



**cooperative
governance**

Department:
Cooperative Governance
REPUBLIC OF SOUTH AFRICA



ANNUAL PERFORMANCE PLAN 2022/23 AND UPDATED STRATEGIC PLAN 2019- 2024



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Executive Authority Statement



The democratically elected government of South Africa has made considerable strides in improving the wellbeing of South Africans. Commendable strides have been made in relation to ensuring that the country has policy, legislative, regulatory, and support program measures in place to stabilize and ensure the effective operation of government in ameliorating the lives of all.

Prior to the advent of COVID-19 on our shores, we had been grappling with long-standing economic and social structural weaknesses. We, like most other countries, were unable to avoid the pandemic and have continued to lose loved ones and livelihoods as the government implements containment efforts through legislative tools such as Section 27 of the Disaster Management Act, 2002. (Act No. 57 of 2002).

This Annual Performance Plan of the Department of Cooperative Governance for 2022/23 has been developed in the context of the global COVID-19 pandemic, that has underscored the realities of hunger, poverty, unemployment, and inequality, and that the majority in South Africa still live in the peripheries of our economy thus, remain marginalised. It is therefore imperative that the plan speaks to mechanism of addressing hunger, unemployment, poverty and inequality; as well as governance.

This is what is envisaged by the District Development Model (DDM) approach, which goes beyond the State, by also integrating our private, international, and civil society partners. Section 40 of our Constitution recognises that whereas our spheres of government are “distinctive, they’re also interdependent and interrelated” as such they must assist and support one another in the execution of their individual and collective duties. In recognising the value of a collective approach Section 154 of the Constitution therefore enjoins “the national government and provincial governments, by legislative and other measures, [to] support and strengthen the capacity of municipalities to manage their own affairs, to exercise their powers and to perform their functions”.

The District Development Model (DDM) approach, aims at maximising impact through crowding in investments from all sectors in an inclusive manner, as directed by joint district implementation plans ‘One Plans’. Through joint-up planning, implementation and budgeting challenges faced by local municipalities will be addressed to ensure that they serve as building blocks towards the realisation of the objectives of the Model and the developmental aspirations of our people.

We can report progress on the implementation of the approach in the three DDM pilot sites (namely eThekweni, O.R. Tambo and Waterberg), where various initiatives are underway. eThekweni is being developed as a dynamic economic space for the country and as a key Export Hub. The development of eThekweni as a Smart Port City contributes to implementation of our National Economic Recovery Plan by stimulating infrastructure investment; expanding industrialization, manufacturing, and localization; improving participation of township enterprises, cooperatives and SMMEs into the export manufacturing value chains. Transnet is leading the work in the upgrading of the Port, which is aimed at improving operational efficiencies at the ports through procuring additional equipment and implementing new systems and exploring private partnerships to reduce congestion.

In OR Tambo, the building blocks of the regional economy will include developments in the agriculture sector, as well as the drive to leverage the new oceans economy. The Eastern Cape has launched the Eastern Cape Oceans Economy Master Plan aimed at unlocking the full potential of this economy. A strong collaborative initiative supports this district because for the agricultural sector to thrive improvements will be needed in aspects such as land rights or ownership, training, and skills development to reskill/upskill the available workforce, and upgrade infrastructure such as roads to support the link to markets and attract investment from the private sector to convert subsistence farming to commercial farming.

The Eastern Seaboard Development launched in November 2021 is a prime example of how the Department is championing citizen-centered development. This initiative represents DDM in action under the theme Building Together. The Eastern Seaboard Development covers two provinces – KwaZulu-Natal and Eastern Cape spanning over four district municipalities (UGu, Harry Gala, Alfred Nzo and O.R. Tambo), attesting to the value in collaborations. The concept is a polycentric or multi-nodal system of interconnected towns and bears the potential hallmarks for realizing a “smart, vibrant, safe, integrated and prosperous coastal city region”. This initiative is part of government’s commitment to drive Spatial Transformation to ensure integration of communities with economic opportunities to address the deficiencies and injustices of the apartheid spatial planning. The concept has since been consulted with key stakeholders and role-players in the public and private sectors; traditional leadership; community structures and business formations. This initiative will ensure that Rural economies will be supported by agriculture and, where possible, by mining, tourism, green economy, agro-processing and fisheries.

The Waterberg One Plan aims to ignite the district by establishing Waterberg as a tourism and energy hub that enables a participatory, investment-friendly, and diversified inclusive economy. This will result in the Waterberg being a desired investment destination that leverages its geographic locational advantage in respect of the global city region and various international border posts, as well as its global resource competitiveness relating to mineral resources and the unique world heritage site and finally the potential of the district.

We must actively pursue programmes and projects that will develop and provide economic opportunities in rural South Africa. At present the urbanisation process in SA is creating an urban – rural divide, which has resulted in among other things, spatial fragmentation, racial and social division, poorly developed public services and infrastructure, and failing local economies. The Integrated Urban Development Framework (IUDF) recognises the Rural Urban Interdependency and calls for innovative solutions. To address this, the Department has reviewed its small-towns regeneration strategy.

The objectives of this strategy are to create a spatially enabling environment, by following a broad-based approach to local social development that will bring about equitable economic growth, through co-operative, coherent, and responsible governance, and strengthened institutional mechanisms for monitoring and evaluation and data management. Urban and rural linkages are key to regional spatial, social and economic development, which requires specific focus on investment in human capital, effective intergovernmental planning and co-ordination, investment in infrastructure. The small towns regeneration strategy identified the DDM approach as key to empower district municipalities to have the requisite skills to undertake feasibility studies and package bankable projects for the local municipalities within their jurisdictions.

We have just emerged from our sixth peaceful democratic local government elections, held on 1 November 2021, which indicated that multiparty politics in South Africa is flourishing. However, the campaign and the outcomes of the polls, indicate that we need to strengthen the trust between citizens and the elected representatives. Our people want their elected representatives to be responsive and accountable. An important initiative from DCOG to improve public participation is the development of the Framework for Mainstreaming Citizen Engagement. This Framework will help to identify what types of engagement contribute most to results, so we can develop a coherent approach to citizen engagement. We will also develop social compacts to foster partnerships at all levels through engagement with civil society, private sector and citizens.

The DDM and long-term planning cannot work unless we ensure that no one is left behind. Unfortunately, the recent outcomes of the local government elections confirm a regression in women representation in local government indicating that women are continuously being left behind. Of the 9473 councillors who won seats in the 2021 local government elections 5975 (63%) are male and only 3498 (37%) are female. The number of female mayors has gradually declined since our last local government elections, wherein the total numbers edged towards 40%. Today just under 31% of Executive Metro and District Mayors are female. However, we seem to be doing better when it comes to the Speakers wherein there are 53,8% of female speakers in the districts and metros. However, we should not waiver in our determination to achieve gender sensitive municipal budgets and continue to pay particular attention to eradicating the scourge of Gender Based Violence and Femicide (GBVF).

In relation to policy, we are finalising the Municipal Systems Amendment Bill, which seeks amongst others to professionalise local public administration by insulating senior municipal officials from political interference; provide for procedures and competency criteria for appointment of Municipal Managers and other senior managers; facilitate for the consequences of appointments made in contravention of the Bill. The Bill also seeks to prohibit Municipal Managers and other senior managers from holding political office in a political party and promote an ethical local public administration through regulation of the employment of municipal employees who have been dismissed for misconduct.

The introduction of the Intergovernmental Monitoring, Support and Intervention (IMSI) Bill will bolster our ability to successfully intervene to enable municipalities to deliver on their mandate. Priority municipalities flagged as dysfunctional will soon be capacitated through the Municipal Interventions and Support Packages whilst early detection mechanisms are being activated to maintain stability in local government.

As we start this year of the current administration of government, we are of the conviction that the implementation of the Annual Performance Plan 2022/23 of DCOG and its envisaged projects will continue to contribute to our vision of vibrant, resilient, sustainable, prosperous, connected, cohesive and climate smart communities.



Dr NC Dlamini Zuma, MP

Minister for Cooperative Governance and Traditional Affairs

Deputy Minister Statement



The Department of Cooperative Governance has developed the 2022/23 Annual Performance Plan in response to the need of all components of government to function as a cohesive whole, to effectively deliver capable and developmental local government. Local government is a key site of delivery and development thus, being central to an inclusive transformative project of our country and an integral component of our democratic state.

The government is committed to aligning the work of all three spheres of government through the District Development Model (DDM), to ensure that budgeting and planning is properly coordinated, and service delivery is improved. The DDM therefore represents a Constitutional approach to governance, which enables both the pursuit of the objects of local government and support of municipalities. This model allows us to reform integrated planning, budgeting, and implementation to achieve integrated delivery and development across the 52 districts and metros spaces.

'One Plans' have now been finalised in 39 districts and metro spaces with 10 still in the drafting stage. A National One Plan Quality Assurance Panel has been constituted comprising of key national sector departments, SALGA as well as provinces (provincial COGTAs and OTPs) to assess and oversee a rigorous quality assurance exercise of all 'One Plans'. These integrated 'One Plans' reflect cohesive multi-sectoral perspectives towards inclusive development for these districts, within the discipline of national goals, policies and operating principles. These 'One Plans' contain implementation commitments (programmes and projects) by the three spheres of government to be implemented in the district and metro spaces over a short, medium and long term. DDM Champions have been appointed in all the districts and are the key drivers of implementation.

The Department, through the Municipal Infrastructure Support Agency (MISA), continues to provide skills, capacity development and technical support to municipalities, especially the low and medium capacity municipalities. Technical personnel comprised of engineers and planners have been deployed to capacitate municipalities in accordance with the DDM One Plans, but also to ensure that service delivery is improved. Recruitment and placement of young graduates with technical qualifications, in municipalities, to get the requisite technical training and mentoring towards professional certification has begun. These technical personnel have implemented several initiatives, programmes and projects to improve the reliability of service delivery and accelerate basic services provision especially to under-serviced communities.

The Department of Cooperative Governance has been supporting the alignment of economic recovery plans with the One Plans in the Districts to leverage on the identified potential and identified comparative advantages. These plans contain a bouquet of interventions targeting various sectors in the economy to mitigate the worst immediate effects of the pandemic on businesses, on communities and on individuals.

