



Western Cape
Government

Local Government



Annual Performance Plan 2018/19
Department of Local Government

WESTERN CAPE

**DEPARTMENT OF
LOCAL GOVERNMENT**

**Annual Performance Plan
2018/19**



FOREWORD

South Africa is considered to be a water scarce country, this implies that we must manage the water resource and if not, the demand is likely to exceed supply at some point. During the 2017/18 financial year, water scarcity increasingly became a reality in the Province. A provincial state of disaster was declared in terms the Disaster Management Act by the Premier.

This required all the key players to work together in developing plans and strategies to prevent water shortages. My Department acted as a central point of co-ordinating the planning and management of the drought in the Province. The Western Cape Government is concerned about the ongoing drought and its continued impact on the lives of the people of the Western Cape. As the Department, we remain committed to finding solutions thereby providing both technical and financial support to municipalities with regards to water augmentation, water conservation and demand management programmes. The sole purpose is to increase water security and ensure water resilience.

We will continue to actively advocate for the strengthening of water related integrated government arrangements, structured to enhance, promote and co-ordinate all drought response initiatives for alignment between all Western Cape Government Departments and between the three spheres of Government.

My Department will deploy engineers and project managers to all five districts in the Province to co-ordinate the actions of the Western Cape Government within all municipalities to ensure water security. Regular drought engagements and assessments will continue to provide a platform for all key stakeholders to share and implement drought plans.

Critical during this period, is managing and preserving the remaining water supply. This requires all in the Province to embrace the “whole of society approach” thereby playing their part. For an example, it is required that the demand on the water supply system is kept at particular levels as determined by the



relevant municipalities, this is to ease pressure and ensure sustained supply. It is our responsibility as a collective to comply with the restrictions introduced.

My Department recognises the importance of communication to ensure that all the stakeholders are kept abreast. Municipalities will be supported to conduct drought awareness campaigns in their respective communities. This will be aimed at reducing the demand in order to provide adequate time for the various water augmentation initiatives to come into operation.

Whilst dealing with drought, we are mindful of other factors such as poverty and unemployment, compounded with weak economic growth which continue to impact on the citizenry. This calls for a collective effort between national and provincial government to strengthen local government.

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

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

OFFICIAL SIGN-OFF

It is hereby certified that this Annual Performance Plan

- was developed by the management of the Department of Local Government (DLG) under the guidance of Provincial Minister of Local Government, Environmental Affairs & Development Planning, Mr A Bredell;
- was prepared in line with the current Strategic Plan of the Department of Local Government; and
- accurately reflects the performance targets which the Department of Local Government will endeavour to achieve, given the resources made available in the budget for 2018/19.

Mrs B Sewlall-Singh
Chief Financial Officer

Signature:



Mr A Dlwengu
Director: Policy and Strategic Support

Signature:



Mr G Paulse
Accounting Officer (Head of Department)

Signature:



Approved by:
Mr AW Bredell
Executive Authority

Signature:



LIST OF ABBREVIATIONS

AO:	Accounting Officer
CDW:	Community Development Worker
CoCT:	City of Cape Town
CWP:	Community Work Programme
DCF:	District Co-ordinating Forum
DCOG:	Department of Co-operative Governance
DLG:	Department of Local Government
DM:	District Municipality
DPME:	Department of Monitoring and Evaluation
GCIS:	Government Communication and Information System
ICT:	Information and Communications Technology
IDP:	Integrated Development Plan
IGR:	Intergovernmental Relations
LED:	Local Economic Development
LGTAS:	Local Government Turn Around Strategy
M&E:	Monitoring and Evaluation
MFMA:	Municipal Finance Management Act
MGRO:	Municipal Governance Review and Outlook
MIG:	Municipal Infrastructure Grant
MIGMIS:	Municipal Infrastructure Grant Management Information System
MINMAY:	Forum of Provincial Minister of Local Government & Executive Mayors
MINMAYTECH:	Forum of the Head of Department: Local Government & Municipal Managers
MISA:	Municipal Infrastructure Support Agency
MPRA:	Municipal Property Rates Act, 2004 (Act 6 of 2004)
MTEF:	Medium-Term Expenditure Framework
MTSF:	Medium-Term Strategic Framework
MSA:	Municipal System Act, 2000 (Act, 32 of 2000)
NDP:	Neighbourhood Development Plan
NSDP:	National Spatial Development Perspective
OPMS:	Organisational Performance Management System
PCF:	Premier's Co-ordinating Forum
PFMA:	Public Finance Management Act, 2003
PGMTEC:	Provincial Government Medium Term Expenditure Committee
PMS:	Performance Management System
PSG:	Provincial Strategic Goal
PSDF:	Provincial Spatial Development Framework
PT:	Provincial Treasury
RMT:	Regional Management Team
SALGA:	South African Local Government Association
SCM:	Supplier Chain Management
SDBIP:	Service Delivery & Budget Implementation Plan
SDF:	Spatial Development Framework
SDI:	Service Delivery Integration
TSC:	Thusong Services Centre
WC:	Western Cape
WCG:	Western Cape Government

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Part A: Strategic Overview

1 Vision

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

2 Mission

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

3 Values

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

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

4 Legislative and other Mandates

4.1. Constitutional Mandates

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

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

4.2. Legislative Mandates

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

No	Legislation	Mandate
A	Local Government: Municipal Demarcation Act, 1998 (Act 27 of 1998)	This Act aims to provide criteria and procedures for the determination of municipal boundaries by an independent authority.
B	Local Government: Municipal Structures Act, 1998 & Local Government: Municipal Systems Act, 2000 (Act 32 of 2000)	Together these Acts describe the political decision-making systems which apply to different categories of municipalities. They define the powers and duties of various role players, regulate the delegation of powers and provide a code of conduct to govern both councillors and officials. In so doing, they provide the benchmark against which Provincial Government needs to regulate, monitor, support and co-ordinate municipalities under its jurisdiction.
C	Local Government: Municipal Finance Management Act, 2003 (Act 56 of 2003) (MFMA)	This Act aims to secure sound and sustainable management of the financial affairs of municipalities as well as to establish norms and standards against which the financial affairs can be monitored and measured.

No	Legislation	Mandate
D	Local Government: Municipal Property Rates Act, 2004 (Act 6 of 2004) as amended by the Local Government: Municipal Property Rates Amendment Act, 2014 (Act No 29 of 2014)	<p>This Act aims to regulate the power of a municipality to impose rates on a property, to exclude certain properties from rating, to make provision for municipalities to implement a transparent and fair system of exemptions, to introduce a rebate through rating policies, to make provision for fair and equitable valuation methods of properties, and to make provision for an 'objection and appeal' process. The Local Government: Municipal Property Rates Amendment Act, 2014 came into operation on 1 July 2015.</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>
E	Disaster Management Act, 2002 (Act 57 of 2002)	This Act provides for integrated and co-ordinated disaster management focused on rapid and effective response to, and recovery from disasters as well as the reduction of disaster risk. It also provides for the establishment of Provincial and Municipal Disaster Management Centres. The Act provides a framework under which the Provincial Disaster Management Centre operates and liaises with municipalities and relevant stakeholders on disaster-related matters.
F	Disaster Management Amendment Act, 2015 (Act 16 of 2015)	The Disaster Management Amendment Act seeks, amongst others, to clarify the policy focus on rehabilitation and functioning of disaster management centres; to align the functions of the National Disaster Management Advisory Forum to accommodate the South African National Platform for Disaster Risk Reduction; to provide for the South African National Defence Force, South African Police Service and any other organ of state to assist the disaster management structures, strengthen the disaster risk reporting system in order to improve the country's ability to manage potential disasters.
G	Inter-governmental Relations Framework Act, 2005 (Act 13 of 2005)	This Act aims to establish a framework for national government, provincial governments and municipalities to promote and facilitate inter-governmental relationships, and to provide mechanisms and procedures to facilitate the settlement of inter-governmental disputes.
H	Spatial Planning and Land Use Management Act, 2013 (Act 16 of 2013)	This Act provides a framework for spatial planning and land use management in the Republic, specifies the relationship between the spatial planning and the land use management systems and other kinds of planning, provides for the inclusive, developmental, equitable and efficient spatial planning at the different spheres of government, provides a framework for the monitoring, co-ordination and a review of the spatial planning and land use management system, provides a framework for policies, principles, norms and standards for spatial development planning and land use management, addresses past spatial and regulatory imbalance, promotes greater consistency and uniformity in the application procedures and decision-making by authorities responsible for land use decisions and development applications, provides for the establishment, functions and operations of Municipal Planning Tribunals, provides for the facilitation and enforcement of land use and development measures, and provides for matters connected therewith.

4.3. Other Local Government Legislation

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

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

4.4. Transversal Legislation

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

- Public Service Act, 1994 (Act 103 of 1994) and Public Service Regulations of 2000;
- Public Finance Management Act, 1999 (Act 1 of 1999) and National Treasury Regulations;
- Annual Division of Revenue Act;
- Skills Development Act, 1998 (Act 97 of 1998);
- Skills Levy Act, 1999 (Act 9 of 1999);
- Employment Equity Act, 1998 (Act 55 of 1998);
- Labour Relations Act, 1995 (Act 66 of 1995);
- Basic Conditions of Employment Act, 1997 (Act 75 of 1997);
- Occupational Health and Safety Act, 1993 (Act 85 of 1993);
- Municipal Electoral Act 2000, (Act 27 of 2000);
- Promotion of Access to Information Act 2000, (Act 2 of 2000);

- Promotion of Equality and Prevention of Unfair Discrimination Act 2000, (Act 4 of 2000);
- Promotion of Administrative Justice Act, 2000 (Act 3 of 2000);
- National Archives and Record Service of South Africa Act, 1996 (Act 43 of 1996); and
- Provincial Archives and Records Service of the Western Cape Act, 2005 (Act 3 Of 2005).

4.5. Local Government Policy Mandates

The following provide the policy framework for Local Government:

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

4.6. Other policy mandates

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

- Western Cape Disaster Management Framework, 2010;
- Batho Pele principles;
- Policy Framework for Government-wide Monitoring and Evaluation (M&E) System, 2007;
- Framework for Managing Programme Performance Information, 2007 (FMPPI);
- South African Statistical Quality Assurance Framework, 2007;
- National Spatial Development Perspective, 2002 (NSDP);
- Provincial Spatial Development Framework, 2014 (PSDF);
- National Disaster Management Framework, 2005;
- National Development Plan (Vision 2030); and
- Provincial CDW Master Plan.

4.7. Planned Policy Programmes

- No Planned Policy Programmes for 2018/19.

5. Updated Situational Analysis

5.1 Performance Delivery Environment

The Department of Local Government is committed to alleviating poverty, improving service delivery whilst providing an enabling environment conducive to municipalities to deliver on their mandates through providing guidance and support on appropriate policy initiatives. To achieve the aspirations of a developmental local government as stated in the constitution, the Province needs a transformative local government that acts as an agent of change ensuring acceleration of service delivery. It also requires a provincial department that enhances oversight, accountability and stabilises the political administrative interface at local government level. Additional to this is a more pragmatic and pro-active approach to managing the inter-governmental system to ensure a better fit between responsibility and capacity. This is only possible if all spheres of government work together in an integrated fashion.

The Department's support to municipalities is driven by the following aspects that are also critical to the functioning of local government:

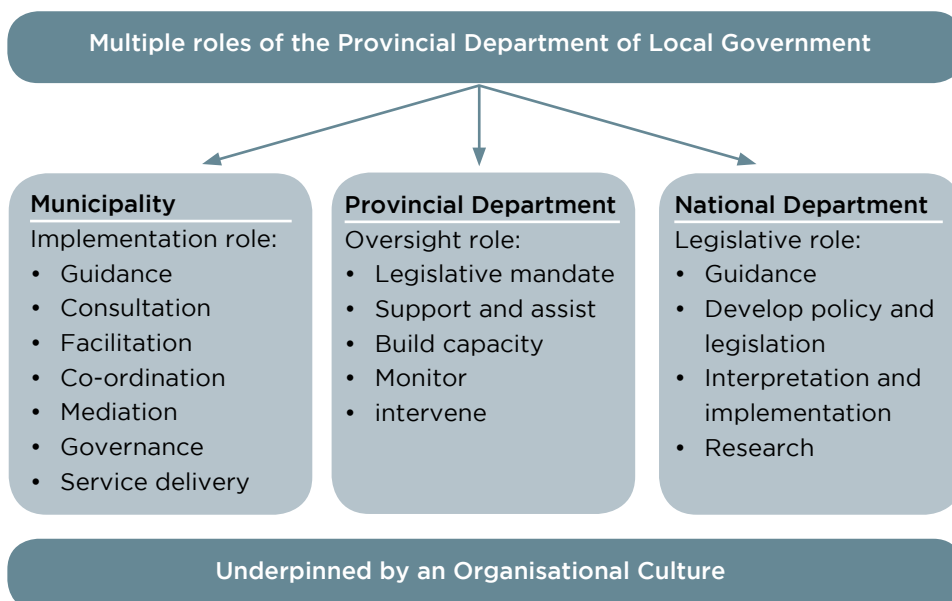
- a. the involvement of citizens in the business of local government;

- b. greater accountability and responsiveness to the public; and
- c. faster service delivery that impacts positively on the lives of people.

Since its demerger from the Department of Human Settlements about seven years ago, the Department has effectively positioned itself to monitor, support and capacitate municipalities to deliver on their mandates. Its mandate, as a provincial department, has effectively evolved over time to cut across the functions of both the national and the local spheres of government. It for this reason that, to effectively support municipalities, the Department has to position itself to perform multiple roles, namely:

- The implementation role: this role relates to the support provided to municipalities in implementing their mandates;
- The oversight role: this is the direct execution of the Department's legislative mandate; and
- The legislative role: this relates to the support role that the Department plays in supporting the National Department in executing its role as it relates to municipalities in the Province.

The table below indicates the multiple roles that the Department performs in providing support to municipalities.



Changing economic conditions

The Provincial Economic and Review Outlook, published by the Provincial Treasury, indicates that, despite improvements in the global economic environment, South Africa's economic performance remains weak. Although the South African economy expanded in the second quarter of 2017, it may not be enough to change the generally restrained outlook for the economy. A modest recovery is projected with a marginal expansion of around 1% in 2018. While the Western Cape performs relatively well compared to the other provinces, the pace of growth in 2016 was less than a third of what it was in 2007 before the start of the global financial recession.

Certain key issues will impact the provincial economy now and in the near future, these include:

- **Drought:** the agricultural sector is one of the key contributors to the provincial economy, given the severe weather conditions which resulted in water shortages, this sector is forced to cut down its production with losses estimated to amount to millions of Rand.
- **Unemployment:** it is estimated that in the agriculture sector alone, thousands of people who are bread winners will lose their jobs, adding this to the number of people who are already without jobs.

If the macro and micro economic outlook remains weak, it will impact negatively on the ability of municipalities to raise revenue. For instance, the increased costs to deliver services will force municipalities to increase the water and electricity tariffs. This may result in growing debtors as a result of the inability of residents to pay for municipal services. Moreover, some municipalities are facing a threat of losing more revenue as people are going off the grid and using alternative energy and water sources.

Effects of climate change

Experts agree that the number of natural disasters, such as wildfires and extreme weather conditions, are increasing as a result of global climate change. This has contributed to the increased fire incidents experienced in the Province. The Knysna wildfire, which raged from the 6th to 11th June 2017, destroyed large tracts of veld and forest. This resulted in the destruction of property, the loss of income and, most concerning, the loss of human lives. The South African Insurance Association estimates the Knysna wildfire to be the costliest insured natural disaster in recent history of the Province. A Knysna council survey of fire damage revealed that at least 846 houses were gutted and another 307 damaged forcing thousands of residents to flee. At least 7 people died as a result of this fire. The Department activated the Disaster Management Centre to monitor the situation and co-ordinate the necessary support to deal with the emergency. Besides the Knysna wildfire, the Province has experienced some of the most expensive and largest wildfires during the 2016/17 fire season.

The Province continues to receive lower than expected rainfall. This has led to critical water shortages. Dams are reaching levels of "usable water" as low as 10%. Municipalities have applied strict water restrictions and other measures to avoid further water shortages that could have dire consequences if not managed. In support, the Department assisted the municipalities with disaster declarations and putting measures in place to deal with water shortages.

In May 2017, a Provincial State of a Drought Disaster was declared. A total of 21 municipalities have been declared drought disaster zones.

Preliminary drought assessment by the National Disaster Management Centre estimates that approximately R48.3 million will be requested from the National Disaster Grant Fund. With the total financial request for all types of disaster amounting to R511 million. Added to this, the Department supported municipalities with water awareness campaigns.

Legislative changes in the local government landscape

Guided by Section 54A(7)(b) and Section 56(4A) (b) of the Municipal Systems Act, 32 of 2000 (the Act), read with the Regulations on Appointment and Conditions of Employment of Senior Managers, GNR 21, GG 37245, dated 17 January 2014 (the Regulations), the municipal council must, within 14 days of the date of appointment of a municipal manager or a manager directly accountable to a municipal manager, inform the MEC for local government of the appointment process and outcome.

Over the past few months, an assessment conducted by the Department in order to determine that the appointment process is consistent with the relevant legislative prescripts, detected that a number of appointments were effected which were contrary to the pre-requisites as prescribed in the Act and the Regulations. In order to mitigate further infringements the Department will re-introduce training sessions with municipalities on the appointment process and the circulation of governance practice notes and circulars.

The current Upper Limits, published by the National Minister of Co-operative Governance, has caused severe discomfort amongst municipal managers, and may negatively affect the availability of the pool of incumbents to be appointed as senior managers in municipalities. The latter was evident post the 2016 local government elections, whereby a number of posts remained vacant for longer periods than desirable as competent officials could not be found. This led to a number of secondments and acting appointments including an application for weavers being facilitated by the Department.

5.2 Organisational Environment:

Over the past year, given the weak economic outlook and constrained resources, the Department put in place measures to maintain efficiency and ensure that targets are met within the baseline.

At the end of 31 October 2017, the Department had an overall vacancy rate of 2%. This is an improvement on the 4.4 % vacancy rate during the previous financial year. The Department had to apply 1% and 2% cuts on policy priorities and earmarked funding allocated to the Department over the 2017 MTEF. This meant that the Department had to do more with less, as funds had to be reprioritised to ensure that service delivery obligations were met.

The Department deployed some of its officials to assist and support municipalities where needed. Three senior management positions became vacant during the financial year, the Department has commenced with the formal process to fill these posts.

Employment and vacancies by programme, as at 31 October 2017:

Programme	Number of active posts	Number of posts filled	Vacancy rate %
Programme 1	60	59	2
Programme 2	239	236	1
Programme 3	54	52	4
Total	353	347	2.0

5.3 Strategic Planning Process:

Leading up to the strategic planning session, middle and senior management of the Department held a number of engagements to discuss strategic issues. The first engagement, on 12 July 2017, aimed to provide an understanding of the Fiscal Environment and its implications for Department over the MTEF. The second discussion focused on how various chief directorates and directorates in the Department work in an integrated fashion given the recently launched Integrated Performance Support System (IPSS).

The concept of “citizen centric approach” is a call on various directorates within the Department to stretch their programmes to such a level that will address the core needs of the ordinary citizens. The focus was also on the

current drought experienced by the Province and what role the various directorates can play. All directorates were advised to build from this planning session, to further discuss the topics raised during their chief directorate strategic planning sessions and cater for these in their draft 2018/19 APPs.

A second strategic planning session was held during mid-October 2017. Inputs were made by various stakeholders such as Auditor General (AG), focusing on the importance of setting smart indicators, as well as the Department of Co-operative Governance (DCoG), focusing on the customised sector indicators. Important during this session, were presentations made by municipal managers which focused on the challenges that municipalities experience and the assistance they require.

6 STRATEGIC-OUTCOME ORIENTATED GOALS

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

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

NDP Chapter	Objective	National Outcome	Provincial Strategic Goal	DLG Response
3. Economy and employment	Implementation of public employment programmes	NO 4: Decent employment through inclusive growth. Sub 3: Reduce youth unemployment Sub 7: Implementation of public works programmes	PSG 1: Create opportunities for growth and jobs	Support programmes to improve access to small scale economic through the community development workers
4. Economic Infrastructure	Adequate supplies of services such as water and electricity	NO 6: An efficient, competitive and responsive economic infrastructure framework. Sub 2 & 4: Bulk infrastructure, Sub 6: Communication and information technology	PSG 4: Enable a resilient, sustainable, quality & inclusive living environment; Output 2: Improved Human Settlements PSG 5, Output 2: Efficient, effective and responsive local governance	Enhance integrated and co-ordinated municipal infrastructure planning. Support municipalities with risk and vulnerability assessments. ICT support programmes to municipalities.

