



Western Cape
Government

Local Government



Annual Performance Plan 2019/20
Department of Local Government



**Western Cape
Government
Department of
Local Government:**

Annual Performance Plan
for 2019/2020

General information

FOREWORD

Last year, when I tabled my Department's Annual Performance Plan, I indicated that the Province was increasingly experiencing water scarcity and that a provincial state of disaster was declared.

During the winter season of 2018, the Province received the much needed rainfall, which provided some relief to the water crisis we were experiencing. Some parts of the Province received more rain than others, for instance, the drought-stricken Karoo region of the Western Cape which falls in the summer season rainfall, has received some rain recently. In areas, such as Touws River, previously dry rivers flowed and the Gamka Dam in Beaufort West received some water for the first time in a number of years. We are grateful for these developments, but remain cautious that the Province is not out of the woods yet. More rain is required in order to recover from the effects of the prolonged drought. Therefore, water restrictions remains in full force. Working in partnership with the key role players and the affected municipalities, my department will continue to co-ordinate and manage the development of plans and strategies to enhance water security.

As we are reaching another five-year milestone in the governance of the country and that of the Province, I take courage from all the work that together with the partners in the municipal space, we have done to improve service delivery in the Province. This by no means implies that we are complacent; we have taken time to understand the challenges and short comings in our support of municipalities. This will assist the Department to package its support to respond proactively to the challenges faced by our stakeholders.

Guided by the Constitution of the Republic of South Africa, our role is to capacitate, monitor and support municipalities to deliver on their developmental mandate. Through a number of platforms that we co-ordinate between the spheres of government, we have laid a foundation for the Department as the "Gateway to Local Government". We have taken the provincial and national government to municipalities and, in turn, brought municipalities to the provincial and national government.



Whilst the Province is consistently rated high on access to basic services when compared to other provinces, we cannot dismiss the fact that the potential to derive maximum positive benefits from investment in infrastructure is impacted upon by a number of challenges. Key to these challenges is misaligned infrastructure planning and co-ordination between the three spheres of government. My Department will continue to work with various partners to support municipalities to improve infrastructure management.

Whereas, over the past five years, governance in municipalities has generally improved, there are instances where my Department had to address exceptional cases relating to municipal governance. This calls for a rethink on how and when to intervene in municipalities. In this regard, lessons learnt from implementing interventions in the Province as well as from other provinces, will assist us in ensuring sooner and more effective interventions than in the past. In addition, this will also assist us in further improving the packaging of support to municipalities in a differentiated manner.

The triple challenges of poverty, inequality and unemployment continue to cripple the efforts of our government in improving the fundamental quality of life of residents of this province. My Department has shifted from utilising the Thusong Service Centres as the platform for improving citizens to access a range of government services, to also be the hubs of poverty reduction, job creation and broad based community development. This programme, together with the Community Development Worker programme, will continue to explore ways to support the implementation of programmes aimed at improving the standard of living of the citizens of this province, particularly in remote areas.

In conclusion, our experiences in dealing with the challenges that local government has presented, demonstrates quite clearly that the challenges the country and the Province are facing are intertwined. A stronger integrated approach is needed for the effective governance of our institutions and for service delivery as espoused in the *Whole of Society Approach* adopted by the Western Cape Government.



AW Bredell
MINISTER OF LOCAL GOVERNMENT,
ENVIRONMENTAL AFFAIRS AND DEVELOPMENT
PLANNING

General information

OFFICIAL SIGN-OFF

It is hereby certified that this Annual Performance Plan

- was developed by the management of the Department of Local Government (DLG) under the guidance of Provincial Minister of Local Government, Environmental Affairs & Development Planning, Mr A Bredell;
- was prepared in line with the current Strategic Plan of the Department of Local Government; and
- accurately reflects the performance targets which the Department of Local Government will endeavour to achieve, given the resources made available in the budget for 2019/20.

Mrs B Sewlall-Singh
Chief Financial Officer



Mr A Dlwengu
Director: Policy and Strategic Support



Mr G Paulse
Accounting Officer (Head of Department)



Approved by:
Mr AW Bredell
Executive Authority



LIST OF ABBREVIATIONS

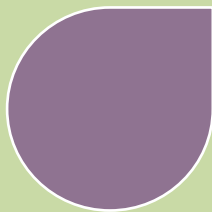
AO:	Accounting Officer.
CDW:	Community Development Worker.
CoCT:	City of Cape Town.
CWP:	Community Work Programme.
DCF:	District Co-ordinating Forum.
DCOG:	Department of Co-operative Governance.
DLG:	Department of Local Government.
DM:	District Municipality.
DPME:	Department of Monitoring and Evaluation.
GCIS:	Government Communication and Information System.
ICT:	Information and Communications Technology.
IDP:	Integrated Development Plan.
IDZ:	Industrial Development Zone.
IGR:	Intergovernmental Relations.
LED:	Local Economic Development.
LGTAS:	Local Government Turn Around Strategy.
M&E:	Monitoring and Evaluation.
MFMA:	Municipal Finance Management Act.
MGRO:	Municipal Governance Review and Outlook.
MIG:	Municipal Infrastructure Grant.
MIGMIS:	Municipal Infrastructure Grant Management Information System.
MINMAY:	Forum of Provincial Minister of Local Government & Executive Mayors.
MINMAYTECH:	Forum of the Head of Department: Local Government & Municipal Managers.
MISA:	Municipal Infrastructure Support Agency.

MPRA:	Municipal Property Rates Act, 2004 (Act 6 of 2004).
MTEF:	Medium-Term Expenditure Framework.
MTSF:	Medium-Term Strategic Framework.
MSA:	Municipal System Act, 2000 (Act, 32 of 2000).
NDP:	National Development Plan.
NSDP:	National Spatial Development Perspective.
OPMS:	Organisational Performance Management System.
PCF:	Premier's Co-ordinating Forum.
PFMA:	Public Finance Management Act, 2003.
PGMTEC:	Provincial Government Medium Term Expenditure Committee.
PMS:	Performance Management System.
PSG:	Provincial Strategic Goal.
PSDF:	Provincial Spatial Development Framework.
PT:	Provincial Treasury.
RMT:	Regional Management Team.
SALGA:	South African Local Government Association.
SDBIP:	Service Delivery & Budget Implementation Plan.
SDF:	Spatial Development Framework.
SDI:	Service Delivery Integration.
SIME:	Strategic Integrated Municipal Engagement
TIME	Technical Integrated Municipal Engagement
TSC:	Thusong Services Centre.
WCG:	Western Cape Government.
WOSA:	Whole Of Society Approach.

General information

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Part A STRATEGIC OVERVIEW

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1 Vision

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

2 Mission

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

3 Values

The Department's values are the same as the six provincial values, namely,

- Caring;
- Competency;
- Accountability;
- Integrity;
- Responsiveness; and
- Innovation.

4 Legislative and other Mandates

4.1. Constitutional Mandates

The Constitution of the Republic of South Africa (1996) provides the national overarching framework for the work of all government departments in South Africa. Chapter 7 outlines the objectives and mandates in respect of local government. The following mandates for the Department of Local Government can be extracted from this:

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

4.2. Legislative Mandates

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

No	Legislation	Mandate
A	Local Government: Municipal Demarcation Act, 1998 (Act 27 of 1998)	This Act provides for <ul style="list-style-type: none"> • criteria and procedures for the determination of municipal boundaries by an independent authority.
B	Local Government: Municipal Structures Act, 1998	This Act provides for <ul style="list-style-type: none"> • the establishment of municipalities in accordance with the requirements relating to the categories and types of municipalities. • the establishment of criteria for determining the category of municipality to be established in the area • a definition of the type of municipality that may be established within each category. • an appropriate division of functions and powers between categories of municipality • the regulation of the internal systems structures and office bearers of municipalities.

No	Legislation	Mandate
C	Local Government: Municipal Systems Act, 2000 (Act 32 of 2000)	<p>This Act provides for</p> <ul style="list-style-type: none"> the core principals, mechanisms and processes that are necessary to enable municipalities to move progressively towards the social and economic upliftment of local communities ensuring universal access to essential services that are affordable to all defining the legal nature of a municipality, including the local community within the municipal area municipal powers and functions community participation the establishment of an enabling framework for the core processes of planning, performance management, resource mobilization and organisational change a framework for local public administration and human resource development empowerment of the poor and ensure that municipalities establish service tariffs and credit control policies that take their needs into account
D	Local Government: Municipal Finance Management Act, 2003 (Act 56 of 2003) (MFMA)	<p>This Act provides for</p> <ul style="list-style-type: none"> securing sound and sustainable management of the financial affairs of municipalities; and other institutions in the local sphere of government establishing treasury norms and standards for the local sphere of government.
E	Local Government: Municipal Property Rates Act, 2004 (Act 6 of 2004) as amended by the Local Government: Municipal Property Rates Amendment Act, 2014 (Act No. 29 of 2014)	<p>This Act provides for</p> <ul style="list-style-type: none"> securing sound and sustainable management of the financial affairs of municipalities; the establishment of norms and standards against which the financial affairs can be monitored and measured; regulating the power of a municipality to impose rates on a property; excluding certain properties from rating, to make provision for municipalities to implement a transparent and fair system of exemptions; introducing a rebate through rating policies; making provision for fair and equitable valuation methods of properties; and making provision for an 'objection and appeal' process. <p>The Local Government: Municipal Property Rates Amendment Act, 2014 came into operation on 1 July 2015.</p> <p>The Act aims to provide for the various amendments, insertions and deletions in order to enhance proper reporting, compliance and implementation of the processes and procedures pertaining to the Act.</p>
F	Disaster Management Act, 2002 (Act 57 of 2002)	<p>This Act provides for</p> <ul style="list-style-type: none"> integrating and co-ordinate disaster management policy, which focuses on preventing or reducing the risk of disasters mitigating the severity of disasters, emergency preparedness, rapid and effective response to disasters and post-disaster recovery; the establishment of national, provincial and municipal disaster management centres disaster management volunteers matters incidental thereto

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No	Legislation	Mandate
G	Disaster Management Amendment Act, 2015 (Act 16 of 2015)	The Act provides for <ul style="list-style-type: none"> • clarification of the policy focus on rehabilitation and functioning of disaster management centres; • the alignment of the functions of the National Disaster Management Advisory Forum to accommodate the South African National Platform for Disaster Risk Reduction; • the South African National Defense Force, South African Police Service and any other organ of state to assist the disaster management structures; and • the strengthening of the disaster risk reporting systems in order to improve the country's ability to manage potential disasters.
H	Inter-governmental Relations Framework Act, 2005 (Act 13 of 2005)	The Act provides for <ul style="list-style-type: none"> • the establishment of municipalities, in accordance with the requirements relating to categories and types municipality • the establishment of for determining the category of municipality to be established in an area. • an appropriate division of functions and powers between categories of municipality • regulating the internal systems, structures and office-bearers of municipalities • appropriate electoral systems
I	Spatial Planning and Land Use Management Act, 2013 (Act 16 of 2013)	The Act provides for <ul style="list-style-type: none"> • a framework for spatial planning and land use management in the republic • specifying the relationship between the spatial planning and the land use management system and other kinds of planning • the inclusive, developmental, equitable and efficient spatial planning at the different spheres of government • a framework for the monitoring, co-ordination and review of the spatial planning and land use management system • a framework for policies, principles, norms and standards for spatial development planning and land use management • addressing past spatial and regulatory imbalances • promoting greater consistency and uniformity in the application procedures and decision-making by authorities responsible for land use decision and development applications • the establishment, functions and operations of Municipal Planning Tribunals • the facilitation and enforcement of land use and development measures • matters connected therewith.

4.3. Other Local Government Legislation

In addition to its constitutional mandate, Local Government is guided by other legislation, namely:

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

4.4. Transversal Legislation

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

- Public Service Act, 1994 (Act 103 of 1994) and Public Service Regulations of 2016;
- Public Finance Management Act, 1999 (Act 1 of 1999) and National Treasury Regulations;
- Annual Division of Revenue Act;
- Skills Development Act, 1998 (Act 97 of 1998);
- Skills Levy Act, 1999 (Act 9 of 1999);
- Employment Equity Act, 1998 (Act 55 of 1998);
- Labour Relations Act, 1995 (Act 66 of 1995);
- Basic Conditions of Employment Act, 1997 (Act 75 of 1997);
- Occupational Health and Safety Act, 1993 (Act 85 of 1993);
- Municipal Electoral Act 2000, (Act 27 of 2000);
- Promotion of Access to Information Act 2000, (Act 2 of 2000);
- Promotion of Equality and Prevention of Unfair Discrimination Act 2000, (Act 4 of 2000);
- Promotion of Administrative Justice Act, 2000 (Act 3 of 2000);
- National Archives and Record Service of South Africa Act, 1996 (Act 43 of 1996); and
- Provincial Archives and Records Service of the Western Cape Act, 2005 (Act 3 Of 2005).

4.5. Local Government Policy Mandates

The following provide the policy framework for Local Government:

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

4.6. Other policy mandates

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

- Western Cape Disaster Management Framework, 2010;

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

4.7. Planned Policy Programmes

- No Planned Policy Programmes for 2019/20,

5. Updated Situational Analysis:

5.1 Performance Delivery Environment

Socio-Economic developments

The Province emerges out of a period where it experienced the worst drought in recent memory, which required that all key role-players to work together in developing plans and strategies to deal with water shortages. The impact of the drought manifested itself on various fronts, including on the business, tourism and agricultural sectors and especially those employed by these sectors. Though the Province during the last winter season has received rainfall, it will still feel the effects of drought for the for the next two to three years. ¹The 2018 Provincial Economic Review and Outlook produced by the Provincial Treasury indicates that “although there has been a significant contraction in 2016, agriculture contributed positively to the economic growth of the Province from 2013 to 2017. A significant decline in its contribution to the value added is expected between 2018 and 2022, due to drought”. The sector which has previously recorded fastest employment growth rate is likely to experience decline, as it had to shed jobs due to the effects of the drought.

¹ Provincial Economic Review and Outlook 2018: produced by the Western Cape Government: Provincial Treasury.

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² The 2018 Midyear population estimates produced by Statistics South Africa estimate the population of the province to be just over 6,6 million. Although the nationally the life expectancy for males is 61,1 and for females 67,3 years, in the Province this is estimated to be at 66,2 for males and 72,1 for females, whilst the net in-migration is estimated at 311 000. The narrow unemployment rate in the Western Cape is estimated at 19,7%, this is a decrease from 23,1% which was estimated in 2013. However, although the narrow unemployment rate decreased in the Province, the number of discouraged work seekers increased over the same period.

Access to water, electricity, sanitation and refuse removal remain the key indicators of improved living conditions. With this in mind, statistics indicate that the Province has consistently maintained high levels (of over 90% across all four services) of access to these services.

It is important to understand the above mentioned socio-economic developments as they are key to determining the Department's priorities for the Medium Terms Expenditure Framework (MTEF).

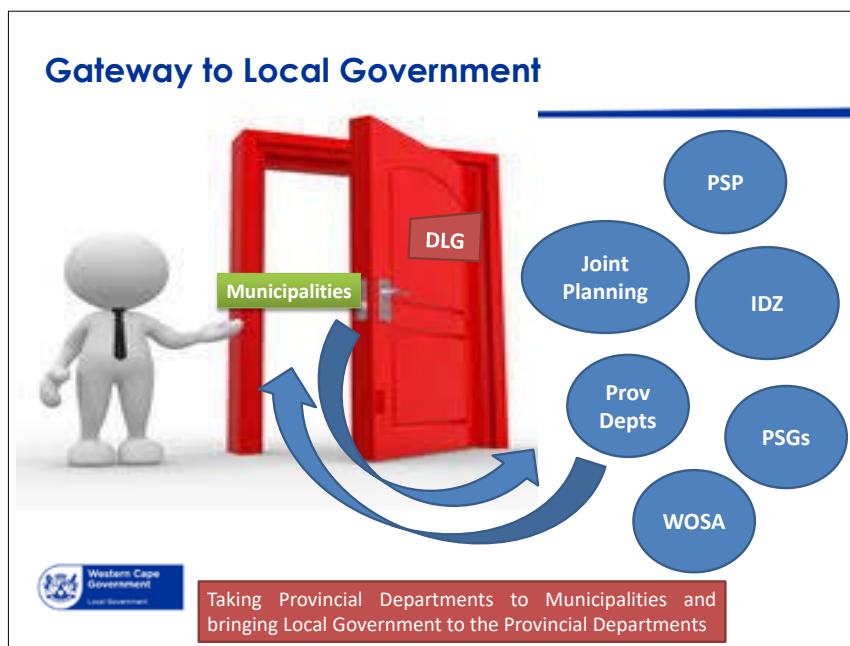
Positioning the department within its mandate

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

and mandates in respect of local government. The following mandates for the Department of Local Government can be extracted from this:

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

This mandate effectively positions the Department to be a "Gateway to Local Government". Through a number of platforms that the Department co-ordinates between the spheres of government, it has effectively taken the provincial departments to municipalities and brought municipalities to provincial departments. Considering that all the plans of various sectors have to play-out in a municipal space and that these are poorly co-ordinated, frustration in municipalities has resulted. It is important that these are co-ordinated in a manner that local government is not overwhelmed. Guided by the Constitution, the Department has the responsibility of providing platforms aimed at ensuring better co-ordination to enable municipalities to deliver on their mandate. The figure below represents the role of the Department as the "Gateway to Local Government".



² Mid-year population estimates 2018: produced by the Statistic South Africa, July 2018.

Environmental Scanning

In order for the Department to be in a position to respond effectively to the needs of the stakeholders that it serves, it is important that it has an understanding of the factors influencing the environment in which it operates. During the

various engagements at senior management level, and with various stakeholders, factors influencing the environment of the Department were analysed and can be summarised as indicated in the table below.

External environment factors

Influences	Examples
Political & Legal	<ul style="list-style-type: none"> Legislative changes in the sector National and Provincial Elections its unknown impact of Local Government Traditional and Khoisan Leadership Bill Increasing non-compliance with Laws and Regulations
Economic	<ul style="list-style-type: none"> Weak economic outlook Technical recession Job losses
Social & Cultural	<ul style="list-style-type: none"> Increasing levels of poverty and inequality Impatient citizens resulting to civil unrest Crime and safety Land invasions and farm evictions
Technological	<ul style="list-style-type: none"> 4th Industrial Revolution Technological advancements, broad band, increased online access to services
Environmental	<ul style="list-style-type: none"> Global climate change - wildfires, flooding, storm surges, drought and natural disasters
Municipalities	<ul style="list-style-type: none"> Political instability Allegations of fraud, corruption and maladministration Financial sustainability Service delivery Misalignment of infrastructure planning, coordination and implementation between the three spheres of government
Citizens	<ul style="list-style-type: none"> Increased demand for basic services Movement of citizens Poverty, inequality and unemployment on the rise Increased protests

Identification of municipal priorities

As part of its municipal planning function, in preparation for the provincial planning engagements, the Department of Local Government conducted an assessment of the fourth generation IDPs and first review of the IDPs to determine municipal priorities and challenges. Furthermore, the assessment was extended to include challenges and risks indicated

by municipalities during the strategic and technical municipal engagements. The above assessments yielded to approximately twelve Emerging Themes, namely; Climate Change / Water Security; Local Economic Development; Immigration / Urbanisation; Infrastructure Management; Institutional Governance; Citizen interface; Intergovernmental Planning Alignment, Data Management; Financial

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Sustainability; Partnering / Partnerships / Shared Services; Waste Management; and Political, Administrative and Social Instability. The Emerging Themes were discussed at various planning platforms of the Province as well as at a municipal level. Departments were requested to indicate how they have catered for these emerging themes in their plans.

The Department prioritised six of these themes namely: Climate Change / Water Security; Infrastructure Management; Institutional Governance; Citizen interface; Intergovernmental Planning Alignment and Disaster Management. The above areas have influenced priorities of the Department.

Political and legislative changes

The national and provincial elections are scheduled to take place early in May 2019. The previous experience has taught us that the period leading up to the 2019 national and provincial elections is critical for the Department, as it has the potential to bring a certain level of instability to municipalities. The Department will prepare and intensify its support to municipalities before and after the elections to ensure stability and continued service delivery. This will include providing support to councillors, to assist them to execute their roles and responsibilities.

The current Upper Limits continues to cause severe discomfort amongst municipal managers, primarily on the basis that it does not reflect market related salaries for municipal and senior managers. The reality is that subordinates on Task Scale levels earn more than their managers. It is furthermore not rational that municipal managers and Section 56 managers, who are vested with vast legislative and operational responsibilities are remunerated inequitably in comparison to employees who report to them. This has negatively affected the availability of the pool of incumbents to be appointed as senior managers in municipalities. The Department will continue to support municipalities with secondments and application for waivers, and most importantly lobby the national minister for change in the position.

The Traditional Leadership and Khoisan Bill which has been recently passed by the National Council of Provinces, once signed will require that the

Department position itself so that it is able to implement its provisions. To prepare for this, the Department activated Programme 4: Traditional Institutional Management on its structure.

Socio-economic conditions affecting municipal revenue

The sustainability of a municipality largely depends upon the communities which they serve to generate income through fees they charge for their services. The ability of a municipality to raise funds in this manner is dependent upon the ability of the residents to pay for the municipal services. Although the economy is projected to slowly recover, factors such as poverty and unemployment continue to have a negative impact on the provincial economy. For instance, the agricultural sector is one of the key contributors in the economy of the Province. Given the effects of drought experienced in the Province, the sector is experiencing a decline in its produce resulting to a number of jobs lost. The Western Cape Government (WCG) is committed to a *Whole-of-Society Approach* to improve the lives of its citizens. A *Whole-of-Society Approach* mobilises resources, knowledge, creativity and concerns of all role players in government, the private sector and civil society to promote socio-economic development and address policy challenges. Addressing poverty and unemployment is therefore the responsibility of all government departments in the Province, the Department is therefore no exception. This requires that, over the MTEF period, the plans of the Department continue to explore ways of how to improve and address the economic conditions of the residents of the Province.

Environmental changes

³ The research undertaken by the Urban Climate Change Research Network on how climate change could impact the world's greatest cities released in 2018, indicates that "70% of the cities in the world are already dealing with the effects of climate change, and nearly all are at risk". Gathering from the report and the events that the Province is dealing with, there is no doubt that climate change is already in affecting the Province. It is therefore increasingly necessary for the Province to plan and implement solutions in response to a range of climate hazards

³ *The future we don't want: How Climate Change Could Impact the World's Greatest cities, UCCRN Technical report, February 2018.*

and risks impacting on the wellbeing of residents, the economy and the infrastructural systems. One of the risks the Province is prone to, is flooding. According to the report, the sea level is rising and heavy storms associated with climate change increases exposure to the risk of flooding.

The financial effects of climate change can be just as devastating as unexpected disruptions from storms, flooding and fires and can lead to major disruptions. This calls for the Province to develop resilience strategies, as part of its response to a global challenge. The Department will continue to strengthen its strategies and capacity to deal with increased disaster risks.

The Province is currently faced with the ongoing effects of the drought. The Department, together with various role players in the municipal space, has to provide technical and financial support to municipalities regarding water augmentation, water conservation and demand management. The Department continues to play a central co-ordination role for the planning and management of the drought in the Province.

Technological advancements

We are living in the time of advanced technology. The Fourth Industrial Revolution is changing the way people live, work and communicate. It is reshaping business, government, education, healthcare and almost every aspect of our lives. In government, it is rapidly changing the face of service delivery and how we communicate with communities. A number of departments have taken on the challenge and are providing a number of services online. One of the Departments' strategic objectives is to improve citizens access to government services and information. This is done through the Thusong Programme and the Community Development Worker Programmes that partner with various stakeholders to facilitate delivery of services in communities. Given the age of technology, a number of these stakeholders are moving to online based access to services. This calls upon these programmes to adapt to the changes that this might bring. The Department will continue to explore ways to integrate technology to ensure efficient service delivery to the communities

5.2 Organisational Environment

The Management Performance Assessment Tool (MPAT) is an assessment of the management practices of departments which is conducted by the Department of Planning Monitoring and Evaluation (DPME). The areas assessed are strategic management, governance and accountability, human resource and financial management. The Department takes pride in being the best performing department in the Province for compliance, as indicated by the results released by DPME in 2018. This was further solidified by the Premier of the Western Cape during the Service Excellence Awards 2018, awarding the Department a Gold Award for the Best Ethics Department (an award given by the Office of the Public Service Commission). These accolades attest to hard work of all staff in the Department.

However, we take cognisance that the scores do not mean much if good governance is not embedded within the organisation. It is for this reason that we will continue to work diligently, not only to comply, but also to strive to ensure that all our programmes/efforts are results based and make a difference in the lives of the citizens of this province.

Given the implementation of cost containment measures across government departments, the Department has to innovate so that it is able to achieve its planned targets. In the previous financial year, this included partnering with stakeholders to achieve economies of scale. It is envisaged that during the 2019/20 financial year, the Department will continue to strengthen its partnerships, so that it is able to do more with the limited resources it has at its disposal. Due to its role in local government, the Department acted as a central point of co-ordination for the planning and management of the drought in the Province. This meant that the resources had to be stretched to meet the new demands on the Department.

To assist municipalities to deal with the severe effects of the drought experienced in the Province, the Department appointed eight engineers. They were allocated to the districts to support municipalities with water augmentation measures such as geo-hydrological assessments and to oversee the installation of boreholes and ensure the long-term sustainable abstraction of aquifers.

General information

The Department has a total staff total complement of 360 active posts of which 350 (97,2%) positions were filled as at end March 2018, thus resulting in a vacancy rate of 2,8% for the year. The vacancy rate

for levels 1 to 12 is sitting at 9,6% while SMS vacancy rate is 5.9%. The Department is in the final stages of filling the Director: District and Local Performance Monitoring post.

Employment and vacancies by programme, as at 31 March 2018

Programme	Number of active posts	Number of posts filled	Vacancy rate %
Programme 1	59	56	5,1
Programme 2	245	238	2,9
Programme 3	56	56	0,0
Total	360	350	2,8

5.3 Strategic Planning Process

The Department conducted its planning process with the view that this is the last Annual Performance Plan linked to the strategic Plan 2014/2020. As a result, the Department commenced its planning process for the 2018 MTEF cycle with the complete scan of the environment. Senior management of the Department guided by the Head of Department in July 2018, held the first planning session which focussed on the review of progress against the Strategic Plan 2014/2020 to identify gaps, the analysis of the IDPs of municipalities and engagements at various platforms. Through this process, thematic areas were identified and these formed the basis for the priorities for the next financial year.

This was followed by engagements at management meetings where the priorities of the Department were further debated with a view to guide Chief Directorates in their planning sessions in preparation for the Departmental planning session. Guidelines

were developed to assist the Chief Directorates to be able to do their planning which culminated in the Departmental planning session which was aimed at unpacking the priorities into indicators for the 2019/20 financial year.

The concept of “citizen centric approach” which is a call on various directorates within the Department to stretch their programmes to such a level that will address the core needs of the ordinary citizens, continues to inform the priorities of the Department. Although the Province has received reasonable rainfall to get it out of danger, the focus was also on the current drought experienced by the Province and the roles the various directorates can play.