As part of the department's contribution to the Presidential Employment Stimulus (PES), two key programmes are being rolled out through MISA. The first one is the institutionalisation of Labour-Intensive construction (LIC) methods by municipalities in the implementation of municipal infrastructure projects to create as many job opportunities as possible. The department has identified 23 municipalities as a pilot for this program for this financial year and intends to roll-out to the rest of municipalities next year and the outer years. The programme is ongoing and aims to create at least 6000 job opportunities by the end of this financial year.

The second programme being implemented by MISA as part of the PES is the Innovative Waste Management Program that is targeting the youth and women in at least 25 municipalities across the country, as a pilot phase. The primary goal of this program is to promote and ensure effective and efficient delivery of waste management services whilst also improving livelihoods in communities through implementation of innovative solid waste management mechanisms. This program aims to create 11 818 work-opportunities across the Solid Waste Management value chain components (Waste Generation, Collection, Sorting/Segregation and Disposal). These work opportunities provide an estimated 7000 Full Time Equivalent (FTE) and promote Enterprise development in communities to benefit 100 SMMEs.

DCOG is currently redesigning and reinvigorating the Community Work Programme (CWP) with the aim of ensuring better reach of the employment safety net outcomes, and particularly the training and upskilling of participants to transition into self-sufficiency. The Revised CWP Implementation Model was approved in September 2021 and the intent is to experiment with new and innovative ways to maximise the impact of limited resources on poverty, inequality and unemployment.

The CWP participant's intake has also been remodeled and new set of criteria has been developed to include amongst others the crucial elements of geographical distribution; poor areas with high rates of unemployment; wards with the highest percentage of indigent families; and the interest and involvement of local government in the establishment of a CWP initiative in their locality. The focus has shifted towards the poorest wards in the poorest municipalities deliberately targeting women, youth and people with disabilities.

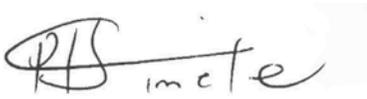
Every five years, the high turn-around in local government elections, impacts the sector negatively in terms of continuance, governance and oversight stability. After the 2021 Local Government Elections, only 3 841 councillors were returned, while 5 632 new councillors were elected. Going forward, even more attention should be given to identifying the most suitable mechanisms for the identification, deployment and capacitation of councillors. In addition to SALGA's vital programme on councillor support and induction, the Integrated Local Government Capacity-Building Framework will be developed and implemented in 44 Districts and 8 metros to boost municipal governance over the next 5 years. We plan to put in place priority interventions jointly with SALGA and LGSETA for coordinating impactful support, capacity building and training initiatives.

We are in a process of stabilising local government aided by multiple instruments that have given effect to a valuable collaboration between the Departments Cooperative Governance (DCoG) and National Treasury (NT) as well as the South African Local Government Association (SALGA). The past two Local Government Elections have shown that our democracy is giving practical expression to the values of multiparty governance, however this also means that our legislative and policy environment needs to continuously adapt to the dictates of the new realities. In some

cases, new governance arrangements have accentuated problems in the political-administrative interface.

We will improve delivery by institutionalising acceptable levels of performance and service delivery for Councils, as reflected in the minimum requirements and special Code of Conduct for Councillors entailed in the Municipal Structures Amendment Act, which came into effect on 1 November 2021. Part of the amendment includes making it mandatory for all municipalities to have a Municipal Public Account Committee (MPAC) and for prescribed review and oversight functions and submission of the reports to the Speaker.

Through the initiatives of DCOG in the year ahead, we will be advancing not only our democracy and country, but also most importantly the dignity and livelihoods of our people and local communities.

A handwritten signature in black ink, appearing to read 'TP Nkadimeng', is written over a light grey rectangular background.

Ms. TP Nkadimeng

Deputy Minister for Cooperative Governance

Accounting Officer Statement



We are pleased to present the Annual Performance Plan (APP) of the Department of Cooperative Governance (DCOG) for the 2022/23 period. Underlying this plan is a comprehensive review of the Department's Strategic Plan 2020-2025, which is aligned to the DDM approach and the Medium-Term Strategic Framework. With this plan, we are moving closer to bridging the gaps of the different planning frameworks and ensuring that we can implement the imperatives of the developmental state, which are hindering integrated delivery at the local government level.

The devastating global COVID-19 pandemic has placed considerable pressure on the local government sector as the first port of call for service delivery. DCOG officials under the direction of the National Disaster Management Act has been at the forefront of the coordination of the integrated national response plan. We are grateful to all officials across all spheres of government and all departments with a special emphasis on frontline, emergency and security teams, for their diligence in taking up the responsibilities bestowed on them in terms of the Disaster Management Act. As we transition into the reconstruction and recovery phase, we need to build back better and collectively address the challenges in governance and development that have become even more evident over the past two years of the pandemic.

It is, therefore, important that DCOG also strengthens its own capacity and performance to exercise the mandate of a developmental local government going forward. We need to demonstrate a thorough understanding of our work to ensure an optimum impact on the lives of our communities. Although there was improvement in delivering on performance targets in 2020/2021, there is still work required to achieve a clean audit outcome. The sound administration of the Community Work Programme and the enforcement of consequence management are two critical levers along this journey of improved systems and improved outcomes. We are determined and committed to achieve this as the collective of DCOG.

DCOG finalised its comprehensive strategic review process towards the end of 2021. This process delivered a new strategic approach and operating model that will enable the Department to deliver fully on its mandate. The most notable feature of the revised organisational structure is a much stronger focus on providing direction and support at municipal, district, and provincial level, towards realising our vision of an efficient and effective cooperative governance system that enables resilient, safe, sustainable, prosperous, cohesive, connected and climate smart communities. All required consultation processes will now be undertaken to move towards the implementation of the new approach and model. We are promoting an organisation that is committed to public service demonstrating a culture of Energy, Enthusiasm and Enjoyment; Professionalism, Integrity and Accountability; and a Servant Leadership with a Hands-on Approach.

In accordance with the National Development Plan, we must demonstrate our commitment to establishing a developmental state that consistently provides services in a caring way. The DDM is an integrated model for service delivery that is responsive, adaptive and brings development to where it is needed most. DCOG has been tasked with the implementation of the DDM and has made good progress in collectively harnessing all public resources behind common goals and within a framework of mutual support through the DDM Hubs in the three pilot sites of O.R. Tambo, Waterberg, and eThekweni. The DDM Hubs are institutionalising seamless coordination to utilise human and capital resources effectively, by promoting and facilitating cooperative decision-making, aligning priorities, budgets, policies and activities across interrelated functions and sectors.

This long-term planning will guide coordination of efforts towards implementation around the five pillars of DDM, which are Governance and Financial Management, Integrated Services Provisioning, Infrastructure Engineering, Spatial Restructuring, and Economic Positioning. The development of long term One Plans for districts and metros is a critical governance arrangement that embeds a joint-up government approach towards developmental local government and a capable state.

Building a capable developmental state with an effective and ethical public service that drives the implementation of South Africa's transformative agenda, is one of the key national priorities. This requires government to effect measures to eliminate conditions and conduct that enable systemic corruption and that requires high performance for impact. This will give effect to essential constitutional values and enable the State to function more efficiently and regain the confidence of the ordinary citizen.

The Department of Cooperative Governance in collaboration with the Ethics Institute, the South African Local Government Association, and the Moral Regeneration Movement is implementing the Local Government Ethical Leadership Initiative (LGELI) to root out corruption in the local government sphere. The aim of the project is to develop a Code for Ethical Governance for municipalities, which will put emphasis on the values and principles for ethical leadership. The project is in line with the strategic objectives of the Local Government Anti-Corruption Strategy (LGACS) and the Integrity Management Framework.

DCOG will also further accelerate the implementation of the LGACS, including assessing effective prevention, monitoring of awareness and prevention campaign by municipalities and monitoring the implementation of recommendations of forensic reports and investigations. We are fully committed to work together with all state institutions and law enforcement agencies to combat corrupt practices within local government.

The LGACF was established under the Chair-ship of the Special Investigating Unit (SIU) supported by DCoG as the Secretariat. The formation of the LGACF is vital for the purpose of fostering collaboration amongst the stakeholders at the local government level to effectively prevent corruption and coordinate efforts amongst all law enforcement agencies including all other key stakeholders. The LGACF is comprised of representatives from Government, Business and Civil society.

The Inter-Ministerial Committee chaired by Minister Dlamini Zuma and the key stakeholders such as the Independent Electoral Commission (IEC), the Municipal Demarcation Board (MDB), South African Local Government Association (SALGA) were able to deliver successful local government elections on 1 November 2021, despite challenging circumstances of the pandemic. Challenges

including the COVID-19 pandemic, shortened time frames, bad weather, power interruptions and logistical glitches, it was a considerable achievement to still manage to conduct free and fair elections under these unfavorable conditions. Although the voter turnout declined as compared to previous elections, 12.3 million South Africans still exercised their right to vote and the election was contested by a record 325 political parties and nearly 95,000 candidates, of whom over 1,500 were independent candidates.

Communities have voiced their desire for improved lives and better services. They want equal opportunity, the realisation of rights and treatment with dignity and respect. Statistics show that women remain the most affected by poverty, unemployment and inequality. Therefore, the empowerment of women and affirmation of their rights are critical, especially at local government level where services are delivered and economic recovery must take place.

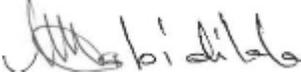
We shall continue to work together to improve the lives of citizens and serving our nation with dignity, care and responsibility. It is our collective duty to deliver development and progress through people-centered local government.



