



**Western Cape
Government**

Local Government



Annual Performance Plan 2020/21
Department of Local Government

Western Cape Government

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Local Government**

**Annual
Performance
Plan**

for
2020/21

Executive Authority Statement

Throughout South Africa, societal and governance challenges are evident as poverty, unemployment and inequality continues to rise. While the Western Cape recorded the lowest unemployment rate of 21.5% for the third quarter of 2019, compared to the national rate of 29.1%, poverty, unemployment and inequality remain the challenges facing the Province.

The signs of frustration and impatience are often evident in the outpour experienced from communities taking to the streets to voice their anger in protest. Over the last three years, the Province was able to limit the devastating impact the drought had on the economy by ensuring all spheres of government and the private sector does not only set plans in place, but collectively ensured these plans were specific and implementable. The drought has proven to us all that, if we are to successfully address and resolve challenges faced by the Province, we have to strengthen the implementation of the plans of all the key role players.

The 1996 Constitution of the Republic of South Africa places a duty on all three spheres of government to work together on decision-making, and to coordinate plans, budgets, policies and activities, particularly those that cut across all spheres. Whilst the Department has over the years facilitated platforms for the spheres of government to plan collectively, poor or silo implementation of plans is still evident in our communities. The economic reality of the country and that of the Province, is such that it is critical that we implement innovative plans with speed and ensure efficient service delivery that widely benefits the communities we serve. The year 2020 should be a significant year for the citizens of this Province, marked with new ways of conducting business and ensuring unity in implementation by all those who work in the local government space.

As a Province, we are starting to see the benefits of the Joint District Approach, which is a district based model which seeks to ensure that focused plans are developed per district and implemented collectively to improve service delivery. Over the Medium Term Expenditure Framework period, the Department will be facilitating the development and implementation of the integrated work plan through the Joint District Approach. For the approach to succeed, government will be required to be driven by the conviction that whether you are in the national, provincial or local government sphere,



Mr AW Bredell

we are all working towards the same goal which is to improve the lives of the people of this Province. While we appreciate the consistent improvement in performance towards clean and accountable governance outcomes since 2009, as measured by the Auditor-General of South Africa and other measuring mechanisms, we acknowledge that these positive results have to be translated into community felt impact, and acknowledge that projects planned with high level of community involvement are likely to achieve better outcomes.

A handwritten signature in black ink, appearing to read 'AW Bredell', written over a white rectangular background.

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

Accounting Officer Statement

At provincial level, the economy is starting to show signs of recovery from drought, and further growth is estimated in 2020. However, the current load shedding has a potential to undermine the ability of the economy to reach higher growth levels. To this end, the Department's 2020/21 Annual Performance Plan is prepared with the appreciation that given the current economic outlook and the constrained fiscal environment, government is required to do things differently.

In the execution of its mandate of capacitating, supporting and monitoring municipalities, the Department works with various key stakeholders. Given that 2019 was the year preceding a new five-year cycle in government planning, it was necessary that we collectively understand the challenges that the local government sector is faced with, so that we are able to strengthen our support. It is against this background that, the Department facilitated and also took part in a series of engagements with all the key stakeholders and municipalities aimed at identifying priorities for the next five years. Going forward, we take comfort in knowing that we are moving from the same understanding of priorities which need to be addressed in our support to municipalities.

At a national level, we are guided by the Medium Term Strategic Framework and at provincial level by the Provincial Strategic Plan. This required the adjusting of our plans as the Department with key stakeholders to ensure that we give effect to these strategic priorities. This was undertaken with an understanding that as government, if we are to make any difference in the lives of the people we serve, a need to speak in one voice is imperative. Gauging from the ground work as shown by those working in the municipal space to date, I believe that the Province is ready to implement the plans that will change the face of service delivery and improve the lives of the people of this Province. This is with an understanding that local government is the common ground for all to make a difference.

Through facilitating the implementation of the Joint District Approach as a mode of improving the face of service delivery, we will strengthen implementation by synchronising key processes within the Western Cape Government so as to strengthen co-planning, co-ordination and collaboration. The aim is to achieve coherence in implementation across Western Cape Government departments, municipalities and national organs of state, which will lead to improved living conditions for citizens through:

- Improving engagement and communication between spheres of government to jointly plan and deliver services as well as jointly monitor progress and changes to be more responsive to citizen needs;
- Identifying systemic issues that create problems for citizens and developing streamlined processes which can provide seamless services to citizens;
- Identifying examples of duplication, working at cross-purposes, and providing clarity to the citizen on any confusion around specific role functions and responsibilities;



Mr G Paulse

- Building an understanding and capacity between spheres of government – such as sharing practice frameworks as well as legal and funding limitations – to ensure a coherent method of working together that is effective and generally supports each other in their service delivery.

As we embark on this fairly new way of conducting business, we are mindful of the challenges that the upcoming 2021 local government elections may have on our efforts. To this end, guided by the previous experiences, the Department will intensify its support to municipalities before and after the elections.

In conclusion, as we prepare to collaborate, we understand that the public has the knowledge and the necessary interest to engage in government processes. It is for this reason that the Department will implement initiatives aimed at improving the citizen's knowledge regarding their rights as it relates to public participation.

A handwritten signature in black ink, appearing to read 'G Paulse', written over a light blue horizontal line.

Mr G Paulse
HEAD OF DEPARTMENT: DEPARTMENT OF
LOCAL GOVERNMENT

Official sign-off

It is hereby certified that this Annual Performance Plan

- was developed by the management of the Department of Local Government under the guidance of Mr AW Bredell.
- takes into account all the relevant policies, legislation and other mandates for which the Department of Local Government is responsible.
- accurately reflects the Outcomes and Outputs which the Department of Local Government will endeavour to achieve over the period 2020/21.

Mr A Dlwengu
Director: Policy and Strategic Support



Mrs B Sewlall-Singh
Chief Financial Officer



Ms N Zamxaka
Chief Director: Integrated Service Delivery



Ms E Barnard
Chief Director: Municipal Performance Monitoring and Support



Mr C Deiner
Chief Director: Disaster Management and Fire Brigade Services



Mr G Paulse
Accounting Officer (Head of Department)



Approved by:
Mr AW Bredell
MINISTER OF LOCAL GOVERNMENT,
ENVIRONMENTAL AFFAIRS AND
DEVELOPMENT PLANNING



List of abbreviations

AO:	Accounting Officer.
CDW:	Community Development Worker.
CoCT:	City of Cape Town.
CWP:	Community Work Programme.
DCF:	District Co-ordinating Forum.
DCOG:	Department of Co-operative Governance.
DLG:	Department of Local Government.
DM:	District Municipality.
DPME:	Department of Monitoring and Evaluation.
DRAP:	Drought Recovery Action Plan
GCIS:	Government Communication and Information System.
ICT:	Information and Communications Technology.
IDP:	Integrated Development Plan.
IDZ:	Industrial Development Zone.
IGR:	Inter-governmental Relations.
JDA:	Joint District Approach
LED:	Local Economic Development.
LGTAS:	Local Government Turn Around Strategy.
M&E:	Monitoring and Evaluation.
MFMA:	Municipal Finance Management Act.
MGRO:	Municipal Governance Review and Outlook.
MIG:	Municipal Infrastructure Grant.
MIGMIS:	Municipal Infrastructure Grant Management Information System.
MINMAY:	Forum of Provincial Minister of Local Government & Executive Mayors.
MINMAYTECH:	Forum of the Head of Department: Local Government & Municipal Managers.
MISA:	Municipal Infrastructure Support Agency.
MPRA:	Municipal Property Rates Act, 2004 (Act 6 of 2004).
MTEF:	Medium-Term Expenditure Framework.
MTSF:	Medium-Term Strategic Framework.
MSA:	Municipal System Act, 2000 (Act, 32 of 2000).
NDP:	National Development Plan.
NSDP:	National Spatial Development Perspective.
OPMS:	Organisational Performance Management System.
PFCTech:	Premier's Co-ordinating Forum
PFMA:	Public Finance Management Act, 2003.
PGMTEC:	Provincial Government Medium Term Expenditure Committee.
PMS:	Performance Management System.
PSDF:	Provincial Spatial Development Framework.
PT:	Provincial Treasury.

List of abbreviations

RMT:	Regional Management Team.
SALGA:	South African Local Government Association.
SDBIP:	Service Delivery & Budget Implementation Plan.
SDF:	Spatial Development Framework.
SDI:	Service Delivery Integration.
SIME:	Strategic Integrated Municipal Engagement
TIME	Technical Integrated Municipal Engagement
TSC:	Thusong Services Centre.
VIP	Vision Inspired Priority
WCG:	Western Cape Government.
WOSA:	Whole of Society Approach.

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Fire pictures courtesy Vulcan Wildfire Management





Part A

Our Mandate

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.

2. Updates to the relevant legislative and policy mandates

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

No	Legislation	Mandate
A	Local Government: Municipal Demarcation Act, 1998 (Act 27 of 1998)	This Act provides for <ul style="list-style-type: none"> • criteria and procedures for the determination of municipal boundaries by an independent authority.
B	Local Government: Municipal Structures Act, 1998 (Act 117 of 1998)	This Act provides for <ul style="list-style-type: none"> • the establishment of municipalities in accordance with the requirements relating to the categories and types of municipalities; • the establishment of criteria for determining the category of municipality to be established in the area; • a definition of the type of municipality that may be established within each category; • an appropriate division of functions and powers between categories of municipality; and • the regulation of the internal systems, structures and office bearers of municipalities.

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

No	Legislation	Mandate
F	Disaster Management Act, 2002 (Act 57 of 2002)	<p>This Act provides for</p> <ul style="list-style-type: none"> • integration and co-ordinating disaster management policy, which focuses on preventing or reducing the risk of disasters mitigating the severity of disasters; • emergency preparedness, rapid and effective response to disasters and post-disaster recovery; • the establishment of national, provincial and municipal disaster management centres; • disaster management volunteers; and • matters incidental thereto.
G	Disaster Management Amendment Act, 2015 (Act 16 of 2015)	<p>This Act provides for</p> <ul style="list-style-type: none"> • clarification of the policy focus on rehabilitation and functioning of disaster management centres; • the alignment of the functions of the National Disaster Management Advisory Forum to accommodate the South African National Platform for Disaster Risk Reduction; • the South African National Defence Force, South African Police Service and any other organ of state to assist the disaster management structures; and • the strengthening of the disaster risk reporting systems in order to improve the country's ability to manage potential disasters.
H	Inter-governmental Relations Framework Act, 2005 (Act 13 of 2005)	<p>The aim of this Act is</p> <ul style="list-style-type: none"> • to establish a framework for national government, provincial governments and municipalities to promote and facilitate inter-governmental relationships; and • to provide mechanisms and procedures to facilitate the settlement of inter-governmental disputes.
I	Spatial Planning and Land Use Management Act, 2013 (Act 16 of 2013)	<p>This Act</p> <ul style="list-style-type: none"> • provides for a framework for spatial planning and land use management in the republic • specifies the relationship between the spatial planning and the land use management system and other kinds of planning • the inclusive, developmental, equitable and efficient spatial planning at the different spheres of government • provides a framework for the monitoring, co-ordination 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 imbalances • promotes greater consistency and uniformity in the application procedures and decision-making by authorities responsible for land use decision and development applications • provides for the establishment, functions and operations of Municipal Planning Tribunals • directs the facilitation and enforcement of land use and development measures.

3. Updates to Institutional Policies and Strategies

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

- Implementation of the Joint District and Metro Approach;
- National Development Plan (Vision 2030);
- National Skills Development Plan, 2030;
- Western Cape: Vision Inspired Priorities;
- Western Cape Disaster Management Framework, 2010;
- Batho Pele Principles;
- Policy Framework for Government-wide Monitoring and Evaluation System, 2007;
- South African Statistical Quality Assurance Framework, 2007;
- National Spatial Development Perspective, 2002;
- Provincial Spatial Development Framework, 2014; and
- National Disaster Management Framework, 2005.

4. Updates to Relevant Court Rulings

- 4.1 In the judgment of *SAMWU versus Minister of Co-operative Governance and Traditional Affairs and Others*, the Constitutional Court declared the Local Government: Municipal Systems Amendment Act, 7 of 2011 (the Amendment Act) invalid. The order of invalidity was however suspended for a period of 24 months, and lapsed on 9 March 2019, without new legislation being introduced.
- 4.2 In the judgement of *Zabalaza and others versus Msunduzi Local Municipality and others*, the High Court: Pietermaritzburg declared that the failure of the Msunduzi Local Municipality, Umshwathi Local Municipality and Umgungundlovu District Municipality, to provide farm occupiers and labour tenants who are residing within areas of their jurisdiction (Edmore and Greenbranch farms), with access to basic sanitation, sufficient water and collection of refuse, is inconsistent with sections 9, 10, 24, 27(1)(b), 152, 153, 195 and 237 of the Constitution. This High Court judgment is applicable only to KZN municipalities. However, in the event that the judgment is unsuccessfully appealed by the municipalities, the appeal judgment will be applicable to all municipalities in the country.





Part B

Our Strategic Focus

5. Vision

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

6. Mission

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

7. Values

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

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

8. Updated Situational Analysis

8.1 Local Government Landscape: External Factors

Understanding the context

In preparation for the provincial strategic planning process, an assessment was conducted to determine and prioritise the challenges and risks indicated by municipalities during the strategic and technical municipal engagements. Approximately twelve themes emerged as priority areas from the assessments, which were the basis for the engagements between the provincial departments and municipalities. Subsequent to national and provincial elections, further planning engagements between the provincial and local government took place during July 2019. In attendance at the session, was the premier, provincial ministers, mayors and councillors, the metro, district and local municipalities. At this session, district municipalities shared the challenges and priorities of the districts. The Department further undertook preparatory work to understand factors affecting municipalities in the Province, this was presented at a cabinet Bosberaad in August 2019, where the focus was on municipalities. The view was to have the strategic and planning priorities presented at

these sessions influence the Strategic Plans and the Annual Performance Plans of both provincial and local government.

Whilst some challenges remain that need to be addressed in local government, the Department and other key stakeholders have provided institutional support to local government in order to improve service delivery. The following are some of the achievements:

- Municipalities in the Province are amongst the top performing municipalities in the country, for instance, the Government Performance Index Report indicates that 12 of the top twenty performing municipalities in the country are located in the Western Cape. The Municipal IQ: Municipal Compliance and Governance Index further indicates that, 8 of the top 10 performing municipalities are within the Western Cape.
- Statistical reports released by Statistics South Africa continue to indicate that the Province is leading the country with regards to the access to basic services.
- The 2017/18 audit outcomes indicate that 25 out of 30 municipalities in the Province received unqualified audit opinions, of those 25, a total of 12 councils also achieved the clean audit status. We have come a long way if one recalls that in 2009 there were no clean audits in the Province.
- Since the implementation of the Back to Basics Programme, a number of municipalities have matured sufficiently from the programme. To date 6 municipalities, remain in the programme.
- The Department launched a number of initiatives aimed at improving communication channels between municipalities and communities using technology.
- The investment made in enhancing fire-fighting capacity in the past few years has resulted in the improvement in the ability to extinguish wildland fires, over 95% of fires are extinguished within the first hour.
- The Province has over 90% coverage of residents who can access a range of government services through the Thusong Service Centres and Outreaches, with over 1.4 million services accessed by communities closer to where they live.
- Alignment between national, provincial and local government spheres of government has matured to a level that it is ready for co-planning, co-budgeting and co-implementation

The Department's primary clients are municipalities with citizens benefiting directly or indirectly through programmes which seek to benefit vulnerable members of our society. The Department also implements interventions that seek to achieve gender balance at local government level. The priority in the next five years is to improve and strengthen these achievements using best practice approaches identified.

It is against this background that, the Department's Strategic and Annual Performance plans are prepared with an understanding of the Political, Economic, Social, Technological, Environmental and Legal factors influencing the environment within which it operates as indicated in the section below.

Political Factors

The year 2021, is a significant year in the administration of local government, as it has been marked as the year for local government elections. Previous experience has taught us that the period pre and post elections are critical as it has the potential to bring forth instability to municipalities.

The Local Government: Municipal Systems Act No 32 of 2000, prescribes that the employment contract for a municipal manager must be for a fixed term of employment up to a maximum of five years, not exceeding a period ending one year after the election of the next council of the municipality. Leading to 2021 local government elections a number of senior manager positions are expected to be vacant in municipalities, this will mean that municipalities will have limited capacity to fulfil their legislative obligations. In dealing with the vacancies, the Department will provide support in terms of monitoring the filling of those vacancies, guidance relating to the legislative prescripts pertaining to the recruitment and selection process and the facilitation of secondment(s) where vacancies exist.

The municipal council is an important enabler to ensure that service delivery happens in a municipality. It is therefore important that councillors are exposed to ongoing training to ensure that they are able to discharge their responsibilities effectively. Despite these efforts, the Department continues to receive complaints and enquiries from councillors and municipalities with respect to the roles and responsibilities of council which require ongoing support.

The Department will prepare and intensify its support to municipalities before and after the elections to ensure stability and continued service delivery.

Economic Factors

The country is facing an economic downturn; characterised by a weak economic outlook and budget cuts which continue to affect the Department negatively; this will have an impact on performance of government in terms of service delivery. During this period, a number of people have been affected by job losses, and this has been evident in municipalities as they have to deal with the increased indigent households for which they must subsidise services. Whilst the resources to strengthen service delivery continue to be negatively affected, the citizens continue to demand a higher quality of services.

Social Factors

The sustainability of a municipality largely depends upon the communities which they serve to generate income through the fees they charge for their services. The ability of a municipality to raise funds in this manner is dependent upon the ability of the residents to pay for the municipal services. Although the economy is projected to slowly recover, factors such as poverty and unemployment continue to have a negative impact on the provincial economy. For instance, the agricultural sector is one of the key contributors in the economy of the Province. Given the effects of drought in the Province, the sector has experienced a decline in its produce resulting in a number of jobs being lost. The Western Cape Government (WCG) is committed to a 'Whole-of-Society Approach' to improve the lives of its citizens.

Technological Factors

The Fourth Industrial Revolution is changing the way people live, work and communicate. It is reshaping business, government, education, healthcare and almost every aspect of our lives. In government, it is rapidly changing the face of service delivery and how we communicate with communities. A number of departments have taken on the challenge and are providing a number of services online.

This calls for the Department to follow suit in finding innovative ways to exploit opportunities for technological advances to improve service delivery.

Environmental Factors

Global climate change manifests itself in various ways. The Province is not excluded. During the financial year 2018/19, the Province found itself in a volatile situation as a result of the prolonged drought resulting in devastating effects to some sectors critical to the economy. The rainfall during 2015, 2016 and 2017 was the lowest recorded of any consecutive three-year period in the last 90-years. The Department of Local Government is the lead department responsible for the co-ordination of the drought response in the Province. Working with various stakeholders, during the 2017/18 and 2018/19 financial years, the Department developed an Integrated Drought Response Strategy based on a two-pronged approach to ensure domestic water security in all towns within the Western Cape. The approach focused on reducing water consumption through water conservation and demand management programmes, while simultaneously increasing the availability of water through water supply augmentation programmes. The summer rainfall areas, mainly falling within the Greater Karoo parts of the Province, remain at a medium to high water security risk status. The Joint Regional Approach adopted for the execution of the Greater Karoo Drought Response Action Plan was a huge success.

The Province is susceptible to disasters such as floods and wild-fires. Over 17 000 fires have been attended to by the Fire and Rescue Services in the Western Cape Province in the 2018/2019 Wildfire Season. Roughly 9 000 wildfires (veld/vegetation fires) were reported.

The two largest fires experienced in the Western Cape over the past fifty years have been outside the recognised wildfire season. These were the Knysna Fire which happened in June 2017 when 973 homes were destroyed, 4 000 people displaced and 8 people lost their lives. Approximately 19 000-22 000 hectares were destroyed and the total cost of the fire exceeded R4-billion.

In October and November 2018 a second large fire struck the Garden Route District. This fire which affected the area to the north of George was in fact four times larger than the Knysna fire and covered an area of between of 86 000-90 000 hectares. Although only four structures were lost, a total of twelve people lost their lives.

The Betty's Bay Fire started in January 2019, burned for 20 days and covered an area of 12 000 hectares with an estimated emergency response cost of R 8 million. Two people lost their lives and 38 houses were destroyed.

Legal Factors

Legislatively there is uncertainty in the local government environment given the recent judgement regarding the Municipal Systems Amendment Act Amendment of 2011. This follows the judgement of SAMWU versus Minister of Co-operative Governance and Traditional Affairs and others in March 2017, where the Constitutional Court declared the Local Government: Municipal Systems Amendment Act, 7 of 2011 (the Amendment Act) invalid. The order of invalidity was suspended for a period of 24 months, and lapsed on 9 March 2019, without new legislation being introduced. The coming into effect of the order of invalidity, has had far-reaching effects for the administration of municipalities in general. It affected legislative prescripts in relation to the appointment of senior managers in municipalities, namely Municipal Managers and Managers directly Accountable to Municipal Managers. The Department, together with other provinces, engaged with the National Department of Co-operative Governance and Traditional Affairs on the development of a circular guiding municipalities on the implications and the applicability of provisions despite the declaration of invalidity. Further guidance will be provided to municipalities regarding the applicable provisions of the Act.

Increasingly, local government is under pressure to deliver services. This has been strengthened by court judgements which directly affect functions and service delivery (one such judgement is the Msunduzi Local Municipality Judgement referred to in section 4.2 above).

The assessments done by the Department regarding compliance with legislation, indicates that there are instances where there is non-compliance to legislation, requiring the Department to intervene.

The Traditional Leadership and Khoisan Bill was recently assented to by the President and the Department will be required to position itself so that it is able to implement the provisions. To prepare for this the Department activated Programme 4: Traditional Institutional Management on its structure.

8.2 Internal Environment Analysis

The Department has a total staff compliment of 361 active posts, of which 98.6% positions were filled as at end December 2019, thus resulting in a vacancy rate of 1.4% for the year. This is on par with the Provincial rate.

The Department is in the process of reviewing its organisational structure, the macro structure has been completed, the micro structure will be addressed during 2020/21 and may take considerable time to effectively refine and complete to ensure that the final structure is aligned to the legislative mandate of the Department. The process is anticipated to be finalised during the 2021/22 financial year.

Employment and vacancies by programme, as at end December 2019:

Programme	Number of active posts	Number of posts filled	Vacancy rate %
Programme 1	61	61	0.0%
Programme 2	249	246	1.2%
Programme 3	51	49	3.9%
Total	361	356	1.4%

8.3 Alignment with National, Provincial and Local Government Priorities

The priorities of the Department for the next five years have been informed by the national, provincial and local government priorities.

8.3.1 Alignment with Medium Term Strategic Framework

The alignment with Medium Term Strategic Framework (MTSF) has to be understood within the context of the Department being aligned to the Provincial Strategic Plan of the Western Cape Government as detailed in the table below.