NDP Chapter	Objective	National Outcome	Provincial Strategic Goal	DLG Response
5. Environmental sustainability and resilience	Improved disaster preparedness for extreme climate events	NO 3: All people of South Africa feel and are safe	PSG 4: Resilience to climate change	Support municipalities and government departments with the development and review of disaster preparedness plans. Facilitate disaster risk reduction through incorporating disaster risk measures in municipal IDPs. Installing the smoke dictators in informal settlements. Implement fire and life safety programmes. Facilitate incident and aerial firefighting training.
6. Inclusive rural economy	Support to rural residents	NO 7: Vibrant, equitable and sustainable rural communities and food security for all. Sub 3: Rural services and sustainable livelihoods Sub 3: Promotion of economic livelihoods	PSG 5, Output 4: Service interface	Ensure access to government services for people living in rural areas through Thusong mobiles and the CDWs.
9. Transforming Human Settlements	Reforms to the current planning system for improved co-ordination	NO 9: Responsive, accountable, effective and efficient local gov. system. Sub 7: Single window of co-ordination	PSG 5, Output 4: Integrated planning, budgeting and implementation	Ensure alignment of planning and expenditure vs. priorities through IDP assessments.
	Incentives for citizen activity in local planning and development of spatial compacts	NO 7: Vibrant, equitable and sustainable rural communities and food security for all. Sub 5: Enabling institutional environment for sustainable and inclusive growth	PSG 5, Output 5: Community engagement	Support actions to improve ward committee functionality.

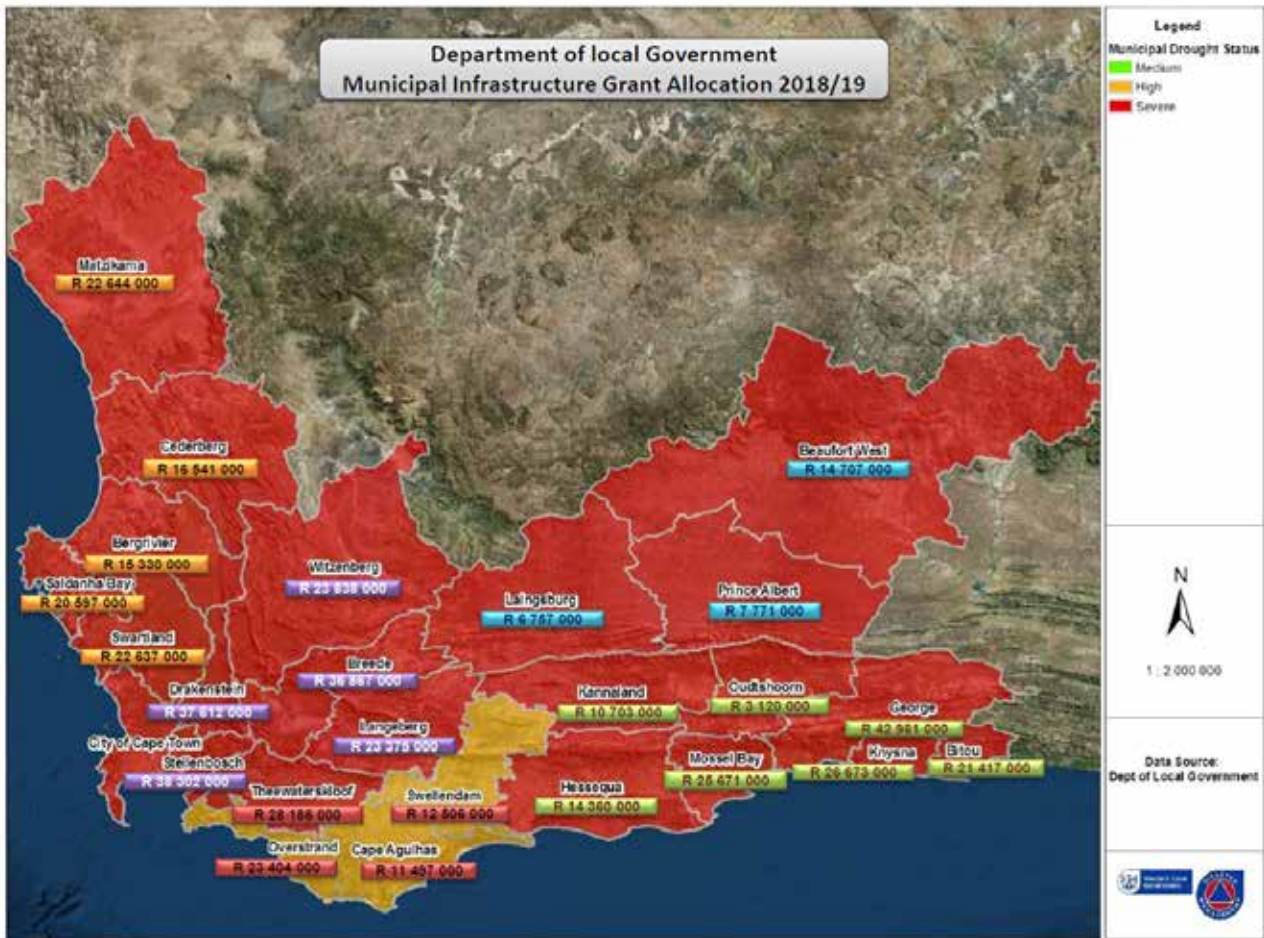
NDP Chapter	Objective	National Outcome	Provincial Strategic Goal	DLG Response
13. Building a capable and developmental state	Stabilise the political-administrative interface	NO 12: An efficient, effective and development- oriented public service and an empowered, fair and inclusive citizenship. Sub 4: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

6.2 Alignment with the Provincial Strategic Plan

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

PSG 5: Embed good governance and integrated service delivery through partnerships and Spatial alignment.		
Outcome	Output	DLG Projects
Enhanced governance	Efficient, effective and responsive local governance	Implementation of the IPSS on: <ol style="list-style-type: none"> 1. Stakeholder Governance 2. Corporate Governance 3. Financial Governance 4. Infrastructure Governance 5. ICT Governance 6. Implementation of programmes to strengthen basic service delivery 7. Strategic Integrated Municipal Engagement Technical Forum
Inclusive society	Service interface to enhance integrated service delivery	<ol style="list-style-type: none"> 8. Increase physical service and mobile facilities in rural areas. 9. Citizen application
Integrated management	Policy alignment, integrated planning, budgeting and implementation	<ol style="list-style-type: none"> 10. IDP assessment reports determining alignment of planning and budget allocation
PSG 4: Enable Resilient, sustainable, quality and inclusive living environment		
Disaster resilience	Preparedness plans	<ol style="list-style-type: none"> 1. Stakeholders assisted in developing disaster preparedness plans.
	Risk and vulnerability assessments	<ol style="list-style-type: none"> 2. Municipalities supported with risk and vulnerability assessments.
To enable a resilient, sustainable, quality and inclusive living environment	Integrated co-ordinated and spatially targeted planning and delivery	<ol style="list-style-type: none"> 3. Implementation of programmes to strengthen basic service delivery. 4. Strategic Integrated Municipal Engagement Technical Forum

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



As reflected on the map above, DLG through the Municipal Infrastructure Grant, has committed approximately R527.5 million funding to be rolled out in municipalities throughout the Province for infrastructure related projects. Municipalities have identified priority infrastructure projects which will be subjected to a reprioritisation process at the commencement of the 2018/19 financial year to identify which of the identified projects are to be implemented during the course of the year.

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

Overberg District:

- Caledon: upgrade waste water treatment works
- Blompark and Beverley Hills: new bulk sewer supply
- Hawston: new bulk stormwater infrastructure

Central Karoo District:

- Matjiesfontein: new paved streets

- Beaufort West: new water supply pipelines, upgrade boreholes and pump station
- Prince Albert: new access road

West Coast District:

- Malmesbury: new bulk sewer and pump station
- Vredenburg: upgrade landfill site
- Porterville: upgrade waste water treatment works, Phase 2

Cape Winelands District:

- Ceres: Vredebes new access collector, stormwater and sidewalks Phase 1
- Wellington: new water pipeline
- Plankenburg: new main outfall sewer and associated works

Eden District:

- Mossel Bay: new bulk water supply
- Riversdale: upgrade waste water treatment works
- Kranshoek: upgrade bulk water supply Phase 1

6.3 Overview of 2018 budget and MTEF estimates

Departmental Summary of payments and estimates

Sub-programme R'000	Outcome			Main appro- priation	Adjusted appro- priation	Revised estimate	Mid-term estimates			
	Audited	Audited	Audited				% Change from Revised estimate	2019/20	2020/21	
	2014/15	2015/16	2016/17							2017/18
1. Administration	37 054	37 240	33 940	41 652	42 023	42 023	43 758	4.13	47 063	49 520
2. Local Governance	117 032	106 309	132 247	134 382	211 104	211 104	137 932	(34.66)	143 794	150 985
3. Development and Planning	43 393	69 471	68 747	73 171	106 585	106 585	71 105	(33.29)	71 603	76 109
4. Traditional Institutional Management				1	1	1	1		1	1
Total payments and estimates	197 479	213 020	234 934	249 206	359 713	359 713	252 796	(29.72)	262 461	276 615

Earmarked allocation:

Included is the following:

Programme 2: Municipal support (strengthening of governance) is an amount of R13.745 million (2018/19), R14.435 million (2019/20) and R15.212 million (2020/21).

Strengthening capacity to support municipalities is an amount of R4.393 million (2018/19), R4.620 million (2019/20) and R4.869 million (2020/21).

Programme 3: Water for sustainable growth and development: Water security and Disaster management response is an amount of R11.236 million (2018/19), R11.865 million (2019/20) and R12.518 million (2020/21). Hazardous material response capacity along major routes, as well as firefighting capacity across the Province is an amount of R8.935 million (2018/19), R7.026 million (2019/20) and R6.731 million (2020/21).

Summary by economic classification

Summary of payments and estimates by economic classification

Sub-programme R'000	Outcome			Main appro- piation	Adjusted appro- piation	Revised estimate	Medium-term estimate			
	Audited	Audited	Audited				% Change from Revised estimate			
	2014/15	2015/16	2016/17				2017/18	2017/18	2017/18	2018/19
Current payments	166 852	176 976	186 248	199 343	224 282	224 271	216 129	(3.63)	222 186	227 199
Compensation of employees	123 726	131 500	137 473	158 080	156 836	156 828	177 167	12.97	185 686	188 780
Goods and services	43 123	45 476	48 775	41 263	67 446	67 443	38 962	(42.23)	36 500	38 419
Interest and rent on land	3									
Transfers and subsidies to	25 388	20 770	43 947	46 596	132 140	132 149	33 398	(74.73)	36 831	45 808
Provinces and municipalities	23 441	18 365	41 262	45 766	131 102	131 102	32 596	(75.14)	36 029	45 006
Departmental agencies and accounts	379	751	1 039	416	416	417	402	(3.60)	402	402
Higher education institutions	200	250								
Non-profit institutions	593	710	986	414	414	414	400	(3.38)	400	400
Households	775	694	660		208	216		(100.00)		
Payments for capital assets	5 046	15 180	4 651	3 022	3 223	3 225	3 154	(2.20)	3 318	3 476
Machinery and equipment	4 952	15 155	4 634	3 022	3 223	3 225	3 154	(2.20)	3 318	3 476
Software and other intangible assets	94	25	17							
Payments for financial assets	193	94	88	245	68	68	115	69.12	126	132
Total economic classification	197 479	213 020	234 934	249 206	359 713	359 713	252 796	(29.72)	262 461	276 615



Part B: Strategic Objectives

7. Budget Programme Structure

Local Government Programme Structure

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

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

- The Department's Budget Programme Structure adheres to the National Structure for Co-operative 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. An indication of the specific sector indicators which fall within the functional areas of these Departments are outlined in the Annual Performance Plan.

8 Strategic Objectives and Programme Performance Indicators

8.1 Programme 1 Sub-Programme 1: Corporate Services

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

Strategic Objective

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

Strategic Objective Indicator and Annual Targets for 2018/19

Strategic Goal	Efficient and effective department that delivers quality services								
Strategic Objective	Strategic Objective Indicator	Strategic Plan Target (2015-2020)	Audited/Actual Performance Information			Estimated Performance	Medium-Term Targets		
			2014/2015	2015/2016	2016/2017	Current (2017/18)	Year 1 2018/19	Year 2 2019/20	Year 3 2020/21
To partner with programmes so they can meet their service delivery requirements.	1.1 Submission of strategic reports	36	6	8	7	7	7	7	7

Programme Performance Indicators Annual Targets for 2018/19

Strategic Objective		To partner with programmes so they can meet their service delivery requirements						
		Audited/Actual Performance Information			Estimated Performance	Medium-Term Targets		
Programme Performance Indicators		2014/2015	2015/2016	2016/2017	Current (2017/18)	Year 1 2018/19	Year 2 2019/20	Year 3 2020/21
1.1	Submission of an Annual Performance Plan.	1	1	1	1	1	1	1
1.2	Submission of Quarterly Performance Reports.	4	4	4	4	4	4	4
1.3	Submission of an Annual Report.	1	1	1	1	1	1	1
1.4	Programme Impact Evaluation Report.	-	2	1	1	1	1	1

Programme Performance Indicators and Quarterly Targets for 2018/19

Programme Performance Indicators		PSG Linkage	Reporting Period	Annual Target 2018/19	Quarterly Targets			
					1 st	2 nd	3 rd	4 th
1.1	Submission of an Annual Performance Plan.	PSG 5	Annual	1	-	-	-	1
1.2	Submission of Quarterly Performance Reports.	PSG 5	Quarterly	4	1	1	1	1
1.3	Submission of an Annual Report.	PSG 5	Annual	1	-	1	-	-
1.4	Programme Impact Evaluation Report.	PSG 5	Annual	1	-	-	-	1

Strategic Objective Indicator and Annual Targets for 2018/19

Strategic Goal		Efficient and effective department that delivers quality services							
Strategic Objective	Strategic Objective Indicator	Strategic Plan Target (2015-2020)	Audited/Actual Performance Information			Estimated Performance	Medium-Term Targets		
			2014/2015	2015/2016	2016/2017	Current (2017/18)	Year 1 2018/19	Year 2 2019/20	Year 3 2020/21
To partner with programmes so they can meet their service delivery requirements.	1.2 Number of financial reports submitted	87	18	19	17	17	17	17	17

Programme Performance Indicators Annual Targets for 2018/19

Strategic Objective		To partner with programmes so they can meet their service delivery requirements						
		Audited/Actual Performance Information			Estimated Performance	Medium-Term Targets		
		2014/2015	2015/2016	2016/2017	Current (2017/18)	Year 1 2018/19	Year 2 2019/20	Year 3 2020/21
Programme Performance Indicators								
1.2.1	In-year monitoring reports submitted to PT.	13	13	12	12	12	12	12
1.2.2	Properly costed budget aligned with APP/Strategic Plan.	1	1	1	1	1	1	1
1.2.3	Submission of Annual Financial Statements.	1	1	1	1	1	1	1
1.2.4	Submission of Interim Financial Statements.	3	4	3	3	3	3	3

Programme Performance Indicators and Quarterly Targets for 2018/19

Programme Performance Indicators		PSG Linkage	Reporting Period	Annual Target 2018/19	Quarterly Targets			
					1 st	2 nd	3 rd	4 th
1.2.1	In-year monitoring reports submitted to PT.	PSG 5	Quarterly	12	3	3	3	3
1.2.2	Properly costed budget aligned with APP/Strategic Plan.	PSG 5	Annual	1	-	-	-	1
1.2.3	Submission of Annual Financial Statements.	PSG 5	Annual	1	-	1	-	-
1.2.4	Submission of Interim Financial Statements.	PSG 5	Quarterly	3	-	1	1	1

Programme 1: Reconciling performance targets with budget and MTEF

Summary of payments and estimates – Programme 1: Administration

Sub-programme R'000	Outcome			Main appro- priation	Adjusted appro- priation	Revised estimate	Medium-term estimate			
	Audited	Audited	Audited				% Change from Revised estimate			
	2014/15	2015/16	2016/17							
1. Office of the MEC										
2. Corporate Services	37 054	37 240	33 940	41 652	42 023	42 023	43 758	4.13	47 063	49 520
Total payments and estimates	37 054	37 240	33 940	41 652	42 023	42 023	43 758	4.13	47 063	49 520

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

Sub-programme R'000	Outcome			Main appro- piation	Adjusted appro- piation	Revised estimate	Medium-term estimate			
	Audited	Audited	Audited				% Change from Revised estimate	2019/20	2020/21	
	2014/15	2015/16	2016/17							2017/18
Current payments	32 576	32 961	30 191	38 607	39 043	39 042	40 628	4.06	43 761	46 059
Compensation of employees	19 358	21 469	20 911	27 853	26 830	26 830	30 163	12.42	32 389	34 166
Goods and services	13 215	11 492	9 280	10 754	12 213	12 212	10 465	(14.31)	11 372	11 893
Interest and rent on land	3									
Transfers and subsidies to	12	38	23	2	16	17	2	(88.24)	2	2
Departmental agencies and accounts	4	1	2	2	2	3	2	(33.33)	2	2
Households	8	37	21		14	14		(100.00)		
Payments for capital assets	4 335	4 147	3 638	2 798	2 896	2 896	3 013	4.04	3 174	3 327
Machinery and equipment	4 241	4 122	3 638	2 798	2 896	2 896	3 013	4.04	3 174	3 327
Software and other intangible assets	94	25								
Payments for financial assets	131	94	88	245	68	68	115	69.12	126	132
Total economic classification	37 054	37 240	33 940	41 652	42 023	42 023	43 758	4.13	47 063	49 520

Programme 1: Expenditure trends analysis

The Programme's 2018/19 budget allocation increased by 4.13 per cent from the revised estimates related to the 2017/18 financial year. The overall increase in the Programme is attributed to the higher than anticipated Cost of Living Adjustments in accordance with the 2015 wage agreement, the filling of vacant funded posts and provision made for normal inflationary adjustments over the MTEF. The increase also includes the earmarked funds for drought capacity to assist with the management of the drought within the Department.

8.2 Programme 2: Local Governance

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

8.2.1 Sub-Programmes: Municipal Administration

Directorates: Municipal Governance and Specialised Support

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

Strategic Objective

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

Strategic Objective Indicator and Annual Targets for 2018/19

Strategic Goal	Well governed and capacitated municipalities that deliver services to all								
Strategic Objective	Strategic Objective Indicator	Strategic Plan Target (2015-2020)	Audited/Actual Performance Information			Estimated Performance	Medium-Term Targets		
			2014/2015	2015/2016	2016/2017	Current (2017/18)	Year 1 2018/19	Year 2 2019/20	Year 3 2020/21
To promote good governance in municipalities.	2.1 Decision-making programmes supported	45	1	7	6	8	12	12	12

Provincial Programme Performance Indicators Annual Targets for 2018/19

Strategic Objective		To promote good governance in municipalities						
		Audited/Actual Performance Information			Estimated Performance	Medium-Term Targets		
		2014/2015	2015/2016	2016/2017	Current (2017/18)	Year 1 2018/19	Year 2 2019/20	Year 3 2020/21
2.1.1	Legislation development initiatives in support of municipalities.	-	5	2	8	6	6	6
2.1.2	Legal support provided to municipalities to strengthen municipal governance.	-	2	1	2	2	2	2
2.1.3	Development of good governance guidelines underpinning standards of best practices.	-	-	-	-	2	2	2
2.1.4	Oversight of Municipal Public Account Committees (MPACs).	-	10	-	10	7	7	7
2.1.5	Municipalities supported with initiatives to enable them to exercise governance and accountability. ²	-	-	-	-	6	6	6
2.1.6	Assessment of senior manager appointments in accordance with legal prescripts. ³	-	5	36	15	10	10	10
2.1.7	Assessing code of conduct cases to ensure legislative compliance. ⁴	-	1	6	5	5	5	5
2.1.8	Informal intervention support: Reporting on support provided in respect of assessments conducted in terms of the Western Cape Monitoring and Support of Municipalities Act and investigations.	5	3	1	1	1	1	1
2.1.9	Specialised support provided on governance issues in response to municipalities' needs.	-	-	-	-	4	4	4
2.1.10	Research conducted to advance good governance best practices in municipalities.	-	-	-	-	1	1	1

² This indicator is demand driven.

