



Western Cape  
Government

Local Government



**Strategic Plan 2015/16-2019/20**  
Local Government

## FOREWORD

There are enormous challenges facing South Africa in general and local government in particular regarding the attainment of both growth and development. Thus the Department positioned itself to be able to deal with these challenges and is well on course to achieve its targets set in the last five years. In the process, pockets of best practices in dealing with these challenges have been identified and will lay a foundation for my Department's support to Municipalities in the next five years.



Five years ago, I tabled a strategic plan indicating how my Department would respond to challenges faced by Municipalities. At that time many Municipalities were not complying with legislative requirements. I am happy to indicate that five years later we have been able to achieve most of the targets set, and in the process, improved both performance and the level of compliance. This was achieved within a complex regulatory environment.

Over the years, together with partners that work in the municipal space, we have been able to move towards an improved level of compliance. This is evident when you look at the report of the Auditor-General wherein it is indicated that 17 Municipalities in the Province received clean audits in 2013/14.

Progress is further evidenced by the Municipal IQ report released in December 2014, which indicates that out of the top ten best performing Municipalities in the country, 8 are from the Western Cape.

It is against this backdrop that I present my department's Strategic Plan 2015/20. This plan acknowledges that whilst remarkable progress has been made over the past five years, there are still challenges faced by a number of Municipalities. To cite but a few:

- Poor communication between Municipalities and communities they serve;
- Aging infrastructure which is at a risk of deterioration; and
- Shortage of technical skills required for service delivery.

Guided by the Medium-Term Strategic Framework and Provincial Strategic Plan, my Department has set goals and objectives for the next five years. These respond to challenges identified by Municipalities at various engagements. For example, in responding to the challenges mentioned above, my Department will:

- Extend and deepen its support to Municipalities to ensure that communities are at the centre of their communication. The developmental mandate of local government can be best realised when communities become directly involved in issues relating to their development. In this regard, engagement between Municipalities and the communities they serve is critical.

## FOREWORD

- Expand its municipal infrastructure support over the MTEF to support Municipalities with their maintenance.
- Strengthen and consolidate all training initiatives provided to Municipalities with a view to ensure an integrated approach to facilitate maximum impact.
- Expand the Thusong footprint and, together with the CDW programme, create a comprehensive referral system for all government services. Over the past few years, the Thusong and the CDW programmes have played a major role in bringing government services to where people live.

As we prepare for an uncertain future due to climate change, it is also important that we put in place the necessary building blocks which will enable communities to be resilient and empowered so that they can be able to respond to the disaster risks with which they are faced.

I remain confident that through the plans contained in this Strategic Plan, we will take our Municipalities to improved success in service delivery.



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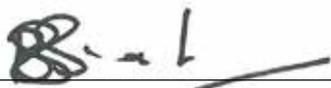
**AW Bredell**  
**Minister of Local Government,**  
**Environmental Affairs and Development Planning**

## OFFICIAL SIGN-OFF

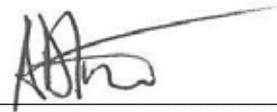
### Official Sign-off

It is hereby certified that this Strategic Plan:

- Was developed by the management of the Department of Local Government under the guidance of Mr Anton Bredell Minister of Local Government, Environmental Affairs and Development Planning.
- Takes into account all the relevant policies, legislation and other mandates for which the Department is responsible.
- Accurately reflects the strategic outcome-oriented goals and objectives which the Department of Local Government will endeavour to achieve over the period 2015/16 -2019/20.



**Mrs B Sewlall-Singh**  
**Chief Financial Officer**

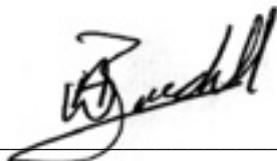


**Mr A Dlwengu**  
**Director: Policy and Strategic Support**



**Dr H Fast**  
**Accounting Officer (Head of Department)**

Approved by:



**Mr AW Bredell**  
**Executive Authority**

## LIST OF ABBREVIATIONS

1. **AO:** Accounting Officer.
2. **CBOs:** Community Based Organisations.
3. **CDW:** Community Development Worker.
4. **CoCT:** City of Cape Town.
5. **CWP:** Community Work Programme.
6. **DBSA:** Development Bank of Southern Africa.
7. **DCF:** District Co-ordinating Forum.
8. **DCOG:** Department of Co-operative Governance.
9. **DLG:** Department of Local Government.
10. **DM:** District Municipality.
11. **DPME:** Department of Monitoring and Evaluation.
12. **ICT:** Information and Communications Technology.
13. **IDP:** Integrated Development Plan.
14. **IGPBF:** Intergovernmental Planning and Budgeting Framework.
15. **IGR:** Intergovernmental Relations.
16. **LED:** Local Economic Development.
17. **LGTAS:** Local Government Turn Around Strategy.
18. **M&E:** Monitoring and Evaluation.
19. **MFMA:** Municipal Finance Management Act.
20. **MGRO:** Municipal Governance Review and Outlook.
21. **MIG:** Municipal Infrastructure Grant.
22. **MIGMIS:** Municipal Infrastructure Grant Management Information System.
23. **MINMAY:** Forum of Provincial Minister of Local Government & Executive Mayors.
24. **MINMAYTECH:** Forum of the Head of Department: Local Government & Municipal Managers.
25. **MISA:** Municipal Infrastructure Support Agency.
26. **MPAT:** Management Performance Assessment Tool.
27. **MPRA:** Municipal Property Rates Act, 2004 (Act 6 of 2004).

## LIST OF ABBREVIATIONS

28. **MSA:** Municipal System Act, 2000 (Act, 32 of 2000).
29. **MTEF:** Medium-Term Expenditure Framework
30. **NCOP:** National Council of Provinces.
31. **NDP:** Neighbourhood Development Plan.
32. **NSDP:** National Spatial Development Perspective.
33. **NSRI:** National Sea Rescue Institute.
34. **OPMS:** Organisational Performance Management System.
35. **PCF:** Premier's Co-ordinating Forum.
36. **PFMA:** Public Finance Management Act, 2003 (Act 56 of 2003).
37. **PGMTEC:** Provincial Government Medium-Term Expenditure Committee.
38. **PMS:** Performance Management System.
39. **PSG:** Provincial Strategic Goal.
40. **PSDF:** Provincial Spatial Development Framework.
41. **PT:** Provincial Treasury.
42. **PTI:** Provincial Training Institute.
43. **RMT:** Regional Management Team.
44. **SALGA:** South African Local Government Association.
45. **SAMSA:** South African Maritime Safety Association.
46. **SCM:** Supplier Chain Management.
47. **SDBIP:** Service Delivery & Budget Implementation Plan.
48. **SDF:** Spatial Development Framework.
49. **SDI:** Service Delivery Integration.
50. **TSC:** Thusong Services Centre.
51. **WC:** Western Cape.

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### 1. Vision

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

### 2. Mission

To monitor, coordinate and support Municipalities to be effective in fulfilling their developmental mandate, and facilitate service delivery and disaster resilience through engagement with government spheres and social partners.

### 3. Values

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

- Caring,
- Competency,
- Accountability,
- Integrity, and
- Responsiveness.

## 4. LEGISLATIVE AND OTHER MANDATES

### 4.1. Constitutional Mandates

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

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

### 4.2. Legislative Mandates

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

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

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

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

Together these Acts describe the political decision-making systems which apply to different categories of Municipalities. They define the powers and duties of various role players, regulate the delegation of powers and provide a code of conduct to govern both councillors and officials. In so doing, they provide the benchmark against which Provincial Government needs to regulate, monitor, support and coordinate Municipalities under its jurisdiction.