No	MTSF Priorities	Provincial Strategic Priorities	DLG Policy interventions
1	Building a capable, ethical and developmental state	<ul style="list-style-type: none"> • Mobility and spatial transformation • Innovation & culture 	<ul style="list-style-type: none"> • Joint District Approach (JDA) • Citizen Interface – Rollout of civic education • Strengthening governance and accountability
2	Economic transformation and job creation	<ul style="list-style-type: none"> • Growth and jobs • Mobility and spatial transformation • Innovation & culture 	<ul style="list-style-type: none"> • Provincial Disaster Management Framework - Strengthening Municipal Disaster Management Capacity • Building and maintaining infrastructure • Creating an enabling environment for economic growth through resource resilience - Drought Response Action Plan (DRAP)
3	Education, skills and health	<ul style="list-style-type: none"> • Empowering people 	<ul style="list-style-type: none"> • Strengthen citizen Interface – after school care using Thusong Centres • Municipal Graduate Internships
4	Consolidating the social wage through reliable and quality basic services	<ul style="list-style-type: none"> • Empowering people • Safe and cohesive communities 	<ul style="list-style-type: none"> • Increase safety of public spaces • Citizen Interface
5	Spatial integration, human settlements and local government	<ul style="list-style-type: none"> • Growth and jobs • Safe and cohesive communities • Mobility & spatial transformation • Innovation & culture 	<ul style="list-style-type: none"> • Joint District Approach (JDA) • Citizen Interface – Rollout of civic education • Strengthening governance and accountability • Infrastructure Master Plans
6	Social cohesion and safe communities	<ul style="list-style-type: none"> • Empowering people • Safe and cohesive communities 	<ul style="list-style-type: none"> • Strengthen citizen Interface • Joint District Approach (JDA) • Strengthening governance and accountability • Infrastructure Master Plans • Integrated fire and Life Safety Strategy
7	A better Africa and world	<ul style="list-style-type: none"> • Growth and jobs 	<ul style="list-style-type: none"> • Provincial Disaster Management Framework - Strengthening Municipal Disaster Management Capacity • Building and maintaining infrastructure • Creating an enabling environment for economic growth through resource resilience - Drought Response Action Plan (DRAP)

8.4 Alignment with the Provincial Strategic Plan 2019-2024

The table below shows initiatives that the Department will implement as its contribution to the Provincial Strategic Plan (PSP) per focus area.

VIP Focus area	Initiatives
VIP 1: Safe and Cohesive Communities	
Focus Area 3: Increased social cohesion and safety of public spaces	<ul style="list-style-type: none"> Support municipalities with the installation of street and high-mast aerial lighting and surveillance cameras. The Community Development Worker Programme will provide information sessions and dialogues. Outreach, advocacy, and legal clinics will be leveraged to inform communities about their rights in terms of Gender Based Violence. The Substance Abuse Prevention and Awareness initiative will cover the topic of domestic violence. Risk and Vulnerability Assessments conducted to determine communities at risk and develop risk reduction strategies
VIP 2: Growth and Jobs	
Focus area 2: Building and maintaining infrastructure	<ul style="list-style-type: none"> Support municipalities to reduce infrastructure underspending and carry out medium to long-term infrastructure planning to ensure a portfolio of implementation-ready projects. Support municipalities with the identification and project preparation of catalytic economic infrastructure that is linked to the respective municipalities' growth and development strategies
Focus area 5: Creating an enabling environment for economic growth through resource resilience	<ul style="list-style-type: none"> Climate change resilience: Western Cape Climate Change Strategy and SmartAGRI plan will be implemented and apply disaster and risk management practices. Lowering fire risk through the mapping of high risk fire prone areas and implementing fire prevention strategies and increasing the capacity of fire services Water Security-development of a 15-year Western Cape Integrated Drought and Water Response Plan to incrementally achieve a water-resilient province. Water Augmentation Strategies (DRAP).
VIP 3: Empowering People	
Focus area 3: Youth and skills (expanding and entrenching after-school programmes)	<ul style="list-style-type: none"> Using Thusong Centres as a platform to enhance the provision of safe spaces for after-school programmes.
VIP 4: Mobility and Spatial Transformation	
Focus area 4: Improving the places where people live	<ul style="list-style-type: none"> Development of Infrastructure Master Plans. Assist with the alignment of infrastructure planning and implementation. Smoke alarm project in informal settlements.

VIP Focus area	Initiatives
VIP 5: Innovation and Culture	
Focus area 3: Integrated Service Delivery	<ul style="list-style-type: none"> Facilitate the development and implementation of the Integrated Work Plan and annual Integrated Implementation Plan through the JDA. An annual Integrated Implementation Plan will be developed to give effect to integrated service delivery through the JDA. Optimising IGR platforms in the Western Cape and within each district to enhance co-planning, co-budgeting, and co-implementation. <p>Citizen Empowerment</p> <ul style="list-style-type: none"> Development and roll-out of civic education Development of Client/ Customer Service Charters for municipalities
Focus area 4: Governance transformation	<p>Strengthening and Maintaining Governance and Accountability</p> <ul style="list-style-type: none"> Review and rationalisation of legislation and institutional policies and procedures to create an enabling environment for service delivery. Training of appointed municipal officials. Building institutional capacity to strengthen and maintain governance and accountability at a municipal level. Capacity-building and training of councillors to strengthen their oversight role. Decisive responses to allegations of fraud, corruption, and maladministration. Data and knowledge management that informs provincial and municipal decision making.

Increase safety of public spaces

The constitution places an obligation on all spheres of government to protect, promote, and realise an individual's right to be free from all forms of violence from both public and private sources. In the Province, a security risk assessment has been conducted and high risk areas identified. The fear of crime affects travel and activity patterns, constrains participation in social activities. This is arguably a severe limitation of an individual's freedom.

Improving lighting of public spaces is premised on the belief that, increased visibility should both reduce the opportunities for crime and increase the probability of the perpetrator being caught. In areas where lighting of public spaces has been improved, it has been warmly welcomed by the public as it provided some measure of reassurance to some people who are fearful in their use of public spaces.

- The Department will support municipalities with the installation of street and high-mast aerial lighting and surveillance cameras in identified risk areas. This is to contribute to the efforts of the Western Cape Government to both prevent crime and also reduce fear.

Information and knowledge are key to increasing the security of individuals who might fall victim to criminal activities either at home or in public spaces. The Department, through the Community Development Worker Programme, will provide information sessions and dialogues. Outreach, advocacy and legal clinics will inform communities about their rights in terms of Gender Based Violence. The Substance Abuse Prevention and Awareness Initiative will cover the topic of domestic violence.

Supporting provision of basic services to communities through the development of Infrastructure Master Plans

The core function of municipalities is to render a variety of basic services to communities. In order for this to happen, proper infrastructure must be in place. Over the years, the Department has supported municipalities to develop bulk water and sanitation master plans. These bulk infrastructure interventions have unlocked many infrastructure projects which have contributed to improved access to basic services and living conditions. Over the next five years, as contribution to VIP 4: Mobility and spatial transformation, focus area 4: improving places where people live, the Department will support municipalities with the development of Infrastructure Master Plans. These

15-year investment plans specify how much and what type infrastructure is needed currently and for coming years, thus prioritising critical projects.

Creating an enabling environment for economic growth through resource resilience - Drought Response Action Plan (DRAP)

In 2018, the Province found itself in an extremely volatile situation as a result of the prolonged drought. This was due to the rainfall in 2015, 2016 and 2017 being the lowest on record of any consecutive three-year period in the last 90-years. The Department's Integrated Drought Response Strategy, which was developed in collaboration with all stakeholders, clearly paid-off as water scarcity was prevented in parts of the Province which were affected. The summer rainfall areas, mainly falling within the Greater Karoo parts of the Province, remain at medium to high water security risk. It was against this backdrop, that the Joint Regional Approach was adopted for the execution of the Greater Karoo Drought Response Action Plan. The Province managed to prevent a total collapse in water supply in Beaufort West, Laingsburg and Kannaland. The impact of the drought manifested itself on various fronts, including on the business, tourism and agricultural sectors and especially those employed by these sectors. The Province will still feel the effects of drought for the next year or two. Moreover, climate change is real and requires the Province to be pro-active.

The Department deems it necessary to intensify its on-going support through implementation of the Drought Recovery Action Plan to ensure continued access to water supply in the towns that still feel the effects of drought. This is will be achieved through three main focus areas:

- Augmenting new water supply;
- Enhanced management and monitoring of existing water supply; and
- Enhanced management and metering of water demand.

Citizen Interface: Empowering citizens

The interface between government and citizens can strengthen government responsiveness and deepen citizen engagement; this is a recognised aspect of democracy and governance. The Department has supported municipalities with the establishment of various platforms to promote citizen interface, including support with the establishment and functionality of ward committees, the introduction

of citizen engagement, the standardisation of municipal websites and communication being the main tool.

Diagnostic assessments of the effectiveness of the ward committee system in the Western Cape conducted by the Department revealed a lack of active citizenry to enhance participatory democracy. With this in mind, the Department shifted its focus to educating and empowering citizens with information that will enable them to participate meaningfully in the affairs of local government. This is driven by the recognition that, for citizens to engage actively in the affairs of local government, they must be empowered partners rather than passive recipients of services. Over the next five years, the Department will strengthen its focus on citizen empowerment to enhance participatory democracy;

- develop and roll out civic education programme;
- develop Client/Customer Services Charters for municipalities; and
- expand the use Thusong Service Centres as hubs of poverty alleviation, and where possible, as platforms for after-school care.

Strengthening and maintaining governance and accountability

The year 2021 is significant for governance of local government due to the local government elections that will be taking place. The period before and after the elections is often associated with uncertainties when it relates to stability in municipalities. The Department is required to continue to strengthen its support with the aim of maintaining stability and promoting good governance in municipalities.

In the next five years, the Department will focus on strengthening and maintaining governance and accountability in municipalities. The following are some of the interventions which will be implemented as part of its contribution to Vision Inspired Priority 5: Innovation and Culture:

- Review and rationalisation of legislation and institutional policies and procedures to create an enabling environment for service delivery;
- Training of appointed municipal officials;
- Building institutional capacity to strengthen and maintain governance and accountability at a municipal level;
- Capacity-building and training of councillors to strengthen their oversight role;

- Decisive responses to allegations of fraud, corruption, and maladministration; and
- Data and knowledge management that informs provincial and municipal decision making.

Building and maintaining infrastructure

There is no doubt that well designed investments in infrastructure can increase long-term economic growth, productivity and land values. It also has positive spill-over effects on areas such as economic development and improving the fundamental quality of life of millions of residents in the Province. The potential to derive maximum positive benefits from investment in infrastructure is impacted upon by a number of challenges which include:

- Misalignment of infrastructure planning and co-ordination between the three spheres of government;
- Aging infrastructure and lack of maintenance; and
- Weakening economic outlook leading to reduced allocations from National and Provincial Government to support capital infrastructure investment.

Over the next five years, the Department, as part of its contribution to Vision Inspired Priority 2: Growth and Jobs, will be working with various partners in building and maintaining critical infrastructure for economic growth and service delivery. The following are some of the interventions which will be undertaken:

- Support municipalities to reduce infrastructure underspending and carry out medium to long-term infrastructure planning to ensure a portfolio of implementation-ready projects; and
- Support municipalities with the development of Infrastructure Master Plans.

Joint District Approach (JDA): from planning to implementation

The failure of various programmes at local level is attributed to the lack of support by the key stakeholders who are necessary to lobby for the buy-in and implementation of such policies and programmes in communities, namely the municipal mayors and municipal councillors. Additional to this, is the reality that various government departments, national or provincial, implement programmes at local government level without

talking to each other, resulting to duplication and confusion.

The Department introduced the need to promote horizontal interface between Western Cape provincial departments and vertical interface between national, provincial departments and municipalities using District Co-ordinating Forums as the governance instruments for co-planning, co-budgeting and co-implementation to translate in service delivery to communities. The Joint District Approach (JDA) which is a geographical/district and team based, citizen focused approach to provide government services with an outcome of improving the living conditions of citizens, was adopted in the Province.

The Joint District Approach advocates for co-planning, co-budgeting and co-implementation to strengthen service delivery to communities, each district team should work towards:

- The identification of strategic and planning priorities as well as service delivery challenges within each district.
- Addressing strategic issues through a single implementation plan and operational challenges as part of their departmental programmes or through a collaborative approach.
- Use of District Co-ordinating Forums as planning and reporting platforms for monitoring the implementation processes.

JDA is geared to improve Government's effectiveness and efficiencies relating to resource application, significantly reducing overlap and duplication in planning, budgeting and implementation.

In the next five years, the Department will lead the JDA and will work with national and provincial departments and municipalities to collectively drive its implementation. This includes;

- Development of five District Implementation Plans, focusing on catalytic projects which will change the landscape of the development for the benefit of citizens.
- Optimising IGR platforms in the Western Cape and within each District.

Strengthening Disaster Management Capacity in the Province

The Western Cape is one of the most disaster-prone provinces in the country, this is evident

when one looks at the number of large scale fires, floods, avian influenza outbreaks and drought events that the Province has had to deal with. Many of the Province's formally declared disasters were triggered by extreme weather conditions, and characterised by large-scale informal settlement, veld and urban fringe fires, severe wind and rain storms, flash-floods and drought.

The rapid population growth which is reflected in the expansion of informal settlements in underserved and often environmentally fragile areas, is increasing the exposure of the Province to disasters. This exposure is also significantly increased by the socio-economic, infrastructural and environmental vulnerabilities of the affected settlements and communities. When the unforeseen disaster events occur, they impact negatively on the economy of the country including the loss of life and this undermines development in the Province. Furthermore, global climate change is a reality in the Province and this calls for a more proactive approach to disaster management.

It is for this reason that the Department, as part of its contribution to the Vision Inspired Priority 5: Growth and Jobs focus area 5: Creating an enabling environment for economic growth through resource resilience, will work with key stakeholders on the following:

- Climate change resilience: Western Cape Climate Change Strategy and SmartAGRI plan will be implemented and apply disaster and risk management practices;
- Focus on the lowering of fire risk; and
- Capacitation of the councillors on disaster management.

The Department will continue to strengthen the ability or capacity of the Province to respond to disasters.

8.5 Alignment with Municipal Priorities

During the 2018/19 financial year, as part of its municipal planning function, the Department conducted an assessment of the 4th generation Integrated Development Plans (IDPs) and the first review of the IDPs to determine municipal priorities and challenges. The assessment was extended to include the challenges and risks indicated by municipalities during the strategic and technical municipal engagements. Twelve Municipal Priorities emerged from the assessments, namely;

Climate Change/Water Security; Local Economic Development; Immigration/Urbanisation; Infrastructure Management; Institutional Governance; Citizen interface; Intergovernmental Planning Alignment, Data Management; Financial Sustainability; Partnering/Partnerships/Shared Services; Waste Management; and Political, Administrative and Social Instability. The Western Cape Government collectively, with municipalities, engaged on these Municipal Priorities with a view that these influence the development of the Strategic Plans and the Annual Performance Plans.

It is against this backdrop that the following six priority areas were prioritised for the next five years.

A) Citizen Interface

Participation of citizens in decisions or actions that affect them is an essential element of good local governance. Various initiatives including the establishment of formal participatory structures such as ward committees, were implemented to institutionalise public participation in municipalities. Diagnostic assessment of the effectiveness of the ward committee system in the Western Cape conducted by the Department revealed a lack of active citizenry in enhancing participatory democracy. With this goal in mind, the Department started a Civic Education Programme on public participation, with the purpose of educating and empowering citizens with information that will enable them to participate meaningfully in the affairs of local government. Over the 2020/21 MTEF, the Department will continue strengthening its focus on citizen empowerment to enhance participatory democracy. This will include paying attention to areas such as the accountability of councillors to communities, enhancing sector representation in the municipal public participation processes and playing an advisory role in terms of community engagement platforms.

Activities will include:

- Citizen empowerment activities;
- The development of service charters;
- Using Thusong Centres as economic hubs for implementation of small scale socio-economic projects; and
- The implementation of the Thusong Extension Service.

In addition, communication between municipalities can prove to be a serious impediment to governance if neglected. Providing information to the public is one of the critical pillars to enhancing citizen interface. The Department will continue to support municipalities to improve communication with communities they serve.

B) Institutional Governance

The year 2021 is a significant year for the governance of local government as the local government elections will be taking place. The period before and after the elections is often associated with uncertainties when it relates to stability in municipalities. This requires the Department to continue to strengthen its support with the aim of maintaining stability and promoting good governance in municipalities.

The support will include:

- Conducting fraud and corruption awareness programmes with integral role-players;
- Assessing compliance and advising municipalities with regard to applicable legislation;
- Support initiatives to municipalities in enabling them to exercise governance and accountability;
- Undertaking legislative and supporting processes pre and post local government elections;
- Conducting assessments and investigating allegations of fraud, corruption and maladministration in order for appropriate action to be taken against those implicated in wrong-doing;
- Creating institutional mechanisms that will enhance governance processes in municipalities;
- Monitoring and supporting municipalities in terms of compliance with Municipal Property Rates and Skills Development Acts; and
- Designing a skills development programme for elected and appointed officials and interns that will contribute to a culture of good governance and oversight.

As means of enhancing the monitoring of performance of municipalities, the department will:

- Establish a single repository for the management and dissemination of information related to municipalities;

- Produce reports which provide insight into municipal status and functioning;
- Facilitate and support the institutionalisation of GIS in the municipal space; and
- Facilitate and support the institutionalisation of ICT governance in the municipal space.

C) Infrastructure Management

Investing in infrastructure is critical to the economic success of the Province, we must expand and modernise infrastructure across various sectors to ensure that the Province continues to provide business, both large and small with an environment where they can successfully grow and operate. There is no doubt that well designed investments in infrastructure can increase long-term economic growth, productivity and land values as it has positive spill-over effects on areas such as economic development and improving the fundamental quality of life of millions of residents of the Province. This is because infrastructure projects are undertaken or designed to address specific challenges in communities.

The potential to derive maximum positive benefits from investment in infrastructure is impacted upon by a number of challenges which include:

- Misalignment of infrastructure planning and co-ordination between the three spheres of government;
- Ageing infrastructure and lack of maintenance; and
- Weakening economic outlook leading to reduced allocations from National and Provincial Government to support capital infrastructure investment.

Given these challenges, an integrated approach to infrastructure development and management is therefore necessary as benefits will be achieved from the economies of scale. The Department will work with various partners to support municipalities in improving infrastructure management in the Province.

The activities for the MTEF period will include:

- Monitoring and supporting the implementation of infrastructure development programmes to strengthen basic service delivery;
- Designing and the implementation of programmes to promote labour intensive construction and small contractor development;

- Enhancing integrated and co-ordinated municipal infrastructure planning; and;
- Designing an asset care programme.

D) Climate Change: Water Resilient Province

The Province emerges from a prolonged drought which required the Department, together with various role players in the municipal space, to provide technical and financial support to municipalities regarding water augmentation, water conservation and demand management.

Working in partnership with the key role players and the affected municipalities, the Department will continue to be the central co-ordination point for planning and management of the drought in the Province and will continue to monitor and support a municipal water security programme.

E) Disaster Risk Management: Increasing capacity to deal with increased disaster risk

The research undertaken by the Urban Climate Change Research Network on how climate change could impact the world's greatest cities released in 2018, indicates that "70% of the cities in the world are already dealing with the effects of climate change, and nearly all are at risk". Gathering from the report and the events that the Province is dealing with, there is no doubt that climate change is already in effect. It is therefore increasingly necessary for the Province to plan and implement solutions in response to a range of climate hazards and risks impacting on the wellbeing of residents, the economy as well as infrastructural systems. The increased risk to the Province includes flooding as a result of the rise of sea level and heavy storms associated with climate change.

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

F) Intergovernmental Planning Alignment: Co-planning and Co-implementation

The Western Cape Government (WCG) is committed to 'Whole of Society Approach' to improve the lives of its citizens. The current economic climate requires a collaborative approach across the whole of government compared to each sphere of government developing its individual plans which resulted to limited alignment. Lessons learnt from implementation of IDP Indabas, Joint Planning Initiatives (JPIs), The Regional Socio-Economic Programme and Violence Prevention through Urban Upgrading Programme (RSEP/VPUU) have revealed that WCG stands to benefit from greater collaboration between departments and municipalities. The planning environment between various spheres of government in the provinces has evolved to a level that integrated planning has matured.

Moving forward co-planning and co-implementation have been identified by the top management forum of provincial departments and municipalities. Over the next five years, the Department will focus on co-ordinating the implementation of the Joint District and Metro Approach as a mechanism to strengthen provincial interface with local government in order to promote consultation, co-ordination, planning and implementation of government programmes and ultimately ensure improved service delivery.





Part C

Measuring Our Performance

Budget Programme Structure

Local Government Programme Structure

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

¹ The Department has activated Programme 4, called Traditional Institutional Management. The Traditional Leadership and Khoisan Bill was recently assented to by the President and the Department will be required to position itself so that it is able to implement the provisions.

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

Department impact statements and outcomes

Departmental impact statements

The Department has identified four impacts statements

Impact statement 1:	High performing department.
Impact statement 2:	An efficient, accountable and enabling local government to enhance economic growth and service delivery.
Impact statement 3:	Active citizenry, reduced poverty and improved social well-being.
Impact statement 4:	A Disaster resilient Province.

Departmental outcomes

The following are eight departmental outcomes:

Outcome 1:	Well governed department enabling programmes to deliver on their mandates.
Outcome 2:	Well governed municipalities through efficient and effective oversight, capacity-building and governance structures.
Outcome 3:	Data and Knowledge Management Hub that informs decision making, planning and budget allocation within local government.
Outcome 4:	The provision and maintenance of infrastructure towards infrastructure-led economic growth.
Outcome 5:	Improved interface between government and citizens.
Outcome 6:	Reduction in poverty.
Outcome 7:	Improved integrated planning, budgeting and implementation.
Outcome 8:	Safer, Resilient Communities and Sustainable Development.

9. Institutional Performance Information

9.1 Programme 1: Administration

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

9.1.1 Sub-Programme: Corporate Services

Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/Actual Performance			Estimate Performance	MTEF Period		
			2016/17	2017/18	2018/19	Current 2019/20	Year 1: 2020/21	Year 2: 2021/22	Year 3: 2022/23
Well governed department enabling programmes to deliver on their mandates	1. Compliance with relevant planning/ budgeting & reporting legislative framework	1.1 Level of compliance with the planning & reporting legislative framework	-	-	-	-	100%	100%	100%
		1.2 Level of compliance with financial legislative framework	-	-	-	-	100%	100%	100%

Indicators, Annual and Quarterly Targets

Output Indicators		Annual Target	Q1	Q2	Q3	Q4
1.1	Level of compliance with the planning & reporting legislative framework	100%	100%	100%	100%	100%
1.2	Level of compliance with financial legislative framework	100%	100%	100%	100%	100%

Resource Consideration

Expenditure trends analysis

The Programme's 2020/21 budget allocation increased by 18,69% from the revised estimates related to the 2019/20 financial year. The overall increase in the Programme is mainly due to the additional amount of R6.5 million earmarked for the Joint District and Metro Approach as well as the Cost of Living Adjustment.