³ Most assessments of senior manager posts were completed during the previous financial year, hence the decrease in target. This indicator is also demand driven.

⁴ This indicator is demand driven.

Strategic Objective		To promote good governance in municipalities						
		Audited/Actual Performance Information			Estimated Performance	Medium-Term Targets		
		2014/2015	2015/2016	2016/2017	Current (2017/18)	Year 1 2018/19	Year 2 2019/20	Year 3 2020/21
2.1.11	Investigations: Reporting on support provided in respect of complaints and enquiries received in relation to mal-administration and non-compliance to statutory obligations at municipalities.	-	-	-	4	4	4	4
2.1.12	Formal Interventions: Reporting on support provided in respect of formal provincial interventions justified or required in terms of Section 139 of the Constitution.	-	1	2	1	1	1	1

Provincial Programme Performance Indicators and Quarterly Targets for 2018/19

Programme Performance Indicators		PSG Linkage	Reporting Period	Annual Target 2018/19	Quarterly Targets			
					1 st	2 nd	3 rd	4 th
2.1.1	Legislation development initiatives in support of municipalities.	PSG 5	Quarterly	6	1	2	2	1
2.1.2	Legal support provided to municipalities to strengthen municipal governance.	PSG 5	Annual	2	-	-	-	2
2.1.3	Development of good governance guidelines underpinning standards of best practices.	PSG 5	Annual	2	-	-	-	2
2.1.4	Oversight of Municipal Public Account Committees (MPACs).	PSG 5	Quarterly	7	2	2	2	1

Provincial Programme Performance Indicators and Quarterly Targets for 2018/19

Programme Performance Indicators		PSG Linkage	Reporting Period	Annual Target 2018/19	Quarterly Targets			
					1 st	2 nd	3 rd	4 th
2.1.5	Municipalities supported with initiatives to enable them to exercise governance and accountability.	PSG 5	Quarterly	6	1	2	2	1
2.1.6	Assessment of senior manager appointments in accordance with legal prescripts. ³	PSG 5	Annual	10	-	-	-	10
2.1.7	Assessing code of conduct cases to ensure legislative compliance.	PSG 5	Annual	5	-	-	-	5
2.1.8	Informal intervention support: Reporting on support provided in respect of assessments conducted in terms of the Western Cape Monitoring and Support of Municipalities Act and investigations.	PSG 5	Quarterly	4	1	1	1	1
2.1.9	Specialised support provided on governance issues in response to municipalities' needs.	PSG 5	Quarterly	4	1	1	1	1
2.1.10	Research conducted to advance good governance best practices in municipalities.	PSG 5	Annual	1	-	-	-	1
2.1.11	Investigations: Reporting on support provided in respect of complaints and enquiries received in relation to mal-administration and non-compliance to statutory obligations at municipalities.	PSG 5	Quarterly	4	1	1	1	1
2.1.12	Formal Interventions: Reporting on support provided in respect of formal provincial interventions justified or required in terms of Section 139 of the Constitution.	PSG 5	Annual	1	-	-	-	1

³ Most assessments of senior manager post were completed during the previous financial year, hence the decrease in target.

Nationally Prescribed Indicators

Programme Performance Indicators	Audited/Actual Performance Information			Estimated Performance	Medium-Term Targets		
	2014/2015	2015/2016	2016/2017	Current (2017/18)	Year 1 2018/19	Year 2 2019/20	Year 3 2020/21
1. Number of municipalities supported to comply with MSA Regulations on the appointment of senior managers (Outcome 9, Sub-Outcome 4) (B2B Pillar 5). ⁵	-	5	36	15	10	10	10
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	10

Nationally Prescribed Indicators and Quarterly Targets for 2018/19

Programme Performance Indicators	PSG Linkage	Reporting Period	Annual Target 2018/19	Quarterly Targets			
				1 st	2 nd	3 rd	4 th
1. Number of municipalities supported to comply with MSA Regulations on the appointment of senior managers (Outcome 9, Sub-Outcome 4) (B2B Pillar 5).	PSG 5	Annual	10	-	-	-	10
2. Number of municipalities monitored on the extent to which anti-corruption measures are implemented (Outcome 9, Sub-outcome 4) (B2B Pillar 3).	PSG 5	Annual	10	-	-	-	10

⁵ This indicator is linked to the Provincial Indicator (Assessment of Senior Manager Appointments in accordance with legal prescripts).

8.2.2 Sub-Programmes: Public Participation

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

Strategic Objective

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

Strategic Objective Indicator and Annual Targets for 2018/19

Strategic Goal	Unlock opportunities through improved access to government services and active community participation								
Strategic Objective	Strategic Objective Indicator	Strategic Plan Target (2015-2020)	Audited/Actual Performance Information			Estimated Performance	Medium-Term Targets		
			2014/2015	2015/2016	2016/2017	Current (2017/18)	Year 1 2018/19	Year 2 2019/20	Year 3 2020/21
To strengthen public participation through effective communication between municipalities and communities.	2.2 (a) Programmes to improve public participation in municipalities	19	3	4	4	3	4	4	4

Provincial Programme Performance Indicators Annual Targets for 2018/19

Strategic Objective		To strengthen public participation through effective communication between municipalities and communities						
		Audited/Actual Performance Information			Estimated Performance	Medium-Term Targets		
Programme Performance Indicators		2014/2015	2015/2016	2016/2017	Current (2017/18)	Year 1 2018/19	Year 2 2019/20	Year 3 2020/21
2.2.1	Support actions to improve ward committee functionality.	4	4	4	5	4	4	4
2.2.2	Reports on ward committee functionality.	4	4	4	4	4	4	4
2.2.3	Municipalities supported with communication programmes.	4	5	23	-	20	20	20
2.2.4	Specialised communication training provided to municipalities.	-	2	2	2	2	2	2

Provincial Programme Performance Indicators and Quarterly Targets for 2018/19

Programme Performance Indicators		PSG Linkage	Reporting Period	Annual Target 2018/19	Quarterly Targets			
					1 st	2 nd	3 rd	4 th
2.2.1	Support actions to improve ward committee functionality.	PSG 5	Quarterly	4	1	1	1	1
2.2.2	Reports on ward committee functionality.	PSG 5	Quarterly	4	1	1	1	1
2.2.3	Municipalities supported with communication programmes.	PSG 5	Quarterly	20	5	5	5	5
2.2.4	Specialised communication training provided to municipalities.	PSG 5	Bi-annual	2	-	1	-	1

Strategic Objective Indicator and Annual Targets for 2018/19

Strategic Goal		Well governed and capacitated municipalities that deliver services to all							
Strategic Objective	Strategic Objective Indicator	Strategic Plan Target (2015-2020)	Audited/Actual Performance Information			Estimated Performance	Medium-Term Targets		
			2014/2015	2015/2016	2016/2017	Current (2017/18)	Year 1 2018/19	Year 2 2019/20	Year 3 2020/21
To provide support and capacity-building programmes to municipalities.	2.2 (b) Municipalities supported with capacity-building programmes on gender mainstreaming	15	4	3	3	3	3	3	3

Provincial Programme Performance Indicators Annual Targets for 2018/19

Strategic Objective		To provide support and capacity-building programmes to municipalities						
Programme Performance Indicators		Audited/Actual Performance Information			Estimated Performance	Medium-Term Targets		
		2014/2015	2015/2016	2016/2017	Current (2017/18)	Year 1 2018/19	Year 2 2019/20	Year 3 2020/21
2.2.5	Municipalities supported with capacity-building actions on gender mainstreaming.	4	3	3	3	3	3	3

Provincial Programme Performance Indicators and Quarterly Targets for 2018/19

Programme Performance Indicators		PSG Linkage	Reporting Period	Annual Target 2018/19	Quarterly Targets			
					1 st	2 nd	3 rd	4 th
2.2.5	Municipalities supported with capacity-building actions on gender mainstreaming.	PSG 5	Quarterly	3	-	1	1	1

Nationally Prescribed Indicators

Programme Performance Indicators	Audited/Actual Performance Information			Estimated Performance	Medium-Term Targets		
	2014/2015	2015/2016	2016/2017	Current (2017/18)	Year 1 2018/19	Year 2 2019/20	Year 3 2020/21
1. Number of municipalities supported to maintain functional ward committees (Outcome 9, Sub-outcome 2) (B2B Pillar 1). ⁶	14	10	5	8	8	8	8
2. Number of municipalities supported to respond to community concerns (Outcome 9, Sub-outcome 2) (B2B Pillar 1).	-	20	-	20	2	3	5

Nationally Prescribed Indicators and Quarterly Targets for 2018/19

Programme Performance Indicators	PSG Linkage	Reporting Period	Annual Target 2018/19	Quarterly Targets			
				1 st	2 nd	3 rd	4 th
1. Number of municipalities supported to maintain functional ward committees (Outcome 9, Sub-outcome 2) (B2B Pillar 1). ⁷	PSG 5	Annual	8	-	-	-	8
2. Number of municipalities supported to respond to community concerns (Outcome 9, Sub-outcome 2) (B2B Pillar 1).	PSG 5	Annual	2	-	-	-	2

^{6 & 7.} This indicator is covered by projects under the provincial indicator: Support actions to improve ward committee functionality

8.2.3 Sub-Programme: Capacity Development

Purpose: To capacitate municipalities to deliver effective services.

Strategic Objective

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

Strategic Objective Indicator and Annual Targets for 2018/19

Strategic Goal	Well governed and capacitated municipalities that deliver services to all								
Strategic Objective	Strategic Objective Indicator	Strategic Plan Target (2015-2020)	Audited/Actual Performance Information			Estimated Performance	Medium-Term Targets		
			2014/2015	2015/2016	2016/2017	Current (2017/18)	Year 1 2018/19	Year 2 2019/20	Year 3 2020/21
To provide support and capacity-building programmes to municipalities.	2.3 Programmes implemented to support and capacitate municipalities	50	21	15	11	8	8	8	8

Provincial Programme Performance Indicators Annual Targets for 2018/19

Strategic Objective		To provide support and capacity-building programmes to municipalities						
		Audited/Actual Performance Information			Estimated Performance	Medium-Term Targets		
Programme Performance Indicators		2014/2015	2015/2016	2016/2017	Current (2017/18)	Year 1 2018/19	Year 2 2019/20	Year 3 2020/21
2.3.1	Capacity-building programmes implemented in municipalities (on-going).	16	10	5	4	2	3	3
2.3.2	Training and development programmes implemented in municipalities.	3	2	2	2	3	2	2
2.3.3	Programmes to support municipalities with the enhancement of ICT.	2	3	4	2	3	3	3

Provincial Programme Performance Indicators and Quarterly Targets for 2018/19

Programme Performance Indicators		PSG Linkage	Reporting Period	Annual Target 2018/19	Quarterly Targets			
					1 st	2 nd	3 rd	4 th
2.3.1	Capacity-building programmes implemented in municipalities (on-going).	PSG 5	Bi-annual	2	-	-	1	1
2.3.2	Training and development programmes implemented in municipalities.	PSG 5	Bi-annual	3	-	-	2	1
2.3.3	Programmes to support municipalities with the enhancement of ICT.	PSG 5	Bi-annual	3	-	-	1	2

Nationally Prescribed Indicators

Programme Performance Indicators	Audited/Actual Performance Information			Estimated Performance	Medium-Term Targets		
	2014/2015	2015/2016	2016/2017	Current (2017/18)	Year 1 2018/19	Year 2 2019/20	Year 3 2020/21
1. Number of capacity-building interventions conducted in municipalities (Outcome 9, Sub-outcome 3) (B2B Pillar 5). ⁸	16	10	5	4	2	3	3
2. Number of municipalities guided to comply with the MPRA (Outcome 9: Sub-outcome 4) (B2B Pillar 4).	25	25	25	25	25	25	25
3. 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
4. Number of municipalities supported to institutionalise the performance management system (PMS) (Outcome 9, Sub-Outcome 4) (B2B Pillar 5).	29	20	2	10	2	2	2

Nationally Prescribed Indicators and Quarterly Targets for 2018/19

Programme Performance Indicators	PSG Linkage	Reporting Period	Annual Target 2018/19	Quarterly Targets			
				1 st	2 nd	3 rd	4 th
1. Number of capacity-building interventions conducted in municipalities (Outcome 9, Sub-outcome 3) (B2B Pillar 5). ⁹	PSG 5	Bi-annual	2	-	-	1	1
2. Number of municipalities guided to comply with the MPRA (Outcome 9: Sub-outcome 4) (B2B Pillar 4).	PSG 5	Quarterly	25	25	25	25	25
3. Report on the implementation of Back-to-Basics action plans by municipalities (Outcome 9, Sub-outcome 4) (B2B Pillar 5).	PSG 5	Annual	1	-	-	-	1
4. Number of municipalities supported to institutionalise the performance management system (PMS) (Outcome 9, Sub-Outcome 4) (B2B Pillar 5).	PSG 5	Annual	2	-	-	-	2

^{8 & 9.} These indicators are covered by the Provincial indicator: Capacity-building programmes implemented in municipalities (on-going)

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

Purpose: To monitor and evaluate municipal performance.

Strategic Objective

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

Strategic Objective Indicator and Annual Targets for 2018/19

Strategic Goal	Well-governed and capacitated municipalities that deliver services to all								
Strategic Objective	Strategic Objective Indicator	Strategic Plan Target (2015-2020)	Audited/Actual Performance Information			Estimated Performance	Medium-Term Targets		
			2014/2015	2015/2016	2016/2017	Current (2017/18)	Year 1 2018/19	Year 2 2019/20	Year 3 2020/21
To monitor and evaluate municipal performance.	2.4 Municipal performance monitoring programmes	13	-	-	1	1	6	5	5

Provincial Programme Performance Indicators Annual Targets for 2018/19

Strategic Objective		To monitor and evaluate municipal performance						
		Audited/Actual Performance Information			Estimated Performance	Medium-Term Targets		
		2014/2015	2015/2016	2016/2017	Current (2017/18)	Year 1 2018/19	Year 2 2019/20	Year 3 2020/21
Programme Performance Indicators								
2.4.1	Provincial integrated assessments guiding support to municipalities.	-	-	-	-	2	2	2
2.4.2	Establishment of intra-departmental platform to facilitate integrated planning.	-	-	-	-	1	-	-
2.4.3	Initiatives to enhance monitoring and evaluation.	-	-	-	-	2	2	2

Provincial Programme Performance Indicators and Quarterly Targets for 2018/19

Programme Performance Indicators		PSG Linkage	Reporting Period	Annual Target 2018/19	Quarterly Targets			
					1 st	2 nd	3 rd	4 th
2.4.1	Provincial integrated assessments guiding support to municipalities.	PSG 5	Bi-annually	2	-	1	-	1
2.4.2	Establishment of intra-departmental platform to facilitate integrated planning.	PSG 5	Annual	1	-	-	-	1
2.4.3	Initiatives to enhance monitoring and evaluation.	PSG 5	Bi-annually	2	-	1	-	1

Nationally Prescribed Indicators

Programme Performance Indicators	Audited/Actual Performance Information			Estimated Performance	Medium-Term Targets		
	2014/2015	2015/2016	2016/2017	Current (2017/18)	Year 1 2018/19	Year 2 2019/20	Year 3 2020/21
1. 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

Nationally Prescribed Indicators and Quarterly Targets for 2018/19

Programme Performance Indicators	PSG Linkage	Reporting Period	Annual Target 2018/19	Quarterly Targets			
				1 st	2 nd	3 rd	4 th
1. Number of Section 47 reports compiled as prescribed by the MSA (Outcome 9, Sub-Outcome 4) (B2B Pillar 5).	PSG 5	Annual	1	-	-	1	-

8.2.5 Sub-Programme: Service Delivery Integration

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

Strategic Objective

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

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

Strategic Objective Indicator and Annual Targets for 2018/19

Strategic Goal		Unlocked opportunities through improved access to government services and active community participation							
Strategic Objective	Strategic Objective Indicator	Strategic Plan Target (2015-2020)	Audited/Actual Performance Information			Estimated Performance	Medium-Term Targets		
			2014/2015	2015/2016	2016/2017	Current (2017/18)	Year 1 2018/19	Year 2 2019/20	Year 3 2020/21
To co-ordinate improved access to government information, services, and socio-economic opportunities.	2.5 (a) Programmes implemented to improve access to government services	15	3	3	3	3	3	3	3

Provincial Programme Performance Indicators Annual Targets for 2018/19

Strategic Objective		To co-ordinate improved access to government information, services, and socio-economic opportunities						
		Audited/Actual Performance Information			Estimated Performance	Medium-Term Targets		
Programme Performance Indicators		2014/2015	2015/2016	2016/2017	Current (2017/18)	Year 1 2018/19	Year 2 2019/20	Year 3 2020/21
2.5.1	Number of services accessed through the Thusong Programme.	-	-	1 099 703	1000 000	1 200 000	1 200 000	1 200 000
2.5.2	Report on the functionality of Thusong service centres.	-	-	4	4	4	4	4
2.5.3	Support actions to ensure effective functioning of the Thusong Programme.	-	4	5	4	4	4	4

Provincial Programme Performance Indicators and Quarterly Targets for 2018/19

Programme Performance Indicators		PSG Linkage	Reporting Period	Annual Target 2018/19	Quarterly Targets			
					1 st	2 nd	3 rd	4 th
2.5.1	Number of services accessed through the Thusong Programme.	PSG 5	Annual	1 200 000	-	-	-	1 200 000
2.5.2	Report on the functionality of Thusong service centres.	PSG 5	Quarterly	4	1	1	1	1
2.5.3	Support actions to ensure effective functioning of the Thusong Programme.	PSG 5	Annual	4	-	-	-	4

Strategic Objective Indicator and Annual Targets for 2018/19

Strategic Goal		Unlocked opportunities for community through improved access to government services and active community participation							
Strategic Objective	Strategic Objective Indicator	Strategic Plan Target (2015-2020)	Audited/Actual Performance Information			Estimated Performance	Medium-Term Targets		
			2014/2015	2015/2016	2016/2017	Current (2017/18)	Year 1 2018/19	Year 2 2019/20	Year 3 2020/21
To support co-operative governance between the three spheres of government.	2.5 (b) Programmes supporting co-operative governance between the three spheres of government.	15	2	2	4	3	3	3	3

Provincial Programme Performance Indicators Annual Targets for 2018/19

Strategic Objective		To support co-operative governance between the three spheres of government						
Programme Performance Indicators		Audited/Actual Performance Information			Estimated Performance	Medium-Term Targets		
		2014/2015	2015/2016	2016/2017	Current (2017/18)	Year 1 2018/19	Year 2 2019/20	Year 3 2020/21
2.5.4	Support actions to improve functionality of IGR Fora.	2	2	4	3	3	3	3

Provincial Programme Performance Indicators and Quarterly Targets for 2018/19

Programme Performance Indicators		PSG Linkage	Reporting Period	Annual Target 2018/19	Quarterly Targets			
					1 st	2 nd	3 rd	4 th
2.5.4	Support actions to improve functionality of IGR Fora.	PSG 5	Annual	3	-	-	-	3

8.2.6 Sub-Programme: Community Development Worker Programme

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

Strategic Objective

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

Strategic Objective Indicator and Annual Targets for 2018/19

Strategic Goal		Unlocked opportunities through improved access to government services and active community participation							
Strategic Objective	Strategic Objective Indicator	Strategic Plan Target (2015-2020)	Audited/Actual Performance Information			Estimated Performance	Medium-Term Targets		
			2014/2015	2015/2016	2016/2017	Current (2017/18)	Year 1 2018/19	Year 2 2019/20	Year 3 2020/21
To co-ordinate improved access to government information services, and socio-economic opportunities.	2.6 Programmes improving access to and information about government services	314	87	86	98	90	20	20	20

Provincial Programme Performance Indicators Annual Targets for 2018/19

Strategic Objective		To co-ordinate improved access to government information services, and socio economic opportunities							
Programme Performance Indicators		Audited/Actual Performance Information			Estimated Performance	Medium-Term Targets			
		2014/2015	2015/2016	2016/2017	Current (2017/18)	Year 1 2018/19	Year 2 2019/20	Year 3 2020/21	
2.6.1	Support initiatives to improve access to government services.	27	26	22	20	15	15	15	
2.6.2	Support programmes to improve access to small scale economic opportunities.	60	60	76	70	5	5	5	

Provincial Programme Performance Indicators and Quarterly Targets for 2018/19

Programme Performance Indicators		PSG Linkage	Reporting Period	Annual Target 2018/19	Quarterly Targets			
					1 st	2 nd	3 rd	4 th
2.6.1	Support initiatives to improve access to government services.	PSG 5	Quarterly	15	3	5	4	3
2.6.2	Support programmes to improve access to small scale economic opportunities.	PSG 5	Quarterly	5	1	2	1	1

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			
	2014/15	2015/16	2016/17				2017/18	2017/18	2017/18	2018/19
1. Municipal Administration	9 187	9 976	9 312	9 864	9 150	9 150	11 163	22.00	11 094	11 705
2. Public Participation	5 928	7 669	9 635	9 851	9 627	9 627	9 760	1.38	10 392	11 035
3. Capacity Development	11 270	13 983	12 848	13 711	12 253	12 253	13 492	10.11	14 577	15 535
4. Municipal Performance, Monitoring, Reporting and Evaluation	27 248	7 311	31 329	26 316	105 160	105 160	25 447	(75.80)	27 208	28 212
5. Service Delivery Integration	10 188	11 462	9 690	10 754	10 971	10 971	11 002	0.28	11 660	12 338
6. Community Development Worker Programme	53 211	55 908	59 433	63 886	63 943	63 943	67 068	4.89	68 863	72 160
Total payments and estimates	117 032	106 309	132 247	134 382	211 104	211 104	137 932	(34.66)	143 794	150 985

Earmarked allocation:

Included Sub-programme 2.4: Municipal Performance, Monitoring, Reporting and Evaluation is the following: Municipal support (strengthening of governance) is an amount of R13.745 million (2018/19), R14.435 million (2019/20) and R15.212 million (2020/21).