Ms. Avril Williamson

Accounting Officer of the Department of Cooperative Governance

Official Sign-Off

<p>Mr. S Molefi Head of Strategy</p> 	<p>Mr. P Pretorius DDG: Corporate Services DDG (Acting): CWP</p> 
<p>Mr. C Moloto Chief Financial Officer (Acting)</p> 	<p>Ms. M Mabidilala DDG (Acting) : LGSIM</p> 
<p>Mr. M Sigaba DDG (Acting) ID</p> 	<p>Dr. M Tau HEAD: NDMC</p> 
<p>Ms. AA Williamson Accounting Officer</p> 	

Acronyms

AGSA	Auditor-General South Africa
ANC	African National Congress
APP	Annual Performance Plan
B2B	Back to Basics
CEF	Capital Expenditure Framework
CoGTA	Cooperative Governance and Traditional Affairs
CSIP	Corporate Services Improvement Plan
CSOs	Civil Society Organisation
COVID-19	Coronavirus 2 (SARS-CoV-2)
CWP	Community Work Programme
DCoG	Department of Cooperative Governance
DDG	Deputy Director-General
DDM	District Development Model
DG	Director-General
DoRA	Division of Revenue Act
DPME	Department of Planning Monitoring and Evaluation
DPSA	Department of Public Service and Administration
DRR	Disaster Risk Reduction
EXCO	Executive Committee
FMIP	Financial Management Improvement Plan
GBVF	Gender Based Violence and Femicide
GCIS	Government Communication and Information System
GDP	Gross Domestic Product
ICT	Information Communication Technology

IDP	Integrated Development Plan
IEC	Independent Electoral Commission
IGR	Intergovernmental Relations
IGRFA	Intergovernmental Relations Framework Act
IMC	Inter-Ministerial Committee
IMS	Integrated Municipal System
IMSI	Intergovernmental Monitoring Support and Intervention
IMT	Integrated Monitoring Tool
IUDF	Integrated Urban Development Framework
IUDG	Integrated Urban Development Grant
LED	Local Economic Development
LGACS	Local Government Anti-Corruption Strategy
LGCBS	Local Government Capacity Building Strategy
LGCBF	Local Government Capacity Building Framework
LGFF	Local Government Fiscal Framework
LGSETA	Local Government Sector Education and Training Authority
LGSIM	Local Government Support and Interventions Management
MDB	Municipal Demarcation Board
MEC	Member of Executive Committee
MFMA	Municipal Finance Management Act
MIG	Municipal Infrastructure Grant
MISA	Municipal Infrastructure Support Grant
MSIG	Municipal System Improvement Grant
MSIPs	Municipal Support and Intervention Plans
MTEF	Medium-Term Expenditure Framework
MTSF	Medium Term Strategic Framework

NCBF	National Capacity Building Framework
NCCC	National COVID-19 Command Council
NDMC	National Disaster Management Centre
NDP	National Development Plan
NGOs	Non-Government Organisations
NSOD	National State of Disaster
NT	National Treasury
PFMA	Public Financial Management Act
PPE	Personal Protective Equipment
SACN	South African Cities Network

Part A: Our Mandate

Updates To The Relevant Legislative And Policy Mandates

Constitutional mandate

DCoG's mandate is primarily derived from Chapters 3, 5, 6, 7, and 9 of the Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996).

Chapter 3 - Deals with cooperative government and intergovernmental relations

Chapter 5 - Deals with national intervention in provincial administration when a province cannot or does not fulfil an executive obligation in terms of the Constitution or legislation

Chapter 6 - Deals with provincial intervention in local government, specifically when municipalities are unable to fulfil their executive obligations or when a municipality, due to a financial crisis, breaches the imperative to provide basic services to meet its financial obligations

Chapter 7- Deals with; inter alia, municipalities in cooperative governance.

Chapter 9 - Deals with institutions whose role involves strengthening the constitutional democracy of the country

Legislative and policy mandate

Legislative and Policy Mandate

As a national department, our function is to develop national policies and legislation with regard to local government and to monitor, inter alia, the implementation of the following:

Name of Legislation	Mandate
Municipal Property Rates Act, 2004 (Act No. 6 of 2004)	Municipal Property Rates Act, 2004 (Act No. 6 of 2004) To regulate the power of a municipality to impose rates on property (in accordance with section 229(2) of the Constitution); To provide a uniform framework for regulating the rating of property throughout the country; To exclude certain properties from rating in the national interest; To make provision for municipalities to implement a transparent and fair system of exemptions, reductions and rebates through rating policies that are a product of collective participation of communities; To make provision for fair and equitable valuation methods of properties; To make provision for a fair objections and appeal process regarding valuation of property; and To assist in building economically and financially viable municipalities that are enabled to meet the service delivery priorities of their communities
Local Government: Municipal Finance	Secure sound and sustainable management of the financial affairs of municipalities and other institutions in local government

Name of Legislation	Mandate
Management Act, 2003 (Act No. 56 of 2003)	
Disaster Management Act, 2002 (Act No. 57 of 2002)	<p>Develop an integrated and coordinated disaster management policy with a focus on disaster prevention/risk reduction, severity mitigation, emergency preparedness, rapid and effective response and post-disaster recovery</p> <p>Establish national, provincial and municipal disaster management centres</p>
Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000)	<p>Provide municipalities with the core principles, mechanisms and processes necessary to move progressively towards the social and economic upliftment of local communities.</p> <p>Ensure universal access to essential affordable services.</p> <p>Define the legal nature of a municipality as that of including the local community within the municipal area to work in partnership with the municipality's political and administrative structures</p> <p>Define the manner in which municipal powers and functions are exercised and performed</p> <p>Enable community participation</p> <p>Establish a simple and enabling framework for the core planning, performance management, resource mobilisation and organisational change processes that underpin the notion of developmental local government</p> <p>Provide a framework for local public administration and human resource development</p> <p>Empower the poor and ensure that municipalities establish service tariffs and credit control policies that take their needs into account in a framework that provides services, service delivery agreements and municipal service districts</p> <p>Enable credit control and debt collection</p> <p>Establish a framework that supports monitors and sets standards for other spheres of government to progressively build local government into an efficient frontline development agency that integrates all governmental activities involved in socially and economically uplifting communities in harmony with their local environment.</p>
Local Government: Municipal Structures	<p>Establish municipalities according to the requirements of municipal types and categories</p> <p>Establish criteria to determine area-specific municipal categories</p>

Name of Legislation	Mandate
Act, 1998 (Act No. 117 of 1998)	<p>Define types of municipality relevant within each category</p> <p>Appropriately divide functions and powers between municipal categories</p> <p>Regulate the internal systems, structures and office-bearers of municipalities</p> <p>Provide appropriate electoral systems</p> <p>Provide for matters in connection thereto</p>
The Intergovernmental Relations Framework Act, 2005 (Act No. 13, of 2005)	<p>The objective of this Act is to facilitate coordination between the three spheres of government to implement policy and legislation. As a Framework Act, it allows flexibility between governmental spheres to:</p> <p>Meet the challenges within the conduct and practice of cooperative government</p> <p>Provide the basic architecture of intergovernmental structures and processes to guide the settlement of intergovernmental disputes</p>
Fire Brigade Services Act, 1987 (Act No. 99 of 1987)	<p>Enable the establishment, maintenance, employment, coordination and standardisation of Fire Brigade Services</p> <p>Provide for matters connected therewith</p>
Remuneration of Public Bearer's Act, 1998 (Act No. 20 of 1998)	<p>Provide a framework that determines the upper limit of salaries and allowances of Premiers, Executive Council members and members of provincial legislatures and municipal councils</p>

Updates To Institutional Policies And Strategies

Departmental Strategies

The Department has undertaken a comprehensive review of its 2020-2025 Strategic Plan with the purpose of aligning to the imperatives of the District Development Model approach and also align to the Medium-Term Strategic Framework revised in 2021.

Institutional Policies

Local Government: Municipal Structures Amendment Act 3 of 2021

The Department has, over the years, identified many governance-related challenges in local government. Through various engagements with a range of stakeholders, it was decided to address some of these challenges through amendments to the Municipal Structures Act.

These amendments were processed through Parliament (National Assembly and the NCOP) and came into effect on 1 November 2021, the same date as the local government elections.

Regulatory Framework

The CoGTA Minister is designated to administer the Disaster Management Act, 2002 (Act No 57 of 2002). Against this background, Dr Nkosazana Dlamini Zuma has continued to exercise her legislative authority as follows:

The Head of the National Disaster Management Centre (NDMC), after assessing the potential magnitude and severity of the COVID-19 Pandemic in the country, on 15 March 2020, classified the COVID-19 Pandemic as a national disaster.

Section 26(2)(a) of the Disaster Management Act, 2002 requires the national executive to deal with a national disaster in terms of existing legislation and contingency arrangements as augmented by Regulations or directions made or issued in terms of section 27(2) of the Disaster Management Act, 2002 if a national state of disaster has been declared.

The Minister of Cooperative Governance and Traditional Affairs following the classification of the COVID-19 Pandemic as a national disaster and a Cabinet meeting where the matter was discussed, on 15 March 2020, declared a national state of disaster recognising the need to augment the existing legislation and contingency arrangements to deal with the Pandemic.

Ministers have since 18 March 2020, issued Regulations, Directives and Bills listed below in terms of Section 27(2) of the Disaster Management Act, 2002 (Act No. 57 of 2002) (“the DMA”) and other enabling legislation regarding the steps necessary to prevent an escalation of the disaster or to alleviate, contain and minimise the effects of the disaster.

Copies of the respective gazettes can be downloaded from the following websites:
<https://www.gov.za/coronavirus/guidelines> and
<http://www.saflii.org/content/databases>

In terms of section 27(5)(a), the national state of disaster (NSOD) expires three months after it has been declared. Furthermore, section 27(5)(c) provides that the NSOD may be extended one month at a time after the first three-month period. Upon the expiry of the NSOD, all Regulations and Directions issued under the DMA will automatically lapse by operation of law.