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

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

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

This Act aims to regulate the power of a Municipality to impose rates on property, to exclude certain properties from rating in the national interest, 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, to make provision for an 'objection and appeal' process, to amend the Local Government: Municipal Systems Act, 2000, to make further provision for the serving of documents by Municipalities, and to amend or repeal certain legislation

The Local Government: Municipal Property Rates Amendment Act, 2014 will come into operation on 1 July 2015. The Act aims to provide for the various amendments, insertions and deletions in order to enhance proper reporting, compliance and implementation of the processes and procedures pertaining to the implementation of the Act.

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

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

**f) Intergovernmental Relations Framework Act, 2005 (Act 13 of 2005)**

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

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

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

**4.3. Other Local Government Legislation**

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

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

**4.4. Transversal Legislation**

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

- Public Service Act, 1994 (Act 103 of 1994) and Public Service Regulations of 2000;
- Public Finance Management Act, 1999 (Act 1 of 1999) and National Treasury Regulations;
- Annual Division of Revenue Act;

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

#### 4.5. Local Government Policy Mandates

The following provide the policy framework for local government:

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

#### 4.6. Other policy mandates

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

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

#### 4.7. Planned Policy Initiatives

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

## 5. Situational analysis

### 5.1 Performance environment

The Department is committed to the realisation of the developmental objectives set out in the National Development Plan, which was adopted in 2012. The role that the Department needs to play to reach the desired destination as identified by the NDP is contained in the Medium-Term Strategic Framework (MTSF) 2014-2019 chapter on local government.

This chapter is structured around Outcome 9: responsive, accountable, effective and efficient developmental local government, which has the following sub-outcomes:

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

In 2014 the National Department of Cooperative Governance and Traditional Affairs (COGTA) adopted a new approach aimed at revitalising and strengthening the performance of the local government sector. This programme, called “Back to Basics,” rests on five pillars, namely:

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

## STRATEGIC OVERVIEW

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

This approach calls for the sector to commit to:

- Implement the Back to Basics programme, thereby creating conditions for decent living by consistently delivering municipal services to the right quality and standard. This includes planning, delivery and maintenance of infrastructure and amenities;
- Ensure quarterly performance monitoring and reporting on the work of Municipalities as directed by the Back to Basics approach; and
- Improve the political management of Municipalities and be responsive to the needs and aspirations of local communities.

Whilst responding to priorities identified at national level the Department is functioning in a provincial sphere which has its unique challenges. To this effect the Provincial Strategic Plan 2014-2019 should be read together with the MTSF mentioned above.

The five provincial strategic goals are:

Goal 1: Create opportunities for growth and jobs;

Goal 2: Improve education outcomes and opportunities for youth development;

Goal 3: Increase wellness, safety and tackle social ills;

Goal 4: Enable a resilient sustainable, quality and inclusive living environment; and

Goal 5: Embed good governance and integrated service delivery through partnerships and spatial alignment.

The strategic goals and objectives to which the department contributes to are **goal 1**: create opportunities for growth and jobs, through oversight of the Community Work Programme, and **goal 4**: enable a resilient sustainable, quality and inclusive living environment through supporting Municipalities with bulk infrastructure planning and implementation (focusing on water and sanitation).

The Department also contributes to **strategic goal 5**: embed good governance and integrated service delivery through partnerships and spatial alignment. This goal rests on three objectives namely **enhanced governance**; which is further strengthening and consolidation of good governance efforts; **inclusive society**; which focuses on improving access to information, improving service delivery and communication with communities; and **integrated management**; which focuses on alignment of provincial and local government planning, budgeting and implementation.

## STRATEGIC OVERVIEW

These objectives are informed by the outputs as indicated in the table below:

Objective	Output
Enhanced governance	<ol style="list-style-type: none"> <li>1. Efficient, effective and responsive provincial governance</li> <li>2. Efficient, effective and responsive local governance</li> </ol>
Inclusive society	<ol style="list-style-type: none"> <li>1. Service interface</li> <li>2. Community engagement</li> </ol>
Integrated management	<ol style="list-style-type: none"> <li>1. Policy alignment, integrated planning, budgeting and implementation</li> <li>2. Province-wide M &amp; E System with intergovernmental reporting</li> <li>3. Implement strategic delivery plans</li> </ol>

The MTSF, Back to Basics Framework and the Provincial Strategic Goals mentioned above serve as the frame of reference for the Department's strategic direction over the next five years.

### Overview of service delivery

Census 2011 indicates that the Province recorded access levels of 99.1% to piped water, 96.9% to sanitation and 93.4% to electricity. This improvement is despite the recorded increase of 28.7% in population between 2001 and 2011. This indicates the success of our programmes aimed at supporting Municipalities with planning and maintenance of infrastructure.

Statistics South Africa estimates the population of the province to be around 6 116 300. Stats SA further predicts the provincial population to grow by 10.5% between 2014 and 2024, which is a total increase of more than 630 000 people. Migration is one of the important demographic processes which shapes the distribution of the provincial population. For the period 2011 to 2016, it is estimated that the Province will experience an inflow of migrants of approximately 344 830. This will have a bearing on service delivery as Municipalities must take this growth into account in their planning.

In order for Municipalities to provide basic services, they have to generate funds by charging rates for their services. In this regard, the external environment within which they operate becomes an important factor. Statistics indicate that the unemployment rate at the end of the second quarter in 2014 stood at 23.5 %, and an increase in this percentage will ultimately have an impact on the ability of Municipalities to collect the much needed revenue necessary for them to be able to provide a range of services. Further to this, the Provincial Economic Review Outlook 2014 (PERO 2014) indicates that the economic growth outlook over the next few years shows signs of low investment, slow growth, limited industrial diversification and poor labour market conditions. Municipalities will therefore have to put in place strategies to ensure sustainability during these times.

As the Department tasked by the Constitution to monitor and support Municipalities to deliver on their mandate, we have identified thirteen Strategic Objectives responding to the challenges identified by Municipalities. These strategic objectives are also informed by the priorities indicated in the section below.

### **Key priorities for the next five years**

An ideal Municipality is one which is able to fulfil the service delivery and developmental mandates of the Constitution, and which does so in a manner that responds to the aspirations of communities.

Over the past five years, the Department has been assisting Municipalities to move toward this ideal, and great strides have been made. Access to basic services has improved, as indicated above. A key sign that the Department has been effective in supporting Municipalities to develop and maintain robust administrative and governance systems is the set of audit results for 2013/14. A total of 17 Municipalities achieved “clean audits” (up from 11 the year before), and 29 out of 30 Municipalities received unqualified audits.

Yet there is far to go. The Department has assessed the gap between the ideal and the real, and has developed a range of strategies and programmes that will address the gap. Among these are five key priorities.

In terms of municipal infrastructure, all Municipalities now have water and sanitation master plans, and the process of developing electricity master plans has started. Yet many infrastructure challenges remain, the foremost being underinvestment in maintenance and rehabilitation of infrastructure. The Department is embarking on a programme to assist Municipalities to prioritise infrastructure investment through the development of credible asset management plans.

A challenge in the local government sphere is that some Municipalities are relatively stable and well-resourced to be able to deliver on their mandate. Others have fewer resources, both in terms of financial and administrative capacity. This is because Municipalities operate under different socio-economic contexts based on their social, demographic and spatial profiles.