Summary of payments and estimates – Programme 1: Administration

Sub-programme R'000	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimate			
	Audited	Audited	Audited					% Change from Revised estimate		
	2016/17	2017/18	2018/19				2020/21	2019/20	2021/22	2022/23
1. Office of the MEC ²										
2. Corporate Services	33 940	42 153	42 900	53 711	48 777	48 619	57 706	18.69	60 529	59 497
Total payments and estimates	33 940	42 153	42 900	53 711	48 777	48 619	57 706	18.69	60 529	59 497

² Sub-programme 1.1: MEC salary provided for in Vote 9: Department of Environmental Affairs and Development Planning.

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

Sub-programme R'000	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimate			
	Audited	Audited	Audited					% Change from Revised estimate		
	2016/17	2017/18	2018/19				2020/21	2019/20	2021/22	2022/23
Current payments	30 191	38 733	38 632	50 870	45 114	44 954	54 392	20.99	56 956	55 583
Compensation of employees	20 911	25 535	28 451	34 679	32 249	32 089	36 684	14.32	39 127	37 756
Goods and services	9 280	13 198	10 181	16 191	12 865	12 865	17 708	37.64	17 829	17 827
Transfers and subsidies to	23	18	28	3	38	40	3	(92.50)	3	3
Departmental agencies and accounts	2	3	3	3	3	3	3		3	3
Households	21	15	25		35	37		(100.00)		
Payments for capital assets	3 638	3 373	4 189	2 738	3 594	3 594	3 212	(10.63)	3 523	3 862
Machinery and equipment	3 638	3 373	4 189	2 738	3 594	3 594	3 212	(10.63)	3 523	3 862
Payments for financial assets	88	29	51	100	31	31	99	219.35	47	49
Total economic classification	33 940	42 153	42 900	53 711	48 777	48 619	57 706	18.69	60 529	59 497

Earmarked allocation:

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

To support the Joint District and Metro Approach (JDMA) is an amount of R2 million (2020/21); R2.2 million (2021/22); and R2.3 million (2022/23).

9.1.2 Explanation of planned performance over the medium- term period

Outcome 1: Well governed department enabling programmes to deliver on their mandates

Embedded in the Public Finance Management Act is the requirement for the Department to ensure that tax-payers money is used to achieve the goals of government. In order to ensure that this is done effectively and efficiently, frameworks for planning, budgeting and reporting have been developed by the National Treasury and the Department of Planning, Monitoring and Evaluation. These frameworks seek to guide departments to ensure good governance. Critical to responding to the needs of the citizens of this Province is an accountable and capable department.

A key identifier of an accountable and capable institution is good governance, which in South Africa is measured through compliance with a number of prescripts guiding planning, reporting on matters such as budgets and human resources.

It is further measured through achievements of unqualified audits. The Department has for the past six years been consistent in its performance towards clean and accountable governance as measured by the Auditor-General of South Africa, this is reflected through unqualified audit results.

This outcome calls for the Department to continuously review and improve on how it organises itself, makes decisions and performs its functions through its staff and resources. Over the next five years, the Department will continue to find innovative solutions and improve its performance, this will result in a “high performing department”.

The reality is that in the country, a key measurement of a well governed institution is based on compliance with the relevant legislative prescripts. It is for this reason that the Department will strengthen its compliance with the planning, budgeting, reporting and other relevant prescripts.

9.2 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

9.2.1 Sub-Programme: Municipal Administration: Municipal Governance

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

Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/Actual Performance			Estimate Performance	MTEF Period		
			2016/17	2017/18	2018/19	Current 2019/20	Year 1: 2020/21	Year 2: 2021/22	Year 3: 2022/23
Well governed municipalities through efficient and effective oversight, capacity-building and governance structures	2.1 Municipalities complying with applicable legislation & governance prescripts	2.1.1 Number of Legislation development initiatives implemented ³	3	9	6	10	4	8	8
		2.1.2 Number of assessments conducted on Senior Management Appointments in accordance with legal prescripts	36	39	19	20	15	20	10
		2.1.3 Support initiative towards Local Government Elections	-	-	-	-	1	1	-
		2.1.4 Number of Assessments on Municipal Public Account Committees (MPACs) conducted	-	10	8	10	10	10	10
		2.1.5 Code of Conduct cases assessed to ensure legislative compliance	6	2	5	5	6	6	6
		2.1.6 Number of Legal Support initiatives provided to Municipalities to strengthen Municipal Governance	5	12	6	6	9	9	9

³ Note applicable to Indicators 2.1.1, 2.1.2, and 2.1.5: (The final output might differ from the planned target as these indicators are demand driven)

Indicators, Annual and Quarterly Targets

Output Indicators		Annual Target	Q1	Q2	Q3	Q4
2.1.1	Number of Legislation development initiatives implemented	4	-	-	-	4
2.1.2	Number of assessments conducted on Senior Management Appointments in accordance with legal prescripts	15	-	-	-	15
2.1.3	Support initiative towards Local Government Elections	1	-	-	-	1
2.1.4	Number of Assessments on Municipal Public Account Committees (MPACs) conducted	10	2	3	3	2
2.1.5	Code of Conduct cases assessed to ensure legislative compliance	6	-	-	-	6
2.1.6	Number of Legal Support initiatives provided to Municipalities to strengthen Municipal Governance	9	-	-	-	9

Sector Prescribed Indicators Annual Targets for 2020/21

Output Indicators		Annual Targets						
		Audited/Actual Performance			Estimate Performance	MTEF Period		
		2016/17	2017/18	2018/19	Current 2019/20	Year 1: 2020/21	Year 2: 2021/22	Year 3: 2022/23
SPI:1	Number of municipalities supported to comply with MSA Regulations on the appointment of senior managers (Outcome 9, Sub-Outcome 4) (B2B Pillar 5)	30	30	24	10	30	30	30
SPI:2	Number of municipalities monitored on the extent to which anti-corruption measures are implemented (Outcome 9, Sub-outcome 4) (B2B Pillar 3)	-	-	10	10	30	30	30

Sector Indicators, Annual and Quarterly Targets

Output Indicators		Annual Target	Q1	Q2	Q3	Q4
SPI:1	Number of municipalities supported to comply with MSA Regulations on the appointment of senior managers (Outcome 9, Sub-Outcome 4) (B2B Pillar 5)	30	-	-	-	30
SPI:2	Number of municipalities monitored on the extent to which anti-corruption measures are implemented (Outcome 9, Sub-outcome 4) (B2B Pillar 3)	30	-	-	-	30

9.2.2 Sub-Programme: Municipal Administration: Specialised Support

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

Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/Actual Performance			Estimate Performance	MTEF Period		
			2016/17	2017/18	2018/19	Current 2019/20	Year 1: 2020/21	Year 2: 2021/22	Year 3: 2022/23
Well governed municipalities through efficient and effective oversight, capacity-building and governance structures	2.2 Assessments and investigations pertaining to allegations of fraud, corruption and maladministration and formal provincial interventions justified or required in terms of section 139 of the Constitution	2.2.1 Reports in respect of assessments and investigations pertaining to allegations of fraud, corruption and maladministration	4	4	4	4	4	4	4
		2.2.2 Annual report in respect of formal provincial interventions justified or required in terms of Section 139 of the Constitution	1	1	1	1	1	1	1

Indicators, Annual and Quarterly Targets

Output Indicators		Annual Target	Q1	Q2	Q3	Q4
2.2.1	Reports in respect of assessments and investigations pertaining to allegations of fraud, corruption and maladministration	4	1	1	1	1
2.2.2	Annual report in respect of formal provincial interventions justified or required in terms of Section 139 of the Constitution	1	-	-	-	1

9.2.3 Sub-Programme: Public Participation

Purpose: To strengthen interface between government and citizens through public participation for maximum service delivery.

Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/Actual Performance			Estimate Performance	MTEF Period		
			2016/17	2017/18	2018/19	Current 2019/20	Year 1: 2020/21	Year 2: 2021/22	Year 3: 2022/23
Improved interface between government and citizens	2.3 Actions Implemented, monitored & supported to improve citizen interface	2.3.1 Number of support actions to improve citizen interface	4	4	4	4	5	5	5
		2.3.2 Number of municipalities supported with communication programmes	23	4	22	10	15	15	15

Indicators, Annual and Quarterly Targets

Output Indicators		Annual Target	Q1	Q2	Q3	Q4
2.3.1	Number of support actions to improve citizen interface	5	1	1	1	2
2.3.2	Number of municipalities supported with communication programmes	15	-	5	5	5

Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/Actual Performance			Estimate Performance	MTEF Period		
			2016/17	2017/18	2018/19	Current 2019/20	Year 1: 2020/21	Year 2: 2021/22	Year 3: 2022/23
Well governed municipalities through efficient and effective oversight, capacity-building and governance structures.	2.4 Capacity-building strategies in municipalities for improved service delivery implemented	2.4.1 Number of municipalities supported with capacity-building actions on gender mainstreaming	3	3	3	3	3	3	3

Indicators, Annual and Quarterly Targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
2.4.1 Number of municipalities supported with capacity-building actions on gender mainstreaming	3	-	1	1	1

Sector Prescribed Indicators Annual Targets for 2020/21

Output Indicators	Annual Targets						
	Audited/Actual Performance			Estimate Performance	MTEF Period		
	2016/17	2017/18	2018/19	Current 2019/20	Year 1: 2020/21	Year 2: 2021/22	Year 3: 2022/23
SPI:3 Number of municipalities supported to maintain functional ward committees (Outcome 9, Sub-outcome 2) (B2B Pillar 1) ⁴	5	16	24	8	24	24	24
SPI:4 Number of municipalities supported to respond to community concerns (Outcome 9, Sub-outcome 2) (B2B Pillar 1) ⁵	-	12	10	5	1	1	1

⁴ This indicator is covered by projects under the provincial indicator (Number of support actions to improve citizen interface)

⁵ All municipalities in the WC have complaints systems in place

Sector Indicators, Annual and Quarterly Targets

Output Indicators		Annual Target	Q1	Q2	Q3	Q4
SPI:3	Number of municipalities supported to maintain functional ward committees (Outcome 9, Sub-outcome 2) (B2B Pillar 1)	24	3	10	6	5
SPI:4	Number of municipalities supported to respond to community concerns (Outcome 9, Sub-outcome 2) (B2B Pillar 1)	1	-	-	-	1

9.2.4 Sub-Programme: Capacity Development

Purpose: To capacitate municipalities to deliver effective services.

Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/Actual Performance			Estimate Performance	MTEF Period		
			2016/17	2017/18	2018/19	Current 2019/20	Year 1: 2020/21	Year 2: 2021/22	Year 3: 2022/23
Well governed municipalities through efficient and effective oversight, capacity-building and governance structures.	2.5 Capacity-building strategies in municipalities for improved service delivery implemented	2.5.1 Number of programmes implemented to enhance the capacity of municipalities	5	4	2	1	3	3	3
		2.5.2 Monitor compliance to the Skills Development Act	-	-	-	-	1	1	1
		2.5.3 Number of training and development programmes implemented in municipalities	2	2	3	3	3	3	3

Indicators, Annual and Quarterly Targets

Output Indicators		Annual Target	Q1	Q2	Q3	Q4
2.5.1	Number of programmes implemented to enhance the capacity of municipalities	3	-	-	-	3
2.5.2	Monitor compliance to the Skills Development Act	1	-	-	-	1
2.5.3	Number of training and development programmes implemented in municipalities	3	-	-	-	3

Sector Prescribed Indicators Annual Targets for 2020/21

Output Indicators		Annual Targets						
		Audited/Actual Performance			Estimate Performance	MTEF Period		
		2016/17	2017/18	2018/19	Current 2019/20	Year 1: 2020/21	Year 2: 2021/22	Year 3: 2022/23
SPI:5	Number of capacity-building interventions conducted in municipalities (Outcome 9, Sub-outcome 3) (B2B Pillar 5) ⁶	5	4	2	1	3	3	3
SPI:6	Number of municipalities guided to comply with the MPRA (Outcome 9: Sub-outcome 4) (B2B Pillar 4)	25	25	25	25	25	25	25
SPI:7	Report on the implementation of Back-to-Basics action plans by municipalities (Outcome 9, Sub-outcome 4) (B2B Pillar 5)	1	1	1	1	1	1	1
SPI:8	Number of municipalities supported to institutionalise the performance management system (PMS) (Outcome 9, Sub- Outcome 4) (B2B Pillar 5)	2	10	2	4	4	4	4
SPI:9	Number of municipalities supported to implement indigent policies (Outcome 9, sub-outcome 1) (B2B Pillar 2)	3	15	24	6	6	6	6

⁶ This indicator is directly linked to the Provincial indicator (Number of programmes Implemented to enhance capacity of municipalities)

Sector Indicators, Annual and Quarterly Targets

Output Indicators		Annual Target	Q1	Q2	Q3	Q4
SPI:5	Number of capacity-building interventions conducted in municipalities (Outcome 9, Sub-outcome 3) (B2B Pillar 5)	3	-	-	-	3
SPI:6	Number of municipalities guided to comply with the MPRA (Outcome 9: Sub-outcome 4) (B2B Pillar 4)	25	25	25	25	25
SPI:7	Report on the implementation of Back-to-Basics action plans by municipalities (Outcome 9, Sub-outcome 4) (B2B Pillar 5)	1	-	-	-	1
SPI:8	Number of municipalities supported to institutionalise the performance management system (PMS) (Outcome 9, Sub-Outcome 4) (B2B Pillar 5)	4	1	1	1	1
SPI:9	Number of municipalities supported to implement indigent policies (Outcome 9, Sub-outcome 1) (B2B Pillar 2)	6	-	2	2	2

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

Purpose: To monitor and evaluate municipal performance.

Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/Actual Performance			Estimate Performance	MTEF Period		
			2016/17	2017/18	2018/19	Current 2019/20	Year 1: 2020/21	Year 2: 2021/22	Year 3: 2022/23
Data and Knowledge Management Hub that informs decision making, planning and budget allocations within local government	2.6 Departmental & Municipal Data Repository	2.6.1 A single repository for the management and dissemination of information relating to municipalities established	-	-	-	-	Knowledge management assessment; Development of a knowledge management strategy	Development of a single data repository	Implementation of single data repository
		2.6.2 Number of reports providing insight into municipal status and functioning produced	-	-	-	-	2 Provincial Integrated Assessments	2 Provincial Integrated Assessments	
		2.6.3 Number of programmes implemented to institutionalise GIS in the municipal space	-	-	-	-	Maturity assessments of GIS at municipalities; Support municipalities to institutionalise GIS	Implement Municipal GIS projects; Support municipalities to institutionalise GIS	
		2.6.4 Number of programmes implemented to institutionalise ICT in the municipal space	2	2	2	2	Support municipalities to institutionalise ICT; Municipal ICT Forum	Implement Municipal ICT support initiative; Municipal ICT Forum	

Indicators, Annual and Quarterly Targets

Output Indicators		Annual Target	Q1	Q2	Q3	Q4
2.6.1	A single repository for the management and dissemination of information relating to municipalities established	1. Knowledge management assessment 2. Development of a knowledge management strategy	-	-	Knowledge management assessment	Development of a knowledge management strategy
2.6.2	Number of reports providing insight into municipal status and functioning produced	Two Provincial Integrated Assessments	-	Provincial Integrated Assessment	-	Provincial Integrated Assessment
2.6.3	Number of programmes implemented to institutionalise GIS in the municipal space	1. Maturity assessments of GIS at municipalities 2. Support municipalities to institutionalise GIS	-	-	Maturity assessments of GIS at municipalities	Support municipalities to institutionalise GIS
2.6.4	Number of programmes implemented to institutionalise ICT in the municipal space	1. Support municipalities to institutionalise ICT 2. Municipal ICT Forum	-	Municipal ICT Forum ICT Maturity Assessment	-	Municipal ICT support initiative Municipal ICT Forum

Sector Prescribed Indicators Annual Targets for 2020/21

Output Indicators		Annual Targets						
		Audited/Actual Performance			Estimate Performance	MTEF Period		
		2016/17	2017/18	2018/19	Current 2019/20	Year 1: 2020/21	Year 2: 2021/22	Year 3: 2022/23
SPI:10	Number of Section 47 reports compiled as prescribed by the MSA (Outcome 9, Sub-Outcome 4) (B2B Pillar 5)	1	1	1	1	1	1	1

Sector Indicators, Annual and Quarterly Targets

Output Indicators		Annual Target	Q1	Q2	Q3	Q4
SPI:10	Number of Section 47 reports compiled as prescribed by the MSA (Outcome 9, Sub- Outcome 4) (B2B Pillar 5)	1	-	-	1	-

9.2.6 Sub-Programme: Service Delivery Integration

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

Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/Actual Performance			Estimate Performance	MTEF Period		
			2016/17	2017/18	2018/19	Current 2019/20	Year 1: 2020/21	Year 2: 2021/22	Year 3: 2022/23
Reduction in poverty	2.7 Opportunities created through the Thusong Programme	2.7.1 Socio-economic projects facilitated	-	-	-	-	4	4	4
	2.8 Effective Thusong Programme	2.8.1 Number of services accessed through the Thusong Programme	1 099 703	1 388 252	1 453 775	1 300 000	1 000 000	900 000	800 000
		2.8.2 Support actions to ensure effective functioning of the Thusong Programme	4	4	4	4	4	4	4
Improved integrated planning, budgeting and implementation	2.9 Functional IGR platforms	2.9.1 Support actions to improve District IGR platforms	5	3	3	3	3	3	3
		2.9.2 Support actions to improve Provincial IGR platforms	-	-	-	-	4	4	4

Indicators, Annual and Quarterly Targets

Output Indicators		Annual Target	Q1	Q2	Q3	Q4
2.7.1	Socio-economic projects facilitated	4	-	-	-	4
2.8.1	Number of services accessed through the Thusong Programme	1 000 000	-	-	250 000	750 000
2.8.2	Support actions to ensure effective functioning of the Thusong Programme	4	-	-	-	4
2.9.1	Support actions to improve the functionality of District IGR Fora	3	1	1	1	-
2.9.2	Support actions to improve the functionality of Provincial IGR Fora	4	1	1	1	1

9.2.7 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.

Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/Actual Performance			Estimate Performance	MTEF Period		
			2016/17	2017/18	2018/19	Current 2019/20	Year 1: 2020/21	Year 2: 2021/22	Year 3: 2022/23
Reduction in poverty	2.10 Opportunities created through the Community Development Worker Programme	2.10.1 Government initiatives to enhance social well-being	-	-	-	-	5	5	5
		2.10.2 Initiatives to support informal economy	-	-	-	5	4	4	4

Indicators, Annual and Quarterly Targets

Output Indicators		Annual Target	Q1	Q2	Q3	Q4
2.10.1	Government initiatives to enhance social well-being	5	-	-	-	5
2.10.2	Initiatives to support informal economy	4	-	-	-	4

9.2.8 Explanation of planned performance over the medium term period

Outcome 2: Well governed municipalities through efficient and effective oversight, capacity-building and governance structures

The mandate of local government as stipulated in the Constitution of the Republic of South Africa, 1996 is to promote developmental local government that must focus on the basic needs of the communities which it serves⁷. This is given the fact that local government is the sphere which is closest to communities and therefore is at a coal face of service delivery. In order to achieve its mandate local government organise itself, make decisions and perform its function through its staff and resources within the prescribed legislative frameworks.

The 2017/18 audit outcomes indicate that 25 out of thirty municipalities in the Province received unqualified audit opinions, of those 25, a total of 12 councils also achieved the clean audit status⁸. Whilst there are areas of concern which need to be addressed, this reflects a general level of compliance with the relevant governance prescripts by municipalities in the Province.

History has shown us that many of the major governance and delivery challenges facing municipalities stem not so much from technical deficiencies, but from failures which can be attributed to leadership. In addition, many conflicts and misunderstandings stem from the interpretation of the legislative and regulatory framework of municipalities. The upcoming 2021 local government elections will also play a major role on the stability of municipalities.

This outcome is premised on the belief that, the essential components of governance which is an act of directing, leading and controlling an institution, is respect for rules and regulations that derives its legitimacy from the supreme law of the country. In addition, achieving a transformed and effective local government system, requires strong leadership with a clear long-term strategy and accountability to communities. Critical to governance is institutional capacity which must be continuously strengthened, systems and

structures put in place, and periodically reviewed with a view to adapt to changing conditions and circumstances. To this end, the Department has worked with various partners in providing training and advisory services to municipalities. The priority for the Department in the next five years is to improve this even further.

The Department will continue to use a collaborative approach whereby it works closely with municipalities in finding workable solutions to governance challenges, the aim is to strengthen and maintain governance and accountability with a view that well governed municipalities will result to an efficient, accountable and enabling local government environment to enhance economic growth and service delivery.

Interventions in this area will include:

- Providing pre-and post-2021 local government elections support to ensure stability in municipalities;
- Legislation development, that ensures that municipalities are operating in a legal framework which is resilient to the needs and responses of local government;
- Implementation of a municipal specific support programme that focusses on the most vulnerable municipalities within the Province, to address their needs in terms of 5 key focus areas, which include Good Governance, Service delivery, Institutional Capacity;
- Implementation of district implementation plans plan for municipalities as part of the District Development Model;
- Building capacity of both councillors and officials, through training, mentoring and coaching opportunities;
- Training for MPAC members to improve oversight to municipalities;
- Training on the Code of Conduct of Councillors;
- Conducting assessments and investigations pertaining to allegations of fraud, corruption and maladministration and formal provincial interventions justified or required in terms of section 139 of the Constitution.

⁷ The Constitution of the Republic of South Africa (1996): Chapter 7.

⁸ <https://www.agsa.co.za/Reporting/MFMAReports/2017-2018MFMA.aspx>

Outcome 3: Data and Knowledge Management Hub that informs decision making, planning and budget allocation within local government

The planning and reporting processes of local government is governed by a complex set of legislative and regulatory frameworks. This results in a legislative requirement to produce different sets of reporting documents to different organs of state. This becomes burdensome and onerous to municipalities and to those who support them. As part of its monitoring function of municipalities over the years, the Department realised that the establishment of a Departmental Data and Knowledge Management Hub is crucial for enhancing its decision-making capability.

The aim of this initiative is to ensure the optimal use of credible data within the Department and institutionalise a culture of data-driven decision making. The project will focus on data governance, as well as the collection, collation and synthesis of data from various sources with the goal of improving the planning, budgeting and support provided to municipalities.

In addition, this will ensure that the Institutional Knowledge and memory of the Department is preserved so that specialized knowledge is not lost on departure. Given the various partners that work within the municipal space as well as within the parameters of the Joint District Approach, knowledge management will facilitate improved collaboration as all stakeholders will be working from a common platform.

The rationale behind this outcome is to boost efficiency, effectiveness and innovation of those working within the local government space. The optimal use of data will position the Department to proactively identify challenges in municipalities and equip the Department to provide the appropriate support.

