



Western Cape
Government

Local Government



Annual Performance Plan 2016 - 2017
Department of Local Government

Department of Local Government

Annual Performance
Plan 2016/2017



This APP gives effect to the National Development Plan, the Provincial Strategic Goals, the Provincial Spatial Development Framework and the Growth Potential of Towns study. These important documents set out the vision and strategic priorities for the Western Cape Government.

The advancement of the “whole-of-society” approach as adopted by the Western Cape Government means

that every organisation, institution, community, family and individual has a responsibility and role to play in development. Through platforms such as the Back to Basics, LGTAS, MGRO, MIG Programme, Thusing Programme, Community Development Workers Programme, IDP Indaba, and Joint Planning initiatives my Department is providing the platform for various stakeholders to play their role.

The year 2016 is of important significance to the Local Government Sector. For my Department, the period up to and after the 2016 local government election is critical. There is a potential for instability in municipalities and this may have an impact on their performance. Guided by experiences and lessons learnt during the 2011 local government elections, my Department is prepared and will intensify its support of municipalities both before and after the 2016 elections. Central to this support will be role clarification between the political and the administrative arms of a municipality. For example, post-election the Department, through the Nelson Mandela Bay University, will provide a fully accredited councillor training programme, which is an initiative co-funded by the Hanns Seidel Foundation. The initiative aims to provide newly elected Councillors with an overview of legislative processes, procedures, systems and structures in municipalities. Throughout this period the Department will gather a pool of experts for deployment in municipalities to provide support as required by municipalities.

During engagements with municipalities, it became clear that the existing funding formula for local government may not be responding to the unique circumstances of each municipality in the Province. This is exacerbated by the changing economic conditions which contribute to financial challenges faced by a number of municipalities. For example, it is becoming difficult for municipalities to recover full costs of delivering a service as this may affect the affordability of such services by residents. Linked to this challenge, traditional sources of generating revenue for municipalities are slowly being challenged. For instance, given the recent energy challenges, people are slowly finding alternative sources of energy. As a result, my Department is increasingly

required to financially support municipalities. The Department will be working with partners in the municipal space to facilitate the review of the local government fiscal framework or the development of a new financial model for municipalities.

Whilst the Province is doing well in terms of access to basic services as reported by Statistics South Africa over the years, the pressure to meet the present demand for satisfactory levels of service is increasing. Municipalities face an even more difficult task in preparing to meet future demand for basic infrastructure and services. The priority will be to review the infrastructure and growth plans to ensure that they still respond to the changing demands of the communities.

The Province is susceptible to a number of disaster risks, given the climate changes, firefighting capacity is of particular concern. The state of many fire services, especially outside the metropolitan areas is a matter of increasing concern. Investment in certain areas has been almost non-existent, evidenced by old equipment which is unfit for purpose. Neither the District nor Local Municipalities are in any position to procure new or even second-hand fire equipment timeously. Without the Department’s involvement, municipalities will not be able to address these problems, especially in the rural communities where fire presents the greatest danger to the community as a whole. My Department will provide direct financial support to the District and Local Municipalities in the Province to prevent further deterioration of the critical service to communities.

An integral part to the “whole-of-society” approach is the inclusion of those who are recipients of government services in the process of determination and prioritisation of the services. Leading up to 2016 local government elections, my Department will continue to actively play a role in supporting municipalities, through Community Development Workers, in strengthening their engagement with communities. As we approach yet another significant year for local government, I have no doubt that working together we will make strides in advancing the “whole-of-society” approach of our provincial government to advance the lives of the citizens of this Province.


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

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 2016/17.



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Chief Financial Officer



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Accounting Officer (Head of Department)



Approved by:
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Executive Authority

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.
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:	Neighbourhood 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.
SCM:	Supplier Chain Management.
SDBIP:	Service Delivery & Budget Implementation Plan.
SDF:	Spatial Development Framework.
SDI:	Service Delivery Integration.
TSC:	Thusong Services Centre.
WC:	Western Cape.
WCG:	Western Cape Government.

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PART A: STRATEGIC OVERVIEW



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, coordinate and support municipalities to be effective in fulfilling their developmental mandate, 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.

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

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

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

Together these Acts describe the political decision-making systems which apply to

different categories of municipalities. They define the powers and duties of various role players, regulate the delegation of powers and provide a code of conduct to govern both councillors and officials. In so doing, they provide the benchmark against which Provincial Government needs to regulate, monitor, support and coordinate municipalities under its jurisdiction.

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

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

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

This Act aims to regulate the power of a Municipality to impose rates on a property, to exclude certain properties from rating, to make provision for municipalities to implement a transparent and fair system of exemptions, to introduce a rebate through rating policies, to make provision for fair and equitable valuation methods of properties, and to make provision for an 'objection and appeal' process. The Local Government: Municipal Property Rates Amendment Act, 2014 came into operation on 1 July 2015. The Act aims to provide for the various amendments, insertions and deletions in order to enhance proper reporting, compliance and implementation of the processes and procedures pertaining to the implementation of the Act.

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

This Act provides for integrated and coordinated disaster management focused on rapid and effective response to, and recovery from disasters as well as the reduction of disaster risk. It also provides for the establishment of Provincial and Municipal Disaster Management Centres. The Act provides a framework under which the Provincial Disaster Management Centre operates and liaises with municipalities and relevant stakeholders on disaster-related matters.

f) Disaster Management Amendment Act, 2015 (Act 16 of 2015)

The Disaster Management Amendment Act seeks to, amongst others, clarify the policy focus on rehabilitation and functioning of disaster management centres; to align the functions of the National Disaster Management

Advisory Forum to accommodate the South African National Platform for Disaster Risk Reduction; to provide for the South African National Defense Force, South African Police Service and any other organ of state to assist the disaster management structures, strengthen the disaster risk reporting system in order to improve the country's ability to manage potential disasters.

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

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

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

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

4.3 Other Local Government Legislation

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

- Fire Brigade Services Act, 1987 (Act 99 of 1987);
- National Veld and Forest Fire Act, 1998 (Act 101 of 1998);
- Development Facilitation Act, 1995 (Act 65 of 1995);
- Local Government Laws Amendment Act, 2008 (Act 19 of 2008);
- Western Cape Determination of Types of municipalities Act, 2000 (Act 9 of 2000);
- Remuneration of Public Office Bearers Act, 1998 (Act 20 of 1998);
- Western Cape Privileges and Immunities of Councillors Act (Act 2 of 2011);
- Consumer Protection Act, 2008 (Act 68 of 2008); 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 2000;
- Public Finance Management Act, 1999 (Act 1 of 1999) and National Treasury Regulations;
- Annual Division of Revenue Act;
- Skills Development Act, 1998 (Act 97 of 1998);
- Skills Levy Act, 1999 (Act 9 of 1999);
- Employment Equity Act, 1998 (Act 55 of 1998);
- Labour Relations Act, 1995 (Act 66 of 1995);
- Basic Conditions of Employment Act, 1997 (Act 75 of 1997);
- Occupational Health and Safety Act, 1993 (Act 85 of 1993);
- Municipal Electoral Act 2000, (Act 27 of 2000);
- Promotion of Access to Information Act 2000, (Act 2 of 2000);
- Promotion of Equality and Prevention of Unfair Discrimination Act 2000, (Act 4 of 2000);
- Promotion of Administrative Justice Act, 2000 (Act 3 of 2000);
- National Archives and Record Service of South Africa Act, 1996 (Act 43 of 1996); and
- Provincial Archives and Records Service of the Western Cape Act, 2005 (Act 3 Of 2005).

4.5 Local Government Policy Mandates

The following provide the policy framework for local government:

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

4.6 Other policy mandates

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

- Western Cape Disaster Management Framework, 2010;
- Batho Pele principles;
- Policy Framework for Government-Wide Monitoring and Evaluation (M&E) System, 2007;
- Framework for Managing Programme Performance Information, 2007 (FMPPI);
- South African Statistical Quality Assurance Framework, 2007;
- National Spatial Development Perspective, 2002 (NSDP);
- Provincial Spatial Development Framework, 2014 (PSDF);

- National Disaster Management Framework, 2005;
- National Development Plan (Vision 2030); and
- Provincial CDW Master Plan

4.7. Planned Policy Initiatives

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

5. UPDATED SITUATIONAL ANALYSIS

5.1 Performance Delivery Environment

The 2015 mid-year population estimates produced by Statistics South Africa indicate that the population of the Province has grown by just over 6% since 2011 (5 822 734 million in 2011 and 6 200 098 million in 2015). The labour force survey indicates that as of September 2015 official unemployment rate for the Province stood at 20.6 % with a year on year change of 3% and the level of poverty is 35.4.

Public opinion survey on local government performance conducted by Government Communication and Information System (GCIS) indicates that the Province is going the right direction in terms of access to basic services. This indicates the success of our programmes aimed at supporting municipalities with planning and maintenance of infrastructure.

However, the survey highlights the areas of concern as ensuring reliable supply of electricity and inclusion or consultation issues which were reported as weak performance areas. It is also important to note that whilst the Department is supporting municipalities to develop electrical master plans, some issues related to supply of electricity are to a great deal affected by the recent load shedding. With regard to consultation issues the Department will continue to play a role in supporting municipalities in strengthening their engagement with communities.

The above indicators are important to note as they reflect the socio-economic reality of municipalities. Moreover, valuable insight can be deduced in understanding the developmental challenges faced by communities residing within a specific geographical area served by municipalities.

Changing local government legislative framework:

The local government legislative framework is rapidly changing, requiring the Department to review its role in supporting municipalities. Critical to the changes is the role that the Department plays in the review of local government legislation. Strategically positioning the Department in terms of support to municipalities requires the Department to undertake an investigation into how to best support municipalities, research will therefore assist us in exploring ways in which we can support them to move beyond compliance in

a number of areas related to governance. This will include efforts to review or introduce various best practice governance models, which will include, ICT governance and public participation models for municipalities.

Getting ready for 2016 local government elections:

For a municipality to function, a stable political and administrative environment is required. In this regard, the period up to and after the 2016 Local Government Elections is critical, there is a potential for instability in municipalities and this may have an impact on their performance. The Department will establish a Helpdesk to assist municipalities both before and after the 2016 elections, as it did during 2011 Local Government Election. Central to this support, will be role clarification between the two municipal arms. Added to this, organizational structures will need to be aligned to the new demands that the ever changing priorities place on the municipalities. Organisational redesign/TASK will become critical in ensuring that the gains made to date are not reversed. Most importantly, during this period the Department will gather a pool of experts which will be deployed in municipalities to provide support with various governance and organisational related aspects with the aim of improving effectiveness in service delivery.

Joint planning amongst spheres of government:

The public does not see the differentiation between the spheres of government. This calls for the whole of government in all spheres to work together as partners. Over the past three years, the Western Cape Government (WCG) has explored ways of fostering intergovernmental planning and implementation. Gathering from the positive comments received from all the partners involved, the Joint Planning Initiative (JPI), which was introduced in 2014, has a potential to be a platform for all the spheres of government not only to plan together but to implement a set of priorities identified for the next 5 to 15 years, in line with the National Development Plan. The focus for the coming financial year is to ensure that the implementation of the JPIs is mainstreamed into each stakeholder's priorities.

Enhancing service delivery infrastructure:

The Department has supported each District in the Province to develop bulk water and sanitation master plans. These are 15-year investment plans which indicate the demand for infrastructure now and in the next 15 years, and priority projects are identified in these plans. The priority will be to review these to ensure that they still respond to the changing needs of the communities. At the centre of these reviews will be the development of asset management plans which are critical in assisting municipalities with their infrastructure planning and maintenance. In addition, the process of developing electricity master plans has started with two municipalities being assisted in 2014/15 and a further 4 which will be assisted in the current financial year. Many infrastructure challenges remain. To enhance the Departments support to municipalities, the feasibility of establishing a Project Advisory Unit will be explored and this will include assistance with the development of service delivery standards.