It is therefore important that the Department acknowledges that Municipalities have different challenges and that support must be attuned to the unique circumstances of each Municipality. It is for this reason that another priority of the Department is the adoption of a differentiated model, which is centred on the differing capacity levels of Municipalities. This will ensure that targeted support is channelled in a manner that will assist Municipalities which need it the most. This differentiated model will draw in all relevant sector departments, as the support required is multi-faceted. Falling within the differentiated support programme will be the upscaling of shared services, and the further roll-out of middle management training in Municipalities.

In addition, the Department will develop a governance framework which will assist Municipalities to go beyond compliance. Interventions in this area will include providing support on ICT governance and cascading performance management to all levels in Municipalities.

A third priority is upscaling the provision of government services to where people live. The Thusong and CDW programmes have played a major role in bringing government services to where people live. Throughout the Province, over 90% of residents now have access to a range of government services at least once a year through the Thusong Centres, Satellites, and Outreaches. Over the next five years, a comprehensive referral system will be developed in the Metro and each District so as to ensure that citizens know where to access specific services and thereby do not waste time and transport money.

Fourthly, the Department will implement the National Development Plan and Provincial Strategic Plan together with Municipalities in what is called the Joint Planning Initiative, or the JPI. Over the past three years, the Western Cape Government has explored ways of fostering intergovernmental planning and implementation. During October 2014, the WCG embarked on a Joint Planning Initiative with all its Municipalities which resulted in a set of priorities to be implemented over the next 5 to 15 years (extending to 2030 in line with the National Development Plan). The focus in the next few years is to ensure that the JPIs are mainstreamed into the Provincial Strategic Plan, the Annual Performance Plans (APPs) and Budgets of Provincial Departments.

The developmental mandate of local government can best be realised when communities become directly involved in issues relating to their development. In this regard, engagement between Municipalities and the communities they serve is critical. As a fifth priority, the Department will extend and deepen its support to Municipalities to ensure that communities are at the centre of their communication, and this will be done through support to ward committees, further roll-out of community-based planning, and assistance with communications strategies and tools.

Finally, it is a priority of the Department that all government stakeholders should become resilient in the face of climate change and the capricious weather events that it can cause. The key to achieving this is to ensure that government Departments, Municipalities, State-Owned Enterprises, and communities are aware of the disasters they may face and take the necessary measures to reduce the risks and respond effectively to disasters when they occur. The Department will support these stakeholders to develop such risk reduction and contingency plans.

### Rationale for the Strategic Objectives

- **To partner with programmes so they can meet their service delivery requirements**

Embedded in the Public Finance Management Act is the requirement for the Department to ensure that tax-payers' money is used to achieve the goals of government. To achieve this, the corporate services section of the Department must work in close partnership with line units in order to meet the Department's targets and assess the impact of its programmes.

### ● **To promote good governance in Municipalities**

Achieving a transformed and effective local government system requires strong leadership with a clear long-term strategy and accountability to communities. It can be argued that many of the major governance and delivery challenges facing Municipalities stem, not so much from technical deficiencies, but from failures relating to leadership.

The Department has a collaborative approach whereby it works closely with Municipalities in finding workable solutions to governance challenges. Many conflicts and misunderstandings stem from the interpretation of the legislative and regulatory framework of Municipalities and the Department will provide legislative support to Municipalities.

It will be critical after the 2016 local government elections to ensure accountability of political and administrative leadership to communities. This requires clarification of roles and responsibilities of the two leadership arms (political and administrative) of Municipalities.

### ● **To provide support and capacity-building initiatives to Municipalities**

In order to fulfil their Constitutional obligations, Municipalities must ensure that their institutional capacity is continuously strengthened, and systems and structures are put in place and periodically reviewed with a view to adapt to changing conditions and circumstances.

In the past five years, the Department has worked with various partners in providing training and advisory services to Municipalities. Judging from 2013/14 audit findings, these initiatives have paid off. The priority for the Department is to improve this even further, which will include implementing a differentiated approach towards providing support.

The pattern observed after the 2006 and 2011 local government elections was that vacancies in key positions spiked. The Department will closely monitor the situation and put in place the necessary support actions.

### ● **To monitor and evaluate municipal performance**

When assessing the level of compliance in Municipalities, the recent audit outcomes indicate that important elements which are a foundation of good governance are in place. The priority over the next five years will focus on ensuring that these are further strengthened and consolidated.

As mentioned earlier, Municipalities are governed by a complex set of legislative and regulatory frameworks and they are required to produce different sets of reporting documents to different bodies. For example, Municipalities have to submit over 60 reports to the Provincial Treasury, and they are expected to submit reports to COGTA and the Department. This is a burden to Municipalities; over the next five years the priority will be to streamline reporting for Municipalities.

- **To support Municipalities to provide and maintain economic and social infrastructure**

Similar to other parts of the country, the Province is faced with a challenge of a backlog in bulk and aging infrastructure. In addition to this, there are challenges relating to poorly located and inadequate infrastructure to support government's human settlement objectives. This also makes service delivery in farm and rural areas a difficult task.

Functional infrastructure is not only critical for ensuring that service delivery happens but to also support economic growth. It is therefore important that the Department continues to expand its investment in supporting Municipalities with the planning and maintenance of their key catalytic infrastructure programmes.

- **To strengthen public participation through effective communication between Municipalities and communities**

The process of defining the needs and prioritising resource allocations of communities cannot be done successfully without the active participation of local communities and other interest groups. The 1998 White Paper on Local Government envisaged that local government should be committed to working with citizens and other stakeholders to find sustainable ways to meet their social, economic and material needs and improve the quality of their lives.

The Department has contributed to the establishment of ward committees as a platform of citizen's participation in the municipal decision-making processes and to support Municipalities with the development of their communication strategies.

Despite these interventions, poor communication between Municipalities and communities is still evident. Some Municipalities still have weak or no capacity to support the implementation of their public participation or communication strategies. Most importantly, citizens are still not aware of the platforms available for them to participate in municipal decision-making processes. This calls for a more focused approach on the part of Municipalities to strengthen their engagement with communities. Over the next five years, the Department will extend and deepen its community engagement support to Municipalities.

- **To co-ordinate improved access to government information, services and socio-economic opportunities**

Over the past five years, remarkable progress has been made to improve people's access to government services in the Province. However, there are still people who have difficulty in accessing government services because they do not know how or where to access government services or they are unable to reach where the services are located.

Through the Thusong and the Community Development Worker Programmes, over the next five years the Department will strive to empower communities with the knowledge of where the services are located and how to access them, through a comprehensive referral system.

- **To support co-operative governance between the three spheres of government**

The developmental objectives of the NDP as realised in the MTSF and the Provincial Strategic Plan require that the spheres of government work together. This recognises that tackling challenges faced by Municipalities requires multi-stakeholder intervention. It is therefore impossible to address these problems without everyone playing their part.

The Intergovernmental Relations Framework Act in the Province has seen co-operation improving not only between District and local Municipalities but also between the three spheres of government. The focus over the next five years will be to improve this further and to use this platform to identify critical projects which require co-operation from various stakeholders. This platform will include State-owned Enterprises and the private sector through the Joint Planning Initiative as they have a contribution to make in improving the lives of the residents of this Province.

- **To co-ordinate effective disaster management preparedness and recovery**

The Province is susceptible to disasters such as floods and fires. Given the debate around climate change, these incidents are expected to increase. Responding to disasters requires a range of interventions such as vulnerability and risk assessments, capacity-building, establishing social and economic infrastructure, and developing early warning systems. These activities call for technical skills which cannot be found in one role-player alone. Hence, collaboration between the various spheres of government, Non-Governmental Organisations, the private sector and communities is critical. Central to the plans of the Department is to understand and manage disaster risks, especially in informal settlements.