Strengthening capacity to support municipalities is an amount of R4.393 million (2018/19), R4.620 million (2019/20) and R4.869 million (2020/21).

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

Sub-programme R'000	Outcome			Main appro- priation	Adjusted appro- priation	Revised estimate	Medium-term estimate			
	Audited	Audited	Audited				% Change from Revised estimate	2019/20	2020/21	
	2014/15	2015/16	2016/17							2018/19
Current payments	92 459	95 882	106 509	111 960	115 300	115 290	115 578	0.25	120 519	126 679
Compensation of employees	79 262	82 847	88 034	97 747	96 262	96 254	104 925	9.01	109 584	115 349
Goods and services	13 197	13 035	18 475	14 213	19 038	19 036	10 653	(44.04)	10 935	11 330
Transfers and subsidies to	24 494	10 268	25 540	22 259	95 680	95 688	22 244	(76.75)	23 161	24 187
Provinces and municipalities	23 441	9 145	24 632	22 259	95 635	95 635	22 244	(76.74)	23 161	24 187
Departmental agencies and accounts			30							
Higher education institutions	200	250								
Non-profit institutions	218	230	242							
Households	635	643	636		45	53		(100.00)		
Payments for capital assets	22	159	198	163	124	126	110	(12.70)	114	119
Machinery and equipment	22	159	181	163	124	126	110	(12.70)	114	119
Software and other intangible assets			17							
Payments for financial assets	57									
Total economic classification	117 032	106 309	132 247	134 382	211 104	211 104	137 932	(34.66)	143 794	150 985

Programme 2: Expenditure trends analysis:

The 2018/19 budget for the Programme has decreased by 34.66 per cent compared to the revised estimate in 2017/18. The overall decrease in the Programme is mainly due to once-off funding, earmarked during the 2017 Adjustment Estimates. The funds were allocated for Water Augmentation Initiatives and to provide financial assistance to municipalities for drought relief. Compensation of Employees increased due to the higher than anticipated Cost of Living Adjustments in accordance with the 2015 wage agreement.

Goods and services decreased by 44.04 per cent due to the once-off earmarked funding allocated during the 2017/18 financial year for drought relief. Transfers and subsidies decreased by 76.75 per cent mainly due to the once-off earmarked funds allocated to municipalities for drought relief during the 2017 Adjusted Estimates.

8.3 Programme 3: Development and Planning

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

8.3.1 Sub-Programme: Municipal Infrastructure

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

Strategic Objective

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

Strategic Objective Indicator and Annual Targets for 2018/19

Strategic Goal	Well governed and capacitated municipalities that deliver services to all								
Strategic Objective	Strategic Objective Indicator	Strategic Plan Target (2015-2020)	Audited/Actual Performance Information			Estimated Performance	Medium-Term Targets		
			2014/2015	2015/2016	2016/2017	Current (2017/18)	Year 1 2018/19	Year 2 2019/20	Year 3 2020/21
To support municipalities to provide and maintain economic and social infrastructure.	3.1 Support programmes on infrastructure	25	2	3	3	5	7	7	7

Provincial Programme Performance Indicators Annual Targets for 2018/19

Strategic Objective		To support municipalities to provide and maintain economic and social infrastructure						
		Audited/Actual Performance Information			Estimated Performance	Medium-Term Targets		
		2014/2015	2015/2016	2016/2017	Current (2017/18)	Year 1 2018/19	Year 2 2019/20	Year 3 2020/21
Programme Performance Indicators								
3.1.1	Implementation of programmes to strengthen basic service delivery.	2	2	2	2	2	2	2
3.1.2	Enhance integrated and co-ordinated municipal infrastructure planning.	-	-	-	-	1	1	1
3.1.3	Municipal Infrastructure Governance and Service Delivery Maturity Level Assessments.	-	-	-	-	2	2	2
3.1.4	Municipal drought mitigation support programme.	-	-	-	2	1	1	1
3.1.5	Number of functional co-ordinating structures for infrastructure development towards service delivery.	-	-	-	-	1	1	1

Provincial Programme Performance Indicators and Quarterly Targets for 2018/19

Programme Performance Indicators		PSG Linkage	Reporting Period	Annual Target 2018/19	Quarterly Targets			
					1 st	2 nd	3 rd	4 th
3.1.1	Implementation of programmes to strengthen basic service delivery.	PSG 4 & 5	Annual	2	-	-	-	2
3.1.2	Enhance integrated and co-ordinated municipal infrastructure planning.	PSG 4 & 5	Annual	1	-	-	-	1
3.1.3	Municipal Infrastructure Governance and Service Delivery Maturity Level Assessments.	PSG 4 & 5	Bi-annual	2	-	1	-	1
3.1.4	Municipal drought mitigation support programme.	PSG 4 & 5	Annual	1	-	-	-	1
3.1.5	Number of functional co-ordinating structures for infrastructure development towards service delivery.	PSG 4 & 5	Quarterly	1	1	1	1	1

Nationally Prescribed Indicators

Programme Performance Indicators	Audited/Actual Performance Information			Estimated Performance	Medium-Term Targets		
	2014/2015	2015/2016	2016/2017	Current (2017/18)	Year 1 2018/19	Year 2 2019/20	Year 3 2020/21
1. Number of municipalities monitored on the implementation of infrastructure delivery programmes (Outcome 9, Sub-outcome 1) (B2B Pillar 5). ¹⁰	24	24	24	24	24	24	24
2. Number of municipalities supported to implement indigent policies (Outcome 9, Sub-outcome 1) (B2B Pillar 2).	-	8	3	15	24	24	24

Nationally Prescribed Indicators and Quarterly Targets for 2018/19

Programme Performance Indicators	PSG Linkage	Reporting Period	Annual Target 2018/19	Quarterly Targets			
				1 st	2 nd	3 rd	4 th
1. Number of municipalities monitored on the implementation of infrastructure delivery programmes (Outcome 9, Sub-outcome 1) (B2B Pillar 5).	PSG 4 & 5	Quarterly	24	24	24	24	24
2. Number of municipalities supported to implement indigent policies (Outcome 9, Sub-outcome 1) (B2B Pillar 2).	PSG 4 & 5	Bi-annual	24	-	24	-	24

¹⁰. This indicator is covered by the Provincial indicator: Implementation of programmes to strengthen basic service delivery

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

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

Strategic Objective

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

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

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

Strategic Objective Indicator and Annual Targets for 2018/19

Strategic Goal		A disaster-resilient Province							
Strategic Objective	Strategic Objective Indicator	Strategic Plan Target (2015-2020)	Audited/Actual Performance Information			Estimated Performance	Medium-Term Targets		
			2014/2015	2015/2016	2016/2017	Current (2017/18)	Year 1 2018/19	Year 2 2019/20	Year 3 2020/21
To co-ordinate effective disaster management preparedness, inter-governmental and recovery.	3.2 (a) Programmes to co-ordinate effective disaster preparedness, inter-governmental relations and recovery	34	6	7	7	6	7	7	7

Provincial Programme Performance Indicators Annual Targets for 2018/19

Strategic Objective		To co-ordinate effective disaster management preparedness Intergovernmental and recovery						
Programme Performance Indicators		Audited/Actual Performance Information			Estimated Performance	Medium-Term Targets		
		2014/2015	2015/2016	2016/2017	Current (2017/18)	Year 1 2018/19	Year 2 2019/20	Year 3 2020/21
3.2.1	Stakeholders assisted in developing disaster preparedness plans.	4	5	2	2	2	2	2
3.2.2	Centre enhancements to ensure functional Western Cape Disaster Management Centre.	1	1	1	1	1	1	1
3.2.3	Provincial Disaster Management Annual Report.	1	1	1	1	1	1	1
3.2.4	Meetings of inter-governmental disaster management fora.	4	4	4	4	4	4	4
3.2.5	Disaster damage assessments/verifications conducted.	4	6	5	1	1	1	1
3.2.6	Disaster declarations/classifications facilitated.	-	7	3	-	1	1	1
3.2.7	Disaster recovery programmes monitored and supported.	7	2	1	1	1	1	1

Provincial Programme Performance Indicators and Quarterly Targets for 2018/19

Programme Performance Indicators		PSG Linkage	Reporting Period	Annual Target 2018/19	Quarterly Targets			
					1 st	2 nd	3 rd	4 th
3.2.1	Stakeholders assisted in developing disaster preparedness plans.	PSG 4	Annual	2	-	-	-	2
3.2.2	Centre enhancements to ensure functional Western Cape Disaster Management Centre.	PSG 4	Annual	1	-	-	-	1
3.2.3	Provincial Disaster Management Annual Report.	PSG 4	Annual	1	-	-	1	-
3.2.4	Meetings of inter-governmental disaster management fora.	PSG 4	Quarterly	4	1	1	1	1
3.2.5	Disaster damage assessments/verifications conducted.	PSG 4	Annual	1	1	-	-	-
3.2.6	Disaster declarations/classifications facilitated.	PSG 4	Annual	1	1	-	-	-
3.2.7	Disaster recovery programmes monitored and supported.	PSG 4	Annual	1	1	-	-	-

Strategic Objective Indicator and Annual Targets for 2018/19

Strategic Goal		A disaster Resilient Province							
Strategic Objective	Strategic Objective Indicator	Strategic Plan Target (2015-2020)	Audited/Actual Performance Information			Estimated Performance	Medium-Term Targets		
			2014/2015	2015/2016	2016/2017	Current (2017/18)	Year 1 2018/19	Year 2 2019/20	Year 3 2020/21
To co-ordinate reduction of risks posed by hazards.	3.2 (b) Programmes to reduce potential risks	20	3	4	4	4	4	4	4

Provincial Programme Performance Indicators Annual Targets for 2018/19

Strategic Objective		To co-ordinate reduction of risk posed by hazards						
		Audited/Actual Performance Information			Estimated Performance	Medium-Term Targets		
		2014/2015	2015/2016	2016/2017	Current (2017/18)	Year 1 2018/19	Year 2 2019/20	Year 3 2020/21
3.2.8	Municipalities supported with risk and vulnerability assessments.	4	4	3	3	3	3	3
3.2.9	Municipalities supported to develop Disaster Risk Reduction Measures in IDPs.	6	6	6	3	3	3	3
3.2.10	Maintenance of Data Repository at Western Cape Disaster Management Centre.	-	1	1	1	1	1	1
3.2.11	Disaster Hazard Awareness Programme.	1	2	1	1	1	1	1

Provincial Programme Performance Indicators and Quarterly Targets for 2018/19

Programme Performance Indicators		PSG Linkage	Reporting Period	Annual Target 2018/19	Quarterly Targets			
					1 st	2 nd	3 rd	4 th
3.2.8	Municipalities supported with risk and vulnerability assessments.	PSG 4	Annual	3	-	-	-	3
3.2.9	Municipalities supported to develop Disaster Risk Reduction Measures in IDPs.	PSG 4&5	Annual	3	-	-	-	3
3.2.10	Maintenance of Data Repository at Western Cape Disaster Management Centre.	PSG 4	Annual	1	-	-	-	1
3.2.11	Disaster Hazard Awareness Programme.	PSG 4	Annual	1	-	-	-	1

Strategic Objective Indicator and Annual Targets for 2018/19

Strategic Goal		A disaster-resilient Province							
Strategic Objective	Strategic Objective Indicator	Strategic Plan Target (2015-2020)	Audited/Actual Performance Information			Estimated Performance	Medium-Term Targets		
			2014/2015	2015/2016	2016/2017	Current (2017/18)	Year 1 2018/19	Year 2 2019/20	Year 3 2020/21
To improve fire and rescue services capability.	3.2 (c) Programmes to improve fire and rescue services capability	120	11	28	26	20	23	23	23

Provincial Programme Performance Indicators Annual Targets for 2018/19

Strategic Objective		To improve Fire and Rescue Services Capability						
Programme Performance Indicators		Audited/Actual Performance Information			Estimated Performance	Medium-Term Targets		
		2014/2015	2015/2016	2016/2017	Current (2017/18)	Year 1 2018/19	Year 2 2019/20	Year 3 2020/21
3.2.12	Fire Service Training Programmes	1	10	15	5	8	8	8
3.2.13	Aerial fire-fighting and ground support programmes.	1	3	2	3	3	3	3
3.2.14	Emergency management skills capacity development (incident command) programmes.	1	4	2	3	3	3	3
3.2.15	Fire and life safety programmes.	4	9	6	7	7	7	7
3.2.16	Special operations capacity-building programmes.	4	2	1	2	2	2	2

Provincial Programme Performance Indicators and Quarterly Targets for 2018/19

Programme Performance Indicators		PSG Linkage	Reporting Period	Annual Target 2018/19	Quarterly Targets			
					1 st	2 nd	3 rd	4 th
3.2.12	Fire Service Training Programmes	PSG 4	Quarterly	8	2	2	2	2
3.2.13	Aerial fire-fighting and ground support programmes.	PSG 4	Quarterly	3	-	1	1	1
3.2.14	Emergency management skills capacity development (incident command) programmes.	PSG 4	Quarterly	3	-	1	1	1
3.2.15	Fire and life safety programmes.	PSG 4	Quarterly	7	-	2	3	2
3.2.16	Special operations capacity-building programmes.	PSG 4	Bi-annual	2	-	1	-	1

Nationally Prescribed Indicators

Programme Performance Indicators	Audited/Actual Performance Information			Estimated Performance	Medium-Term Targets		
	2014/2015	2015/2016	2016/2017	Current (2017/18)	Year 1 2018/19	Year 2 2019/20	Year 3 2020/21
1. Number of municipalities supported to maintain functional Disaster Management Centres. ¹¹	6	6	6	6	6	6	6
2. Number of municipalities supported on Fire Brigade Services.	-	-	-	-	11	11	11

Nationally Prescribed Indicators and Quarterly Targets for 2018/19

Programme Performance Indicators		PSG Linkage	Reporting Period	Annual Target 2018/19	Quarterly Targets			
					1 st	2 nd	3 rd	4 th
1.	Number of municipalities supported to maintain functional Disaster Management Centres.	PSG 4	Annual	6	-	-	-	6
2.	Number of municipalities supported on Fire Brigade Services.	PSG 4	Annual	11	-	-	-	11

¹¹. This indicator is covered by the Provincial Indicator: Centre enhancement to ensure functional Western Cape Disaster Management Centre

**Sub-Programme: Integrated Development Planning Co-ordination
Directorate: Integrated Development Planning**

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

Strategic Objective

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

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

Strategic Objective Indicator and Annual Targets for 2018/19

Strategic Goal	Effective Integrated Development Planning by all spheres of government that accelerates delivery within municipal areas								
Strategic Objective	Strategic Objective Indicator	Strategic Plan Target (2015-2020)	Audited/Actual Performance Information			Estimated Performance	Medium-Term Targets		
			2014/2015	2015/2016	2016/2017	Current (2017/18)	Year 1 2018/19	Year 2 2019/20	Year 3 2020/21
To improve the quality of IDPs to give effect to service delivery.	3.3 (a) Programmes to improve the quality of IDPs	10	2	2	2	2	2	2	2

Provincial Programme Performance Indicators Annual Targets for 2018/19

Strategic Objective		To improve the quality of IDPs to give effect to service delivery							
Programme Performance Indicators		Audited/Actual Performance Information			Estimated Performance	Medium-Term Targets			
		2014/2015	2015/2016	2016/2017	Current (2017/18)	Year 1 2018/19	Year 2 2019/20	Year 3 2020/21	
3.3.1	Percentage of IDP Assessment Reports determining alignment of planning and budget allocation.	-	-	-	50%	75%	85%	95%	
3.3.2	Planning alignment of the district municipality and the local municipalities within its area.	-	-	-	40%	50%	60%	70%	

Provincial Programme Performance Indicators and Quarterly Targets for 2018/19

Programme Performance Indicators		PSG Linkage	Reporting Period	Annual Target 2018/19	Quarterly Targets			
					1 st	2 nd	3 rd	4 th
3.3.1	Percentage of IDP assessment reports determining alignment of planning and budget allocation.	PSG 5	Annual	75%	-	75%	-	-
3.3.2	Planning alignment of the district municipality and the local municipalities within its area.	PSG 5	Annual	50%	-	-	50%	-

Strategic Objective Indicator and Annual Targets for 2018/19

Strategic Goal	Effective Integrated Development Planning by all spheres of that accelerates delivery within municipal areas								
Strategic Objective	Strategic Objective Indicator	Strategic Plan Target (2015-2020)	Audited/Actual Performance Information			Estimated Performance	Medium-Term Targets		
			2014/2015	2015/2016	2016/2017	Current (2017/18)	Year 1 2018/19	Year 2 2019/20	Year 3 2020/21
To strengthen inter-governmental planning and budgeting through the establishment of IDP as the single co-ordinating plan of government	3.3 (b) Programmes to improve inter-governmental planning in IDPs	5	1	1	1	1	1	1	1

Provincial Programme Performance Indicators Annual Targets for 2018/19

Strategic Objective		To strengthen Intergovernmental planning and budgeting through the establishment of IDP as the single co-ordinating plan of Government						
Programme Performance Indicators		Audited/Actual Performance Information			Estimated Performance	Medium-Term Targets		
		2014/2015	2015/2016	2016/2017	Current (2017/18)	Year 1 2018/19	Year 2 2019/20	Year 3 2020/21
3.3.3	Percentage JPI agreements facilitated to reflect in the respective planning instruments of stakeholders.	-	74.4%	75%	80%	85%	90%	95%

Provincial Programme Performance Indicators and Quarterly Targets for 2018/19

Programme Performance Indicators		PSG Linkage	Reporting Period	Annual Target 2018/19	Quarterly Targets			
					1 st	2 nd	3 rd	4 th
3.3.3	Percentage JPI agreements facilitated to reflect in the respective planning instruments of stakeholders.	PSG 5	Annual	85%	-	-	-	85%

Nationally Prescribed Indicators

Programme Performance Indicators	Audited/Actual Performance Information			Estimated Performance	Medium-Term Targets		
	2014/2015	2015/2016	2016/2017	Current (2017/18)	Year 1 2018/19	Year 2 2019/20	Year 3 2020/21
1. Number of municipalities supported with development of IDP (Outcome 9, Sub-outcome 1).	-	6	18	30	30	30	30

Nationally Prescribed Indicators and Quarterly Targets for 2018/19

Programme Performance Indicators	PSG Linkage	Reporting Period	Annual Target 2018/19	Quarterly Targets			
				1 st	2 nd	3 rd	4 th
1. Number of municipalities supported with development of IDP (Outcome 9, Sub-outcome 1).	PSG 4	Annual	30	-	-	-	30

Programme 3: Reconciling performance targets with budget and MTEF

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

Sub-programme R'000	Outcome			Main appro- priation	Adjusted appro- priation	Revised estimate	Medium-term estimate			
	Audited	Audited	Audited				% Change from Revised estimate	2019/20	2020/21	
	2014/15	2015/16	2016/17							2017/18
1. Municipal Infrastructure	11 196	20 053	18 250	23 709	39 089	39 089	24 089	(38.37)	24 958	26 312
2. Disaster Management	26 462	42 202	45 087	40 958	60 214	60 214	38 285	(36.42)	37 195	39 745
3. Integrated Development Planning Co- ordination	5 735	7 216	5 410	8 504	7 282	7 282	8 731	19.90	9 450	10 052
Total payments and estimates	43 393	69 471	68 747	73 171	106 585	106 585	71 105	(33.29)	71 603	76 109

Earmarked allocation:

Included is the following:

Sub-programme 3.1: Municipal Infrastructure: Water for sustainable growth and development: Water security and Disaster management response is an earmarked allocation amounting to R11.236 million (2018/19), R11.865 million (2019/20) and R12.518 million (2020/21).