Changing economic conditions and financial sustainability of municipalities: The Provincial Treasury's Medium Term Budget Policy Statement 2016-2019 indicates that, "the economic outlook indicates a relatively low economic growth for South Africa and consequently the Western Cape", additional to this, the International Monetary Fund (IMF) predicts the economy of the country to be growing below 1%. These factors have started imposing negative impact on the capacity of the municipalities to raise their own revenue as required by the current local government fiscal framework. Historically, the largest source of revenue for municipal budgets is tariffs charged for trading services such as electricity, water, and sanitation and refuse removal. In an ideal situation municipalities would generate surpluses off these sales and this would be used to fund general services.

The study conducted by the South African Local Government Association (SALGA) on financial sustainability of municipalities found that many municipalities are no longer covering costs from tariffs.

This is due to a number of challenges such as,

- Increases in bulk prices for electricity and water including incorrectly set tariffs, makes it difficult for the municipalities to charge the full cost of the service as councils would only approve less increases than that which has been requested by the municipality to cover the full costs of a service.
- The inability of some residents to pay for the services as charged by municipalities due to the changing economic conditions, and
- Leakages and technical losses which may be caused by aging infrastructure.

The trends as reported by some municipalities are such that there is a threat of municipalities losing more revenue from electricity as people may be getting off the grid and using alternative energy sources. Added to this is the inability of municipalities to use electricity as a source of revenue in Eskom supplied areas. The Department will be working with various partners in the municipal space to investigate a new financial model for municipalities with a view of supporting municipalities in finding alternative sources of revenue. Moreover, the Department will be increasingly required to financially support municipalities.

Access to services and community engagement: Over the past few years, the Thusong and CDW Programmes have played a major role in bringing government services to where people live. Throughout the Province, over 90% of residents now have access to a range of government services through the Thusong Service Centres and mobiles. To date, there are 28 Thusong centres located across the five districts and the City of Cape Town. CDWs are also located across the Districts. The Department will focus on expanding the Thusong footprint and creating a comprehensive referral system for all government services. Through these programmes, we have seen National and Provincial Departments, the private sector and non-governmental organisations all working under

one roof to bring services and information to communities.

Community members are the main beneficiaries of services delivered by municipalities. The extent of their involvement in the decision-making process of a municipality plays a big role in how they view the municipality to be responsive to their needs. This requires that they are viewed as partners by government at all levels. Currently, engagement with communities on matters of service delivery has been left to municipalities to address, in 2016/17 there is a need to establish at least one platform for all stakeholders to engage with communities. This is aimed at strengthening engagement between communities and municipalities.

Enhancing fire-fighting capacity: The investment made by the Department in enhancing fire-fighting capacity in the Province resulted in improvement in the ability to extinguish wild land fires. However, the state of many Fire Services within the Province, especially outside the metropolitan areas is a matter of increasing concern. Investment in certain areas has been almost non-existent. The dire financial situation of most District Municipalities has resulted in old and obsolete equipment not being replaced. For example, fire engines in the Central Karoo District are, on average, thirty (30) years of age and completely uneconomical to retain in service. Neither the District nor the Local Municipalities are in any position to procure new or even second-hand fire engines timeously. The Eden District Municipality is currently faced with a situation whereby it has to close Fire Stations in Kannaland and Uniondale. Whether the reasons are caused by a shortage of staff or equipment, it is related to a lack of funding.

Without the Department's involvement, municipalities will not be able to address problems, especially in the rural communities where fire presents the greatest danger, not necessarily to life but to the community as a whole. To prevent any further deterioration of Fire Services, the only option remaining for the Western Cape Provincial Government is that of providing direct financial support to the District and Local Municipalities in the Province. The Department will support municipalities by ensuring that an equitable Hazardous Material Response capability is established throughout the Province. Added to this is the development and maintenance of firefighting capacity throughout the Province. This entails placement of a medium firefighting capability at identified Local and District Municipalities including assistance with purchase of fire engines to selected municipalities.

5.2 Organisational Environment

As at 30 October 2015 the vacancy rate of the Department stood at 3.8%. Given the changing local government legislative landscape and the need to strategically position the Department, it is only appropriate that we review the department's role in supporting municipalities to purely focus on service delivery, whilst we strengthen our support in terms of assisting municipalities with governance-related issues without them being burdened by it. This implies that the Department has to undertake review of the entire organisational structure to ensure that it is better positioned to respond to the

changes which may be required. The Department is currently working with the Organisational Development Directorate in the Department of the Premier to review the organisational structure.

Within the confines of not increasing expenditure on COE, the Department has taken a proactive approach to ensure that all critical posts are filled so that service delivery is not compromised. The National Department of Cooperative Governance is in the process of reviewing its organisational structure in line with its functions, the outcomes of which may have implications for the current structure of the Department.

Moreover, given the economic pressures owed to the recent developments relating to:

- the continued constrained economic and fiscal situation, due to the weakened outlook of the global economy;

- the downward revision to South Africa's growth forecast for 2016 by the International Monetary Fund;
- the severe drought;
- a depreciating rand;
- expected interest rate hikes and market volatility, and
- Increased debt service costs.

Departments across the country have to realise the necessary savings needed to fund the new and pressing priorities. The Department is required to bear the effects of revised 2016 fiscal framework on compensation of employees over the 2016 Medium-Term Expenditure Framework (MTEF). This means that the Department must continue to employ strategies around containing the rapidly increasing wage bill.

Employment and vacancies by programme, as at 31 March 2015

PROGRAMME	Number of funded posts	Number of posts filled	Vacancy rate %
Programme 1	72	57	20.8%
Programme 2	263	251	4.6%
Programme 3	60	52	13.3%
Total	395	360	8.9%

Employment and vacancies by salary bands, as at 31 March 2015

SALARY BAND	Number of funded posts	Number of posts filled	Vacancy rate %
Lower skilled (Levels 1-2)	0	0	0%
Skilled (Levels 3-5)	39	37	5.1%
Highly skilled production (Levels 6-8)	230	218	5.2%
Highly skilled supervision (Levels 9-12)	109	90	17.4%
Senior management (Levels 13-16)	17	15	11.8%
Total	395	360	8.9%

5.3 Strategic Planning Process

During the planning stages for the 2015-2020 strategic plan it became clear that there is a need to host an engagement session with the municipalities. The purpose of the session will be for the Department to listen to municipalities in order to understand the challenges they are faced with.

As part of planning for the 2016 financial year, the Department hosted a two day planning session. The first day was dedicated to engagement with municipalities, municipal managers were invited to deliver presentations on challenges they are experiencing and what assistance was required from the Department. Presentations focused on the following key areas which are core to the function of the Department:

- Municipal infrastructure (Basic Services);
- Public participation or interface with the public;

- Municipal Governance and organisational issues;
- Municipal finance including financial sustainability; and
- Disaster management.

The purpose of this engagement was to assess the environment within which the Department operates and therefore adjust the APP. The second day Chief Directorates were requested to look at the gaps raised by the municipal managers including the priorities as indicated by the Minister for Local Government, Environmental Affairs and Development Planning and ensure that these are catered for in their plans for 2016/17. Following this session Directorates went into their planning sessions to unpack the priorities as identified during their Chief Directorate planning session. The priorities as informed by the Provincial Strategic Plan were also incorporated into the plans of the Directorates.

6. STRATEGIC-OUTCOME ORIENTATED GOALS

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

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

NDP Chapter	Objective	National Outcome	Provincial Strategic Goal	DLG Response
3. Economy and employment	Implementation of public employment programmes	NO 4: Decent employment through inclusive growth. Sub 3: Reduce youth unemployment Sub 7: Implementation of public works programmes	PSG 1: Create opportunities for growth and jobs	<ul style="list-style-type: none"> Oversight of the Community Work Programme
4. Economic Infrastructure	Adequate supplies of services such as water and electricity	NO 6, An efficient, competitive and responsive economic infrastructure framework, Sub 2 & 4: Bulk infrastructure, Sub 6: Communication and information technology	PSG 4. Enable a resilient, sustainable, quality & inclusive living environment; Output 2 Improved Human Settlements PSG 5, Output 2: Efficient, effective and responsive local governance	<ul style="list-style-type: none"> Support municipalities with bulk infrastructure and growth plans Support municipalities with Electrical Master Planning 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	<ul style="list-style-type: none"> Assist municipalities and government departments with the development of disaster preparedness plans Facilitate disaster risk reduction through analysis of municipal IDPs and Spatial Development Plans Fire and life safety education

NDP Chapter	Objective	National Outcome	Provincial Strategic Goal	DLG Response
6. Inclusive rural economy	Support to rural residents	NO 7: Vibrant, equitable and sustainable rural communities and food security for all Sub 3: Rural services and sustainable livelihoods. Sub 3: Promotion of economic livelihoods	PSG 5, Output 4: Service interface	<ul style="list-style-type: none"> Ensure access to government services for people living in rural areas through Thusing mobiles CDW community projects and information sessions
9. Transforming Human Settlements	Reforms to the current planning system for improved co-ordination	NO 9: Responsive, accountable, effective and efficient local govt system. Sub 7: Single window of coordination	PSG 5, Output 4: Integrated planning, budgeting and implementation	<ul style="list-style-type: none"> Assist stakeholders assisted to reflect Joint Planning Agreements in their respective planning instruments Assess regional alignment and coordination
	Incentives for citizen activity for local planning and development of spatial compacts	NO 7: Vibrant, equitable and sustainable rural communities and food security for all Sub 5 : Enabling institutional environment for sustainable and inclusive growth	PSG 5, Output 5: Community engagement	<ul style="list-style-type: none"> Provide training to municipalities to increase meaningful citizen participation in IDP Support public participation and Ward Committees
13. Building a capable and developmental state	Stabilise the political-administrative interface	NO 12: An efficient, effective and development-oriented public service and an empowered, fair and inclusive citizenship Sub 4: Tackling corruption in the public service	PSG 5, Output 2: Efficient, effective and responsive local governance	<ul style="list-style-type: none"> Good governance practice notes Provide support on roles and responsibilities for councilors and municipal officials. Training on anticorruption
	Make public service and local government careers of choice	NO 5: A skilled and capable workforce to support an inclusive growth plan Sub 3 and 4: Increase access to occupationally-directed programmes in needed areas	PSG 5, Output 2: Efficient, effective and responsive local governance	<ul style="list-style-type: none"> Assist municipalities to strengthen their capacity Provide skills development opportunities to municipal staff through LGSETA initiative
	Develop technical and professional skills			<ul style="list-style-type: none"> Municipal support initiatives Implementation of Local Government Back to Basics Approach

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

The mandate of the Department is further unpacked in the Medium-Term Strategic Framework (MTSF) 2014-2019 chapter on local government. This chapter is structured around Outcome 9: responsive, accountable, effective and efficient developmental local government, which has the following sub-outcomes:

- Members of society have sustainable and reliable access to basic services;
- Intergovernmental and democratic governance arrangements for a functional system of cooperative governance and participatory democracy strengthened;
- Sound financial and administrative management;
- Promotion of social and economic development; and
- Local public employment programmes expanded through the Community Work Programme.

Also notably is the “Back to Basics approach” aimed at revitalising and strengthening the performance of the local government sector, which was adopted by the National Department of Cooperative Governance and Traditional Affairs (COGTA) in 2014.

This programme has five pillars, namely:

- Putting people first;
- Adequate and community-oriented service provision;
- Good governance and transparent administration;
- Sound financial management and accounting; and
- Robust institutions with skilled and capable staff.

The approach recognizes that, despite successes made in the past five years, there is still more which needs to be done to improve the performance of local government.

This approach calls for the sector to commit to:

- Implement the Back to Basics programme, thereby creating conditions for decent living by consistently delivering municipal services to the right quality and standard. This includes planning,

delivery and maintenance of infrastructure and amenities;

- Ensure quarterly performance monitoring and reporting on the work of Municipalities as directed by the Back to Basics approach; and
- Improve the political management of Municipalities and be responsive to the needs and aspirations of local communities.