- **To co-ordinate reduction of risks posed by hazards**

Where there is an interaction between human systems and the natural and the built environments, it is likely that hazards will occur. Lack of knowledge about how to respond to disasters contributes to the vulnerability of communities to these hazards. With a number of households living in informal settlements, this increases the probability of hazards such as fires and floods and the resultant loss of life, property and income.

The Province, through the Western Cape Disaster Management Centre (DMC), has a credible disaster risk profile for the Province. The priority is for this knowledge to be shared with the relevant communities as this will help improve preparedness and response. This will be done through supporting Municipalities to build the capacity of communities, especially in informal settlements.

- **To improve Fire and Rescue Services capability**

Fire and Rescue Services capability in the Province has improved over the years and this is due to the willingness of all the partners to work together. Best practises can be identified in the area of responding to wild-land fires, where at least 95% of fires identified have been put out in the first hour. At the same time, the Province's capacity on fire and emergency response needs to be improved further. The Department will focus on this, with a view to improving the response time and proactively managing fire risk through alien clearing and fire breaks.

- **To improve the quality of IDPs to give effect to service delivery**

The Integrated Development Plan (IDP) is a pillar of developmental local government. It is a tool aimed at aligning budgeting and project implementation with the developmental priorities at various levels of government. The approach in the past five years shifted from assisting Municipalities to develop credible IDPs to supporting them with the development of plans that can be considered to be both realistic and implementable. In the next five years the Department will continue to support Municipalities to ensure that their IDPs are realistic and implementable, that they reflect all government investment and that they respond to aspirations expressed by communities.

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

Lessons from the past five years have taught us that challenges call, not only for strong co-ordination and alignment of policies, planning, budgeting and implementation across the three spheres of government, but also for effective partnerships with the private sector, civil society and communities. The Integrated Development Plan of a municipality is where this alignment should take place. Under the banner of the IDP Indaba, over the past five years the Province has made inroads in getting Departments to plan together. This process has evolved and is now set to enable the implementation of the NDP, on the one hand, and to enhance the development and implementation of the Provincial Strategic Plan (PSP), on the other.

Planning in the Province has matured to a phase where joint planning and implementation is a fundamental element in ensuring sustainable and integrated service delivery. During October 2014, the Western Cape Government embarked on a Joint Planning Initiative (JPI) with all its Municipalities which resulted in a set of priorities to be implemented over the next 5 to 15 years (extending to 2030 in line with the National Development Plan). The focus for this current financial year and beyond is to ensure that the JPIs are mainstreamed into the Provincial Strategic Plan and the Annual Performance Plans (APPs) and budgets of provincial departments.

## STRATEGIC OVERVIEW

The Department is leading on 27 JPIs, with the following themes:

- Investment in bulk infrastructure / integrated settlement development (17);
- Municipal support (shared services) (2);
- IGR coordination (1); and
- Community cohesion (public participation) (4).

The Department is further supporting 12 JPIs, with the following themes:

- Integrated Settlement Development;
- Governance (Integrated Planning and Budgeting); and
- Economic Growth Initiatives.

The focus over the next few years is to ensure that the identified initiatives are prioritised by the departments in partnership with Municipalities.

### 5.2 Organisational environment

In order for the Department to meet its mandate over the next five years, it has to be appropriately structured. To realise this, the Department is working with the Organisational Design Directorate in the Department of the Premier to conduct Business Process Optimisation and to review structures in a number of Directorates. In addition, the national Department of Cooperative Governance is in the process of reviewing the organisational structure in line with its functions and the outcomes of this exercise may have implications for the current structure of the Department.

In the last five years the Department activated a programme called Traditional Institutional Management as its fourth programme. This was in anticipation of the Traditional Affairs Bill which was introduced in National Parliament. Once this Bill has been promulgated, the implications for the Department will be to develop deliverables and to resource the programme.

### 5.3 Description of the strategic planning process

The Department's Strategic planning process started in November 2013, when Directorates were requested to review progress made with regard to the Strategic Plan 2009-2014. In order to guide this process, templates were provided by the Directorate Policy and Strategic Support.

A session was held in March 2014, where Directorates were given an opportunity to reflect on their achievements and identify gaps. This session indicated the need for the Department to review its vision and mission for the next five years, and this was subsequently done in June 2014. Between March and June, various management engagements took place where an assessment of the National Development Plan (NDP), Medium-Term Strategic Framework (MTSF), One Cape 2040 and other strategic documents was conducted. Having identified areas of alignment with the strategic documents, the management of the Department reviewed and revised the strategic goals and strategic objectives that will guide the work of the Department for the next five years.

In June and July 2014 Directorates were then requested to identify what they will be doing for the next five years. In July 2014, a planning session was held, where the Minister provided guidance in terms of what his priorities are for the next five years. This was also informed by the national and provincial planning frameworks relating to the Department's area of work. Aligned to the strategic goals and objectives, the Directorates indicated what their focus will be over the next five years.

Early in August 2014 the Department's broad plans for the next five years were presented at a MinMayTech meeting, which is a session for the Head of the Department and the Municipal Managers.

## 6. Strategic outcome oriented goals

Guided by its constitutional mandate and national and provincial priorities for the next five years, the Department has developed five strategic goals which will drive its work. These are:

- a) Well-governed and capacitated Municipalities that deliver services to all;
- b) Unlocked opportunities through improved access to government services and active community participation;
- c) A disaster-resilient Province;
- d) Effective Integrated Development Planning by all spheres that accelerates delivery within municipal areas; and
- e) Efficient and effective Department that delivers quality services.

## 6.1. Strategic Goals

### Strategic Goal 1

Strategic Outcome Oriented Goal 1	Efficient and effective Department that delivers quality services
Goal statement	Ensure the Department is staffed with skilled personnel providing efficient support services; monitor performance of the Department and continuously improve the Department's approach to service delivery
Justification	Public Finance Management Act (PFMA), Municipal Finance Management Act (MFMA), Treasury Regulations
Links	The National Development Plan (NDP), Provincial Strategic Goal 5

### Strategic Goal 2

Strategic Outcome Oriented Goal 2	Well-governed and capacitated Municipalities that deliver services to all
Goal statement	Provide governance, capacity and technical support initiatives to Municipalities to improve service delivery; this support also includes formal and informal interventions and where there is persistent dysfunctionality or where non-performance and maladministration occur
Justification	The South African Constitution, Municipal Systems Act, Municipal Structures Act
Links	Outcome 9 - Medium-Term Strategic Framework, Local Government: Municipal Structures Act, 1998, Local Government: Municipal Systems Act, 2000 (Act 32 of 2000) and Provincial Strategic Goal 5

## STRATEGIC OVERVIEW

### Strategic Goal 3

Strategic Outcome Oriented Goal 3	Unlocked opportunities through improved access to government services and active community participation
Goal statement	Support Municipalities to improve participation of communities in their activities; improve access to government information and services by communities.
Justification	The South African Constitution, Municipal Systems Act, Municipal Structures Act
Links	National Development Plan (NDP), Outcome 9 - Medium-Term Strategic Framework, Provincial Strategic Goal 5

### Strategic Goal 4

Strategic Outcome Oriented Goal 4	A disaster-resilient Province
Goal statement	Co-ordinate and support local, provincial and national government in preventing or reducing the risk of disasters, mitigating the severity of disasters, and ensuring rapid and effective response to potential disasters and post-disaster recovery
Justification	Disaster Management Act, National Disaster Management Framework of 2005
Links	The National Development Plan, Outcome 9 - MTSF

### Strategic Goal 5

Strategic Outcome Oriented Goal 5	Effective Integrated Development Planning by all spheres of government that accelerates delivery within municipal areas
Goal statement	Support Municipalities to improve the quality of their Integrated Development Plans (IDPs) and facilitate a platform for engagement on IDPs by other stakeholders
Justification	Municipal Systems Act
Links	Provincial Strategic Goal 5, Outcome 9 - MTSF Provincial Strategic Goal 5, Outcome 9 - MTSF



## 7. Strategic Objectives

The Department has developed thirteen strategic objectives which are across three programmes: Programme 1 has one strategic objective, Programme 2 has six and Programme 3 has six.