Interventions in this area include:

- Establishing a single repository for the management and dissemination of information relating to municipalities;
- Monitoring the status and functioning of municipalities;
- Institutionalise Geographic Information Systems (GIS) in the municipal space; and

- Support municipalities to institutionalise Information and Communication Technology (ICT) governance.

Outcome 5: Improved interface between government and citizens

It is widely accepted around the world that interface between government and citizens has an ability to strengthen government responsiveness and deepen citizen engagement. In South Africa this is a key aspect of democracy and governance.

In promoting participation of citizens in the decision processes of municipalities, the Department has over the years supported municipalities with the establishment of ward committees. This includes the translation of the ward committee handbook into Braille in all three official languages of the Western Cape, with a view to afford visually impaired individuals an opportunity to participate in ward committees.

Post 2021 local government elections, the Department will once again be called upon to provide support which will include the review of public participation and/or ward committee policies and the ward operational plans. Realising that citizens also have an obligation to participate in the affairs of their municipality, the Department identified a need to conduct civic education on public participation. This is focused on empowering citizens so that they can understand the importance of their participation in decision making of their respective municipalities. Interventions include:

- Support municipalities with the establishment and functionality of ward committees;
- Implement the citizen empowerment programme on public education; and
- Support municipalities with the development of service charters;

Outcome 6: Reduction in poverty

Over the years, the Department has in different ways supported municipalities to work with stakeholders within communities to find sustainable ways of improving their living conditions and quality of life. This was with an understanding that poverty continues to impede on the revenue growth of municipalities and

also undermines the very same development that the municipality seeks to achieve in communities. Through the implementation of the Thusong and the Community Development Worker Programmes, it became clear that two key resources that people can use to move out of poverty are information and access to government services. To this end, the contribution of the Department to poverty reduction has been geared around improving citizens access to government services-bringing them closer to where they live and also providing information to opportunities for people to better their living conditions.

Intervention include:

The focus of these two programmes has since been reviewed so as to make a meaningful impact on poverty whilst bearing in mind the mandate of the Department. The Thusong Programme was expanded to be used as hubs for poverty reduction, job creation and broad based community development. This involves using Thusong Service Centres as implementers of capacity-building and small scale economic development projects. Furthermore, the

Community Development Worker Programme assisted communities to become self-reliant through creating small scale economic opportunities. Opportunities also exist for the Department to contribute to poverty reduction through supporting the implementation of programmes to promote labour intensive construction and small contractor development.

9.2.9 Programme Recourse Considerations

Expenditure trends analysis

The 2020/21 budget for the Programme amounts to R153.245 million compared to the revised estimate in 2019/20. Compensation of Employees increased mainly as a result of the filling of vacant posts and the additional earmarked funding to strengthen the forensic investigation unit. The reduction of 13.99 per cent for Goods and services in the 2020/21 financial year is attributed to projects specified as unallocated on the Municipal Service Delivery and Support grant. Transfers and subsidies to municipalities decreased by 18.85 per cent and is mainly due to the 2019/20 provision of funds for the Community Development Worker Programme

Summary of payments and estimates – Programme 2: Local Governance

Sub-programme R'000	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimate			
	Audited	Audited	Audited					% Change from Revised estimate		
	2016/17	2017/18	2018/19	2019/20	2019/20	2019/20	2020/21	2019/20	2021/22	2022/23
1. Municipal Administration	9 312	8 115	9 621	10 450	10 665	10 261	14 543	41.73	15 307	16 141
2. Public Participation	9 635	9 678	10 108	10 433	10 342	10 354	10 846	4.75	11 668	12 306
3. Capacity Development	12 848	11 480	11 671	11 797	11 754	11 754	12 477	6.15	13 213	13 955
4. Municipal Performance, Monitoring, Reporting and Evaluation	31 329	103 971	23 844	29 366	27 642	27 842	26 420	(5.11)	27 389	28 355
5. Service Delivery Integration	9 690	10 748	10 893	11 550	11 975	12 015	12 130	0.96	12 734	13 388
6. Community Development Worker Programme	59 433	62 683	64 567	75 128	76 286	76 251	76 829	0.76	79 399	83 846
Total payments and estimates	132 247	206 675	130 704	148 724	148 664	148 477	153 245	3.21	159 710	167 991

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

Sub-programme R'000	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimate			
	Audited	Audited	Audited					% Change from Revised estimate		
	2016/17	2017/18	2018/19	2019/20	2019/20	2019/20	2020/21	2019/20	2021/22	2022/23
Current payments	106 509	110 765	115 565	132 519	129 374	129 157	137 496	6.46	139 222	147 159
Compensation of employees	88 034	93 370	100 395	110 887	110 864	110 648	120 239	8.67	125 566	132 679
Goods and services	18 475	17 395	15 170	21 632	18 510	18 509	17 257	(6.76)	13 656	14 480
Transfers and subsidies to	25 540	95 758	15 072	15 481	18 453	18 482	14 999	(18.85)	19 649	19 985
Provinces and municipalities	24 632	95 635	14 900	15 481	18 430	18 430	14 999	(18.62)	19 649	19 985
Departmental agencies and accounts	30									
Non-profit institutions	242									
Households	636	123	172		23	52		(100.00)		
Payments for capital assets	198	152	67	724	837	838	750	(10.50)	839	847
Machinery and equipment	181	152	67	724	837	838	750	(10.50)	839	847
Software and other intangible assets	17									
Total economic classification	132 247	206 675	130 704	148 724	148 664	148 477	153 245	3.21	159 710	167 991

Earmarked allocation:

Included is the following:

Sub-programme 2.1: Municipal Administration: To strengthen the Forensic Investigation Unit is an amount of R2.623 million (2020/21); R2.755 million (2021/22) and R2.890 million (2022/23).

Sub-programme 2.4: Municipal Performance, Monitoring, Reporting and Evaluation: Municipal Interventions is an amount of R4.945 million (2020/21); R5.167 million (2021/22) and R5.409 million (2022/23).

9.3 Programme 3: Development and Planning

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

9.3.1 Sub-Programme: Municipal Infrastructure

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

Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/Actual Performance			Estimate Performance	MTEF Period		
			2016/17	2017/18	2018/19	Current 2019/20	Year 1: 2020/21	Year 2: 2021/22	Year 3: 2022/23
The provision and maintenance of infrastructure towards infrastructure-led economic growth.	3.1 Strengthen basic service delivery	3.1.1 Number of programmes to strengthen basic service delivery	2	2	2	2	2	2	2
		3.1.2 Programme to enhance integrated and co-ordinated municipal infrastructure planning	-	1	1	1	1	1	1
		3.1.3 Programmes designed and implemented to promote labour intensive construction and small contractor development	-	-	-	-	1	1	1
		3.1.4 Asset care programme designed for municipalities	-	-	-	-	1	1	1
		3.1.5 Municipal water security programme supported and monitored	-	-	-	-	1	1	1

Indicators, Annual and Quarterly Targets

Output Indicators		Annual Target	Q1	Q2	Q3	Q4
3.1.1	Number of programmes to strengthen basic service delivery	2	-	-	-	2
3.1.2	Programme to enhance integrated and co-ordinated municipal infrastructure planning	1	-	-	-	1
3.1.3	Programmes designed and implemented to promote labour intensive construction and small contractor development	1	-	-	-	1
3.1.4	Asset care programme designed for municipalities	1	-	-	-	1
3.1.5	Municipal water security programme supported and monitored	1	-	-	-	1

Sector Prescribed Indicators Annual Targets for 2020/21

Output Indicators		Annual Targets						
		Audited/Actual Performance			Estimate Performance	MTEF Period		
		2016/17	2017/18	2018/19	Current 2019/20	Year 1: 2020/21	Year 2: 2021/22	Year 3: 2022/23
SPI:11	Number of municipalities monitored on the implementation of infrastructure delivery programmes (Outcome 9, Sub-outcome 1) (B2B Pillar 5)	24	24	24	24	24	24	24

Sector Indicators, Annual and Quarterly Targets

Output Indicators		Annual Target	Q1	Q2	Q3	Q4
SPI:11	Number of municipalities monitored on the implementation of infrastructure delivery programmes (Outcome 9, Sub-outcome 1) (B2B Pillar 5)	24	-	24	-	24

9.3.2 Sub-Programme: Disaster Management: Chief Directorate: Disaster Management and Fire Brigade Services

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

Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/Actual Performance			Estimate Perform- ance	MTEF Period		
			2016/ 17	2017/ 18	2018/ 19	Current 2019/ 20	Year 1: 2020/ 21	Year 2: 2021/ 22	Year 3: 2022/ 23
Disaster Operations: Institutional Capacity, Preparedness, Response and Recovery									
Safer, Resilient communities and Sustainable Development	3.2 Integrated systems and structures for disaster management established and maintained	3.2.1 Facilitate co-ordination of disaster management partnerships	-	-	-	-	10	10	10
		3.2.2 Monitor & evaluate the implementation of Disaster management	4	4	4	4	5	5	5
		3.2.3 Development and review of WC Disaster Management Policy Provisions	-	-	-	-	2	2	-
	3.3 Effective and rapid emergency/ disaster response and recovery mechanisms	3.3.1 Support organs of state to ensure disaster readiness and response	-	-	-	-	4	4	4

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/Actual Performance			Estimate Performance	MTEF Period		
			2016/17	2017/18	2018/19	Current 2019/20	Year 1: 2020/21	Year 2: 2021/22	Year 3: 2022/23
Disaster Operations: Institutional Capacity, Preparedness, Response and Recovery									
Safer, Resilient communities and Sustainable Development	3.3 Effective and rapid emergency/disaster response and recovery mechanisms	3.3.2 Co-ordinate disaster recovery process to enhance resilience	8 disaster assessment/declarations facilitated	2 disaster assessment/declarations facilitated		3	1 ⁹	1	1
Disaster Risk Reduction: Risk Reduction Planning and Mitigation									
Safer, Resilient communities and Sustainable Development	3.4 Institutionalisation and advocacy of Disaster Risk Reduction	3.4.1 Number of Risk and Vulnerability Assessments conducted	3	5	3	3	2	2	2
		3.4.2 Upgrade & maintain Disaster Management Spatial Data Repository	1	1	2	1	1	1	1
		3.4.3 Number of municipalities supported in developing Disaster Risk Reduction measures in their IDPs	6	3	3	3	2	2	2
		3.4.4 Hazard Awareness Programme	1	1	1	1	1	1	1

9 This target cannot be predetermined

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/Actual Performance			Estimate Performance	MTEF Period		
			2016/17	2017/18	2018/19	Current 2019/20	Year 1: 2020/21	Year 2: 2021/22	Year 3: 2022/23
Disaster: Fire Rescue Services									
Safer, Resilient communities and Sustainable Development	3.5 Fire and Rescue Services Capability improved	3.5.1 Number of training programmes to improve fire & life safety in the Province	21	15	15	15	6	6	6
		3.5.2 Number of training programmes to improve Emergency & Special Capacity capability in the Province	3	5	5	3	3	3	3
		3.5.3 Aerial Fire-Fighting and Ground Support Programme implemented	2	3	3	1	1	1	1

Indicators, Annual and Quarterly Targets

Output Indicators		Annual Target	Q1	Q2	Q3	Q4
Disaster Operations: Institutional Capacity, Preparedness, Response and Recovery						
3.2.1	Facilitate co-ordination of disaster management partnerships	10	3	2	3	2
3.2.2	Monitor & evaluate the implementation of Disaster management	5	1	1	1	2
3.2.3	Development and review of WC Disaster Management Policy Provisions	2	-	-	-	2



Indicators, Annual and Quarterly Targets

Output Indicators		Annual Target	Q1	Q2	Q3	Q4
Disaster Operations: Institutional Capacity, Preparedness, Response and Recovery						
3.3.1	Support organs of state to ensure disaster readiness and response	4	-	1	-	3
3.3.2	Co-ordinate effective disaster recovery processes that enhance resilience	1	-	-	-	1
Disaster Risk Reduction: Risk Reduction Planning and Mitigation						
3.4.1	Number of Risk and Vulnerability Assessments conducted	2	-	-	-	2
3.4.2	Upgrade & maintain Disaster Management Spatial Data Repository	1	-	-	-	1
3.4.3	Number of municipalities supported in developing Disaster Risk Reduction measures in their IDPs	2	-	-	-	2
3.4.4	Hazard Awareness Programme	1	-	-	-	1
Disaster: Fire Rescue Services						
3.5.1	Number of training programmes to improve fire & life safety in the Province	6	-	2	2	2
3.5.2	Number of training programmes to improve Emergency & Special Capacity capability in the Province	3	-	1	1	1
3.5.3	Aerial Fire-Fighting and Ground Support Programme implemented	1	-	-	-	1

Sector Prescribed Indicators Annual Targets for 2020/21

Output Indicators		Annual Targets						
		Audited/Actual Performance			Estimate Performance	MTEF Period		
		2016/17	2017/18	2018/19	Current 2019/20	Year 1: 2020/21	Year 2: 2021/22	Year 3: 2022/23
SPI:12	Number of municipalities supported to maintain functional Disaster Management Centres	6	6	6	6	6	6	6
SPI:13	Number of municipalities supported on Fire Brigade Services	-	-	22	5	5	5	5

Sector Indicators, Annual and Quarterly Targets

Output Indicators		Annual Target	Q1	Q2	Q3	Q4
SPI:12	Number of municipalities supported to maintain functional Disaster Management Centres	6	-	-	-	6
SPI:13	Number of municipalities supported on Fire Brigade Services ¹⁰	5	-	-	-	5

¹⁰ The support is planned around district support; however, it should be noted that individual local municipalities will also be targeted

9.3.3 Sub-Programme: Integrated Development Planning

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

Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/Actual Performance			Estimate Performance	MTEF Period		
			2016/17	2017/18	2018/19	Current 2019/20	Year 1: 2020/21	Year 2: 2021/22	Year 3: 2022/23
Improved integrated planning, budgeting and implementation	3.6 Responsive IDPs developed	3.6.1 Initiatives to improve the quality of integrated development plans	3	3	3	3	3	3	3
	3.7 Joint District Approach implemented	3.7.1 Number of Functional District Interface Teams as part of the Joint District Approach	-	-	-	-	5	5	5

Indicators, Annual and Quarterly Targets

Output Indicators		Annual Target	Q1	Q2	Q3	Q4
3.6.1	Initiatives to improve the quality of integrated development plans	3	-	-	-	3
3.7.1	Number of Functional District Interface Teams as part of the Joint District Approach	5	-	-	-	5

Sector Prescribed Indicators Annual Targets for 2020/21

Output Indicators		Annual Targets						
		Audited/Actual Performance			Estimate Performance	MTEF Period		
		2016/17	2017/18	2018/19	Current 2019/20	Year 1: 2020/21	Year 2: 2021/22	Year 3: 2022/23
SPI:14	Number of municipalities supported with development of IDP (Outcome 9, Sub-outcome 1) ¹¹	30	30	30	30	30	30	30

¹¹ This indicator will be measured by the municipalities attending the initiatives as per 3.6.1

Sector Indicators, Annual and Quarterly Targets

Output Indicators		Annual Target	Q1	Q2	Q3	Q4
SPI:14	Number of municipalities supported with development of IDP (Outcome 9, Sub-outcome 1)	30	-	-	-	30

Expenditure trends analysis

The 2020/21 budget for the Programme has decreased by 14.83 per cent when compared to the revised estimates for the 2019/20 financial year. The increase for Compensation of Employees includes provision of 1.5 per cent pay progression, the impact of the 2018 wage agreement and the appointment of staff to assist with the management of drought within the Department.

Goods and services increase by 20.47 per cent and is mainly related to the upgrading and replacement of the Audio Visual Infrastructure at the Disaster Management Centre. Transfers and subsidies to municipalities decreased by 64.06 per cent as result of decrease in drought related projects.

Summary of payments and estimates – Programme 3 Development and Planning

Sub-programme R'000	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimate			
	Audited	Audited	Audited					% Change from Revised estimate		
	2016/17	2017/18	2018/19				2020/21	2019/20	2021/22	2022/23
1. Municipal Infrastructure	18 250	36 524	31 272	66 370	62 405	61 782	41 066	(33.53)	39 744	28 733
2. Disaster Management	45 087	51 635	66 357	58 054	51 895	51 871	53 878	3.87	53 180	53 685
3. Integrated Development Planning	5 410	6 825	7 128	8 620	7 553	7 225	8 005	10.80	8 791	9 288
Total payments and estimates	68 747	94 984	104 757	133 044	121 853	120 878	102 949	(14.83)	101 715	91 706

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

Sub-programme R'000	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimate			
	Audited	Audited	Audited					% Change from Revised estimate		
	2016/17	2017/18	2018/19				2020/21	2019/20	2021/22	2022/23
Current payments	49 548	58 304	67 431	81 513	68 150	67 129	83 707	24.70	84 218	74 401
Compensation of employees	28 528	30 715	37 946	45 006	35 096	34 120	43 942	28.79	48 568	41 940
Goods and services	21 020	27 589	29 485	36 507	33 054	33 009	39 765	20.47	35 650	32 461
Transfers and subsidies to	18 384	36 444	37 113	51 181	53 537	53 538	19 242	(64.06)	17 497	17 305
Provinces and municipalities	16 630	35 467	36 245	50 381	52 566	52 566	18 482	(64.84)	16 745	16 565
Departmental agencies and accounts	1 007	414	400	400	400	400	380	(5.00)	376	370
Non-profit institutions	744	414	400	400	400	400	380	(5.00)	376	370
Households	3	149	68		171	172		(100.00)		
Payments for capital assets	815	236	213	350	166	211		(100.00)		
Machinery and equipment	815	236	213	350	166	211		(100.00)		
Total economic classification	68 747	94 984	104 757	133 044	121 853	120 878	102 949	(14.83)	101 715	91 706

Earmarked allocation:

Included is the following:

Sub-programme 3.1: Municipal Infrastructure: The development of the WC Integrated Drought and Water Response Plan is an amount of R2.5 million (2020/21) and R2.5 million (2021/22).

Sub-programme 3.2: Disaster Management: Upgrading and replacement of the Disaster Management Centre Audio Visual Infrastructure is an amount of R3.5 million (2020/21).

Sub-programme 3.2: Disaster Management: Firefighting is an amount of R9.739 million (2020/21) and R10.357 million (2021/22) and R10.854 million (2022/23).

9.3.4 Explanation of planned performance over the medium term period

Outcome 4: The provision and maintenance of infrastructure towards infrastructure-led economic growth

Functional infrastructure is not only critical for ensuring that service delivery happens but well-designed investments in infrastructure can increase long-term economic growth and improve the fundamental quality of life.

The Province is faced with a number of challenges relating to infrastructure including the following:

- Misalignment of infrastructure planning and coordination between the three spheres of government;
- Poorly located and inadequate infrastructure to support government's human settlement objectives;
- Aging infrastructure and lack of maintenance; and
- Weakening economic outlook leading to reduced allocations from National and Provincial Government to support capital infrastructure investment.

Given these challenges, an integrated approach to infrastructure development and management is therefore necessary as benefits will be achieved from the economies of scale. The Department will work with various partners to support municipalities in improving infrastructure management in the Province.

Interventions will include:

- Support municipalities to implement programmes to strengthen basic service delivery;
- Enhance integrated and coordinated municipal infrastructure planning;
- Support municipalities to implement programmes designed to promote labour intensive construction and small contractor development;
- Support the design of an asset care programme for municipalities; and
- Support and monitor the implementation of municipal water security programme

Outcome 7: Improved integrated planning, budgeting and implementation

Inter-governmental Relations Framework Act in the Province has seen cooperation improving not only between district and local municipalities but also between the three spheres and departments. Lessons learnt from implementation of IDP Indabas, Joint Planning Initiatives (JPIs), the Regional Socio-Economic Programme and Violence Prevention through Urban Upgrading Programme (RSEP/VPUU) have revealed that the Western Cape Government stands to benefit from greater collaboration between departments and municipalities. The planning environment between various spheres of government in the Province has evolved to a level that integrated planning has matured.

Moving forward co-planning and co-implementation was identified by the top management forum of provincial departments and municipalities. Over the next five years, the Department will focus on co-ordinating the implementation of the Joint District and Metro Approach) as a mechanism to strengthen provincial interface with local government in order to promote consultation, co-ordination, planning and implementation of government programmes to ensure improved service delivery (at national level referred to as the District Development Model). Central to this is the roll-out of a single support plan to municipalities.

In addition, the nature and scope of Integrated Development Plans (IDPs) has developed over time, taking into consideration that local government is the main vehicle to development in communities. This requires IDPs to be aligned with the plans, strategies and programmes of national and provincial organs of state. A challenge facing this developmental objective is that Departments at all spheres of government often plan in isolation of each other. Using the JDA, the IDPs is where this alignment should be evident.

Interventions include:

- Ensuring functional District Interface teams as part of the Joint District Approach; and
- Providing support to municipalities to improve the quality of their integrated development plans.

Outcome 8: Safer, Resilient Communities and Sustainable Development

This outcome moves from the premise that sustainable development and disaster reduction are essential preconditions for each other. This is because natural disasters severely hamper the progress and achievements of sustainable development while, at the same time, physical infrastructure we are constructing may itself constitute a source of risk in the event of future disasters. From the perspectives of environmental degradation, human intervention, and security aspects, disaster management is a pressing issue for all of us and should be undertaken on a comprehensive basis. The physical, social and economic losses caused by disasters are particularly harsh and they have a long-range effect in the development process¹².

Where there is an interaction between human systems and the natural and the built environments, it is likely that hazards will occur.

Lack of knowledge about how to respond to disasters contributes to the vulnerability of communities to these hazards. Unless the disaster management efforts are sustainable at individual and community level, it is difficult to reduce the losses and scale of the tragedy. Focusing on Safer Resilient Communities and Sustainable Development will ultimately lead to a disaster resilient Province.

The interventions include:

- Review of the Disaster Management Framework;
- Establishing effective and rapid emergency/disaster response and recovery mechanisms;
- Ensuring a state of readiness through the development and implementation of disaster management preparedness plans;
- Institutionalisation and advocacy of Disaster Risk Reduction;
- Establishing and maintaining integrated systems and structures for disaster management; and
- Improving Fire and Rescue Services capability.

Sector Prescribed Indicators In Province

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

¹² B Pandey and K Okazaki, (2005), *Community based disaster management: Empowering Communities to Cope with Disaster Risks*, United nations Centre for Regional Development, Japan

Summary of payments and estimates – Programme 4: Traditional Institutional Management

Sub-programme R'000	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimate			
	Audited	Audited	Audited					% Change from Revised estimate		
	2016/17	2017/18	2018/19	2019/20	2019/20	2019/20	2020/21	2019/20	2021/22	2022/23
1. Municipal Infrastructure			1	1	1	1	1		1	1
Total payments and estimates			1	1	1	1	1		1	1

Note: The Department has activated Programme 4, Traditional Institutional Management. The Traditional Leadership and Khoisan Bill was recently assented to by the President and the Department will be required to position itself so that it is able to implement the provisions.