Critical for back to basics in this current financial year is the implementation of the 10 point plan. This plan contains priority actions for the programme in this financial year. The Department has incorporated these actions under the relevant sub-programmes such as municipal capacity building which partners with key players that work in the municipal space to assist municipalities to improve their audit outcomes, assist municipalities with the development and implementation of shared services model, and also implements capacity building programmes in municipalities.

Sub-programme Public Participation, assists municipalities to enhance their public participation platforms such as supporting municipalities with ward committee functionality including the review of ward committee operational plans. This will be done through the involvement of the Community Development Workers and Community Work Programme participants

With 2016 being an election year for local government, the Department will intensify its support, for instance the Department has established an internal working group to monitor events leading to local government elections. This will include playing an oversight role over the appointment of senior managers in municipalities.

6.2 Alignment with the Provincial Strategic Plan

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

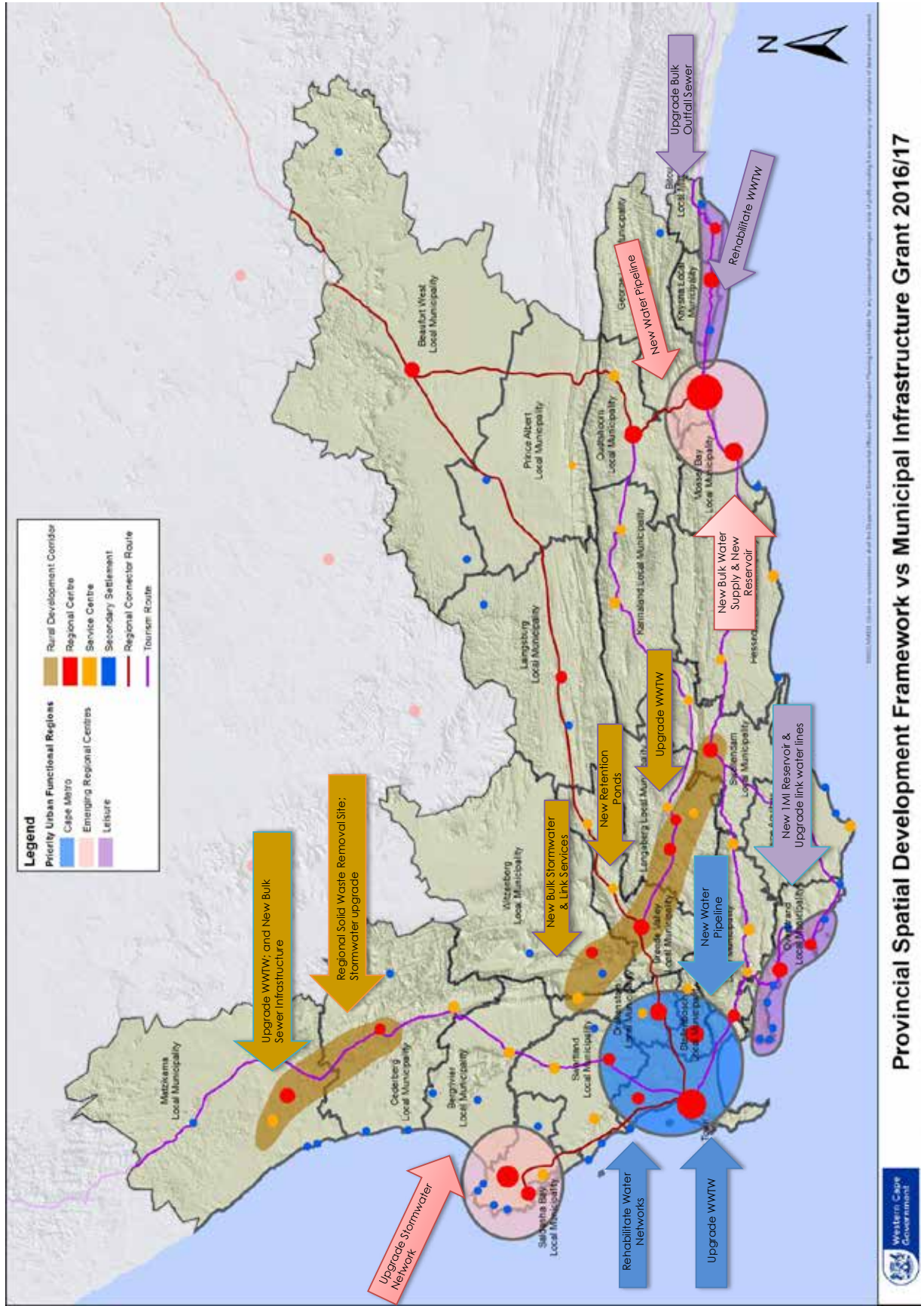
PSG 5 Projects: Embed good governance and integrated service delivery through partnerships and Spatial alignment		
Outcome	Output	DLG Projects
Enhanced Governance	Efficient, effective & responsive local governance	<ol style="list-style-type: none"> 1. Development and implementation of Stakeholder Governance Framework 2. Development and implementation of Corporate Governance Framework 3. Development and implementation of a Financial Governance Framework assessment tool and a maturity capability model 4. Development and implementation of Infrastructure Governance Framework and a Capability Maturity Model 5. Development and implementation of ICT Governance Framework
Inclusive Society	Service interface to enhance integrated service delivery	<ol style="list-style-type: none"> 6. Increase physical service and mobile facilities in rural areas
Integrated Management	Policy alignment, integrated planning, budgeting & Implementation	<ol style="list-style-type: none"> 7. IDP Indaba/Joint planning project 8. Spatial Investment maps

PSG 4: Enable Resilient, sustainable, quality and inclusive living environment		
Outcome	Output	DLG Projects
Disaster resilience	Preparedness Plans	<ol style="list-style-type: none"> 9. Stakeholders assisted in developing disaster preparedness plans
	Risk and vulnerability assessments	<ol style="list-style-type: none"> 10. 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"> 11. Development of the Infrastructure Growth Plans within the framework and requirements of SPLUMA as a chapter of the MSDF.
Energy security	Introduction of additional sources of electrical energy	<ol style="list-style-type: none"> 12. Training of Municipal Electrical Engineers on PV systems and Finance Administrators in PV application processing and approval.
Improved access to sanitation.	Introduction of new innovative sanitation technology	<ol style="list-style-type: none"> 13. Develop norms and standards 14. Capacitate municipalities to develop bid specifications and evaluate tenders on alternative technologies. 15. Develop new by-laws enabling introduction of new technology.

The National Department of Co-operative Governance and Traditional Affairs is implementing a Community Work Programme in Western Cape municipalities. The Department is playing an oversight role as this contributes **to Provincial Strategic Goal 1: Create opportunities for growth and jobs.**

The priorities of the Department are guided by the Provincial Strategic Goals, Provincial Spatial Development Framework and the Growth Potential of Towns Study.

The map below indicates the departments infrastructure projects in the Provincial Spatial Development Framework (PSDF) corridors.



Provincial Spatial Development Framework vs Municipal Infrastructure Grant 2016/17



6.3 Overview of 2016 budget and MTEF estimates:

Programme R'000	Outcome			Main appropriation 2015 / 2016	Ad- justed appropriation 2015 / 2016	Revised estimate 2015 / 2016	Medium-term estimate				% Change from Revised estimate 2015 / 2016
	Audited	Audited	Audited				2016	2017	2018	2019	
	2012 / 2013	2013 / 2014	2014 / 2015								
	2012	2013	2014								
1. Administration	21 716	32 098	37 054	40 700	38 627	38 627	39 174	41 426	43 812	1.42	
2. Local Governance	99 529	94 746	117 032	107 453	111 962	111 962	116 742	122 002	128 485	4.27	
3. Development and Planning	39 364	45 218	43 393	52 235	67 782	67 782	61 982	67 880	71 822	(8.56)	
4. Traditional Institutional Management				1	1	1	1	1	1		
Total payments and estimates	160 609	172 062	197 479	200 389	218 372	218 372	217 899	231 309	244 120	(0.22)	

Summary by economic classification

Summary of payments and estimates by economic classification

Economic classification R'000	Outcome			Main appropriation 2015 / 2016	Ad- justed appropriation 2015 / 2016	Revised estimate 2015 / 2016	Medium-term estimate				% Change from Revised estimate 2015 / 2016
	Audited	Audited	Audited				2016	2017	2018	2019	
	2012 / 2013	2013 / 2014	2014 / 2015								
	2012	2013	2014								
Current payments	142 868	156 353	166 852	190 834	188 756	188 756	201 249	213 973	226 042	6.62	
Compensation of employees	103 104	117 410	123 726	145 073	138 168	138 168	143 164	151 622	159 337	3.62	
Goods and services	39 764	38 943	43 123	45 761	50 588	50 588	58 085	62 351	66 705	14.82	
Interest and rent on land			3								
Transfers and subsidies to Provinces and municipalities	13 996	9 486	25 388	6 400	15 364	15 364	13 238	13 759	14 308	(13.84)	
Departmental agencies and accounts	336	370	379	402	402	402	424	445	466	5.47	
Higher education institutions		200	200								
Non-profit institutions	926	587	593	630	710	710	664	698	732	(6.48)	
Households	171	183	775	440	500	500				(100.00)	
Payments for capital assets	3 514	6 075	5 046	3 055	14 118	14 118	3 307	3 466	3 654	(76.58)	
Buildings and other fixed structures	79										
Machinery and equipment	3 435	5 882	4 952	3 055	14 108	14 108	3 307	3 466	3 654	(76.56)	
Software and other intangible assets		193	94		10	10				(100.00)	
Payments for financial assets	231	148	193	100	134	134	105	111	116	(21.64)	
Total economic classification	160 609	172 062	197 479	200 389	218 372	218 372	217 899	231 309	244 120	(0.22)	

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 Management¹	4.1. Traditional Institutional Administration

- ¹ The Department has activated Programme 4, called Traditional Institutional Management. The National Department of Traditional Affairs has introduced a Bill to Parliament. Once the Act has been promulgated the Department will develop deliverables for this Programme.
- The Department's Budget Programme Structure adheres to the National Structure for Cooperative Governance and Traditional Affairs with the following expectations: Sub-Programme Municipal Finance (Under programme 2: Local Governance) is addressed by 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. An indication of the specific sector indicators which fall within the functional areas of these Departments are outlined in the Annual Performance Plan.

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 2016/17

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		
			2012 / 2013	2013 / 2014	2014 / 2015	Current (2015 / 2016)	Year 1 2016 / 2017	Year 2 2017 / 2018	Year 3 2018 / 2019
			1. To partner with programmes so they can meet their service delivery requirements	Submission of strategic reports	29	-	8	8	8

Programme Performance Indicators Annual Targets for 2016/17

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			
	2012 / 2013	2013 / 2014	2014 / 2015	Current (2015 / 2016)	Year 1 2016 / 2017	Year 2 2017 / 2018	Year 3 2018 / 2019	
	1.1. Submission of an Annual Performance Plan	1	1	1	1	1	1	1
1.2. Submission of Quarterly Performance Reports	4	4	4	4	4	4	4	
1.3. Submission of an Annual Report	1	1	1	1	1	1	1	
1.4. Programme impact evaluation report	-	-	2	2	1	1	1	

Programme Performance Indicators and Quarterly Targets for 2016/17

Programme Performance Indicators	PSG Linkage	Reporting Period	Annual Target 2016 / 2017	Quarterly Targets			
				1 st	2 nd	3 rd	4 th
1.1. Submission of an Annual Performance Plan	PSG 5	Annual	1	-	-	-	1
1.2. Submission of Quarterly Performance Reports	PSG 5	Quarterly	4	1	1	1	1
1.3. Submission of an Annual Report	PSG 5	Annual	1	-	1	-	-
1.4. Programme impact evaluation report	PSG 5	Annual	1	-	-	-	1

Strategic Objective Indicator and Annual Targets for 2016/17

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		
			2012 / 2013	2013 / 2014	2014 / 2015	Current (2015 / 2016)	Year 1 2016 / 2017	Year 2 2017 / 2018	Year 3 2018 / 2019
			2. To partner with programmes so they can meet their service delivery requirements	Number of financial reports submitted	69	5	6	18	18

Programme Performance Indicators Annual Targets for 2016/17

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		
	2012 / 2013	2013 / 2014	2014 / 2015	Current (2015 / 2016)	Year 1 2016 / 2017	Year 2 2017 / 2018	Year 3 2018 / 2019
	2.1. In-year monitoring reports submitted to PT	-	-	13	12	12	12
2.2. Properly costed budget aligned with APP/ Strategic Plan	-	1	1	1	1	1	1
2.3. Submission of Annual Financial Statements	1	1	1	1	1	1	1
2.4. Submission of Interim Financial Statements	4	4	3	4	3	3	3

Programme Performance Indicators and Quarterly Targets for 2016/17

Programme Performance Indicators	PSG Linkage	Reporting Period	Annual Target 2016 / 2017	Quarterly Targets			
				1 st	2 nd	3 rd	4 th
2.1. In-year monitoring reports submitted to PT	PSG 5	Quarterly	12	3	3	3	3
2.2. Properly costed budget aligned with APP/ Strategic Plan	PSG 5	Annual	1	-	-	-	1
2.3. Submission of Annual Financial Statements	PSG 5	Annual	1	-	-	1	-
2.4. Submission of Interim Financial Statements	PSG 5	Quarterly	3	-	1	1	1

Programme 1: Reconciling performance targets with budget and MTEF

The Programme's 2016/17 budget allocation increased by 9.49 per cent from the revised estimates related to the 2015/16 financial year due to the implementation of the wage agreement. Provision was made for normal inflationary adjustments over the MTEF.