### 7.1 Programme 1: Administration

#### Programme purpose:

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

#### Sub-Programmes

This programme has two sub-programmes

#### Sub-programme 1.1: Office of the MEC

To provide for the functioning of the Office of the MEC (provided for in Vote 9: Environmental Affairs and Development Planning)

#### Sub-programme 1.2: Corporate Services

To provide corporate support to the department

To make limited provision for maintenance and accommodation needs

Strategic Objective 1.1	To partner with programmes so they can meet their service delivery requirements
Objective statement	To provide strategic support, strategic planning, and financial management support and advisory services in partnership with Programme 2 and Programme 3 so that they can meet their service delivery requirements
Baseline	<ul style="list-style-type: none"> <li>Submitted 20 strategic reports to relevant authorities</li> <li>Submitted 40 financial reports to relevant authorities</li> </ul>
Justification	This is in compliance requirements in terms of Treasury Planning Frameworks and the Public Finance Management Act
Links	National Development Plan, Provincial Strategic Goal 5: Embed good governance and integrated service delivery through partnerships and spatial alignment - Outcome 1: Enhanced governance

## STRATEGIC OBJECTIVES

### Programme 1: Expenditure trends analysis

The programme's 2015/16 budget allocation increased by 8.58 per cent from the revised estimates related to the 2014/15 financial year due to additional funds received for the Internal Control component within the office of the CFO. Provision was made for normal inflationary adjustments over the MTEF.

### Summary of payments and estimates - Programme 1: Administration

Sub-programme R'000	Outcome			Main appropriation Ad-justed appropriation	Ad-justed appropriation	Revised estimate	Medium-term estimate			
	Audited	Audited	Audited				% Change from Revised estimate	2016	2017	2018
	2011 / 2012	2012 / 2013	2013 / 2014							
	2014 / 2015	2014 / 2015	2014 / 2015							
1. Office of the MEC		221								
2. Corporate Services	16 480	21 495	32 098	40 524	38 783	38 013	40 700	7.07	42 718	44 933
<b>Total payments and estimates</b>	16 480	21 716	32 098	40 524	38 783	38 013	40 700	7.07	42 718	44 933

## STRATEGIC OBJECTIVES

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

Economic classification	Outcome			Main appropriation Ad-justed appropriation	Ad-justed appropriation	Revised estimate	Medium-term estimate				
	Audited	Audited	Audited					% Change from Revised estimate			
	2011 / 2012	2012 / 2013	2013 / 2014				2014 / 2015	2014 / 2015	2014 / 2015	2015 / 2016	2016 / 2017
<b>Current payments</b>	13 142	19 741	27 600	36 369	34 825	33 128	37 859	14.28	39 721	41 785	
Compensation of employees	7 134	11 240	18 078	22 626	20 809	20 631	25 204	22.17	26 175	27 716	
Goods and services	6 000	8 501	9 522	13 743	14 016	12 493	12 655	1.30	13 546	14 069	
Interest and rent on land	8					4		(100.00)			
<b>Transfers and subsidies to</b>	50	144	82		10	10		(100.00)			
Departmental agencies and accounts	50				4	4		(100.00)			
Households		144	82		6	6		(100.00)			
<b>Payments for capital assets</b>	3 086	1 600	4 268	4 055	3 805	4 732	2 741	(42.08)	2 892	3 037	
Buildings and other fixed structures		79									
Machinery and equipment	2 917	1 521	4 118	3 958	3 675	4 602	2 741	(40.44)	2 892	3 037	
Software and other intangible assets	169		150	97	130	130		(100.00)			
<b>Payments for financial assets</b>	202	231	148	100	143	143	100	(30.07)	105	111	
<b>Total economic classification</b>	16 480	21 716	32 098	40 524	38 783	38 013	40 700	7.07	42 718	44 933	

### 7.2 Programme 2: Local Governance

#### **Programme purpose:**

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

#### **Sub-programmes**

##### **Sub-programme 2.1: Municipal Administration**

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

##### **Sub-programme 2.2: Public Participation**

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

##### **Sub-programme 2.3: Capacity Development**

To capacitate Municipalities to deliver effective services

##### **Sub-programme 2.4: Municipal Performance, Monitoring, Reporting and Evaluation**

To monitor and evaluate municipal performance

##### **Sub-programme 2.5: Service Delivery Integration**

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

## STRATEGIC OBJECTIVES

### Sub-programme 2.6: Community Development Worker Programme

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

Strategic Objective 2.1	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"> <li>• 3 Provincial Acts and 4 standard By-laws</li> <li>• 24 Municipalities supported with the development of anti-corruption strategies and campaigns</li> <li>• 6 interventions at Municipalities experiencing governance issues</li> </ul>
Justification	The Constitution of South Africa, Municipal Systems Act, Municipal Structures Act, Municipal Finance Management Act and the Western Cape Monitoring and Support of Municipalities Act
Links	National Development Plan, Outcome 9 (MTSF) and Provincial Strategic Goal 5

Strategic Objective 2.2	To strengthen public participation through effective communication between Municipalities and communities
Objective statement	To support Municipalities to improve their public participation and communications processes
Baseline	<ul style="list-style-type: none"> <li>• 25 Municipalities supported with ward committee functionality</li> <li>• 18 Municipalities supported with communication initiatives</li> </ul>
Justification	The Constitution of South Africa, Municipal Systems Act
Links	National Development Plan, Outcome 9 (MTSF) and Provincial Strategic Goal 5

## STRATEGIC OBJECTIVES

Strategic Objective 2.3	To provide support and capacity-building initiatives to Municipalities
Objective statement	To improve the capacity of Municipalities to deliver on their mandate through providing technical support and advisory services
Baseline	<ul style="list-style-type: none"> <li>• 29 Municipalities supported with capacity-building initiatives</li> <li>• 24 Municipalities supported with the implementation of the Municipal Property Rates Act</li> </ul>
Justification	Constitution , Municipal Systems Act
Links	National Development Plan, Local Government Turnaround Strategy, Back to Basics Approach, Provincial Strategic Goal 5

Strategic Objective 2.4	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
Justification	Municipal Systems Act, Municipal Finance Management Act
Links	National Development Plan, Outcome 9 (MTSF), Provincial Strategic Goal 5

Strategic Objective 2.5	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"> <li>• 93% coverage reached through the Thusong Programme</li> <li>• 1 642 information sessions conducted in communities</li> <li>• 73 900 cases referred to government services</li> <li>• 182 community projects supported</li> </ul>
Justification	Constitution
Links	National Development Plan, Provincial Strategic Goal 5

## STRATEGIC OBJECTIVES

Strategic Objective 2.6	To support co-operative governance between the three spheres of government
Objective statement	To support cooperative governance between three spheres of government through effective intergovernmental relations
Baseline	DCF and DCF Technical structures are functioning in all districts and referrals are made between provincial and local spheres of government
Justification	Constitution, Inter-governmental Relations Framework Act
Links	National Development Plan, MTSF Outcome 9, Provincial Strategic Goal 5

### Programme 2: Expenditure trends analysis

The 2015/16 budget for the programme has decreased by 7.90 per cent compared to the revised estimate in 2014/15. The overall decrease in the programme mainly relates to funding received in 2014/15 from Provincial Treasury for municipal support initiatives, which is non-recurring.