Summary of payments and estimates by economic classification – Programme 4: Traditional Institutional Management

Sub-programme R'000	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimate			
	Audited	Audited	Audited					% Change from Revised estimate		
	2016/17	2017/18	2018/19	2019/20	2019/20	2019/20	2020/21	2019/20	2021/22	2022/23
Current payments				1	1	1	1		1	1
Compensation of employees				1	1	1	1		1	1
Total economic classification				1	1	1	1		1	1

10 Updated Key Risks and Mitigations

Programme 1

Outcome	Key Risk	Risk Mitigation
1 Well governed department enabling programmes to deliver on their mandates	Rigid compliance driven culture	Embedding compliance with innovation and creativity as equal functioning parts.

Programme 2

Outcome	Key Risk	Risk Mitigation
2 Improved interface between government and citizens	Lack of municipal buy-in and weak administrative support to ward committees	Championing and influence public participation at various municipal platforms
3 Reduction in poverty	Budgetary cuts to departmental and municipal budgets Increasing retrenchments	Increase partnerships with private sector and other funders Increase training and career resilience interventions
	Stakeholder participation Community Involvement	Signed Memorandums of Understanding with key stakeholders Community involvement plan with underlying principles, including: <ul style="list-style-type: none"> involve targeted community from beginning provide targeted community with resources needed to participate effectively build an effective working relationship with the targeted community
4 Well governed municipalities through efficient and effective oversight, capacity-building and governance structures	Political and Administrative Instability Non-Adherence by Municipalities to governing legislations Implications of the Constitutional Invalidity of the Municipal Systems Amendment Act, No. 7 of 2011. Province not complying to Section 154 of the Constitution and related regulatory frameworks	Enforcement of the Law and Strengthening Governance in Municipalities Enforcement of Local Government Laws Advice to Municipalities based on Legal Opinions obtained Relevant strategies developed and institutional structures established to address challenges identified in municipalities relating to Skills Development (individual capacity) and Institutional Support
5 Data and Knowledge Management Hub that informs decision making, planning and budget allocation within local government	Lack of buy-in and participation of key stakeholders (Department, municipalities and other)	Implementation of change management process as well as constant advocacy of the benefits of the initiative

Programme 3

Outcome		Key Risk	Risk Mitigation
6	The provision and maintenance of infrastructure towards infrastructure-led economic growth	None	None
7	Safer, Resilient communities and Sustainable Development	Disaster Planning, Intervention and Mitigation (Risk Reduction) APP outputs are totally depended on the relevant organs of state, talking ownership of the allocated hazard/s as specified in the Western Cape Indicative Provincial Disaster Risk Profile. This includes hazards, Risk Reduction, Preparedness and Response and Recovery and the funding of such activities/ functions	The organs of state who has been allocated a Disaster hazard must ensure that adequate funding measures are provided and instituted
8	Improved integrated planning, budgeting and implementation	All stakeholders able to align planning, budgeting and implementation	Various fora established to ensure alignment

11 Public Entities

The Department does not have any public entities.

12 Infrastructure Projects

None

13 Public Private Partnerships

None





Part D

Technical Indicator Description

Programme 1: Administration

Sub-Programmes: Corporate Services

Indicator number	1.1
Indicator title	Level of compliance with the planning & reporting legislative framework
Short definition	Well governed Department entails a department that is compliant with all relevant governance prescript towards good governance Key departmental strategic planning and reporting plans are (5-year Strategic Plan, Annual Performance Plan, Quarterly Performance Reports, Service delivery Integrated Plans and Annual Reports).
Purpose	To inform citizens, legislature and other stakeholders of the Department's plans, how these plans will be monitored and reported.
Strategic link	Not directly linked VIP
Source of data	Published NDP, MTSP, PSP, APPs, ARs, Quarterly Performance Reports, and evaluation studies where applicable
Method of calculation	Percentage of planning and reporting documents submitted by due dates Formula: <i>Actual number of reports produced/ required number of reports as per the planning circulars x 100</i> Planning reports due in 2020/21 (SP, APP, AR, QPR, SDIP & Citizen Report)
Data limitations	No limitation
Type of indicator	Output indicator that measures the level of the Department's compliance planning prescripts Not demand driven
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	Department to comply with all planning and reporting requirements as prescribed by the relevant regulations and circulars. The desired performance to equal the targeted performance
Indicator responsibility	Director: Policy & Strategic Support
Spatial transformation	N/A
Disaggregation of beneficiaries	Target for women: Not quantifiable Target for youth: Not quantifiable Target for people with disabilities: Not quantifiable
Assumptions	Directorates submitting inputs aligned to National and Provincial priorities on time.
Means of verification	Input: • Circulars, planning sessions, invitations/agendas/presentations (where applicable) Output • Actual reports tabled/submitted to oversight

Indicator number	1.2
Indicator title	Level of compliance with financial legislative framework
Short definition	<p>Well governed Department entails a department that is compliant with all relevant governance prescript towards good governance</p> <p>Key departmental financial reports submitted timeously as prescribed by the relevant regulations and PT circulars are mainly (AFS, IYMs, Procurement documents & Internal Control reports)</p>
Purpose	To account to citizens, legislature and other stakeholders of the Department's budget and the utilisation thereof.
Strategic link	Not directly linked VIP
Source of data	In-year monitoring reports (IYM), Annual Financial Statements, Interim Financial Statements
Method of calculation	<p>Percentage of financial compliance documents submitted by due dates</p> <p>Formula: <i>Actual number of reports produced/ required number of reports as per the financial circulars x 100</i></p>
Data limitations	No limitation
Type of indicator	<p>Output indicator that measures the level of the Department's compliance with financial Prescripts to assist municipalities delivery services.</p> <p>Non demand driven indicator</p>
Calculation type	Cumulative year-end
Reporting cycle	Quarterly
Desired performance	<p>Submission of Financial Reports timeously as prescribed by the relevant regulations and circulars.</p> <p>The desired performance to equal the targeted performance</p>
Indicator responsibility	Chief Financial Officer
Spatial transformation	N/A
Disaggregation of beneficiaries	<p>Target for women: Not quantifiable</p> <p>Target for youth: Not quantifiable</p> <p>Target for people with disabilities: Not quantifiable</p>
Assumptions	Directorates will submit their budgets, procurement plans aligning to MTEF.
Means of verification	<p>Input:</p> <ul style="list-style-type: none"> Circulars, IYM, procurement documents/cash flows etc. <p>Output</p> <ul style="list-style-type: none"> Actual reports tabled/submitted to oversight

Programme 2: Local Governance

Sub-Programmes: Municipal Administration: Municipal Governance

Indicator number	2.1.1
Indicator title	Number of Legislation development initiatives implemented
Short definition	Legislation support with the review, amendment and/or the development of Provincial Legislation, by-laws and/or system of delegations and /or submitting comments on Draft National or Provincial legislations.
Purpose	The purpose is to ensure that municipalities are operating in a legal framework which is resilient to the needs and responses of local government. The legislation development support in the review, amendment and/or development of Provincial legislation, by-laws, and/or system of delegations, is to ensure fulfilment of the constitutional mandate of the Department and municipalities and to ensure that legislation is drafted that serves the needs of municipalities, that are clear, concise and unambiguous. By-laws are developed that attains the objective and purpose for which they are intended
Strategic link	VIP: Innovation and Culture Focus Area: Governance and Transformation Output/Intervention: Review and rationalisation of legislation and institutional policies and procedures to create an enabling environment for service delivery.
Source of data	Constitution, national and/or provincial legislation, case law, by-laws, system of delegations, legal opinions and/or the engagement with municipalities
Method of calculation	Manual count of number of Legislation Development initiatives implemented
Data limitations	No data limitation
Type of indicator	Indirect Service Delivery Indicator on an Output level, demand driven
Calculation type	Non-cumulative year-end
Reporting cycle	Annually (Quarterly progress will be provided as build up to the annual target)
Desired performance	Provincial Legislation, Municipal By-laws is in line with Constitution, enabling municipalities to enforce by-laws on functional areas, System of Delegations is Statutory compliant and/or influencing Legislation to meet the needs of the Municipality.
Indicator responsibility	Director: Municipal Governance
Spatial transformation	Programme is implemented throughout the Province as the need arises
Disaggregation of beneficiaries	Target for women: Not quantifiable Target for youth: Not quantifiable Target for people with disabilities: Not quantifiable
Assumptions	Review and Adoption of By-laws and/or System of Delegations by Council (discretion of Council); Draft National and/or Provincial Legislation comments as submitted, are incorporated in the Bill;
Means of verification	Input: <ul style="list-style-type: none"> E-mails/invitations/attendance register/presentations, requests to comment on draft Municipal By-law etc (where applicable) Output: <ul style="list-style-type: none"> Reviewed By-law(s), Systems of Delegations, Draft Provincial Legislation or Cabinet submission and/or comments submitted, liaison with relevant stakeholders or role-players on the Bill, draft Municipal By-law and/or System of Delega

Indicator number	2.1.2
Indicator title	Number of assessments conducted on Senior Management Appointments in accordance with legal prescripts
Short definition	Assessment of appointment process and outcome of Municipal Managers and Managers directly accountable to Municipal Managers, as submitted to the MEC for Local Government by Municipalities.
Purpose	To ensure that the appointment is in accordance with the Municipal Systems Act and applicable Regulations
Strategic link	Innovation and Culture
Source of data	Legislation, Regulations, Legal Opinions and/or Case Law
Method of calculation	Manual count of appointment letters
Data limitations	Lack of required documentation by municipalities to complete assessments
Type of indicator	Indirect Service Delivery Indicator on an Output level that is demand driven.
Calculation type	Non-cumulative year-end
Reporting cycle	Annually (Quarterly progress will be provided as build up to the annual target)
Desired performance	Due process followed in appointing of senior managers
Indicator responsibility	Director: Municipal Governance
Spatial transformation	N/A
Disaggregation of beneficiaries	Municipal Officials/Executive Mayor/Council
Assumptions	Appointments consistent with applicable legislation, based on municipalities reporting to the MEC for Local Government on the appointment
Means of verification	Input: <ul style="list-style-type: none"> E-mails/correspondence to/from municipalities Output: <ul style="list-style-type: none"> Letter signed off by MEC for Local Government

Indicator number	2.1.3
Indicator title	Support initiative towards Local Government elections
Short definition	Advising municipalities on the processes leading up to the Local Government elections and legislative prescripts related to the Local Government elections
Purpose	To ensure that municipalities are adequately prepared and informed in preparation towards the Local Government Elections.
Strategic link	Innovation and Culture
Source of data	Legislation, National/Provincial notices, legal opinions and/or case law
Method of calculation	Manual count of the support initiative implemented
Data limitations	None
Type of indicator	Indirect Service Delivery Indicator on an Output level; not demand driven.
Calculation type	Non-cumulative year-end
Reporting cycle	Annual
Desired performance	Municipal Readiness for the Local Government elections
Indicator responsibility	Director: Municipal Governance
Spatial transformation	N/A
Disaggregation of beneficiaries	Relevant municipal officials, councillors and/or relevant stakeholders
Assumptions	There will be adherence to legal advice provided
Means of verification	Input/Output: <ul style="list-style-type: none"> Distribution of circulars, amended establishment notices and/or e-mails

Indicator number	2.1.4
Indicator title	Number of Assessments on Municipal Public Account Committees (MPACs) conducted
Short definition	To assess the proceedings of MPACs and implementation of its functions and/or engage with chairpersons of MPACS to determine the functionality of MPACs.
Purpose	To improve oversight in municipalities
Strategic link	Innovation and Culture
Source of data	Meetings of MPACs and/or Meetings with Chairpersons of MPACs
Method of calculation	Manual count of number of MPACs assessed
Data limitations	None
Type of indicator	Indirect Service Delivery Indicator on an Output level; not demand driven.
Calculation type	Cumulative year-end
Reporting cycle	Quarterly
Desired performance	Functionality of MPACs and assessing the needs of MPAC
Indicator responsibility	Director: Municipal Governance
Spatial transformation	N/A
Disaggregation of beneficiaries	Target for women: Not quantifiable Target for youth: Not quantifiable Target for people with disabilities: Not quantifiable
Assumptions	MPAC meetings are held
Means of verification	Input: • Invitations/agendas Output: • Assessment reports

Indicator number	2.1.5
Indicator title	Code of Conduct cases assessed to ensure legislative compliance
Short definition	To assess compliance with the Code of Conduct for councillors
Purpose	Statutory responsibility
Strategic link	Innovation and Culture
Source of data	Record of Decision from Municipal Council
Method of calculation	Manual count of conduct cases assessed
Data limitations	None
Type of indicator	Indirect Service Delivery Indicator on an Output level; demand driven.
Calculation type	Non-Cumulative
Reporting cycle	Annual
Desired performance	Lawful decisions (procedurally and substantively) and appropriate sanctions
Indicator responsibility	Director: Municipal Governance
Spatial transformation	N/A
Disaggregation of beneficiaries	Target for women: Not quantifiable Target for youth: Not quantifiable Target for people with disabilities: Not quantifiable
Assumptions	Fair assessment of the disciplinary process and sanction
Means of verification	Input: • Correspondence and/or submissions Output: • Assessment letters

Indicator number	2.1.6
Indicator title	Number of Legal Support initiatives provided to Municipalities to strengthen Municipal Governance
Short definition	Conduct workshops and awareness in municipalities pertaining to the following initiatives: Anti-Corruption, MPAC, Legislative Procedures in the Recruitment and Appointment of Senior Managers, Rules of Order, roles and responsibilities, Social Media, Commissioner of Oaths Guideline, Code of Conduct for Councillors and/or the hosting of the Constitutional and Legislative Task Team
Purpose	Capacitating councillors and/or municipal officials to improve Governance
Strategic link	VIP: Innovation and Culture Focus Area: Governance Strengthening and Maintenance Governance Transformation and Accountability Output/Intervention: <ul style="list-style-type: none"> • Training of appointed municipal officials; • Building institutional capacity to strengthen and maintain governance and accountability at a municipal level; and • Capacity-building and training of councillors to strengthen oversight role.
Source of data	Legislation, case law, circulars, legal opinions
Method of calculation	Manual count of number of legal support initiatives
Data limitations	None
Type of indicator	Indirect Service Delivery Indicator on an Output level that is not demand driven.
Calculation type	Non-cumulative year-end
Reporting cycle	Annual
Desired performance	Municipal oversight function and governance strengthened
Indicator responsibility	Director: Municipal Governance
Spatial transformation	N/A
Disaggregation of beneficiaries	Councillors and/or Municipal Officials
Assumptions	Municipal officials and/or councillors adhere to the legislative prescripts and due process followed
Means of verification	Input/outputs: <ul style="list-style-type: none"> • Invitations, circulars, agendas, attendance register and/or presentation

Sector Prescribed Indicators ¹²

Indicator title	SPI: 1: Number of municipalities supported to comply with MSA Regulations on the appointment of senior managers (Outcome 9, Sub-Outcome 4) (B2B Pillar 5)
Short definition	Municipalities assisted and/or guided with the recruitment and selection processes of senior managers in terms of Regulations 2014
Nature of Support	<ul style="list-style-type: none"> • Issue a circular/notice/guideline/correspondence to the respective municipality detailing steps to be undertaken in the filling of the senior manager positions; and/or • Assist and support municipalities through meetings and/or workshops to interpret and apply the Regulations 2014; and/or • Intervene where municipalities do not comply. Intervention differs from province to province.
Purpose/importance	To promote the appointment of competent and suitably qualified senior managers in municipalities
Source/collection of data	Municipal reports on compliance
Portfolio of Evidence	Circular/notice/guideline/correspondence to the respective municipality, Attendance register of workshop and/or meeting(s) and/or Applications where litigation has been instituted.
Method of calculation	Manual count of number of municipalities supported
Data limitations	Non-submission of reports by municipalities
Type of indicator	Indirect Service Delivery Indicator on an Output level
Calculation type	Non-cumulative year-end
Reporting cycle	Annual
New indicator	No
Desired performance	All municipalities appointing competent senior managers in line with the competency requirements in the MSA regulations.
Indicator responsibility	Director: Municipal Governance

¹² Please note both TIDs for the Sector indicators have slightly been amended to accurately reflect the type of support to be provided in the Province)

Indicator title	SPI: 2: Number of municipalities monitored on the extent to which anti-corruption measures are implemented (Outcome 9, Sub-outcome 4) (B2B Pillar 3)
Short definition	Monitor the extent to which municipalities implement anti-corruption measures towards promoting good governance. The anti-corruption measures are <i>inter alia</i> policies and/or strategies (anti-fraud, whistle blowing, investigation), structures (committees) and/or awareness/training.
Means of monitoring	Monitoring entails <i>inter alia</i> , assessing whether there are anti-corruption measures or policies in place; and/or Tracking on a regular basis, the cases reported in municipalities, whether they are being processed
Purpose/importance	To ensure coordination of all anti-corruption activities towards eradication of fraud and corruption
Source/collection of data	Municipal reports and/or data on the extent to which municipalities implement anti-corruption measures
Portfolio of Evidence	Signed-off departmental report reflecting the extent to which municipalities comply with the implementation of anti-corruption measures, inclusive of recommendations to address gaps
Method of calculation	Manual count of municipalities monitored
Data limitations	Non-functionality of the anti-corruption technical working group, which can affect the co-ordination of anti-corruption agencies in dealing with cases of corruption and related offences in municipalities.
Type of indicator	Indirect Service Delivery Indicator on an Output level, not demand driven
Calculation type	Non-cumulative year-end
Reporting cycle	Cumulative
New indicator	Annual
Desired performance	All municipalities reduce fraud and corruption
Indicator responsibility	Director: Municipal Governance

Sub-Programme: Municipal Administration: Specialised Support

Indicator number	2.2.1
Indicator title	Reports in respect of assessments and investigations pertaining to allegations of fraud, corruption and maladministration
Short definition	<p>Reporting quarterly on support provided in respect of assessments conducted in terms of the Western Cape Monitoring and Support of Municipalities Act or Sections 154 and 155 of the Constitution.</p> <p>Report quarterly on the assessment of complaints concerning municipalities. This report reflects on the assessment of complaints concerning municipalities in line with the Municipal Systems Act and/or the Western Cape Monitoring and Support of Municipalities Act.</p> <p>Reporting quarterly on support provided in respect of complaints and enquiries received in relation to maladministration and non-compliance to statutory obligations at municipalities. This reflects on the co-ordination and management (support) of investigations into complaints received in respect of municipalities in accordance with section 106 of the Municipal Systems Act.</p>
Purpose	<p>To effectively and lawfully assess and investigate complaints in respect of allegations of fraud, corruption and maladministration at municipalities to ensure that the complaints are resolved effectively and appropriately and that a report thereon is compiled.</p> <p>To manage investigations conducted in terms of section 106 of the Municipal Systems Act and ensure that a report thereon is compiled</p>
Strategic link	Innovation and Culture
Source of data	Municipal reports, reports of complaint
Method of calculation	Simple count of the quarterly reports. The actual quarterly reports will be counted.
Data limitations	Assessments and investigations are dependent on the allegations received and are regulated by the legal parameters under which the provincial government must operate.
Type of indicator	Indirect Service Delivery Indicator on an Output level; demand driven.
Calculation type	Cumulative year-end
Reporting cycle	Quarterly
Desired performance	On target
Indicator responsibility	Director: Specialised Support
Spatial transformation	N/A
Disaggregation of beneficiaries	<p>Target for women: N/A</p> <p>Target for youth: N/A</p> <p>Target for people with disabilities: N/A</p>
Assumptions	There will be adherence to legal advice provided
Means of verification	<p>Inputs:</p> <ul style="list-style-type: none"> E-mails/ letters/memos/correspondence <p>Outputs:</p> <ul style="list-style-type: none"> Final report

Indicator number	2.2.2
Indicator title	Annual report in respect of formal provincial interventions justified or required in terms of Section 139 of the Constitution
Short definition	Reporting annually on support provided in respect of formal provincial interventions justified or required in terms of Section 139 of the Constitution
Purpose	To ensure that interventions conducted in terms of section 139 of the Constitution are managed and that a report thereon is compiled.
Strategic link	Innovation and Culture
Source of data	Correspondence
Method of calculation	Simple count of the number of annual reports. The actual annual report will be counted.
Data limitations	Interventions are dependent on the functioning and governance of municipalities and are regulated by the legal parameters under which the provincial government must operate.
Type of indicator	Indirect Service Delivery Indicator on an Output level; demand driven
Calculation type	Non-cumulative
Reporting cycle	Annual
Desired performance	On target
Indicator responsibility	Director: Specialised Support
Spatial transformation	N/A
Disaggregation of beneficiaries	Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A
Assumptions	There will be adherence to legal advice provided
Means of verification	Inputs: • E-mails/ letters/memos/correspondence Outputs: • Final report

Sub-Programme: Public Participation

Indicator number	2.3.1
Indicator title	Number of support actions to improve citizen interface
Short definition	Support municipalities with various capacity building programmes to ensure improved citizen interface: The following projects will be implemented: <ul style="list-style-type: none"> • Civic Education on Public Participation • Development of Client Services Charter. • Ward Committee Training • Development and review of Ward Committee Operational Plans • Development and review of public participation and ward committee policies
Purpose	To ensure that citizens receive effective services and function optimally
Strategic link	VIP: Innovation and Culture Focus Area: Integrated Service Delivery Output/Interventions: <ul style="list-style-type: none"> • Development and roll-out of civic education • Development of Client/ Customer Service Charters for municipalities
Source of data	Municipal Ward Data
Method of calculation	Manual count of all support actions implemented
Data limitations	Lack of capacity and administrative support by municipalities
Type of indicator	Indirect Service Delivery Indicator on an Output level that is not demand driven
Calculation type	Cumulative year-end
Reporting cycle	Quarterly
Desired performance	Capacitated and Functional ward committees. The desired performance to equal or exceed the targeted performance
Indicator responsibility	Director: Public Participation
Spatial transformation	Provincially
Disaggregation of beneficiaries	Target for women: Not quantifiable Target for youth: Not quantifiable Target for people with disabilities: Not quantifiable
Assumptions	Municipal support
Means of verification	<p><u>Civic Education on Public Participation</u></p> <ul style="list-style-type: none"> • Input: Invitations, agendas, attendance registers, quarterly questionnaires • Output: Trained municipalities, feedback report <p><u>Development of Client Services Charter.</u></p> <ul style="list-style-type: none"> • Input: Invitations, agendas, attendance registers, emails, presentation where applicable • Output: Charters, Close Reports <p><u>Ward Committee Training</u></p> <ul style="list-style-type: none"> • Input: Invitations, agendas, attendance registers, quarterly questionnaires, functionality scorecards • Output: Trained municipalities, feedback report, posters etc <p><u>Development and review of Ward Committee Operational Plans and public participation and ward committee policies</u></p> <ul style="list-style-type: none"> • Inputs: Correspondence, development of template, presentation, Invitations, agendas, minutes, attendance registers • Output: Ward Committee Operational Plans Operational plans/Ward Committee Policies/Public Participation Policies