Summary of payments and estimates – Programme 1: Administration

Sub-programme R'000	Outcome			Main appropriation 2015 / 2016	Ad- justed appropriation 2015 / 2016	Revised estimate 2015 / 2016	Medium-term estimate			% Change from Revised esti- mate 2015 / 2016
	Audited	Audited	Audited				2016	2017	2018	
	2012 / 2013	2013 / 2014	2014 / 2015				2016 / 2017	2017 / 2018	2018 / 2019	
1. Office of the MEC	221									
2. Corporate Services	21 495	32 098	37 054	40 700	38 627	38 627	39 174	41 426	43 812	1.42
Total payments and estimates	21 716	32 098	37 054	40 700	38 627	38 627	39 174	41 426	43 812	1.42

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

Economic classification R'000	Outcome			Main appropriation 2015 / 2016	Ad- justed appropriation 2015 / 2016	Revised estimate 2015 / 2016	Medium-term estimate			% Change from Revised estimate 2015 / 2016
	Audited	Audited	Audited				2016	2017	2018	
	2012 / 2013	2013 / 2014	2014 / 2015				2016 / 2017	2017 / 2018	2018 / 2019	
Current payments	19 741	27 600	32 576	37 859	35 398	35 398	35 841	37 924	40 118	1.25
Compensation of employees	11 240	18 078	19 358	25 204	23 597	23 597	24 315	25 879	27 494	3.04
Goods and services	8 501	9 522	13 215	12 655	11 801	11 801	11 526	12 045	12 624	(2.33)
Interest and rent on land			3							
Transfers and subsidies to	144	82	12		11	11				(100.00)
Departmental agencies and accounts			4							
Households	144	82	8		11	11				(100.00)
Payments for capital assets	1 600	4 268	4 335	2 741	3 093	3 093	3 228	3 391	3 578	4.36
Buildings and other fixed structures	79									
Machinery and equipment	1 521	4 118	4 241	2 741	3 083	3 083	3 228	3 391	3 578	4.70
Heritage assets										
Software and other intangible assets		150	94		10	10				(100.00)
Payments for financial assets	231	148	131	100	125	125	105	111	116	(16.00)
Total economic classification	21 716	32 098	37 054	40 700	38 627	38 627	39 174	41 426	43 812	1.42

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: Municipal Governance and Specialised Support

Purpose:

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

Strategic Objective

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

Strategic Objective Indicator and Annual Targets for 2016/17

STRATEGIC GOAL	Well governed and capacitated municipalities that deliver services to								
Strategic Objective	Strategic Objective Indicator	Strategic Plan Target (2015-2020)	Audited/Actual Performance Information			Estimated Performance	Medium Term Targets		
			2012 / 2013	2013 / 2014	2014 / 2015	Current (2015 / 2016)	Year 1 (2016 / 2017)	Year 2 (2017 / 2018)	Year 3 (2018 / 2019)
			1. To promote good governance in municipalities	Decision-making initiatives enhanced	32	1	1	2	-

Provincial Programme Performance Indicators Annual Targets for 2016/17

STRATEGIC OBJECTIVE	To promote good governance in municipalities						
Programme Performance Indicators	Audited/Actual Performance Information			Esti- mated Perfor- mance	Medium-Term Targets		
	2012 / 2013	2013 / 2014	2014 / 2015	Current (2015 / 2016)	Year 1 2016 / 2017	Year 2 2017 / 2018	Year 3 2018 / 2019
	1.1 Legislation development initiatives in support of municipalities	-	-	-	-	2	2
1.2 Legal Support provided to municipalities to improve legislative compliance	-	-	-	-	2	2	2
1.3 Research on conduct of disciplinary proceedings against councillors	-	-	-	-	1	1	1
1.4 Support initiatives to strengthen the oversight function in municipalities	-	-	-	-	5	5	5
1.5 Assessment of Senior Manager appointments and code of conduct cases to promote legislative compliance ²	-	-	-	-	-	-	-
1.6 Local government Pre and post-election support	-	-	-	-	3	-	-
1.7 Informal Interventions	4	2	5	-	-	-	-
1.8 Formal Interventions S139 of the Constitution ³	-	-	-	-	1	-	-
1.9 Formal investigations in terms of the Municipal Systems Act (MSA106) and Western Cape Monitoring and Support of municipalities Act (WC MSMA)	-	-	1	-	-	-	-

• ² Indicators 1.5, 1.7 & 1.9 are demand driven hence no targets are set

³ On-going support will be provided to the Municipality of Oudtshoorn

Provincial Programme Performance Indicators and Quarterly Targets for 2016/17

Programme Performance Indicators	PSG Linkage	Reporting Period	Annual Target 2016 / 2017	Quarterly Targets			
				1 st	2 nd	3 rd	4 th
1.1 Legislation development initiatives in support of municipalities	PSG 5	Annual	2	-	-	-	2
1.2 Legal Support provided to municipalities to improve legislative compliance	PSG 5	Bi-Annual	2	-	1	-	1
1.3 Research on conduct of disciplinary proceedings against councillors	PSG 5	Annual	1	-	-	-	1
1.4 Support initiatives to strengthen the oversight function in municipalities	PSG 5	Bi-Annual	5	-	-	3	2
1.5 Assessment of Senior Manager appointments and code of conduct cases to promote legislative compliance	PSG 5	-	-	-	-	-	-
1.6 Local government Pre and post-election support	PSG 5	Annual	3	-	3	-	-
1.7 Informal Interventions	PSG 5	Annual	-	-	-	-	-
1.8 Formal Interventions S139 of the Constitution	PSG 5	Annual	1	-	-	-	1
1.9 Formal investigations in terms of the Municipal Systems Act (MSA106) and Western Cape Monitoring and Support of municipalities Act (WC MSMA)	PSG 5	Annual	-	-	-	-	-

Nationally Prescribed Indicators

Programme Performance indicators	Audited/ Actual Performance Information			Esti- mated Performance	Medium Targets		
	2012 / 2013	2013 / 2014	2014 / 2015	Current (2015 / 2016)	Year 1 2016 / 2017	Year 2 2017 / 2018	Year 3 2018 / 2019
	1. Number of municipalities supported to comply with MSA regulations ⁴	-	-	-	-	2	2
2. Number of reports produced on the extent to which municipalities comply with the implementation of the Anti-corruption measures	-	-	-	-	1	1	1
3. Number of reports on fraud, corruption and maladministration cases reported and investigated	-	-	-	-	1	1	1

• ⁴ This indicator is covered by indicator 1.1

8.2.2 Sub-Programme: Public Participation

Purpose:

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

Strategic Objectives

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

Strategic Objective Indicator and Annual Targets for 2016/17

STRATEGIC GOAL		Unlock 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		
			2012 / 2013	2013 / 2014	2014 / 2015	Current (2015 / 2016)	Year 1 2016 / 2017	Year 2 2017 / 2018	Year 3 2018 / 2019
1. To strengthen public participation through effective communication between municipalities and communities	Initiatives to improve Public Participation in municipalities	26	3	3	3	5	7	7	7

Provincial Programme Performance Indicators Annual Targets for 2016/17

STRATEGIC OBJECTIVE	To strengthen public participation through effective communication between municipalities and communities						
Programme Performance Indicators	Audited/Actual Performance Information			Estimated Performance	Medium Term Targets		
	2012 / 2013	2013 / 2014	2014 / 2015	Current (2015 / 2016)	Year 1 2016 / 2017	Year 2 2017 / 2018	Year 3 2018 / 2019
	1.1 Support actions to improve ward committee functionality	3	4	4	4	4	4
1.2 Reports on ward committee functionality	4	4	4	4	4	4	4
1.3 Municipalities supported with communication campaigns	-	-	-	-	20	20	20
1.4 Specialised communication support provided to municipalities	-	-	-	-	2	2	2

Provincial Programme Performance Indicators and Quarterly Targets for 2016/17

Programme Performance Indicators	PSG Linkage	Reporting Period	Annual Target 2016 / 2017	Quarterly Targets			
				1 st	2 nd	3 rd	4 th
1.1 Support actions to improve ward committee functionality	PSG 5	Quarterly	4	1	1	1	1
1.2 Reports on ward committee functionality	PSG 5	Quarterly	4	1	1	1	1
1.3 Municipalities supported with communication campaigns	PSG 5	Annual	20	-	-	-	20
1.4 Specialised communication support provided to municipalities	PSG 5	Annual	2	-	-	-	2

Strategic Objective Indicator and Annual Targets for 2016/17

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		
			2012 / 2013	2013 / 2014	2014 / 2015	Current (2015 / 2016)	Year 1 2016 / 2017	Year 2 2017 / 2018	Year 3 2018 / 2019
			1. To provide support and capacity-building initiatives to municipalities	Municipalities supported with capacity-building initiatives on gender mainstreaming	13	-	-	4	4

Provincial Programme Performance Indicators Annual Targets for 2016/17

STRATEGIC OBJECTIVE	To provide support and capacity building initiatives to municipalities							
Programme Performance Indicators	Audited/Actual Performance Information			Estimated Performance	Medium-Term Targets			
	2012 / 2013	2013 / 2014	2014 / 2015	Current (2015 / 2016)	Year 1 2016 / 2017	Year 2 2017 / 2018	Year 3 2018 / 2019	
	1.1 Municipalities-supported with capacity-building initiatives on gender mainstreaming ⁵	-	-	4	3	3	3	3

⁵ This is the only indicator for the sub-programme hence it is linked to the strategic objective

Provincial Programme Performance Indicator and Quarterly Target for 2016/17

Programme Performance Indicators	PSG Linkage	Reporting Period	Annual Target 2016 / 2017	Quarterly Targets			
				1 st	2 nd	3 rd	4 th
2.1 Municipalities supported with capacity-building initiatives on gender mainstreaming	PSG 5	Quarterly	3	-	1	1	1

Nationally Prescribed Indicators

Programme Performance Indicators	Audited/ Actual Performance Information			Estimated performance	Medium-term targets		
	2012 / 2013	2013 / 2014	2014 / 2015		Current (2015 / 2016)	Year 1 2016 / 2017	Year 2 2017 / 2018
	1. Number of work opportunities created through the Community Work Programme in municipalities ⁶	-	7 748	6 890	-	-	-
2. Number of ward committees supported on implementation of ward operational plans ⁷	-	-	-	-	-	-	-
3. Number of municipalities supported on the development of a ward-level database with community concerns and remedial actions produced	-	-	-	-	-	-	-
4. Report on the number of community report back meetings convened by councillors in each ward	-	-	-	-	1	1	1
5. Number of municipalities supported to roll-out gender policy framework ⁸	-	-	-	-	-	-	-