Further planning sessions were held on 12 September and 22 November focusing on key thematic areas affecting municipalities and how the Department plans to respond to these in the 2019/20 APP and beyond.

6. Strategic-Outcome Orientated Goals

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

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

NDP Chapter	Objective	National Outcome	Provincial Strategic Goal	DLG Response
3. Economy and employment	Implementation of public employment programmes.	NO 4: Decent employment through inclusive growth. Sub 3: Reduce youth unemployment. Sub 7: Implementation of public works programmes.	PSG 1: Create opportunities for growth and jobs.	Support Programmes to improve access to small scale economic through the Community Development Workers.
4. Economic infrastructure	Adequate supplies of services such as water and electricity.	NO 6: An efficient, competitive and responsive economic infrastructure framework. Sub 2 & 4: Bulk infrastructure. Sub 6: Communication and information technology.	PSG 4: Enable a resilient, sustainable, quality and inclusive living environment. Output 2: Improved human settlements. PSG 5, Output 2: Efficient, effective and responsive local governance.	Enhance integrated and co-ordinated municipal infrastructure planning. Support municipalities with risk and vulnerability assessments. ICT support programmes to municipalities.
5. Environmental sustainability and resilience	Improved disaster preparedness for extreme climate events.	NO 3: All people of South Africa feel and are safe.	PSG 4: Resilience to climate change.	Support municipalities and government departments with the development and review of disaster preparedness plans. Facilitate disaster risk reduction through incorporating disaster risk measures in municipal IDPs. Installing smoke dictators in informal settlements. Implement fire and life safety programmes. Facilitate incident and aerial firefighting training.

General information

NDP Chapter	Objective	National Outcome	Provincial Strategic Goal	DLG Response
6. Inclusive rural economy	Support to rural residents	<p>NO 7: Vibrant, equitable and sustainable rural communities and food security for all.</p> <p>Sub 3: Rural services and sustainable livelihoods</p> <p>Sub 3: Promotion of economic livelihoods</p>	PSG 5, Output 4: Service interface	Ensure access to government services for people living in rural areas through Thusong mobiles and the CDWs
9. Transforming human settlements	Reforms to the current planning system for improved co-ordination	<p>NO 9: Responsive, accountable, effective and efficient local govt system.</p> <p>Sub 7: Single window of co-ordination.</p>	PSG 5, Output 4: Integrated planning, budgeting and implementation.	Ensure alignment of planning and expenditure vs. priorities through IDP assessments.
	Incentives for citizen activity for local planning and development of spatial compacts	<p>NO 7: Vibrant, equitable and sustainable rural communities and food security for all.</p> <p>Sub 5: Enabling institutional environment for sustainable and inclusive growth.</p>	PSG 5, Output 5: Community engagement.	Support actions to improve ward committee functionality.
13. Building a capable and developmental state	Stabilise the political-administrative interface	<p>NO 12: An efficient, effective and development-oriented public service and an empowered, fair and inclusive citizenship.</p> <p>Sub 4: Tackling corruption in the public service.</p>	PSG 5, Output 2: Efficient, effective and responsive local governance.	Support municipalities with Legislation Development. Support Programmes to strengthen and ensure efficient and effective governance in municipalities.

NDP Chapter	Objective	National Outcome	Provincial Strategic Goal	DLG Response
	<p>Make public service and local government careers of choice.</p> <p>Develop technical and professional skills.</p>	<p>NO 5: A skilled and capable workforce to support an inclusive growth plan.</p> <p>Sub 3 and 4: Increase access to occupationally-directed programmes in needed areas.</p>	<p>PSG 5, Output 2: Efficient, effective and responsive local governance.</p>	<p>Capacity-building programmes implemented in municipalities.</p> <p>Training programmes to enhance capacity of municipal councillors.</p>
13. Building a capable and developmental state	Mainstreaming citizen participation.	<p>NO 7: Vibrant, equitable and sustainable rural communities and food security for all.</p> <p>Sub 5: Enabling institutional environment for sustainable and inclusive growth.</p>	<p>PSG 5, Output 5: Community engagement.</p>	Support actions to improve ward committee functionality.
14. Fighting corruption	High adherence to ethics throughout society and a government that is accountable to its people.	<p>NO 12: An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship.</p> <p>Sub 4: Tackling corruption in the public service.</p>	<p>PSG 5, Output 2: Efficient, effective and responsive local governance.</p>	Support Programmes to strengthen and ensure efficient and effective governance in municipalities.
15. Nation - building and social cohesion	Equal opportunities, inclusion and redress. Promote citizen participation in forums such as IDP, ward committees.	<p>NO 7: Vibrant, equitable and sustainable rural communities and food security for all.</p> <p>Sub 5: Enabling institutional environment for sustainable and inclusive growth.</p>	<p>PSG 5, Output 5: Community engagement.</p>	Facilitate increased access to critical government services (Thusong & CDW Programmes). Provide support to municipalities with ward committee functionality, communication strategies and develop Ward Committee Operational Plans.

General information

6.2 Alignment with the Provincial Strategic Plan

The table below indicates how the Department's projects are aligned to the Provincial Strategic Plan:

PSG 5: Embed good governance and integrated service delivery through partnerships and Spatial alignment.		
Outcome	Output	DLG Projects
Enhanced governance	Efficient, effective & responsive local governance	<ol style="list-style-type: none"> 1. Implementation of the IPSS on: <ol style="list-style-type: none"> 1.1 Stakeholder Governance 1.2 Corporate Governance 1.3 Infrastructure Governance 1.4 ICT Governance 2. Implementation of programmes to strengthen basic service delivery 3. Strategic Integrated Municipal Engagement Technical Forum
Inclusive society	Service interface to enhance integrated service delivery	<ol style="list-style-type: none"> 4. Increase physical service and mobile facilities in rural areas. 5. Citizen application
Integrated management	Policy alignment, integrated planning, budgeting & Implementation	<ol style="list-style-type: none"> 6. IDP Assessment Reports determining alignment of planning and budget allocation
PSG 4: Enable Resilient, sustainable, quality and inclusive living environment		
Outcome	Output	DLG Projects
Disaster resilience	Preparedness plans	<ol style="list-style-type: none"> 1. Stakeholders assisted in developing disaster preparedness plans.
	Risk and vulnerability assessments	<ol style="list-style-type: none"> 2. Municipalities supported with risk and vulnerability assessments.
To enable a resilient, sustainable, quality and inclusive living environment	Integrated co-ordinated and spatially targeted planning and delivery	<ol style="list-style-type: none"> 3. Implementation of programmes to strengthen basic service delivery. 4. Strategic Integrated Municipal Engagement Technical Forum

The Photos A and B reflects the drought reality as at end 2018 in the Province, whereas Map A reflects the Department's commitment to support drought related projects in the Province in the coming year

Photo A



Photo B



General information

Map A



The Department of Local Government, through the Municipal Infrastructure Grant, has committed approximately R496,6 million funding to be rolled out in municipalities throughout the Province for infrastructure related projects. Municipalities have identified priority infrastructure projects which will be subjected to a reprioritisation process at the commencement of the 2019/20 financial year. This will ascertain which of the identified projects are to be implemented during the course of the year.

Below is a reflection of some of the prioritised projects in each district:

Overberg District:

- Theewaterskloof Caledon Upgrade Waste Water Treatment Works
- Cape Agulhas Bredasdorp Rehabilitate Waste Water Treatment Works
- Swellendam Railton Upgrade Gravel Roads and Stormwater Infrastructure Phase 2

Central Karoo District:

- Laingsburg New 2MI Reservoir

- Beaufort West Nelspoort Rehabilitate Sanitation Oxidation Ponds
- Beaufort West Rustdene Upgrade Existing Regional Sport Stadium Phase 2

West Coast District:

- Bergrivier Porterville Upgrade Bulk Sewer
- Saldanha Bay Vredenburg Upgrade Landfill Site
- Swartland Moorreesburg Upgrade Waste Water Treatment Works

Cape Winelands District:

- Witzenberg Ceres New Material Recovery Facility
- Drakenstein Wellington New Water Pipeline
- Breede Valley Worcester New Pre-Load Reservoir and Supply Pipeline

Eden District:

- Mossel Bay Hartenbos, Kwa Nonqaba Rehabilitate Regional Waste Water Treatment Works
- George Witfontein New Water Treatment Plant
- Bitou Kranshoek Upgrade Bulk Water Supply Phase 1

6.3 Overview of 2019 budget and MTEF estimates

Departmental Summary of payments and estimates

Sub-programme R'000	Outcome			Main appro- priation	Adjusted appro- priation	Revised estimate	Mid-term estimates			
	Audited	Audited	Audited				2019/20	% Change from Revised estimate	2020/21	2021/22
	2015/16	2016/17	2017/18							
1. Administration	37 240	33 940	42 153	43 758	43 054	42 808	53 711	25,47	56 216	60 299
2. Local Governance	106 309	132 247	206 675	137 932	133 078	128 182	148 724	16,03	153 112	161 023
3. Development and Planning	69 471	68 747	94 984	71 105	103 709	108 851	133 044	22,23	106 122	109 811
4. Traditional Institutional Management				1	1	1	1		1	1
Total payments and estimates	213 020	234 934	343 812	252 796	279 842	279 842	335 480	19,88	315 451	331 134

Earmarked allocation:

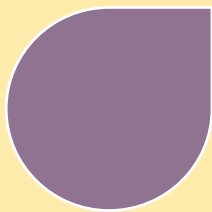
Please see detail allocations below each programme.

General information

Summary by economic classification

Summary of payments and estimates by economic classification

Sub-programme R'000	Outcome			Main appro- piation	Adjusted appro- piation	Revised estimate	Medium-term estimate			
	Audited	Audited	Audited				% Change from Revised estimate			
	2015/16	2016/17	2017/18				2018/19	2018/19	2018/19	2019/20
Current payments	176 976	186 248	207 802	216 129	231 354	223 011	264 903	18,78	273 797	287 318
Compensation of employees	131 500	137 473	149 620	177 167	170 860	167 731	190 573	13,62	201 847	213 428
Goods and services	45 476	48 775	58 182	38 962	60 494	55 280	74 330	34,46	71 950	73 890
Transfers and subsidies to	20 770	43 947	132 220	33 398	44 830	52 253	66 665	27,58	37 880	39 861
Provinces and municipalities	18 365	41 262	131 102	32 596	43 859	51 197	65 862	28,64	37 077	39 058
Departmental agencies and accounts	751	1 039	417	402	403	403	403		403	403
Higher education institutions	250									
Non-profit institutions	710	986	414	400	400	400	400		400	400
Households	694	660	287		168	253		(100,00)		
Payments for capital assets	15 180	4 651	3 761	3 154	3 593	4 513	3 812	(15,53)	3 669	3 843
Machinery and equipment	15 155	4 634	3 761	3 154	3 593	4 513	3 812	(15,53)	3 669	3 843
Software and other intangible assets	25	17								
Payments for financial assets	94	88	29	115	65	65	100	53,85	105	112
Total economic classification	213 020	234 934	343 812	252 796	279 842	279 842	335 480	19,88	315 451	331 134



**Part B:
STRATEGIC
OBJECTIVES**

Part B: Strategic Objectives

7 Budget Programme Structure

Local Government Programme Structure

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

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

- The Department's Budget Programme Structure adheres to the National Structure for Cooperative Governance and Traditional Affairs with the following exceptions: Sub-Programme Municipal Finance(Under programme 2:Local Governance) is located at the Department Provincial Treasury and Service Delivery Integration and Community Development Worker Programme is additional to the national structure: Sub-programme Local Economic Development(under Programme 3:Development and Planning) is addressed by the Department Economic Development and Tourism and Sub-programme Spatial Planning(under Programme: Development and Planning) is addressed by Department Environmental Affairs and Development Planning.

8 Strategic Objectives and Programme Performance Indicators

8.1 Programme 1

Sub-Programme 1: Corporate Services

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

Strategic Objective

Strategic Objective	To partner with programmes so they can meet their service delivery requirements
Objective statement	To provide strategic support, strategic planning, and financial management support and advisory services in partnership with Programme 2 and Programme 3 so that they can meet their service delivery requirements
Baseline	Submitted 20 strategic and 40 financial reports to relevant authorities

Strategic Objective Indicator and Annual Targets for 2019/20

Strategic Goal		Efficient and effective department that delivers quality services							
Strategic Objective	Strategic Objective Indicator	Strategic Plan Target (2015-2020)	Audited/Actual Performance Information			Estimated Performance	Medium-Term Targets		
			2015/16	2016/17	2017/18	Current (2018/19)	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22
To partner with programmes so they can meet their service delivery requirements	1.1 Submission of strategic reports	37	8	8	7	7	7	7	7

Part B: Strategic Objectives

Provincial Programme Performance Indicators Annual Targets for 2019/20

Strategic Objective		To partner with programmes so they can meet their service delivery requirements						
		Audited/Actual Performance Information			Estimated Performance	Medium-Term Targets		
		2015/16	2016/17	2017/18	Current (2018/19)	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22
1.1.1	Submission of an Annual Performance Plan	1	1	1	1	1	1	1
1.1.2	Submission of Quarterly Performance Reports	4	4	4	4	4	4	4
1.1.3	Submission of an Annual Report	1	1	1	1	1	1	1
1.1.4	Number of impact evaluation reports produced	2	2	1	1	1	1	1

Provincial Programme Performance Indicators and Quarterly Targets for 2019/20

Programme Performance Indicators	PSG Linkage	Reporting Period	Annual Target 2019/20	Quarterly Targets			
				1st	2nd	3rd	4th
1.1.1	PSG 5	Annual	Annual performance Plan approved and tabled to Parliament	-	1 st Draft APP produced and submitted DotP	2 nd Draft APP produced and submitted to DotP	Final APP approved and tabled to Parliament by date set by Parliament
1.1.2	PSG 5	Quarterly	4 Quarterly Performance Reports submitted to DotP by 31 March 2020	1 Quarterly Performance Report submitted by (due date)	1 Quarterly Performance Report submitted by (due date)	1 Quarterly Performance Report submitted by (due date)	1 Quarterly Performance Report submitted by (due date)
1.1.3	PSG 5	Annual	Audited Annual Report submitted to Parliament by due date	Annual Report submitted to Auditor General by 31 May 2019	Audited Annual Report tabled to Parliament by date set by Parliament	-	-
1.1.4	PSG 5	Annual	1	-	-	-	1

Strategic Objective Indicator and Annual Targets for 2019/20

Strategic Goal		Efficient and effective department that delivers quality services							
Strategic Objective	Strategic Objective Indicator	Strategic Plan Target (2015-2020)	Audited/Actual Performance Information			Estimated Performance	Medium-Term Targets		
			2015/16	2016/17	2017/18	Current (2018/19)	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22
To partner with programmes so they can meet their service delivery requirements	1.2 Number of financial reports submitted	88	18	19	17	17	17	17	17

Provincial Programme Performance Indicators Annual Targets for 2019/20

Strategic Objective		To partner with programmes so they can meet their service delivery requirements						
Programme Performance Indicators		Audited/Actual Performance Information			Estimated Performance	Medium-Term Targets		
		2015/16	2016/17	2017/18	Current (2018/19)	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22
1.2.1	In-year monitoring reports submitted to PT	13	13	12	12	12	12	12
1.2.2	Properly costed budget aligned with APP/Strategic Plan	1	1	1	1	1	1	1
1.2.3	Submission of Annual Financial Statements	1	1	1	1	1	1	1
1.2.4	Submission of Interim Financial Statements	3	4	3	3	3	3	3

Part B: Strategic Objectives

Provincial Programme Performance Indicators and Quarterly Targets for 2019/20

Programme Performance Indicators	PSG Linkage	Reporting Period	Annual Target 2019/20	Quarterly Targets			
				1st	2nd	3rd	4th
1.2.1 In year monitoring reports submitted to PT	PSG 5	Quarterly	12	3	3	3	3
1.2.2 Properly costed budget aligned with APP/Strategic Plan	PSG 5	Annual	1	-	-	-	1
1.2.3 Submission of Annual Financial Statements	PSG 5	Annual	1	-	1	-	-
1.2.4 Submission of Interim Financial Statements	PSG 5	Quarterly	3	-	1	1	1

Programme 1: Administration

Expenditure trends analysis

The Programme's 2019/20 budget allocation increased by 25,47% from the revised estimates related to the 2018/19 financial year. The overall increase in the Programme is mainly due to the higher than anticipated Cost of Living Adjustments in accordance with the 2018 wage agreement. Furthermore, the increase is attributed due to the filling of vacant funded posts and provision made for normal inflationary adjustments over the MTEF and the additional staff capacity to assist with the management of drought within the Department.

Summary of payments and estimates - Programme 1: Administration

Sub-programme R'000	Outcome			Main appropriation 2018/19	Adjusted appropriation 2018/19	Revised estimate 2018/19	Medium-term estimate			
	Audited 2015/16	Audited 2016/17	Audited 2017/18				2019/20	% Change from Revised estimate 2018/19	2020/21	2021/22
	1. Office of the MEC									
2. Corporate Services	37 240	33 940	42 153	43 758	43 054	42 808	53 711	25,47	56 216	60 299
Total payments and estimates	37 240	33 940	42 153	43 758	43 054	42 808	53 711	25,47	56 216	60 299

Note: Sub-programme 1.1: MEC salary provided for in Vote 9: Department of Environmental Affairs and Development Planning.

Earmarked allocation:

Included Sub-programme 1.2: Corporate Services is the following:

- Drought Relief Contract Posts is an amount of R2,994 million (2019/20), R3,171 million (2020/21) and R3,353 million (2021/22).

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

Sub-programme R'000	Outcome			Main appro- priation	Adjusted appro- priation	Revised estimate	Medium-term estimate			
	Audited	Audited	Audited				2019/20	% Change from Revised estimate	2020/21	2021/22
	2015/16	2016/17	2017/18							
Current payments	32 961	30 191	38 733	40 628	39 771	38 623	50 870	31,71	53 217	57 127
Compensation of employees	21 469	20 911	25 535	30 163	29 111	28 722	34 679	20,74	36 942	39 346
Goods and services	11 492	9 280	13 198	10 465	10 660	9 901	16 191	63,53	16 275	17 781
Transfers and subsidies to	38	23	18	2	22	25	3	(88,00)	3	3
Departmental agencies and accounts	1	2	3	2	3	3	3		3	3
Households	37	21	15		19	22		(100,00)		
Payments for capital assets	4 147	3 638	3 373	3 013	3 196	4 095	2 738	(33,14)	2 891	3 057
Machinery and equipment	4 122	3 638	3 373	3 013	3 196	4 095	2 738	(33,14)	2 891	3 057
Software and other intangible assets	25									
Payments for financial assets	94	88	29	115	65	65	100	53,85	105	112
Total economic classification	37 240	33 940	42 153	43 758	43 054	42 808	53 711	25,47	56 216	60 299

Part B: Strategic Objectives

8.2 Programme 2: Local Governance

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

8.2.1 Sub-Programmes: Municipal Administration

Directorate: Municipal Governance and Specialised Support

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

Strategic Objective

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

Strategic Objective Indicator and Annual Targets for 2019/20

Strategic Goal	Well governed and capacitated municipalities that deliver services to all								
Strategic Objective	Strategic Objective Indicator	Strategic Plan Target (2015-2020)	Audited/Actual Performance Information			Estimated Performance	Medium-Term Targets		
			2015/16	2016/17	2017/18	Current (2018/19)	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22
To promote good governance in municipalities	2.1 Decision-making Programmes enhanced	59	11 ²	15	12	9	12	12	12

² For FY 2015/16 to 2017/18 Actual, Estimate and MTEF totals differ due to changing in wording of Indicators.

Provincial Programme Performance Indicators Annual Targets for 2019/20

Strategic Objective		To promote good governance in municipalities						
		Audited/Actual Performance Information			Estimated Performance	Medium-Term Targets		
		2015/16	2016/17	2017/18	Current (2018/19)	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22
2.1.1	Number of Municipalities supported with Legislation Development ³	5	3	9	-	10	10	10
2.1.2	Legal Support provided to Municipalities to strengthen Municipal Governance	2	2	2	2	2	2	2
2.1.3	Oversight of Municipal Public Account Committees (MPACs)	10	-	10	7	10	10	10
2.1.4	Number of municipalities supported with Initiatives to enable them to exercise Governance and Accountability ⁴	8	5	12	6	6	6	10
2.1.5	Assessment of Senior Manager Appointments in accordance with legal prescripts ⁴	5	36	39	10	20	10	10
2.1.6	Update of Municipal Codes for Municipalities ⁵	-	-	-	-	8	8	6
2.1.7	Assessing Code of Conduct cases to ensure legislative compliance ⁶	-	6	2	5	5	5	5
2.1.8	Commenting on draft national or provincial legislation, draft national or provincial policies; and or draft municipal by-laws ⁷	-	-	-	-	5	5	5

³ The indicator has been rephrased hence the dash for 2018/19

⁴ The final output might differ from the planned target as this indicator is demand driven.

⁵ This indicator is demand driven, updates will be provided to municipalities as and when required.

⁶ This indicator is demand driven, assessment will be provided to municipalities as and when required.

⁷ This indicator is demand driven, commenting on legislation can only be done based on request for comments.

Part B: Strategic Objectives

Provincial Programme Performance Indicators Annual Targets for 2019/20 ... continued

Strategic Objective		To promote good governance in municipalities						
		Audited/Actual Performance Information			Estimated Performance	Medium-Term Targets		
Programme Performance Indicators		2015/16	2016/17	2017/18	Current (2018/19)	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22
2.1.9	Informal interventions: Report on support provided in respect of assessments conducted in terms of the Western Cape Monitoring and Support of Municipalities Act and investigations	4	4	4	1	4	4	4
2.1.10	Report on specialised support provided on governance issues in response to municipalities' needs	4	4	4	4	4	4	4
2.1.11	Investigations: Report on support provided in respect of complaints and enquiries received in relation to allegations of fraud, maladministration, corruption and/or failures to adhere to statutory obligations at a municipal level	4	4	4	4	4	4	4
2.1.12	Formal Interventions: Report on support provided in respect of formal provincial interventions justified or required in terms of Section 139 of the Constitution	1	1	1	1	1	1	1

Provincial Programme Performance Indicators and Quarterly Targets for 2019/20

Programme Performance Indicators		PSG Linkage	Reporting Period	Annual Target 2019/20	Quarterly Targets			
					1st	2nd	3rd	4th
2.1.1	Number of Municipalities supported with Legislation Development	PSG 5	Quarterly	10	2	3	3	2
2.1.2	Legal Support provided to Municipalities to strengthen Municipal Governance	PSG 5	Annual	2	-	-	-	2
2.1.3	Oversight of Municipal Public Account Committees (MPACs)	PSG 5	Quarterly	10	2	3	2	3
2.1.4	Number of municipalities supported with Initiatives to enable them to exercise Governance and Accountability	PSG 5	Quarterly	6	1	2	2	1
2.1.5	Assessment of Senior Manager Appointments in accordance with legal prescripts	PSG 5	Quarterly	20	5	5	5	5
2.1.6	Update of Municipal Codes for Municipalities	PSG 5	Annual	8	-	-	-	8
2.1.7	Assessing Code of Conduct cases to ensure legislative compliance	PSG 5	Annual	5	-	-	-	5
2.1.8	Commenting on draft national or provincial legislation, draft national or provincial policies; and or draft municipal by-laws	PSG 5	Annual	5	-	-	-	5
2.1.9	Informal interventions: ⁸ Report on support provided in respect of assessments conducted in terms of the Western Cape Monitoring and Support of Municipalities Act and investigations.	PSG 5	Quarterly	4	1	1	1	1

⁸ Consolidated reports, together with the detail supporting documents will be provided on all support given to municipalities for indicators 2.1.9 to 2.1.12.

Part B: Strategic Objectives

Provincial Programme Performance Indicators and Quarterly Targets for 2019/20 ... continued

Programme Performance Indicators	PSG Linkage	Reporting Period	Annual Target 2019/20	Quarterly Targets			
				1st	2nd	3rd	4th
2.1.10 Report on specialised support provided on governance issues in response to municipalities' needs	PSG 5	Quarterly	4	1	1	1	1
2.1.11 Investigations: Report on support provided in respect of complaints and enquiries received in relation to allegations of fraud, maladministration, corruption and/or failures to adhere to statutory obligations at a municipal level.	PSG 5	Quarterly	4	1	1	1	1
2.1.12 Formal Interventions: Report on support provided in respect of formal provincial interventions justified or required in terms of Section 139 of the Constitution	PSG 5	Annual	1	-	-	-	1

Sector Prescribed Indicators Annual Targets for 2019/20

Programme Performance Indicators	Audited/Actual Performance Information			Estimated Performance	Medium-Term Targets		
	2015/16	2016/17	2017/18	Current (2018/19)	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22
SPI:1 Number of municipalities supported to comply with MSA Regulations on the appointment of senior managers (Outcome 9, Sub-Outcome 4) (B2B Pillar 5)	5	30	30	10	30	10	10
SPI:2 Number of municipalities monitored on the extent to which anti-corruption measures are implemented (Outcome 9, Sub-outcome 4) (B2B Pillar 3)	-	-	-	10	30	10	10

Sector Prescribed Indicators and Quarterly Targets for 2019/20

Programme Performance Indicators		PSG Linkage	Reporting Period	Annual Target 2019/20	Quarterly Targets			
					1st	2nd	3rd	4th
SPI:1	Number of municipalities supported to comply with MSA Regulations on the appointment of senior managers (Outcome 9, Sub-Outcome 4) (B2B Pillar 5)	PSG 5	Quarterly	30	-	-	15	15
SPI:2	Number of municipalities monitored on the extent to which anti-corruption measures are implemented (Outcome 9, Sub-outcome 4) (B2B Pillar 3)	PSG 5	Quarterly	30	-	-	15	15

Part B: Strategic Objectives

8.2.2 Sub-Programme: Public Participation

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

Strategic Objective

Strategic Objective	To strengthen public participation through effective communication between municipalities and communities To provide support and capacity-building Programmes to municipalities
Objective statement	To support municipalities to improve their public participation and communication processes
Baseline	25 municipalities supported with ward committee functionality and 18 with communication Programmes

Strategic Objective Indicator and Annual Targets for 2019/20

Strategic Goal	Unlock opportunities through improved access to government services and active community participation								
	Strategic Objective	Strategic Plan Target (2015-2020)	Audited/Actual Performance Information			Estimated Performance	Medium-Term Targets		
2015/16			2016/17	2017/18	Current (2018/19)	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	
To strengthen public participation through effective communication between municipalities and communities	2.2(a) Programmes to improve Public Participation in municipalities	30	6	7	8	4	5	4	4

Provincial Provincial Programme Performance Indicators Annual Targets for 2019/20

Strategic Objective		To strengthen public participation through effective communication between municipalities and communities						
		Audited/Actual Performance Information			Estimated Performance	Medium-Term Targets		
		2015/16	2016/17	2017/18	Current (2018/19)	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22
2.2.1	Support actions to improve ward committee functionality ⁹	4	4	5	4	4	4	4
2.2.2	Reports on ward committee functionality	4	4	4	4	4	4	4
2.2.3	Municipalities supported with communication programmes ⁹	4	5	23	20	10	10	10
2.2.4	Specialised communication training provided to municipalities	5	2	2	2	2	2	2
2.2.5	Support actions to improve citizen interface	-	-	-	-	4	-	-

Provincial Programme Performance Indicators and Quarterly Targets for 2019/20

Programme Performance Indicators		PSG Linkage	Reporting Period	Annual Target 2019/20	Quarterly Targets			
					1st	2nd	3rd	4th
2.2.1	Support actions to improve ward committee functionality	PSG 5	Quarterly	4	1	1	1	1
2.2.2	Reports on ward committee functionality	PSG 5	Quarterly	4	1	1	1	1
2.2.3	Municipalities supported with communication programmes	PSG 5	Quarterly	10	2	3	2	3
2.2.4	Specialised communication training provided to municipalities	PSG 5	Bi-annual	2	-	1	-	1
2.2.5	Support actions to improve citizen interface	PSG 5	Annual	4	-	-	-	4

⁹ The phrasing of these indicators has changed from programmes to actions (2.2.1), and programmes to municipalities (2.2.3) hence the method of calculation differs.