Notices published in the Government Gazette

- a) Classification of COVID-19 Pandemic as a national disaster published (GN 312 in GG 43096 of 15 March 2020) (p3)
- b) Declaration of a national state of disaster published (GN 313 in GG 43096 of 15 March 2020) (p4)
- c) Regulations regarding the steps necessary to prevent an escalation of the disaster or to alleviate, contain and minimise the effects of the disaster published in terms of s. 27 (2) (GN 318 in GG 43107 of 18 March 2020) (p3)
- d) Regulations issued in terms of s. 27 (2) of the Act published (GN 318 in GG 43107 of 18 March 2020) (p3) and amended (GN R398 in GG 43148 of 25 March 2020 (p3) and GN R419 in GG 43168 of 26 March 2020 (p3) and Tswana translation published (GN 354 in GG 43128 of 23 March 2020) (p3)
- e) Regulations issued in terms of s. 27 (2) of the Act amended (GN R446 in GG 43199 of 2 April 2020) (p3)
- f) 'Lockdown Regulations' issued in terms of s. 27 (2) of the Act amended (GN R465 in GG 43232 of 16 April 2020) (p3)
- g) Afrikaans and Setswana translations of amendments to 'Lockdown Regulations' published in GN R398 in GG 43148 of 25 March 2020, GN R419 in GG 43168 of 26 March 2020 and GN R446 in GG 43199 of 2 April 2020 published (GN R463 in GG 43228 of 14 April 2020) (p3)
- h) 'Lockdown Regulations' issued in terms of s. 27 (2) of the Act amended (GN R471 in GG 43240 of 20 April 2020) (p3)
- i) Regulations issued in terms of s. 27 (2) of the Act published (GN R480 in GG 43258 of 29 April 2020) (p3) and Regulations published in GN 318 in GG 43107 of 18 March 2020 as amended by GN R398 in GG 43148 of 25 March 2020, by GN R419 in GG 43168 of 26 March 2020, by GN R446 in GG 43199 of 2 April 2020, by GN R465 in GG 43232 of 16 April 2020 and by GN 471 in GG 43240 of 20 April 2020 repealed.
- j) Regulations issued in terms of s. 27 (2) of the Act published in GN R480 in GG 43258 of 29 April 2020 amended with effect from 1 June 2020, unless otherwise indicated (GN 608 in GG 43364 of 28 May 2020) (p5)
- k) Declaration of a national state of disaster published in GN 313 in GG 43096 of 15 March 2020 extended to 15 July 2020 (GN 646 in GG 43408 of 5 June 2020) (p4)

- l) Regulations issued in terms of s. 27 (2) of the Act published in GN R480 in GG 43258 of 29 April 2020 amended (GN 714 in GG 43476 of 25 June 2020) (p3)

Directions

The Minister issued CoGTA COVID-19 Disaster Response Directions, 2020 applicable to provinces, municipalities, and where indicated, institutions of Traditional Leadership published in GN R399 in GG 43147 of 25 March 2020 and amended by GN R432 in GG 43184 of 30 March 2020, amended by GN 510 in GG 43291 of 7 May 2020) (p3) to direct on the following:

- a) Provision of water and sanitation services;
- b) Hygiene education, communication, and awareness;
- c) Waste management;
- d) Cleaning and sanitisation of municipal public spaces such as facilities and offices, taxi ranks;
- e) Suspension of customary initiations and cultural practices;
- f) Identification of isolation and quarantine sites;
- g) Monitoring and enforcement;
- h) Providing guidance on budgets and IDPs;
- i) Emergency procurement;
- j) Institutional arrangements and development of COVID -19 response plans; and
- k) Precautionary measures to mitigate employee health and safety risks.

The Minister also issued directions on the following:

- Directions on the Once-off Movement of Persons published (GN 482 in GG 43261 of 30 April 2020)
- Directions on the once-off movement of persons and the transportation of goods for purposes of relocation published (GN 513 in GG 43293 of 7 May 2020) (p3)
- Directions on the once-off movement of persons and the transportation of goods for purposes of relocation published and GN 513 in GG 43293 of 7 May 2020 repealed (GN 534 in GG 43320 of 14 May 2020)
- Directions relating to norms and standards for religious gatherings published with effect from 1 June 2020 (GN 609 in GG 43365 of 28 May 2020) (p3).

Circulars.

Circulars were also issued to all municipalities and provinces on the following matters:

- Circular 6 of 2020 on 25 March 2020: Implementation of the 21-day nation-wide lockdown: Clarity in relation to the municipal services designated as essential services.
- Circular 7 of 2020 on 27 March 2020: Use of Municipal/Community Halls for Payment of Social Grants (SASSA).
- Circular 8 of 2020 on 27 March 2020: Refurbishment of Taxi Ranks to Curb the Spread of COVID-19.
- Circular no 9 of 2020 on 5 April 2020: Permits for Informal Food Traders.
- Circular no 10 of 2020 on 4 April 2020: Terms of Reference: Provincial and Municipal Coronavirus Command Councils and Provincial and Municipal Coronavirus Command Centres.

1.1 Disaster Management Guidelines

Disaster Management Guidelines published in the Government Gazette include Guideline on the classification of a disaster and the declaration of a state of disaster, Guideline on conducting an initial on-site assessment, and Guideline on contingency planning and arrangements, all on 1 April 2019

Updates To Relevant Court Rulings

Parties	Summary of relief sought	Order made by court / agreed between parties
Seriti Institute NPC vs Minister of Cooperative Governance and Traditional Affairs and Others	PART A: Interim relief which intended to interdict the 2 nd and 3 rd Respondents (the DG and the ADDG: CWP) respectively from proceeding further with the hand-over of sites and conclude service level agreements currently managed by the Applicant as an implementing agent for CWP to the newly appointed agents. PART B: Applicant seek to review and set aside the decision of the 2 nd and 3 rd Respondents (the DG and the ADDG: CWP) not to appoint the Applicant as an implementing agent.	<ol style="list-style-type: none"> 1. On 19 June 2020, the Court made the following order: 2. that the procurement process by CoGTA for implementation of CWP RFP- 2018-2021 published in January 2018 is constitutionally invalid and unlawful and it is reviewed and set aside; 3. the appointments of 4th to 15th Respondents are unconstitutionally invalid and unlawful and are reviewed and set aside; 4. The disqualification of the applicant as an implementing agent is declared to be unlawful and invalid and is reviewed and set aside; 5. Fourth to fifteenth Respondents are allowed to continue until the end of current contracts.

Parties	Summary of relief sought	Order made by court / agreed between parties
<p>Astral Operations Limited & Another vs Government of RSA & 4 Others (Lekwa municipality)</p>	<p>The Application pertains to defaulting on electricity debt payments to Eskom as well as the Water Trading Entity for water. Further to the aforementioned, the Applicants also allege that the service infrastructure of Lekwa municipality has fallen into disrepair. The Applicants seek, amongst other reliefs, an order that the Court directs the Government of RSA to intervene in the affairs of Lekwa Municipality in terms of Section 139 of the MFMA as well as section 139(7) of the Constitution.</p> <p>The Application pertains to defaulting on electricity debt payments to Eskom as well as the Water Trading Entity for water. Further to the Applicants also allege that the service infrastructure of Lekwa municipality has fallen into disrepair. The Applicants seek, amongst other reliefs, an order that the Court directs the Government of RSA to intervene in the affairs of Lekwa Municipality in terms of Section 139 of the MFMA as well as section 139(7) of the Constitution.</p>	<p>On 13 April 2021, the court ordered that:</p> <ol style="list-style-type: none"> 1. The 1st Respondent (Govt of RSA) is directed to intervene in Lekwa in terms of s139(7) of the Constitution read with s150(1)(b) of the MFMA within 14 days from date of this order; 2. The 1st and 2nd Respondents (Govt and Min of Finance) are directed to initiate the process of preparing a financial recovery plan in accordance with s141 and s142 of the MFMA once the national intervention is underway; 3. The 1st and 2nd Respondents must ensure that a financial recovery plan is approved in terms of s141(1)(c) of the MFMA within 6 months from the date of this order; 4. In the event that either of the applicants are of the view that the respondents have failed to implement the plan contemplated by order 3, such applicant/s may approach this Court for supplementary relief after: a. serving and filing supplementary papers under the above case number setting out the alleged failure; and b. affording the respondents an opportunity within 15 days to respond to the applicants' papers as supplemented. 5. On 23 April 2021, a Joint Briefing Note for Ministers of CoGTA and Finance, a Cab Memo, a letter to President requesting urgent Cabinet meeting and a Memo for approval of Cab Memo were prepared to comply and enforce the s139(7) national intervention as per the court order.

Part B: Our Strategic Focus

Situation Analysis

External Environment Analysis

Managing COVID-19

South Africa has faced formidable challenges created by the COVID-19 pandemic. A nationwide lockdown, among the most stringent by international standards, was enacted in March 2020, reducing activity in mining and industry, and bringing the tourism, entertainment, and transport sectors to a near standstill. The associated uncertainty and global market turmoil led to large capital outflows and asset selloffs. The rand weakened to an all-time low against the dollar in April 2020 and stock prices tumbled. In just over two years, the COVID-19 virus has had a devastating impact, particularly at the local level of government due to the closeness of the local government sphere to communities, households, and individuals.

South Africa's response to COVID-19 requires functional and fit-for-purpose institutional structures across all spheres of government. These structures play a critical role in coordinating the country's response to COVID-19. The President has established a National COVID-19 Command Council (NCCC). The NCCC, led by the President is coordinating and guiding government response to the pandemic by all spheres of government and the society. The NCCC is supported by a technical committee comprising the respective Directors-General of the Ministries serving in the NCCC, known as the National Command Centre.

The CoGTA Minister is designated to administer the Disaster Management Act, 2002 (Act No 57 of 2002). Against this background, Dr Nkosazana Dlamini Zuma has continued to execute her legislative authority since the first declaration of the national state of disaster. Since 15 March 2020, following the declaration of the national state of disaster, the Minister of COGTA issued a number of Regulations and authorised Cabinet members to issue Directions within the areas of their mandate. These are continuously being reviewed in line with the implementation of the risk adjusted approach.

In responding to the pandemic, it was clear municipalities would play an important role in protecting communities and frontline workers against and managing the impact of COVID-

19. COVID-19 however, impacted adversely on municipal revenue sources because due to the economic hardships brought about by COVID-19, municipalities were faced with significant challenges in collecting revenue from financially stressed residents. Disaster management regulations have also forced additional responsibilities on municipalities, placing them under further financial pressure to increase the provision of goods and services to combat the spread of COVID-19. Some of these obligations included the setting up of quarantine and isolation sites, regular sanitation and cleaning of public facilities and the provision of personal protective equipment (PPE). Many municipalities plagued by corruption, financial mismanagement, maladministration, and operational inefficiencies were not equipped to deal with this additional pressure.