- ⁶ The national Department of Cooperative Governance is implementing a CWP programme in Western Cape municipalities and the Department is playing an oversight role.
- ⁷ This indicator is covered by projects under the provincial indicator 1.1
- ⁸ This indicator is covered by the provincial indicator 2.1

8.2.3 Sub-Programme: Capacity Development

Purpose:

To capacitate municipalities to deliver effective services

Strategic Objective

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

Strategic Objective Indicator and Annual Targets for 2016/17

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		
			2012 / 2013	2013 / 2014	2014 / 2015	Current (2015 / 2016)	Year 1 2016 / 2017	Year 2 2017 / 2018	Year 3 2018 / 2019
			1. To provide support and capacity-building initiatives to municipalities	Programmes implemented to support and capacitate municipalities	29	-	-	3	3

Provincial Programme Performance Indicators Annual Targets for 2016/17

STRATEGIC OBJECTIVE	To provide support and capacity building initiatives to municipalities						
Programme Performance Indicators	Audited/Actual Performance Information			Estimated Performance	Medium-Term Targets		
	2012 / 2013	2013 / 2014	2014 / 2015	Current (2015 / 2016)	Year 1 2016 / 2017	Year 2 2017 / 2018	Year 3 2018 / 2019
	1.1 Capacity building programmes implemented in municipalities (ongoing)	7	7	16	10	5	3
1.2 Research to enhance the provincial perspective on municipal governance	-	-	-	-	1	1	1
1.3 Initiatives to support municipalities with the enhancement of ICT	-	-	2	3	3	3	3
1.4 Municipal training programmes implemented	-	-	3	1	2	2	2
1.5 Number of Valuation Appeal Board appointed	-	-	-	-	7	8	4

Provincial Programme Performance Indicators and Quarterly Targets for 2016/17

Programme Performance Indicators	PSG Linkage	Reporting Period	Annual Target 2016 / 2017	Quarterly Targets			
				1 st	2 nd	3 rd	4 th
1.1 Capacity Building programmes implemented in municipalities (on-going)	PSG 5	Quarterly	5	-	1	1	3
1.2 Research to enhance the provincial perspective on municipal governance	PSG 5	Annual	1	-	-	1	-
1.3 Initiatives to support municipalities with the enhancement of ICT	PSG 5	Bi-Annual	3	-	-	1	2
1.4 Municipal training programmes implemented	PSG 5	Bi-Annual	2	-	-	1	1
1.5 Number of Valuation Appeal Board appointed	PSG 5	Quarterly	7	2	2	1	2

Nationally Prescribed Indicators

Programme Performance Indicators	Audited/Actual Performance Information			Estimated performance	Medium-term targets		
	2012 / 2013	2013 / 2014	2014 / 2015	Current (2015 / 2016)	Year 1 2016 / 2017	Year 2 2017 / 2018	Year 3 2018 / 2019
	1. Number of municipalities supported to institutionalize performance management system (PMS) ⁹	21	-	29	-	-	-
2. Number of capacity building interventions conducted in municipalities ¹⁰	-	-	-	10	5	3	3
3. Number of municipalities guided to comply with MPRA ¹¹	-	-	-	-	-	-	-
4. Report on implementation of Back to Basics support plans by municipalities	-	-	-	-	-	-	-

- ⁹ Municipalities were supported in previous years
- ¹⁰ This indicator is covered by the Provincial indicator 1.2.
- ¹¹ This indicator will be reconvened after the local elections in 2016

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 2016/17

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		
			2012 / 2013	2013 / 2014	2014 / 2015	Current (2015 / 2016)	Year 1 2016 / 2017	Year 2 2017 / 2018	Year 3 2018 / 2019
			1. To monitor and evaluate municipal performance	Municipal performance monitoring initiatives	12	1	1	1	2

Provincial Programme Performance Indicators Annual Targets for 2016/17

STRATEGIC OBJECTIVE		To monitor and evaluate municipal performance						
Programme Performance Indicators		Audited/Actual Performance Information			Estimated Performance	Medium-Term Targets		
		2012 / 2013	2013 / 2014	2014 / 2015	Current (2015 / 2016)	Year 1 2016 / 2017	Year 2 2017 / 2018	Year 3 2018 / 2019
		1.1. Quarterly Municipal Performance Reports	4	112	4	4	4	4
1.2. Assessment of draft Municipal SDBIPs	-	-	-	30	30	30	30	
1.3. Development of stakeholder governance Framework	-	-	-	-	1	-	-	
1.4. Research on new financial model and basket of services	-	-	-	-	1	1	1	

Provincial Programme Performance Indicators and Quarterly Targets for 2016/17

Programme Performance Indicators	PSG Linkage	Reporting Period	Annual Target 2016 / 2017	Quarterly Targets			
				1 st	2 nd	3 rd	4 th
1.1. Quarterly Municipal Performance Reports	PSG 5	Quarterly	4	1	1	1	1
1.2. Assessment of draft Municipal SDBIPs	PSG 5	Annual	30	30	-	-	-
1.3. Development of stakeholder governance Framework	PSG 5	Annual	1	1	-	-	-
1.4. Research on new financial model and basket of services	PSG 5	Annual	1	-	1	-	-

Nationally Prescribed Indicators

Programme Performance Indicators	Audited/Actual performance			Estimated performance	Medium-term targets		
	2012 / 2013	2013 / 2014	2014 / 2015	Current (2015 / 2016)	Year 1 2016 / 2017	Year 2 2017 / 2018	Year 3 2018 / 2019
	1. Number of municipal performance reports compiled as per the requirements of Section 47 of the Municipal System Act(MSA)	1	1	1	1	1	1
2. Number of municipalities supported to implement indigent policies ¹²	-	-	-	-	-	-	-

• ¹² The Department will report on indicator 2

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 2016/17

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		
			2012 / 2013	2013 / 2014	2014 / 2015	Current (2015 / 2016)	Year 1 2016 / 2017	Year 2 2017 / 2018	Year 3 2018 / 2019
			1. To co-ordinate improved access to government information, services, and socio-economic opportunities	Projects implemented to improve access to government services	10	-	-	-	1

Provincial Programme Performance Indicators Annual Targets for 2016/17

STRATEGIC OBJECTIVE	To coordinate improved access to government information, services, and socio- economic opportunities						
	Audited/ Actual Performance Information			Estimated performance	Medium-Term Targets		
	2012 / 2013	2013 / 2014	2014 / 2015		Current (2015 / 2016)	Year 1 2016 / 2017	Year 2 2017 / 2018
1.1. Number of citizens accessing government services	-	-	-	-	100 000	100 000	100 000
1.2. Report on the Functionality of Thusong Service Centres	-	-	-	-	4	4	4
1.3. Support actions to ensure effective functioning of the Thusong Programme	-	-	-	4	5	5	5

Programme Performance Indicators and Quarterly Targets for 2016/17

Programme Performance Indicators	PSG Linkage	Reporting Period	Annual Target 2016 / 2017	Quarterly Targets			
				1 st	2 nd	3 rd	4 th
1.1. Number of citizens accessing government services	PSG 5	Annual	100 000	-	-	-	100 000
1.2. Report on the Functionality of Thusong Service Centres	PSG 5	Quarterly	4	1	1	1	1
1.3. Support actions to ensure effective functioning of the Thusong Programme	PSG 5	Annual	5	-	-	-	5

Strategic Objective Indicator and Annual Targets for 2016/17

STRATEGIC GOAL		Unlocked opportunities for community through improved access to government services and active community participation							
Strategic Objective	Strategic Objective Indicator	Strategic Plan Target (2015-2020)	Audited/Actual Performance Information			Estimated Performance	Medium-Term Targets		
			2012 / 2013	2013 / 2014	2014 / 2015	Current (2015 / 2016)	Year 1 2016 / 2017	Year 2 2017 / 2018	Year 3 2018 / 2019
			2. To support co-operative governance between the three spheres of government	Initiatives Supporting co-operative governance between the three spheres of government	16	1	1	1	1

Provincial Programme Performance Indicators Annual Targets for 2016/17

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		
		2012 / 2013	2013 / 2014	2014 / 2015	Current (2015 / 2016)	Year 1 2016 / 2017	Year 2 2017 / 2018	Year 3 2018 / 2019
		2.1. Support actions to improve functionality of IGR Fora		-	-	-	-	4
2.2. Provincial intergovernmental meetings convened		8	8	6	8	8	8	8

Provincial Programme Performance Indicators and Quarterly Targets for 2016/17

Programme Performance Indicators	PSG Linkage	Reporting Period	Annual Target 2016/17	Quarterly Targets			
				1 st	2 nd	3 rd	4 th
2.1. Support actions to improve functionality of IGR Fora	PSG 5	Quarterly	4	1	1	1	1
2.2. Provincial intergovernmental meetings convened	PSG 5	Quarterly	8	2	2	2	2

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 2016/17

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		
			2012 / 2013	2013 / 2014	2014 / 2015	Current (2015 / 2016)	Year 1 2016 / 2017	Year 2 2017 / 2018	Year 3 2018 / 2019
			1. To co-ordinate improved access to government information services, and socio-economic opportunities	Projects improving access to and information about government services	12	4	4	4	3

Provincial Programme Performance Indicators Annual Targets for 2016/17

STRATEGIC OBJECTIVE	To co-ordinate improved access to government information services, and socio economic opportunities						
Programme Performance Indicators	Audited/Actual performance			Estimated performance	Medium-term targets		
	2012 / 2013	2013 / 2014	2014 / 2015	Current (2015 / 2016)	Year 1 2016 / 2017	Year 2 2017 / 2018	Year 3 2018 / 2019
	1.1. Support initiatives to improve access to government services	20	44	27	20	20	20
1.1. Case referrals to government services facilitated	26 107	24 826	30 217	32 000	32 000	32 000	32 000
1.2. Support Initiatives to improve access to small scale economic opportunities	56	62	60	60	70	70	70

Provincial Programme Performance Indicators and Quarterly Targets for 2016/17

Programme Performance Indicators	PSG Linkage	Reporting Period	Annual Target 2016/17	Quarterly Targets			
				1 st	2 nd	3 rd	4 th
1.1. Support initiatives to improve access to government services	PSG 5	Quarterly	20	5	5	5	5
1.2. Case referrals to government services facilitated	PSG 5	Quarterly	32 000	8 000	8 000	8 000	8 000
1.3. Support Initiatives to improve access to small scale economic opportunities	PSG 5	Quarterly	70	15	20	20	15

Programme 2: Reconciling performance targets with budget and MTEF

The 2016/17 budget for the programme has increased by 5.90 per cent compared to the revised estimates in 2015/16. The overall increase in the programme is mainly due to the higher than anticipated Cost of Living Adjustments.

The increase in compensation of employees includes provision of 1.5 per cent pay progression and filling of posts which became vacant and the process of filling the post started in 2015/16. Goods and services decreased due to decrease in consultants and cost efficiency measures implemented in the Department. The increase in machinery and equipment represents funds set aside to purchase IT equipment for new officials to be appointed.