Indicator number	2.3.2
Indicator title	Number of Municipalities supported with communication programmes
Short definition	To support municipalities with various communication programmes to enhance community participation in governance
Purpose	Ensuring that municipalities are capacitated to effectively inform communities on issues affecting them
Strategic link	Innovation and Culture
Source of data	Municipal data/ Comm Tech Forums
Method of calculation	Manual count of number of municipalities supported
Data limitations	No limitations
Type of indicator	Indirect Service Delivery Indicator on an Output level
Calculation type	Cumulative year-end
Reporting cycle	Quarterly
Desired performance	Effective communications channels within municipalities. The desired performance to equal or exceed the targeted performance
Indicator responsibility	Deputy Director: Communications
Spatial transformation	Provincially
Disaggregation of beneficiaries	Not attributable
Assumptions	Municipal support
Means of verification	Inputs: <ul style="list-style-type: none"> E-mails, agendas, attendance register, presentations Outputs: <ul style="list-style-type: none"> Communication material developed for municipalities/summary/close out reports

Indicator number	2.4.1
Indicator title	Number of municipalities supported with capacity-building actions on gender mainstreaming
Short definition	Municipalities supported to give effect to Gender Equality
Purpose	Compliance with the National Gender Policy Framework for Local Government as well as Goal Three of the Millennium Development Goals, i.e. Gender Equality and Women's Empowerment
Strategic link	Innovation and Culture
Source of data	Reports and Gender Policies (Action Plans)
Method of calculation	Manual count of all municipalities supported
Data limitations	Failure by municipalities to develop and adopt Gender Policies
Type of indicator	Indirect Service Delivery Indicator on an Output level, not demand driven
Calculation type	Cumulative year-end
Reporting cycle	Quarterly
Desired performance	Gender mainstreaming is institutionalised in municipalities. The desired performance to equal or exceed the targeted performance
Indicator responsibility	Director: Public Participation
Spatial transformation	Provincially
Disaggregation of beneficiaries	Target for women: Not quantifiable Target for youth: Not quantifiable Target for people with disabilities: Not quantifiable
Assumptions	Municipal support
Means of verification	Inputs: <ul style="list-style-type: none"> Letter to municipalities, agendas, minutes, attendance registers, checklists Outputs: <ul style="list-style-type: none"> Summary/close out reports

Sector Prescribed Indicators

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

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

Sub-Programme: Capacity Development

Indicator number	2.5.1
Indicator title	Number of programmes implemented to enhance the capacity of municipalities
Short definition	Development and implementation of capacity building programmes in municipalities, namely; <ul style="list-style-type: none"> • Shared Services/IMC model, • Operational/General Support Plan, and • Municipal HR Support,
Purpose	To ensure capacity development at municipalities for improved service delivery
Strategic link	VIP: Innovation and Culture Focus Area: Governance Strengthening and Maintaining Transformation and Accountability Output/Intervention: Building institutional capacity to strengthen and maintain governance and accountability at a municipal level.
Source of data	Municipal reports/ municipal data
Method of calculation	Manual count of number of capacity building interventions
Data limitations	Lack of submission of information from municipalities
Type of indicator	Indirect Service Delivery Indicator on an Output level, not demand driven
Calculation type	Cumulative year-end
Reporting cycle	Annual
Desired performance	Improved municipal capacity and service delivery. The desired performance to equal or exceed the targeted performance
Indicator responsibility	Director: Municipal Support and Capacity-building
Spatial transformation	Provincially
Disaggregation of beneficiaries	Target for women: Not quantifiable Target for youth: Not quantifiable Target for people with disabilities: Not quantifiable
Assumptions	Municipal support
Means of verification	<p><u>Shared Services/Inter Municipal Cooperation models</u></p> <ul style="list-style-type: none"> • Input: (Agenda, attendance registers, minutes/presentations) • Output: (Final shared services agreement/report) <p><u>Operation/General Support Plan</u></p> <ul style="list-style-type: none"> • Input: (Agenda, attendance registers, minutes/presentations) • Output: (Operational plans, progress reports) <p><u>Municipal HR Support</u></p> <ul style="list-style-type: none"> • Input: (Agenda, attendance registers, minutes/presentations) • Output: (Final municipal HR support, progress report)

Indicator number	2.5.2
Indicator title	Monitor compliance to the Skills Development Act
Short definition	Guiding municipalities to improve the extent of compliance with the Skills Development Act
Purpose	Compliance with the Skills Development Act provides the foundation that will assist in establishing the necessary focus on building the capacity of staff in the municipal space
Strategic link	Innovation and Culture
Source of data	Municipal skills development IGR structures Responses to compliance questions and requests for support
Method of calculation	Annual Compliance exercise conducted
Data limitations	Inaccurate information supplied by municipalities, non-submission of credible information/reports by municipalities
Type of indicator	Indirect Service Delivery Indicator on an Output level, not demand driven
Calculation type	Non-cumulative
Reporting cycle	Annual
Desired performance	On target
Indicator responsibility	Director: Municipal Support and Capacity-building
Spatial transformation	Provincially
Disaggregation of beneficiaries	Target for women: Not quantifiable Target for youth: Not quantifiable Target for people with disabilities: Not quantifiable
Assumptions	Municipalities are compliant
Means of verification	Input: • Agenda, attendance registers, minutes, presentations, where applicable Output: • Compliance report

Indicator number	2.5.3
Indicator title	Number of training and development programmes implemented in municipalities
Short definition	Facilitate the Implementation of training programme for municipal elected and appointed officials. <ul style="list-style-type: none"> • Internship training • Municipal officials training • Councillor training
Purpose	To build capacity in municipalities through training programmes
Strategic link	VIP: Innovation and Culture Focus Area: Governance Strengthening and Maintaining Transformation and Accountability Output/Intervention: Training of appointed municipal officials and Capacity building and training of councillors to strengthen their oversight
Source of data	Operational/general support plans and project plans
Method of calculation	Manual count of training and development programmes implemented
Data limitations	No limitations
Type of indicator	Indirect Service Delivery Indicator on an Output level, not demand driven
Calculation type	Cumulative year-end
Reporting cycle	Annual
Desired performance	Officials with access to training opportunities. The desired performance to equal or exceed the targeted performance
Indicator responsibility	Director: Municipal Support and Capacity-building
Spatial transformation	Provincially
Disaggregation of beneficiaries	Target for women: Not quantifiable Target for youth: Not quantifiable Target for people with disabilities: Not quantifiable
Assumptions	Budget availability
Means of verification	Input: <ul style="list-style-type: none"> • (Circular, e-mails, shortlist, agenda, attendance register, course outline, reports) Output: <ul style="list-style-type: none"> • (Certificates of trained participants and or close out reports)

Sector Prescribed Indicators

Indicator number	SPI:5
Indicator title	Number of capacity-building interventions conducted in municipalities (Outcome 9, Sub-outcome 3) (B2B Pillar 5)
Short definition	Development and implementation of capacity building programmes in municipalities, namely; <ul style="list-style-type: none"> • Shared Services/IMC model, • Operational/general support plan, and • Municipal HR Support.
Purpose	To ensure capacity development at municipalities for improved service delivery
Strategic link	Innovation and Culture
Source of data	Municipal reports/ municipal data
Method of calculation	Manual count of number of capacity-building interventions
Data limitations	Lack of submission of information from municipalities
Type of indicator	Indirect Service Delivery Indicator on an Output level
Calculation type	Cumulative year-end
Reporting cycle	Annual
Desired performance	Improved municipal capacity and service delivery. The desired performance to equal or exceed the targeted performance
Indicator responsibility	Director: Municipal Support and Capacity-building
Spatial transformation	Provincially
Disaggregation of beneficiaries	Target for women: Not quantifiable Target for youth: Not quantifiable Target for people with disabilities: Not quantifiable
Assumptions	Municipal support
Means of verification	<p><u>Shared Services/Inter Municipal Co-operation models</u></p> <ul style="list-style-type: none"> • Input: (Agenda, attendance registers, minutes/presentations) • Output: (Final shared services agreement/report) <p><u>Operation/General Support Plan</u></p> <ul style="list-style-type: none"> • Input: (Agenda, attendance registers, minutes/presentations) • Output: (Operational plans, progress reports) <p><u>Municipal HR Support</u></p> <ul style="list-style-type: none"> • Input: (Agenda, attendance registers, minutes/presentations) • Output: (Final municipal HR support, progress report)

Indicator number	SPI: 6
Indicator title	Number of municipalities guided to comply with the MPRA (Outcome 9: Sub-outcome 4) (B2B Pillar 4)
Short definition	Guide municipalities towards improving the extent to which municipalities comply with the Municipal Property Rates Act (MPRA)
Nature of Support	Assess municipal rates policies, by-laws, rate and other related matters. Advice municipalities on compliance with regards to the MPRA Make recommendations to non-compliant municipalities on corrective measures. Facilitate the establishment and effective functioning of valuation appeal boards.
Purpose	Compliance with the MPRA will ensure that each municipality values and rates property uniformly and fairly in a transparent and consultative manner.
Strategic link	Innovation and Culture
Source of data	Rates policies, by-laws, tariffs, valuation/supplementary rolls from municipalities.
Method of calculation	Manual count of number of municipalities supported through the MPRA Focus groups as well as the MPRA help desk
Data limitations	Inaccurate information supplied by municipalities, non-submission of credible information/reports by municipalities.
Type of indicator	Indirect Service Delivery Indicator on an Output level
Calculation type	Non-cumulatively
Reporting cycle	Quarterly
Desired performance	All local municipalities comply with the MPRA in order to provide nationwide uniformity, simplicity and certainty as well as to take into account the historical imbalances and rates burden on the poor. The desired performance to equal or exceed the targeted performance
Indicator responsibility	Director: Municipal Support and Capacity-building
Spatial transformation	Provincially
Disaggregation of beneficiaries	Target for women: Not quantifiable Target for youth: Not quantifiable Target for people with disabilities: Not quantifiable
Assumptions	Municipal support
Means of verification	<u>MPRA Focus Group</u> • Input: (E-mails, agendas, invitations, presentations, attendance registers) <u>MPRA Help Desk</u> • Input: (Reports/letters/e-mails/submissions where applicable)

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

Indicator title	SPI 8: Number of municipalities supported to institutionalize the performance management system (PMS) (Outcome 9, Sub-Outcome 4) (B2B Pillar 5)
Short definition	Assist municipalities to develop and implement PMS core elements to manage institutional performance as per Chapter 6 of the MSA.
Nature of support	Apply PMS assessment tools and produce a PMS assessment report that will inform the support. Support will be provided through engagements, workshops and training.
Purpose/importance	Improve service delivery and accountability in terms of Chapter 6 of the MSA and Municipal Planning and Performance Regulations of 2001
Source/collection of data	PMS assessment report. reports from municipalities, PMS audit reports, PMS assessment tool.
Portfolio of Evidence	A report detailing the municipalities supported and the type of support provided, together with meeting documentation
Method of calculation	Manual count of number of municipalities supported
Data limitations	Municipalities not co-operative, non-compliance to the legislation by municipalities
Type of indicator	Indirect Service Delivery Indicator on an Output level
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	All municipalities implementing PMS in accordance with Chapter 6 of the MSA. The desired performance to equal or exceed the targeted performance
Indicator responsibility	Director: Municipal Support and Capacity-building

Indicator title	SPI 9: Number of municipalities supported to implement indigent policies (Outcome 9, Sub-outcome 1) (B2B Pillar 2)
Short definition	Monitor municipal compliance to national indigent policy framework using the municipal policy assessment tool to determine the extent to which the municipal indigent policies adhere to the framework.
Nature of support	Analyse the indigent policies of municipalities and communicate recommendations for improvement and implementation through workshops and meetings and or written communiqué. In the WC the support will be focusing on the sustainability of small/rural municipalities with indigent policies or the implementation thereof.
Purpose/importance	Provision of free basic services to indigent households
Source/collection of data	Municipal Indigent Policies
Portfolio of Evidence	Departmental report which captures the challenges faced by municipalities in implementing indigent policies and recommendations, E-mail correspondence, agenda and attendance registers where meetings were held.
Method of calculation	Manual count of number of municipalities supported
Data limitations	Municipalities not co-operative, Non-compliance to the National Indigent Policy Framework by municipalities
Type of indicator	Indirect Service Delivery Indicator on an Output level
Calculation type	Cumulative year-end
Reporting cycle	Quarterly
New indicator	No
Desired performance	All municipalities implementing indigent policies to ensure increased access of Free Basic Services to all qualifying indigent households. The desired performance to equal or exceed the targeted performance.
Indicator responsibility	Director: Municipal Support and Capacity-building

Sub-Programme: Municipal Performance Monitoring, Reporting and Evaluation

Indicator number	2.6.1
Indicator title	A single repository for the management and dissemination of information relating to municipalities established
Short definition	To establish a knowledge management capability within the Department that will inform planning, budgeting and support in the municipal space. Year 1 will take a two-prong approach consisting of an internal knowledge management assessment, after which a knowledge management strategy will be developed.
Purpose	To improve and guide departmental support to municipalities and ensure reporting is fatigue reduced.
Strategic link	VIP: Innovation and Culture Focus Area: Governance Strengthening and Maintenance Governance Transformation and Accountability Output/Intervention: Data and knowledge management capability that informs provincial and municipal decision making.
Source of data	Municipal quarterly and annual reports; and other data sources
Method of calculation	Manual count of knowledge management assessments conducted and the knowledge management strategy developed
Data limitations	Inaccurate captured
Type of indicator	Indirect Service Delivery Indicator on an Output level, not demand driven
Calculation type	Cumulative year-end
Reporting cycle	Quarterly
Desired performance	The desired performance to equal or exceed the targeted performance.
Indicator responsibility	Director: District & Local Performance Monitoring
Spatial transformation	Provincially
Disaggregation of beneficiaries	Target for women: Not quantifiable Target for youth: Not quantifiable Target for people with disabilities: Not quantifiable
Assumptions	Municipal support
Means of verification	Input: <ul style="list-style-type: none"> TOR, memo, reports, capturing municipal and departmental data Output: <ul style="list-style-type: none"> Knowledge management assessment and a knowledge management strategy Single repository utilised for data collection, collation and reporting(year 5)

Indicator number	2.6.2
Indicator title	Number of reports providing insight into municipal status and functioning produced
Short definition	Bi-annual performance assessments to gauge the level of maturity in municipalities and guiding support initiatives to municipalities.
Purpose	To monitor the performance of municipalities and to collect information to inform the differentiated support initiatives to be provided to municipalities.
Strategic link	VIP: Innovation and Culture Focus Area: Governance straightening and Maintenance Governance Transformation and Accountability
Source of data	Western Cape Monitoring and Evaluation System; audit reports; annual reports and other data sources
Method of calculation	Manual count reports
Data limitations	No limitations
Type of indicator	Indirect Service Delivery Indicator on an Output level, not demand driven
Calculation type	Cumulative year-end
Reporting cycle	Bi-annual
Desired performance	The desired performance to equal or exceed the targeted performance.
Indicator responsibility	Director: District & Local Performance Monitoring
Spatial transformation	Provincially
Disaggregation of beneficiaries	N/A
Assumptions	Support and buy-in from departmental stakeholders
Means of verification	Input: • Capturing municipal data Output: • Governance reports

Indicator number	2.6.3
Indicator title	Number of programmes implemented to institutionalise GIS in the municipal space
Short definition	Support programmes to strengthen GIS functionality in the municipal space. The programme will focus on conducting GIS maturity assessments at municipalities and supporting municipalities with GIS related matters.
Purpose	To enhance GIS maturity in municipalities
Strategic link	Innovation and Culture
Source of data	Data collected from stakeholders in Municipal GIS field
Method of calculation	Manual count of GIS initiative facilitated
Data limitations	Inaccurate captured
Type of indicator	Indirect Service Delivery Indicator on an Output level, not demand driven
Calculation type	Cumulative year-end
Reporting cycle	Quarterly
Desired performance	The desired performance to equal or exceed the targeted performance
Indicator responsibility	Director: District & Local Performance Monitoring
Spatial transformation	Provincially
Disaggregation of beneficiaries	N/A
Assumptions	Support and buy-in from municipal stakeholders
Means of verification	Input: <ul style="list-style-type: none"> Memo, minutes, agenda's and presentations Output: <ul style="list-style-type: none"> Assessment reports & final project reports

Indicator number	2.6.4
Indicator title	Number of programmes implemented to institutionalise ICT in the municipal space
Short definition	Support programmes to strengthen ICT functionality and compliance in the municipal space. The programme will focus on Municipal Data Governance, ICT Forums and General ICT support required by municipalities
Purpose	To enhance ICT maturity in municipalities
Strategic link	Innovation and Culture
Source of data	Data collected from stakeholders on municipal ICT field
Method of calculation	Manual count of ICT initiatives facilitated
Data limitations	Inaccurate captured
Type of indicator	Indirect Service Delivery Indicator on an Output level, not demand driven
Calculation type	Non-cumulative year-end
Reporting cycle	Bi-annual
Desired performance	The desired performance to equal or exceed the targeted performance
Indicator responsibility	Director: District & Local Performance Monitoring
Spatial transformation	Provincially
Disaggregation of beneficiaries	N/A
Assumptions	Support and buy-in from municipal stakeholders
Means of verification	<p><u>Municipal ICT Forums</u> Input/Outputs</p> <ul style="list-style-type: none"> • Invitations, agendas, presentation, reports <p><u>Support municipalities to institutionalise ICT</u> Input/Outputs</p> <ul style="list-style-type: none"> • Invitations, agendas, presentation, reports

Sector Prescribed Indicators

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

Sub-Programme: Service Delivery Integration

Indicator number	2.7.1
Indicator title	Socio-economic projects facilitated
Short definition	To support small scale socio-economic projects inclusive of income generation, skills development and food security projects
Purpose	Reduction in poverty and unemployment
Strategic link	VIP: Empowering People Focus Area: Youth and skills (Expanding and entrenching after school programmes) Outputs/Interventions: Using Thusong Centres as a platform to enhance the provision of safe spaces for after school programmes.
Source of data	Municipal data, statistics
Method of calculation	Manual count of projects facilitated
Data limitations	No data limitation
Type of indicator	Direct Service Delivery Indicator on an Output level, not demand driven
Calculation type	Cumulative year-end
Reporting cycle	Annual
Desired performance	Improved access to government services. The desired performance to equal or exceed the targeted performance
Indicator responsibility	Director: Service Delivery Integration
Spatial transformation	Provincially
Disaggregation of beneficiaries	The Programme targets all citizens in poverty stricken areas, the unemployed as well as youth entrepreneurs
Assumptions	Community engagement and municipal support
Means of verification	Input/Output: • TPAs, project reports, quarterly reports, business plans, agendas, minutes, invitations

Indicator number	2.8.1
Indicator title	Number of services accessed through the Thusong programme
Short definition	Ensuring that the citizens have access to government services and other support services through the Thusong Service Centres and Outreaches
Purpose	Ensuring that the citizens have access to government services through the Thusong Centres and Outreaches within an acceptable radius
Strategic link	VIP: Empowering People Focus Area: Youth and skills (Expanding and entrenching after school programmes) Outputs: Interventions: Using Thusong Centres as a platform to enhance the provision of safe spaces for after school programmes.
Source of data	Thusong centres reports, Thusong outreach reports and municipal data where applicable
Method of calculation	Manual count of services accessed
Data limitations	Inaccurate capturing of data at centres and outreaches
Type of indicator	Direct Service Delivery Indicator on an Output level
Calculation type	Cumulative year-end
Reporting cycle	Bi-annual
Desired performance	Improved access to government services. The desired performance to equal or exceed the targeted performance
Indicator responsibility	Director: Service Delivery Integration
Spatial transformation	Provincially
Disaggregation of beneficiaries	The Programme targets all underprivileged people
Assumptions	Municipal support
Means of verification	Input: <ul style="list-style-type: none"> Attendance registers, data capturing forms, departmental service reports, Thusong Centre reports. Output: <ul style="list-style-type: none"> Final Thusong/stakeholder reports, statistics table

Indicator number	2.8.2
Indicator title	Support actions to ensure effective functioning of the Thusong programme
Short definition	Establish and implement support measures that will ensure sustainability of the Thusong Programme within the implementing municipalities; Support actions will include: <ul style="list-style-type: none"> • Operating and maintenance funding • Thusong programme forum meetings • Sustainability support plans for 4 centres • Report on Functionality of Thusong Service Centres
Purpose	To ensure successful implementation of the Thusong programme implementing in municipalities
Strategic link	Innovation and Culture
Source of data	Project reports, Training registers, Thusong centre data
Method of calculation	Manual count of number of support actions implemented
Data limitations	No limitations
Type of indicator	Indirect Service Delivery Indicator on an Output level
Calculation type	Cumulative year-end
Reporting cycle	Annual
Desired performance	Sustainable Thusong programme The desired performance to equal the targeted performance
Indicator responsibility	Director: Service Delivery Integration
Spatial transformation	Provincially
Disaggregation of beneficiaries	Centres will utilised support provided effectively
Assumptions	Municipal support
Means of verification	<p><u>Operating and Maintenance Funding</u></p> <ul style="list-style-type: none"> • Input: Gazette, TPA, Proof of payment • Output: Signed MOA, Closeout reports <p><u>Thusong Programme Forum Meetings</u></p> <ul style="list-style-type: none"> • Input: Invites, agendas, minutes, attendance registers • Output: Summary/close our report <p><u>Sustainability Support plans</u></p> <ul style="list-style-type: none"> • Input: Invitations, agendas, minutes, attendance registers • Output: Actual plans, summary/close out report <p><u>Functionality Scorecard</u></p> <ul style="list-style-type: none"> • Input: Functionality Scorecard per quarter • Output: Report on functionality

Indicator number	2.9.1
Indicator title	Support actions to improve functionality of District IGR Fora
Short definition	Support actions that improve the functionality of the District IGR Fora are: <ul style="list-style-type: none"> • Compiling District Fora calendars and circulars • Monitor implementation of Departmental actions emanating from District Fora • Support revision of District Fora TORs
Purpose	To improve co-operative governance between the different spheres of Government.
Strategic link	Innovation and Culture
Source of data	DCF, DCF Tech Meeting minutes, etc.
Method of calculation	Manual count of number of support actions implemented.
Data limitations	No limitations
Type of indicator	Indirect Service Delivery Indicator on an Output level, not demand driven
Calculation type	Cumulative year end
Reporting cycle	Quarterly
Desired performance	Well functional and supported District IGR Fora The Desired Performance to equal the targeted performance
Indicator responsibility	Director: Service Delivery Integration
Spatial transformation	Provincially
Disaggregation of beneficiaries	Provincially
Assumptions	Intergovernmental co-operation
Means of verification	<ul style="list-style-type: none"> • Compiling District Fora calendars and circulars Meeting schedule, IGR calendar, agenda, attendance registers, minutes, circulars • Monitor implementation of Departmental actions emanating from District Fora Invitations, agendas, attendance registers, minutes, presentations, reports • Support revision of District Fora TORs District Fora Terms of References, minutes,