Sub-programme 3.2: Disaster Management: Hazardous material response capacity along major routes, as well as firefighting capacity across the Province is an earmarked allocation amounting to R8.935 million (2018/19), R7.026 million (2019/20) and R6.731 million (2020/21).

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

Sub-programme R'000	Outcome			Main appro- piation	Adjusted appro- piation	Revised estimate	Medium-term estimate			
	Audited	Audited	Audited				% Change from Revised estimate			
	2014/15	2015/16	2016/17							
Current payments	41 817	48 133	49 548	48 775	69 938	69 938	59 922	(14.32)	57 905	54 460
Compensation of employees	25 106	27 184	28 528	32 479	33 743	33 743	42 078	24.70	43 712	39 264
Goods and services	16 711	20 949	21 020	16 296	36 195	36 195	17 844	(50.70)	14 193	15 196
Transfers and subsidies to	882	10 464	18 384	24 335	36 444	36 444	11 152	(69.40)	13 668	21 619
Provinces and municipalities		9 220	16 630	23 507	35 467	35 467	10 352	(70.81)	12 868	20 819
Departmental agencies and accounts	375	750	1 007	414	414	414	400	(3.38)	400	400
Non-profit institutions	375	480	744	414	414	414	400	(3.38)	400	400
Households	132	14	3		149	149		(100.00)		
Payments for capital assets	689	10 874	815	61	203	203	31	(84.73)	30	30
Machinery and equipment	689	10 874	815	61	203	203	31	(84.73)	30	30
Payments for financial assets	5									
Total economic classification	43 393	69 471	68 747	73 171	106 585	106 585	71 105	(33.29)	71 603	76 109

Programme 3: Expenditure trends analysis

The 2018/19 budget for the programme has decreased by 33.29 per cent when compared to the revised estimates for the 2017/18 financial year. The increase in Compensation of Employees includes provision of 1.5 per cent pay progression, the impact of the 2015 wage agreement as well as for staff capacity to assist with the management of drought within the Department.

Additional earmarked funds were allocated during the 2017/18 financial year for the Aerial fire-fighting support programme and for staff capacity to assist with the management of drought within the Department. These earmarked allocations related mainly to the 2017/18 once-off drought funding, therefore reflecting the decrease in goods and services of 50.7 per cent in the 2018/19 financial year.

The decrease on Transfers and subsidies in 2018/19 is due to the Emergency funds that became available after the Provincial Disaster Declaration.

9. Nationally Prescribed Indicators falling under other Departments:

The National Department of Co-operative Governance (DCOG) developed indicators that do not fall within the functional area of the Department. The Department has no control over reporting of these indicators.

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

10. Risk Management

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

Strategic Risk	Control Procedures	Action Plan Description
1. A lack of resources to participate in Information Technology (IT) related initiatives, which may result in low levels of ICT Governance, ICT strategic delivery, and ultimately IT enablement for DLG.	<ul style="list-style-type: none"> IT resource requirements are discussed and managed at the Departmental IT Committee Meetings (DITCOM) on a periodic basis. More integrated IT strategic and IT operational planning occurs between departments and Ce-I on a 5-year and annual basis, respectively. This planning helps to link DLG's IT resource requirements to its IT strategic and operational requirements. 	<ul style="list-style-type: none"> DLG will establish a knowledge management capability to better address and handle the area of IT within the Department. DLG with the support of Ce-I will contract the services of a Business Analyst (BA) to handle IT strategic, IT governance related, and IT internal improvement initiatives within the Department.

Strategic Risk	Control Procedures	Action Plan Description
<p>2. Department to continue operations in the event of a significant disruption or disaster which could compromise the Department’s core operations as follows:</p> <ul style="list-style-type: none"> • Inability to access IT systems and related information. • Negative impact on the Department’s business processes, that are dependent on IT. • Low levels of ICT governance, ICT strategic delivery, and ultimately IT enablement for the Department. • Delayed response and recovery. 	<ul style="list-style-type: none"> • Continuous monitoring by the Department’s chief directorates of the implementation of the IT back up policy. • Detailed recovery plan produced for the Department with input from chief directorates. • Developed a template to guide the development and implementation of the business continuity plan. • Disaster Management identified as a back-up site for affected DoLG staff. • Implemented an IT backup policy in respect of information only (external hard drives only). • Mainstreamed the BCP amongst management. • Users have been made aware of the fact that they need to back up to the server. 	<ul style="list-style-type: none"> • DLG will conduct an assessment of the current state of the IT infrastructure at the DLG command centre. Certain IT infrastructure will be marked for ‘refresh’ and the budget requirement will be discussed and agreed internally and with Ce-I. • DLG will integrate the departmental IT Continuity/Disaster Recovery Plan (DRP) into the Departmental Business Continuity Plan (BCP). • DLG with the support of Ce-I will complete the departmental business impact assessment (BIA) and ensure that it informs the departmental IT Continuity/Disaster Recovery Plan (DRP). Where required, DLG will utilise the information from the Ce-I DRP to inform its recovery planning efforts. • DLG with the support of Ce-I will conduct an annual test/simulation of its DRP to ensure that the plan remains relevant and able to support the departmental recovery effort in the event of a ‘disaster’. Where required, DLG will utilise the information from the annual Ce-I DRP testing to support its DRP efforts. • DLG with the support of the Ce-I will implement a process which to conduct periodic restore testing of key backups. This will provide assurance that DLG will be able to recover backed up information.

Strategic Risk	Control Procedures	Action Plan Description
<p>3.</p> <ul style="list-style-type: none"> Inadequate preparation and inability of departments to communicate (technical) during prolonged electricity supply disruptions. Resulting in disruption to critical activities in the WC. 	<ul style="list-style-type: none"> Activated the preparedness plan, Disaster Management Centre and response structures in the event of a major electricity emergency. Arrangement around the dissemination of early warnings to all municipal managers. Assist to prepare municipalities and co-ordinate responses should there be load-shedding. Briefing held with private hospital groups to ensure contingency planning for prolonged electricity disruptions. Co-ordination of preparedness plans for electricity disruptions by provincial stakeholders. 	<ul style="list-style-type: none"> Assessment of viability of satellite communication.
<p>4.</p> <p>The Department's ability to deliver on its mandate may compromise service delivery resulting in:</p> <ul style="list-style-type: none"> adversely affecting provision of support to the Department; sub-directorates not functioning optimally; reduced level of support to municipalities; and negatively impacting the achievement of the directorates APP deliverables. <p>The reduction in the Baseline Budgets over the MTEF period has put pressure on the Department's ability to deliver on its mandate. In particular, the limits imposed on the Department's head count and CoE.</p>	<ul style="list-style-type: none"> Re-assessment and re-alignment of departmental programmes and projects. Re-prioritisation of departmental budget in line with the re-assessment and re-alignment programmes and projects. Integrated Management System/ Approach in terms of partnership development through provincial and local spheres of government. Re-assessment and re-alignment of departmental programmes and projects. Re-prioritisation of departmental budget in line with the re-assessment and re-alignment programmes and projects. 	<ul style="list-style-type: none"> Development and adoption of the integrated performance and support system (IPSS). Development of a service delivery model including organisational re-design.



Part C: Links to other plans

Links to the long-term infrastructure and other capital plans

Not applicable

11. Conditional Grants

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

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

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

FIRE SERVICE CAPACITY BUILDING GRANT	
Allocation criteria	<ul style="list-style-type: none"> • A business plan to be submitted by individual municipalities and approved by the department. • A Transfer Payment Agreement (TPA) will be signed between the Department and the individual beneficiary municipalities.
Reason not incorporated in equitable share	Support identified as a result of municipal engagements and other intergovernmental engagements, for example the Municipal Governance Review and Outlook, Regional Management Team, Local Government Turnaround Strategy, Local Government Medium Term Expenditure Committee, etc.
Past performance	2015/16: R500 000; 2016/17: R9.8 million; 2017/18: R12.5 million
Projected life	Project to be reviewed annually.
MTEF allocations	2018/19: R8.935 million; 2019/20: R7.026 million; 2020/21: R6.731 million
Payment schedule	Transfer payments to the municipalities in accordance with the agreement between the department and municipality.
Responsibilities of the provincial transferring officer and receiving officer	<p>Responsibilities of the provincial department</p> <ul style="list-style-type: none"> • Consult with the relevant municipalities; • Consider and approve business plans; • Draft and circulate the Transfer Payment Agreement (TPA) and ensure that municipalities sign and return TPA to the department; • Establish a Steering Committee that will monitor and manage the programme; and • Monitor the project by means of: <ul style="list-style-type: none"> ~ Quarterly expenditure and progress reports. ~ Quarterly steering committee meeting. <p>Responsibilities of the municipalities</p> <ul style="list-style-type: none"> • Municipalities must ensure that the above-mentioned conditions are met. • Submission of quarterly narrative and financial reports within 7 days after the end of each quarter to the Transferring Provincial Officer.
Process for approval of 2019/20 financial year allocations	<ul style="list-style-type: none"> • Submission of Business plans. • Areas of support identified through scheduled local government engagement

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

MUNICIPAL DROUGHT RELIEF GRANT	
Reason not incorporated in equitable share	<ul style="list-style-type: none"> Support identified as a result of municipal engagements and other intergovernmental engagements, for example MGRO, RMT, Back to Basics, LG MTEC, Drought task team meetings, etc.
Past performance	2016/17: R9 million; 2017/18: R90.110 million
Projected life	Project to be reviewed annually.
MTEF allocations	2019/20: R4.352 million; 2020/2021 R12.518 million
Payment schedule	Transfer payment to the municipalities in accordance with the agreement between the Department and Municipality.
Responsibilities of the provincial transferring officer and receiving officer	<p>Responsibilities of the Transferring Officer:</p> <ul style="list-style-type: none"> Consult with relevant municipalities; Consider and approve business plans; Draft and circulate the TPA and ensure that municipalities sign and return to the Department; Minuted meetings that will assist in monitoring and management of the programme (outputs and intended outcomes), as and when necessary; and Monitoring the project execution by means of: <ul style="list-style-type: none"> ~ Expenditure and progress reports by receiving municipalities. <p>Responsibilities of the Municipalities</p> <ul style="list-style-type: none"> Prepare credible business plans that are aligned to outputs and outcomes; Ensure active ownership of the project at the highest level of authority; Secure Council support for the programme; and Submit suitable financial and non-financial performance reports as stipulated in the TPA.
Process for approval of 2019/20 financial year allocations	<ul style="list-style-type: none"> Submission of business plans Areas of support identified through scheduled local government engagement.

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

THUSONG SERVICE CENTRES GRANT (Sustainability: Operational Support Grant)	
Allocation criteria	Funds are allocated to Local Municipalities managing the Thusong Service Centres to support with the financial viability of the Thusong Service Centres.
Reason not incorporated in equitable share	Provincial Government contribution to enhance integrated service delivery across the Province.
Past performance	2015/16: R2.918 million 2016/17: R1.046 million 2017/18: R1.275 million
Projected life	The funds will be incorporated into a grant per annum for direct transfer to the municipality.
MTEF allocations	2018/19: R1.046 million; 2019/20: R1.046 million; 2020/21: R1.046 million
Payment schedule	Payment will depend on the submission of all relevant documentation (approved business plan, quarterly reports, detailed projected budget, signed agreement). Payment will be made in one (1) tranche per annum. Transfer to take place by October 2018 (provisional).
Responsibilities of the provincial transferring officer and receiving officer	<p>Responsibilities of the Transferring Officer:</p> <ul style="list-style-type: none"> • Provincial co-ordination of the Thusong Programme; • Facilitate and provide platforms for engagement between the three (3) spheres of government; • Support and monitor implementation of the Thusong Programme; and • Transfer operational and maintenance funds to Municipalities to assist with the sustainability (operational support) of the Thusong Service Centres. <p>Responsibilities of the Municipalities</p> <ul style="list-style-type: none"> • Municipalities must ensure the operational and maintenance conditions of the funds listed above are met; • Submission of quarterly narrative and mid-year expenditure reports to the transferring Provincial officer; and • The Municipal Accounting Officers must apply to Provincial Treasury to roll-over any unspent conditional transfer as at 30 June.
Process for approval of 2019/20 financial year allocations	The allocations will be based on the submission of the above-mentioned conditions that must be submitted by Municipalities and agreements that must be signed by the transferring officer and Municipalities as outlined in the conditions.

MUNICIPAL SERVICE DELIVERY AND CAPACITY BUILDING GRANT

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

MUNICIPAL SERVICE DELIVERY AND CAPACITY BUILDING GRANT

Allocation criteria	<ul style="list-style-type: none"> • A business plan to be submitted by individual municipalities and approved by the Department. • A Transfer Payment Agreement (TPA) will be signed between the Department and the individual beneficiary municipalities.
Reason not incorporated in equitable share	Support identified as a result of municipal engagements and other intergovernmental engagements, for example the Municipal Governance Review Outlook, Regional Management Team, Local Government Turnaround Strategy, Local Government Medium Term Expenditure Committee, etc.
Past performance	2016/17: R15.286 million 2017/18: R2.696 million
Projected life	Project to be reviewed annually.
MTEF allocations	2018/19: R18.138 million; 2019/20 R19.055 million; 2020/21 R20.081 million
Payment schedule	Transfer payment to the municipalities in accordance with the agreement between the Department and Municipality.
Responsibilities of the provincial transferring officer and receiving officer	<p>Responsibilities of the Transferring Officer:</p> <ul style="list-style-type: none"> • Consult with relevant municipalities; • Consider and approve business plans; • Draft and circulate the TPA and ensure that municipalities sign and return to the Department; • Set up a Steering Committee that will monitor and manage the programme (outputs and intended outcomes); and • Monitoring the project execution by means of: <ul style="list-style-type: none"> ~ Quarterly expenditure and progress reports by receiving municipalities; and ~ Quarterly steering committee meetings. <p>Responsibilities of the Municipalities</p> <ul style="list-style-type: none"> • Prepare credible business plans that are aligned to outputs and outcomes; • All the recipient municipalities are required to submit monthly progress reports and spending as set out in the memorandum of understanding; • Ensure active ownership of the project at the highest level of authority; and • Secure Council support for the programme.
Process for approval of 2019/20 financial year allocations	<ul style="list-style-type: none"> • Submission of business plans. • Areas of support identified through scheduled local government engagement.

COMMUNITY DEVELOPMENT WORKERS (CDW) OPERATIONAL SUPPORT GRANT	
Transferring provincial department	Local Government (Vote 14)
Strategic goal	To provide financial assistance to municipalities to cover the operational and capital expenses iro the functions of the community development workers including the supervisors and regional organisers.
Grant purpose	To provide financial assistance to municipalities to cover the operational and capital costs pertaining to the line functions of the community development workers including the supervisors and regional coordinators.
Outcomes statements	To fund the working operations of staff placed at municipalities.
Outputs	<ul style="list-style-type: none"> • Administrative support to 151 community development workers and 14 supervisors and 8 regional managers; • Provision of sufficient transportation for 151 community development workers, 14 supervisors and 8 regional managers; • Provision of office space to staff community development workers; • Assisting with Ward based planning and support; • Assist with smooth delivery of government services; • Assist and reduce the rate at which community concerns and problems are passed to government structures; and • Noticeable improvement on government-community networks.
Priority outcome(s) of government that this grant primarily contributes to	<ul style="list-style-type: none"> • National Outcome (NO) 9: Build a responsive, accountable, effective and efficient local government system. • Provincial Strategic Goal (PSG) 5: Embed good governance and integrated service delivery through partnerships and spatial alignment.
Details contained in business/ implementation plan	<ul style="list-style-type: none"> • Provision of sufficient transportation, office space and administrative support for 151 community development workers, 14 supervisors and 8 regional managers.
Conditions	<ul style="list-style-type: none"> • An agreement must be signed between the Department and the District municipality, the Metro, and local municipalities; • The municipality must procure goods and services under the applicable statutory procurement processes that apply; • Further conditions as per agreement; and • Compliance with section 71(1) of the Municipal Finance Management Act, 2003 (Act 56 of 2003).
Allocation criteria	<p>Allocations should be based on the following:</p> <ul style="list-style-type: none"> • The municipality having identified a need for the CDW services. • Identified challenges in service delivery. • The need to exchange information between communities and government. • The need to link communities with government services.
Reason not incorporated in equitable share	Reimbursement to municipality based on claim.
Past performance	2015/16: R3.060 million; 2016/17: R3 060 million; 2017/18: R3.060 million;

COMMUNITY DEVELOPMENT WORKERS (CDW) OPERATIONAL SUPPORT GRANT	
Projected life	Annual allocation revised annually.
MTEF allocations	2018/19: R3.060 million; 2019/20: R3.060 million; 2020/21: R3.060 million
Payment schedule	Payments to municipalities are dependent on a signed agreement and a signed annual expenditure report submitted by municipalities.
Responsibilities of the provincial transferring officer and receiving officer	<p>Responsibilities of the Transferring Officer:</p> <ul style="list-style-type: none"> • Inform municipalities of the transfers. • Obtain annual expenditure reports from municipalities. • Attend quarterly meetings when issues arise with municipalities. • Circulate the Memorandum of Agreement (MoA) and ensure that municipalities sign and return to the department. <p>Responsibilities of the Municipalities</p> <ul style="list-style-type: none"> • Return signed MoA's to the department. • Submit annual expenditure report and spend allocated funds in terms of conditions.
Process for approval of 2019/20 financial year allocations	<p>Approval of allocations are based on the following:</p> <ul style="list-style-type: none"> • The permanent placement of CDWs in respective communities. • Troubleshooting service delivery challenges in communities. • The need to foster partnerships between communities and government. • The need to link communities with government services.

12 Public entities

The Department does not have any public entities.