Summary of payments and estimates – Programme 2: Local Governance

Sub-programme R'000	Outcome			Main appropriation 2015 / 2016	Ad- justed appropriation 2015 / 2016	Revised estimate 2015 / 2016	Medium-term estimate			% Change from Revised estimate 2015 / 2016
	Audited	Audited	Audited				2016	2017	2018	
	2012	2013	2014				2016	2017	2018	
	/ 2013	/ 2014	/ 2015				2017	2018	2019	
1. Municipal Administration	7 718	9 716	9 187	10 443	10 523	10 523	9 987	10 726	11 405	(5.09)
2. Public Participation	7 224	6 221	5 928	7 123	7 741	7 741	8 761	9 359	9 042	13.18
3. Capacity Development	15 966	13 385	11 270	12 349	14 687	14 687	12 997	13 212	13 991	(11.51)
4. Municipal Performance, Monitoring, Reporting and Evaluation	5 224	5 654	27 248	7 954	8 764	8 764	17 347	18 121	19 521	97.93
5. Service Delivery Integration	16 628	8 788	10 188	11 174	12 262	12 262	9 957	10 236	10 799	(18.80)
6. Community Development Worker Programme	46 769	50 982	53 211	58 410	57 985	57 985	57 693	60 348	63 727	(0.50)
Total payments and estimates	99 529	94 746	117 032	107 453	111 962	111 962	116 742	122 002	128 485	4.27

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

Economic classification R'000	Outcome			Main appropriation 2015 / 2016	Ad-justed appropriation 2015 / 2016	Revised estimate 2015 / 2016	Medium-term estimate			% Change from Revised estimate 2015 / 2016
	Audited	Audited	Audited				2016 / 2017	2017 / 2018	2018 / 2019	
	2012 / 2013	2013 / 2014	2014 / 2015							
Current payments	87 083	85 475	92 459	101 668	101 815	101 815	104 347	109 128	115 104	2.49
Compensation of employees	70 551	75 419	79 262	88 038	85 627	85 627	87 669	92 183	97 942	2.38
Goods and services	16 532	10 056	13 197	13 630	16 188	16 188	16 678	16 945	17 162	3.03
Interest and rent on land										
Transfers and subsidies to	12 178	8 461	24 494	5 598	9 864	9 864	12 392	12 871	13 378	25.63
Provinces and municipalities	11 663	8 146	23 441	4 928	9 145	9 145	12 150	12 616	13 110	32.86
Higher education institutions			200							
Non-profit institutions	491	218	218	230	230	230	242	255	268	5.22
Households	24	97	635	440	489	489				(100.00)
Payments for capital assets	268	810	22	187	274	274	3	3	3	(98.91)
Machinery and equipment	268	767	22	187	274	274	3	3	3	(98.91)
Software and other intangible assets		43								
Payments for financial assets			57		9	9				(100.00)
Total economic classification	99 529	94 746	117 032	107 453	111 962	111 962	116 742	122 002	128 485	4.27

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 2016/17

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		
			2012 / 2013	2013 / 2014	2014 / 2015	Current (2015 / 2016)	Year 1 2016 / 2017	Year 2 2017 / 2018	Year 3 2018 / 2019
1. To support municipalities to provide and maintain economic and social infrastructure	Support initiatives on infrastructure projects	15	1	1	2	3	4	4	4

Provincial Programme Performance Indicators Annual Targets for 2016/17

STRATEGIC OBJECTIVE	To support municipalities to provide and maintain economic and social infrastructure						
Programme Performance Indicators	Audited/Actual performance			Estimated performance	Medium-term targets		
	2012 / 2013	2013 / 2014	2014 / 2015	Current (2015 / 2016)	Year 1 2016 / 2017	Year 2 2017 / 2018	Year 3 2018 / 2019
	1.1. Municipalities supported with the development of Electricity Master Plans	-	-	2	4	3	3
1.2. Municipalities supported to spend MIG	24	24	24	24	24	24	24
1.3. Infrastructure support initiatives implemented at municipalities	-	-	-	3	1	1	1
1.4. Research to enhance responsive infrastructure governance at municipalities	-	-	-	-	1	1	1

Provincial Programme Performance Indicators and Quarterly Targets for 2016/17

Programme Performance Indicators	PSG Linkage	Reporting Period	Annual Target 2016 / 17	Quarterly Targets			
				1 st	2 nd	3 rd	4 th
1.1. Municipalities supported with the development of Electricity Master Plans	PSG 4 & 5	Annual	3	-	-	-	3
1.2. Municipalities supported to spend MIG	PSG 4 & 5	Quarterly	24	24	24	24	24
1.3. Infrastructure support initiatives implemented at municipalities	PSG 4 & 5	Annual	1	-	-	-	1
1.4. Research to enhance responsive infrastructure governance at municipalities	PSG 4 & 5	Annual	1	-	-	-	1

Nationally Prescribed indicators

Programme Performance Measure Indicators	Estimated performance			Estimated Performance	Medium-term targets		
	2012 / 2013	2013 / 2014	2014 / 2015	Current (2015 / 2016)	Year 1 2016 / 2017	Year 2 2017 / 2018	Year 3 2018 / 2019
	1. Number of municipalities supported with service delivery programmes ¹³	-	-	-	24	24	24

¹³ This indicator is covered by the Provincial indicator 1.2

8.3.2 Disaster Management and Fire Brigade Services

Sub-Programme: Disaster Management and Fire Brigade Service

Purpose:

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

Strategic Objectives

Strategic Objective	To co-ordinate effective disaster management preparedness, Intergovernmental and recovery
Objective statement	To co-ordinate disaster intergovernmental structures, disaster response, rehabilitation and reconstruction in order to improve disaster preparedness and recovery adequately in the Province
Baseline	<ul style="list-style-type: none"> • 13 rehabilitation and reconstruction programmes facilitated • Regular advisory forums conducted • Regular updates of disaster management plans co-ordinated

Strategic Objective	To co-ordinate reduction of potential risks posed by hazards
Objective statement	To coordinate 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"> • 6 support programmes for special operations response task teams and fire services • 21 municipalities trained on fire safety

Strategic Objective Indicator and Annual Targets for 2016/17

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		
2012 / 2013				2013 / 2014	2014 / 2015	Current (2015 / 2016)	Year 1 2016 / 2017	Year 2 2017 / 2018	Year 3 2018 / 2019	
1.	To co-ordinate effective disaster management preparedness Intergovernmental and recovery	Programmes to co-ordinate effective disaster preparedness, intergovernmental relations and recovery	16	6	7	6	4	4	4	4

Provincial Programme Performance Indicators Annual Targets for 2016/17

STRATEGIC OBJECTIVE	To co-ordinate effective disaster management preparedness Intergovernmental and recovery						
Programme Performance Indicators	Audited/ Actual Performance Information			Esti- mated performance	Medium-term targets		
	2012 / 2013	2013 / 2014	2014 / 2015	Current (2015 / 2016)	Year 1 2016 / 2017	Year 2 2017 / 2018	Year 3 2018 / 2019
	1.1. Stakeholders assisted in developing disaster preparedness plans	7	8	4	2	2	2
1.2. Centre enhancements to ensure functional Western Cape Disaster Management Centre	1	1	1	1	1	1	1
1.3. Provincial Disaster Management Annual Report	-	1	1	1	1	1	1
1.4. Meetings of intergovernmental disaster management fora	4	4	4	4	4	4	4
1.5. Disaster damage assessments/ verifications conducted ¹⁴	3	4	4	-	-	-	-
1.6. Disaster declarations/ classifications facilitated ¹⁵	1	2	-	-	-	-	-
1.7. Disaster recovery projects monitored and supported	3	9	7	-	1	1	-

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

• ¹⁵ The Department cannot predict this indicator hence, there are no targets set.

Provincial Programme Performance Indicators and Quarterly Targets for 2016/17

Programme Performance Indicators	PSG Linkage	Reporting Period	Annual Target 2016 / 2017	Quarterly Targets			
				1 st	2 nd	3 rd	4 th
1.1. Stakeholders assisted in developing disaster preparedness plans	PSG 4	Annual	2	-	-	-	2
1.2. Centre enhancement to ensure functional Western Cape Disaster Management Centre	PSG 4	Annual	1	-	-	-	1
1.3. Provincial Disaster Management Annual Report	PSG 4	Annual	1	-	1	-	-
1.4. Meetings of intergovernmental disaster management fora	PSG 4	Quarterly	4	1	1	1	1
1.5. Disaster damage assessments/ verifications conducted	PSG 4	-	-	-	-	-	-
1.6. Disaster declarations/ classifications facilitated	PSG 4	-	-	-	-	-	-
1.7. Disaster recovery projects monitored and supported	PSG 4	Annual	1	-	-	-	1

Strategic Objective Indicator and Annual Targets for 2016/17

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		
			2012 / 2013	2013 / 2014	2014 / 2015	Current (2015 / 2016)	Year 1 2016 / 2017	Year 2 2017 / 2018	Year 3 2018 / 2019
			2. To co-ordinate reduction of risks posed by hazards	Programmes to reduce potential risks	16	3	3	3	4

Provincial Programme Performance Indicators Annual Targets for 2016/17

STRATEGIC OBJECTIVE	To co-ordinate reduction of risk posed by hazards						
	Audited/Actual Performance Information			Estimated performance	Medium-term targets		
	2012 / 2013	2013 / 2014	2014 / 2015	Current (2015 / 2016)	Year 1 2016 / 2017	Year 2 2017 / 2018	Year 3 2018 / 2019
2.1 Municipalities supported to develop Disaster Risk Reduction Chapters in IDPs	6	6	6	6	6	6	6
2.2 Municipalities supported with risk and vulnerability assessments	4	5	4	3	3	3	3
2.3 Maintenance of Data Repository at Western Cape Disaster Management Centre maintained	-	-	-	1	1	1	1
2.4 Disaster Hazard Awareness Programme	2	2	1	1	1	1	1

Provincial Programme Performance Indicators and Quarterly Targets for 2016/17

Programme Performance Indicators	PSG Linkage	Reporting Period	Annual Target 2016 / 2017	Quarterly Targets			
				1 st	2 nd	3 rd	4 th
2.1 Municipalities supported to develop Disaster Risk Reduction Chapters in IDPs	PSG 4	Quarterly	6	1	3	2	-
2.2 Municipalities supported with risk and vulnerability assessments	PSG 4	Annual	3	-	-	-	3
2.3 Maintenance of Data Repository at Western Cape Disaster Management Centre maintained	PSG 4	Annual	1	-	-	-	1
2.4 Disaster Hazard Awareness Programme	PSG 4	Annual	1	-	-	-	1

Strategic Objective Indicator and Annual Targets for 2016/17

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		
			2012 / 2013	2013 / 2014	2014 / 2015	Current (2015 / 2016)	Year 1 2016 / 2017	Year 2 2017 / 2018	Year 3 2018 / 2019
			3. To improve fire and rescue services capability	Programmes to improve fire and rescue services capability	23	1	1	1	6

Provincial Programme Performance Indicators Annual Targets for 2016/17

STRATEGIC OBJECTIVE	To improve Fire and Rescue Services Capability							
Programme Performance Indicators	Audited/ Actual Performance Information			Estimated performance	Medium-term targets			
	2012 / 2013	2013 / 2014	2014 / 2015	Current (2015/ 2016)	Year 1 2016 / 2017	Year 2 2017 / 2018	Year 3 2018 / 2019	
	3.1. Provincial Emergency Services Training Centre projects at Wolwekloof	-	-	-	1	1	1	1
3.2. Aerial Fire-Fighting and Ground Support Programmes	-	-	-	1	1	1	1	
3.3. Emergency Management Skills Capacity Development (Incident Command) Programmes	-	-	-	1	1	1	1	
3.4. Fire and Life Safety Programmes	-	-	-	2	2	2	2	
3.5. Special Operations Capacity Building Programmes	2	2	4	1	1	1	1	

Provincial Programme Performance Indicators and Quarterly Targets for 2016/17

Programme Performance Indicators	PSG Linkage	Reporting Period	Annual Target 2016 / 2017	Quarterly Targets			
				1 st	2 nd	3 rd	4 th
3.1. Provincial Emergency Services Training Centre projects at Wolwekloof	PSG 4	Annual	1	-	1	-	-
3.2. Aerial Fire-Fighting and Ground Support Programmes	PSG 4	Annual	1	-	-	-	1
3.3. Emergency Management Skills Capacity Development (Incident Command) Programmes	PSG 4	Annual	1	-	1	-	-
3.4. Fire and Life Safety Programmes	PSG 4	Bi-annual	2	1	1	-	-
3.5. Special Operations Capacity Building Programmes	PSG 4	Annual	1	-	-	1	-