Indicator number	2.9.2
Indicator title	Support actions to improve the functionality of Provincial IGR platforms
Short definition	Support actions that improve the functionality of the Provincial IGR Fora are: <ul style="list-style-type: none"> • Supporting the implementation of Provincial IGR Fora • Monitor implementation of Departmental actions emanating from Provincial Fora • Updating Contact list and Websites • Participating in National IGR Fora
Purpose	To improve co-operative governance between the different spheres of Government.
Strategic link	Innovation and Culture
Source of data	MinMay, MinMay Tech, PCF, PCF Tech Meeting minutes, etc.
Method of calculation	Manual count of number of support actions implemented.
Data limitations	No limitations
Type of indicator	Indirect Service Delivery Indicator on an Output level, not demand driven
Calculation type	Cumulative year end
Reporting cycle	Quarterly
Desired performance	Well functional and supported District IGR Fora The Desired Performance to equal the targeted performance
Indicator responsibility	Director: Service Delivery Integration
Spatial transformation	Provincially
Disaggregation of beneficiaries	Provincially
Assumptions	Intergovernmental co-operation
Means of verification	<ul style="list-style-type: none"> • Supporting the implementation of Provincial IGR Fora Meeting schedule, IGR calendar, agenda, attendance registers, minutes, circulars • Monitor implementation of Departmental actions emanating from Provincial Fora Invites, agendas, attendance registers, minutes, presentations, reports • Updating Contact list and Websites Calendars, circulars, e-mails, minutes, websites screen shots • Participating in National IGR Fora Invitations, agendas, attendance registers, minutes, presentations, reports

Sub-Programme: Community Development Worker Programme

Indicator number	2.10.1
Indicator title	Government initiatives to enhance social well-being
Short definition	Community based initiatives ensure that adequate information reaches people in communities
Purpose	<p>To educate and provide governance support to communities in respect of the provision of government services and access to these services. Assisting Communities, by identifying and communicating those needs to Government and bringing Government services closer to the people. Amongst others, focus areas will be linked to the enhancement of access to:</p> <ol style="list-style-type: none"> 1. Social Services Support to programmes and initiatives relating to services rendered by Department of Social Development, Department of Local Government (Disaster Management, Service Delivery Integration, Public Participation), South African Social Security Agency – SASSA.); 2. Education Support to programmes and initiatives relating to services rendered by Department of Higher Education, Department of Basic Education, Public Education (Chapter 9 institutions, Western Cape and National Parliament); 3. Health Support to programmes and initiatives relating to services rendered by Department of Health, Local Clinics, Community Based Carers – NGO's; 4. Safety & Security Support to programmes and initiatives relating to services rendered by Department of Community Safety, Department of Correctional Services, South African Police Service, Community Policing Forums, etc); and 5. Municipal and Human Settlement Services Support to programmes and initiatives relating to services rendered by Municipalities and Department of Human Settlements. <p>Governance support provided in partnership with internal stakeholders, which include Service Delivery Integration, Public Participation, Integrated Development Planning Directorates.</p>
Strategic link	<p>VIP: Safe, Cohesive Communities and Empowering People Focus Area: Increased social cohesion and safety of public spaces Children and Families, Education and Learning, Youth and Skills Outputs/Intervention: Mobilization of community members to access services rendered by partners in the Social Sector, eg. Dept of Social Development, Department of Justice, Non-government organisations, etc.</p> <p>CDWs conduct community engagements in partnership with Safety & Security sector Departments, Agencies and organisations.</p>
Source of data	Municipal Data, CDW Reports
Method of calculation	Manual count of number of initiatives implemented
Data limitations	No limitations
Type of indicator	Direct Service Delivery Indicator on an Output level, not demand driven

Calculation type	Cumulative year-end
Reporting cycle	Annual
Desired performance	Community members become aware of and have access to government services. The desired performance to equal or exceed the targeted performance
Indicator responsibility	Director: Community Development Worker Programme
Spatial transformation	CDWs are situated throughout the Province
Disaggregation of beneficiaries	The Programme is aimed at all underprivileged communities with service offerings to community members finding themselves in any of the life stages. Greater emphasis of service delivery directed to vulnerable and the previous disadvantaged members of society. Categories being Children, Youth, Adults and Older Persons.
Assumptions	Communities will have utilised the support provided to them to improve their circumstance
Means of verification	Input/Output evidence will include amongst others: <ul style="list-style-type: none"> Project Schedules, Projects Plans and Project Reports, (Close out Report, agendas/ minutes, attendance registers/ pamphlets/ posters/ e-mails where applicable)

Indicator number	2.10.2
Indicator title	Initiatives to support informal economy
Short definition	<p>To support initiatives to improve access by the communities to informal and small scale economic opportunities. The key focus areas will be;</p> <ol style="list-style-type: none"> 1. Informal Trader Support (eg. To obtain permits, link with municipal LED strategy, etc.) 2. Non-Profit Organisation Support (eg. Registration, compliance, training, link to funding opportunities, etc.) 3. Co-operative Development Support (eg. Registration, training, link to funding opportunities, etc.) 4. Small Business Support (eg. registration, training, link to funding opportunities, etc.)
Purpose	To improve socio-economic sustainability of communities to alleviate poverty and unemployment.
Strategic link	<p>VIP: Safe, Economy and Jobs Focus Area: Increased social cohesion and safety of public spaces Outputs/Intervention: CDW Programme collaborate with partners in the Economic Development Sector to promote their services, eg. Dept of Rural Development, National Youth Agency, WC Department of Agriculture, DEDAT, etc</p> <p>CDW Programme collaborate with SEDA to conduct Business Skills development workshops for small scale socio-economic projects.</p>
Source of data	Municipal data, CDW reports
Method of calculation	Manual count of number of initiatives implemented
Data limitations	No limitations
Type of indicator	Direct Service Delivery Indicator on an Output level, not demand driven
Calculation type	Cumulative year-end
Reporting cycle	Annual
Desired performance	Accessibility of community members to small scale economic opportunities. The Desired Performance to equal or exceed the targeted performance
Indicator responsibility	Director: Community Development Worker Programme
Spatial transformation	CDWs are situated throughout the Province
Disaggregation of beneficiaries	The Programme is aimed at all underprivileged communities with service offerings to community members finding themselves in any of the life stages. Greater emphasis of service delivery directed to vulnerable and the previous disadvantaged members of society. Categories being Children, Youth, Adults and Older Persons.
Assumptions	Communities will have utilized the support provided to them to improve their circumstance
Means of verification	<p>Input/Output evidence will include amongst others:</p> <ul style="list-style-type: none"> • Project Schedules, Projects Plans and Project Reports, (Close out Report, agendas/ minutes, attendance registers/pamphlets/posters/e-mails where applicable)

Programme 3: Development and Planning

Sub-Programme: Municipal Infrastructure

Indicator number	3.1.1
Indicator title	Number of programmes to strengthen basic service delivery
Short definition	To support municipalities to provide and maintain economic and social infrastructure through the following programmes; <ul style="list-style-type: none"> Monitoring MIG expenditure to ensure delivery of critical service delivery infrastructure Municipalities supported with the development of Electricity Master Plans
Purpose	Municipalities are supported to effectively spend MIG and the development of Electricity Master Plans
Strategic link	VIP: Mobility and Spatial Transformation Focus Area: Improving the places where people live Output/Interventions: <ul style="list-style-type: none"> Development of Infrastructure Master Plans. Assist with the alignment of Infrastructure Planning and Implementation
Source of data	MIG database and information from municipalities, business plans, transfer agreements, project reports, reports from municipalities, community safety high risk security hotspots
Method of calculation	Manual count of number of programmes
Data limitations	Inaccurate data at municipal level
Type of indicator	Indirect Service Delivery Indicator on an Output level, not demand driven
Calculation type	Cumulative year-end
Reporting cycle	Annual
Desired performance	Improved access to basic services and improved service delivery and safe public spaces The desired performance to equal or exceed the targeted performance
Indicator responsibility	Director: Municipal Infrastructure
Spatial transformation	NA
Disaggregation of beneficiaries	MIG Programme target service delivery to poor households
Assumptions	Municipal co-operation
Means of verification	MIG Expenditure: <ul style="list-style-type: none"> Input: (E-mails, agenda, attendance registers, minutes, where applicable) Output: Quarterly MIG expenditure report, progress reports, where applicable) Electricity Master Plans <ul style="list-style-type: none"> Input: (E-mails, agenda, attendance registers, minutes, presentation, where applicable) Output: Business plans, transfer agreements, progress reports, where applicable)

Indicator number	3.1.2
Indicator title	Programme to enhance integrated and co-ordinated municipal infrastructure planning
Short definition	Alignment of spatial, infrastructure and long term financial planning
Purpose	To ensure sustainable infrastructure development and to maximise the provision of service delivery
Strategic link	<p>VIP: Safe, Cohesive Communities and Spatial Transformation Focus Area: Building and maintaining infrastructure Outputs/Intervention:</p> <ul style="list-style-type: none"> Support municipalities with the installation of street and high-mast aerial lighting and surveillance cameras through its Municipal Infrastructure Grant and departmental grants. Support municipalities to reduce infrastructure underspending and carry out medium to long-term infrastructure planning to ensure a portfolio of implementation-ready projects.
Source of data	Project reports, and information from municipalities
Method of calculation	Manual count of the programme implemented
Data limitations	No limitation
Type of indicator	Indirect Service Delivery Indicator on an Output level, not demand driven
Calculation type	Non-cumulative year-end
Reporting cycle	Annual
Desired performance	Improved access to basic services and improved service delivery The desired performance to equal or exceed the targeted performance
Indicator responsibility	Director: Municipal Infrastructure
Spatial transformation	Provincially
Disaggregation of beneficiaries	Target for women: Not quantifiable Target for youth: Not quantifiable Target for people with disabilities: Not quantifiable
Assumptions	Municipal co-operation
Means of verification	<p>Input:</p> <ul style="list-style-type: none"> E-mails, agenda, attendance registers, minutes, where applicable, business process instilled <p>Output:</p> <ul style="list-style-type: none"> Master plans, capital expenditure frameworks, revenue enhancement progress reports

Indicator number	3.1.3
Indicator title	Programme designed and implemented to promote labour intensive construction and small contractor development
Short definition	Design and implementation of a programme to promote labour intensive construction and small contractor development
Purpose	Job creation
Strategic link	VIP: Growth and Jobs Focus Area: Building and maintaining infrastructure Outputs/Intervention: <ul style="list-style-type: none"> Support municipalities to reduce infrastructure underspending and carry out medium to long-term infrastructure planning to ensure a portfolio of implementation-ready projects. Innovative models will be implemented to spend infrastructure funds effectively and efficiently and better utilise government assets. Support municipalities with the identification and project preparation of catalytic economic infrastructure that is linked to the respective municipalities' growth and development strategies
Source of data	MIG database and information from municipalities, business plans, project reports, reports from municipalities
Method of calculation	Manual count of the programme implemented
Data limitations	No limitation
Type of indicator	Direct Service Delivery Indicator on an Output level
Calculation type	Non-cumulative year-end
Reporting cycle	Annual
Desired performance	Maximise jobs created on labour based construction projects and small contractor employment. The desired performance to equal or exceed the targeted performance
Indicator responsibility	Director: Municipal Infrastructure
Spatial transformation	Provincially
Disaggregation of beneficiaries	MIG programme target service delivery to poor households
Assumptions	Municipal co-operation
Means of verification	Input: <ul style="list-style-type: none"> E-mails, agenda, attendance registers, minutes, presentations (where applicable) Output: <ul style="list-style-type: none"> Report on number of jobs created and number of small contractors appointed

Indicator number	3.1.4
Indicator title	Asset care programme designed for municipalities
Short definition	Design an asset care programme that looks at the full life cycle of an asset
Purpose	To ensure sustainable infrastructure development and to maximise the provision of service delivery
Strategic link	<p>VIP: Growth and Jobs Focus Area: Building and maintaining infrastructure Outputs/ Intervention:</p> <ul style="list-style-type: none"> Support municipalities to reduce infrastructure underspending and carry out medium to long-term infrastructure planning to ensure a portfolio of implementation-ready projects. Support municipalities with the identification and project preparation of catalytic economic infrastructure that is linked to the respective municipalities' growth and
Source of data	Project reports, and information from municipalities
Method of calculation	Manual count of the programme implemented
Data limitations	No limitation
Type of indicator	Indirect Service Delivery Indicator on an Output level
Calculation type	Non-cumulative year-end
Reporting cycle	Annual
Desired performance	<p>Increase on budget spent on maintenance</p> <p>The desired performance to equal or exceed the targeted performance</p>
Indicator responsibility	Director: Municipal Infrastructure
Spatial transformation	NA
Disaggregation of beneficiaries	<p>Target for women: Not quantifiable</p> <p>Target for youth: Not quantifiable</p> <p>Target for people with disabilities: Not quantifiable</p>
Assumptions	Municipal co-operation
Means of verification	<p>Input:</p> <ul style="list-style-type: none"> E-mails, agendas, attendance registers, minutes, where applicable, business process instilled <p>Output:</p> <ul style="list-style-type: none"> Maintenance plans

Indicator number	3.1.5
Indicator title	Municipal water security programme supported and monitored
Short definition	Financial and technical support towards enhanced water security
Purpose	Enhanced water security
Strategic link	VIP: Growth and Jobs Focus Area: Building and Maintaining Infrastructure Outputs/Intervention: <ul style="list-style-type: none"> Water Security- Development of a 15-year Western Cape Integrated Drought and Water Response Plan to incrementally achieve a water-resilient province. The WCG will implement the Sustainable Water Management Plan. Water Augmentation Strategies
Source of data	Project reports, and information from municipalities
Method of calculation	Manual count of water security programme
Data limitations	In accurate reporting or data at municipal level
Type of indicator	Indirect Service Delivery Indicator on an Output level
Calculation type	Non-cumulative year-end
Reporting cycle	Annual
Desired performance	Water security in Province The desired performance to equal or exceed the targeted performance
Indicator responsibility	Director: Municipal Infrastructure
Spatial transformation	NA
Disaggregation of beneficiaries	Target for women: Not quantifiable Target for youth: Not quantifiable Target for people with disabilities: Not quantifiable
Assumptions	Municipal co-operation
Means of verification	Input: <ul style="list-style-type: none"> E-mails, agendas, attendance registers, presentations/minutes Output: <ul style="list-style-type: none"> Drought assessment reports, DRAP progress reports, business plans, Transfer Payment Agreements (TPAs), Quarterly progress reports to TPAs

Sector Prescribed Indicators

Indicator title	SPI 11: Number of municipalities monitored on the implementation of infrastructure delivery programmes (Outcome 9, Sub-outcome 1) (B2B Pillar 5)
Short definition	Monitor compliance of infrastructure delivery programmes in collaboration with sector departments.
Means of monitoring	Monitoring is performed through MIG DoRA reports, site visits and report on progressive access to basic services (water, sanitation, electricity and waste).
Purpose/importance	Increased ability of municipalities to provide basic services
Source/collection of data	Municipal service delivery reports, sector departments, CoGTA and entities
Portfolio of Evidence	MIG DoRA reports, site visit reports and report on progressive access to basic services
Method of calculation	Manual count of number of municipalities monitored
Data limitations	Inaccurate and or lack of information
Type of indicator	Indirect Service Delivery Indicator on an Output level
Calculation type	Non-cumulative year-end
Reporting cycle	Non-cumulative
New indicator	Bi-annual
Desired performance	Enhanced service delivery. The desired performance to equal the targeted performance
Indicator responsibility	Director: Municipal Infrastructure

Chief Directorate: Disaster Management and Fire Services

Sub-Programmes: Disaster Management:

Disaster Operations:

Institutional Capacity and Preparedness and Response

Indicator number	3.2.1
Indicator title	Facilitate co-ordination of disaster management partnerships
Short definition	Disaster Management that ensures co-ordination, capacity, share knowledge and promote peer learning focusing on projects such as; <ul style="list-style-type: none"> • Completing TOR for all structures, • Co-ordinating quarterly advisory forums, HOC forum, Working Groups and Coastal PDMC forum, • establish the inter-ministerial disaster management forum or utilize existing inter-ministerial forum to drive the disaster management fraternity's agenda, • To maintain the disaster management forums and support municipalities
Purpose	To measure good governance by ensuring the requirements of the Act are adhered to and implement
Strategic link	Safe and Cohesion Communities
Source of data	Disaster centres, municipal data
Method of calculation	Simple count of disaster management forums supported to ensure disaster management in the Province
Data limitations	Lack of reporting by role players
Type of indicator	Indirect Service Delivery Output indicator, not demand driven
Calculation type	Cumulative year-end
Reporting cycle	Quarterly
Desired performance	On target
Indicator responsibility	Director: Disaster Operations
Spatial transformation	Provincially
Disaggregation of beneficiaries	Target for women: Not quantifiable Target for youth: Not quantifiable Target for people with disabilities: Not quantifiable
Assumptions	Buy in from role-players
Means of verification	Input: <ul style="list-style-type: none"> • E-mails, agendas, attendance registers, presentations/minutes, TORs Output: <ul style="list-style-type: none"> • Signed TORs, established forums (where applicable)

Indicator number	3.2.2
Indicator title	Monitor & evaluate the implementation of Disaster management
Short definition	To monitor and evaluate the effective implementation of disaster management focusing on; <ul style="list-style-type: none"> Quarterly M&E Reporting, and Disaster Annual Report
Purpose	To keep stakeholders updated on the progress relating to disaster management in the Province
Strategic link	Safe, Cohesive Communities
Source of data	Disaster centres, municipal data
Method of calculation	Simple count of the quarterly M&E reports and Annual Report produce
Data limitations	Lack of reporting by role players
Type of indicator	Indirect Service Delivery Output indicator, not demand driven
Calculation type	Cumulative year-end
Reporting cycle	Quarterly
Desired performance	On target
Indicator responsibility	Director: Disaster Operations
Spatial transformation	Provincially
Disaggregation of beneficiaries	Target for women: Not quantifiable Target for youth: Not quantifiable Target for people with disabilities: Not quantifiable
Assumptions	Buy in from role-players
Means of verification	Input: <ul style="list-style-type: none"> Input from stakeholder, e-mails, agendas, attendance registers, presentations/ minutes (where applicable) Output: <ul style="list-style-type: none"> Annual Report, M&E report

Indicator number	3.2.3
Indicator title	Development and review of WC Disaster Management Policy Provisions
Short definition	To compile an integrated disaster management plan and review the Western Cape Disaster Management Framework
Purpose	To ensure an integrated development plan to comply to the Legislation in order to support all stakeholders
Strategic link	Safe, Cohesive Communities
Source of data	Disaster centres, municipal data
Method of calculation	Simple count of a draft Disaster Management Plan and Draft Disaster Management Framework
Data limitations	Lack of reporting by role players
Type of indicator	Indirect Service Delivery Output indicator, not demand driven
Calculation type	Cumulative year-end
Reporting cycle	Annual
Desired performance	On target
Indicator responsibility	Director: Disaster Operations; Director
Spatial transformation	Provincially
Disaggregation of beneficiaries	Target for women: Not quantifiable Target for youth: Not quantifiable Target for people with disabilities: Not quantifiable
Assumptions	Buy in from role-players
Means of verification	Input: <ul style="list-style-type: none"> Input from stakeholder, e-mails, agendas, attendance registers Output: <ul style="list-style-type: none"> Draft Disaster Management Plan and Draft Western Cape Disaster Management Framework

Indicator number	3.3.1
Indicator title	Support organs of state to ensure disaster readiness and response
Short definition	Improve the level of preparedness and response
Purpose	Capacitate organs of state to ensure readiness to respond by focusing the following, amongst others; <ul style="list-style-type: none"> • Technical guidance and support, • Contingency Plans, • Disaster management plans, • Exercises (Testing of Disaster Management Plans) • Provincial Disaster Preparedness and Response Plan, • Functional Centres upgrades
Strategic link	Safe, Cohesive Communities
Source of data	Disaster preparedness plans, municipal plans, Disaster centres, municipal data
Method of calculation	Simple count number of projects completed
Data limitations	Lack of reporting by role players
Type of indicator	Indirect Service Delivery Output Indicator
Calculation type	Cumulative year-end
Reporting cycle	Bi-annual
Desired performance	On target
Indicator responsibility	Director: Disaster Operations
Spatial transformation	Provincially
Disaggregation of beneficiaries	Target for women: Not quantifiable Target for youth: Not quantifiable Target for people with disabilities: Not quantifiable
Assumptions	Buy in from role-players
Means of verification	Input: <ul style="list-style-type: none"> • E-mails, agendas, attendance registers, presentations/ minutes Output: <ul style="list-style-type: none"> • Preparedness/ Contingency Plans, Functional Centres, Seasonal Plans (where applicable)

Indicator number	3.3.2
Indicator title	Co-ordinate effective disaster recovery process that enhance resilience
Short definition	<p>Ensure effective disaster recovery initiatives that reduces future risks through projects such as;</p> <ul style="list-style-type: none"> • assessments and verifications, • facilitation declarations, • classifications, • funding request, • monitoring and evaluation of the projects, • debriefing, • post event analysis
Purpose	Implement disaster recovery projects to ensure resilience
Strategic link	Safe, Cohesive Communities
Source of data	Declaration reports, municipal reports monthly expenditure reports from beneficiaries
Method of calculation	Manual count of assessments, declarations and projects supported
Data limitations	Lack of reporting by role players
Type of indicator	<p>Output</p> <p>Demand driven, Indirect Service Delivery Output Indicator</p>
Calculation type	Non-cumulative year-end
Reporting cycle	Annual
Desired performance	On target
Indicator responsibility	Director: Disasters Operations
Spatial transformation	Provincially
Disaggregation of beneficiaries	<p>Target for women: Not quantifiable</p> <p>Target for youth: Not quantifiable</p> <p>Target for people with disabilities: Not quantifiable</p>
Assumptions	Buy in from role-players
Means of verification	<p>Input:</p> <ul style="list-style-type: none"> • E-mails, agendas, attendance registers, presentations/minutes, circulars, site visits schedule <p>Output:</p> <ul style="list-style-type: none"> • Assessments, progress reports, debrief/ post event reports, funding applications

Disaster Risk Reduction: Risk Reduction Planning and Mitigation

Indicator number	3.4.1
Indicator title	Number Risk and Vulnerability Assessments conducted
Short definition	Disaster risk and vulnerability assessment support programmes
Purpose	To identify disaster risk and vulnerabilities in the Province and maintain a provincial risk profile
Strategic link	Innovation and Culture, Safe, Cohesive Communities
Source of data	Disaster Risk Assessment reports, municipal and provincial reports
Method of calculation	Manual count of a number of assessments conducted
Data limitations	No limitations
Type of indicator	Indirect Service Delivery Output Indicator, not demand driven
Calculation type	Cumulative year-end
Reporting cycle	Annual
Desired performance	On target
Indicator responsibility	Director: Disaster Risk Reduction
Spatial transformation	Provincially
Disaggregation of beneficiaries	Target for women: Not quantifiable Target for youth: Not quantifiable Target for people with disabilities: Not quantifiable
Assumptions	That municipalities will implement recommendations from the assessments
Means of verification	Input: <ul style="list-style-type: none"> E-mails, presentations, attendance register (where applicable) Output: <ul style="list-style-type: none"> Risk assessments