The AG audited 43 municipalities' spending of the Disaster Relief grant. These 43 municipalities were allocated R14,4 billion of the R23,937 billion announced for municipal response. In total, R9,5 billion was eventually allocated or repurposed and paid to these 43 municipalities. The AG audited the R3,7 billion expended by these municipalities by 31 December 2020 and found that poor planning was at the core of the irregular spending. Some municipalities used the funds for quarantine sites and temporary shelters; however, these ended up being over- or under-used. Municipalities also failed to effectively assess community needs for water and sanitation, leaving the poor more vulnerable to the virus. The AG encourages management to conduct a basic PPE needs analysis, without compromising their response to the emergency caused by covid-19, to ensure that the correct type of PPE is timeously and continuously available to all user departments in accordance with their specific needs. The forecast method and key inputs (number of municipal workers, municipal healthcare workers, municipal buildings, and services) should be specified. Municipalities should track the procurement of PPE against a formal, approved covid-19 PPE procurement plan. Management should ensure that a senior municipal official signs off source information, informing future PPE procurement needs, as accurate and reliable prior to the procurement process.

Political Analysis

The institutionalisation of democracy in South Africa has been a success, establishing a new democratic dispensation with Chapter 9 institutions, the institutions of Parliament and provincial legislatures, and a democratic and participatory local government sphere charged with transformative service delivery.

The 6th Administration of government is focusing on building a coherent State that will enable inclusive economic growth, spatial transformation, strategic infrastructure investment and reliable service delivery for all. Seven priorities were identified for the medium term These are:

Priority 1: A Capable, Ethical and Developmental State

Priority 2: Economic Transformation and Job Creation

Priority 3: Education, Skills and Health

Priority 4: Consolidating the Social Wage through Reliable and Quality Basic Services

Priority 5: Spatial Integration, Human Settlements and Local Government

Priority 6: Social Cohesion and Safe Communities

Priority 7: A better Africa and World

2021 Local Government Elections

The 2021 South African municipal elections were eventually held on 1 November 2021 to elect councils for all the metropolitan, district, and local municipalities in each of the country's nine provinces. It was the fifth municipal election held in South Africa since the new model of local government was introduced in December 2000. South Africa's 2021 local government elections will go down in history as a watershed moment in the country's politics, mainly for the following reasons:

1. The electoral support for the African National Congress (ANC) dropped below 50% for the first time since the party ascended to government 27 years ago in April 1994. Although it won 161 of the 213 contested municipalities;
2. The number of councils without a clear majority of any party nearly quadrupled from 27 in 2016¹ to seventy;
3. A significant portion of voters stayed away from voting stations. Most were former ANC voters, continuing the trend from previous elections. Counting all eligible voters rather than only those who registered, voter withdrawal has reached a critical level. Less than a third of eligible voters — 12 million out of 42.6 million — made their crosses. This reflects a longer trajectory of declining voter turnout, which has been in evidence since at least 2009.² Rather than apathy, this represents a “deliberate” stay-away vote, as the political analyst Moeletsi Mbeki has argued.³ This concerted withdrawal should be read against the results of a recent survey by Afrobarometer, an independent pan-African surveys network. It found that local councils garnered the least trust out of 17 institutions in South Africa. Rising voter abstention is a barometer of the vitality and health of a democracy and provides insight into the depth of support for the democratic process of electing political leadership. A study that was conducted by the Independent Electoral Commission (IEC) post the 2021 local government elections found that voter abstention in the country is a fluid phenomenon. The study also found that, 14% of a sample population across five Metropolitan Municipalities had not participated in any of the last three local government elections, a category referred to as ‘hardened abstainers’, while only 40% of the sample had participated in all three elections, referred to as ‘consistent-voters’. 46% were ‘partial abstainers’, representing those who have

¹ Ndletyana, M. 2021. Local government coalitions across South Africa, 2000-2016.

² Schulz-Herzenberg, C. 2020. The South African non-voter: An analysis. Available at <https://www.kas.de/documents/261596/10543300/The+South+African+non-voter+-+An+analysis.pdf/acc19fbd6d-9190-f026-8d311078b670?version=1.0&t=1608>

³ Van Der Westhuizen, C. 5 November 2021. South Africa's local government is broken: could the 2021 election outcomes be the turning point? The Conversation. <https://theconversation.com/south-africas-local-government-is-broken-could-the-2021-election-outcomes-be-the-turning-point-171311>

abstained at least once in the last three elections. What this suggests is that there is a small core of hardened non-voters who opt not to participate in elections, and significantly, that there is a large cohort acting with what we might call ‘fluidity’ – choosing periodically to vote nor not.

4. The more splintered outcome of the poll means many more coalitions will now govern South Africa’s municipalities. All political parties, and in particular the national executives of the parties concerned, must realise, and accept that coalitions only last if enforced by the respective political parties and their leaders. Written treaties are not infallible – the DA and United Democratic Movement had that in Nelson Mandela Bay since the previous local election in 2016 – but will certainly minimise breakups. Such contracts need to specify dispute resolution mechanisms, in addition to actual policy compromises;

Economic analysis

Following the large output contraction in 2020, growth recovered faster than anticipated in 2021, despite frequent power outages, as lockdowns were phased out and terms of trade further improved. While the pace of recovery could be a source of optimism, several factors point to its fragility, including worsening unemployment (34.9 percent overall and a staggering 49 percent for 15-to-34-year-olds in the third quarter of 2021) amid low business confidence; weak bank lending to the private sector (contracting in real terms the past year through October 2021); and anemic private investment (10 percent of GDP)⁴.

Forging a new economy in a changed global reality will require a social partnership between business, labour, communities, and government. Mapping out the future strategy of DCoG requires consideration of these economic trends, especially with the envisaged DDM development trajectory. Even before the start of the COVID-19 pandemic, the economy of the country was facing various challenges, and the challenges continue to be present to this day. South Africa has been in a severe economic crisis for some time, having recorded nominal growth over the past five years of around 0.8% on average. The social protests that took place in July 2021 further halted a relatively strong rebound in economic activity. Nevertheless, domestic economic activity recovered more rapidly than anticipated in the 2021 Budget Statement, supported by international demand and higher commodity prices. However, structural constraints in the domestic economy are expected to slow the recovery, while inadequate electricity supply, combined with pandemic-induced job losses will continue to limit the speed and durability of the recovery and long-term growth⁵. Global factors, including higher and more persistent inflation and associated changes in monetary policy, along with changes in commodity prices add to the uncertainty about the medium-term outlook.

The rollout of vaccines continues to support improved global and domestic activity. Yet, access to vaccinations remains skewed between and within countries, inhibiting broader vaccine coverage and raising concerns about the emergence of more aggressive variants

⁴ International Monetary Fund. 2022. Country report 22/37.

⁵ 2021 MEDIUM TERM BUDGET POLICY STATEMENT.

of COVID-19. Although South Africa has initiated free vaccinations to a large portion of its population, the take-up has been somewhat slow. As a result, future waves of the pandemic still pose risks to communities and economic activity. Over the medium term, economic and fiscal policy balance is needed to restore jobs and support businesses, protect vulnerable groups, and implement a series of reforms needed to promote faster GDP growth. Debt stabilization will also support recovery by reducing the cost of capital.

The National Treasury projects real economic growth of 5.1 per cent in 2021 and 1.8 per cent in 2022, compared with 2021 Budget estimates of 3.3 per cent and 2.2 per cent respectively. Real GDP growth is expected to moderate to 1.6 per cent in 2023 and 1.7 per cent in 2024. The 2021 projection reflects supportive global growth and export commodity prices, and the easing of COVID-19 lockdown restrictions. These factors suggest that the GDP is now expected to return to pre-pandemic levels late in 2022, earlier than projected in the 2021 Budget because of stronger-than expected GDP outcomes in the first half of 2021.

Although post-pandemic economic activity is showing signs of recovery, the formal labour market is not. Resurgent COVID-19 infections and resulting lockdown restrictions during the first half of 2021 disrupted the recovery in labour demand. The total number of employed people decreased for two consecutive quarters over the period. By June 2021, the total number of jobs of 14.9 million remained at 1.5 million below pre-pandemic levels with the official unemployment rate rising to 34.4 per cent, the highest record since the economic meltdown in 2008. The fiscal relief package announced in response to COVID-19 and the presidential employment initiative have helped to offset job losses. Sustainable reductions in unemployment will require the effective implementation of the economic recovery plan to crowd in investment and support job creation by the private sector.

Metros adopted a phased approach to their economic recovery planning which included an immediate disaster response followed by more medium and longer-term recovery responses. The aim of the immediate responses was to provide household and business relief to mitigate the impact and retain local businesses and investment while the medium-term responses included supporting adaptation and recovery through getting people and businesses back to work. The longer-term goal was to rebuild in a more sustainable and resilient manner to withstand future shocks.

National Treasury analysis of municipal budgets indicates that in aggregate municipalities will realise operating deficits on the operating budgets over the 2021/22 MTREF as the total operating expenditure increases at a higher rate than the revenue projections. This is an indication that municipalities are living beyond their means and a first sign of financial challenges. A net deficit of R4.6 billion is projected in the 2021/22 financial year after considering revenue from external loans and internally generated funds. This is a deterioration compared to a deficit of R3.4 billion in the 2020/21 adjusted budget and will reduce to R2.9 billion in 2022/23, thereafter increase to R3.4 billion in 2023/24.

MFMA Audit Outcomes briefly

The latest (2019/20) audit findings as presented by the Auditor-General in June 2021, painted a gloomy picture on the financial state and administration of municipalities, where

only 11% of the country's municipalities received clean audits, 37% receiving unqualified audits, 31% receiving qualified audits, 3% receiving adverse opinions and 9% disclaimed opinions. The trend of audit outcomes since the last municipal elections in 2016 shows a lack of any significant improvement. When presenting the report, the Auditor-General said: "Local government finances continued to be under severe pressure because of non-payment by municipal debtors, poor budgeting practices and ineffective financial management. The financial position of just over a quarter of municipalities is so dire that there is significant doubt that they will be able to continue meeting their obligations in the near future. Almost half of the municipalities are exhibiting indicators of financial strain, including low debt recovery, an inability to pay creditors and operating deficits."