The increase in compensation of employees includes provision of 1.5 per cent pay progression and filling of posts which became vacant and were being filled in 2014/15. Goods and services decreased due to decrease in consultants and cost efficiency measures implemented in the Department. The increase in machinery and equipment represents funds set aside to purchase IT equipment for new officials to be appointed. Transfers to households increased as a provision was made for leave gratuity for officials retiring in 2015/16.

## STRATEGIC OBJECTIVES

### Summary of payments and estimates – Programme 2: Local Governance

Sub-programme R'000	Outcome			Main appropriation Ad-justed appropriation	Ad-justed appropriation	Revised estimate	Medium-term estimate			
	Audited	Audited	Audited					% Change from Revised estimate		
	2011 / 2012	2012 / 2013	2013 / 2014				2014 / 2015	2014 / 2015	2014 / 2015	2015 / 2016
1. Municipal Administration	19 528	7 718	9 716	9 628	9 222	9 222	10 443	13.24	10 578	11 107
2. Public Participation	49 485	7 224	6 221	7 221	6 204	6 002	7 123	18.68	7 104	7 459
3. Capacity Development	20 590	15 966	13 385	11 115	10 446	10 446	12 349	18.22	16 757	17 516
4. Municipal Performance, Monitoring, Reporting and Evaluation		5 224	5 654	8 991	25 573	25 573	7 954	(68.90)	8 331	8 749
5. Service Delivery Integration		16 628	8 788	11 274	11 194	11 194	11 174	(0.18)	11 378	11 946
6. Community Development Worker Programme		46 769	50 982	54 625	53 411	53 613	58 410	8.95	59 348	62 315
<b>Total payments and estimates</b>	<b>89 603</b>	<b>99 529</b>	<b>94 746</b>	<b>102 854</b>	<b>116 050</b>	<b>116 050</b>	<b>107 453</b>	<b>(7.41)</b>	<b>113 496</b>	<b>119 092</b>

## STRATEGIC OBJECTIVES

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

Economic classification	Outcome			Main appropriation Ad-justed appropriation	Ad-justed appropriation	Revised estimate	Medium-term estimate			
	Audited	Audited	Audited				% Change from Revised estimate	2016 / 2017	2017 / 2018	
	2011 / 2012	2012 / 2013	2013 / 2014							2014 / 2015
<b>Current payments</b>	81 176	87 083	85 475	97 961	95 235	95 146	101 668	6.85	107 857	113 171
Compensation of employees	64 746	70 551	75 419	84 405	81 495	80 282	88 038	9.66	90 258	94 795
Goods and services	16 411	16 532	10 056	13 556	13 740	14 864	13 630	(8.30)	17 599	18 376
Interest and rent on land	19									
<b>Transfers and subsidies to</b>	8 251	12 178	8 461	4 893	20 808	20 842	5 598	(73.14)	5 442	5 714
Provinces and Municipalities	5 886	11 663	8 146	4 675	20 559	20 559	4 928	(76.03)	5 199	5 459
Departmental agencies and accounts	1 000									
Non-profit institutions	1 350	491	218	218	218	218	230	5.50	243	255
Households	15	24	97		31	65	440	576.92		
<b>Payments for capital assets</b>	176	268	810		7	21	187	790.48	197	207
Machinery and equipment	176	268	767		7	21	187	790.48	197	207
Software and other intangible assets			43							
<b>Payments for financial assets</b>						41		(100.00)		
<b>Total economic classification</b>	89 603	99 529	94 746	102 854	116 050	116 050	107 453	(7.41)	113 496	119 092

## STRATEGIC OBJECTIVES

### 7.3 Programme 3: Development and Planning

#### Programme purpose:

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

#### Sub-Programmes

##### Sub-programme 3.1: Municipal Infrastructure

To facilitate and monitor infrastructure development within Municipalities to ensure sustainable municipal infrastructure

##### Sub-programme 3.2: Disaster Management

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

##### Sub-programme 3.3: Integrated Development Planning Co-ordination

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

Strategic Objective 3.1	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
Justification	Constitution, Municipal Systems Act
Links	National Development Plan, Provincial Strategic Goal 4 and 5

Strategic Objective 3.2	To co-ordinate effective disaster management preparedness, Intergovernmental relations and recovery
Objective statement	To co-ordinate disaster intergovernmental structures, disaster response, rehabilitation and reconstruction in order to improve disaster preparedness in the Province
Baseline	<ul style="list-style-type: none"> <li>• 13 rehabilitation and reconstruction programmes facilitated</li> <li>• regular advisory forums conducted regular updates of disaster management plans co-ordinated</li> </ul>
Justification	Disaster Management Act, National Disaster Management Framework of 2005, Intergovernmental Relations Framework Act
Links	National Development Plan, Outcome 9 (MTSF)

## STRATEGIC OBJECTIVES

Strategic Objective 3.3	To co-ordinate reduction of 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
Justification	Disaster Management Act, National Disaster Management Framework of 2005
Links	National Development Plan , Outcome 9 (MTSF)

Strategic Objective 3.4	To improve the Fire and Rescue Services capability
Objective statement	To implement strategies to improve Fire and Rescue Services Capability
Baseline	<ul style="list-style-type: none"> <li>• 6 support programmes for special operations response task teams and fire services</li> <li>• 21 Municipalities trained on fire safety</li> </ul>
Justification	Fire Brigade Services Act of 1987, National Veld and Forest Fire Act, of 1998, Disaster Management Act, National Disaster Management Framework of 2005, SANS 100900 (Ed. 4.00)
Links	MTSF Outcome 9

Strategic Objective 3.5	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
Justification	The Municipal Systems Act and its Regulations and the Local Government: Municipal Finance Management Act. The assessments provide an indication of the ability and readiness of Municipalities to deliver on their legislative and constitutional mandates, including the overall needs of residents
Links	Provincial Strategic Goal 5, Chapter 13 of the NDP, and sub-outcomes 1 & 2 of the MTSF

## STRATEGIC OBJECTIVES

Strategic Objective 3.6	To strengthen intergovernmental planning and budgeting through the establishment of IDP as the single coordinating plan of government
Objective statement	To establish IDP as the single coordinating plan of government
Baseline	5 District Indabas successfully rolled out per annum
Justification	Section 31 (c) (ii) of the Municipal Systems Act
Links	Provincial Strategic Goal 5. Chapter 13 of the NDP, and sub-outcomes 1 & 2 of the MTSF

### Programme 3: Expenditure trends analysis

The 2015/16 budget for the programme has increased by 15.90 per cent when compared to the revised estimates for the 2014/15 financial year. The 2015/16 budget includes funds made available for additional capacity within the IDP unit as well as funding towards the Green Economy related to Working on Fire (disaster prevention), which will be undertaken at the Wolwekloof Public Safety Academy. Funds allocated for Electrical Master Planning were shifted from Programme 2 to Municipal Infrastructure. The machinery and equipment budget is for further enhancements to the Disaster Management Centre.