Indicator number	3.4.2
Indicator title	Upgrade & maintained Disaster Management Spatial Data Repository
Short definition	Maintain and upgrade the disaster management spatial data repository at the Western Cape Disaster Management Centre
Purpose	To provide accurate information to decision makers
Strategic link	Innovation and Culture, Safe, Cohesive Communities
Source of data	Municipal data and provincial sector departments
Method of calculation	Manual count of Index of system
Data limitations	No limitations
Type of indicator	Indirect Service Delivery Output Indicator, not demand driven
Calculation type	Non-cumulative year-end
Reporting cycle	Annual
Desired performance	On Target
Indicator responsibility	Director: Disaster Risk Reduction
Spatial transformation	Provincially
Disaggregation of beneficiaries	Target for women: Not quantifiable Target for youth: Not quantifiable Target for people with disabilities: Not quantifiable
Assumptions	That municipalities will adhere to recommendation, that directorates will focus their support around outcomes
Means of verification	Input: • Raw data Output: • Links of the updated system, e-mails of the shared links with stakeholders

Indicator number	3.4.3
Indicator title	Number of municipalities supported in developing Disaster Risk Reduction measures in their IDPs
Short definition	To provide municipalities with technical support, capacitation and advocacy to develop disaster risk reduction measures in their IDPs
Purpose	To ensure that municipalities reduce their disaster risk by including disaster risk reduction measures in IDPs
Strategic link	Innovation and Culture, Safe, Cohesive Communities
Source of data	Municipal IDPs
Method of calculation	Manual count of number of municipalities supported
Data limitations	No limitations
Type of indicator	None demand driven, Indirect Service Delivery Output Indicator
Calculation type	Cumulative year-end
Reporting cycle	Annual
Desired performance	On target
Indicator responsibility	Director: Disaster Risk Reduction
Spatial transformation	Provincially
Disaggregation of beneficiaries	Target for women: Not quantifiable Target for youth: Not quantifiable Target for people with disabilities: Not quantifiable
Assumptions	That municipalities will adhere to recommendations made in the IDP
Means of verification	Input: <ul style="list-style-type: none"> E-mails, attendance register & presentation where applicable Output: <ul style="list-style-type: none"> Risk chapters in IDPs

Indicator number	3.4.4
Indicator title	Hazard Awareness Programme
Short definition	<p>Conduct hazard awareness campaigns in the Province</p> <ul style="list-style-type: none"> • Educational Roadshows; • Debates; • Dissemination of hazard awareness material; • Participating in exhibitions and outreaches. Conduct hazard awareness campaigns in the Province, • To educate communities on hazards, disaster preparedness & emergency number
Purpose	To educate communities on hazards, disaster preparedness & emergency numbers.
Strategic link	Innovation and Culture, Safe, Cohesive Communities and Empowering People
Source of data	Hazard data, municipal & provincial data
Method of calculation	Manual count of number of Hazard Awareness Programmes
Data limitations	No limitations
Type of indicator	None demand driven, Indirect Service Delivery Output Indicator
Calculation type	Non-cumulative: year end
Reporting cycle	Annual
Desired performance	On target
Indicator responsibility	Director: Disaster Risk Reduction
Spatial transformation	Provincially
Disaggregation of beneficiaries	<p>Target for women: Not quantifiable</p> <p>Target for youth: The programme targets 100% youth</p> <p>Target for people with disabilities: Not quantifiable</p>
Assumptions	That programme is understandable and that children implement the safety measures when required
Means of verification	<p>Input:</p> <ul style="list-style-type: none"> • SLA, minutes where applicable, photos, pre and post evaluation forms <p>Output:</p> <ul style="list-style-type: none"> • Close out report

Disaster: Fire Rescue Services

Indicator number	3.5.1
Indicator title	Number of training programmes to improve fire & life safety in the Province
Short definition	The Implementation of Fire Services and Fire and Life Safety training programmes throughout the provinces, consisting amongst others, of training on; fire fighting, hazardous materials, first responders, life safety and wild fire.
Purpose	Reducing of the number of fires and fire incidence in communities and to increase fire and life safety capability in municipalities
Strategic link	Safe, Cohesive Communities
Source of data	Municipal data
Method of calculation	simple count of number of training programmes implemented
Data limitations	No limitation
Type of indicator	None demand driven, Indirect Service Delivery Output Indicator
Calculation type	Cumulative year-end
Reporting cycle	Quarterly
Desired performance	On target
Indicator responsibility	DD: Fire Brigade Services
Spatial transformation	Provincially
Disaggregation of beneficiaries	Target for women: Not quantifiable Target for youth: Not quantifiable Target for people with disabilities: Not quantifiable
Assumptions	Availability of budget
Means of verification	Input: <ul style="list-style-type: none"> • Invitations/e-mails, participation list, course outlines, attendance registers Output: <ul style="list-style-type: none"> • Training programmes, MOA/SLA's, (where applicable)

Indicator number	3.5.2
Indicator title	Number of training programmes to improve Emergency & Special Capacity capability in the Province
Short definition	Implementation of training on Special Operations and Emergency Management Skills capacity building in the Province. Training programmes will include amongst others, assessor training, ICS Divisional training, high angle training and single person high angle training.
Purpose	Improving Fire and Rescue capacity and capability in the Province
Strategic link	Safe, cohesive communities
Source of data	Municipal data
Method of calculation	simple count of number of training programmes implemented
Data limitations	No limitation
Type of indicator	None demand driven, Indirect Service Delivery Output Indicator
Calculation type	Cumulative year-end
Reporting cycle	Quarterly
Desired performance	On target
Indicator responsibility	DD: Fire Brigade Services
Spatial transformation	Provincially
Disaggregation of beneficiaries	Target for women: Not quantifiable Target for youth: Not quantifiable Target for people with disabilities: Not quantifiable
Assumptions	Availability of budget
Means of verification	Input: <ul style="list-style-type: none"> • Invitations/e-mails, participation list, course outlines, attendance registers Output: <ul style="list-style-type: none"> • Training programmes, MOA/SLA's, (where applicable)

Indicator number	3.5.3
Indicator title	Aerial Fire-Fighting and Ground Support Programme implemented
Short definition	A fully capacitated Integrated fire management in the Province
Purpose	To ensure effective and efficient response to wildfires and optimal utilisation of resources
Strategic link	Innovation and Culture, safe, cohesive communities
Source of data	Municipal data
Method of calculation	Simple count of Aerial Fire-Fighting Programme supported
Data limitations	No limitation
Type of indicator	None demand driven, Indirect Service Delivery Output Indicator
Calculation type	Cumulative year-end
Reporting cycle	Annual
Desired performance	On target
Indicator responsibility	DD: Fire Brigade Services
Spatial transformation	Provincially
Disaggregation of beneficiaries	Target for women: Not quantifiable Target for youth: Not quantifiable Target for people with disabilities: Not quantifiable
Assumptions	Availability of budget
Means of verification	Input: <ul style="list-style-type: none"> • Invitations/e-mails, participation list, course outlines, attendance registers Output: <ul style="list-style-type: none"> • Training programmes, MOA/SLA's, (where applicable)

Sector Prescribed Indicators

Indicator title	SPI 12: Number of municipalities supported to maintain functional Disaster Management Centres
Short definition	All the Municipal Disaster Management Centres (metro/district) in the Province maintained on their functionality in terms of the Disaster Management Act, 2002.
Nature of support	Assess the extent to which the Municipal Disaster Management Centres are functional using an assessment tool. Produce assessment reports produced, and share them with the municipalities to note areas of improvement. The municipalities are engaged on a quarterly basis to give guidance where there is non-compliance to the Act
Purpose/importance	To ensure an efficient, effective, integrated and co-ordinated approach to all aspects of disaster management in the province with special emphasis on prevention and mitigation as well as ensuring the co-ordination and management of provincial disasters that occur in the province
Source/collection of data	Quarterly report in terms of section 24 (4) -(8) of the Disaster Management Act, 2002 and the national Monitoring and Evaluation Framework
Portfolio of Evidence	<p>Quarterly report covering the following:</p> <ul style="list-style-type: none"> • Appointment of the heads of Disaster Management Centres in the Province (provincial, district and metro) • The Disaster Management Centre has an organisational structure and physical structure that meets the minimum standards. • Quarterly advisory forum meetings • The Province/Metro/District has an approved Disaster Management Framework • A Disaster Management Plan outlining strategies on prevention, mitigation, preparedness, response and recovery within the Province. • Each Disaster Management Centre publishes its annual report • Provincial disaster public awareness, advocacy and awareness programmes developed and implemented • Support municipalities to establish and maintain functional disaster management centres <p>The WC already has 6 Disaster Management Centres throughout the 5 Districts and Metro. therefore, evidence will consist of quarterly monitoring reports</p>
Method of calculation	Manual count of number of municipalities supported
Data limitations	Lack of norms and standards for the Disaster Management Centres at municipal level.
Type of indicator	Indirect Service Delivery Indicator on an Output level
Calculation type	Non-Cumulative year end
Reporting cycle	Annual
New indicator	No
Desired performance	<p>Timeous response to disaster incidence and reduction of the impact of distress communities</p> <p>The desired performance to equal or exceed the targeted performance</p>
Indicator responsibility	Director: Disaster Operations

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

Sub-Programmes: Integrated Development Planning

Directorate: Integrated Development Planning

Indicator number	3.6.1
Indicator title	Initiatives to improve the quality of integrated development plans
Short definition	Implement programmes to improve the quality of IDPs being: <ol style="list-style-type: none"> 1. Assessment of IDPs 2. Provincial IDP Managers Forum Meetings 3. Assessment of planning alignment of the District with respective local municipalities
Purpose	To improve the quality of IDPs to give effect to service delivery
Strategic link	Innovation and Culture
Source of data	Municipal data, IDPs, District Frameworks, time schedules
Method of calculation	Simple count of number of initiatives implemented
Data limitations	None
Type of indicator	None demand driven, Indirect Service Delivery Output Indicator
Calculation type	Cumulative year-end
Reporting cycle	Annual
Desired performance	As per target
Indicator responsibility	Director: Integrated Development Planning
Spatial transformation	Provincially
Disaggregation of beneficiaries	Target for women: Not quantifiable Target for youth: Not quantifiable Target for people with disabilities: Not quantifiable
Assumptions	Municipal support
Means of verification	<p>Assessment of IDPs Input:</p> <ul style="list-style-type: none"> • Planning and budget allocation <p>Output:</p> <ul style="list-style-type: none"> • IDPs, IDP assessment reports <p>Provincial IDP Managers Forum Meetings Input/output:</p> <ul style="list-style-type: none"> • Agendas, invitations, presentations/minutes <p>Assessment of planning alignment of the District with respective local municipalities Input:</p> <ul style="list-style-type: none"> • District Frameworks and time schedules <p>Output:</p> <ul style="list-style-type: none"> • Report reflecting the level of alignment between the District with respective local municipalities

Indicator number	3.7.1
Indicator title	Number of Functional District Interface Teams as part of the Joint District Approach
Short definition	All five District Interface teams established
Purpose	Improved integrated planning, budgeting and implementation
Strategic link	<p>VIP: Innovation and Culture</p> <p>Focus Areas: Integrated Service Delivery</p> <p>Outputs/Interventions:</p> <ul style="list-style-type: none"> Facilitate the development and implementation of the Integrated Work Plan and annual Integrated Implementation Plan through the JDA (PSP) An annual Integrated Implementation Plan will be developed to give effect to integrated service delivery through the JDA, which will take into account the specific context and objectives for the respective year. Optimising IGR platforms in the Western Cape and within each District to enhance co-planning, co-budgeting, and co-implementation.
Source of data	Provincial and municipal data
Method of calculation	Simple count of number of District Interface teams established
Data limitations	No co-operation of stakeholders i.e. national, provincial and local government
Type of indicator	None demand driven, Indirect Service Delivery Output Indicator
Calculation type	Non-Cumulative year-end
Reporting cycle	Annual
Desired performance	As per target
Indicator responsibility	Director: Integrated Development Planning
Spatial transformation	Provincially
Disaggregation of beneficiaries	<p>Target for women: Not quantifiable</p> <p>Target for youth: Not quantifiable</p> <p>Target for people with disabilities: Not quantifiable</p>
Assumptions	Municipal support
Means of verification	<p>Input:</p> <ul style="list-style-type: none"> Invitations/agendas, minutes/presentations, TOR <p>Output:</p> <ul style="list-style-type: none"> Teams established

Sector Prescribed Indicators

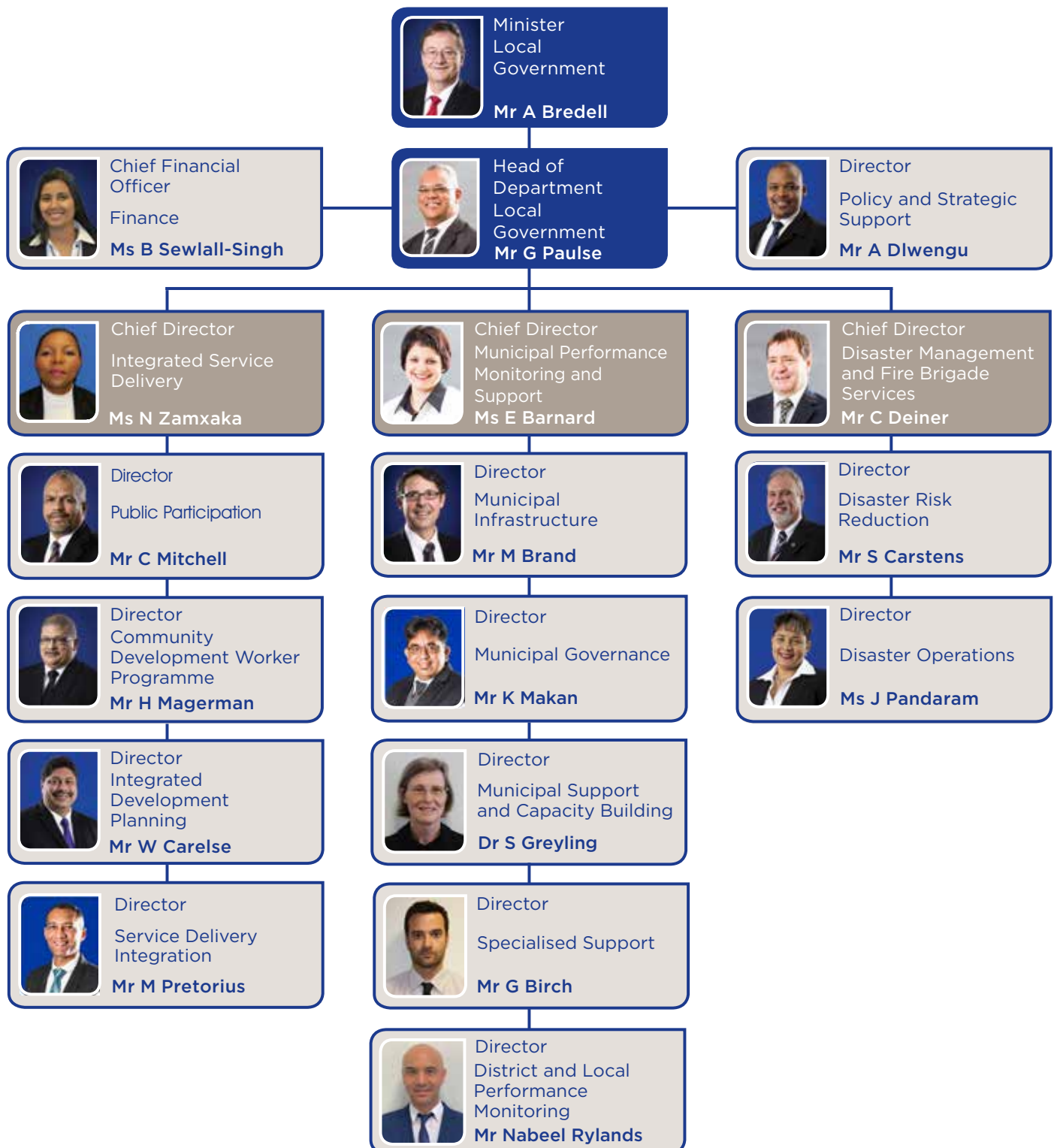
Indicator title	SPI 14: Number of municipalities supported with development of IDP (Outcome 9, Sub-outcome 1)
Short definition	Support to municipalities in the development of IDPs through capacity building sessions, workshops, IDP forums and IDP assessments. An IDP should be developed according to the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





Annexures

Annexure B: Organisational Structure



Annexure D: Conditional Grants

Name of Grant	Purpose	Outputs	Current Annual Budget	Period of Grant
None				

Annexure E: Consolidated Indicators

Institution	Output Indicator	Annual Target	Data Source
None			

Annexure D: District Development Model

The Western Cape Government is applying the Joint Metro and District Approach as its response to the District Development Model

(The Department is responsible for facilitating the development and implementation of the integrated work plan through the Joint District Approach.)

The following are draft plans;

Overberg District Municipality

Areas of Interventions	Medium Term (5 years -MTEF)					
	Project Description	Budget allocation	District Municipality	Location: GPS co-ordinates	Project Leader	Social Partners
Agricultural School	Based on agricultural activities being the primary economic driver in the Overberg, the establishment of an agriculture school with secondary, supporting educational streams has been identified as a priority project for the Overberg Area		Overberg DM	34,347470 18,920510	WCED, Higher Education/ FET, DEADP (Spatial Planning), Community Safety and Agriculture.	
Early Childhood Development (ECD) Project	The mushrooming of new unregistered ECD centres is a growing concern in the overall Overberg Region. A project was registered to assist these centres to effectively register and adhere to the set criteria in order to ensure the safety of the children.		Overberg DM	34,347470 18,920510	Social Development/ DEDAT	
Drug Rehab Project (Centre)	Ongoing social ills and challenges in the area resulted in this project being registered as a priority.		Overberg DM	34,347470 18,920510	Social Development/ Health	
Dam project (expand water security)	Dam – capacity extension and new dam. In order to protect the water resources and expand the storage capacity within the District, funding is requested for the development of a new dam and expansion of existing dams in the Overberg Region.		Overberg DM	34,347470 18,920510	DLG/ Agriculture, DEADP and DHWS	

Areas of Interventions	Medium Term (5 years -MTEF)					
	Project Description	Budget allocation	District Municipality	Location: GPS co-ordinates	Project Leader	Social Partners
Resorts	A need was identified to upgrade existing resorts in the Overberg area with the aim of enhancing the municipalities' revenue raising capacity and to make the resorts more financially sustainable.		Overberg DM	34,347470 18,920510	DEDAT	
Waste Management	Overberg District is the permit holder for the Landfill facility in Karwyderskraal. The District is currently accommodating Overstrand and Theewaterskloof municipalities and was approached by Cape Agulhas and Swellendam for accommodation due to their respective landfills running out of capacity. This initiative is supported by a feasibility study from Jan Palm Consulting Engineers (JPCE)		Overberg DM	34,347470 18,920510		
Rail Project	The project involves the optimisation of existing rail infrastructure and the exploration of possibilities to develop additional railway infrastructure in the Region that will enhance economic development opportunities.		Overberg DM	34,347470 18,920510	Transport and Public Works, DEDAT	Transnet, PRASA, Overberg Agri.
Ease of doing Business	The Premier, in the State of the Province Address on 18 July 2019, announced that WCG will assist in establishing Red Tape Reduction as a priority in all municipalities		Overberg DM	34,347470 18,920510		
Desalination Plant	Support for the desalination plant development at the Hermanus new Harbour (link desalination plant with Abagold) (Feasibility study completed in 2018)		Overberg DM	34,347470 18,920510		

Annexures

Sample of District Projects to be implemented in Cape Winelands

Department	Project Programme Name	Infra-structure type	Municipality	Dates: Project Start Project End	MTEF Total	Location: GPS co-ordinates	Spatial Development Lever
Education	Dal Josaphat PS	Mega Primary Schools	Drakenstein Municipality	1/13/2020 6/30/2021	53,000	19.016103 -33.694209	Social Service Provisioning - Education
Education	Wakkerstroom Wes PS	Mega Primary Schools	Langeberg Municipality	1/13/2020 5/31/2021	43,000	19.990635 -33.917732	Social Service Provisioning - Education
Health	Paarl - Paarl Hospital - Acute Psychiatric Unit	Hospital - Regional	Drakenstein Municipality	4/1/2011 4/26/2016	1	18.971450 -33.725980	Social Service Provisioning - Health
Health	Stellenbosch - Stellenbosch Hospital - EC Upgrade and Additions	Hospital - District	Stellenbosch Municipality	11/30/2013 11/27/2017	1	18.870390 -33.930280	Social Service Provisioning - Health
Human Settlements	Robertson: Nkqubela erf 136 (150)+27	Municipal project: Planning	Cape Winelands District	4/1/2019 3/31/2022	23,010	19.891536 -33.789608	Human Settlements & Urban Areas
Human Settlements	Stellenbosch: De Novo - 1300	Municipal project: Planning	Stellenbosch Municipality	7/25/2018 3/29/2019	3,000	18.777149 -33.841742	Human Settlements & Urban Areas
Social Development	Graceland Pre-School	ECD Centre	Stellenbosch Municipality	4/1/2019 3/31/2020	160	18.813939 -33.903684	Social Service Provisioning - Youth
Social Development	Gratitude Catholic Pre-Primary School	ECD Centre	Breede Valley Municipality	4/1/2019 3/31/2020	150	19.439646 -33.643177	Social Service Provisioning - Youth
Transport and Public Works	C749.2 PRMG Paarl-Franschoek	Blacktop/ Tarred Roads	Drakenstein Municipality	4/13/2020 3/31/2022	140,000	18.950300 -33.808500	Transport infrastructure Network Supporting Economy
Transport and Public Works	C749.2 Paarl-Franschoek	Blacktop/ Tarred Roads	Drakenstein Municipality	8/1/2017 3/31/2021	110,000	18.950300 -33.808500	Transport infrastructure Network Supporting Economy

Sample of District Projects to be implemented in West Coast District Municipality

Areas of Interventions	Medium Term (3 years -MTEF)				
	Project Description	Budget allocation	District Municipality	Project Leader	Social Partners
Capacity Building	Safe removal of Asbestos (Wupperthal Fire)	R533 099	West Coast District Municipality	Department of Local Government	N/A
	Disaster Management Internship Programme	R80 000			N/A
	Municipal Graduate Internship Programme	R80 000			N/A
	Appointment of a Geo-Hydrologist	R322 305			N/A
	Fire Services Capacity Building	R 830 000			N/A
Infrastructure support	MIG Allocation	R 2 199 000			N/A
Citizen Interface	Thusong Mobile Outreach (2020/21)-Velddrif	R80 000			Stakeholder Departments
Infrastructure support	Bergriver – Borehole sitting, supervision and drilling and testing, Groundwater management plans	R 422 365			N/A
Citizen Interface	Thusong Mobile Outreach (2020/21)-Lamberts Bay and Graafwater	R 100 000			Stakeholder Departments

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