Other notable findings were:

- The 22 councils countrywide with disclaimed audit outcomes — the worst possible — went through almost R5.5-billion without being able to say where the money went. Put differently: of the R6.45-billion taxpayers contributed via the national purse to those municipalities through equitable share and conditional grant allocations, only R980-million could be accounted for by municipal financial year-end.
- For both 2018/19 and 2019/20, the Free State and North West were the only provinces that did not have any of its municipalities achieve a clean audit.
- Irrecoverable debt averaged around 59% in 2018/19 and increased to 63% in 2019/20. This means councils owe suppliers such as Eskom and water boards more money than is in the kitty.
- Unauthorised expenditure increased by R2.6 billion or 22% from the R11.98 billion recorded in 2018/19 to R14.61 billion in 2019/20.
- Money used to pay consultants in municipalities amounted to R1.02 billion. Most municipalities appoint consultants for financial reporting as their own finance employees lack the skills required to prepare financial statements and schedules in support of those financial statements. The inability of these municipalities to master credible financial reporting means that they appoint consultants year after year, without ensuring that skills are transferred to municipal staff – and so the cycle never ends. This over-reliance on consultants leads to a high total cost of financial reporting. In 2019-20, 156 municipalities (78%) appointed financial reporting consultants – an increase from 62% in previous year; Consultants are also not rotated, as shown by the same consultants used in the previous year being re-appointed at 74% of the municipalities.

Social analysis

South Africa is amongst the most unequal countries in the world. Poverty and inequality exacerbated by unemployment are the country's foremost challenges. While there have been significant gains made in social equity and in reducing extreme poverty, unemployment levels and inequality remains South Africa's most pressing problem. Close

to 60 % of government spending is allocated to the social wage, and such expenditure has more than doubled in real terms in the past decade.

According to StatsSA, despite a decline in poverty between 2006 and 2011, poverty levels have risen again and there has been no significant reduction in overall inequality in post-apartheid South Africa. Half of the country’s health-care spending goes to the private sector, which covers only 16% of the population, moreover, the health care system fails to deliver affordable quality services. The COVID-19 pandemic has highlighted the unequal distribution of health care services between public and private health providers.

The social grants programmes are reaching over 17 million beneficiaries and around half of all South African households. Social grants are the main government instrument to reduce poverty and inequality and remedy the long-lasting effects of the apartheid era. The top 10 per cent of the population own 86 per cent of aggregate wealth and the top 0.1 per cent close to one third. The top 0.01 per cent of the distribution (3,500 individuals) concentrate 15 per cent of household net worth, more than the bottom 90%.

According to the Edelman Trust Barometer 2020, South Africa ranked the lowest in terms of trust in all four categories government, business, NGOs, and media. This is caused by growing inequality and government’s inability to tackle persistent corruption.

Analysis of South Africa’s Social Landscape	
Current strengths	Current challenges
<ul style="list-style-type: none"> • South Africa’s HDI value increased from to 0.709 in 2019, an increase of 13.1 percent. • Social security 	<ul style="list-style-type: none"> • Absence of access to a fair distribution of resources reflects an unjust political economy • Subordinated groups suffer “both maldistribution and misrecognition “
Prospects	Future risks
<ul style="list-style-type: none"> • Raise our willingness to trust, making us more likely to want to trust our governments in guiding us through this pandemic. • Government can increase public trust by demonstrably tackling corruption • Built quality institutions 	<ul style="list-style-type: none"> • Public protests • Continued breakdown of public confidence in government

Technological analysis

E-governance that is citizen-focused and citizen-driven can enhance democracy and transparency. Implementing e-governance in South African municipalities can improve

services, promote transparency between citizens and the government, enable citizens to do all their administrative procedures electronically, and save money by reducing operational costs.⁶

The lockdown during COVID-19 sped the use of technology in municipalities up. Municipal officials have become familiar with the use of new digital communication platforms such as Zoom. These virtual platforms have been extremely important in ensuring that critical functions such as council meetings and important discussions between officials take place. Some municipalities have used virtual platforms to ensure proper public participation. - is has been particularly crucial as before lockdown, local municipalities were in the process of drafting Integrated Development Plans and budgets, part of which require public participation. It is also through social media platforms where information about COVID-19 is broadcasted. Research by Unleash Institute⁷ showed that:

- Digital Roadmaps are not infused in municipal development plans;
- Few municipalities have dedicated teams leading transformation initiatives; and
- Leadership decision making not fully based on empirical data evidence.

Failure to adopt technological advancement will be a barrier in addressing some of the developmental local government initiatives for post COVID-19 period.

Environmental Analysis

The continuously fluctuating climatic conditions in Africa which are influenced by the vast marine and land surfaces can impact negatively or positively on the economic development, agriculture, and water resources, depending on the preparedness, coherence, and complementarity of responses of African nations. Key issues for the response require that attention should be given to ocean variability, land cover, deforestation, atmospheric dust loadings and the fact that one third of people in Africa live in an arid climatic regime which is vulnerable to fluctuations.

These fluctuating climatic conditions has shown the interconnectedness of the destinies of our continent especially as it relates to Southern Africa which has seen large and protracted swings in rainfall as well as drought. Going forward, the SA Weather Services informs us that a drying trend is expected for the western portions of the country and the surrounding region for at least the next fifty years. This will also result in an upward trend in Indian Ocean Sea surface temperatures (SSTs). Dry spells have been occurring with increasing frequency and severe summer droughts and the cold Benguela current along the west coast will further contribute to the arid climate of the western regions.

The 3,079 km coastline, particularly the Cape Peninsula, will continue to be impacted by heavy waves and storm surges during violent coastal storms. However, such events will not be severe enough to limit development and trends are unlikely to increase. There are projected increases in heavy rainfall events. Large uncertainties surround projected

⁶ SACN, 2018

⁷ Unleash Institute, 2019. Municipal Readiness to implement the Fourth Industrial Revolution.

changes in tropical cyclone landfall from the southwest Indian Ocean that have resulted in intense floods during the 21st century.

The possibility of increased disaster risk is one of the most concerning and potentially costly impacts of future climate change in South Africa and globally. Understanding these risks and identifying key areas of concern is critical for developing suitable and sustainable adaptation policies.

Climate change projections over the next 50 years predict that the western parts of the country will become drier and the eastern parts wetter, with an increase in temperatures in the interior and increased frequency of extreme weather events.

The Sendai Framework for Disaster Risk Reduction 2015-2030 (Sendai Framework) advocates for the substantial reduction of disaster risk and losses in lives, livelihoods, and health and in the economic, physical, social, cultural, and environmental assets of persons, businesses, communities and countries.

South Africa has developed an adaptation strategy that will allow our nation to plan and respond better to the intensified impacts of climate change. The draft National Climate Change Adaptation Strategy introduces measures to adapt to the effects of climate change.

Disaster risk reduction (DRR) is already a central focus of the Disaster Management Act and the National Disaster Management Centre, together with those centres established at the provincial and municipal level, is assuming the role of coordinating, promoting and facilitating DRR.

Internal Environment

The White Paper on Local Government, 1998, envisioned a developmental role for local Government, i.e., "developmental local Government must play a central role in representing our communities, protecting our human rights and meeting our basic needs." The White Paper acknowledged however that municipalities may not be adequately equipped to fulfil this developmental mandate. To achieve this mandate cooperative government is required where all spheres of Government:

- Collectively harness all public resources behind common goals and within a framework of mutual support;
- Develop a cohesive, multi-sectoral perspective on the interests of the country, and respect the discipline of national goals, policies, and operating principles; and
- Coordinate their activities to avoid wasteful competition and costly duplication.

The President of the Republic of South Africa has bestowed the CoGTA Ministry with the responsibility to establish or provide for structures and institutions to promote and facilitate intergovernmental relations through an Act of Parliament as required in Chapter 3 section 41 (2) of the Constitution.

The Intergovernmental Relations Act (IGR) provides a framework for national Government, provincial governments and local governments, and all organs of state within these

governments to facilitate coordination in the implementation of policies and legislation including:

- Coherent Government;
- Effective provision of services;
- Monitoring and implementation of policies and legislation; and
- Realisation of national priorities.

The 6th Administration is focusing on building a coherent State that can enable inclusive economic growth, spatial transformation, strategic infrastructure investment and reliable service delivery for all. However, the President remarked in the Presidency's Budget Speech of 2019 that a lack of coordination between national and provincial governments, between departments and particularly at local government level, has not served us well. A pattern of operating in silos has led to a lack of coherence in planning and implementation and has made monitoring and oversight of Government's programme difficult.

The Department of Cooperative Governance responded, and the District/Metropolitan Development Model was adopted by Cabinet on the 21st of August 2019. The purpose of enhancing cooperative governance through this district development model is to improve the coherence and spatial targeting impact of all three spheres of Government working together in unison.

Challenges experienced by DCOG in the performance environment

The NDP summarises the core challenge as follows: "The efficacy of the intergovernmental system is a hotly debated subject. The different spheres of Government are interdependent, and we need to find ways of ensuring they work together more effectively. The plan proposes a change of approach away from trying to find new structural arrangements, which is destabilising, towards identifying and resolving specific weaknesses in coordination and capacity. The state needs to improve its management of the system, including mediating agreements between district and local municipalities where there is duplication or conflict over the allocation of responsibilities and resources."

Lessons learned over the past 25 years of IGR practice and implementation include:

- Lack of coherence in planning, budgeting and implementation remains challenge;
- Sector departments involvement in IDP processes are very weak;
- Constant changes in priorities and programmes are not driven by development logic and long-term outcomes;
- There is a need to shift from Alignment to a Joint Plan approach;
- IGR mechanisms have been poorly utilised to enable joint work and integration – IGR Framework Act (protocols);
- Spheres plans lack strategic and long-term approach and there is limited localisation of NDP, MTSF;
- Growth and Development Strategies and Spatial Development Frameworks do not always have buy-in from all spheres; and

- Integration needs a performance management structure and expressing it in an Intergovernmental Plan.

Mechanisms to address the challenges over the medium-term period

One of the most important methods for achieving greater coordination and integration is integrated development planning. Apartheid planning has left deep scars on the spatial structure of our cities, towns and rural areas, and the lives of millions of individuals and households. The spatial integration of South Africa's settlements is critical. It will enhance economic efficiency, facilitate the provision of affordable services reduce the costs households incur through commuting and enable social development. Spatial integration is also central to nation building, to addressing the locational disadvantages which apartheid imposed on the black population, and to building an integrated society and nation.