Part B: Strategic Objectives

Strategic Objective Indicator and Annual Targets for 2019/20

Strategic Goal		Well governed and capacitated municipalities that deliver services to all							
Strategic Objective	Strategic Objective Indicator	Strategic Plan Target (2015-2020)	Audited/Actual Performance Information			Estimated Performance	Medium-Term Targets		
			2015/16	2016/17	2017/18	Current (2018/19)	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22
To provide support and capacity-building Programmes to municipalities	2.2(b) Municipalities supported with capacity-building Programmes on gender main-streaming	15	3	3	3	3	3	3	3

Provincial Programme Performance Indicators Annual Targets for 2019/20

Strategic Objective		To provide support and capacity building Programmes to municipalities						
Programme Performance Indicators		Audited/Actual Performance Information			Estimated Performance	Medium-Term Targets		
		2015/16	2016/17	2017/18	Current (2018/19)	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22
2.2.6	Municipalities supported with capacity-building actions on gender mainstreaming	3	3	3	3	3	3	3

Provincial Programme Performance Indicators and Quarterly Targets for 2019/20

Programme Performance Indicators		PSG Linkage	Reporting Period	Annual Target 2019/20	Quarterly Targets			
					1st	2nd	3rd	4th
2.2.6	Municipalities supported with capacity-building actions on gender mainstreaming	PSG 5	Quarterly	3	-	1	1	1

Sector Prescribed Indicators Annual Targets for 2019/20

Programme Performance Indicators	Audited/Actual Performance Information			Estimated Performance	Medium-Term Targets		
	2015/16	2016/17	2017/18	Current (2018/19)	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22
SPI:3 Number of municipalities supported to maintain functional ward committees (Outcome 9, Sub-outcome 2) (B2B Pillar 1) ¹⁰	10	5	8	8	8	8	8
SPI:4 Number of municipalities supported to respond to community concerns (Outcome 9, Sub-outcome 2) (B2B Pillar 1)	20	-	12	2	5	5	5

Sector Prescribed Indicators and Quarterly Target for 2019/20

Programme Performance Indicators	PSG Linkage	Reporting Period	Annual Target 2019/20	Quarterly Targets			
				1st	2nd	3rd	4th
SPI:3 Number of municipalities supported to maintain functional ward committees (Outcome 9, Sub-outcome 2) (B2B Pillar 1) ¹⁰	PSG 5	Quarterly	8	2	2	2	2
SPI:4 Number of municipalities supported to respond to community concerns (Outcome 9, Sub-outcome 2) (B2B Pillar 1)	PSG 5	Annual	5	-	-	-	5

¹⁰ This indicator is covered by projects under the provincial indicator 2.2.1

Part B: Strategic Objectives

8.2.3 Sub-Programme: Capacity Development

Purpose: To capacitate municipalities to deliver effective services.

Strategic Objective

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

Strategic Objective Indicator and Annual Targets for 2019/20

Strategic Goal		Well governed and capacitated municipalities that deliver services to all							
Strategic Objective	Strategic Objective Indicator	Strategic Plan Target (2015-2020)	Audited/Actual Performance Information			Estimated Performance	Medium-Term Targets		
			2015/16	2016/17	2017/18	Current (2018/19)	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22
To provide support and capacity-building Programmes to municipalities	2.3 Programmes implemented to support and capacitate municipalities	43	6	10	12	8	7	7	7

Provincial Programme Performance Indicators Annual Targets for 2019/20

Strategic Objective		To provide support and capacity building Programmes to municipalities						
Programme Performance Indicators		Audited/Actual Performance Information			Estimated Performance	Medium-Term Targets		
		2015/16	2016/17	2017/18	Current (2018/19)	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22
2.3.1	Capacity-building programmes implemented in municipalities (on-going) ¹¹	4	5	4	2	1	1	1
2.3.2	Training and development Programmes implemented in municipalities	2	2	2	3	3	3	3
2.3.3	Programmes to support municipalities with the enhancement of ICT	3	4	2	3	3	3	3

¹¹ The phrasing of this indicator has changed from previous years, hence the method of calculation differs.

Provincial Programme Performance Indicators and Quarterly Targets for 2019/20

Programme Performance Indicators		PSG Linkage	Reporting Period	Annual Target 2019/20	Quarterly Targets			
					1st	2nd	3rd	4th
2.3.1	Capacity-building programmes implemented in municipalities (on-going)	PSG 5	Annual	1	-	-	-	1
2.3.2	Training and development Programmes implemented in municipalities	PSG 5	Bi-annual	3	-	-	1	2
2.3.3	Programmes to support municipalities with the enhancement of ICT	PSG 5	Bi-annual	3	-	-	1	2

Sector Prescribed Indicators Annual Targets for 2019/20

Programme Performance Indicators		Audited/Actual Performance Information			Estimated Performance	Medium-Term Targets		
		2015/16	2016/17	2017/18	Current (2018/19)	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22
SPI:5	Number of capacity-building interventions conducted in municipalities (Outcome 9, Sub-outcome 3) (B2B Pillar 5) ¹²	4	5	4	2	1	1	1
SPI:6	Number of municipalities guided to comply with the MPRA (Outcome 9: Sub-outcome 4) (B2B Pillar 4)	25	25	25	25	25	25	25
SPI:7	Report on the implementation of Back-to-Basics action plans by municipalities (Outcome 9, Sub-outcome 4) (B2B Pillar 5)	-	-	1	1	1	1	1
SPI:8	Number of municipalities supported to institutionalise the performance management system (PMS) (Outcome 9, Sub-Outcome 4) (B2B Pillar 5) ¹³	20	2	10	2	4	4	4
SPI:9	Number of municipalities supported to implement indigent policies (Outcome 9, Sub-outcome 1) (B2B Pillar 2)	8	3	15	24	6	6	6

¹² This indicator is covered by the Provincial indicator: Capacity-building programmes implemented in municipalities (on-going)

¹³ Please refer to the technical indicator description for more detail on how the WC will implement this indicator

Part B: Strategic Objectives

Sector Prescribed Indicators and Quarterly Target for 2019/20

Programme Performance Indicators	PSG Linkage	Reporting Period	Annual Target 2019/20	Quarterly Targets			
				1st	2nd	3rd	4th
SPI:5 Number of capacity-building interventions conducted in municipalities (Outcome 9, Sub-outcome 3) (B2B Pillar 5) ¹⁴	PSG 5	Annual	1	-	-	-	1
SPI:6 Number of municipalities guided to comply with the MPRA (Outcome 9: Sub-outcome 4) (B2B Pillar 4)	PSG 5	Quarterly	25	25	25	25	25
SPI:7 Report on the implementation of Back-to-Basics action plans by municipalities (Outcome 9, Sub-outcome 4) (B2B Pillar 5)	PSG 5	Annual	1	-	-	-	1
SPI:8 Number of municipalities supported to institutionalise the performance management system (PMS) (Outcome 9, Sub-Outcome 4) (B2B Pillar 5) ¹³	PSG 5	Quarterly	4	1	1	1	1
SPI:9 Number of municipalities supported to implement indigent policies (Outcome 9, Sub-outcome 1) (B2B Pillar 2)	PSG 5	Quarterly	6	-	2	2	2

¹⁴ This indicator is covered by the Provincial indicator: Capacity-building programmes implemented in municipalities (on-going)

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

Purpose: To monitor and evaluate municipal performance.

Strategic Objective

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

Strategic Objective Indicator and Annual Targets for 2019/20

Strategic Goal	Well governed and capacitated municipalities that deliver services to all								
Strategic Objective	Strategic Objective Indicator	Strategic Plan Target (2015-2020)	Audited/Actual Performance Information			Estimated Performance	Medium-Term Targets		
			2015/16	2016/17	2017/18	Current (2018/19)	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22
To monitor and evaluate municipal performance	2.4 Municipal performance monitoring Programmes	17	4	4	4	2	3	2	2

Provincial Programme Performance Indicators Annual Targets for 2019/20

Strategic Objective		To monitor and evaluate municipal performance						
Programme Performance Indicators		Audited/Actual Performance Information			Estimated Performance	Medium-Term Targets		
		2015/16	2016/17	2017/18	Current (2018/19)	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22
2.4.1	Provincial Integrated Assessments guiding support to municipalities ¹⁵	-	-	-	2	2	2	2
2.4.2	Initiatives to enhance monitoring and evaluation	-	-	-	2	2	2	2
2.4.3	Research to enhance data management ¹³	-	-	-	-	1	-	-

¹⁵ The phrasing of this indicator has changed from previous years, hence the method of calculation differs between actual performance and medium-term targets.

Part B: Strategic Objectives

Provincial Programme Performance Indicators and Quarterly Targets for 2019/20

Programme Performance Indicators	PSG Linkage	Reporting Period	Annual Target 2019/20	Quarterly Targets			
				1st	2nd	3rd	4th
2.4.1 Provincial Integrated Assessments guiding support to municipalities	PSG 5	Bi-annual	2	-	1	-	1
2.4.2 Initiatives to enhance monitoring and evaluation	PSG 5	Bi-annual	2	-	1	-	1
2.4.3 Research to enhance data management	PSG 5	Annual	1	-	-	-	1

Sector Prescribed Indicators Annual Targets for 2019/20

Programme Performance Indicators	Audited/Actual Performance Information			Estimated Performance	Medium-Term Targets		
	2015/16	2016/17	2017/18	Current (2018/19)	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22
SPI:10 Number of Section 47 reports compiled as prescribed by the MSA (Outcome 9, Sub-Outcome 4) (B2B Pillar 5)	1	1	1	1	1	1	1

Sector Prescribed Indicators and Quarterly Target for 2019/20

Programme Performance Indicators	PSG Linkage	Reporting Period	Annual Target 2019/20	Quarterly Targets			
				1st	2nd	3rd	4th
SPI:10 Number of Section 47 reports compiled as prescribed by the MSA (Outcome 9, Sub-Outcome 4) (B2B Pillar 5)	PSG 5	Annual	1	-	-	1	-

8.2.5 Sub-Programme: Service Delivery Integration

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

Strategic Objectives

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

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

Strategic Objective Indicator and Annual Targets for 2019/20

Strategic Goal	Unlocked opportunities through improved access to government services and active community participation								
	Strategic Objective Indicator	Strategic Plan Target (2015-2020)	Audited/Actual Performance Information			Estimated Performance	Medium-Term Targets		
2015/16			2016/17	2017/18	Current (2018/19)	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	
To co-ordinate improved access to government information, services, and socio-economic opportunities	2.5(a) Programmes implemented to improve access to government services	15	3	3	3	3	3	3	3

Part B: Strategic Objectives

Provincial Programme Performance Indicators Annual Targets for 2019/20

Strategic Objective		To co-ordinate improved access to government information services, and socio economic opportunities						
		Audited/Actual Performance Information			Estimated Performance	Medium-Term Targets		
Programme Performance Indicators		2015/16	2016/17	2017/18	Current (2018/19)	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22
2.5.1	Number of services accessed through the Thusong Programme	-	1 099 703	1 388 253	1 200 000	1 300 000	1 300 000	1 300 000
2.5.2	Report on the Functionality of Thusong Service Centres	4	4	4	4	4	4	4
2.5.3	Support actions to ensure effective functioning of the Thusong Programme	4	5	4	4	4	4	4

Provincial Programme Performance Indicators and Quarterly Targets for 2019/20

Programme Performance Indicators		PSG Linkage	Reporting Period	Annual Target 2019/20	Quarterly Targets			
					1st	2nd	3rd	4th
2.5.1	Number of services accessed through the Thusong Programme	PSG 5	Annual	1 300 000	-	-	-	1 300 000
2.5.2	Report on the Functionality of Thusong Service Centres	PSG 5	Quarterly	4	1	1	1	1
2.5.3	Support actions to ensure effective functioning of the Thusong Programme	PSG 5	Annual	4	-	-	-	4

Strategic Objective Indicator and Annual Targets for 2019/20

Strategic Goal	Unlocked opportunities through improved access to government services and active community participation								
Strategic Objective	Strategic Objective Indicator	Strategic Plan Target (2015-2020)	Audited/Actual Performance Information			Estimated Performance	Medium-Term Targets		
			2015/16	2016/17	2017/18	Current (2018/19)	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22
To support co-operative governance between the three spheres of government	2.5 (b) Programmes Supporting co-operative governance between the three spheres of government	17	3	5	3	3	3	3	3

Provincial Programme Performance Indicators Annual Targets for 2019/20

Strategic Objective		To support co-operative governance between the three spheres of government						
Programme Performance Indicators		Audited/Actual Performance Information			Estimated Performance	Medium-Term Targets		
		2015/16	2016/17	2017/18	Current (2018/19)	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22
2.5.4	Support actions to improve functionality of IGR Fora	3	5	3	3	3	3	3

Provincial Programme Performance Indicators and Quarterly Targets for 2019/20

Programme Performance Indicators		PSG Linkage	Reporting Period	Annual Target 2019/20	Quarterly Targets			
					1st	2nd	3rd	4th
2.5.4	Support actions to improve functionality of IGR Fora	PSG 5	Annual	3	-	-	-	3

Part B: Strategic Objectives

8.2.6 Sub-Programme: Community Development Worker Programme

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

Strategic Objective

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

Strategic Objective Indicator and Annual Targets for 2019/20

Strategic Goal		Unlocked opportunities through improved access to government services and active community participation							
Strategic Objective	Strategic Objective Indicator	Strategic Plan Target (2015-2020)	Audited/Actual Performance Information			Estimated Performance	Medium-Term Targets		
			2015/16	2016/17	2017/18	Current (2018/19)	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22
To co-ordinate improved access to government information services, and socio-economic opportunities	2.6 Programmes improving access to and information about government services	14	5	3	2	2	2	2	2

Provincial Programme Performance Indicators Annual Targets for 2019/20

Strategic Objective		To co-ordinate improved access to government information services, and socio economic opportunities						
		Audited/Actual Performance Information			Estimated Performance	Medium-Term Targets		
Programme Performance Indicators		2015/16	2016/17	2017/18	Current (2018/19)	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22
2.6.1	Support initiatives to improve access to government services	26	22	43	15	15	15	15
2.6.2	Support Programmes to improve access to small scale economic opportunities	60	76	70	5	5	5	5

Provincial Programme Performance Indicators and Quarterly Targets for 2019/20

Programme Performance Indicators		PSG Linkage	Reporting Period	Annual Target 2019/20	Quarterly Targets			
					1st	2nd	3rd	4th
2.6.1	Support initiatives to improve access to government services	PSG 5	Annual	15	-	-	-	15
2.6.2	Support Programmes to improve access to small scale economic opportunities	PSG 5	Annual	5	-	-	-	5

Part B: Strategic Objectives

Programme 2: Local Governance

The 2019/20 budget for the Programme has increased by 16,03% compared to the revised estimate in 2018/19. Compensation of Employees increased due to the higher than anticipated Cost of Living Adjustments in accordance with the 2018 wage agreement as well as the filling of vacant posts within the Programme.

Goods and services increased in 2019/20 financial year by 42,58%, attributed to the earmarked funds allocated for Municipal interventions and the reallocation of the Community Development Worker Programme allocations surrendered during the 2018 Adjustment process. Transfers and subsidies increased by 28,93% and is mainly due to the earmarked allocations for Municipal support; specifically, to strengthen the governance at Municipalities.

Payment of capital asset increased by 444,36 and is mainly due to the renewal of the cell phone contracts for the Community Development Worker Programme officials within the Department.

Summary of payments and estimates - Programme 2: Local Governance

Sub-programme R'000	Outcome			Main appro- priation	Adjusted appro- priation	Revised estimate	Medium-term estimate			
	Audited	Audited	Audited				% Change from Revised estimate	2020/21	2021/22	
	2015/16	2016/17	2017/18							2019/20
1. Municipal Administration	9 976	9 312	8 115	11 163	9 800	9 508	10 450	9,91	11 101	11 773
2. Public Participation	7 669	9 635	9 678	9 760	9 997	10 005	10 433	4,28	11 028	11 690
3. Capacity Development	13 983	12 848	11 480	13 492	12 300	11 695	11 797	0,87	12 567	13 355
4. Municipal Performance, Monitoring, Reporting and Evaluation	7 311	31 329	103 971	25 447	24 730	21 327	29 366	37,69	30 780	32 409
5. Service Delivery Integration	11 462	9 690	10 748	11 002	10 909	10 909	11 550	5,88	12 193	12 861
6. Community Development Worker Programme	55 908	59 433	62 683	67 068	65 342	64 738	75 128	16,05	75 443	78 935
Total payments and estimates	106 309	132 247	206 675	137 932	133 078	128 182	148 724	16,03	153 112	161 023

Earmarked allocation:

Included Sub-programme 2.4: Municipal Performance, Monitoring, Reporting and Evaluation is the following:

- Municipal support (strengthening of governance) is an amount of R14,435 million (2019/20), R15,212 million (2020/21) and R16,049 million (2021/22).
- Municipal Interventions is an amount of R4.821 million (2019/20), R4,945 million (2020/21) and R5,167 million (2021/22).

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

Sub-programme R'000	Outcome			Main appro- priation	Adjusted appro- priation	Revised estimate	Medium-term estimate				
	Audited	Audited	Audited				% Change from Revised estimate	2019/20	2018/19	2020/21	2021/22
	2015/16	2016/17	2017/18								
Current payments	95 882	106 509	110 765	115 578	120 870	115 871	132 519	14,37	136 125	143 193	
Compensation of employees	82 847	88 034	93 370	104 925	102 671	100 699	110 887	10,12	117 016	123 334	
Goods and services	13 035	18 475	17 395	10 653	18 199	15 172	21 632	42,58	19 109	19 859	
Transfers and subsidies to	10 268	25 540	95 758	22 244	12 096	12 178	15 481	27,12	16 258	17 095	
Provinces and municipalities	9 145	24 632	95 635	22 244	12 007	12 007	15 481	28,93	16 258	17 095	
Departmental agencies and accounts		30									
Higher education institutions	250										
Non-profit institutions	230	242									
Households	643	636	123		89	171		(100,00)			
Payments for capital assets	159	198	152	110	112	133	724	444,36	729	735	
Machinery and equipment	159	181	152	110	112	133	724	444,36	729	735	
Software and other intangible assets		17									
Total economic classification	106 309	132 247	206 675	137 932	133 078	128 182	148 724	16,03	153 112	161 023	

Part B: Strategic Objectives

8.3 Programme 3: Development and Planning

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

8.3.1 Sub-Programme: Municipal Infrastructure

Purpose: To facilitate and monitor infrastructure development within municipalities to ensure sustainable municipal infrastructure.

Strategic Objective

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

Strategic Objective Indicator and Annual Targets for 2019/20

Strategic Goal	Well governed and capacitated municipalities that deliver services to all								
Strategic Objective	Strategic Objective Indicator	Strategic Plan Target (2015-2020)	Audited/Actual Performance Information			Estimated Performance	Medium-Term Targets		
			2015/16	2016/17	2017/18	Current (2018/19)	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22
To support municipalities to provide and maintain economic and social infrastructure	3.1 Support Programmes on infrastructure	21	5	4	4	5	3	3	3

Provincial Programme Performance Indicators Annual Targets for 2019/20

Strategic Objective		To support municipalities to provide and maintain economic and social infrastructure						
		Audited/Actual Performance Information			Estimated Performance	Medium-Term Targets		
		2015/16	2016/17	2017/18	Current (2018/19)	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22
3.1.1	Implementation of programmes to strengthen basic service delivery	2	2	2	2	2	2	2
3.1.2	Enhance integrated and coordinated municipal infrastructure planning	-	-	-	1	1	1	1
3.1.3	Municipal water security support programme	-	-	2	1	1	1	1

Provincial Programme Performance Indicators and Quarterly Targets for 2019/20

Programme Performance Indicators		PSG Linkage	Reporting Period	Annual Target 2019/20	Quarterly Targets			
					1st	2nd	3rd	4th
3.1.1	Implementation of programmes to strengthen basic service delivery.	PSG 4 & 5	Annual	2	-	-	-	2
3.1.2	Enhance integrated and coordinated municipal infrastructure planning	PSG 4 & 5	Annual	1	-	-	-	1
3.1.3	Municipal water security support programme	PSG 4 & 5	Annual	1	-	-	-	1

Part B: Strategic Objectives

Sector Prescribed Indicators Annual Targets for 2019/20

Programme Performance Indicators	Audited/Actual Performance Information			Estimated Performance	Medium-Term Targets		
	2015/16	2016/17	2017/18	Current (2018/19)	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22
SPI:11 Number of municipalities monitored on the implementation of infrastructure delivery programmes (Outcome 9, Sub-outcome 1) (B2B Pillar 5) ¹⁶	24	24	24	24	24	24	24

Sector Prescribed Indicators and Quarterly Target for 2019/20

Programme Performance Indicators	PSG Linkage	Reporting Period	Annual Target 2019/20	Quarterly Targets			
				1st	2nd	3rd	4th
SPI:11 Number of municipalities monitored on the implementation of infrastructure delivery programmes (Outcome 9, Sub-outcome 1) (B2B Pillar 5)	PSG 4 & 5	Quarterly	24	-	24	-	24

¹⁶ This indicator is covered by the Provincial indicator 3.1.1

8.3.2 Sub-Programme: Disaster Management

Chief Directorate: Disaster Management and Fire Brigade Services

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

Strategic Objectives

Strategic Objective	To co-ordinate effective disaster management preparedness, Intergovernmental relations and recovery
Objective statement	To co-ordinate disaster intergovernmental structures, disaster response, rehabilitation and reconstruction in order to improve disaster preparedness and recovery adequately in the Province
Baseline	<ul style="list-style-type: none"> • Thirteen rehabilitation and reconstruction programmes facilitated • regular advisory forums conducted • regular updates of disaster management plans co-ordinated

Strategic Objective	To co-ordinate reduction of potential risks posed by hazards
Objective statement	To co-ordinate effective disaster risk reduction in the Province and support municipalities to be prepared for potential disaster risks imposed by hazards
Baseline	A credible provincial disaster risk profile

Strategic Objective	To improve the Fire and Rescue Services capability
Objective statement	To implement strategies to improve Fire and Rescue Service capability
Baseline	<ul style="list-style-type: none"> • Six support programmes for special operations response task teams and fire services • Twenty-one municipalities trained on fire safety

Part B: Strategic Objectives

Strategic Objective Indicator and Annual Targets for 2019/20

Strategic Goal		A disaster-resilient Province							
Strategic Objective	Strategic Objective Indicator	Strategic Plan Target (2015-2020)	Audited/Actual Performance Information			Estimated Performance	Medium-Term Targets		
			2015/16	2016/17	2017/18	Current (2018/19)	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22
To co-ordinate effective disaster management preparedness, inter-governmental and recovery	3.2(a) Programmes to co-ordinate effective disaster preparedness, inter-governmental relations and recovery	34	7	7	6	7	7	7	7

Provincial Programme Performance Indicators Annual Targets for 2019/20

Strategic Objective		To co-ordinate effective disaster management preparedness Intergovernmental and recovery						
Programme Performance Indicators		Audited/Actual Performance Information			Estimated Performance	Medium-Term Targets		
		2015/16	2016/17	2017/18	Current (2018/19)	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22
3.2.1	Stakeholders assisted in developing disaster preparedness plans	5	5	2	2	2	2	2
3.2.2	Centre enhancements to ensure functional Western Cape Disaster Management Centre	1	1	1	1	1	1	1
3.2.3	Provincial Disaster Management Annual Report	1	1	1	1	1	1	1
3.2.4	Meetings of inter-governmental disaster management fora	4	4	4	4	4	4	4
3.2.5	Disaster damage assessments/verifications conducted	6	5	8	1	1	1	1
3.2.6	Disaster declarations/classifications facilitated	7	3	-	1	1	1	1
3.2.7	Disaster recovery programmes monitored and supported	2	1	4	1	1	1	1

Provincial Programme Performance Indicators and Quarterly Targets for 2019/20

Programme Performance Indicators		PSG Linkage	Reporting Period	Annual Target 2019/20	Quarterly Targets			
					1st	2nd	3rd	4th
3.2.1	Stakeholders assisted in developing disaster preparedness plans	PSG 4	Annual	2	-	-	-	2
3.2.2	Centre enhancement to ensure functional Western Cape Disaster Management Centre	PSG 4	Annual	1	-	-	-	1
3.2.3	Provincial Disaster Management Annual Report	PSG 4	Annual	1	-	-	1	-
3.2.4	Meetings of inter-governmental disaster management fora	PSG 4	Quarterly	4	1	1	1	1
3.2.5	Disaster damage assessments/verifications conducted ¹⁶	PSG 4	Annual	1	-	-	-	1
3.2.6	Disaster declarations/classifications facilitated	PSG 4	Annual	1	-	-	-	1
3.2.7	Disaster recovery programmes monitored and supported ¹⁷	PSG 4	Annual	1	-	-	-	1

Strategic Objective Indicator and Annual Targets for 2019/20

Strategic Goal		A disaster-resilient Province							
Strategic Objective	Strategic Objective Indicator	Strategic Plan Target (2015-2020)	Audited/Actual Performance Information			Estimated Performance	Medium-Term Targets		
			2015/16	2016/17	2017/18	Current (2018/19)	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22
To co-ordinate reduction of risks posed by hazards	3.2 (b) Programmes to reduce potential risks	20	4	4	4	4	4	4	4

¹⁷ Indicators 3.2.5 to 3.2.7 are demand driven targets, therefore final outputs might differ from the estimated planned targets

Part B: Strategic Objectives

Provincial Programme Performance Indicators Annual Targets for 2019/20

Strategic Objective		To co-ordinate reduction of risk posed by hazards						
		Audited/Actual Performance Information			Estimated Performance	Medium-Term Targets		
		2015/16	2016/17	2017/18	Current (2018/19)	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22
3.2.8	Municipalities supported with risk and vulnerability assessments	4	3	5	3	3	3	3
3.2.9	Municipalities supported to develop Disaster Risk Reduction Measures in IDPs	6	6	3	3	3	3	3
3.2.10	Maintenance of Data Repository at Western Cape Disaster Management Centre	1	1	1	1	1	1	1
3.2.11	Disaster Hazard Awareness Programme	2	1	1	1	1	1	1

Provincial Programme Performance Indicators and Quarterly Targets for 2019/20

Programme Performance Indicators		PSG Linkage	Reporting Period	Annual Target 2019/20	Quarterly Targets			
					1st	2nd	3rd	4th
3.2.8	Municipalities supported with risk and vulnerability assessments	PSG 4	Annual	3	-	-	-	3
3.2.9	Municipalities supported to develop Disaster Risk Reduction Measures in IDPs	PSG 4&5	Annual	3	-	-	-	3
3.2.10	Maintenance of Data Repository at Western Cape Disaster Management Centre	PSG 4	Annual	1	-	-	-	1
3.2.11	Disaster Hazard Awareness Programme	PSG 4	Annual	1	-	-	-	1

Strategic Objective Indicator and Annual Targets for 2019/20

Strategic Goal	A disaster-resilient Province								
Strategic Objective	Strategic Objective Indicator	Strategic Plan Target (2015-2020)	Audited/Actual Performance Information			Estimated Performance	Medium-Term Targets		
			2015/16	2016/17	2017/18	Current (2018/19)	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22
To improve fire and rescue services capability	3.2(c) Programmes to improve fire and rescue services capability	112	28	26	23	23	12	12	12

Provincial Programme Performance Indicators Annual Targets for 2019/20

Strategic Objective		To improve Fire and Rescue Services Capability						
Programme Performance Indicators		Audited/Actual Performance Information			Estimated Performance	Medium-Term Targets		
		2015/16	2016/17	2017/18	Current (2018/19)	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22
3.2.12	Fire Service Training Programmes	10	15	8	8	5	5	5
3.2.13	Aerial Fire-Fighting and Ground Support Programmes	3	2	3	3	1	1	1
3.2.14	Emergency Management Skills Capacity Development (Incident Command) Programmes	4	2	3	3	2	2	2
3.2.15	Fire and Life Safety Programmes	9	6	7	7	3	3	3
3.2.16	Special Operations Capacity-building Programmes	2	1	2	2	1	1	1

Part B: Strategic Objectives

Provincial Programme Performance Indicators and Quarterly Targets for 2019/20

Programme Performance Indicators	PSG Linkage	Reporting Period	Annual Target 2019/20	Quarterly Targets			
				1st	2nd	3rd	4th
3.2.12 Fire Service Training Programmes	PSG 4	Quarterly	5	-	2	2	1
3.2.13 Aerial Fire-fighting and Ground Support Programmes	PSG 4	Annual	1	-	-	-	1
3.2.14 Emergency Management Skills Capacity Development (Incident Command) Programmes	PSG 4	Bi-Annual	2	-	1	-	1
3.2.15 Fire and Life Safety Programmes	PSG 4	Quarterly	3	-	1	1	1
3.2.16 Special Operations Capacity-building Programmes	PSG 4	Annual	1	-	-	1	-

Sector Prescribed Indicators Annual Targets for 2019/20

Programme Performance Measure Indicator	Estimated performance			Estimated Performance	Medium-Term Targets		
	2015/16	2016/17	2017/18	Current (2018/19)	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22
SPI:12 Number of municipalities supported to maintain functional Disaster Management Centres ¹⁸	6	6	6	6	6	6	6
SPI:13 Number of municipalities supported on Fire Brigade Services	-	-	-	11	5	5	5

Sector Prescribed Indicators and Quarterly Target for 2019/20

Programme Performance Indicators	PSG Linkage	Reporting Period	Annual Target 2019/20	Quarterly Targets			
				1st	2nd	3rd	4th
SPI:12 Number of municipalities supported to maintain functional Disaster Management Centres	PSG 4	Quarterly	6	6	6	6	6
SPI:13 Number of municipalities supported on Fire Brigade Services	PSG 4	Quarterly	5	-	-	2	3

¹⁸ This indicator will be reported on retrospectively, due to the difference in the reporting cycles of Province and municipalities

8.3.3 Sub-Programme: Integrated Development Planning Co-ordination

Directorate: Integrated Development Planning

Purpose: To strengthen inter-governmental planning and budgeting through establishment of IDP as the single co-ordinating plan of government.