Nationally Prescribed Indicators

Programme Performance Measure Indicators	Estimated performance			Estimated Performance	Medium-term targets		
	2011 / 2012	2012 / 2013	2013 / 2014	Current (2014 / 2015)	Year 1 2015 / 2016	Year 2 2016 / 2017	Year 3 2017 / 2018
	1. Number of municipalities supported functional Municipal Disaster Management Centres ¹⁶	-	-	-	6	6	6
2. Provincial fire brigade services established by target date	-	-	-	1	1	1	1

¹⁶ this indicator is covered by indicator 1.2

8.3.3 Integrated Development Planning

Sub-programme: Integrated Development Planning

Purpose:

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

Strategic Objectives

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

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

Strategic Objective Indicator and Annual Targets for 2016/17

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		
			2012 / 2013	2013 / 2014	2014 / 2015		Current (2015 / 2016)	Year 1 2016 / 2017	Year 2 2017 / 2018
			1. To improve the quality of IDPs to give effect to service delivery	Programmes to improve the quality of IDPs	12	-	1	3	3

Provincial Programme Performance Indicators Annual Targets for 2016/17

STRATEGIC OBJECTIVE	To improve the quality of IDPs to give effect to service delivery						
Programme Performance Indicators	Audited/Actual Performance Information			Estimated performance	Medium-term targets		
	2012 / 2013	2013 / 2014	2014 / 2015	Current (2015 / 2016)	Year 1 2016 / 2017	Year 2 2017 / 2018	Year 3 2018 / 2019
	1.1 IDP Assessment Reports determining alignment of planning and expenditure vs. priorities compiled	-	30	30	30	30	30
1.2 Process Plans/Time - schedules monitored to assess regional alignment and coordination	-	-	-	30	30	30	30
1.3 Number of municipalities supported with development of legally compliant IDP	-	-	6	6	30	30	30

Provincial Programme Performance Indicators and Quarterly Targets for 2016/17

Programme Performance Indicators	PSG Linkage	Reporting Period	Annual Target 2016 / 2017	Quarterly Targets			
				1 st	2 nd	3 rd	4 th
1.1 IDP Assessment Reports determining alignment of planning and expenditure vs. priorities compiled	PSG 5	Annual	30	-	30	-	-
1.2 Process Plans/Time - schedules monitored to assess regional alignment and coordination	PSG 5	Annual	30	-	30	-	-
1.3 Number of municipalities supported with development of legally compliant IDP	PSG 5	Annual	30	-	-	-	30

Strategic Objective Indicator and Annual Targets for 2016/17

STRATEGIC GOAL	Effective Integrated Development Planning by all spheres of that accelerates delivery within municipal areas								
Strategic Objective	Strategic Objective Indicator	Strategic Plan Target (2015-2020)	Audited/Actual Performance Information			Estimated Performance	Medium-Term Targets		
			2012 / 2013	2013 / 2014	2014 / 2015	Current (2015 / 2016)	Year 1 2016 / 2017	Year 2 2017 / 2018	Year 3 2018 / 2019
			2. To strengthen intergovernmental planning and budgeting through the establishment of IDP as the single coordinating plan of Government	Programme to improve inter-governmental planning in IDPs	3	-	-	-	-

Provincial Programme Performance Indicators Annual Targets for 2016/17

STRATEGIC OBJECTIVE	To strengthen Intergovernmental planning and budgeting through the establishment of IDP as the single coordinating plan of Government							
Programme Performance Indicators	Audited/Actual Performance Information			Estimated performance	Medium-term targets			
	2012 / 2013	2013 / 2014	2014 / 2015	Current (2015 / 2016)	Year 1 2016 / 2017	Year 2 2017 / 2018	Year 3 2018 / 2019	
	2.1 Percentage JPI agreements facilitated to reflect in the respective planning instruments of stakeholders	-	-	-	-	75%	80%	85%

Quarterly Targets for 2016/17

Programme Performance Indicators	PSG Linkage	Reporting Period	Annual Target 2016 / 2017	Quarterly Targets			
				1 st	2 nd	3 rd	4 th
1.1 Percentage JPI agreements facilitated to reflect in the respective planning instruments of stakeholders	PSG 5	Annual	75%	-	-	-	75%

Nationally Prescribed Indicator

Programme Performance Measure Indicators	Estimated performance			Estimated Performance	Medium-term targets		
	2012 / 2013	2013 / 2014	2014 / 2015	Current (2015 / 2016)	Year 1 2016 / 2017	Year 2 2017 / 2018	Year 3 2018 / 2019
	1. Number of municipalities supported with development of legally compliant IDP ¹⁷	-	-	6	6	30	30

- ¹⁷ This indicator is same as indicator 1.3 hence it will be covered by 1.3.

Programme 3: Reconciling performance targets with budget and MTEF

The 2016/17 budget for the programme has decreased by 2.793 per cent when compared to the revised estimates for the 2015/16 financial year. The decrease in 2016/17 is mainly on compensation of employees the budget includes funds made available for additional capacity within the IDP unit as well as funding towards the Green Economy related to Working on Fire (disaster prevention) which will be undertaken at the Wolwekloof Public Safety Academy. The machinery and equipment budget is for further enhancements to the Disaster Management centre.

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

Sub-programme R'000	Outcome			Main appropriation 2015 / 2016	Ad- justed appropriation 2015 / 2016	Revised estimate 2015 / 2016	Medium-term estimate			% Change from Revised esti- mate 2015 / 2016
	Audited	Audited	Audited				2016	2017	2018	
	2012 / 2013	2013 / 2014	2014 / 2015				2016 / 2017	2017 / 2018	2018 / 2019	
1. Municipal Infrastructure	10 031	10 132	11 196	15 009	17 118	17 118	13 775	14 764	14 866	(19.53)
2. Disaster Management	21 525	27 081	26 462	28 286	42 150	42 150	39 579	43 875	47 722	(6.10)
3. Integrated Development Planning Coordination	7 808	8 005	5 735	8 940	8 514	8 514	8 628	9 241	9 234	1.34
Total payments and estimates	39 364	45 218	43 393	52 235	67 782	67 782	61 982	67 880	71 822	(8.56)

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

Economic classification R'000	Outcome			Main appropriation 2015 / 2016	Ad- justed appropriation 2015 / 2016	Revised estimate 2015 / 2016	Medium-term estimate			% Change from Revised estimate 2015 / 2016
	Audited	Audited	Audited				2016	2017	2018	
	2012 / 2013	2013 / 2014	2014 / 2015				2016 / 2017	2017 / 2018	2018 / 2019	
Current payments	36 044	43 278	41 817	51 306	51 542	51 542	61 060	66 920	70 819	18.47
Compensation of employees	21 313	23 913	25 106	31 830	28 943	28 943	31 179	33 559	33 900	7.73
Goods and services	14 731	19 365	16 711	19 476	22 599	22 599	29 881	33 361	36 919	32.22
Transfers and subsidies to	1 674	943	882	802	5 489	5 489	846	888	930	(84.59)
Provinces and municipalities	900				4 607	4 607				(100.00)
Departmental agencies and accounts	336	370	375	402	402	402	424	445	466	5.47
Higher education institutions		200								
Non-profit institutions	435	369	375	400	480	480	422	443	464	(12.08)
Households	3	4	132							
Payments for capital assets	1 646	997	689	127	10 751	10 751	76	72	73	(99.29)
Machinery and equipment	1 646	997	689	127	10 751	10 751	76	72	73	(99.29)
Payments for financial assets			5							
Total economic classification	39 364	45 218	43 393	52 235	67 782	67 782	61 982	67 880	71 822	(8.56)

9. NATIONALLY PRESCRIBED INDICATORS FALLING UNDER OTHER DEPARTMENTS:

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

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

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

10. RISK MANAGEMENT

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

Strategic Risk	Control Procedures	Action Plan Description
<p>1. Inability of the Directorate: Municipal Infrastructure to fulfil its mandate with regards to the monitoring and evaluation and particularly in supporting municipalities with infrastructure planning, service delivery and maintenance</p> <p>This impact on:</p> <ul style="list-style-type: none"> - optimal infrastructure investment and service delivery. - Citizens dissatisfaction resulting in service delivery protests 	<ul style="list-style-type: none"> • Support municipalities with the development of Detailed Project Implementation Plans (particularly for Municipal Infrastructure Grant (MIG) programme). • Verify and monitor that MIG expenditure forecast is credible (aligned to the detailed project implementation plans) • Issue monthly monitoring and evaluation report indicating intervention or support required to rectify problems identified • Filled one DD and Control Engineering technician post to deliver MIG support services. • Support municipalities with Electricity Master Planning • Provided support, deployment of an engineer and funding (fulfilling role as acting Technical Director) to the Oudtshoorn Municipalities • Project appraisal (MIG programme) done by directorate to ensure the effectiveness and efficiency of the appropriation of the MIG funds. • Advised municipalities on project financing (sources of funding) through capital project prioritisation assistance. • Supported municipalities with development/review of Infrastructure and Growth Plans. • Assess and advise on infrastructure through the Back to Basics programme and municipal diagnostics 	<ul style="list-style-type: none"> • The unit applied for funding from Provincial Treasury (PT) for the roll out of an asset management system to 10 municipalities. • Filling of the appropriate posts upon outcome of OD review • Provide technical input into various capacity building initiatives for example waste water treatment operator and supervisor training.
<p>2. Limited municipal fire services capacity and resources to render effective firefighting and rescue services.</p> <p>Resulting in inadequate fire prevention and protection.</p>	<ul style="list-style-type: none"> • Formal strategic deployment of resources capacity building (insourced) to augment and support municipalities. • Update and maintain the Decision Support Tool (DST) to identify the high fire index areas which is then provided to all municipalities and other relevant stakeholders inclusive of the SANS 10090 (fire risk criteria) • Fire Safety assessment (phase 1) to identify gaps and improve building code enforcement at municipal level. Technical assessments of strategic high fire risk installations 	<ul style="list-style-type: none"> • DoLG assesses the implementation of the promulgations of the firefighting legislation by municipalities • Update and maintain the Decision Support Tool (DST) provided to all municipalities and other relevant stakeholders inclusive of the SANS 10090 (fire risk criteria) (31 March 2015)

Strategic Risk	Control Procedures	Action Plan Description
	<ul style="list-style-type: none"> Increased awareness and capacity building programmes and emergency response teams deployed in high risk areas Implementation of Provincial Integrated Fire Management Programme (e.g. response mechanism - Rapid Aerial Attack strategy) providing specialised capacity to municipalities. Provincial fire training initiative in collaboration with Department of Community Safety (Wolwekloof training facility) Incident Command System (ICS) training conducted to municipalities. Provincial Fire & Flood awareness/ mitigation programmes presented to school pupils. Rolled out the DST in the form of awareness and training to all municipalities. Provide support to certain municipalities with undertaking the community based risk assessments focussing on the identification of risk reduction initiatives Review and update of disaster risk and vulnerability assessments (RAVA) completed for City of Cape Town, district municipalities and certain high risk municipalities. Update and maintain the Decision Support Tool (DST) provided to all municipalities and other relevant stakeholders inclusive of the SANS 10090 (fire risk criteria). Monitoring the inclusion of the applicable disaster management chapter in the current IDPs and the standard thereof 	<ul style="list-style-type: none"> Funds (R47mil) allocated for re-capitalisation of municipal Fire and Rescue Services over the next four years. Finalisation of the Provincial Fire and Life Safety framework. (31 March 2015) Fire Safety assessment (phase 1) to improve building code enforcement. (31 March 2015) Fire Safety training (phase 2) to intervene in gaps identified in phase 1 to improve building code enforcement. Review and update of disaster risk and vulnerability assessments (RAVA) to be completed for 3 high risk municipalities. Update and maintain the Decision Support Tool (DST) provided to all municipalities and other relevant stakeholders inclusive of the SANS 10090 (fire risk criteria) (31 March 2015) To undertake community based risk assessments for Cederberg, Bergiver, Beaufort West and Knysna municipalities focussing on the identification of risk reduction initiatives.
<p>3. Inadequate proactive disaster risk reduction identification and the development of relevant contingency plans for execution by municipalities, provincial and national departments.</p> <p>That may:</p> <p>a) result in the increase of the consequences of hazards</p> <p>b) cause the municipal areas to become more vulnerable</p>	<ul style="list-style-type: none"> Monitor the Municipalities risk reduction measures in relation to their risk profiles. Agreements concluded with private sector institutions regarding risk reduction initiatives. Ongoing collaboration with SALGA to address capacity (prioritisation of disaster management function - HR, funding). Enhancing Intergovernmental relations with disaster management stakeholders Maintain Decision Support Tool (DST) to provide all municipalities and other relevant stakeholder's access to the provincial risk profile database (web based). 	