The Department's objective is to enable an effective and affordable local government model that will be sustainable into the future. This will be done through the District Development Model (DDM). The Model is designed to improve collaborative planning amongst the three spheres of Government. It envisages a *One District, One Plan* and *One Budget* for each of the 44 districts and 8 metros.

- (i) The new District Level model seeks to utilise the existing legal framework and implementation machinery, which includes the Intergovernmental Relations (IGR) Framework Act which provides for the Minister (and department) responsible for cooperative governance to provide "a framework for coordinating and aligning development priorities and objectives between the three spheres of government" as well as the development of "indicators for monitoring and evaluating" the implementation of the framework. By crowding in public, private and not for profit investments to a district locality, in an all-inclusive manner as directed by joint district implementation plans, the Model aims at maximising impact whilst capitalising on a window of opportunity (over the next twelve to eighteen months) whilst addressing the 'burning' and 'stabilisation' challenges faced by local municipalities who are seen as critical building blocks towards the realisation of the objectives of the Model and the development aspirations of our people.

The Department of Cooperative Governance has begun to collectively harness all public resources behind common goals and within a framework of mutual support through the DDM Hubs in the three respective pilot sites (O.R. Tambo, Waterberg, and eThekweni). The DDM Hubs are institutionalising seamless coordination to utilise human and capital resources effectively, by promoting and facilitating cooperative decision-making, aligning priorities, budgets, policies and activities across interrelated functions and sectors.

To this end, eThekweni is being developed as a dynamic economic space for the country and as a key Export Hub. The upgrading of the Port remains critical in improving efficiencies and competitiveness which is a major step towards making eThekweni a leading Smart Port City Region. The development of eThekweni as a

Smart Port City contributes to implementation of our National Economic Recovery Plan by stimulating infrastructure investment; expanding industrialization, manufacturing, and localization; improving participation of township enterprises, cooperatives and SMMEs into the export manufacturing value chains.

Concurrently, the Waterberg One Plan aims to ignite the self-reinforcing sustainability cycle of the district by establishing Waterberg as a tourism and energy hub that enables a participative, investment-friendly, and diversified economy. Investment in infrastructure remains critical for the development of all economic sectors and a number of infrastructure catalytic projects have been identified in the One Plan focused on bulk water management, energy, and transport infrastructure. This will result in the Waterberg being a desired investment destination that leverage from its locational advantage with respect to the Gauteng global city region and various international border posts, its global resource competitiveness relating to mineral resources and the unique world heritage site and finally the social potential rooted within the district.

In OR Tambo, the building blocks of the regional economy will include developments in the agriculture sector, as well as the development drive for the new oceans economy. A notable step towards unlocking the oceans economy, the Eastern Cape Provincial Government, in partnership with the National Department of Environment, Forestry and Fisheries, launched the Eastern Cape Oceans Economy Master Plan in March 2020. The plan is aimed at unlocking the full potential of the oceans economy and focuses on connecting the proposed small rural beach towns to form a string of beads to ensure connectivity and accessibility to these towns. A strong collaborative drive needs to support this district because the agriculture sector will need changes to land rights, training, and skills development to reskill the available workforce, infrastructure such as roads to support the link to markets and investment from the private sector to convert to commercial farming. The oceans economy needs development plans to map the tasks of government, enabling infrastructure to allow the development of nodes and investment from private.

- (ii) The DDM has also become the strategic response to the socio-economic impact of COVID-19. In this regard, a reprioritisation of the Municipal Infrastructure Grant (MIG) and Integrated Urban Development Grant (IUDG) and repurposing of MIG is taking place to:
- Fund COVID-19 priorities – Sanitisation, Water;
 - Top slice 10 % of MIG for repairs and maintenance;
 - Review of the Municipal Systems Improvement Grant (MSIG) to provide targeted support to the DDM based on comprehensive skills, systems and institutional needs assessment done; and
 - Align the Integrated Urban Development Framework (IUDF), Economic Recovery Plans, Community Work Programme (CWP), and other COGTA interventions within DDM approach.

The President assigned Ministers and Deputy Ministers to districts to champion the implementation of the District Development Model with the assistance of MECs. These champions have the mammoth task ahead of them to ensure maximum coordination and cooperation as it is envisaged in the Constitution and to strengthen Government's communication with communities under the current trying circumstances.

Resource Considerations

Rand thousand	2022/23	2023/24	2024/25
	Revised Baseline	Revised Baseline	Revised Baseline
	R'000	R'000	R'000
Programmes			
Administration	301,201	282,624	295,120
Local Government Support and Intervention Management	18,493,211	19,283,472	20,149,480
Institutional Development	87,571,977	94,353,477	101,765,387
National Disaster Management Centre	652,268	949,383	656,690
Community Work Programme	4,346,204	4,356,875	4,552,742
Total for Programmes	111,364,861	119,225,831	127,419,419
	R'000	R'000	R'000
<u>Economic classification</u>			
Current payments	5,062,976	5,086,542	5,315,427
Compensation of employees	353,689	333,973	348,968
Goods and services	4,709,287	4,752,569	4,966,459
Transfers and subsidies	106,259,832	114,121,925	122,086,297

Payments for capital assets	42,053	17,364	17,695
Total economic classification	111,364,861	119,225,831	127,419,419

Part C: Measuring Our Performance

Institutional Programme Performance Information

Programme One: Administration

Programme purpose: Provide strategic leadership, management, and support services to the Department.

Sub-Programmes:

Office Of The Minister And Deputy Minister

The Minister of Cooperative Governance and Traditional Affairs (COGTA) provides strategic direction and leadership on policy matters to the Department with the support of the Deputy Minister. The sub-programme is responsible for the development of systems and mechanisms that deal with parliamentary questions and replies, Cabinet matters, correspondence, submissions, and memoranda.

Office of the Director-General

The Director-General supports the Minister of Cooperative Governance and Traditional Affairs (COGTA) in providing strategic direction and leadership to the DCoG in as far as the execution of the legislative mandate and government priorities by driving departmental outputs and implementation in realization of outcomes.

Manage the implementation of effective administrative systems in the Office of the Director-General. This sub-programme primarily provides strategic and administrative services to and reports directly to the Director-General.

It consists of the following support services:

Internal Audit: (IA) contributes to the strengthening of DCoG's accountability by evaluating and improving the adequacy and effectiveness of governance and control processes through strategic advice and recommendations on improvement areas. The unit also supports Management in driving combined assurance guidance on governance and internal control matters as well as coordinate departmental engagement with Audit Committee.

Risk Management evaluates effectiveness of the organisation's risk management processes

International relations and Donor Coordination: The unit develops, coordinates, and monitors an effective international and donor relations strategy **Intergovernmental Relations and cluster liaison:** The unit manages stakeholder relations and provide Cluster Liaison support services in the Department to drive local government Intergovernmental Relations.

Corporate Secretariat: Provide corporate secretariat services across the Department

Human Capital Management provide a strategic human resource management and development support services

Communication And Marketing manages the provision of internal and external communication services.

Information Communication And Technology management plan and deploy the ICT infrastructure, maintenance, and support services.

Corporate Planning And Internal Monitoring, Reporting And Evaluation coordinates the strategic planning processes and project management services for the department

Legislative Review And Drafting Services And Support provides specialised legislative review and drafting services and support

Facilities And Security Management renders effective facilities and security management services in the department.

Financial Accounting Services provides financial administration and compliance services

Internal Control ensures that the Department maintains an effective, efficient, transparent financial internal control system

Management Accounting And Costing manages And Coordinate The Department's Financial Planning And Expenditure Management Services.

Financial Reporting & Bookkeeping Expenditure Management Salary Administration And Debt Revenue Management and provides Financial Reporting And Bookkeeping

Supply Chain And Assets Management provide supply chain and asset management services.

Outcomes, Outputs, Performance Indicators and Targets

Outputs	Output Indicators	Audited/Actual Performance			Estimated Performance	MTEF Period		
		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Outcome: Effective and Efficient Internal Corporate Governance Systems								
Annual Financial Statements	1.1 Improved Audit Opinion expressed by the AGSA	Disclaimed for 2017/18 financial year	Disclaimer for 2018/19 financial year	Qualified for 2019/20 financial year	Qualified for 2020/21 financial year by March 2022	Unqualified for 2021/22 financial year by 31 March 2023	Unqualified for 2022/23 Financial year by 31 March 2024	Unqualified for 2022/23 Financial year by 31 March 2025
Approved Corporate Services Improvement Plan (CSIP) AND Reports on implementation of the plan	1.2 CSIP approved and progress reports submitted to Exco	New indicator	New	New	CSIP approved by AO by 31 May 2021 and CSIP progress reports for Q1 to Q3 submitted to Exco within 1 month after the end of the quarter	CSIP annual progress report submitted to Exco by 31 March 2023	CSIP annual progress report submitted to Exco by 31 March 2024	CSIP annual progress report submitted to Exco by 31 March 2025
					CSIP annual progress report submitted to Exco by 31 March 2022			
	1.3 Percentage implementation of CSIP as contained in progress reports	New indicator	New	New	90% implementation of CSIP as contained in progress reports	90% implementation of CSIP as contained in progress reports by 31 March 2023	90% implementation of CSIP as contained in progress reports by 31 March 2024	90% implementation of CSIP as contained in progress reports by 31 March 2025
Approved Financial	1.4 FMIP approved and	New indicator	New	New	FMIP approved by	FMIP approved by	FMIP approved by AO by 30	FMIP approved by