Strategic Objectives

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

Strategic Objective	To strengthen inter-governmental planning and budgeting through the establishment of IDP as the single co-ordinating plan of Government
Objective statement	To establish the IDP as the single co-ordinating plan of government
Baseline	Five district Indabas successfully rolled out per annum

Strategic Objective Indicator and Annual Targets for 2019/20

Strategic Goal		Effective Integrated Development Planning by all spheres of government that accelerates delivery within municipal areas							
Strategic Objective	Strategic Objective Indicator	Strategic Plan Target (2015-2020)	Audited/Actual Performance Information			Estimated Performance	Medium-Term Targets		
			2015/16	2016/17	2017/18	Current (2018/19)	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22
To improve the quality of IDPs to give effect to service delivery	3.3 (a) Programmes to improve the quality of IDPs	13	4	3	2	2	2	2	2

Part B: Strategic Objectives

Provincial Programme Performance Indicators Annual Targets for 2019/20

Strategic Objective		To improve the quality of IDPs to give effect to service delivery						
		Audited/Actual Performance Information			Estimated Performance	Medium-Term Targets		
		2015/16	2016/17	2017/18	Current (2018/19)	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22
3.3.1	Percentage of IDP Assessment Reports determining alignment of planning and budget allocation	-	-	68% ¹⁹	75%	85%	95%	100%
3.3.2	Planning alignment of the district municipality and the local municipalities within its area	-	-	41% ²⁰	50%	60%	70%	80%

Provincial Programme Performance Indicators and Quarterly Targets for 2019/20

Programme Performance Indicators		PSG Linkage	Reporting Period	Annual Target 2019/20	Quarterly Targets			
					1st	2nd	3rd	4th
3.3.1	Percentage of IDP Assessment Reports determining alignment of planning and budget allocation	PSG 5	Annual	85%	-	85%	-	-
3.3.2	Planning alignment of the district municipality and the local municipalities within its area	PSG 5	Annual	60%	-	-	60%	-

Strategic Objective Indicator and Annual Targets for 2019/20

Strategic Goal	Effective Integrated Development Planning by all spheres of that accelerates delivery within municipal areas								
	Strategic Objective	Strategic Plan Target (2015-2020)	Audited/Actual Performance Information			Estimated Performance	Medium-Term Targets		
			2015/16	2016/17	2017/18	Current (2018/19)	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22
To strengthen inter-governmental planning and budgeting through the establishment of IDP as the single coordinating plan of government	3.3 (b) Programmes to improve inter-governmental planning in IDPs	5	1	1	1	1	1	1	1

¹⁹ Calculation: $342/500 \times 100$. 342 (numerator) is the total cumulative percentage alignment of all Districts, while 500 (denominator) is total percentage for all Districts.

²⁰ Calculation: $82/200 \times 100$. 82 (numerator) is the total cumulative percentage alignment of all Districts, while 200 (denominator) is total Districts and Municipalities.

Provincial Programme Performance Indicators Annual Targets for 2019/20

Strategic Objective		To strengthen Intergovernmental planning and budgeting through the establishment of IDP as the single co-ordinating plan of Government						
		Audited/Actual Performance Information			Estimated Performance	Medium-Term Targets		
Programme Performance Indicators		2015/16	2016/17	2017/18	Current (2018/19)	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22
3.3.3	Percentage JPI agreements facilitated to reflect in the respective planning instruments of stakeholders	-	74.4% ²¹	55% ²²	85%	55%	55%	55%

Provincial Programme Performance Indicators and Quarterly Targets for 2019/20

Programme Performance Indicators		PSG Linkage	Reporting Period	Annual Target 2019/20	Quarterly Targets			
					1st	2nd	3rd	4th
3.3.3	Percentage JPI agreements facilitated to reflect in the respective planning instruments of stakeholders	PSG 5	Annual	55%	-	-	-	55%

Sector Prescribed Indicators Annual Targets for 2019/20

Programme Performance Measure Indicator		Estimated performance			Estimated Performance	Medium-Term Targets		
		2015/16	2016/17	2017/18	Current (2018/19)	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22
SPI:14	Number of municipalities supported with development of IDP (Outcome 9, Sub-outcome 1)	18	30	30	30	30	30	30

Sector Prescribed Indicators and Quarterly Target for 2019/20

Programme Performance Indicators		PSG Linkage	Reporting Period	Annual Target 2019/20	Quarterly Targets			
					1st	2nd	3rd	4th
SPI:14	Number of municipalities supported with development of IDP (Outcome 9, Sub-outcome 1)	PSG 4	Annual	30	-	-	-	30

²¹ Calculation: $108/145 \times 100$. 108 (numerator) is the total number of JPI projects implemented while 145 (denominator) is total number of JPI projects for the financial year reflected in the APPs and IDPs (Departments and Municipalities).

²² Calculation: $80/145 \times 100$. 80 (numerator) is the total number of JPI projects implemented, while 145 (denominator) is total number of JPI projects for the financial year reflected in the APPs and IDPs (Departments and Municipalities).

Part B: Strategic Objectives

Programme 3: Development and Planning

Expenditure trends analysis

The 2019/20 budget for the programme has increase by 22,23% when compared to the revised estimates for the 2018/19 financial year. The increase in Compensation of Employees includes provision of 1,5% pay progression, the impact of the 2018 wage agreement and the appointment of additional staff to assist with the management of drought within the Department.

Goods and services increased by 20,86% and is mainly due to the earmarked funds allocations over the MTEF towards firefighting and for the appointment of geohydrologists. An amount of R21 million is allocated over the 2019 MTEF for the appointment of Geohydrologists and drought for water resilience projects and water response plan. Transfers and subsidies increase by 58,17% or R18,529 million to assist with the disaster in the Central Karoo District municipal area as well as amount of R5 million for Overstrand Municipality towards the impact of fires within municipal area.

Payment of capital asset increased by 22,81 and is mainly due to rescue equipment to be used to present specialised training to fire fighters and emergency responders across the Western Cape.

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

Sub-programme R'000	Outcome			Main appro- priation 2018/19	Adjusted appro- priation 2018/19	Revised estimate 2018/19	Medium-term estimate			
	Audited	Audited	Audited				% Change from Revised estimate	2019/20	2020/21	2021/22
	2015/16	2016/17	2017/18							
1. Municipal Infra- structure	20 053	18 250	36 524	24 089	29 192	34 694	66 370	91,30	41 178	41 082
2. Disaster Management	42 202	45 087	51 635	38 285	67 156	66 965	58 054	(13,31)	55 335	58 540
3. Integrated Development Planning Co- ordination	7 216	5 410	6 825	8 731	7 361	7 192	8 620	19,86	9 609	10 189
Total payments and estimates	69 471	68 747	94 984	71 105	103 709	108 851	133 044	22,23	106 122	109 811

Earmarked allocation:

Included is the following:

- Sub-programme 3.1: Municipal Infrastructure: Water for sustainable growth and development: Water security and Disaster management response is an amount of R11.865 million (2019/20), R12,518 million (2020/21) and R13,206 million (2021/22).
- Sub-programme 3.1: Municipal Infrastructure: Provincial Water Response Plan is an amount of R2 million (2019/20).
- Sub-programme 3.1: Municipal Infrastructure: Geohydrologists is an amount of R5 million (2019/20), R4 million (2020/21) and R2 million (2021/22).
- Sub-programme 3.1: Municipal Infrastructure: Municipal water resilience projects identified as part of the Western Cape Integrated Water Drought Response Plan is an amount of R2 million (2019/20), R3 million (2020/21) and R3 million (2021/22).
- Sub-programme 3.1: Municipal Infrastructure: Drought in the Central Karoo District area is an amount of R25 million (2019/20).
- Sub-programme 3.1: Municipal Infrastructure: Drought engineers and operational costs is an amount of R7,417 million (2019/20), R7,799 million (2020/21) and R8,208 million (2021/22).
- Sub-programme 3.2: Disaster Management: Hazardous material response capacity along major routes, as well as firefighting capacity across the Province is an amount of R7,026 million (2019/20), R6,731 million (2020/21) and R7,101 million (2021/22).
- Programme 3: Disaster management summit and preventative measures is an amount of R5 million (2019/20), R5,250 million (2020/21) and R5,539 million (2021/22).
- Sub-programme 3.2: Disaster Management: Drought Relief Contract Posts is an amount of R1,903 million (2019/20), R2,011 million (2020/21) and R2,140 million (2021/22).
- Programme 3: Firefighting is an amount of R9,182 million (2019/20), R9,739 million (2020/21) and R10,357 million (2021/22).
- Sub-programme: Cost to deal with the recent fire disaster for Overstrand Municipality is an amount of R5 million (2019/20).

Part B: Strategic Objectives

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

Sub-programme R'000	Outcome			Main appro- piation	Adjusted appro- piation	Revised estimate	Medium-term estimate			
	Audited	Audited	Audited				2019/20	% Change from Revised estimate	2020/21	2021/22
	2015/16	2016/17	2017/18							
Current payments	48 133	49 548	58 304	59 922	70 712	68 516	81 513	18,97	84 454	86 997
Compensation of employees	27 184	28 528	30 715	42 078	39 077	38 309	45 006	17,48	47 888	50 747
Goods and services	20 949	21 020	27 589	17 844	31 635	30 207	36 507	20,86	36 566	36 250
Transfers and subsidies to	10 464	18 384	36 444	11 152	32 712	40 050	51 181	27,79	21 619	22 763
Provinces and municipalities	9 220	16 630	35 467	10 352	31 852	39 190	50 381	28,56	20 819	21 963
Departmental agencies and accounts	750	1 007	414	400	400	400	400		400	400
Non-profit institutions	480	744	414	400	400	400	400		400	400
Households	14	3	149		60	60		(100,00)		
Payments for capital assets	10 874	815	236	31	285	285	350	22,81	49	51
Machinery and equipment	10 874	815	236	31	285	285	350	22,81	49	51
Total economic classification	69 471	68 747	94 984	71 105	103 709	108 851	133 044	22,23	106 122	109 811

9 Sector Prescribed Indicators in the Province

Performance Indicators	Programme	Sub-Programme	WC Response
1. Number of Traditional councils supported to perform their functions	N/A	N/A	The Programme Traditional Affairs is not active in the Western Cape
2. Percentage of succession claims/ disputes processed	N/A	N/A	

10 Risk Management

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

Strategic Risk	Control Procedures	Action Plan Description
1. A lack of resources to participate in IT related initiatives, which may result in low levels of ICT Governance, ICT strategic delivery, and ultimately IT enablement for DLG.	<ul style="list-style-type: none"> IT resource requirements are discussed and managed at the Departmental IT Committee Meetings (DITCOM) on a periodic basis. More integrated IT Strategic and IT Operational planning occurs between Departments and Ce-I on a 5-yearly and annual basis, respectively. This planning helps to link DLG's IT resource requirements to its IT strategic and operational requirements. 	<ul style="list-style-type: none"> DLG will establish a Knowledge Management capability to better address and handle the area of Information Technology within the Department. DLG with the support of Ce-I will contract the services of a Business Analyst (BA) to handle IT strategic, IT Governance related, and IT internal improvement initiatives within the Department.
2. Ability of the Department to continue operations in the event of a significant disruption or disaster which could compromise the Department's core operations. <ul style="list-style-type: none"> Inability to access IT systems and related information. 	<ul style="list-style-type: none"> Continuous monitoring by the Department's chief directorates of the implementation of the IT back up policy. Detailed recovery plan produced for the Department with input from chief directorates. Developed a template to guide the development and implementation of the business continuity plan. Disaster Management identified as a back-up site for affected DoLG staff. 	<ul style="list-style-type: none"> DLG with the support of Ce-I will perform an assessment to determine whether key departmental information is being backed up appropriately. DLG will integrate the departmental IT Continuity/ Disaster Recovery Plan (DRP) into the Departmental Business Continuity Plan (BCP).

Part B: Strategic Objectives

Strategic Risk	Control Procedures	Action Plan Description
<ul style="list-style-type: none"> Negative impact on the Department’s business processes, that are dependent on IT Low levels of ICT Governance, ICT strategic delivery, and ultimately IT enablement for the Department. Delayed response and recovery. 	<ul style="list-style-type: none"> Implemented an IT backup policy in respect of information only (external hard drives only). Mainstreamed the BCP amongst management. Users have been made aware of the fact that they need to back up to the server. 	<ul style="list-style-type: none"> DLG with the support of Ce-I will conduct an annual test/simulation of its DRP to ensure that the plan remains relevant and able to support the departmental recovery effort in the event of a ‘disaster’. Where required DLG will utilise the information from the annual Ce-I DRP testing to support its DRP efforts.
<p>3. Inadequate preparation and inability of departments to communicate (technical) during prolonged electricity supply disruptions.</p> <ul style="list-style-type: none"> Resulting in disruption to critical activities in the WC. 	<ul style="list-style-type: none"> Activated the preparedness plan, Disaster Management Centre and response structures in the event of a major electricity emergency. Arrangement around the dissemination of early warnings to all municipal managers. Assist to prepare municipalities and co-ordinate responses should there be loadshedding. Briefing held with private hospital groups to ensure contingency planning for prolonged electricity disruptions. Co-ordination of preparedness plans for electricity disruptions by provincial stakeholders. Communications issued to municipalities addressing water treatment works contingency plans for electricity disruptions Effective implementation of emergency Provincial Electricity Disruption Plan during load-shedding. Electricity Disruption Plan developed, finalised and presented at the National Disaster Management Advisory Forum in collaboration with Eskom. Engagement with political principals and provincial top management of the risks and the current processes being implemented to address prolonged electricity disruption. 	<ul style="list-style-type: none"> Assessment of viability of satellite communication

Strategic Risk	Control Procedures	Action Plan Description
	<ul style="list-style-type: none"> • Establishment of provincial priority committee to proactively manage electricity disruption. • Finalised communication strategy between DoLG, ESKOM and DoTP. • On-going consultation with ESKOM regarding the risks and the National Plans in place. • On-going engagement with Eskom and Electricity Department of City of Cape Town • Planning process initiated with fuel suppliers to supply fuel during prolonged electricity disruptions. • Presentation of Provincial Electricity Disruption Plan (WC) to national task team for implementation throughout the country. • Presentation of updated Provincial Electricity Disruption Plan to PTM. • Provincial workshop with all municipalities to ensure contingency planning for prolonged electricity disruptions. • Provincial workshop with Eskom and all provincial departments to ensure contingency plans are in place for prolonged electricity disruptions. • Specialist appointed to assist with the finalisation of the Electricity Contingency Plan. • Workshop with all provincial departments to discuss people management issues affected by electricity challenges. 	

Part B: Strategic Objectives

Strategic Risk	Control Procedures	Action Plan Description
<p>4. The Department’s ability to deliver on its mandate may compromise service delivery adversely affect provision of support to the department</p> <ul style="list-style-type: none"> • sub-directorates not functioning optimally; • reduced level of support to municipalities; • negatively impact the achievement of the directorates APP deliverables. <p>The reduction in the Baseline Budgets over the MTEF Period have put pressure on the Department’s ability to deliver on its mandate. In particular, the limits imposed on the Department’s head count and CoE.</p>	<ul style="list-style-type: none"> • Re-assessment and re-alignment of Departmental programmes and projects. • Re-prioritisation of Departmental budget in line with the re-assessment and re-alignment programmes and projects. 	<ul style="list-style-type: none"> • Development of a service delivery model including organisational redesign.



Part C: LINKS TO OTHER PLANS

Part C: Links to other plans

Transfers

MUNICIPAL ELECTRICAL MASTER PLAN GRANT	
Transferring provincial department	Local Government (Vote 14)
Strategic goal	Planning for municipal electrical infrastructure with the purpose of increasing access to municipal services.
Grant purpose	Financial assistance to municipalities to ensure effective functioning of municipal electrical infrastructure and to maximise the provision of basic electricity to citizens.
Outcome statements	Improved functioning of municipal electrical infrastructure and access to basic electricity for citizens.
Outputs	Electrical Master Plans
Priority outcome(s) of government that this grant primarily contributes to	<ul style="list-style-type: none"> National Outcome (NO) 9: Build a responsive, accountable, effective and efficient local government system. Provincial Strategic Goal (PSG) 4: Enable a resilient, sustainable, quality and inclusive living environment. Provincial Strategic Goal (PSG) 5: Embed good governance and integrated service delivery through partnership and spatial alignment.
Details contained in business/ implementation plan	<p>This grant uses the template/framework developed by the Provincial Department of Local Government which must include a project implementation plan highlighting:</p> <ul style="list-style-type: none"> Project scope Output indicators Outcomes Key Activities Implementation strategy Timeframes Cashflows Monitoring and Reporting
Conditions	<ul style="list-style-type: none"> Municipalities to submit credible business plans to the Department of Local Government which will address intended outputs and outcomes detailing a budget and roll out plan. Business plans to be approved by the Department of Local Government before transfers are made inclusive of payment arrangements. The grant may only be utilised for the projects as detailed in the approved business plan. Transparent and fair procurement processes compliant with the MFMA must be followed. Appropriate financial and non-financial performance reports must be submitted to the Department as stipulated in the Transfer Payment Agreement.
Allocation criteria	<ul style="list-style-type: none"> A business plan to be submitted by individual municipalities and approved by the Department. A Transfer Payment Agreement (TPA) will be signed between the Department and the individual beneficiary municipalities.

Reason not incorporated in equitable share	Support identified as a result of municipal engagements and other intergovernmental engagements, for example MGRO, RMT, Back to Basics, LG MTEC, etc.
Past performance	2016/17: R1.330 million, 2017/18: R1.397 million, 2018/19: R1.417 million
Projected life	Project to be reviewed annually
MTEF allocations	2019/20: R1.490 million, 2020/21: R1.570 million, 2021/22: R1.656 million.
Payment schedule	Transfer payment to the municipalities in accordance with the agreement between the Department and Municipality.
Responsibilities of the provincial transferring officer and receiving officer	<p>Responsibilities of the transferring officer</p> <ul style="list-style-type: none"> • Consult with relevant municipalities. • Consider and approve business plans. • Draft and circulate the Transfer Payment Agreement (TPA) and ensure that municipalities sign and return to the Department. • Minuted meetings that will assist in monitoring and management of the programme (outputs and intended outcomes), as and when necessary. • Monitoring the project execution by means of: <ul style="list-style-type: none"> ◦ Expenditure and progress reports by receiving municipalities <p>Responsibilities of the receiving officer</p> <ul style="list-style-type: none"> • Prepare credible business plans that are aligned to outputs and outcomes. • Ensure active ownership of the project at the highest level of authority. • Secure Council support for the programme. • Submit suitable financial and non-financial performance reports as stipulated in the TPA. • The Municipal Manager to apply for roll-overs and if necessary to pay back unspent funds.
Process for approval of allocations for the 2019/20 financial year	<ul style="list-style-type: none"> • Submission of business plans. • Areas of support identified through scheduled local government engagements.

Part C: Links to other plans

FIRE SERVICE CAPACITY BUILDING GRANT	
Transferring provincial department	Local Government (Vote 14)
Strategic goal	To support municipalities to establish and maintain functional and compliant Fire Services that is able to be measured against national benchmarks and standards.
Grant purpose	To provide financial assistance to municipalities to ensure functional emergency communication, mobilisation systems and fire services.
Outcome statements	<p>Procurement of fire-fighting appliances</p> <ul style="list-style-type: none"> • Improve fire-fighting capacity and efficient service delivery. • Reduce mobilisation and response times to fires and other emergencies. <p>Hazardous materials response capacity</p> <ul style="list-style-type: none"> • Improved capacity to deal with Hazardous Materials incidents on all major routes and major towns. <p>General outcomes</p> <ul style="list-style-type: none"> • Improved Fire Service delivery. • Optimal utilisation of scarce resources. • Improved understanding of work requirements.
Outputs	<ul style="list-style-type: none"> • Effective and efficient Fire Brigade Services. • Improved organisational performance.
Priority outcome(s) of government that this grant primarily contributes to	<ul style="list-style-type: none"> • National Outcome (NO) 9: Build a responsive, accountable, effective and efficient local government system. • Provincial Strategic Goal (PSG) 5: Embed good governance and integrated service delivery through partnerships and spatial alignment.
Details contained in business/ implementation plan	<p>This grant uses the template/framework developed by the Provincial Department of Local Government which must include a project implementation plan highlighting:</p> <ul style="list-style-type: none"> • Project scope • Technical specifications • Output indicators • Outcomes • Key Activities • Implementation Strategy • Timeframes • Cashflows • Monitoring and Reporting
Conditions	<p>Applicable to municipalities</p> <ul style="list-style-type: none"> • Municipalities to submit credible business plans to the Department of Local Government which will address intended outputs and outcomes detailing a budget and roll out plan. • Business Plans to be agreed to by the Department of Local Government. • Quarterly Progress Reports to the Department of Local Government
Allocation criteria	<ul style="list-style-type: none"> • A business plan to be submitted by individual municipalities and approved by the Department. • A Transfer Payment Agreement (TPA) will be signed between the Department and the individual beneficiary municipalities.

Reason not incorporated in equitable share	Support identified as a result of municipal engagements and other intergovernmental engagements, for example the Municipal Governance Review and Outlook, Regional Management Team, Local Government Turnaround Strategy, Local Government Medium Term Expenditure Committee, etc.
Past performance	2016/17: R9.8 million; 2017/18: R12.5 million; 2018/19: R8.935 million.
Projected life	Project to be reviewed annually.
MTEF allocations	2019/20: R7.026 million; 2020/21: R6.731 million; 2021/2022: R7.101 million.
Payment schedule	Transfer payments to the municipalities in accordance with the agreement between the department and municipality.
Responsibilities of the provincial transferring officer and receiving officer	<p>Responsibilities of the provincial department</p> <ul style="list-style-type: none"> • Consult with the relevant municipalities; • Consider and approve business plans; • Draft and circulate the Transfer Payment Agreement (TPA) and ensure that municipalities sign and return TPA to the Department; • Establish a Steering Committee that will monitor and manage the programme; and • Monitor the project by means of: <ul style="list-style-type: none"> ◦ Quarterly expenditure and progress reports. ◦ Quarterly steering committee meeting. <p>Responsibilities of the municipalities</p> <ul style="list-style-type: none"> • Municipalities must ensure that the above-mentioned conditions are met. • Submission of quarterly narrative and financial reports within 7 days after the end of each quarter to the Transferring Provincial Officer. • The Municipal Manager to apply for roll-overs and if necessary to pay back unspent funds.
Process for approval of allocations for the 2019/20 financial year	<ul style="list-style-type: none"> • Submission of Business plans. • Areas of support identified through scheduled local government engagement.