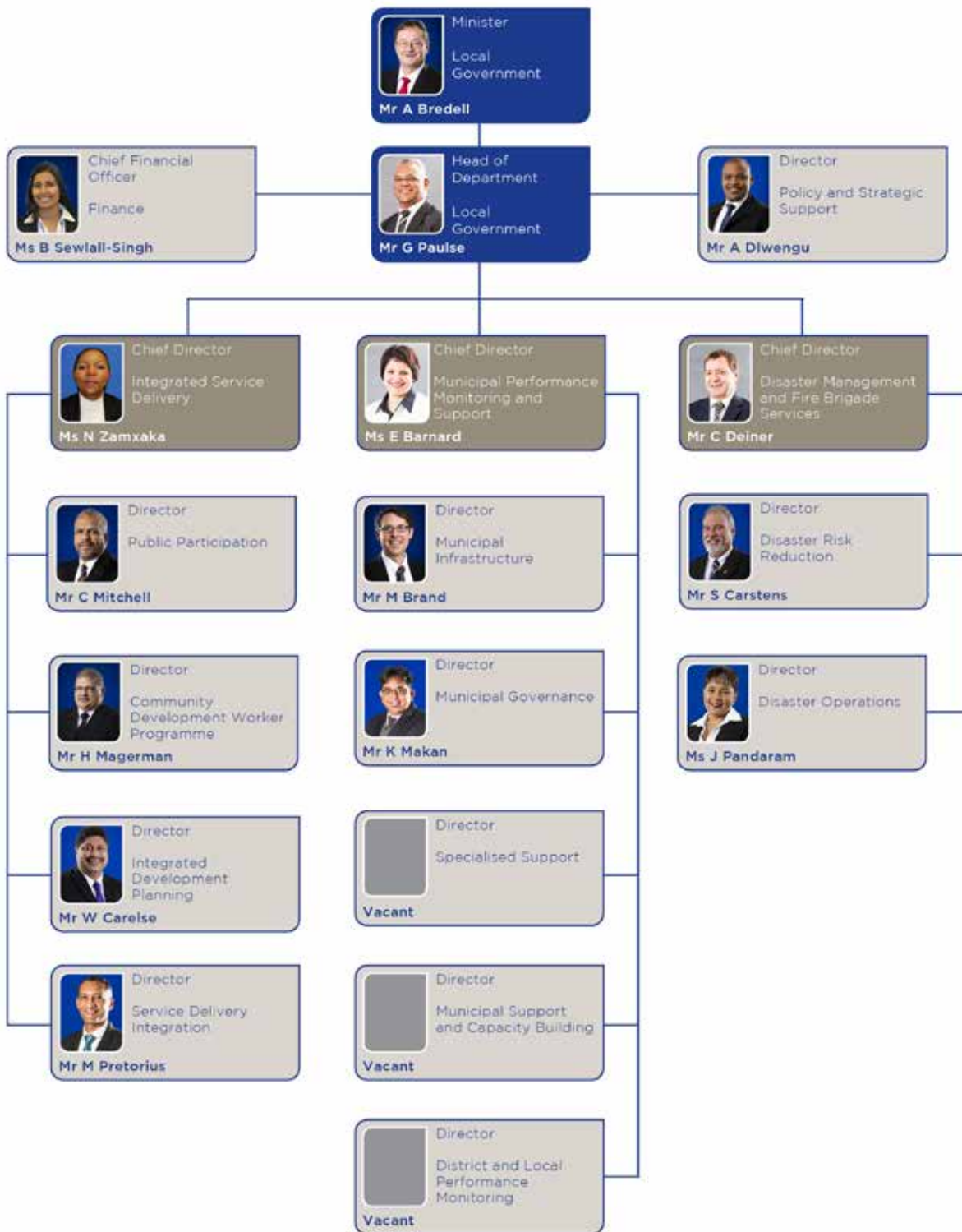
13 Public-Private Partnerships

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



Part D: Annexures

Annexure A: Organisational Structure



Annexure B: Technical Indicators Descriptions

Programme 1: Administration

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

Strategic Objective Indicator

Indicator title	1.1 Submission of Strategic Reports
Short definition	Departmental Strategic Reports detailing its plans. All plans to be submitted timeously as prescribed by the relevant regulations and circulars.
Purpose/importance	To inform citizens, legislature and other stakeholders what the Department plans and have achieved in each year.
Source/collection of data	Published Annual Performance Plan, Quarterly Performance Reports, Annual Report, Impact Evaluation Report
Method of calculation	Quantitative
Data limitations	No limitation
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Annual
New indicator	No
Desired performance	Department to submit and table strategic reports timeously as prescribed by the relevant regulations and circulars.
Indicator responsibility	Director: Policy and Strategic Support

Provincial Programme Indicators

Indicator title	1.1.1 Submission of an Annual Performance Plan
Short definition	Departmental Annual Performance Plan detailing the Department's plan for the year, the Plan to be submitted timeously as prescribed by the relevant regulations and circulars.
Purpose/importance	To inform citizens, legislature and other stakeholders of what the Department plans to do each financial year.
Source/collection of data	Published Annual Performance Plan
Method of calculation	Quantitative Manual count of reports
Data limitations	None
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annual
New indicator	No
Desired performance	Department to table an Annual Performance Plan timeously as prescribed by the relevant regulations and circulars.
Indicator responsibility	Director: Policy and Strategic Support

Indicator title	1.1.2 Submission of Quarterly Performance Reports
Short definition	Departmental Quarterly Performance Reports (QPR) to be submitted timeously as prescribed by the relevant regulations and circulars.
Purpose/importance	To provide quarterly progress on the deliverables of the Department as indicated in the Annual Performance Plan.
Source/collection of data	Quarterly Performance Reports as submitted by various sub-programmes.
Method of calculation	Quantitative Manual count of reports
Data limitations	No limitation
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Department to submit quarterly reports timeously as prescribed by the relevant regulations and circulars.
Indicator responsibility	Director: Policy and Strategic Support

Indicator title	1.1.3 Submission of an Annual Report
Short definition	Departmental Annual Report reflecting the progress of the Department, to be submitted timeously as prescribed by the relevant regulations and circulars.
Purpose/importance	To inform citizens, legislature and other stakeholders of what the Department has achieved in each financial year.
Source/collection of data	Published Annual Report and data submitted by the sub-programmes.
Method of calculation	Quantitative Manual count of reports
Data limitations	No limitation
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annual
New indicator	No
Desired performance	Department to table an Annual Report timeously as prescribed by the relevant regulations and circulars.
Indicator responsibility	Director: Policy and Strategic Support

Indicator title	1.1.4 Programme impact evaluation report
Short definition	Evaluation report of a Department project identified for that financial year.
Purpose/importance	To assess the impact of the Department's projects and measure the impact of programmes. To inform planning for the coming year.
Source/collection of data	QPR, Field Evaluation reports
Method of calculation	Qualitative Manual count of reports
Data limitations	Findings limited to the projects identified for evaluation
Type of indicator	Outcome
Calculation type	Non-cumulative
Reporting cycle	Annual
New indicator	No
Desired performance	Department being able to measure its outcomes accurately and identify related challenges for improvement.
Indicator responsibility	Director: Policy and Strategic Support

Strategic Objective Indicator

Indicator title	1.2. Number of Financial Reports Submitted
Short definition	Departmental Financial reports to be submitted timeously as prescribed by the relevant regulations and circulars.
Purpose/importance	Compliance to the National and Provincial Treasury regulations and circulars on budget expenditure and monitoring.
Source/collection of data	In-year Monitoring Reports (IYM), Annual Financial Statements, Interim Financial Statements
Method of calculation	Quantitative Manual count of reports
Data limitations	No limitation
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Annual
New indicator	No
Desired performance	Submission of Financial Reports timeously as prescribed by the relevant regulations and circulars
Indicator responsibility	Chief Financial Officer

Provincial Programme Indicators

Indicator title	1.2.1 In-year monitoring reports submitted to PT
Short definition	In-year monitoring submitted timeously as prescribed by the relevant regulations and circulars.
Purpose/importance	Compliance to the National Treasury regulations and monitoring of budget.
Source/collection of data	Budgets, expenditure and procurement plans from line function for planning purposes.
Method of calculation	Quantitative Manual count of reports
Data limitations	In the absence of procurement plans, the procurement strategy is not implementable. If the accounting and/or procurement systems are not working, reports are difficult to obtain for reporting purposes.
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Submission of 12 accurate IYM's for the financial year.
Indicator responsibility	Chief Financial Officer

Indicator title	1.2.2 Properly costed budget aligned with APP/Strategic Plan
Short definition	Submit an MTEF budget that is aligned with the APP.
Purpose/importance	To provide an MTEF budget that will support the delivery of the APP projects.
Source/collection of data	APP and budget requests from Directorates
Method of calculation	Quantitative Manual count of reports
Data limitations	Poorly costed project plans from line function
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annual
New indicator	No
Desired performance	Department to submit a properly costed budget that is aligned to the APP deliverables.
Indicator responsibility	Chief Financial Officer and Director: Policy and Strategic support

Indicator title	1.2.3 Submission of Annual Financial Statements
Short definition	Submit Annual Financial Statements (AFS) as prescribed by the relevant regulations and circulars.
Purpose/importance	To submit AFS of the Department to show spending and account for public funds.
Source/collection of data	Financial and non-financial reports
Method of calculation	Qualitative Manual count of reports
Data limitations	Integrity of data is assumed and AFS accounts for reported issues only
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annual
New indicator	No
Desired performance	Department to submit accurate Annual Financial Statements.
Indicator responsibility	Chief Financial Officer

Indicator title	1.2.4 Submission of Interim Financial Statements
Short definition	Submit interim Financial Statements as prescribed by the relevant regulations and circulars.
Purpose/importance	To submit AFS of the Department to show spending and account for public funds.
Source/collection of data	Financial and non-financial reports
Method of calculation	Quantitative Manual count of reports
Data limitations	Integrity of data is assumed and AFS accounts for reported issues only.
Type of indicator	Output
Calculation type	cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Department to submit accurate interim Financial Statements.
Indicator responsibility	Chief Financial Officer

PROGRAMME 2: Local Governance

Sub-programme 2.1.: Municipal Administration

2.1.1. Municipal Governance & Specialised Support

Strategic Objective: To promote good governance in municipalities.

Strategic Objective Indicator

Indicator title	2.1 Decision- making programmes supported
Short definition	Provide legal support to improve legal compliance and strengthening the oversight function to improve decision-making in municipalities.
Purpose/importance	To promote and improve legislative compliance and to strengthen oversight in municipalities.
Source/collection of data	Old ordinances, Constitution, National and Provincial legislation, by-laws, case law
Method of calculation	Quantitative
Data limitations	No data limitations
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Annual
New indicator	No
Desired performance	Improved oversight and decision-making in municipal councils.
Indicator responsibility	Director: Municipal Governance

Programme Performance Indicators

Indicator title	2.1.1 Legislation development Initiatives in support of municipalities
Short definition	Development, review and amendment of municipalities by-laws, comments on national and provincial bills, development of draft standard by-laws, support in the development of policies, reviews of system delegations and/or amendments to current Acts.
Purpose/importance	The purpose is to ensure that municipalities are operating in a legal framework which is resilient to the needs and responses of Local Government. The support in the development, review and amendment of by-laws is to ensure fulfilment of their constitutional mandate.
Source/collection of data	Constitution, National and Provincial legislation, by-laws, case law Evidence: <ul style="list-style-type: none"> Request, agendas, minutes, attendance register, response from municipality
Method of calculation	Quantitative and Qualitative Manual count of number of initiatives implemented
Data limitations	No data limitations
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Municipal by-laws in line with the Constitution, enabling municipalities to enforce by-laws on functional areas and legislation which are responsive to the practical needs of municipalities.
Indicator responsibility	Director: Municipal Governance

Indicator title	2.1.2 Legal support provided to municipalities to strengthen municipal governance
Short definition	Hosting of the legislative and constitutional task team and providing legal advice to municipalities.
Purpose/importance	Support legal compliance and guidance to municipalities.
Source/collection of data	Legislation, case law, local government experts, case studies Evidence: <ul style="list-style-type: none"> Request for legal advice, agendas, presentations, attendance register and/or response to municipalities
Method of calculation	Quantitative and Qualitative Counting all legal support provided to municipalities as one initiative/ programme and the Legislative Task team as another.
Data limitations	No limitations
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annual
New indicator	No
Desired performance	Improvement of legal compliance in municipalities.
Indicator responsibility	Director: Municipal Governance

Indicator title	2.1.3 Development of Good Governance Guidelines underpinning Standard of Best Practices
Short definition	Development of a Municipal Public Accounts Committees (MPAC) Handbook and the Development of a Handbook on the Appointment of Senior Managers.
Purpose/importance	Create awareness, guidance and education to MPAC members, municipal officials and councillors.
Source/collection of data	Research of applicable legislations, regulations, case law, circulars, national treasury and SALGA guidelines, assessments and academic publications. Evidence: <ul style="list-style-type: none"> Practice note, e-mails and/or correspondence
Method of calculation	Qualitative and quantitative Each guideline developed will be counted as one
Data limitations	None
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annual
New indicator	Yes
Desired performance	Capacitation and promotion of accountability.
Indicator responsibility	Director: Municipal Governance

Indicator title	2.1.4 Oversight of Municipal Public Accounts Committee (MPACs)
Short definition	To assess the proceedings of MPACs and implementation of its functions.
Purpose/importance	To improve oversight.
Source/collection of data	Evidence: <ul style="list-style-type: none"> Assessment report, agendas, and/or minutes of meetings.
Method of calculation	Qualitative and quantitative
Data limitations	Access to documentation and meetings
Type of indicator	Output
Calculation type	Cumulative Manual count of number of MPACs assessed
Reporting cycle	Quarterly
New indicator	No
Desired performance	Functionality of MPACs and assessing the needs of MPAC.
Indicator responsibility	Director: Municipal Governance

Indicator title	2.1.5 Municipalities supported with Initiatives to enable them to exercise Governance and Accountability
Short definition	Conduct workshops and awareness in municipalities pertaining to the following initiatives: anti-corruption, MPAC, legislative procedures in the recruitment and appointment of senior managers, rules of order and/or code of conduct for councillors.
Purpose/importance	To strengthen municipal council oversight function and governance over the executive and the administration, capacitation and promoting anti-corruption.
Source/collection of data	Legislation, case law, circulars Evidence: <ul style="list-style-type: none"> Agendas, attendance register and presentations
Method of calculation	Quantitative and qualitative
Data limitations	Dependent on requests
Type of indicator	Output
Calculation type	Cumulative Manual counting number of municipalities
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Municipal oversight function and governance strengthened.
Indicator responsibility	Director: Municipal Governance

Indicator title	2.1.6 Assessment of senior manager appointments in accordance with legal prescripts
Short definition	In terms of sections 54A(7)(a) and 56(4A) (a) of the Municipal Systems Act, a municipal Council must inform the MEC for Local Government of the appointment process and outcome of municipal managers and managers directly accountable to municipal managers.
Purpose/importance	To ensure that the appointment is in accordance with the Municipal Systems Act and applicable Regulations.
Source/collection of data	QPR and Annual Report Evidence: <ul style="list-style-type: none"> • Appointment letters
Method of calculation	Quantitative Manual counting number of assessments completed
Data limitations	Quality and completeness of information from municipal council and dependent on vacancies arising in municipalities.
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annual
New indicator	No
Desired performance	Due process followed.
Indicator responsibility	Director: Municipal Governance

Indicator title	2.1.7 Assessing Code of Conduct cases to ensure legislative compliance
Short definition	To attend to appeals from municipal councillors and to requests for the suspension and removal of councillors.
Purpose/importance	Statutory responsibility
Source/collection of data	Record of decision from municipal council Evidence: <ul style="list-style-type: none"> • Correspondence and/or submissions
Method of calculation	Quantitative Manual counting number of code of conduct cases assess
Data limitations	Quality and completeness of information from municipal council. Furthermore, dependent on councillors taking matters on appeal and municipalities requesting removal or suspension of a councillor.
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annual
New indicator	No
Desired performance	Lawful decisions
Indicator responsibility	Director: Municipal Governance

Indicator title	<u>Informal intervention support</u> 2.1.8 Reporting on support provided in respect of assessments conducted in terms of the Western Cape Monitoring and Support of Municipalities Act and investigations.
Short definition	To report on support provided in respect of assessment of complaints concerning municipalities in terms of Section 105 of the Municipal Systems Act and/or Section 5 of the Western Cape Monitoring and Support of Municipalities Act and support provided in respect of investigations.
Purpose/importance	To effectively and lawfully assess complaints in respect of municipalities so that these complaints may be resolved effectively and appropriately and to ensure that a report thereon is compiled.
Source/collection of data	Project Report, QPR, Annual Report
Method of calculation	Quantitative The actual consolidated report will be counted; however, this report will be accompanied by the relevant supporting documents.
Data limitations	No limitations
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Due process followed (procedurally and substantively).
Indicator responsibility	Director: Specialised Support

Indicator title	2.1.9 Specialised support provided on governance issues in response to municipalities' needs
Short definition	To support municipalities experiencing serious governance issues.
Purpose/importance	To support, process and intervene in the governance of municipalities in cases where serious governance transgression is alleged.
Source/collection of data	Project report, QPR, Annual Report
Method of calculation	Quantitative The actual support provided will be accounted as per the municipal needs.
Data limitations	No limitations
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Due process followed (procedurally and substantively).
Indicator responsibility	Director: Specialised Support

Indicator title	2.1.10 Research conducted to advance good governance best practices in municipalities
Short definition	Research and development assessment framework to advance good governance best practices in municipalities.
Purpose/importance	Research to enhance the provincial perspective on good governance best practices in municipalities.
Source/collection of data	Project report, QPR, Annual Report, municipal reports
Method of calculation	Quantitative Research Report
Data limitations	No limitations
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annual
New indicator	Yes
Desired performance	Due process followed (procedurally and substantively).
Indicator responsibility	Director: Specialised Support

Indicator title	<u>Investigations</u> 2.1.11 Reporting on support provided in respect of complaints and enquiries received in relation to mal-administration and non-compliance to statutory obligations at municipalities.
Short definition	To report on support provided in respect of complaints and/or enquiries conducted in relation to allegations of fraud, mal-administration, corruption and/or a failure to adhere to statutory obligations at a municipal level.
Purpose/importance	To ensure that fraud, mal-administration, corruption and/or non-compliance with statutory obligations is properly addressed within the applicable legal framework and that a report thereon is compiled.
Source/collection of data	Project report, QPR, Annual Report, municipal reports
Method of calculation	Quantitative The actual consolidated report will be counted; however, this report will be accompanied by the relevant supporting documents.
Data limitations	No limitations
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Due process followed (procedurally and substantively).
Indicator responsibility	Director: Specialised Support

Indicator title	<u>Formal Investigations</u> 2.1.12 Reporting on support provided in respect of formal provincial interventions justified or required in terms of Section 139 of the Constitution.
Short definition	To report on the preparation and execution of formal provincial interventions in municipalities undertaken in line with the applicable legal framework
Purpose/importance	To ensure that formal provincial interventions undertaken in terms of Section 139 of the Constitution are properly co-ordinated, effective and legally valid and that a report thereon is compiled.
Source/collection of data	Project report, QPR, Annual Report, municipal reports
Method of calculation	Quantitative The actual consolidated report will be counted; however, this report will be accompanied by the relevant supporting documents.
Data limitations	No limitations
Type of indicator	Output
Calculation type	Non-Cumulative
Reporting cycle	Annual
New indicator	No
Desired performance	Due process followed (procedurally and substantively).
Indicator responsibility	Director: Specialised Support

Nationally Prescribed Indicators

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

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

Sub-programme: 2.1.2 Public Participation

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

Strategic Objective Indicator

Indicator title	2.2 Programmes to Improve Public Participation in municipalities
Short definition	To support municipalities in strengthening their public participation processes.
Purpose/importance	To enhance participatory democracy at local level.
Source/collection of data	Attendance registers, minutes, Project reports, QPR and Annual Report
Method of calculation	Quantitative
Data limitations	Lack of capacity and administrative support by municipalities.
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Annual
New indicator	No
Desired performance	Improved public participation in municipalities
Indicator responsibility	Director: Public Participation

Programme Performance Indicators

Indicator title	2.2.1 Support actions to improve ward committee functionality
Short definition	Support ward committees with various capacity-building programmes to ensure functional ward committees: The following projects will be implemented: <ul style="list-style-type: none"> • Ward committee training; • Ward committee functionality (Know Your Ward Committee Campaigns); • Development and review of ward committee operational plans; and • Development and review of public participation and ward committee policies.
Purpose/importance	To ensure that ward committees are relevant and functional,
Source/collection of data	Reports, QPR and Annual Report Evidence Ward committee training <ul style="list-style-type: none"> • Invites, agendas, attendance registers, feedback report Ward Committee functionality <ul style="list-style-type: none"> • Invites, agendas, attendance registers Development and review <ul style="list-style-type: none"> • Ward committee operational plans, operational plans/ward committee policies/public participation policies, correspondence, development of template, presentation, invites, agendas, minutes, attendance registers
Method of calculation	Manual count of all support programmes implemented
Data limitations	Lack of capacity and administrative support by municipalities
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Capacitated and functional ward committees
Indicator responsibility	Director: Public Participation

Indicator title	2.2.2 Reports on ward committee functionality
Short definition	To monitor functionality of ward committees in municipalities.
Purpose/importance	To monitor ward committee functionality in municipalities.
Source/collection of data	Reports on functionality, QPR and Annual Report Evidence: <ul style="list-style-type: none"> • IPS/RMT reports
Method of calculation	Quantitative Manual count of all consolidated reports
Data limitations	Lack of capacity and administrative support by municipalities.
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	To assess the effectiveness of ward committees.
Indicator responsibility	Director: Public Participation

Indicator title	2.2.3 Municipalities supported with communication programmes
Short definition	To support with the communication programmes and to support by enhancing community participation in governance.
Purpose/importance	Ensuring that communities are informed on issues affecting their municipalities.
Source/collection of data	Project reports, municipalities and sector departments. Evidence: <ul style="list-style-type: none"> • Actual material developed for municipalities, e-mails, agendas, attendance register, brief summary report, Close-out report
Method of calculation	Quantitative Manual count of all municipalities supported
Data limitations	No limitations
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Effective communications channels within municipalities.
Indicator responsibility	Deputy Director: Communications