PART C: LINKS TO OTHER PLANS



Links to the long-term infrastructure and other capital plans

Not applicable

11. CONDITIONAL GRANTS

Community Development Workers (CDW) Operational Support Grant	
Transferring provincial department	Local Government (Vote 14)
Strategic goal	To provide financial assistance to Municipalities to cover the operational and capital expenses iro the functions of the community development workers including the supervisors and regional organisers.
Grant purpose	To provide financial assistance to municipalities to cover the operational and capital costs pertaining to the line functions of the community development workers including the supervisors and regional coordinators.
Outcomes statements	To fund the working operations of staff placed at municipalities.
Outputs	<ul style="list-style-type: none"> • Administrative support to 156 community development workers and 14 supervisors. • Provision of sufficient transportation for 156 community development workers, 14 supervisors and 7 regional managers. • Provision of office space to staff. • Assisting with Ward based planning and support. • Assist with smooth delivery of government services. • Assist and reduce the rate at which community concerns and problems are passed to government structures. • Noticeable improvement on government-community networks.
Priority outcome(s) of government that this grant primarily contributes to	<ul style="list-style-type: none"> • Provincial Strategic Goal (PSG) 5: Embed good governance and integrated service delivery through partnerships and spatial alignment. • National Outcome 9: Build a responsive, accountable, effective and efficient local government system.
Details contained in implementation plan	<ul style="list-style-type: none"> • Provision of sufficient transportation, office space and administrative support for 156 community development workers, 14 supervisors and 7 regional managers.
Conditions	<ul style="list-style-type: none"> • An agreement must be signed between the Department and the District Municipality, the Metro, and local Municipalities. • The municipality must procure goods and services under the applicable statutory procurement processes that apply. • Further conditions as per agreement. • Compliance with section 71(1) of the Municipal Finance Management Act, 2003 (Act 56 of 2003).

Community Development Workers (CDW) Operational Support Grant

Allocation criteria	<p>Allocations should be based on the following:</p> <ul style="list-style-type: none"> • Identified challenges in service delivery. • The need to exchange information between communities and government. • The need to link communities with government services.
Reason not incorporated in equitable share	Reimbursement to municipality for a provincial function.
Past performance	2013/14: R2.837 million; 2014/15: R2.975 million; 2015/16: R3.060 million.
Projected life	Annual allocation revised annually.
MTEF allocations	2016/17: R3.060 million; 2017/18: R3.060 million; 2018/19: R3.060 million.
Payment schedule	Payments to municipalities are dependent on a signed agreement and a signed annual expenditure report submitted by municipalities to province.
Responsibilities of the provincial transferring officer and receiving officer	<p>Responsibilities of the provincial department</p> <ul style="list-style-type: none"> • Inform Municipalities of the transfers. • Obtain annual expenditure reports from municipalities. • Attend meetings when issues arise with municipalities. • Circulate the Memorandum of Agreement (MoA) and ensure that municipalities sign and return to the department <p>Responsibilities of the municipalities</p> <ul style="list-style-type: none"> • Return signed MoA's to the department. • Submit annual expenditure report and spend allocated funds in terms of conditions.
Process for approval of 2017/18 financial year allocations	<p>Approval of allocations are based on the following:</p> <ul style="list-style-type: none"> • The permanent placement of CDWs in respective communities. • Troubleshooting service delivery challenges in communities. • The need to foster partnerships between communities and government. • The need to link communities with government services.

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.
Outcomes statements	<ul style="list-style-type: none"> • To bring government information and services closer to the people to promote access to opportunities as a basis for improved livelihoods; • To provide cost-effective, integrated, efficient and sustainable 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"> • Provincial Strategic Goal (PSG) 5: Embed good governance and integrated service delivery through partnerships and spatial alignment. • National Outcome 9: Build a responsive, accountable, effective and efficient local government system
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 of 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"> • Business Plan; • Detailed Annual Budget; • Thusong Service Centre Manager post created on the Local Municipality Organisational Establishment and the post filled; • Submission of quarterly narrative progress reports; • Submission of quarterly financial budget for the Thusong Service Centre; • Thusong Service Centre to be included in the IDP and Municipal Budget; • Conclusion of lease agreements with tenants within the Thusong Service Centre; • Infrastructural Maintenance Plan; and • Signed Memorandum of Agreement. • Compliance with section 71(1) of the Municipal Finance Management Act, 2003 (Act 56 of 2003).

Thusong Service Centres Grant (Sustainability: Operational Support Grant)

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	2013/14: Transferred to six (6) municipalities R 218 000, total R1.308 million. 2014/15: R2.12 million 2015/2016: R1.868 million
Projected life	The funds will be incorporated into a grant per annum for direct transfer to the municipality.
MTEF allocations	2016/2017: R1.046 million; 2017/2018: R1.046 million; 2018/2019: R1.046 million.
Payment schedule	Payment will depend on the submission of approved business plan/signed agreement. Payment will be made in one (1) tranche per annum. Transfer to take place by Oct 2016 (provisional).
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 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 funds conditions listed above are met; and • Submission of quarterly narrative and financial reports after the end of each quarter to the transferring Provincial officer. • The Municipal AOs must apply to PT to roll-over any unspent conditional transfer as at 30 June.
Process for approval of 2016/17 financial year allocations	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.

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.
Outcomes 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. • 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; • Improve the 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"> • PSG5: To embed integrated service delivery through partnerships, good governance and spatial alignment • National Outcome 9: Build a responsive, accountable, effective and efficient local government system
Details contained in business 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

Municipal Service Delivery And Capacity Building Grant

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; - The Municipality's capacity to implement the project; and - The transfers will occur during the 2016/17 MTREF period. • The transfers are based on the principle of co-funding of projects in municipalities. • Bi-monthly 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	<ul style="list-style-type: none"> • Support identified as a result of municipal engagements and other intergovernmental engagements, for example the Municipal Governance Review Outlook, Regional Management Team, Local Government Turn-around Strategy, Local Government Medium Term Expenditure Committee, etc.
Past performance	<p>2013/14: R4 million 2014/15: R18.250 million 2015/16: R7.774 million</p>
Projected life	Project to be reviewed annually
MTEF allocations	2016/17: R8 044 million. 2017/18: R8 510 million. 2018/19: R9,044 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. • Set up a Steering Committee that will monitor and manage the programme (outputs and intended outcomes). • Monitoring the project execution by means of: <ul style="list-style-type: none"> - Quartely expenditure and progress reports by receiving municipalities; and - the 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. • Secure Council support for the programme.

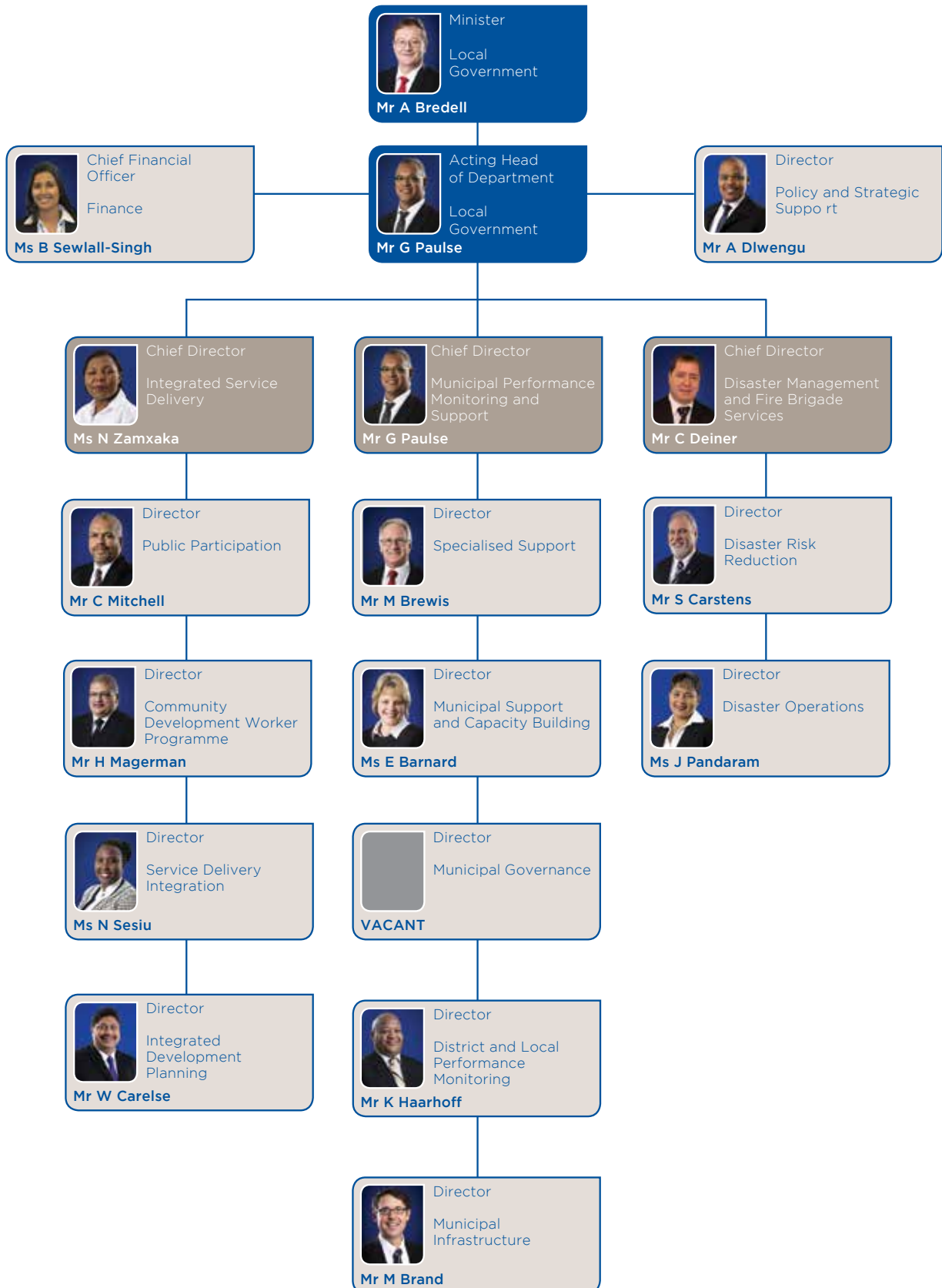
12. PUBLIC ENTITIES

The Department does not have any public entities.

13. PUBLIC-PRIVATE PARTNERSHIPS

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

ANNEXURE A: ORGANISATIONAL STRUCTURE



ANNEXURE B: TECHNICAL INDICATORS

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

ANNEXURE C: STRATEGIC OBJECTIVE TARGETS

Directorates	Strategic Objectives	Strategic Objective indicator	Strategic Plan Target (2015-2020)
Programme 1	To partner with programmes so they can meet their service delivery requirements	Submission of strategic reports	29
		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	29
Municipal Performance Monitoring, Reporting and Evaluation	To monitor and evaluate municipal performance	Municipal performance monitoring initiatives	12
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

Directorates	Strategic Objectives	Strategic Objective indicator	Strategic Plan Target (2015-2020)
Municipal Infrastructure	To support municipalities to provide and maintain economic and social infrastructure	Support initiatives on infrastructure projects	15
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	23
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

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