Part C: Links to other plans

MUNICIPAL DROUGHT RELIEF GRANT	
Transferring provincial department	Local Government (Vote 14)
Strategic goal	Development of municipal water infrastructure with the purpose of augmenting water supply, bulk water infrastructure capacity and demand reduction in drought stricken municipalities.
Grant purpose	Drought relief financial assistance to municipalities to augment water supply, bulk infrastructure capacity and demand reduction in drought stricken municipalities.
Outcome statements	Water supply assurance.
Outputs	Water security in drought stricken towns.
Priority outcome(s) of government that this grant primarily contributes to	<ul style="list-style-type: none"> National Outcome (NO) 9: Build a responsive, accountable, effective and efficient local government system. Provincial Strategic Goal (PSG) 4: Enable a resilient, sustainable, quality and inclusive living environment. Provincial Strategic Goal (PSG) 5: Embed good governance and integrated service delivery through partnership and spatial alignment.
Details contained in business/ implementation plan	<p>This grant uses the template/framework developed by the Provincial Department of Local Government which must include a project implementation plan highlighting:</p> <ul style="list-style-type: none"> Project scope Output indicators Outcomes Key Activities Implementation strategy Timeframes Cashflows Monitoring and Reporting
Conditions	<ul style="list-style-type: none"> Municipalities to submit credible business plans to the Department of Local Government which will address intended outputs and outcomes detailing a budget and roll out plan. Business plans to be approved by the Department of Local Government before transfers are made inclusive of payment arrangements. The grant may only be utilised for the projects as detailed in the approved business plan. Transparent and fair procurement processes compliant with the MFMA must be followed. Appropriate financial and non-financial performance reports must be submitted to the Department as stipulated in the Transfer Payment Agreement.
Allocation criteria	<ul style="list-style-type: none"> A business plan to be submitted by individual municipalities and approved by the Department. A Transfer Payment Agreement (TPA) will be signed between the Department and the individual beneficiary municipalities.
Reason not incorporated in equitable share	Support identified as a result of municipal engagements and on consensus agreement by the Drought Response and Recovery Task Team.

Past performance	2016/17: R9 million; 2017/18: R90.110 million; 2018/19: R9.088 million.
Projected life	Project to be reviewed annually.
MTEF allocations	2019/20: R 36.865 million, 2020/21: R 12.518 million, 2021/22: R13.206 million.
Payment schedule	Transfer payment to the municipalities in accordance with the agreement between the Department and Municipality.
Responsibilities of the provincial transferring officer and receiving officer	<p>Responsibilities of the transferring officer</p> <ul style="list-style-type: none"> • Consult with relevant municipalities; • Consider and approve business plans; • Draft and circulate the TPA and ensure that municipalities sign and return to the Department; • Minuted meetings that will assist in monitoring and management of the programme (outputs and intended outcomes), as and when necessary; and • Monitoring the project execution by means of: <ul style="list-style-type: none"> ◦ Expenditure and progress reports by receiving municipalities. <p>Responsibilities of the receiving officer</p> <ul style="list-style-type: none"> • Prepare credible business plans that are aligned to outputs and outcomes; • Ensure active ownership of the project at the highest level of authority; • Secure Council support for the programme; and • Submit suitable financial and non-financial performance reports as stipulated in the TPA. • The Municipal Manager to apply for roll-overs and if necessary to pay back unspent funds.
Process for approval of allocations for the 2019/20 financial year	<ul style="list-style-type: none"> • Submission of business plans. • Areas of support identified through scheduled local government engagements.

Part C: Links to other plans

THUSONG SERVICE CENTRES GRANT (Sustainability: Operational Support Grant)	
Transferring provincial department	Local Government (Vote 14)
Strategic goal	To support the operational sustainability of Thusong Service Centres, this will ensure effective access to integrated government services and information.
Grant purpose	To provide financial assistance to municipalities, ensuring the financial sustainability of the Thusong Service Centres.
Outcome statements	<ul style="list-style-type: none"> To bring government information and services closer to the people to promote access to opportunities as a basis for improved livelihoods; To provide cost-effective, integrated, efficient and sustainable service provision to better serve the needs of citizens; To build sustainable partnerships with government, business and civil society; and To create a platform for greater dialogue between citizens and government.
Outputs	Effective and efficient management of Thusong Service Centres.
Priority outcome(s) of government that this grant primarily contributes to	<ul style="list-style-type: none"> National Outcome (NO) 9: Build a responsive, accountable, effective and efficient local government system. Provincial Strategic Goal (PSG) 5: Embed good governance and integrated service delivery through partnerships and spatial alignment.
Details contained in business/ implementation plan	<ul style="list-style-type: none"> Detailed Annual Budget; Basket of services provided; Service delivery statistics; Gaps in service delivery; Status on conclusion of lease agreements with tenants within the Thusong Service Centre; and Annexure of Infrastructural Maintenance Plan.
Conditions	<p>Applicable to municipalities</p> <ul style="list-style-type: none"> Municipalities to submit credible business plans to the Department of Local Government which will address intended outputs and outcomes detailing a budget and roll out plan; Thusong Service Centre Manager function dedicated to a post on the Local Municipality Organisational Establishment and the post preferably filled; Submission of quarterly narrative progress reports; Submission of a mid-year expenditure report; Thusong Service Centre to be included in the IDP and Municipal Budget; Conclusion of lease agreements with tenants within the Thusong Service Centre; Infrastructural Maintenance Plan to ensure the infrastructure is well maintained, to attract and retain stakeholders/tenants. Plan specifies what repairs will be prioritised during their financial year; and Signed Transfer Payment Agreement (TPA) and declaration of compliance with section 71(1) of the Municipal Finance Management Act, 2003 (Act 56 of 2003).
Allocation criteria	Funds are allocated to Local Municipalities managing the Thusong Service Centres to support with the financial viability of the Thusong Service Centres.

Reason not incorporated in equitable share	Provincial Government contribution to enhance integrated service delivery across the Province.
Past performance	2016/17: R1.046 million; 2017/18: R1.275 million; 2018/19: R1.046 million
Projected life	The funds will be incorporated into a grant per annum for direct transfer to the municipality.
MTEF allocations	2019/20: R1.046 million; 2020/21: R1.046 million; 2021/22: R1.046 million
Payment schedule	Payment will depend on the submission of all relevant documentation (approved business plan, quarterly reports, detailed projected budget, signed agreement). Payment will be made in one (1) tranche per annum.
Responsibilities of the provincial transferring officer and receiving officer	<p>Responsibilities of the provincial department</p> <ul style="list-style-type: none"> • Provincial co-ordination of the Thusong Programme; • Facilitate and provide platforms for engagement between the three (3) spheres of government; • Support and monitor implementation of the Thusong Programme; and • Transfer operational and maintenance funds to Municipalities to assist with the sustainability (operational support) of the Thusong Service Centres <p>Responsibilities of the municipalities</p> <ul style="list-style-type: none"> • Municipalities must ensure the operational and maintenance conditions of the funds listed above are met; • Submission of quarterly narrative and mid-year expenditure reports to the transferring Provincial officer; and • The Municipal Manager to apply for roll-overs and if necessary to pay back unspent funds..
Process for approval of allocations for the 2019/20 financial year	The allocations will be based on the submission of the above-mentioned conditions that must be submitted by municipalities and agreements that must be signed by the transferring officer and municipalities as outlined in the conditions.

Part C: Links to other plans

MUNICIPAL SERVICE DELIVERY AND CAPACITY BUILDING GRANT

Transferring provincial department	Local Government (Vote 14)
Strategic goal	To strengthen and improve municipal service delivery and capacity building to enable municipalities to manage their own affairs, to exercise their own powers and to perform their functions as prescribed by local government legislation.
Grant purpose	To provide financial assistance to municipalities to improve infrastructure, systems, structures, corporate governance and service delivery.
Outcome statements	<p>Overall outcome</p> <ul style="list-style-type: none"> • Improve the capacity of municipalities to deliver services; • Strengthen infrastructure, processes, systems and structures; • Improve corporate governance in municipalities; • Maximising efficiency gains in service delivery; • To achieve cost effective service delivery outcomes as envisaged by specific strategic objectives which is outlined in the Municipal Integrated Development Plans; and • To enable the municipalities to comply with the legislative requirements in maximising efficiency gains.
Outputs	<ul style="list-style-type: none"> • Improved infrastructure, systems, structures and processes; • Improved level of corporate governance in municipalities; • Higher level of linkage between municipal strategies and municipal systems, processes and structures; and • Higher level of productivity and improved service delivery.
Priority outcome(s) of government that this grant primarily contributes to	<ul style="list-style-type: none"> • National Outcome (NO) 9: Build a responsive, accountable, effective and efficient local government system. • Provincial Strategic Goal (PSG) 5: Embed good governance and integrated service delivery through partnerships and spatial alignment.
Details contained in business/ implementation plan	<ul style="list-style-type: none"> • To support municipalities to strengthen their governance structures. • To support municipalities to improve infrastructure and strengthen service delivery. • To ensure municipalities are compliant to applicable legislation. • To promote and elevate the use of best practices.
Conditions	<ul style="list-style-type: none"> • Municipalities to submit credible business plans to the Department of Local Government which will address intended outputs and outcomes detailing a budget and roll out plan. • Business plans to be agreed to by the Department of Local Government before transfers are made inclusive of payment arrangements. • Business Plans to be evaluated in terms of the criteria stated below: <ul style="list-style-type: none"> ◦ Transparent and fair procurement processes undertaken by municipalities; ◦ The nature of the project and estimated cost of the project; and ◦ The Municipality's capacity to implement the project. • The transfers are based on the principle of co-funding of projects in municipalities. • Quarterly progress reports are to be provided to the Department of Local Government.

Allocation criteria	<ul style="list-style-type: none"> • A business plan to be submitted by individual municipalities and approved by the Department. • A Transfer Payment Agreement (TPA) will be signed between the Department and the individual beneficiary municipalities.
Reason not incorporated in equitable share	Support identified as a result of municipal engagements and other intergovernmental engagements, for example the Municipal Governance Review Outlook, Regional Management Team, Local Government Turnaround Strategy, Local Government Medium Term Expenditure Committee, etc.
Past performance	2016/17: R15.286 million; 2017/18: R2.696 million; 2018/19: R9.415 million.
Projected life	Project to be reviewed annually.
MTEF allocations	2019/20: R14.435 million; 2020/21: R15.212 million; 2021/22: R16.049 million.
Payment schedule	Transfer payment to the municipalities in accordance with the agreement between the Department and Municipality.
Responsibilities of the provincial transferring officer and receiving officer	<p>Responsibilities of the transferring officer</p> <ul style="list-style-type: none"> • Consult with relevant municipalities; • Consider and approve business plans; • Draft and circulate the TPA and ensure that municipalities sign and return to the Department; • Set up a Steering Committee that will monitor and manage the programme (outputs and intended outcomes); and • Monitoring the project execution by means of: <ul style="list-style-type: none"> ◦ Quarterly expenditure and progress reports by receiving municipalities; and ◦ Quarterly steering committee meetings.. <p>Responsibilities of the municipalities</p> <ul style="list-style-type: none"> • Prepare credible business plans that are aligned to outputs and outcomes; • All the recipient municipalities are required to submit monthly progress reports and spending as set out in the memorandum of understanding; • Ensure active ownership of the project at the highest level of authority; and • Secure Council support for the programme. • The Municipal Manager to apply for roll-overs and if necessary to pay back unspent funds..
Process for approval of allocations for the 2019/20 financial year	<ul style="list-style-type: none"> • Submission of Business plans. • Areas of support identified through scheduled local government engagement.

Part C: Links to other plans

DISASTER MANAGEMENT GRANT	
Transferring provincial department	Local Government (Vote 14)
Strategic goal	Co-ordinate and support local, provincial and national government in preventing or reducing the risk of disaster and ensuring rapid and effective response to potential disasters and post-disaster recovery.
Grant purpose	To provide financial assistance to municipalities to ensure effective and efficient disaster management mechanisms.
Outcome statements	<p>Overall Outcome</p> <ul style="list-style-type: none"> Mitigate the risk to loss of lives, property and deterioration of the environment due to fires. Immediate consequences of disasters are mitigated. To capacitate the municipalities with their disaster response and recovery. Improve response to emergencies. As a legislative requirement disaster management centre must act as repository of, and conduit for information concerning disasters and maintain a disaster management electronic database. <p>General Outcomes</p> <ul style="list-style-type: none"> Ensure rapid and effective response and support to potentially disastrous fires and ensuring post-fire recovery. Improved service delivery. Optimal utilisation of scarce resources.
Outputs	Effective risk reduction, rapid response to disasters and post recovery. Improved organisational performance.
Priority outcome(s) of government that this grant primarily contributes to	<ul style="list-style-type: none"> National Outcome (NO) 9: Build a responsive, accountable, effective and efficient local government system. Provincial Strategic Goal (PSG) 4: Enable a resilient, sustainable, quality and inclusive living environment. Provincial Strategic Goal (PSG) 5: Embed good governance and integrated service delivery through partnerships, and spatial alignment
Details contained in business/ implementation plan	<p>This grant uses the template/framework developed by the Provincial Department of Local Government which must include:</p> <ul style="list-style-type: none"> Project Scope Technical design specifications Output indicators Outcomes Key Activities Implementation Strategy Timeframes Cash flows Monitoring and Reporting

Conditions	<p>Applicable to municipalities:</p> <ul style="list-style-type: none"> • Business Plans to be agreed to by the Department of Local Government. • Business Plans to be evaluated in terms of the following criteria: <ul style="list-style-type: none"> ◦ Project implementation Plans; ◦ Monitoring and Evaluation Plan; and ◦ Progress Reports to the Department of Local Government.
Allocation criteria	<ul style="list-style-type: none"> • A transfer Payment Agreement (TPA) will be signed between the Department and Municipality.
Reason not incorporated in equitable share	The Department of Local Government received special request from the affected municipalities to support with the post fire recovery, risk reduction and suppression costs following the devastating fires in the Province.
Past performance	2017/18: R2.16 million; 2018/19: R20 million.
Projected life	Project to be reviewed annually.
MTEF allocations	2019/20: R5. million.
Payment schedule	Transfer payments to the municipalities in accordance with the agreement between the Department and municipalities.
Responsibilities of the provincial transferring officer and receiving officer	<p>Responsibilities of the provincial transferring officer</p> <ul style="list-style-type: none"> • Consult with the relevant municipalities. • Draft and circulated the Transfer Payment Agreement (TPA) and ensure that municipalities sign and return TPA to the Department. • Monitor the project by means of: <ul style="list-style-type: none"> ◦ six monthly expenditure and progress reports.. <p>Responsibilities of the receiving officer</p> <ul style="list-style-type: none"> • Municipalities must ensure that the abovementioned conditions are met. • Submission of quarterly non-financial and financial reports within 7 days after the end of each quarter to the transferring Provincial officer. • The Municipal Manager to apply for roll-overs and if necessary to pay back unspent funds.
Process for approval of allocations for the 2019/20 financial year	<ul style="list-style-type: none"> • Not applicable, once off allocation.

Part C: Links to other plans

Conditional Grants

None.

Links to the long term infrastructure and other capital plans

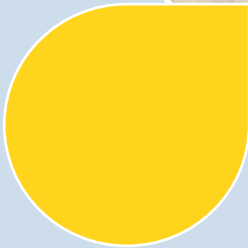
Not applicable.

Public Entities

The Department does not have any public entities.

Public-Private Partnerships

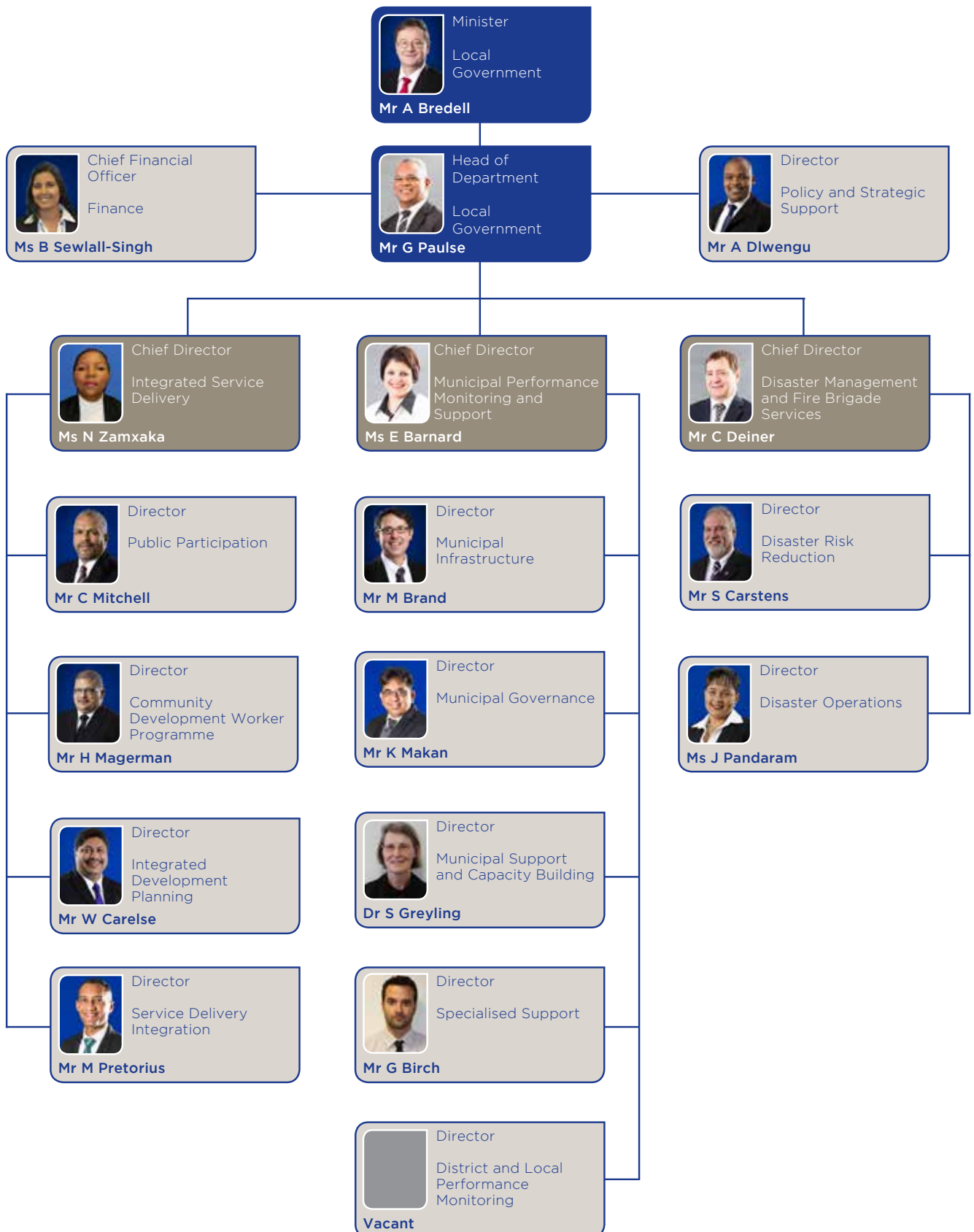
The Department has not entered into any public-private partnerships.



ANNEXURES

Annexures

Annexure A: Organisational Structure



Annexure B: Strategic Objective Indicators and Targets

Directorates	Strategic Objectives	Strategic Objective indicators	Strategic Plan Targets (2015-2020)
Programme 1	To partner with programmes so they can meet their service delivery requirements	Submission of strategic reports	32
		Number of financial reports submitted	69
Municipal Governance & Specialised Support	To promote good governance in municipalities	Decision- making initiatives enhanced	32
Public Participation	To strengthen public participation through effective communication between municipalities and communities	Initiatives to improve Public Participation in municipalities	26
	To provide support and capacity-building initiatives to municipalities	Municipalities supported with capacity-building initiatives on gender mainstreaming	13
Capacity Development	To provide support and capacity-building initiatives to municipalities	Programmes implemented to support and capacitate municipalities	21
Municipal Performance Monitoring, Reporting and Evaluation	To monitor and evaluate municipal performance	Municipal performance monitoring initiatives	13
Service Delivery Integration	To co-ordinate improved access to government information, services, and socio- economic opportunities	Projects implemented to improve access to government services	10
	To support co-operative governance between the three spheres of government	initiatives Supporting co-operative governance between the three spheres of government	16
Community Development Worker Programme	To co-ordinate improved access to government information services, and socio-economic opportunities	Projects improving access to and information about government services	12
Municipal Infrastructure	To support municipalities to provide and maintain economic and social infrastructure	Support initiatives on infrastructure projects	4

Annexures

Directorates	Strategic Objectives	Strategic Objective indicators	Strategic Plan Targets (2015-2020)
Disaster Management and Fire Brigade Services	To co-ordinate effective disaster management preparedness Intergovernmental and recovery	Programmes to co-ordinate effective disaster preparedness, intergovernmental relations and recovery	16
	To co-ordinate reduction of risks posed by hazards	Programmes to reduce potential risks	16
	To improve fire and rescue services capability	Programmes to improve fire and rescue services capability	20
Integrated Development Planning	To improve the quality of IDPs to give effect to service delivery	Programmes to improve the quality of IDPs	12
	To strengthen intergovernmental planning and budgeting through the establishment of IDP as the single coordinating plan of Government	Programme to improve intergovernmental planning in IDPs	3

Annexure C: Technical Indicators

Programme 1: Administration

Strategic Objective 1: To partner with programmes so they can meet their service delivery requirements

Strategic Objective Indicator

Indicator title	1.1. Submission of Strategic Reports
Short definition	Departmental Strategic reports detailing the plans of the Department over the five years as well as the MTEF. All Plans to be submitted timeously as prescribed by the relevant regulations and circulars.
Purpose/importance	To inform citizens, legislature and other stakeholders what the Department plans are and what the Department achieved in a particular year and over the five years.
Source/collection of data	Published NDP, MTSP, PSP, APPs, ARs, Quarterly Performance Reports, and evaluation studies where applicable.
Method of calculation	Single count of the number of reports produced.
Data limitations	No limitation
Type of indicator	Indirect Service Delivery Indicator, that reports on all services conducted by the Department in a municipal space.
Calculation type	Cumulative year end
Reporting cycle	Annual
New indicator	No
Desired performance	Department to submit and table strategic reports timeously as prescribed by the relevant regulations and circulars. The desired performance to equal the targeted performance.
Indicator responsibility	Director: Policy & Strategic Support

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Provincial Programme Indicators

Indicator title	1.1.1 Submission of an Annual Performance Plan
Short definition	Departmental Annual Performance Plan detailing the Department's plan for the year over the MTEF. The Plan should to be submitted timeously as prescribed by the relevant regulations and circulars.
Purpose/ importance	To inform citizens, legislature and other stakeholders what the Department plans are and what the Department achieved in a particular year and over the five years.
Source/collection of data	Published NDP, MTSP, PSP, APPs, ARs, Quarterly Performance Reports, and evaluation studies where applicable.
Portfolio of Evidence	Annual Performance Report
Method of calculation	Single count of the number of reports produced.
Data limitations	None
Type of indicator	Indirect Service Delivery Indicator, that reports on all services conducted by the Department in a municipal space.
Calculation type	Non-cumulative year end
Reporting cycle	Annual
New indicator	No
Desired performance	Department to submit and table APP timeously as prescribed by the relevant regulations and circulars. The desired performance to equal the targeted performance.
Indicator responsibility	Director: Policy & Strategic Support

Indicator title	1.1.2 Submission of Quarterly Performance Reports
Short definition	Departmental Quarterly Performance Reports (QPR) to be submitted timeously as prescribed by the relevant regulations and circulars from Provincial Treasury and Provincial DPME.
Purpose/importance	To provide quarterly progress on planned Departmental deliverables as per the annual performance plan.
Source/collection of data	Quarterly Performance Reports as submitted by various sub-programmes.
Portfolio of Evidence	Quarterly Performance Reports (QPR)
Method of calculation	Single count of the number of reports produced.
Data limitations	Incorrect quarterly performance by line function.
Type of indicator	Indirect Service Delivery Indicator, that reports on all services conducted by the Department in a municipal space.
Calculation type	Cumulative year end
Reporting cycle	Quarterly
New indicator	No
Desired performance	Department to submit quarterly reports timeously as prescribed by the relevant regulations and circulars. The desired performance to equal the targeted performance.
Indicator responsibility	Director: Policy & Strategic Support

Annexures

Indicator title	1.1.3 Submission of an Annual Report
Short definition	The Departmental Annual Report reflecting the audited progress of the Department, to be submitted timeously as prescribed by the relevant regulations and circulars.
Purpose/ importance	To inform citizens, legislature and other stakeholders what the Department achieved in a particular year.
Source/collection of data	Published Annual Reports, QPRs, AFS, Human Resource Data, AG report and governance reports.
Portfolio of Evidence	Annual Report
Method of calculation	Verification of the presence of the plans.
Data limitations	No limitation
Type of indicator	Indirect Service Delivery Indicator, Output indicator that reports on all services conducted by the Department in a municipal space.
Calculation type	Non-cumulative
Reporting cycle	Annual
New indicator	No
Desired performance	Department to table an Annual Report timeously as prescribed by the relevant regulations and circulars. The desired performance to equal the targeted performance.
Indicator responsibility	Director: Policy & Strategic Support

Indicator title	1.1.4 Number of impact evaluation reports produced
Short definition	Evaluation report of a Department project identified for that financial year
Purpose/ importance	To assess the impact of the Departments projects and measure the impact of programmes. To inform planning for the coming year.
Source/collection of data	QPR, field reports, evaluation reports
Portfolio of Evidence	Evaluation report, Assessment paper
Method of calculation	Manual count of evaluation reports produced.
Data limitations	Findings limited to the projects identified for evaluation.
Type of indicator	Indirect Service Delivery Indicator, measuring the impact of services implemented by the Department.
Calculation type	Non-cumulative year end
Reporting cycle	Annual
New indicator	No
Desired performance	Department accurately measuring and reporting the planned outcomes and identify related challenges for improvement. The desired performance to equal the targeted performance.
Indicator responsibility	Director: Policy & Strategic Support

Strategic Objective Indicator

Indicator title	1.2. Number of Financial Reports Submitted
Short definition	Departmental financial reports to be submitted timeously as prescribed by the relevant regulations and circulars.
Purpose/importance	Compliance to the National and Provincial Treasury regulations and circulars on budget expenditure and monitoring.
Source/collection of data	In-year monitoring reports (IYM), annual financial statements, interim financial statements.
Method of calculation	Quantitative Single count of the number of reports produced.
Data limitations	No limitation
Type of indicator	Indirect Service Delivery Indicator, that accounts the financial resources utilised by the Department to assist municipalities delivery services.
Calculation type	Cumulative year end
Reporting cycle	Annual
New indicator	No
Desired performance	Submission of Financial Reports timeously as prescribed by the relevant regulations and circulars. The desired performance to equal the targeted performance.
Indicator responsibility	Chief Financial Officer

Annexures

Provincial Programme Indicators

Indicator title	1.2.1 In-year monitoring reports submitted to PT
Short definition	In year monitoring submitted timeously as prescribed by the relevant regulations and circulars.
Purpose/importance	Compliance to the National Treasury regulations, spending and monitoring of the Departmental budget.
Source/collection of data	Budgets, expenditure and procurement plans from line function for planning purposes.
Portfolio of Evidence	IYM Reports
Method of calculation	Single count of the number of reports produced.
Data limitations	In the absence of procurement plans, the procurement strategy is not implementable. If the accounting and/or procurement systems are not working, reports are difficult to obtain for reporting purposes.
Type of indicator	Indirect Service Delivery Indicator, that accounts the financial resources utilised by the Department to assist municipalities delivery services.
Calculation type	Cumulative year end
Reporting cycle	Quarterly
New indicator	No
Desired performance	Submission of 12 accurate IYM's for the financial year. The desired performance equals the targeted performance.
Indicator responsibility	Chief Financial Officer