Indicator title	2.2.4 Specialised communication training provided to municipalities
Short definition	To develop training materials in support of municipal communicators in order to enhance communications output within municipalities.
Purpose/importance	To enhance communications output within municipalities.
Source/collection of data	Training manuals, workshop registers Evidence: <ul style="list-style-type: none"> • Training material developed for municipalities, e-mails, agendas, attendance registers, brief summary reports, Close-out reports
Method of calculation	Quantitative Manual count of specialised communication training provided
Data limitations	No limitations
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Bi-annual
New indicator	No
Desired performance	To enable municipalities to achieve a more professional relationship with communities.
Indicator responsibility	Deputy Director: Communications

Strategic Objective Indicator

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

Programme Performance Indicators

Indicator title	2.2.5 Municipalities supported with capacity-building actions on gender mainstreaming
Short definition	Municipalities supported to give effect to gender equality
Purpose/importance	Compliance with the National Gender Policy Framework for Local Government as well as Goal Three of the Millennium Development Goals, i.e. Gender Equality and Women's Empowerment
Source/collection of data	Reports and Gender Policies (Action Plans) Evidence: <ul style="list-style-type: none"> Letter to municipalities, agendas, minutes, attendance registers, checklist, summary report
Method of calculation	Quantitative Manual count of all municipalities supported
Data limitations	Failure by municipalities to develop and adopt Gender Policies
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Gender mainstreaming is institutionalised in municipalities
Indicator responsibility	Director: Public Participation

Nationally Prescribed Indicators

Indicator title	1. 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; and • Number of door-to-door campaigns for interactions with sub- structures including street committees.
Nature of Support	<ul style="list-style-type: none"> • Assess with a functionality tool; • Hold monthly and quarterly meetings; • Provide functionality indicator template; • Provide municipalities with generic template on/off ward operational plans; • Monitor implementation of ward operational plans; and • Conduct workshops.
Purpose/importance	To strengthen ward committee functionality and enhance community participation.
Source/collection of data	Ward Committee functionality status report
Portfolio of Evidence	Same evidence as the Provincial Indicator
Method of calculation	Quantitative Manual count of number of municipalities supported
Data limitations	Lack of maintaining the gender disaggregation or inaccurate information provided by municipalities.
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Annual
New indicator	No
Desired performance	All municipalities maintaining functional ward committees to promote deepened participatory democracy at local level.
Indicator responsibility	Director: Public Participation

Indicator title	2. 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 with the norms and standards through the identification of the registered complaints and from progress reports. Determine how they were resolved and the turn-around time of their resolution and give feedback to the complainant.
Purpose/importance	To ensure a structured two-way communication between municipalities and communities on service delivery concerns; and 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	Quantitative Manual count of number of municipalities supported
Data limitations	Availability of applicable systems on community concerns. The system can be electronic or manual.
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Annual
New indicator	No
Desired performance	Improved rate of response to community concerns by municipalities.
Indicator responsibility	Deputy Director: Communications

Sub-programme: 2.1.3 Capacity Development

Strategic Objective: To provide support and capacity-building programmes to municipalities

Strategic Objective Indicator

Indicator title	2.3 Programmes implemented to support and capacitate municipalities
Short definition	To support municipalities with capacity-building programmes, implementation of Municipal Property Rates Act, municipal ICT support, and municipal training programmes.
Purpose/importance	To ensure capacity development at municipalities for improved service delivery.
Source/collection of data	MGRO, Back to Basics, IDP Indaba, municipal requests, project plans, QPR, dashboard report, and Annual Reports
Method of calculation	Quantitative
Data limitations	No limitations
Type of indicator	Output
Calculation type	Cumulative and non-cumulative
Reporting cycle	Annual
New indicator	No
Desired performance	Improved municipal capacity.
Indicator responsibility	Director: Municipal Support and Capacity-building

Programme Performance Indicators

Indicator title	2.3.1 Capacity-building programmes implemented in municipalities (ongoing)
Short definition	Development and implementation of capacity-building programmes namely <ul style="list-style-type: none"> • B2B; and • Municipal HR Strategy.
Purpose/importance	To ensure capacity development at municipalities for improved service delivery.
Source/collection of data	Reports, QPR, Back to Basics, MGRO and Annual Reports Evidence B2B <ul style="list-style-type: none"> • Presentation, agenda, attendance registers, minutes Municipal HR Strategy <ul style="list-style-type: none"> • Agenda, attendance registers, minutes, progress report, HR strategy
Method of calculation	Quantitative Manual count of all programmes implemented
Data limitations	No limitations
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Bi-annual
New indicator	No
Desired performance	Improved municipal capacity and service delivery.
Indicator responsibility	Director: Municipal Support and Capacity-building

Indicator title	2.3.2 Training and Development programmes implemented in municipalities
Short definition	Training programme for municipal officials <ul style="list-style-type: none"> • Mentoring and coaching; • Municipal officials training; and • Councilor training.
Purpose/importance	To build capacity in municipalities through training programmes.
Source/collection of data	MGRO, Back to Basics, IDP Indaba, project plans, QPR, and Annual Report Evidence: <ul style="list-style-type: none"> • Circular, emails, shortlist, agenda, attendance register, course outline, facilitators report
Method of calculation	Quantitative Manual count of training and development programmes implemented
Data limitations	No limitations
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Bi-annual
New indicator	No
Desired performance	Officials with access to training opportunities.
Indicator responsibility	Director: Municipal Support and Capacity-building

Indicator title	2.3.3 Programmes to support municipalities with the enhancement of ICT
Short definition	Implement support programmes to strengthen the ICT functionality and compliance in municipalities: <ul style="list-style-type: none"> • Municipal website enhancement (25 municipalities); • Generalised ICT support provided to municipalities; and • Data Governance Framework.
Purpose/importance	To respond to the needs of municipalities in regard to ICT.
Source/collection of data	MGRO, AG reports, database and information received from municipalities. Evidence: <ul style="list-style-type: none"> • Agenda, attendance registers, minutes, emails, presentations, close reports
Method of calculation	Quantitative Manual count of all programmes implemented
Data limitations	No limitation
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Bi-annual
New indicator	No
Desired performance	Robust and compliant ICT system in municipalities.
Indicator responsibility	Director: Municipal Support and Capacity-building

Nationally Prescribed Indicators

Indicator title	1. 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 namely <ul style="list-style-type: none"> • B2B; and • Municipal HR strategy.
Nature of Support	To ensure capacity development at municipalities for improved service delivery.
Purpose/importance	To ensure capacity development at municipalities for improved service delivery.
Source/collection of data	Reports, QPR, Back to Basics, MGRO and Annual Reports Evidence B2B <ul style="list-style-type: none"> • Presentation, agenda, attendance registers, minutes Municipal HR Strategy <ul style="list-style-type: none"> • Agenda, attendance registers, minutes, progress report, HR strategy
Method of calculation	Quantitative Manual count of number of capacity-building interventions
Data limitations	Lack of submission of information from municipalities.
Type of indicator	Input
Calculation type	Cumulative
Reporting cycle	Bi-annual
New indicator	No
Desired performance	Improved municipal capacity and service delivery.
Indicator responsibility	Director: Municipal Support and Capacity-building

Indicator title	2. 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	<ul style="list-style-type: none"> Assess municipal rates policies, by-laws, rate and other related matters; Advise municipalities on compliance with regards to the MPRA; Make recommendations to non-compliant municipalities on corrective measures; and Facilitate the establishment and effective functioning of Valuation Appeal Boards.
Purpose/importance	Compliance with the MPRA will ensure that each municipality values and rates property uniformly and fairly in a transparent and consultative manner.
Source/collection of data	Rates policies, by-laws, tariffs, valuation/supplementary rolls from municipalities.
Portfolio of Evidence	Evidence Presentations and attendance registers, report where applicable
Method of calculation	Quantitative Manual count of number of municipalities supported
Data limitations	Inaccurate information supplied by municipalities, non-submission of credible information/reports by municipalities.
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	All local municipalities comply with the MPRA in order to provide nationwide uniformity, simplicity and certainty as well as to take into account the historical imbalances and rates burden on the poor.
Indicator responsibility	Director: Municipal Support and Capacity-building

Indicator title	3. 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	Quarterly B2B progress reports from municipalities, sector departments and other key stakeholders
Portfolio of Evidence	Evidence Report/briefing notes
Method of calculation	Quantitative Manual count of reports prepared and submitted
Data limitations	Lack of timeous and accurate reporting and commitment from all stakeholders.
Type of indicator	Output
Calculation type	Non-cumulative
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.
Indicator responsibility	Director: Municipal Support and Capacity-building

Indicator title	4. 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	Quantitative Manual count of number of municipalities supported
Data limitations	Municipalities not co-operative, Non-compliance to the legislation by municipalities
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	All municipalities implementing PMS in accordance with Chapter 6 of the MSA.
Indicator responsibility	Director: Municipal Support and Capacity-building

Sub-programme: 2.1.4: Municipal performance, monitoring, reporting and evaluation**Strategic Objective:** To monitor and evaluate municipal performance.**Strategic Objective Indicator**

Indicator title	2.4 Municipal performance monitoring programmes
Short definition	To assist municipalities with their reporting requirements.
Purpose/importance	To improve the reporting by municipalities to all stakeholders.
Source/collection of data	Municipal quarterly and Annual Reports
Method of calculation	Quantitative
Data limitations	No data limitations
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Annual
New indicator	No
Desired performance	The aim is to ensure effective and efficient reporting system by municipalities.
Indicator responsibility	Director: District and Local Performance Monitoring

Programme Performance Indicators

Indicator title	2.4.1 Provincial Integrated Assessments guiding support to municipalities
Short definition	Bi-annual performance reports assessments done to guide support to municipalities.
Purpose/importance	To monitor the performance of municipalities and to collect information to inform the differentiated support initiatives to be provided to municipalities.
Source/collection of data	Framework, project plan, QPR, and Annual Report Evidence <ul style="list-style-type: none"> Final report, letter to municipalities
Method of calculation	Quantitative Manual count of the assessments
Data limitations	No limitations
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Bi-annually
New indicator	Yes
Desired performance	The aim is to ensure effective and efficient support is provided to municipalities.
Indicator responsibility	Director: District and Local Performance Monitoring

Indicator title	2.4.2 Establishment of intra-departmental platform to facilitate integrated planning
Short definition	Establishment of municipal forums.
Purpose/importance	To establish a platform to facilitate discussion on the improvement and enhancements on the IPS system.
Source/collection of data	Draft municipal budgets Evidence: <ul style="list-style-type: none"> Summary report, final reports, SDBIPs
Method of calculation	Quantitative The intra-departmental platform: TORs for the 2018/19 reporting year.
Data limitations	No limitations
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Annual
New indicator	Yes
Desired performance	Development of a Terms of Reference.
Indicator responsibility	Director: District and Local Performance Monitoring

Indicator title	2.4.3 Initiatives to enhance monitoring and evaluation
Short definition	Training, helpdesk and system support
Purpose/importance	Various initiatives to enhance performance monitoring in municipalities.
Source/collection of data	Draft municipal budgets Evidence • Summary report, final reports
Method of calculation	Quantitative Manual count of all initiatives implemented
Data limitations	No limitations
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Bi-annual
New indicator	No
Desired performance	Compliance with municipal budget and reporting regulations.
Indicator responsibility	Director: District and Local Performance Monitoring

Nationally Prescribed Indicators

Indicator title	1. 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 put in place provincial mechanisms to organise, consolidate and 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	Evidence Annual Report, e-mails, submission/tabling letters
Method of calculation	Quantitative Manual count of reports compiled
Data limitations	Credibility of data and non-submission of performance reports
Type of indicator	Output
Calculation type	Non-cumulative
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.
Indicator responsibility	Director: District and Local Performance Monitoring

Sub-programme: 2.1.5: Service Delivery Integration

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

Strategic Objective Indicator

Indicator title	2.5 (a) Programmes implemented to improve access to government service
Short definition	Ensure co-ordination of the Thusong Programme in the Province.
Purpose/importance	To ensure effective functioning of the Thusong Programme so as to improve access to government services in the Province.
Source/collection of data	Project plan, QPR, and Annual Report
Method of calculation	Quantitative
Data limitations	No limitations
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Annual
New indicator	No
Desired performance	Assisting citizens to access government services through providing a platform for government departments and other stakeholders to render services to communities.
Indicator responsibility	Director: Service Delivery Integration

Programme Performance Indicators

Indicator title	2.5.1 Number of services accessed through the Thusong Programme
Short definition	Ensuring that the citizens have access to government services and other support services through the Thusong service centres and outreaches
Purpose/importance	Ensuring that the citizens have access to government services through the Thusong centres and outreaches within an acceptable radius.
Source/collection of data	Project plan, QPR, Annual Report, reports from Thusong service centres and the outreaches. Evidence <ul style="list-style-type: none"> • Outreach report; and • Departmental database report.
Method of calculation	Quantitative Manual count of services accessed
Data limitations	None
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annual
New indicator	No
Desired performance	Improved access to government services.
Indicator responsibility	Director: Service Delivery Integration

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

Indicator title	2.5.3 Support actions to ensure effective functioning of the Thusong Programme
Short definition	<p>Establish and implement support measures that will ensure sustainability of the Thusong Programme within the implementing municipalities. Support actions will include:</p> <ul style="list-style-type: none"> • Operating and maintenance funding; • Implementation of the Monitoring and Evaluation Framework; • Training Thusong service centre managers; • Thusong programme forum meetings; • Sustainability support plans for 5 centres; and • Revised provincial Thusong business plan.
Purpose/importance	To ensure successful implementation of the Thusong Programme in implementing municipalities.
Source/collection of data	<p>Project reports, training registers, meeting minutes, QPR, and Annual Report</p> <p>Evidence</p> <p>Operating and maintenance funding</p> <ul style="list-style-type: none"> • Gazette, MOA, summary report <p>Implementation of the Monitoring and Evaluation Framework training Thusong service centre managers</p> <ul style="list-style-type: none"> • E-mails, agendas, minutes, attendance registers, summary report, close report <p>Thusong Programme forum meetings</p> <ul style="list-style-type: none"> • Invitations, agendas, minutes, attendance registers, summary report, close report <p>Sustainability Support plans</p> <ul style="list-style-type: none"> • Actual plans, agendas, minutes, attendance registers, summary report, close-out report <p>Revised Provincial Thusong Business Plan</p> <ul style="list-style-type: none"> • Actual plan
Method of calculation	Quantitative and qualitative Manual count of number of support actions implemented
Data limitations	No limitations
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annual
New indicator	No
Desired performance	Sustainable Thusong Programme
Indicator responsibility	Director: Service Delivery Integration

Strategic Objective: To support co-operative governance between the three spheres of government.

Strategic Objective Indicator

Indicator title	2.5 (b) Programmes Supporting co-operative governance between the three spheres of government
Short definition	Effectively support provincial-wide and district IGR governance events.
Purpose/importance	To improve co-operative governance.
Source/collection of data	Meeting minutes, attendance registers, and Annual Report
Method of calculation	Quantitative
Data limitations	No limitations
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Annual
New indicator	No
Desired performance	IGR events successfully managed and stakeholders attend and participate.
Indicator responsibility	Director: Service Delivery Integration

Programme Performance Indicators

Indicator title	2.5.4 Support actions to improve functionality of IGR Fora
Short definition	Support actions that improve the functionality of the IGR for a, ie refer and follow up on governance issues between municipalities and provincial departments. Support actions are: <ul style="list-style-type: none"> • Support establishment of strategic agendas; • Support facilitation of case referrals emanating from IGR Fora; and • Facilitate/monitor the involvement of sector departments at district level (relevance of agenda, participation, types of issues addressed, matters resolved).
Purpose/importance	To improve co-operative governance
Source/collection of data	Meeting minutes, attendance registers, and Annual Report Evidence Support establishment of strategic agendas <ul style="list-style-type: none"> • TOR, meeting schedule, IGR calendar, agenda, attendance registers, minutes Support facilitation of case referrals emanating from IGR Fora <ul style="list-style-type: none"> • TOR, invite, agenda, attendance registers, minutes, presentation, report Facilitate/Monitor the involvement of sector departments at district level (Relevance of agenda, participation, types of issues addressed, matters resolved) <ul style="list-style-type: none"> • Invite, agenda, attendance registers, minutes, presentation, report
Method of calculation	Quantitative and qualitative Manual count of number of support actions implemented
Data limitations	Limitations
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Annual
New indicator	No
Desired performance	Improved co-operative inter-governmental relations.
Indicator responsibility	Director: Service Delivery Integration

Sub-programme 2.1.6: Community Development Worker Programme

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

Strategic Objective Indicator

Indicator title	2.6 Programmes improving access to and information about government services
Short definition	Ensure that adequate information reaches people in communities.
Purpose/importance	To educate communities in respect of the provision of government services.
Source/collection of data	Project reports, registers, QPR, and Annual Report
Method of calculation	Quantitative
Data limitations	No limitations
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Community members become aware of and have access to government services.
Indicator responsibility	Director: Community Development Worker Programme

Programme Performance Indicators

Indicator title	2.6.1 Support initiatives to improve access to government services
Short definition	<p>Provide the necessary support to communities, by amicably providing access to Government Services, pertaining to community needs to relevant Government Departments, at National, Provincial or Local Government level. Assisting communities, by identifying and communicating those needs to Government and bringing government services closer to the people.</p> <p>The indicator will be focusing on supporting the following key areas:</p> <ul style="list-style-type: none"> • Community outreach (all spheres of government); • Mobilisation for Thusong Outreach Programme; • Indigent Grant Subsidy (municipality); • Child support grant/maintenance; • Social relief of distress; • Early childhood development; • Nutritional centres; • Substance abuse; • Health and wellness; • Housing consumer education; • Public participation; • Ward committees; • Youth development; and • Disaster management.
Purpose/importance	To support government programmes to improve access to government services by the community.
Source/collection of data	Project reports, attendance registers ,QPR and Annual Report
Method of calculation	Quantitative Manual count of number of initiatives implemented
Data limitations	No limitations
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Community members become aware of and have access to government services.
Indicator responsibility	Director: Community Development Worker Programme

Indicator title	2.6.2 Support Programmes to improve access to small scale economic opportunities
Short definition	<p>To support programmes to improve access by the communities to small scale economic opportunities.</p> <p>The indicator will be focusing on supporting the following key areas:</p> <ul style="list-style-type: none"> • Food security; • Small enterprise development; • Tourism development; • Heritage development; and • Environmental management projects.
Purpose/importance	To improve socio-economic sustainability of communities to alleviate poverty and unemployment.
Source/collection of data	Project reports (Qualitative Template), emails or letters, QPR, Annual Report, etc.
Method of calculation	Quantitative Manual count of number of programmes implemented
Data limitations	No limitations
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Accessibility of community members to small scale economic opportunities.
Indicator responsibility	Director: Community Development Worker Programme

PROGRAMME 3: Development and Planning

Sub-programme 3.1: Municipal Infrastructure

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

Strategic Objective Indicator: Support programmes on infrastructure projects in communities.

