	-	-
	8. Number of investigations conducted by CAPs in terms of the Fire Brigade Services Act.	Annually	2	-	1

¹⁹ Nationally prescribed indicator.

²⁰ 5 Districts and the Metro

Estimated performance			Medium-term targets					
Current 2009/10	2010-2015 Targets	Year 1 2010/11 (target)	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Year 2 2011/12 (target)	Year 3 2012/13 (target)
6	30	6	-	-	-	6	6	6
6	30	6	-	3	-	3	6	6
1	10	2	-	-	-	2	2	2
-	6	3	-	-	-	3	3	6
-	30	15	-	-	-	15	15	30
-	20	4	1	1	1	1	4	4
1	5	1	-	-	-	1	1	1
-	1	1	-	-	-	1	-	-
-	5	1	-	-	-	1	1	1

PART B: BUDGET PROGRAMME STRUCTURE

Table 3.3: Reconciling performance targets with the Budget and MTEF

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	
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

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
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 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 INDICATORS 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 INDICATORS 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

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 INDICATORS 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

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 INDICATORS 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

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 INDICATORS 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 INDICATORS 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 INDICATORS 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

Strategic Objective 2: To support municipalities with institutional compliance

Indicator 1

Indicator title	Number of municipalities assessed to determine their 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 INDICATORS 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

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 INDICATORS 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

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 INDICATORS 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

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 INDICATORS 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

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 INDICATORS 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

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 INDICATORS 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

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 INDICATORS 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

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 INDICATORS 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

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 INDICATORS 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

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 INDICATORS 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

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 INDICATORS 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

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 INDICATORS 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

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 INDICATORS 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

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 INDICATORS 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

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 INDICATORS 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

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 INDICATORS 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

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 INDICATORS 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

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 INDICATORS 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

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 INDICATORS 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

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 INDICATORS 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

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 reports 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 INDICATORS 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

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 INDICATORS 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

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 INDICATORS 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

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 INDICATORS 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

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 INDICATORS 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

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 INDICATORS 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

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 INDICATORS 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)

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 INDICATORS 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)

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 INDICATORS 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

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 INDICATORS 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

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 INDICATORS 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.

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 INDICATORS 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.

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 INDICATORS 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

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 INDICATORS 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