Indicator title	1.2.2 Properly costed budget aligned with APP/Strategic Plan
Short definition	Submit an MTEF budget that is aligned to the departmental APP.
Purpose/importance	To provide an MTEF budget that will support the delivery of the APP projects.
Source/collection of data	APPs, cash flows and procurement plans from directorates.
Portfolio of Evidence	Vote 14
Method of calculation	Single count of the number of reports produced.
Data limitations	Poorly costed cash flow and procurement plans from line function.
Type of indicator	Indirect Service Delivery Indicator, that accounts the financial resources utilised by the Department to assist Municipalities delivery services.
Calculation type	Non-cumulative year end
Reporting cycle	Annual
New indicator	No
Desired performance	Department to submit a properly costed budget that is aligned to the APP deliverables. The desired performance to equal the targeted performance.
Indicator responsibility	Chief Financial Officer and Director: Policy and Strategic support

Indicator title	1.2.3 Submission of Annual Financial Statements
Short definition	Submit Annual Financial Statements as prescribed by the relevant regulations and circulars.
Purpose/importance	To submit AFS of the Department to show spending and account for public funds.
Source/collection of data	Financial and non-financial reports
Portfolio of Evidence	Annual Financial Statements
Method of calculation	Single count of the number of reports produced.
Data limitations	Integrity of data is assumed and AFS accounts for reported issues only.
Type of indicator	Indirect Service Delivery Indicator, that accounts the financial resources utilised by the Department to assist municipalities delivery services.
Calculation type	Non-cumulative year end
Reporting cycle	Annual
New indicator	No
Desired performance	Department to submit accurate annual financial statements. The desired performance to equal the targeted performance.
Indicator responsibility	Chief Financial Officer

Annexures

Indicator title	1.2.4 Submission of Interim Financial Statements
Short definition	Submit interim Financial Statements as prescribed by the relevant regulations and circulars.
Purpose/importance	To submit AFS of the Department to show spending and account for public funds.
Source/collection of data	Financial and non-financial reports
Portfolio of Evidence	Interim financial statements
Method of calculation	Single count of the number of reports produced.
Data limitations	Integrity of data is assumed and AFS accounts for reported issues only.
Type of indicator	Indirect Service Delivery Indicator, that accounts the financial resources utilised by the Department to assist municipalities delivery services.
Calculation type	Cumulative year end
Reporting cycle	Quarterly
New indicator	No
Desired performance	Department to submit accurate interim financial statements. The desired performance to equal the targeted performance.
Indicator responsibility	Chief Financial Officer

Programme 2: Local Governance

Sub-sub programme 2.1.: Municipal Administration

2.1.1. Municipal Governance & Specialised Support

Strategic Objective: To promote good governance in municipalities

Strategic Objective Indicator

Indicator title	2.1 Decision-making Programmes enhanced
Short definition	Provide legal support to improve legal compliance and strengthening the oversight function to improve decision making in municipalities.
Purpose/importance	To promote and improve legislative compliance and to strengthen oversight in municipalities.
Source/collection of data	Old ordinances, constitution, national and provincial legislation, by-laws, case law”
Method of calculation	Simple count of number of programmes implemented.
Data limitations	No data limitations
Type of indicator	Indirect Service Delivery Indicator on an Output level
Calculation type	Cumulative year end
Reporting cycle	Annual
New indicator	No
Desired performance	Improved oversight and decision making in municipal councils. The desired performance to equal or exceed the targeted performance.
Indicator responsibility	Director: Municipal Governance

Annexures

Provincial Programme Indicators

Indicator title	2.1.1 Number of Municipalities supported with Legislation Development
Short definition	Municipalities supported with the development, review and amendment of by-laws, draft standard by-laws, policies, and/or systems of delegations.
Purpose/ importance	The purpose is to ensure that municipalities are operating in a legal framework which is resilient to the needs and responses of local government. The support in the development, review and amendment of by-laws, draft standard by-laws, policies, and/or systems delegations, is to ensure fulfilment of their constitutional mandate.
Source/collection of data	Constitution, national and/or provincial legislation, by-laws, case law, engagements with municipalities.
Portfolio of Evidence	Requests, agendas, minutes, attendance registers, response from municipalities
Method of calculation	Manual count of number of initiatives implemented.
Data limitations	No data limitations
Type of indicator	Indirect Service Delivery Indicator on an Output level
Calculation type	Cumulative year end
Reporting cycle	Quarterly
New indicator	No
Desired performance	Municipal by-laws in line with the Constitution, enabling municipalities to enforce by-laws on functional areas, legislation which is responsive to the practical needs of municipalities. Compliant systems of delegations. The desired performance to equal or exceed the targeted performance.
Indicator responsibility	Director: Municipal Governance

Indicator title	2.1.2 Legal Support provided to Municipalities to Strengthen Municipal Governance
Short definition	Hosting of the Legislative and Constitutional Task Team.
Purpose/importance	Support legal compliance and guidance to municipalities.
Source/collection of data	Legislation, case law, local government experts, case studies
Portfolio of Evidence	Agendas, presentations, attendance register
Method of calculation	Counting all legal support provided to municipalities as one initiative/programme and the Legislative Task Team as another.
Data limitations	No limitations
Type of indicator	Indirect Service Delivery Indicator on an Output level
Calculation type	Cumulative year end
Reporting cycle	Annual
New indicator	No
Desired performance	Improvement of legal compliance in municipalities. The desired performance to equal or exceed the targeted performance.
Indicator responsibility	Director: Municipal Governance

Indicator title	2.1.3 Oversight of Municipal Public Accounts Committee (MPACs)
Short definition	To assess the proceedings of MPACs and implementation of its functions and/or engage with chairpersons of MPACs to determine functionality of MPACs.
Purpose/importance	To improve oversight in municipalities
Source/collection of data	Municipal data
Portfolio of Evidence	Assessment report, agendas, and/or minutes of meetings.
Method of calculation	Manual count of number of MPACs assessed as described in short definition
Data limitations	Access to documentation and meetings
Type of indicator	Indirect Service Delivery Indicator on an Output level
Calculation type	Cumulative year end
Reporting cycle	Quarterly
New indicator	No
Desired performance	Functionality of MPACs and assessing the needs of MPAC. The desired performance to equal or exceed the targeted performance.
Indicator responsibility	Director: Municipal Governance

Annexures

Indicator title	2.1.4 Number of municipalities supported with Initiatives to enable them to exercise Governance and Accountability
Short definition	Conduct workshops and awareness in municipalities pertaining to the following initiatives: anti-corruption, MPAC, legislative procedures in the recruitment and appointment of senior managers, rules of order, systems of delegations, roles and responsibilities, policies, and/or code of conduct for councillors.
Purpose/importance	To strengthen municipal council oversight function and governance over the executive and the administration.
Source/collection of data	Legislation, case law, circulars, legal opinions
Portfolio of Evidence	Agendas, attendance register and presentations
Method of calculation	Manual counting number of municipalities
Data limitations	None
Type of indicator	Indirect Service Delivery Indicator on an Output level
Calculation type	Cumulative year end
Reporting cycle	Quarterly
New indicator	No
Desired performance	Municipal oversight function and governance strengthened. The desired performance to equal or exceed the targeted performance.
Indicator responsibility	Director: Municipal Governance

Indicator title	2.1.5 Assessment of Senior Manager Appointments in accordance with legal prescripts
Short definition	Assessment of appointment process and outcome of municipal managers and managers directly accountable to municipal managers, as submitted to the MEC for Local Government by municipalities.
Purpose/importance	To ensure that the appointment is in accordance with the Municipal Systems Act and applicable regulations.
Source/collection of data	Written report submitted by the municipality to the MEC for Local Government regarding the appointment process and outcome.
Portfolio of Evidence	Letter signed-off by MEC for Local Government.
Method of calculation	Manual counting number of assessments completed.
Data limitations	Quality and completeness of information from municipal council and dependent on vacancies arising in municipalities.
Type of indicator	Indirect Service Delivery Indicator on an Output level
Calculation type	Cumulative year end (demand driven target)
Reporting cycle	Quarterly
New indicator	No
Desired performance	Due process followed. The desired performance to equal or exceed the targeted performance.
Indicator responsibility	Director: Municipal Governance

Annexures

Indicator title	2.1.6 Update of Municipal Codes for Municipalities
Short definition	Municipalities supported with the update of its municipal code, as required in terms of Section 15 of the Municipal Systems Act.
Purpose/importance	To ensure that municipalities comply with Section 15 of the Systems Act, to enable it to enforce by-laws.
Source/collection of data	Provincial gazettes, cabinet database
Portfolio of Evidence	Supplemented Municipal Codes
Method of calculation	Manual counting number of municipal codes supplemented.
Data limitations	Non-publication of by-laws by municipalities in accordance with legislative requirements.
Type of indicator	Indirect Service Delivery Indicator on an Output level
Calculation type	Non-cumulative year end (demand driven target)
Reporting cycle	Annual
New indicator	Yes
Desired performance	Due process followed. The desired performance to equal or exceed the targeted performance.
Indicator responsibility	Director: Municipal Governance

Indicator title	2.1.7 Assessing Code of Conduct cases to ensure legislative compliance
Short definition	To attend to appeals from municipal councillors and to requests for the suspension and removal of councillors
Purpose/importance	Statutory responsibility
Source/collection of data	Record of decision from municipal council
Portfolio of Evidence	Correspondence and/or submissions
Method of calculation	Manual counting number of code of conduct cases assessed.
Data limitations	Quality and completeness of information from Municipal Council. Furthermore, dependent on councillors taking matters on appeal and Municipalities requesting removal or suspension of a Councillor.
Type of indicator	Indirect Service Delivery Indicator on an Output level
Calculation type	Cumulative year end (demand driven target)
Reporting cycle	Annual
New indicator	No
Desired performance	Lawful decisions (procedurally and substantively). The desired performance to equal or exceed the targeted performance.
Indicator responsibility	Director: Municipal Governance

Indicator title	2.1.8 Commenting on draft national or provincial legislation, draft national or provincial policies and/or draft municipal by-laws
Short definition	To comment on draft national or provincial legislation, draft national or provincial policies, that have an impact on local government and/ or draft municipal by-laws.
Purpose/importance	Statutory requirement
Source/collection of data	Draft national or provincial legislation, draft national or provincial policies, and/or draft by-laws
Portfolio of Evidence	Prepared and signed comments
Method of calculation	Manual counting number of comments submitted
Data limitations	Municipalities not submitting comments when requested to do so. Non notification of national or provincial legislation, draft national or provincial policies, and/or draft by-laws
Type of indicator	Indirect Service Delivery Indicator on an Output level
Calculation type	Non-cumulative year end (demand driven target]
Reporting cycle	Annual
New indicator	Yes
Desired performance	Ensure that legislation or policies drafted by national or province that have impact on local government, do not create un-intended consequence/s for local government or do not propose unrealistic obligations for municipalities. Ensure that by-laws are in line with the Constitution, national and provincial laws. The desired performance to equal or exceed the targeted performance.
Indicator responsibility	Director: Municipal Governance

Annexures

Indicator title	<u>Informal interventions</u> 2.1.9 Report on support provided in respect of assessments conducted in terms of the Western Cape Monitoring and Support of Municipalities Act and investigations.
Short definition	To report on support provided in respect of assessment of complaints concerning municipalities in terms of Section 105 of the Municipal Systems Act and/or Section 5 of the Western Cape Monitoring and Support of Municipalities Act and support provided in respect of investigations conducted in terms of Section 106 of the Municipal Systems Act or Section 154 of the Constitution.
Purpose/ importance	To effectively and lawfully assess complaints in respect of municipalities so that these complaints may be resolved effectively and appropriately and to ensure that a report thereon is compiled. To ensure that investigations conducted in terms of Section 106 of the Municipal Systems Act or Section 154 of the Constitution are legally valid and to ensure that a report thereon is compiled.
Source/collection of data	Municipal reports, reports from complaints
Portfolio of Evidence	Consolidated Report and supporting evidence
Method of calculation	The actual Consolidated Report will be counted; however, this report will be accompanied by the relevant supporting documents
Data limitations	No limitations
Type of indicator	Indirect Service Delivery Indicator on an Output level
Calculation type	Cumulative year end
Reporting cycle	Quarterly
New indicator	No
Desired performance	Due process followed (procedurally and substantively). The desired performance to equal the targeted performance.
Indicator responsibility	Director: Specialised Support

Indicator title	2.1.10 Report on specialised support provided on governance issues in response to municipalities' needs
Short definition	To support municipalities experiencing serious governance issues
Purpose/importance	To support, process and intervene in the governance of municipalities in cases where serious governance transgression is alleged
Source/collection of data	Municipal reports, reports from complaints
Portfolio of Evidence	Consolidated Report and supporting evidence
Method of calculation	The actual Consolidated Report will be counted; however, this report will be accompanied by the relevant supporting documents
Data limitations	No limitations
Type of indicator	Indirect Service Delivery Indicator on an Output level
Calculation type	Cumulative year end
Reporting cycle	Quarterly
New indicator	No
Desired performance	Due process followed (procedurally and substantively). The desired performance to equal the targeted performance.
Indicator responsibility	Director: Specialised Support

Annexures

Indicator title	<u>Investigations</u> 2.1.11 Report on support provided in respect of complaints and enquiries received in relation to allegations of fraud, maladministration, corruption and/or failures to adhere to statutory obligations at a municipal level.
Short definition	To report on support provided in respect of complaints and/or enquiries conducted in relation to allegations of fraud, maladministration, corruption and/or a failure to adhere to statutory obligations at a municipal level.
Purpose/importance	To ensure that fraud, maladministration, corruption and/or non-compliance with statutory obligations is properly addressed within the applicable legal framework and that a report thereon is compiled.
Source/collection of data	Municipal reports, reports from complaints
Portfolio of Evidence	Consolidated Report and supporting evidence
Method of calculation	The actual Consolidated Report will be counted; however, this report will be accompanied by the relevant supporting documents.
Data limitations	No limitations
Type of indicator	Indirect Service Delivery Indicator on an Output level
Calculation type	Cumulative year end
Reporting cycle	Quarterly
New indicator	No
Desired performance	Due process followed (procedurally and substantively). The desired performance to equal the targeted performance.
Indicator responsibility	Director: Specialised Support

Indicator title	<u>Formal Intervention</u> 2.1.12 Report on support provided in respect of formal provincial interventions justified or required in terms of Section 139 of the Constitution
Short definition	To report on the preparation and execution of formal provincial interventions in municipalities undertaken in line with the applicable legal framework.
Purpose/importance	To ensure that formal provincial interventions undertaken in terms of Section 139 of the Constitution are properly co-ordinated, effective and legally valid and that a report thereon is compiled.
Source/collection of data	Municipal reports, reports from complaints
Portfolio of Evidence	Consolidated Report and supporting evidence
Method of calculation	The actual Consolidated Report will be counted; however, this report will be accompanied by the relevant supporting documents.
Data limitations	No limitations
Type of indicator	Indirect Service Delivery Indicator on an Output level
Calculation type	Non-cumulative year end
Reporting cycle	Annual
New indicator	No
Desired performance	Due process followed (procedurally and substantively). The desired performance to equal the targeted performance.
Indicator responsibility	Director: Specialised Support

Annexures

Sector Prescribed Indicators

Indicator title	SPI:1 Number of municipalities supported to comply with MSA Regulations on the appointment of senior managers (Outcome 9, Sub-Outcome 4) (B2B Pillar 5)
Short definition	Track municipalities assisted with the recruitment and selection processes of senior managers in terms of Regulations 2014 through prescribed instruments
Nature of Support	<ul style="list-style-type: none"> • Issue a circular/notice/guideline to the respective municipality detailing steps to be undertaken in the filling of the senior manager positions; and/or • Develop a report on compliance of municipalities with the Regulations of 2014 on appointment of senior managers; and/or • Assist and support municipalities through meetings and workshops to interpret and apply the Regulations 2014; and/or • Intervene where municipalities do not comply. Intervention differs from province to province.
Purpose/importance	To promote the appointment of competent and suitably qualified senior managers in municipalities.
Source/collection of data	Municipal reports on compliance
Portfolio of Evidence	Departmental signed-off reports detailing the municipalities supported and the type of support provided, together with relevant meeting documentation if and where meetings were held and/or workshops conducted.
Method of calculation	Manual count of number of municipalities supported.
Data limitations	Non-submission of reports by municipalities
Type of indicator	Indirect Service Delivery Indicator on an Output level
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	All municipalities appointing competent senior managers in line with the competency requirements in the MSA regulations. The desired performance to equal the targeted performance.
Indicator responsibility	Director: Municipal Governance

Indicator title	SPI:2 Number of municipalities monitored on the extent to which anti-corruption measures are implemented (Outcome 9, Sub-outcome 4) (B2B Pillar 3)
Short definition	Monitor regularly and report on the extent to which municipalities implement anti-corruption measures towards promoting good governance. The anti-corruption measures are inter alia policies or strategies (anti-fraud, whistle blowing, investigation), structures (committees) and awareness/training.
Means of monitoring	Monitoring entails inter alia, assessing whether there are anti-corruption measures or policies in place; and/or Tracking on a regular basis, the cases reported in municipalities, whether they are being processed.
Purpose/importance	To ensure co-ordination of all anti-corruption activities towards eradication of fraud and corruption.
Source/collection of data	Municipal reports and/or data on the extent to which municipalities implement anti-corruption measures.
Portfolio of Evidence	Signed-off departmental report reflecting the extent to which municipalities comply with the implementation of anti-corruption measures, inclusive of recommendations to address gaps.
Method of calculation	Manual count of municipalities monitored.
Data limitations	Non-functionality of the anti-corruption technical working group, which can affect the co-ordination of anti-corruption agencies in dealing with cases of corruption and related offences in municipalities.
Type of indicator	Indirect Service Delivery Indicator on an Output level
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	All municipalities reduce fraud and corruption. The desired performance to equal the targeted performance.
Indicator responsibility	Director: Municipal Governance

Annexures

Sub programme: 2.1.2 Public Participation

Strategic Objective: To strengthen public participation through effective communication between municipalities and communities

Strategic Objective Indicator

Indicator title	2.2 (a) Programmes to Improve Public Participation in municipalities
Short definition	To support municipalities in strengthening their public participation processes.
Purpose/importance	To enhance participatory democracy at local level.
Source/collection of data	Municipal data
Method of calculation	Quantitative: manual count of all support programmes implemented.
Data limitations	Lack of capacity and administrative support by municipalities.
Type of indicator	Indirect Service Delivery Indicator on an Output level
Calculation type	Cumulative year end
Reporting cycle	Annual
New indicator	No
Desired performance	Improved public participation in municipalities. The desired performance to equal or exceed the targeted performance.
Indicator responsibility	Director: Public Participation

Programme Performance Indicators

Indicator title	2.2.1 Support actions to improve ward committee functionality
Short definition	Support ward committees with various capacity building programmes to ensure functional ward committees: The following projects will be implemented: <ul style="list-style-type: none"> • Training and capacity building • Review Ward Committee Operational Plans • Policy development and review • Development of Client Services Charters.
Purpose/importance	To ensure that ward committees are relevant to citizens needs and function optimally.
Source/collection of data	Municipal ward data
Portfolio of Evidence	<p>Training and capacity-building</p> <ul style="list-style-type: none"> • Invites, agendas, attendance registers, feedback report, quaterlly questionnaires <p>Development of Client Services Charter</p> <ul style="list-style-type: none"> • Client Services Charters and feedback report, where applicable (minutes, agendas, presentation etc) <p>Review Ward Committee Operational Plans and Policy development and review</p> <ul style="list-style-type: none"> • Ward Committee Operational Plans/Ward Committee Policies/Public Participation Policies, • Correspondence, development of template, presentation, invites, agendas, minutes, attendance registers
Method of calculation	Manual count of all support programmes implemented.
Data limitations	Lack of capacity and administrative support by municipalities.
Type of indicator	Indirect Service Delivery Indicator on an Output level
Calculation type	Cumulative year end
Reporting cycle	Quarterly
New indicator	No
Desired performance	Capacitated and Functional ward committees. The desired performance to equal or exceed the targeted performance.
Indicator responsibility	Director: Public Participation

Annexures

Indicator title	2.2.2 Reports on ward committee functionality
Short definition	To monitor functionality of ward committees in municipalities.
Purpose/ importance	To monitor ward committee functionality in municipalities.
Source/collection of data	Reports on functionality
Portfolio of Evidence	IPS/RMT Reports
Method of calculation	Manual count of all Consolidated Reports
Data limitations	Lack of capacity and administrative support by municipalities
Type of indicator	Indirect Service Delivery Indicator on an Output level
Calculation type	Cumulative year end
Reporting cycle	Quarterly
New indicator	No
Desired performance	To assess the effectiveness of ward committees. The desired performance to equal the targeted performance.
Indicator responsibility	Director: Public Participation

Indicator title	2.2.3 Municipalities supported with communication programmes
Short definition	To support with the communication programmes and to support with enhancing community participation in governance.
Purpose/ importance	Ensuring that communities are informed on issues affecting their municipalities.
Source/collection of data	Project reports, municipalities and sector departments.
Portfolio of Evidence	Actual material developed for municipalities, e-mails, agendas, attendance register, brief summary report, close-out report.
Method of calculation	Manual count of all municipalities supported
Data limitations	No limitations
Type of indicator	Indirect Service Delivery Indicator on an Output level
Calculation type	Cumulative year end
Reporting cycle	Quarterly
New indicator	No
Desired performance	Effective communications channels within municipalities. The desired performance to equal or exceed the targeted performance.
Indicator responsibility	Deputy Director: Communications

Indicator title	2.2.4 Specialised Communication training provided to Municipalities
Short definition	To develop training materials in support of municipal communicators in order to enhance communications output within municipalities.
Purpose/importance	To enhance communication professionalism in municipalities
Source/collection of data	Training manuals, workshop registers, municipal communication data
Portfolio of Evidence	Training material developed for municipalities, e-mails, agendas, attendance register, brief summary report, close-out report
Method of calculation	Manual count of specialised comms training provided.
Data limitations	No limitations
Type of indicator	Indirect Service Delivery Indicator on an Output level
Calculation type	Cumulative year end
Reporting cycle	Bi-annual
New indicator	No
Desired performance	To enable municipalities to achieve a more professional relationship with communities. The desired performance to equal or exceed the targeted performance.
Indicator responsibility	Deputy Director: Communications

Annexures

Indicator title	2.2.5. Support actions to improve citizen interface
Short definition	<p>The indicator focuses on how can government improve citizen interface and better bridge the divide between government and citizens where communities feel neglected or communication needs to be improved in urban and rural areas.</p> <p>Four key focus areas will be chosen from the projects below</p> <ul style="list-style-type: none"> • Assist with the development and monitoring of municipal service charters • Assist Ward Committee members/ Ward Councilors on citizen empowerment activities- community meetings to improve accountability are held • Ensure IDP Representative Forum functionality especially in the 5 prioritised former district management areas • Monitor IDP implementation • Ensure that all Thusong Service Centres implement at least one civic education event per annum • Support Thusong Service Centres to implement outreaches • Implement Thusong Extension- Hosting Information Sessions (Community dialogues) on government opportunities - job creation in areas where there are no Thusong Service Centres
Purpose/ importance	South Africa still faces the triple challenge of poverty, inequality, and unemployment (State of the Nation, 2014). There is therefore a need to improve citizen interface with government whether in terms of ensuring improved communication, access to information and government services
Source/collection of data	Service charters (where possible), municipal IDP Managers (IDP Representative Fora), IDP assessments reports, Thusong Service Centres reports (municipal outreaches and civic education), CDW reports, Thusong Outreach report, data forms where applicable.
Portfolio of Evidence	Service charters, attendance registers of IDP Representative Fora, summary reports, Thusong Service Centres reports, Thusong Outreach reports where applicable.
Method of calculation	Manual count of number of support actions implemented
Data limitations	Access to documentation
Type of indicator	Indirect Service Delivery
Calculation type	Cumulative year end
Reporting cycle	Annual
New indicator	Yes
Desired performance	Improved communication and interface between government and citizen. The desired performance to equal or exceed the targeted performance
Indicator responsibility	Directorates: PP, SDI, CDW & IDP

Indicator title	2.2 (b) Municipalities supported with capacity-building Programmes on gender mainstreaming
Short definition	Municipalities supported to give effect to Gender Equality.
Purpose/ importance	Compliance with the National Gender Policy Framework for Local Government as well as Goal 3 of the Millennium Development Goals, i.e. gender equality and women's empowerment.
Source/collection of data	Reports and gender policies (action plans)
Method of calculation	Manual count of all municipalities supported.
Data limitations	Failure by municipalities to develop and adopt gender policies.
Type of indicator	Indirect Service Delivery Indicator on an Output level
Calculation type	Cumulative year end
Reporting cycle	Quarterly
New indicator	No
Desired performance	Gender mainstreaming is institutionalised in municipalities. The desired performance to equal or exceed the targeted performance.
Indicator responsibility	Director: Public Participation

Programme Performance Indicators

Indicator title	2.2.6 Municipalities supported with capacity-building actions on gender mainstreaming
Short definition	Municipalities supported to give effect to Gender Equality.
Purpose/ importance	Compliance with the National Gender Policy Framework for Local Government as well as Goal 3 of the Millennium Development Goals, i.e. gender equality and women's empowerment.
Source/collection of data	Reports and gender policies (action plans)
Portfolio of Evidence	Letter to municipalities, agendas, minutes, attendance registers, checklist, summary report(where applicable)
Method of calculation	Manual count of all municipalities supported
Data limitations	Failure by municipalities to develop and adopt gender policies
Type of indicator	Indirect Service Delivery Indicator on an Output level
Calculation type	Cumulative year end
Reporting cycle	Quarterly
New indicator	No
Desired performance	Gender mainstreaming is institutionalised in municipalities. The desired performance to equal or exceed the targeted performance.
Indicator responsibility	Director: Public Participation

Annexures

Sector Prescribed Indicators

Indicator title	SPI:3 Number of municipalities supported to maintain functional ward committees Outcome 9, Sub-outcome 2) (B2B Pillar 1)
Short definition	Support municipalities to maintain functional ward committees in line with national functionality criteria: <ul style="list-style-type: none"> • Number of ward committee management meetings held and percentage attendance by members. • Number of community meetings organized by the ward committee and percentage attendance by the ward community. • Submission and tabling of ward reports and plans to the council covering needs and priorities for the ward, feedback on the performance of the council in various line/ service functions and their impact on the ward. • Number of door-to-door campaigns and for interactions with sub structures including street committees
Nature of Support	<ul style="list-style-type: none"> • Assess with a functionality tool; • Hold monthly and quarterly meetings; • Provide functionality indicator template; • Provide municipalities with generic template on/off ward operational plans; • Monitor implementation of ward operational plans; and • Conduct workshops.
Purpose/ importance	To strengthen ward committee functionality and enhance community participation.
Source/collection of data	Ward committee functionality status report
Portfolio of Evidence	Consolidated report on support provided to municipalities, Community concerns status report, register for community concerns, minutes of community meetings and/ or workshops, attendance registers, agenda for community meetings.
Method of calculation	Manual count of number of municipalities supported
Data limitations	Lack of maintaining the gender disaggregation or inaccurate information provided by municipalities.
Type of indicator	Indirect Service Delivery Indicator on an Output level
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	All municipalities maintaining functional ward committees to promote deepened participatory democracy at local level. The desired performance to equal or exceed the targeted performance.
Indicator responsibility	Director: Public Participation