Indicator title	3.1 Support Programmes on infrastructure
Short definition	To support municipalities to provide and maintain economic and social infrastructure
Purpose/importance	To assist municipalities to deliver on bulk infrastructure.
Source/collection of data	Project plan, QPR, Dashboard report, and Annual Report
Method of calculation	Quantitative
Data limitations	No limitations
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Annual
New indicator	No
Desired performance	Improved access to basic services and improved service delivery.
Indicator responsibility	Director: Municipal Infrastructure

Programme Performance Indicators

Indicator title	3.1.1 Implementation of programmes to strengthen basic service delivery
Short definition	<ul style="list-style-type: none"> Monitoring MIG expenditure to ensure delivery of critical service delivery infrastructure; and Municipalities supported with the development of Electricity Master Plans.
Purpose/importance	Municipalities are supported to effectively spend MIG and the development of Electricity Master Plans.
Source/collection of data	Evidence <ul style="list-style-type: none"> Quarterly MIG expenditure report, progress reports and (e-mails, agenda, attendance registers, minutes, where applicable); and Business plans, transfer agreements, e-mails, agenda, attendance registers, minutes, presentation, progress reports where applicable.
Method of calculation	Quantitative Manual count of number of programmes
Data limitations	No limitation
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Annual
New indicator	No
Desired performance	Improved access to basic services and improved service delivery.
Indicator responsibility	Director: Municipal Infrastructure

Indicator title	3.1.2 Enhance integrated and co-ordinated municipal infrastructure planning
Short definition	To support municipalities with the development of infrastructure and growth plans.
Purpose/importance	To ensure sustainable infrastructure development and to maximise the provision of service delivery.
Source/collection of data	Evidence <ul style="list-style-type: none"> Growth plans, PSGM4 sub-work group: support development and infrastructure, planning support strategy quarterly reports, e-mails, agenda, attendance registers, minutes, where applicable.
Method of calculation	Quantitative
Data limitations	No limitation
Type of indicator	Output
Calculation type	Non-cumulative.
Reporting cycle	Annual
New indicator	No
Desired performance	Improved access to basic services and improved service delivery.
Indicator responsibility	Director: Municipal Infrastructure

Indicator title	3.1.3 Municipal Infrastructure Governance and Service Delivery Maturity Level Assessments
Short definition	Municipal infrastructure assessments conducted to ascertain the infrastructure maturity levels within municipalities.
Purpose/importance	The assessments will allow the Department to gauge and understand the type of support required by municipalities.
Source/collection of data	Evidence <ul style="list-style-type: none"> • Bi-annual consolidated municipal infrastructure governance and service delivery maturity assessment reports.
Method of calculation	Quantitative Manual count of number of assessments implemented
Data limitations	No limitation
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Bi-annual
New indicator	Yes
Desired performance	Improved access to basic services and improved service delivery.
Indicator responsibility	Director: Municipal Infrastructure

Indicator title	3.1.4 Municipal Drought Mitigation Support Programme
Short definition	Financial support towards enhanced water security
Purpose/importance	Enhanced water security
Source/collection of data	<ul style="list-style-type: none"> • Drought assessment report; • Business plans; • Transfer agreements; • Progress reports; • E-mails; • Agendas; • Attendance registers; and • Minutes.
Method of calculation	Quantitative Drought programme implemented
Data limitations	No limitation
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Annual
New indicator	No
Desired performance	Water Security
Indicator responsibility	Director: Municipal Infrastructure

Indicator title	3.1.5 Number of functional co-ordinating structures for infrastructure development towards service delivery
Short definition	Joint initiative to deliver basic services.
Purpose/importance	Continuous co-ordination of municipal services delivery.
Source/collection of data	Sector department reports, municipal reports.
Method of calculation	Quantitative Manual count of number of co-ordinating structures
Data limitations	Information not provided by municipalities
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Enhanced collaboration on service delivery.
Indicator responsibility	Director: Municipal Infrastructure

Nationally Prescribed Indicators

Indicator title	1. 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	Qualitative Manual count of number of municipalities monitored
Data limitations	Inaccurate and or lack of information
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Enhanced service delivery.
Indicator responsibility	Director: Municipal Infrastructure

Indicator title	2. 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 communiques.
Purpose/importance	Provision of free basic services to indigent households.
Source/collection of data	Municipal quarterly reports on implementation of the indigent policy framework.
Portfolio of Evidence	Departmental report on the analysis and recommendations for improvement of and implementation, invitation letters, agenda, attendance registers and or letters.
Method of calculation	Quantitative Manual count of number of municipalities supported
Data limitations	None reporting and credibility of data from municipalities
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Bi-annual
New indicator	No
Desired performance	All municipalities implementing indigent registers to ensure increased access of free basic services to indigent households.
Indicator responsibility	Director: Municipal Infrastructure

Sub-programme 3.2: Disaster Management

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

Strategic Objective Indicator

Indicator title	3.2 (a) Programmes to coordinate effective disaster preparedness, intergovernmental relations and recovery
Short definition	Co-ordinate preparedness and rapid response programmes.
Purpose/importance	<ul style="list-style-type: none"> To ensure that relevant stakeholders have disaster preparedness plans; Centre enhancement to ensure functional provincial disaster management centre; and Co-ordinate and compile disaster management Annual Report.
Source/collection of data	Disaster preparedness plans, project reports, QPR, dashboard report, and Annual Report
Method of calculation	Quantitative
Data limitations	No limitations
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Annual
New indicator	No
Desired performance	Well co-ordinated disaster preparedness and rapid programmes.
Indicator responsibility	Director: Disaster Operations

Programme Performance Indicators

Indicator title	3.2.1 Stakeholders assisted in developing disaster preparedness plans
Short definition	Provide support to relevant stakeholders to develop disaster preparedness plans.
Purpose/importance	To ensure that relevant stakeholders have disaster preparedness plans.
Source/collection of data	Disaster preparedness plans, QPR, dashboard report and Annual Report. Evidence: <ul style="list-style-type: none"> Agenda, minutes, key notes, e-mails correspondence, draft documents, brief summary report.
Method of calculation	Quantitative Manual count of number of stakeholder's assist
Data limitations	No limitations
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Annual
New indicator	No
Desired performance	Provincial departments, municipalities and state owned enterprises mainstream disaster preparedness in their organisations.
Indicator responsibility	Director: Disaster Operations

Indicator title	3.2.2 Centre enhancements to ensure functional Western Cape Disaster Management Centre
Short definition	Ensure a functional provincial disaster management centre.
Purpose/importance	To improve the functionality of provincial disaster management centre.
Source/collection of data	Project plan, QPR, dashboard report, and Annual Report. Evidence: <ul style="list-style-type: none"> Letter of approval, pre/post pictures, brief summary reports
Method of calculation	Quantitative Reports or/and actual products that were purchased to enhanced the disaster centre
Data limitations	No limitations
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annual
New indicator	No
Desired performance	To ensure that the provincial disaster management centre is able to fulfil its legislative functions effectively.
Indicator responsibility	Director: Disaster Operations

Indicator title	3.2.3 Provincial Disaster Management Annual Report
Short definition	Co-ordinate and compile disaster management Annual Report.
Purpose/importance	To keep stakeholders updated on the progress relating to achievements on disaster management.
Source/collection of data	District Disaster Management Centre, project reports, QPR, dashboard report and Annual Reports. Evidence: <ul style="list-style-type: none"> Annual Report
Method of calculation	Quantitative Annual Report
Data limitations	No limitations
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annual
New indicator	No
Desired performance	Updated stakeholders on the progress relating to achievements on disaster management.
Indicator responsibility	Director: Disaster Operations

Indicator title	3.2.4 Meetings of Inter-governmental Disaster Management Fora
Short definition	Ensure an integrated approach in co-ordination of Disaster Management and share knowledge and promote peer learning.
Purpose/importance	To measure good governance by ensuring the following: <ul style="list-style-type: none"> • Functional established district disaster fora; and • Number of disaster fora held.
Source/collection of data	Minutes of meetings Evidence: <ul style="list-style-type: none"> • Agenda, minutes, brief summary report
Method of calculation	Quantitative Manual count of number of meetings held
Data limitations	Lack of co-operation by identified role players
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Ensure an integrated approach in the co-ordination of Disaster Management by all stakeholders in Province
Indicator responsibility	Deputy Director: Disaster Operations

Indicator title	3.2.5 Disaster damage assessments/verifications conducted.
Short definition	Conduct disaster damage assessments of infrastructure and services after major disaster incidents have occurred.
Purpose/importance	To assess damage of infrastructure and services from disasters in the Province (both municipal and provincial).
Source/collection of data	Assessment reports, QPR, Dashboard report, and Annual Report
Method of calculation	Quantitative Manual count of number of assessments conducted
Data limitations	No limitations
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Annual
New indicator	No
Desired performance	Comprehensive assessment of damage caused by disasters.
Indicator responsibility	Director: Disaster Operations

Indicator title	3.2.6 Disaster declarations/classifications facilitated
Short definition	To facilitate disaster declarations, classifications, and applications for additional funding.
Purpose/importance	To facilitate the declaration of disasters by municipalities or the Province.
Source/collection of data	Report, QPR, dashboard report, and Annual Report. Evidence: <ul style="list-style-type: none"> All evidence building up to the declarations/classifications up until completion.
Method of calculation	Quantitative Manual count of number of declarations/classifications facilitated
Data limitations	No limitations
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Annual
New indicator	No
Desired performance	Speedy disaster declaration, classification and funding applications.
Indicator responsibility	Director: Disaster Operations

Indicator title	3.2.7 Disaster recovery programmes monitored and supported
Short definition	Monitor implementation of disaster recovery incidents/disasters monitored and supported.
Purpose/importance	To ensure that disaster recovery incidents/disasters are monitored and supported.
Source/collection of data	Reports, QPR, Dashboard report, and Annual Report Evidence: <ul style="list-style-type: none"> All evidence showing projects which were supported
Method of calculation	Quantitative Manual count of number of programmes implemented
Data limitations	No limitations
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Annual
New indicator	No
Desired performance	Disaster recovery projects implemented and funding spent.
Indicator responsibility	Director: Disaster Operations

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

Strategic Objective Indicator

Indicator title	3.2 (b) Programmes to reduce potential risks
Short definition	To facilitate and co-ordinate the reduction of potential risks posed by hazards
Purpose/importance	<ul style="list-style-type: none"> To ensure that municipalities reduce their disaster risks through disaster risk reduction measures in IDPs; To identify disaster risks and vulnerabilities in the Province and maintain a provincial risk profile; and To make communities aware of disaster hazards.
Source/collection of data	Project reports, QPR, Dashboard report, and Annual Report
Method of calculation	Quantitative
Data limitations	No limitations
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Annual
New indicator	No
Desired performance	Municipalities with disaster risk reduction measures in IDPs.
Indicator responsibility	Director: Disaster Risk Reduction

Programme Performance Indicators

Indicator title	3.2.8 Municipalities supported with risk and vulnerability assessments
Short definition	Disaster risk and vulnerability assessment support programme.
Purpose/importance	To identify disaster risks and vulnerabilities in the Province and maintain a provincial risk profile.
Source/collection of data	Project reports, QPR, Dashboard report, and Annual Report Evidence: <ul style="list-style-type: none"> E-mails, intro letters, minutes, attendance register, photos, report
Method of calculation	Quantitative Manual count of number of municipalities supported
Data limitations	No limitations
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Annual
New indicator	No
Desired performance	To provide all stakeholders with updated information on disaster risks and vulnerabilities.
Indicator responsibility	Director: Disaster Risk Reduction

Indicator title	3.2.9 Municipalities supported to develop Disaster Risk Reduction measures in IDPs
Short definition	Municipalities supported to develop disaster risk reduction measures in their IDPs.
Purpose/importance	To ensure that municipalities reduce their disaster risks by including disaster risk reduction measures in IDPs.
Source/collection of data	Project reports, QPR, Dashboard report, and Annual Report Evidence: <ul style="list-style-type: none"> Presentations, minutes, assessment on IDP reports, one on one engagements.
Method of calculation	Quantitative Manual count of number of municipalities supported
Data limitations	No limitations
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Annual
New indicator	No
Desired performance	Municipalities instituting disaster risk reduction measures in IDPs.
Indicator responsibility	Director: Disaster Risk Reduction

Indicator title	3.2.10 Maintenance of Data Repository at Western Cape Disaster Management Centre
Short definition	Maintain the Spatial Data Repository at the Western Cape Disaster Management Centre.
Purpose/importance	To provide accurate information to decision makers by ensuring that the spatial data repository is updated and maintained.
Source/collection of data	Project reports, QPR, Dashboard report, and Annual Report Evidence: <ul style="list-style-type: none"> Index of system, presentation, report (before & after), brief summary of project.
Method of calculation	Quantitative Index of system
Data limitations	No limitations
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annual
New indicator	No
Desired performance	All disaster management stakeholders have access to accurate information to improve decision-making.
Indicator responsibility	Director: Disaster Risk Reduction

Indicator title	3.2.11 Disaster Hazard Awareness Programme
Short definition	Provide hazard awareness campaigns in the Province.
Purpose/importance	To make communities aware of disaster hazards.
Source/collection of data	Project reports, attendance registers, QPR, dashboard report, and Annual Report. Evidence: <ul style="list-style-type: none"> SLA, minutes where applicable, photos, pre and post evaluation forms, close-out report, brief summary report
Method of calculation	Quantitative Manual count of number of Hazard Awareness Programme
Data limitations	No limitations
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Annual
New indicator	No
Desired performance	Communicate awareness to encourage risk avoidance behaviour and emergency preparedness.
Indicator responsibility	Director: Disaster Risk Reduction

Strategic Objective Indicator

Indicator title	3.2 (c) Programmes to improve fire and rescue services capability
Short definition	Provincial Emergency Services Training Centre projects (EPESTC) at Wolwekloof.
Purpose/importance	To ensure that training needs of municipal fire and emergency services are adequately addressed.
Source/collection of data	Attendance registers, QPR, dashboard report, and Annual Report
Method of calculation	Quantitative
Data limitations	No limitation
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Annual
New indicator	No
Desired performance	Reduction on fires and fatalities.
Indicator responsibility	Deputy Director: Fire Brigade Services

Programme Performance Indicators

Indicator title	3.2.12 Fire Service Training Programmes
Short definition	To ensure that training needs of municipal fire services are adequately addressed.
Purpose/importance	To ensure that training needs of municipal fire services are adequately addressed.
Source/collection of data	Quantitative Evidence: <ul style="list-style-type: none"> • Attendance registers, manuals, course outline, programmes delivered; and • Manual count of number programmes a conducted at Wolwekloof.
Method of calculation	No limitation
Data limitations	Output
Type of indicator	Cumulative
Calculation type	Quarterly
Reporting cycle	No
New indicator	Reduction of fires and fatalities
Desired performance	To ensure that training needs of municipal fire services are adequately addressed.
Indicator responsibility	Deputy Director: Fire Brigade Services

Indicator title	3.2.13 Aerial Fire-Fighting and Ground Support Programmes
Short definition	To develop and maintain a specialised pro-active and reactive response capability to Wildfires in the Western Cape.
Purpose/importance	To ensure effective and efficient response to wildfires and optimal utilisation of resources.
Source/collection of data	Project reports, QPR, Dashboard report, and Annual Report Evidence: <ul style="list-style-type: none"> Signed MOU
Method of calculation	Quantitative Manual count of number of aerial fire-fighting training conducted
Data limitations	No limitation
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Effective and efficient response to wildfires.
Indicator responsibility	Deputy Director: Fire Brigade Services

Indicator title	3.2.14 Emergency Management Skills Capacity Development (Incident Command) Programmes
Short definition	Incident command processes to ensure effective command, control and co-ordination at all risks.
Purpose/importance	To ensure standardised and uniform incident management in the Province.
Source/collection of data	QPR, Dashboard report, and Annual Report Evidence: <ul style="list-style-type: none"> ICS Toolkit Products
Method of calculation	Quantitative Manual count of number of emergency training conducted
Data limitations	No limitation
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Effective and efficient incident management.
Indicator responsibility	Deputy Director: Fire Brigade Services

Indicator title	3.2.15 Fire and Life Safety Programmes
Short definition	Support municipalities to educate people on fire and life safety.
Purpose/importance	To assist municipalities to reduce the number of fires and fatalities in communities.
Source/collection of data	Attendance registers, project reports, QPR, and Annual Report. Evidence: <ul style="list-style-type: none"> Smoke Alarm project plan, articles, Minister's speech, photos, programme, FiEF toolkit, printed materials and products.
Method of calculation	Quantitative Manual count of number of fire-fighting training conducted
Data limitations	No limitation
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Reduction on fires and fatalities.
Indicator responsibility	Deputy Director: Fire Brigade Services

Indicator title	3.2.16 Special Operations Capacity Building Programmes
Short definition	Development of Special Operations Capacity in municipal fire services.
Purpose/importance	To ensure the availability of specialised skills and capacity to deal with large incidents/disasters.
Source/collection of data	Project plan, QPR, Dashboard report, and Annual Report Evidence: <ul style="list-style-type: none"> Fire trucks (programme launch, photos, articles)
Method of calculation	Quantitative Manual count of number of special operations training conducted
Data limitations	None
Type of indicator	Out put
Calculation type	Non-cumulative
Reporting cycle	Bi-annual
New indicator	No
Desired performance	Specialised skills and capacity throughout the Province.
Indicator responsibility	Deputy Director: Fire Brigade Services

Nationally Prescribed Indicators

Indicator title	1. 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	<ul style="list-style-type: none"> 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; and 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 Centres 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; and Support municipalities to establish and maintain functional Disaster Management Centres.
Method of calculation	Qualitative 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	Output
Calculation type	Non-cumulative
Reporting cycle	Annual
New indicator	No
Desired performance	Timeous response to disaster incidence and reduction of the impact of distress communities.
Indicator responsibility	Deputy Director: Disaster Operations

Indicator title	2. Number of municipalities supported on Fire Brigade Services
Short definition	Fire Brigade Services operational to co-ordinate fire services activities in the municipalities in terms of legislative requirements.
Nature of support	Fire Capacity Conditional Grant support for 11 municipalities.
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 Services is functional and or proof of financial support provided.
Method of calculation	Qualitative Manual count
Data limitations	None
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	N/A
New indicator	No
Desired performance	Improved prevention, response and recovery for fire in communities.
Indicator responsibility	Deputy Director: Chief Directorate Disaster Management and Fire Brigade Services

Sub-programme 3.3: Integrated Development Planning

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

Strategic Objective Indicator

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

Programme Performance Indicators

Indicator title	3.3.1 Percentage of IDP Assessment Reports determining alignment of planning and budget allocation
Short definition	To provide framework and parameters for the assessment of IDPs.
Purpose/importance	To provide a framework for the co-ordination of sector department comments on municipal IDPs to ensure intergovernmental planning alignment.
Source/collection of data	IDPs assessment reports, IDP assessment framework. Evidence: <ul style="list-style-type: none"> Assessments reports
Method of calculation	Quantitative A = Number of municipalities' IDPs assessed reflecting alignment of planning and budget allocation B = Number of municipalities in the Province Formula: $A / B \times 100$ e.g. $25 / 30 \times 100 = 83\%$
Data limitations	No limitations
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Annual
New indicator	No
Desired performance	All municipalities having realistic and implementable IDPs.
Indicator responsibility	Director: Integrated Development Planning

Indicator title	3.3.2 Planning alignment of the district municipality and the local municipalities within its area
Short definition	To monitor Integrated Development Planning alignment.
Purpose/importance	To monitor the co-ordination and alignment of Integrated Development Planning of the district and the different local municipalities within its area.
Source/collection of data	Process plans or time-schedules
Method of calculation	Quantitative A = Activities of local municipality aligned with activities on that respective district municipality's process plan/time-schedule B = Activities of district municipality's process plan/time-schedule requiring local municipality involvement Formula: $A / B \times 100$ e.g. $15 / 20 \times 100 = 75\%$
Data limitations	No limitations
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Annual
New indicator	No
Desired performance	Improved co-ordination and alignment of Integrated Development Planning.
Indicator responsibility	Director: Integrated Development Planning

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

Strategic Objective Indicator

Indicator title	3.3 (b) Programmes to improve Intergovernmental planning in IDPs
Short definition	Joint planning for maximum service delivery.
Purpose/importance	To ensure Improved participation in IDP processes .
Source/collection of data	Assessment reports, project plan, QPR, Dashboard report and Annual Report
Method of calculation	Quantitative
Data limitations	Attendance
Type of indicator	Output
Calculation type	Cumulative on annual basis
Reporting cycle	Annually
New indicator	No
Desired performance	Improved inter-governmental co-ordination.
Indicator responsibility	Director: Integrated Development Planning

Programme Performance Indicators

Indicator title	3.3.3 Percentage JPI agreements facilitated to reflect in the respective planning instruments of stakeholders
Short definition	To ensure long term impact to communities.
Purpose/importance	Ensure maximum service delivery to communities.
Source/collection of data	Progress reports, QPR, Annual Report and IDP Evidence: <ul style="list-style-type: none"> • Spreadsheet, Close-off reports
Method of calculation	Quantitative A = Number of JPI projects to be implemented in the financial year B = Number of JPI projects for the financial year reflected in the APPs and IDPs A/B * 100 = % E.g. 85/100 * 100 = 85%
Data limitations	No limitations
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Annual
New indicator	No
Desired performance	Improved inter-governmental co-ordination and implementation.
Indicator responsibility	Director: Integrated Development Planning

Nationally Prescribed Indicators

Indicator title	1. 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	Qualitative Manual count of number of municipalities supported
Data limitations	IDPs not adopted by Council as per IDP process plan
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annual
New indicator	No
Desired performance	All municipalities developed legally compliant IDPs. Fire Brigade Services
Indicator responsibility	Director: Integrated Development Planning



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