## STRATEGIC OBJECTIVES

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

Sub-programme R'000	Outcome			Main appropriation Ad-justed appropriation	Ad-justed appropriation	Revised estimate	Medium-term estimate			
	Audited	Audited	Audited				% Change from Revised estimate	2016 / 2017	2017 / 2018	
	2011 / 2012	2012 / 2013	2013 / 2014							2014 / 2015
1. Municipal Infrastructure	5 839	10 031	10 132	11 971	11 883	11 691	15 012	28.41	14 923	15 669
2. Disaster Management	17 903	21 525	27 081	25 684	25 321	27 064	28 280	4.49	28 949	30 397
3. Integrated Development Planning Coordination		7 808	8 005	7 716	7 092	6 311	8 940	41.66	9 044	9 496
<b>Total payments and estimates</b>	<b>23 742</b>	<b>39 364</b>	<b>45 218</b>	<b>45 371</b>	<b>44 296</b>	<b>45 066</b>	<b>52 232</b>	<b>15.90</b>	<b>52 916</b>	<b>55 566</b>

## STRATEGIC OBJECTIVES

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

Economic classification	Outcome			Main appropriation Ad-justed appropriation	Ad-justed appropriation	Revised estimate	Medium-term estimate			
	Audited	Audited	Audited				% Change from Revised estimate	2016 / 2017	2017 / 2018	
	2011 / 2012	2012 / 2013	2013 / 2014							2015 / 2016
Current payments	22 357	36 044	43 278	44 621	43 246	43 888	51 306	16.90	51 941	54 537
Compensation of employees	12 382	21 313	23 913	28 561	26 394	25 586	31 830	24.40	31 458	33 031
Goods and services	9 975	14 731	19 365	16 060	16 852	18 302	19 476	6.41	20 483	21 506
Transfers and subsidies to	683	1 674	943	750	760	882	802	(9.07)	846	888
Provinces and Municipalities		900								
Departmental agencies and accounts	315	336	370	375	375	375	402	7.20	424	445
Higher education institutions			200							
Non-profit institutions	315	435	369	375	375	375	400	6.67	422	443
Households	53	3	4		10	132		(100.00)		
Payments for capital assets	702	1 646	997		290	290	127	(56.21)	124	131
Machinery and equipment	702	1 646	997		290	290	127	(56.21)	124	131
<b>Payments for financial assets</b>						6		(100.00)		
<b>Total economic classification</b>	<b>23 742</b>	<b>39 364</b>	<b>45 218</b>	<b>45 371</b>	<b>44 296</b>	<b>45 066</b>	<b>52 235</b>	<b>15.91</b>	<b>52 911</b>	<b>55 556</b>

## 8. 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 current financial year 2014/15:

STRATEGIC RISK	EXISTING RISK CONTROLS	NEW RISK CONTROLS
1. Inadequate proactive disaster risk reduction planning for execution by Municipalities, provincial and national departments and the lack of a risk reduction culture and proactive planning for disaster risks and hazards may result in increased consequences of hazards, which may cause increased vulnerability of district Municipalities.	<ul style="list-style-type: none"> <li>Provincial Fire and Flood awareness/ mitigation programmes.</li> <li>Inclusion of disaster management chapter in the IDP. Completed the Disaster Management Chapter in the IDP of 24 Municipalities to date.</li> <li>Increased capacity of information captured on the Geographic Information System (GIS) due to risk and vulnerability assessments.</li> <li>Monitor the Municipalities' risk reduction measures in relation to their risk profiles.</li> <li>Engagement with other departments to ensure that they take up their line function mandate regarding the hazards identified within the WC.</li> </ul>	<ul style="list-style-type: none"> <li>Similar private sector risk reduction initiatives to be explored for possible future implementation throughout the WC (ongoing).</li> <li>Action plans developed with councils of the various districts in an attempt to emphasise the importance of disaster management with a focus on risk reduction.</li> <li>Mapping and consolidating all risk reduction projects conducted by National, Provincial and Municipalities to gain a better understanding of current risk reduction work.</li> </ul>
2. Lack of adequate fire services capacity at most Municipalities to provide firefighting and rescue services due to budgetary constraints and lack of prioritisation by certain Municipalities. This results in inadequate fire protection of lives and property.	<ul style="list-style-type: none"> <li>Supporting the strategic management of incidents through specialised resources.</li> <li>Increased awareness and capacity-building programmes specifically related to fire prevention.</li> <li>Community emergency response teams deployed in high risk informal settlements.</li> <li>Technical assessments of strategic high fire risk installations.</li> <li>Fire preparedness plans.</li> <li>Establishment of Memorandum of Understanding (MOU's) with district Municipalities for wild fire response.</li> </ul>	<ul style="list-style-type: none"> <li>Development of a regulated strategy. Link with national wild fire strategy discussion paper phase.</li> <li>Review of the legislation is in progress - (deadline cannot be predicted as this is a national activity). (On-going)</li> <li>Planning to design the Geographic Information System (GIS) to measure the preparedness level of fire services at Municipalities. (March 2015).</li> </ul>

## STRATEGIC OVERVIEW

STRATEGIC RISK	EXISTING RISK CONTROLS	NEW RISK CONTROLS
<p>3. Inadequate planning and maintenance at municipal level for new and existing infrastructure due to limited HR and Financial capacity within Municipalities, which impact on optimal infrastructure investment and service delivery.</p>	<ul style="list-style-type: none"> <li>• Detailed Project Implementation Plan (Municipal Infrastructure Grant programme).</li> <li>• Monitoring and evaluation of MIG projects.</li> <li>• Advise Municipalities on project financing (sources of funding).</li> <li>• Deployment of skilled engineers to Municipalities.</li> <li>• Support five Municipalities per annum with Bulk Infrastructure Planning and implementation.</li> <li>• Assess and advise on infrastructure through the LG turnaround strategy support team and diagnostics.</li> <li>• Support two Municipalities per annum with Electricity Master Planning</li> </ul>	<ul style="list-style-type: none"> <li>• Recruitment processes for vacant posts in the Directorate: Municipal Infrastructure</li> </ul>
<p>4. Inability to render an adequate Aerial Rescue and Disaster Response Services due to limited SANDF Aircraft availability, which impacts on the number of aircraft deployed and results in ineffective early response to potential disasters.</p>	<ul style="list-style-type: none"> <li>• Provincial MEC engaged with National Minister to intervene.</li> </ul>	<ul style="list-style-type: none"> <li>• Engagement with South African Maritime Safety Authority (SAMSA) and National Sea Rescue Institute (NSRI) for alternative response to offshore emergencies</li> </ul>



## 9. Links to the long-term infrastructure and other capital plans

Not applicable

## 10. Conditional grants

Over the MTEF Period the Department will be responsible for 2 conditional grants, namely Community Development Workers (CDW) Operational Support Grant, Thusong Service Centre Grant (Sustainability: Operational Support Grant). The following table gives details regarding the grants.