Indicator title	SPI:4 Number of municipalities supported to respond to community concerns (Outcome 9, Sub-outcome 2) (B2B Pillar 1)
Short definition	Support municipalities to develop database on community concerns by conducting provincial engagements and workshops to assist municipalities to adhere to the complaints management policies.
Nature of Support	Assess and analyse municipal complaints management processes, give feedback to those that are not in adherence to the norms and standards through the identification of the registered complaints and from progress reports, how they were resolved and the turn-around time of their resolution and give feedback to the complainant. Please note all Municipalities have complaints management systems in the WC therefore support will be focusing on those that are still struggling to effectively implement their systems
Purpose/ importance	To ensure a structured two-way communication between municipalities and communities on service delivery concerns. To act as an early warning system to address issues at an early stage.
Source/collection of data	Database of community concerns
Portfolio of Evidence	Consolidated report on support provided to municipalities, Community concerns status report, register for community concerns, minutes of community meetings and/ or workshops, attendance registers, agenda for community meetings.
Method of calculation	Manual count of number of municipalities supported
Data limitations	Availability of applicable systems on community concerns. A system can be electronic or manual.
Type of indicator	Indirect Service Delivery Indicator on an Output level
Calculation type	Cumulative year end
Reporting cycle	Annual
New indicator	No
Desired performance	All municipalities capable of addressing and responding to community concerns. The desired performance to equal or exceed the targeted performance.
Indicator responsibility	Deputy Director: Communications

Annexures

Sub programme 2.1.3: Capacity Development

Strategic Objective: To provide support and capacity building Programmes to municipalities

Strategic Objective Indicator

Indicator title	2.3 Programmes implemented to support and capacitate municipalities
Short definition	To support municipalities with capacity building Programmes, implementation of Municipal Property Rates Act, municipal ICT support, and municipal training programmes.
Purpose/ importance	To ensure capacity development at municipalities for improved service delivery.
Source/collection of data	TIME, Back to Basics, municipal requests, project plans
Method of calculation	Manual count of all support programmes implemented.
Data limitations	No limitations
Type of indicator	Indirect Service Delivery Indicator on an Output level
Calculation type	Cumulative and non-cumulative year end
Reporting cycle	Annual
New indicator	No
Desired performance	Improved municipal capacity. The desired performance to equal or exceed the targeted performance.
Indicator responsibility	Director: Municipal Support and Capacity Building

Programme Performance Indicators

Indicator title	2.3.1 Capacity-building programmes implemented in municipalities (ongoing)
Short definition	Development and implementation of capacity-building programme for 2019/20 namely <ul style="list-style-type: none"> • B2B.
Purpose/importance	To ensure capacity development at municipalities for improved service delivery.
Source/collection of data	Back to Basics reports, TIME, municipal data
Portfolio of Evidence	B2B <ul style="list-style-type: none"> • Presentation, agenda, attendance registers, minutes, annual report
Method of calculation	Manual count of all support programmes implemented.
Data limitations	No limitations
Type of indicator	Indirect Service Delivery Indicator on an Output level
Calculation type	Cumulative year end
Reporting cycle	Annual
New indicator	No
Desired performance	Improved municipal capacity and service delivery. The desired performance to equal or exceed the targeted performance.
Indicator responsibility	Director: Municipal Support and Capacity-building

Annexures

Indicator title	2.3.2 Training and Development programmes implemented in municipalities
Short definition	Training programme for municipal officials <ul style="list-style-type: none"> • Internships training • Municipal officials training • Councilor training
Purpose/importance	To build capacity in municipalities through training programmes
Source/collection of data	TIME, Back to Basics, project plans
Portfolio of Evidence	Circular, e-mails, shortlist, agenda, attendance register, course outline, reports
Method of calculation	Manual count of training and development programmes implemented
Data limitations	No limitations
Type of indicator	Indirect Service Delivery Indicator on an Output level
Calculation type	Cumulative year end
Reporting cycle	Bi-annual
New indicator	No
Desired performance	Officials with access to training opportunities. The desired performance to equal or exceed the targeted performance.
Indicator responsibility	Director: Municipal Support and Capacity-building

Indicator title	2.3.3 Programmes to support municipalities with the enhancement of ICT
Short definition	Implement support programmes to strengthen the ICT functionality and compliance in municipalities: <ul style="list-style-type: none"> • Roll-out Citizen Engagement Application (12 municipalities) • Generalised ICT support provided to municipalities(ICT Managers Forum) • Municipal Data Governance Framework
Purpose/importance	The purpose of the programmes is to support municipalities with initiatives that aim at enhancing ICT maturity of municipalities.
Source/collection of data	<ul style="list-style-type: none"> • Western Cape Monitoring and Evaluation System • Technical Integrated Municipal Engagement • Auditor General reports • Data collated from other stakeholders in municipal ICT field
Portfolio of Evidence	<p>Roll-out Citizen Engagement Application (12 municipalities)</p> <ul style="list-style-type: none"> • Terms of Reference • Project Plan • Close out Report <p>Generalised ICT support provided to municipalities</p> <ul style="list-style-type: none"> • Invitation • Agenda • Minutes • Attendance register <p>Municipal Data Governance Framework</p> <ul style="list-style-type: none"> • Terms of Reference • Project plan/ proposal • Completed Municipal Governance Framework
Method of calculation	Manual count of all programmes implemented
Data limitations	No limitation
Type of indicator	Indirect Service Delivery Indicator on an Output level
Calculation type	Cumulative year end
Reporting cycle	Bi-annual
New indicator	No
Desired performance	Robust and compliant ICT system in municipalities. The desired performance to equal or exceed the targeted performance.
Indicator responsibility	Director: Municipal Support and Capacity-building

Annexures

Sector Prescribed Indicators

Indicator title	SPI:5 Number of capacity building interventions conducted in municipalities (Outcome 9, Sub-outcome 3) (B2B Pillar 5)
Short definition	Development and implementation of capacity building Programme for 2019/20 namely <ul style="list-style-type: none"> • B2B.
Nature of Support	To ensure capacity development at municipalities for improved service delivery.
Purpose/ importance	Development and implementation of capacity building Programme for 2019/20 namely B2B.
Source/collection of data	Development and implementation of capacity building Programme for 2019/20
Portfolio of Evidence	B2B Presentation, agenda, attendance register, minutes
Method of calculation	Manual count of number of capacity-building interventions.
Data limitations	Lack of submission of information from municipalities
Type of indicator	Indirect Service Delivery Indicator on an Output level
Calculation type	Cumulative year end
Reporting cycle	Annual
New indicator	No
Desired performance	Improved municipal capacity and service delivery. The desired performance to equal or exceed the targeted performance.
Indicator responsibility	Director: Municipal Support and Capacity-building

Indicator title	SPI:6 Number of municipalities guided to comply with the MPRA (Outcome 9: Sub-outcome 4) (B2B Pillar 4)
Short definition	Guide municipalities towards improving the extent to which municipalities comply with the Municipal Property Rates Act (MPRA).
Nature of Support	Assess municipal rates policies, by-laws, rate and other related matters. Advice municipalities on compliance with regards to the MPRA Make recommendations to non-compliant municipalities on corrective measures. Facilitate the establishment and effective functioning of valuation appeal boards.
Purpose/importance	Compliance with the MPRA will ensure that each municipality values and rates property uniformly and fairly in a transparent and consultative manner.
Source/collection of data	Rates policies, by-laws, tariffs, valuation/supplementary rolls from municipalities.
Portfolio of Evidence	Consolidated quarterly status report on the extent to which municipalities comply with the MPRA and/or compliance schedules. Support in WC will focus on: MPRA Focus Group Agendas, invites, presentations, attendance registers MPRA Help Desk Reports/letters/e-mails/submissions where applicable
Method of calculation	Manual count of number of municipalities supported through the MPRA focus groups as well as the MPRA help desk
Data limitations	Inaccurate information supplied by municipalities, non-submission of credible information/reports by municipalities.
Type of indicator	Indirect Service Delivery Indicator on an Output level
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	All local municipalities comply with the MPRA in order to provide nationwide uniformity, simplicity and certainty as well as to take into account the historical imbalances and rates burden on the poor. The desired performance to equal or exceed the targeted performance.
Indicator responsibility	Director: Municipal Support and Capacity Building

Annexures

Indicator title	SPI:7 Report on the implementation of Back-to-Basics action plans by municipalities (Outcome 9, Sub-outcome 4) (B2B Pillar 5)
Short definition	Co-ordinate all stakeholder’s commitments, support interventions within the Back to Basics action plans, and report thereon.
Purpose/ importance	Improve the implementation of the Back-to-Basics Programme in municipalities.
Source/collection of data	Quarterly B2B progress reports from municipalities, sector departments and other key stakeholders.
Portfolio of Evidence	Departmental signed-off reports reflecting the extent to which municipalities are implementing B2B action plans. In WC: Report/briefing notes reflecting the extent to which municipalities are implementing B2B actions plans.
Method of calculation	Manual count of reports prepared and submitted.
Data limitations	Lack of timeous and accurate reporting and commitment from all stakeholders
Type of indicator	Indirect Service Delivery Indicator on an Output level
Calculation type	Non-cumulative year end
Reporting cycle	Annual
New indicator	No
Desired performance	Report reflecting progress on implementation of Back to Basics actions and areas that requires intervention to improve service delivery. The desired performance to equal the targeted performance.
Indicator responsibility	Director: Municipal Support and Capacity-building

Indicator title	SPI:8 Number of municipalities supported to institutionalize the performance management system (PMS) (Outcome 9, Sub-Outcome 4) (B2B Pillar 5)
Short definition	Assist municipalities to develop and implement PMS core elements to manage institutional performance as per Chapter 6 of the MSA.
Nature of Support	Apply PMS assessment tools and produce a PMS assessment report that will inform the support. Support will be provided through engagements, workshops and training. Please note: (WC Municipalities have all been supported with PMS in previous financial years, thus this year the Province, will focus on doing research to determine the level at which these HR Practices have been complied with and institutionalised in Western Cape Municipalities and what further HR Practices' support Municipalities may require from Provincial stakeholders.)
Purpose/importance	Improve service delivery and accountability in terms of Chapter 6 of the MSA and Municipal Planning and Performance Regulations of 2001.
Source/collection of data	PMS assessment report. Reports from municipalities, PMS audit reports, PMS assessment tool. Research report will be applicable to the type of support provided by WC.
Portfolio of Evidence	A report detailing the municipalities supported and the type of support provided, together with meeting documentation.
Method of calculation	Manual count of number of municipalities supported.
Data limitations	Municipalities not co-operative, Non-compliance to the legislation by municipalities.
Type of indicator	Indirect Service Delivery Indicator on an Output level
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	All municipalities implementing PMS in accordance with Chapter 6 of the MSA . The desired performance to equal or exceed the targeted performance.
Indicator responsibility	Director: Municipal Support and Capacity-building

Annexures

Indicator title	SPI:9 Number of municipalities supported to implement indigent policies (Outcome 9, Sub-outcome 1) (B2B Pillar 2)
Short definition	Monitor municipal compliance to national indigent policy framework using the municipal policy assessment tool to determine the extent to which the municipal indigent policies adhere to the framework.
Nature of support	Analyse the indigent policies of municipalities and communicate recommendations for improvement and implementation through workshops and meetings and or written communicate. In the WC the support will be focusing on the sustainability of small/rural municipalities with indigent policies or the implementation thereof.
Purpose/ importance	Provision of free basic services to indigent households
Source/collection of data	Municipal quarterly reports on implementation of the indigent policy framework.
Portfolio of Evidence	Departmental report on the analysis and recommendations for improvement of and implementation, invitation letters, agenda, attendance registers and or letters
Method of calculation	Manual count of number of municipalities supported through the MIG Forums
Data limitations	None reporting and credibility of data from municipalities
Type of indicator	Indirect Service Delivery Indicator
Calculation type	Cumulative year end
Reporting cycle	Quarterly
New indicator	No
Desired performance	All municipalities implementing indigent registers to ensure increased access of free basic services to indigent households. The desired performance to equal the targeted performance.
Indicator responsibility	Director: Municipal Support and Capacity Building

Sub-sub programme 2.1.4: Municipal performance, monitoring, reporting and evaluation

Strategic Objective 1: To monitor and evaluate municipal performance

Strategic Objective Indicator

Indicator title	2.4 Municipal performance monitoring programmes
Short definition	To assist municipalities with their reporting requirements.
Purpose/importance	To improve the reporting by municipalities to all stakeholders.
Source/collection of data	Municipal quarterly and annual reports
Method of calculation	Manual count of monitoring programmes
Data limitations	No data limitations
Type of indicator	Indirect Service Delivery Indicator on an Output level
Calculation type	Cumulative year end
Reporting cycle	Annual
New indicator	No
Desired performance	The aim is to ensure effective and efficient reporting system by municipalities. The desired performance to equal or exceed the targeted performance.
Indicator responsibility	Director: District & Local Performance Monitoring

Annexures

Programme Performance Indicators

Indicator title	2.4.1 Provincial Integrated Assessments guiding support to municipalities
Short definition	Bi-Annual Performance assessments to gauge the level of maturity in municipalities and guiding support initiatives to municipalities.
Purpose/ importance	To monitor the performance of municipalities and to collect information to inform the differentiated support initiatives to be provided to municipalities..
Source/collection of data	Western Cape Monitoring and Evaluation System; audit reports; and annual reports.
Portfolio of Evidence	Municipal Governance Report
Method of calculation	Manual count of the assessments
Data limitations	No limitations
Type of indicator	Indirect Service Delivery Indicator on an Output level
Calculation type	Cumulative year end
Reporting cycle	Bi-annual
New indicator	No
Desired performance	The aim is to ensure a comprehensive report that reflects the state of governance and performance in municipalities. The desired performance to equal the targeted performance
Indicator responsibility	Director: District & Local Performance Monitoring

Indicator title	2.4.2 Initiatives to enhance monitoring and evaluation
Short definition	Implementing initiatives to strengthen monitoring and reporting by municipalities: <ul style="list-style-type: none"> • Training; and • Monitoring and reporting forum.
Purpose/importance	To capacitate WCMES users in capturing, extracting and analysing information on the system to enhance performance monitoring in municipalities. To create a space for information sharing, knowledge exchange.
Source/collection of data	Standard operating procedure
Portfolio of Evidence	Training: <ul style="list-style-type: none"> • Invitation, attendance register and report Monitoring and reporting forum <ul style="list-style-type: none"> • Invitation, agenda, attendance register, presentations and minutes.
Method of calculation	Manual count of all initiatives implemented.
Data limitations	No limitations
Type of indicator	Indirect Service Delivery Indicator on an Output level
Calculation type	Cumulative year end
Reporting cycle	Bi-annual
New indicator	No
Desired performance	The aim is to ensure effective and efficient support is provided to municipalities. The desired performance to equal the targeted performance.
Indicator responsibility	Director: District and Local Performance Monitoring

Indicator title	2.4.3 Research to enhance data management
Short definition	Conduct research in data management in support of municipalities
Purpose/importance	To enhance good data management practices internally and at municipal level
Source/collection of data	Engagements with stakeholders and data management specialists (StatsSA and DotP)
Portfolio of Evidence	Research report
Method of calculation	Manual count of Research report
Data limitations	No limitations
Type of indicator	Indirect Service Delivery Indicator on an Output level
Calculation type	Non-cumulative
Reporting cycle	Annual
New indicator	Yes
Desired performance	Final report to be used as guide on enhancing data management both internally and at Municipal space to strengthen data governance. The desired performance to equal the targeted performance.
Indicator responsibility	Director: District & Local Performance Monitoring

Annexures

Sector Prescribed Indicators

Indicator title	SPI:10 Number of Section 47 reports compiled as prescribed by the MSA (Outcome 9, Sub-Outcome 4) (B2B Pillar 5)
Short definition	The signed-off consolidated annual (provincial) municipal performance report is a legal requirement in Section 47 of the Municipal Systems Act, which requires the MEC for local government to compile and submit to provincial legislature and Minister for Local Government.
Purpose/ importance	To interpret primary data collected from municipalities or secondary data sources to develop a consolidated municipal performance report and to monitor municipal performance in order to identify gaps, interventions and support on municipal performance.
Source/collection of data	Annual Municipal Performance Reports (section 46) and secondary data from sector departments.
Portfolio of Evidence	Consolidated Annual Municipal Performance Report, submission/tabling letters
Method of calculation	Manual count of reports compiled
Data limitations	Credibility of data and non-submission of performance reports
Type of indicator	Indirect Service Delivery Indicator on an Output level
Calculation type	Non-cumulative year end
Reporting cycle	Annual
New indicator	No
Desired performance	Report on status of municipal performance as required by section 47 of the Municipal Systems Act, 2000. The desired performance to equal the targeted performance.
Indicator responsibility	Director: District & Local Performance Monitoring

Sub programme 2.1.5: Service Delivery Integration

Strategic Objective: To co-ordinate improved access to government information services, and socio-economic opportunities

Strategic Objective Indicator

Indicator title	2.5(a) Programmes implemented to improve access to government service
Short definition	Ensure co-ordination of the Thusong Programme in the Province.
Purpose/importance	To ensure effective functioning of the Thusong Programme so as to improve access to government services in the Province.
Source/collection of data	Thusong plans, Thusong centres, municipal data
Method of calculation	Quantitative: Manual count of all support programmes implemented
Data limitations	No limitations
Type of indicator	Direct Service Delivery Indicators on an Output level
Calculation type	Cumulative year end
Reporting cycle	Annual
New indicator	No
Desired performance	Assisting citizens to access government services through providing a platform for government departments and other stakeholders to render services to communities. The desired performance to equal or exceed the targeted performance.
Indicator responsibility	Director: Service Delivery Integration

Annexures

Programme Performance Indicators

Indicator title	2.5.1 Number of services accessed through the Thusong Programme
Short definition	Ensuring that the citizens have access to government services and other support services through the Thusong Service centres and outreaches.
Purpose/ importance	Ensuring that the citizens have access to government services through the Thusong centres and mobiles within an acceptable radius.
Source/collection of data	Thusong centres' reports, Thusong outreach reports and municipal data where applicable
Portfolio of Evidence	Outreach and centre reports Departmental database report
Method of calculation	Manual count of services accessed
Data limitations	Inaccurate capturing of data at centres and outreaches
Type of indicator	Direct Service Delivery Indicator on an Output level
Calculation type	Non-Cumulative year end
Reporting cycle	Annual
New indicator	No
Desired performance	Improved access to government services. The desired performance to equal or exceed the targeted performance.
Indicator responsibility	Director: Service Delivery Integration

Indicator title	2.5.2 Reports on the Functionality of Thusong Service Centres
Short definition	A functional Thusong Centre can be measured using a number of indicators these may include: the services it provides acceptability of the infrastructure of the centre, etc.
Purpose/ importance	Ensuring that the centres are operating at acceptable minimum standards to render services.
Source/collection of data	Project Plan, QPR, annual report, reports from the centres and updated functional scorecard.
Portfolio of Evidence	Scorecard/report
Method of calculation	Quantitative Manual count of number of reports
Data limitations	None
Type of indicator	Indirect Service Delivery Indicator on an Output level
Calculation type	Cumulative year end
Reporting cycle	Quarterly
New indicator	No
Desired performance	Functionality of Thusong Centres at an acceptable minimum level. The desired performance to equal the targeted performance.
Indicator responsibility	Director: Service Delivery Integration

Indicator title	2.5.3 Support actions to ensure effective functioning of the Thusong Programme
Short definition	Establish and implement support measures that will ensure sustainability of the Thusong Programme within the implementing municipalities. Support actions will include: <ul style="list-style-type: none"> • Operating and maintenance funding • Training Thusong service centre managers • Thusong Programme forum meetings • Sustainability support plans for four municipalities
Purpose/importance	To ensure successful implementation of the Thusong Programme in implementing municipalities.
Source/collection of data	Project reports, training registers, Thusong centres' data
Portfolio of Evidence	<p>Operating and Maintenance Funding</p> <ul style="list-style-type: none"> • Gazette, MOA, summary report <p>Training Thusong Service Centre Managers</p> <ul style="list-style-type: none"> • E-mails, agendas, minutes, attendance registers, summary report, Close-out report <p>Thusong Programme Forum Meetings</p> <ul style="list-style-type: none"> • Invites, agendas, minutes, attendance registers, summary report Close-out report <p>Sustainability Support plans</p> <ul style="list-style-type: none"> • Actual plans, agendas, minutes, attendance registers, summary Close-out report
Method of calculation	Manual count of number of support actions implemented
Data limitations	No limitations
Type of indicator	Indirect Service Delivery Indicator on an Output level
Calculation type	Cumulative year end
Reporting cycle	Annual
New indicator	No
Desired performance	Sustainable Thusong Programme. The desired performance to equal or exceed the targeted performance.
Indicator responsibility	Director: Service Delivery Integration

Annexures

2. **Strategic objective:** To support co-operative governance between the three spheres of government

Strategic Objective Indicator

Indicator title	2.5(b) Programmes Supporting co-operative governance between the three spheres of government
Short definition	Effectively support Provincial-wide and district IGR governance events
Purpose/ importance	To improve co-operative governance
Source/collection of data	MinMay, MinMay Tech Meeting minutes, attendance registers,
Method of calculation	Manual count of programmes
Data limitations	No limitations
Type of indicator	Indirect Service Delivery Indicator on an Output level
Calculation type	Cumulative year end
Reporting cycle	Annual
New indicator	No
Desired performance	IGR events successfully managed and stakeholders attend and participate. The desired performance to equal or exceed the targeted performance.
Indicator responsibility	Director: Service Delivery Integration

Programme Performance Indicators

Indicator title	2.5.4 Support actions to improve functionality of IGR Fora
Short definition	Support actions that improve the functionality of the IGR for a, ie refer and follow up on governance issues between municipalities and provincial departments. Support actions are: <ul style="list-style-type: none"> • Support establishment of strategic agendas. • Support facilitation of case referrals emanating from IGR Fora. • Monitor the involvement sector departments at district level - e.g financial investments, implementation of programmes etc.
Purpose/importance	To improve co-operative governance between the different spheres of Government.
Source/collection of data	MinMay, MinMay Tech Meeting minutes etc
Portfolio of Evidence	<p>Support establishment of strategic agendas</p> <ul style="list-style-type: none"> • TOR, meeting schedule, IGR calendar, agenda, attendance registers, minutes <p>Support facilitation of case referrals emanating from IGR Fora</p> <ul style="list-style-type: none"> • TOR, invite, agenda, attendance registers, minutes, presentation, report <p>Monitor the involvement sector departments at district level - e.g financial investments, implementation of programmes etc.</p> <ul style="list-style-type: none"> • Invite, agenda, attendance registers, minutes, presentation, reports, where applicable.
Method of calculation	Manual count of number of support actions implemented.
Data limitations	None
Type of indicator	Indirect Service Delivery Indicator on an Output level
Calculation type	Cumulative year end
Reporting cycle	Annual
New indicator	No
Desired performance	Improved co-operative inter-governmental relations. The desired performance to equal or exceed the targeted performance.
Indicator responsibility	Director: Service Delivery Integration

Annexures

Sub-sub programme 2.1.6: Community Development Worker Programme

Strategic Objective: To co-ordinate improved access to government information services, and socio economic opportunities

Strategic Objective Indicator

Indicator title	2.6 Programmes improving access to and information about government services
Short definition	Ensure that adequate information reaches people in communities.
Purpose/ importance	To educate communities in respect of the provision of government services.
Source/collection of data	Municipal data, CDW reports
Method of calculation	Manuel count of programmes implemented
Data limitations	No limitations
Type of indicator	Direct Service Delivery Indicator
Calculation type	Cumulative year end
Reporting cycle	Annual
New indicator	No
Desired performance	Community members become aware of and have access to government services. The desired performance to equal or exceed the targeted performance.
Indicator responsibility	Director: Community Development Worker Programme

Programme Performance Indicators

Indicator title	2.6.1 Support initiatives to improve access to government services
Short definition	Provide the necessary support to communities, by amicably providing access to government services, pertaining to community needs to relevant government departments, at national, provincial or local government level. Assisting communities, by identifying and communicating those needs to government and bringing government services closer to the people.
Purpose/importance	To support government programmes to improve access to government services by the community.
Source/collection of data	Municipal data, CDW reports
Portfolio of Evidence	Summary reports accompanied by agendas, minutes, attendance registers, pamphlets, posters or e-mails where applicable
Method of calculation	Manual count of number of initiatives implemented
Data limitations	No limitations
Type of indicator	Direct Service Delivery Indicator on an Output level
Calculation type	Cumulative year end
Reporting cycle	Annual
New indicator	No
Desired performance	Community members become aware of and have access to government services. The desired performance to equal or exceed the targeted performance.
Indicator responsibility	Director: Community Development Worker Programme

Annexures

Indicator title	2.6.2 Support Programmes to improve access to small scale economic opportunities
Short definition	To support programmes to improve access by the communities to small scale economic opportunities.
Purpose/ importance	To improve socio-economic sustainability of communities to alleviate poverty and unemployment.
Source/collection of data	Municipal data, CDW reports
Portfolio of Evidence	Summary reports accompanied by agendas, minutes, attendance registers, pamphlets, posters or e-mails where applicable.
Method of calculation	Manual count of number of programmes implemented.
Data limitations	No limitations
Type of indicator	Direct Service Delivery Indicator on an Output level
Calculation type	Cumulative year end
Reporting cycle	Annual
New indicator	No
Desired performance	Accessibility of community members to small scale economic opportunities. The desired performance to equal or exceed the targeted performance.
Indicator responsibility	Director: Community Development Worker Programme

Programme 3: Development and Planning

Sub-sub programme 3.1: Municipal Infrastructure

Strategic Objective: To support municipalities to provide and maintain economic and social infrastructure

Strategic Objective Indicator

Indicator title	3.1 Support Programmes on infrastructure
Short definition	To support municipalities to provide and maintain economic and social infrastructure.
Purpose/importance	To assist municipalities to deliver on bulk infrastructure
Source/collection of data	Municipal data, statistics, MIG reports
Method of calculation	Quantitative
Data limitations	Inaccurate data at municipal level
Type of indicator	Indirect Service Delivery Indicator on an Output level
Calculation type	Cumulative year end
Reporting cycle	Annual
New indicator	No
Desired performance	Improved access to basic services and improved service delivery. The desired performance to equal or exceed the targeted performance.
Indicator responsibility	Director: Municipal Infrastructure

Annexures

Programme Performance Indicators

Indicator title	3.1.1 Implementation of programmes to strengthen basic service delivery
Short definition	<ol style="list-style-type: none"> Monitoring MIG expenditure to ensure delivery of critical service delivery infrastructure. Municipalities supported with the development of Electricity Master Plans.
Purpose/importance	Municipalities are supported to effectively spend MIG and the development of electricity master plans.
Source/collection of data	MIG database and information from municipalities, business plans, transfer agreements, project reports, reports from municipalities
Portfolio of Evidence	<ul style="list-style-type: none"> Quarterly MIG expenditure report, progress reports, e-mails, agenda, attendance registers, minutes where applicable Business plans, transfer agreements, e-mails, agenda, attendance registers, minutes, presentation, progress reports where applicable
Method of calculation	Manual count of number of programmes.
Data limitations	No limitation
Type of indicator	Indirect Service Delivery Indicator on an Output level
Calculation type	Cumulative year end
Reporting cycle	Annual
New indicator	No
Desired performance	Improved access to basic services and improved service delivery. The desired performance to equal or exceed the targeted performance.
Indicator responsibility	Director: Municipal Infrastructure

Indicator title	3.1.2 Enhance integrated and coordinated municipal infrastructure planning
Short definition	To support municipalities with infrastructure and growth plans and financial assistance towards the provision and maintenance of infrastructure.
Purpose/importance	To ensure sustainable infrastructure development and to maximise the provision of service delivery.
Source/collection of data	Project reports, and information from municipalities
Portfolio of Evidence	Growth plans, transfer agreements, progress reports, PSGM4 sub-work group: support development and infrastructure, planning support strategy quarterly reports, e-mails, agenda, attendance registers or minutes where applicable
Method of calculation	Manual count of the MIG forum
Data limitations	No limitation
Type of indicator	Indirect Service Delivery Indicator on an Output level
Calculation type	Non-cumulative year end
Reporting cycle	Annual
New indicator	No
Desired performance	Improved access to basic services and improved service delivery. The desired performance to equal the targeted performance.
Indicator responsibility	Director: Municipal Infrastructure

Indicator title	3.1.3 Municipal water security support programme
Short definition	Financial support towards enhanced water security
Purpose/importance	Enhanced water security
Source/collection of data	Municipal Data, Statistical Data
Portfolio of Evidence	Where applicable: <ul style="list-style-type: none"> Drought situational reports, non-revenue water evidence, business plans, transfer agreements, progress reports, e-mails, agendas, attendance registers and minutes
Method of calculation	Drought programmes implemented will be counted.
Data limitations	In accurate reporting or data at municipal level
Type of indicator	Indirect Service Delivery Indicator on an Output level
Calculation type	Non-cumulative year end
Reporting cycle	Annual
New indicator	No
Desired performance	Water Security. The desired performance to equal or exceed the targeted performance.
Indicator responsibility	Director: Municipal Infrastructure

Annexures

Sector Prescribed Indicators

Indicator title	SPI:11 Number of municipalities monitored on the implementation of infrastructure delivery programmes (Outcome 9, Sub-outcome 1) (B2B Pillar 5)
Short definition	Monitor compliance of infrastructure delivery programmes in collaboration with sector departments.
Means of monitoring	Monitoring is performed through MIG DoRA reports, site visits and report on progressive access to basic services (water, sanitation, electricity and waste).
Purpose/importance	Increased ability of municipalities to provide basic services
Source/collection of data	Municipal service delivery reports, Sector departments, CoGTA and entities
Portfolio of Evidence	MIG DoRA reports, site visit reports and report on progressive access to basic services
Method of calculation	Manual count of number of municipalities monitored
Data limitations	Inaccurate and or lack of information
Type of indicator	Indirect Service Delivery Indicator on an Output level
Calculation type	Non-cumulative year end
Reporting cycle	Quarterly
New indicator	No
Desired performance	Enhanced service delivery. The desired performance to equal the targeted performance.
Indicator responsibility	Director: Municipal Infrastructure

Sub-sub programme 3.2: Disaster Management

Strategic Objective: To co-ordinate effective disaster management preparedness and recovery

Strategic Objective Indicator

Indicator title	3.2(a) Programmes to coordinate effective disaster preparedness, intergovernmental relations and recovery
Short definition	Co-ordinate preparedness and rapid response programmes
Purpose/importance	To ensure that relevant stakeholders have disaster preparedness plans; Centre enhancement to ensure functional Provincial Disaster Management Centre; and Co-ordinate and compile disaster management annual report.
Source/collection of data	Disaster preparedness plans, project reports, QPR, dashboard report, and annual reports
Method of calculation	Quantitative
Data limitations	No limitations
Type of indicator	Indirect Service Delivery Indicator on an Output level
Calculation type	Cumulative year end
Reporting cycle	Annual
New indicator	No
Desired performance	Well-co-ordinated disaster preparedness and rapid programmes. The desired performance to equal or exceed the targeted performance.
Indicator responsibility	Director: Disaster Operations

Annexures

Provincial Programme Indicators

Indicator title	3.2.1 Stakeholders assisted in developing disaster preparedness plans
Short definition	Provide support to relevant stakeholders(Municipalities, Provincial Department or State Owned Enterprise) to develop disaster preparedness plans,
Purpose/ importance	To ensure that relevant stakeholders have disaster preparedness plans
Source/collection of data	Disaster preparedness plans, QPR, dashboard report, and annual report
Portfolio of Evidence	Agenda, minutes, key notes, e-mails correspondence, draft documents, brief summary report
Method of calculation	Manual count of number of stakeholder's assist
Data limitations	No limitations
Type of indicator	Indirect Service Delivery Indicator on an Output level
Calculation type	Non-cumulative year end
Reporting cycle	Annual
New indicator	No
Desired performance	Provincial departments, municipalities and state owned enterprises mainstream disaster preparedness in their organisations. The desired performance to equal or exceed the targeted performance.
Indicator responsibility	Director: Disaster Operations

Indicator title	3.2.2 Centre enhancements to ensure functional Western Cape Disaster Management Centre
Short definition	Ensure a functional provincial disaster management centre
Purpose/ importance	To improve the functionality of provincial disaster management centre
Source/collection of data	Centre Reports, Project plans, QPR, annual reports
Portfolio of Evidence	Letter of approval, pre/post pictures, brief summary reports
Method of calculation	Reports or/and actual products that were purchased to enhanced the disaster centre
Data limitations	In accurate centre reports
Type of indicator	Indirect Service Delivery Indicator on an Output level
Calculation type	Non-cumulative year end
Reporting cycle	Annual
New indicator	No
Desired performance	To ensure that the provincial disaster management centre is able to fulfil its legislative functions effectively. The desired performance to equal the targeted performance.
Indicator responsibility	Director: Disaster Operations

Indicator title	3.2.3 Provincial Disaster Management Annual Report
Short definition	Co-ordinate and compile disaster management annual report.
Purpose/importance	To keep stakeholders updated on the progress relating to achievements on disaster management
Source/collection of data	District disaster management centre, project reports, QPR, dashboard report and annual reports
Portfolio of Evidence	Annual report
Method of calculation	Quantitative Annual report
Data limitations	No limitations
Type of indicator	Indirect Service Delivery Indicator on an Output level
Calculation type	Non-cumulative year end
Reporting cycle	Annual
New indicator	No
Desired performance	Updated stakeholders on the progress relating to achievements on disaster management. The desired performance to equal the targeted performance.
Indicator responsibility	Director: Disaster Operations

Indicator title	3.2.4 Meetings of Inter-governmental Disaster Management Fora
Short definition	Disaster Management that ensures co-ordination, share knowledge and promote peer learning.
Purpose/importance	To measure good governance by ensuring support is provided to provincial disaster fora
Source/collection of data	Minutes of meetings
Portfolio of Evidence	Agenda, minutes, brief summary report
Method of calculation	Manual count of number of meetings held
Data limitations	Lack of cooperation by identified role players
Type of indicator	Indirect Service Delivery Indicator on an Output level
Calculation type	Cumulative year end
Reporting cycle	Quarterly
New indicator	No
Desired performance	Ensure an integrated approach in the co-ordination of disaster management by all stakeholders in the Province. The desired performance to equal the targeted performance.
Indicator responsibility	Director: Disaster Operations

Annexures

Indicator title	3.2.5 Disaster damage assessments/verifications conducted
Short definition	Conduct disaster damage assessments of infrastructure and services after major disaster incidents have occurred.
Purpose/importance	To assess damage of infrastructure and services from disasters in the Province (both municipal and provincial)
Source/collection of data	Declarations reports, municipal reports, QPRs, and annual report
Portfolio of Evidence	All evidence building up to the assessments/verifications up until completion.
Method of calculation	Manual count of number of assessments conducted
Data limitations	No limitations
Type of indicator	Indirect Service Delivery Indicator on an Output level
Calculation type	Non-cumulative year end (demand driven target]
Reporting cycle	Annual
New indicator	No
Desired performance	Comprehensive assessment of damage caused by disasters. The desired performance to equal or exceed the targeted performance.
Indicator responsibility	Director: Disaster Operations

Indicator title	3.2.6 Disaster declarations/classifications facilitated
Short definition	To facilitate disaster declarations, classifications, and applications for additional funding
Purpose/importance	To facilitate the declaration of disasters by municipalities or the Province.
Source/collection of data	Declarations reports, municipal reports, QPRs, and annual report
Portfolio of Evidence	All evidence building up to the declarations/classifications up until completion.
Method of calculation	Manual count of number of declarations/classifications facilitated
Data limitations	No limitations
Type of indicator	Indirect Service Delivery Indicator on an Output level
Calculation type	Non-Cumulative year end (demand driven target0
Reporting cycle	Annual
New indicator	No
Desired performance	Speedy disaster declaration, classification and funding applications. The desired performance to equal or exceed the targeted performance.
Indicator responsibility	Director: Disaster Operations

Indicator title	3.2.7 Disaster recovery programmes monitored and supported
Short definition	Monitor implementation of Disaster recovery incidents/disasters monitored and supported
Purpose/importance	To ensure that disaster recovery incidents/disasters are monitored and supported
Source/collection of data	Municipal reports, QPR, dashboard report, and capacity-building
Portfolio of Evidence	All evidence showing projects which were supported
Method of calculation	Manual count of number of programmes implemented
Data limitations	No limitations
Type of indicator	Indirect Service Delivery Indicator on an Output level
Calculation type	Non-cumulative year end (demand driven target]
Reporting cycle	Annual
New indicator	No
Desired performance	Disaster recovery projects implemented and funding spent. The desired performance to equal or exceed the targeted performance.
Indicator responsibility	Director: Disaster Operations

Strategic Objective: To co-ordinate reduction of risk post by hazards

Strategic Objective Indicator

Indicator title	3.2(b) Programmes to reduce potential risks
Short definition	To facilitate and co-ordinate the reduction of potential risks posed by hazards
Purpose/importance	To ensure that municipalities reduce their disaster risks through disaster risk reduction measures in IDPs. To identify disaster risks and vulnerabilities in the Province and maintain a provincial risk profile. To make communities aware of disaster hazards.
Source/collection of data	Project reports, QPR, dashboard report, and annual report
Method of calculation	Manual count of number of programmes implemented
Data limitations	No limitations
Type of indicator	Indirect Service Delivery Indicator on an Output level
Calculation type	Cumulative year end
Reporting cycle	Annual
New indicator	No
Desired performance	Municipalities with disaster risk reduction measures in IDPs. The desired performance to equal or exceed the targeted performance.
Indicator responsibility	Director: Disaster Risk Reduction

Annexures

Provincial Programme Indicators

Indicator title	3.2.8 Municipalities supported with risk and vulnerability assessments
Short definition	Disaster risk and vulnerability assessment support programme
Purpose/ importance	To identify disaster risks and vulnerabilities in the Province and maintain a provincial risk profile
Source/collection of data	Assessment reports, municipal reports, QPRs, and annual report
Portfolio of Evidence	E-mails, intro letters, minutes, attendance register, photos, report
Method of calculation	Manual count of number of municipalities supported
Data limitations	No limitations
Type of indicator	Indirect Service Delivery Indicator on an Output level
Calculation type	Non-cumulative year end
Reporting cycle	Annual
New indicator	No
Desired performance	To provide all stakeholders with updated information on disaster risks and vulnerabilities. The desired performance to equal or exceed the targeted performance
Indicator responsibility	Director: Disaster Risk Reduction

Indicator title	3.2.9 Municipalities supported to develop Disaster Risk Reduction measures in IDPs
Short definition	Municipalities supported to develop disaster risk reduction measures in their IDPs
Purpose/ importance	To ensure that municipalities reduce their disaster risks by including disaster risk reduction measures in IDPs
Source/collection of data	Municipal IDPs
Portfolio of Evidence	Presentations, minutes, assessment on IDP reports, one on one engagements
Method of calculation	Manual count of number of municipalities supported
Data limitations	No limitations
Type of indicator	Indirect Service Delivery Indicator on an Output level
Calculation type	Non-cumulative year end
Reporting cycle	Annual
New indicator	No
Desired performance	Municipalities instituting disaster risk reduction measures in IDPs The desired performance to equal or exceed the targeted performance
Indicator responsibility	Director: Disaster Risk Reduction

Indicator title	3.2.10 Maintenance of Data Repository at Western Cape Disaster Management Centre
Short definition	Maintain the spatial data repository at the Western Cape Disaster Management Centre
Purpose/importance	To provide accurate information to decision makers by ensuring that the spatial data repository is updated and maintained.
Source/collection of data	Municipal data
Portfolio of Evidence	Index of system, presentation, report (before & after), brief summary of project
Method of calculation	Quantitative Index of system
Data limitations	No limitations
Type of indicator	Indirect Service Delivery Indicator on an Output level
Calculation type	Non-cumulative year end
Reporting cycle	Annual
New indicator	No
Desired performance	All disaster management stakeholders have access to accurate information to improve decision making. The desired performance to equal the targeted performance.
Indicator responsibility	Director: Disaster Risk Reduction

Indicator title	3.2.11 Disaster Hazard Awareness Programme
Short definition	Provide hazard awareness campaigns in the Province
Purpose/importance	To make communities aware of disaster hazards
Source/collection of data	Hazard data, municipal data
Portfolio of Evidence	SLA, minutes where applicable, photos, pre and post evaluation forms, close out report, brief summary report
Method of calculation	Manual count of number of Hazard Awareness Programmes
Data limitations	No limitations
Type of indicator	Indirect Service Delivery Indicator on an Output level
Calculation type	Non-cumulative year end
Reporting cycle	Annual
New indicator	No
Desired performance	Communicate awareness to encourage risk avoidance behaviour and emergency preparedness. The desired performance to equal or exceed the targeted performance.
Indicator responsibility	Director: Disaster Risk Reduction

Annexures

Strategic Objective: To improve fire and rescue services capability

Strategic Objective Indicator

Indicator title	3.2(c) Programmes to improve fire and rescue services capability
Short definition	Provincial Emergency Services Training Centre projects (EPESTC)
Purpose/ importance	To ensure that training needs of municipal fire and emergency services are adequately addressed
Source/collection of data	Municipal Data Manual count of number of programmes
Method of calculation	Quantitative
Data limitations	No limitation
Type of indicator	Indirect Service Delivery Indicator on an Output level
Calculation type	Cumulative year end
Reporting cycle	Annual
New indicator	No
Desired performance	Reduction on fires and fatalities. The desired performance to equal or exceed the targeted performance.
Indicator responsibility	Deputy Director: Fire Brigade Services

Provincial Programme Indicator

Indicator title	3.2.12 Fire Service Training Programmes
Short definition	To ensure that training needs of municipal fire services are adequately addressed
Purpose/ importance	To ensure that officials task with fire prevention in the Province are adequately trained
Source/collection of data	Municipal data
Portfolio of Evidence	Attendance registers/manuals/course outlines of training programmes implemented
Method of calculation	Manual count of number of programmes conducted
Data limitations	None
Type of indicator	Indirect Service Delivery Indicator on an Output level
Calculation type	Cumulative year end
Reporting cycle	Quarterly
New indicator	No
Desired performance	To ensure that training needs of municipal fire services are adequately addressed. The desired performance to equal or exceed the targeted performance.
Indicator responsibility	Deputy Director: Fire Brigade Services

Provincial Programme Indicator

Indicator title	3.2.13 Aerial Fire-Fighting and Ground Support Programmes
Short definition	A fully capacitated Integrated fire management in the Province
Purpose/importance	To ensure effective and efficient response to wildfires and optimal utilisation of resources
Source/collection of data	Municipal data, annual reports
Portfolio of Evidence	Signed MOU with service providers
Method of calculation	Manual count of number of aerial fire-fighting programmes supported
Data limitations	No limitation
Type of indicator	Indirect Service Delivery Indicator on an Output level
Calculation type	Cumulative year end
Reporting cycle	Annual
New indicator	No
Desired performance	Effective and efficient response to wildfires. The desired performance to equal or exceed the targeted performance.
Indicator responsibility	Deputy Director: Fire Brigade Services

Indicator title	3.2.14 Emergency Management Skills Capacity Development (Incident Command) Programmes
Short definition	Implementation of a variety of incident command training programmes conducted throughout the Province
Purpose/importance	To ensure officials tasks to respond to emergencies and incidence are equip with the relevant skill sets to respond appropriately when necessary
Source/collection of data	QPR, dashboard report, and annual report
Portfolio of Evidence	Training registers, course outlines where applicable
Method of calculation	Manual count of number of emergency training conducted
Data limitations	No limitation
Type of indicator	Indirect Service Delivery Indicator on an Output level
Calculation type	Cumulative year end
Reporting cycle	Bi-annual
New indicator	No
Desired performance	Effective and efficient incident management. The desired performance to equal or exceed the targeted performance.
Indicator responsibility	Deputy Director: Fire Brigade Services

Annexures

Indicator title	3.2.15 Fire and Life Safety Programmes
Short definition	To educate communities on fire prevention
Purpose/ importance	Reduction of the number of fires and fire fatalities in communities
Source/collection of data	Municipal data
Portfolio of Evidence	Training registers, course outlines, feedback reports where applicable
Method of calculation	Manual count of number of Fire & Life Safety training conducted
Data limitations	No limitation
Type of indicator	Indirect Service Delivery Indicator on an Output level
Calculation type	Cumulative year end
Reporting cycle	Quarterly
New indicator	No
Desired performance	Reduction on fires and fatalities The desired performance to equal or exceed the targeted performance
Indicator responsibility	Deputy Director: Fire Brigade Services

Indicator title	3.2.16 Special Operations Capacity-building Programmes
Short definition	Implementation of Special Operations Capacity training in municipalities
Purpose/ importance	To ensure the availability of specialised skills and capacity to deal with large incidents/ disasters.
Source/collection of data	Municipal data
Portfolio of Evidence	Attendance registers/course outlines where applicable
Method of calculation	Manual count of the number of Special Operations Training conducted
Data limitations	None
Type of indicator	Indirect Service Delivery Indicator on an Output level
Calculation type	Cumulative year end
Reporting cycle	Annual
New indicator	No
Desired performance	Specialised skills and capacity throughout the Province. The desired performance to equal or exceed the targeted performance.
Indicator responsibility	Deputy Director: Fire Brigade Services

Sector Prescribed Indicators

Indicator title	SPI:12 Number of municipalities supported to maintain functional Disaster Management Centres
Short definition	All the Municipal Disaster Management Centres (Metro/District) in the province maintained on their functionality in terms of the Disaster Management Act, 2002.
Nature of support	Assess the extent to which the Municipal Disaster Management Centres are functional using an assessment tool. Produce assessment reports produced, and share them with the municipalities to note areas of improvement. The municipalities are engaged on a quarterly basis to give guidance where there is non-compliance to the Act
Purpose/importance	To ensure an efficient, effective, integrated and coordinated approach to all aspects of disaster management in the province with special emphasis on prevention and mitigation as well as ensuring the co-ordination and management of provincial disasters that occur in the province
Source/collection of data	Quarterly report in terms of section 24 (4) -(8) of the Disaster Management Act, 2002 and the national Monitoring and Evaluation Framework
Portfolio of Evidence	<p>Quarterly report covering the following:</p> <ul style="list-style-type: none"> • Appointment of the heads of Disaster Management Centres in the Province (provincial, district and metro) • The Disaster Management Centre has an organisational structure and physical structure that meets the minimum standards. • Quarterly advisory forum meetings • The province/metro/district has an approved Disaster Management Framework • A Disaster Management Plan outlining strategies on prevention, mitigation, preparedness, response and recovery within the Province. • Each Disaster Management Centre publishes its annual report • Provincial disaster public awareness, advocacy and awareness programmes developed and implemented • Support municipalities to establish and maintain functional disaster management centres
Method of calculation	Manual count of number of municipalities supported.
Data limitations	Lack of norms and standards for the Disaster Management Centres at municipal level.
Type of indicator	Indirect Service Delivery Indicator on an Output level
Calculation type	Non-cumulative year end
Reporting cycle	Quarterly
New indicator	No
Desired performance	Timeous response to disaster incidence and reduction of the impact of distress communities. The desired performance to equal or exceed the targeted performance.
Indicator responsibility	Deputy Director: Disaster Operations

Annexures

Indicator title	SPI:13 Number of municipalities supported on Fire Brigade Services
Short definition	Fire Brigade Services operational to coordinate fire services activities in the municipalities in terms of legislative requirements.
Nature of support	Department ensures to maintain functionality through quarterly engagements of which assessments and monitoring are done in this forums.
Purpose/ importance	To ensure effective and efficient oversight and support of the management of fires in the province
Source/collection of data	Status reports on fire brigade services from municipalities
Portfolio of Evidence	Consolidated status report on the extent to which the municipal fire brigade service is functional.
Method of calculation	Manual count of municipalities
Data limitations	Non-submission of reports on fire brigade services from municipalities
Type of indicator	Indirect Service Delivery Indicator on an Output level
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Improved prevention, response and recovery for fire in communities. The desired performance to equal or exceed the targeted performance.
Indicator responsibility	Deputy Director: Chief Directorate Disaster Management & Fire Brigade Services

Sub-sub Programme 3.3: Integrated Development Planning

Strategic Objective: To improve the quality of IDPs to give effect to service delivery

Strategic Objective Indicator

Indicator title	3.3(a) Programmes to improve the quality of IDPs
Short definition	To improve the quality of IDPs to give effect to service delivery
Purpose/importance	To ensure that integrated development planning is done effectively as it guides the development within a municipal area and informs investment by other government spheres;
Source/collection of data	Reports, attendance registers, QPR, annual report
Method of calculation	Quantitative
Data limitations	No limitations
Type of indicator	Indirect Service Delivery Indicator on an Output level
Calculation type	Cumulative
Reporting cycle	Annual
New indicator	No
Desired performance	All municipalities have implementable IDPs. The desired performance to equal or exceed the targeted performance.
Indicator responsibility	Director: Integrated Development Planning

Annexures

Provincial Programme Indicator

Indicator title	3.3.1 Percentage of IDP Assessment Reports determining alignment of planning and budget allocation
Short definition	To provide framework and parameters for the assessment of IDPs
Purpose/importance	To provide a framework for the coordination of sector department comments on municipal IDPs to ensure intergovernmental planning alignment
Source/collection of data	IDPs assessment reports, IDP Assessment Framework/IDPs
Portfolio of Evidence	Assessments reports
Method of calculation	Quantitative A = Number of Municipalities' IDPs assessed reflecting alignment of planning and budget allocation B = Number of municipalities in the Province Formula: $A / B \times 100$ e.g. $25 / 30 \times 100 = 83\%$
Data limitations	No limitations
Type of indicator	Indirect Service Delivery Indicator on an Output level
Calculation type	Non-cumulative year end
Reporting cycle	Annual
New indicator	No
Desired performance	All municipalities having realistic and implementable IDPs. The desired performance to equal or exceed the targeted performance.
Indicator responsibility	Director: Integrated Development Planning

Indicator title	3.3.2 Planning alignment of the district municipality and the local municipalities within its area
Short definition	To monitor Integrated Development Planning alignment
Purpose/importance	To monitor the coordination and alignment of Integrated Development Planning of the district and the different local municipalities within its area
Source/collection of data	Process plans/time-schedules/IDPs
Portfolio of Evidence	Process plans or time-schedules
Method of calculation	<p>Quantitative</p> <p>A = Activities of local municipality aligned with activities on that respective district municipality's process plan/time-schedule</p> <p>B = Activities of district municipality's process plan/time-schedule requiring local municipality involvement</p> <p>Formula: $A / B \times 100$ e.g. $15 / 20 \times 100 = 75\%$</p>
Data limitations	No limitations
Type of indicator	Indirect Service Delivery Indicator on an Output level
Calculation type	Non-cumulative year end
Reporting cycle	Annual
New indicator	No
Desired performance	Improved co-ordination and alignment of Integrated Development Planning. The desired performance to equal or exceed the targeted performance.
Indicator responsibility	Director: Integrated Development Planning

Annexures

Strategic Objective: To strengthen intergovernmental planning and budget through establishment of IDP as the single co-ordinating plan of Government

Strategic Objective Indicator

Indicator title	3.3 (b) Programmes to improve Intergovernmental planning in IDPs
Short definition	Joint planning for maximum service delivery
Purpose/importance	To ensure Improved participation in IDP processes
Source/collection of data	Assessment reports, project plan, QPR, dashboard report and annual report
Method of calculation	Quantitative
Data limitations	Attendance
Type of indicator	Indirect Service Delivery Indicator on an Output level
Calculation type	Non-cumulative year end
Reporting cycle	Annual
New indicator	No
Desired performance	Improved inter-governmental co-ordination. The desired performance to equal or exceed the targeted performance.
Indicator responsibility	Director: Integrated Development Planning

Programme Performance Indicators

Indicator title	3.3.3 Percentage JPI agreements facilitated to reflect in the respective planning instruments of stakeholders
Short definition	To ensure long term impact to communities
Purpose/importance	Ensure maximum service delivery to communities
Source/collection of data	Progress reports, IDPs/JPIs
Portfolio of Evidence	Spreadsheet, close-off reports
Method of calculation	Quantitative A = Number of JPI projects to be implemented in the financial year B = Number of JPI projects for the financial year reflected in the APPs and IDPs $A/B * 100 = \%$ E.g. $85/100 * 100 = 85\%$
Data limitations	No limitations
Type of indicator	Indirect Service Delivery Indicator on an Output level
Calculation type	Non-cumulative year end
Reporting cycle	Annual
New indicator	No
Desired performance	Improved intergovernmental coordination and implementation The desired performance to equal or exceed the targeted performance
Indicator responsibility	Director: Integrated Development Planning

Annexures

National Indicators

Indicator title	SPI:14 Number of municipalities supported with development of IDP (Outcome 9, Sub-outcome 1)
Short definition	Support to municipalities in the development of IDPs through capacity building sessions, workshops, IDP forums and IDP assessments. An IDP should be developed according to the requirements of applicable legislation.
Nature of support	Through the co-ordination of meetings and working sessions with municipalities to guide them and for information sharing purposes as well as through the IDP assessments.
Purpose/importance	Municipalities developing community responsive IDPs within legislated framework.
Source/collection of data	IDP assessment and analysis reports
Portfolio of Evidence	Report on support provided and on the status of the IDPs, invitations, agenda, attendance registers, signed-off report indicating the municipalities supported to develop compliant IDPs.
Method of calculation	Manual count of number of municipalities supported
Data limitations	IDPs not adopted by Council as per IDP process plan, lack of participation by sector departments
Type of indicator	Indirect Service Delivery Indicator on an Output level
Calculation type	Non-cumulative year end
Reporting cycle	Annual
New indicator	No
Desired performance	All municipalities developed legally compliant IDPs. The desired performance to equal the targeted performance.
Indicator responsibility	Director: Integrated Development Planning

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