## LINKS TO OTHER PLANS

### 1. COMMUNITY DEVELOPMENT WORKERS (CDW) OPERATIONAL SUPPORT GRANT

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"> <li>• Administrative support to 156 community development workers and 14 supervisors.</li> <li>• Provision of sufficient transportation for 156 community development workers, 14 supervisors and 7 regional managers.</li> <li>• Provision of office space to staff.</li> <li>• Assisting with Ward based planning and support.</li> <li>• Assist with smooth delivery of government services.</li> <li>• Assist and reduce the rate at which community concerns and problems are passed to government structures.</li> </ul> <p>Noticeable improvement on government-community networks.</p>
Details contained in business plan	<ul style="list-style-type: none"> <li>• Staff allocated at Municipalities</li> </ul>
Conditions	<ul style="list-style-type: none"> <li>• An agreement must be signed between the Department and the District Municipality, the Metro, and local Municipalities</li> <li>• The Municipality must procure goods and services under the applicable statutory procurement processes that apply</li> <li>• Further conditions as per agreement</li> <li>• Compliance with section 71(1) of the Municipal Finance Management Act, 2003 (Act 56 of 2003).</li> </ul>

## LINKS TO OTHER PLANS

Allocation criteria	<p>Allocations should be based on the following:</p> <ul style="list-style-type: none"><li>• The Municipality having identified a need for the CDW services</li><li>• Identified challenges in service delivery</li><li>• The need to exchange information between communities and government</li><li>• The need to link communities with government services</li></ul>
Past performance	<p>An Annual Expenditure Report has to be submitted before transfers are made</p>
MTEF allocations	<p>2015/16: R3.060 million; 2016/17: R3.228 million; 2017/18: R3.389 million</p>
Payment schedule	<ul style="list-style-type: none"><li>• Transfer payment to the municipalities in accordance with the agreement between the Province and municipality.</li><li>• The condition of payment is to submit claims after the service is rendered.</li></ul>

## LINKS TO OTHER PLANS

### 2. THUSONG SERVICE CENTRES GRANT (SUSTAINABILITY: OPERATIONAL SUPPORT GRANT)

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"> <li>To bring government information and services closer to the people to promote access to opportunities as a basis for improved livelihoods,</li> <li>To provide cost-effective, integrated, efficient and sustainable service provision to better serve the needs of citizens,</li> <li>To build sustainable partnerships with government, business and civil society, and</li> <li>To create a platform for greater dialogue between citizens and government</li> </ul>
Outputs	Effective and efficient management of Thusong Service Centres
Details contained in business plan	<ul style="list-style-type: none"> <li>Detailed Annual Budget,</li> <li>Basket of services provided,</li> <li>Gaps in service delivery,</li> <li>Status of conclusion of lease agreements with tenants within the Thusong Service Centre, and</li> <li>Infrastructure Maintenance Plan</li> </ul>
Conditions	<p>Applicable to Municipalities:</p> <ul style="list-style-type: none"> <li>Business Plan;</li> <li>Detailed Annual Budget;</li> <li>Thusong Service Centre Manager post created on the Local Municipality Organisational Establishment and the post filled;</li> <li>Submission of quarterly narrative progress reports;</li> <li>Submission of quarterly financial budget for the Thusong Service Centre;</li> <li>Thusong Service Centre to be included in the IDP and Municipal Budget;</li> <li>Conclusion of lease agreements with tenants within the Thusong Service Centre;</li> <li>Infrastructural Maintenance Plan; and</li> <li>Signed Memorandum of Agreement.</li> </ul> <p>Compliance with section 71(1) of the Municipal Finance Management Act, 2003 (Act 56 of 2003).</p>

## LINKS TO OTHER PLANS

Allocation criteria	Funds are allocated to local Municipalities managing the Thusong Service Centres to support the financial viability of the Thusong Service Centres
Past performance	2013/14 : Transferred to six (6) Municipalities R218 000, total R1.308 million. 2014/15: R2.12 million
MTEF allocations	2015/16: R1.868 million; 2016/17: R1.971 million; 2017/18: R2.070 million.
Payment schedule	Payment will depend on the submission of approved business plan/ signed agreement. Payment will be made in one (1) tranche per annum.

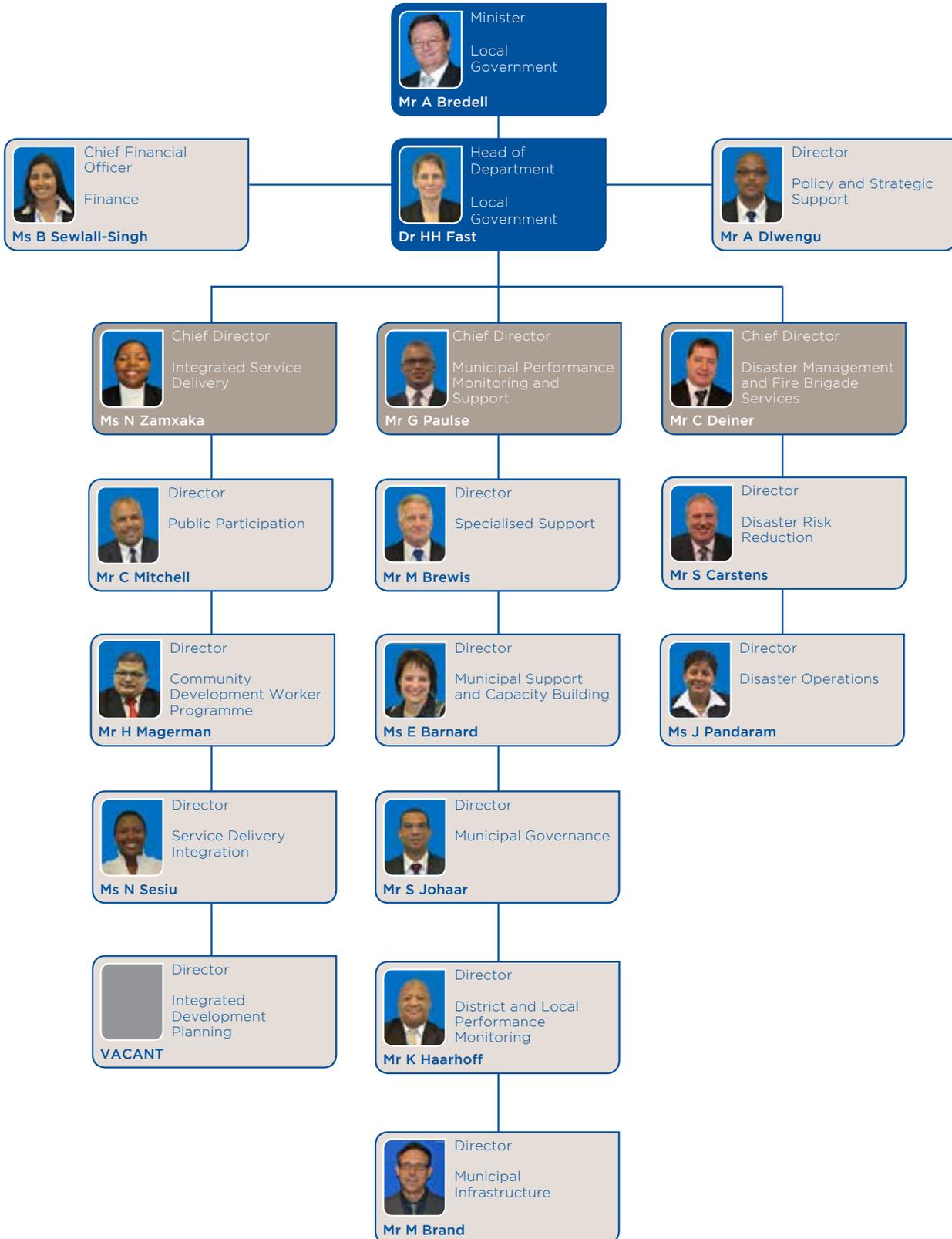
### **11. Public entities**

The Department does not have any public entities.

### **12. Public-private partnerships**

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

# ANNEXURE A: ORGANISATIONAL STRUCTURE



## ANNEXURE B: TECHNICAL INDICATORS

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

Western Cape | Local Government  
Private Bag x9076 | 80 St. George's Mall, Waldorf Building, Cape Town, 8000  
Tel: 021 483 8986 | Fax: 021 483 0632  
Provincial website: [www.westerncape.gov.za](http://www.westerncape.gov.za)

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To obtain additional copies of this document, please contact:  
Directorate: Policy and Strategic Support  
e-mail: [Albert.Dlwengu@westerncape.gov.za](mailto:Albert.Dlwengu@westerncape.gov.za)



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