Outputs	Output Indicators	Audited/Actual Performance			Estimated Performance	MTEF Period		
		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Management Improvement Plan (FMIP) and Reports on implementation of the plan.	Progress reports submitted to Exco				AO by 31 May 2021 and FMIP progress reports for Q1 to Q3 submitted to Exco within 1 month after the end of the quarter	AO by 30 April 2022 and FMIP progress reports for Q1 to Q3 submitted to Exco within 1 month after the end of the quarter	April 2023 and FMIP progress reports for Q1 to Q3 submitted to Exco within 1 month after the end of the quarter	AO by 30 April 2024 and FMIP progress reports for Q1 to Q3 submitted to Exco within 1 month after the end of the quarter
	1.5 Percentage implementation of FMIP as contained in progress reports	New indicator	New	New	90% implementation of FMIP as contained in progress reports	90% implementation of FMIP as contained in progress reports by 31 March 2023	90% implementation of FMIP as contained in progress reports by 31 March 2024	90% implementation of FMIP as contained in progress reports by 31 March 2025
Report on investigated corruption cases	1.6 Report on reported corruption cases that are investigated and resolved through consequence management developed	New indicator	New	New	One report produced by 31 March 2022	90% of reported cases investigated by 31 March 2023	90% of reported cases investigated by 31 March 2024	90% of reported cases investigated by 31 March 2025
Policy Toolkit	1.7 DCoG Policy toolkit developed	New	New	New	Draft Policy Toolkit by 31 March 2023	DCoG Policy toolkit developed by 31 March 2023	Priority LG legislation to be reviewed in the short and medium term identified and drafted by 31 March 2024	Revised priority LG legislation implemented by 31 March 2025

Indicators, Annual and Quarterly Targets

Output indicators	Annual Target	Q1	Q2	Q3	Q4
1.1 Improved Audit Opinion expressed by the AGSA	Unqualified for 2021/22 financial year by 31 March 2023	Submission of 2021/22 Annual Financial Statements to NT and AGSA by 31 May 2022	No target	No target	Unqualified for 2021/22 financial year by 31 March 2023
1.2 CSIP approved and progress reports submitted to Exco	CSIP annual progress report submitted to Exco by 31 March 2023	CSIP approved by AO by 30 April 2022	Q1 CSIP progress Report submitted to Exco by 31 July 2022	Q2 CSIP Progress Report submitted to Exco by 31 October 2022	Q3 CSIP progress report submitted to EXCO by 31 January 2023
					CSIP annual progress report submitted to Exco by 31 March 2023
1.3 Percentage implementation of CSIP as contained in progress reports	90% implementation of CSIP as contained in progress reports by 31 March 2023	No target	10% implementation of CSIP as contained in progress report by 30 September 2022	30% implementations of CSIP as contained in progress report by 31 December 2022	70% implementation of CSIP as contained by Q3 progress report by 31 March 2023
					90% implementation of CSIP as contained in annual progress report by 31 March 2023
1.4 FMIP approved and progress reports submitted to Exco	FMIP annual progress report submitted to Exco by 31 March 2023	FMIP approved by AO by 30 April 2022	Q1 FMIP progress Report submitted to Exco by 31 July 2022	Q2 FMIP Progress Report submitted to Exco by 31 October 2022	Q3 FMIP progress report submitted to EXCO by 31 January 2023
					FMIP annual progress report submitted to Exco by 31 March 2023
1.5 Percentage implementation of FMIP as contained in progress reports	90% implementation of the FMIP as contained in progress reports by 31 March 2023	No target	10% implementation of FMIP as contained in progress report by 30 September 2022	30% implementations of FMIP as contained in progress report by 31 December 2022	70% implementation of FMIP as contained by Q3 progress report by 31 March 2023
					90% implementation of FMIP as contained in annual progress report by 31 March 2023
1.6 % of reported corruption cases that are investigated and resolved through consequence management	90% of reported cases investigated by 31 March 2023	No target	No target	No target	90% of reported cases investigated by 31 March 2023

Output indicators	Annual Target	Q1	Q2	Q3	Q4
1.7 DCoG Policy toolkit developed by target date	DCoG Policy toolkit developed 31 March 2023	No Target	LG Policy gaps and opportunities identified incorporated into the Draft Policy toolkit by 30 September 2022	Consultation on Draft Policy toolkit by 31 December 2022	DCoG Policy toolkit developed by 31 March 2023

Explanation of planned performance over the medium-term period

The administration programme continues to ensure that there is continuity in providing support to core business through the introduction and implementation of innovative solutions covering Human Resources, financial management, Information, and communication technology. The recently revised strategic plan, operating model and structure is part of optimizing the use of limited resources and get the maximum output in line with the departmental objectives. The Office of the Director-General is sphere heading the adjustments through the roll-out of the change management process that is infused into the journey towards an overall integrated strategic approach. Key to the implementation of our strategy and Annual Performance Plan is the entrenchment of a culture of honesty, integrity, and service delivery excellence. The department will undertake a process or reskilling including training on ethics and code of conduct. This is in line with the commitments made by all Senior Managers in line with the new organisational values.

While the organisational structure is being finalised and aligned to the budget programme structure, the Department will in the 2022/23 financial year implement a Matrix organisational model to implement some projects. This introduction of a matrix inter-branch collaboration is also part of ensuring that the collaboration required through the District Development Model Approach is also embedded internally. Improvements in the financial and non-financial performance are attributed to improvements in internal controls, functioning SCM committees including a newly established Governance Committee as well as a special task team dealing with audit related matters. A focal point for gender mainstreaming has been established in the DGs office. The use of ICT is key in the years to come and significant work in improving delivery through digitization of our tools and systems will continue.

The Department has made some improvements on audit outcomes for 2020/21 and 2021/22 as compared to the previous years. Significant ground has been covered to ensure that in the outer years of the MTEF 2020/21 to 2023/24, the Department achieves an unqualified audit opinion.

Communication of Departmental Programmes: DCoG will continue to communicate the District Development Model as a government wide delivery vehicle by all strategic partners through a communication strategy focused on popularizing the model and other key departmental programmes.

Arising out of the MTSF, and the Minister's performance agreement, the management of corruption in the public service is taken seriously. As part of ensuring that the Department curbs corrupt practices and improves on ethics management. This will form part of each and every Senior manager in the Department .

Programme One: Budget Allocation For Programme And Sub-Programmes

	2022/23	2023/24	2024/25
Rand thousand	Revised baseline	Revised baseline	Revised baseline
Subprogrammes			
Ministry	31,435	30,130	31,484
Management	20,097	19,153	20,013
Corporate Services	130,987	113,890	119,004
Financial Services	52,953	54,075	56,305
Internal Audit and Risk management	14,660	14,127	14,763
Office Accommodation	51,069	51,249	53,551
Total	301,201	282,624	295,120
Economic classification			
Current payments	296,465	277,712	289,988
Compensation of employees	160,228	140,989	147,120
Goods and services	136,237	136,723	142,868
Transfers and subsidies	788	790	825
Payments for capital assets	3,948	4,122	4,307
Total	301,201	282,624	295,120

Programme Two: Local Government Support And Interventions Management

Programme purpose: Provide policy analysis and development to transform local Government and improve cooperative governance.

Sub-Programmes:

The Programme is structured into the following five sub-programmes to support the Department in achieving the outputs and outcomes:

Management: Regional, Urban Development and Legislative Support provides strategic leadership to the Programme to comply with and achieve Departmental targets aligned with DDM Approach.

Municipal Performance Monitoring monitors and reports on local government performance information by institutionalising monthly municipal performance reporting by municipalities (consolidated into quarterly analysis reports) to the Department, analyses B2B performance information for each municipality monthly, and identifies key trends in municipal B2B performance.

Local Government Improvement Programme monitors and performs diagnostic assessments to support municipalities with the development and implementation of remedial action plans.

Local Government Legislative Support and Institutional Establishment drafts and amends primary and secondary legislation administered by the Department and provides our stakeholders with legal opinions to the departments stakeholders on the interpretation of legislation and matters affecting the mandate of the Department. This sub-programme also provides technical support and advice on the determination and redetermination of municipal boundaries, provincial boundary issues and local government elections.

Urban Development Planning facilitates and monitors the implementation of the IUDF policy and local economic development plans. This sub-programme also supports municipalities with the implementation of various tools to facilitate integrated urban development and spatial contracts in key restructuring zones.

Spatial Planning Districts and Regions facilitates the implementation of planning frameworks to promote integrated development across Government and builds Geographic Information System (GIS) capacity in district and local municipalities to enhance evidence-based decision making. This sub-programme also facilitates sustainable economic activities in the districts and lagging regions.

Intergovernmental Policy and Practice reviews, clarifies and strengthens the policy and institutional environment for the assignment and management of municipal powers and functions. This sub-programme is also responsible for strengthening collaborative intergovernmental management and practice between sectors, provinces and local government.

Municipal Demarcation Board makes transfers to the Municipal Demarcation Board to fund operational activities such as capacity assessments, ward delimitation and boundary redetermination. This sub-programme's budget is transferred in full to the board.

South African Cities Network makes transfers to the South African Cities Network to fund operational activities, including enabling cooperation between South African cities. This sub-programme's budget is transferred in full to the network.

Litigations and Interventions monitors compliance with intervention policies and regulations and develops budgets to address the infrastructure investments priorities of the poor.

Municipal Infrastructure Administration administers the payments of the municipal infrastructure grant payments and reviews spending related to transferred funds.

Municipal Infrastructure Grant makes specific transfers to supplement municipal capital budgets to address the infrastructure investment priorities of the poor.

Municipal Infrastructure Support Agency makes transfers to assist municipalities in building in-house capacity to perform functions and to stabilise institutional and governmental systems.

Outcomes, Outputs, Performance Indicators and Targets

Outputs	Output Indicators	Audited/Actual Performance			Estimated Performance	MTEF Period		
		2018/19	2019/20	2020/21		2021/22	2022/23	2023/24
Outcome 1: Functional inter-governmental governance systems								
DDM districts and metro One-Plans	2.1 Number of districts and metro One-Plans developed	New	New	One Plans developed for the 3 pilot sites	44 districts and 8 metro One Plans developed by 31 March 2022	44 districts and 8 metro One Plans reviewed and updated by 31 March 2023	44 districts and 8 metro One Plans monitored and reviewed by 31 March 2024	44 districts and 8 metro One Plans monitored and reviewed by 31 March 2025
GBVF preventative measures	2.2 Guideline for mainstreaming of the GBVF in the IDPs of municipalities Developed	New	New	New	Alignment of One Plans and the IDPs including the GBVF targets by 31 March 2022	Guideline for mainstreaming of the GBVF in the IDPs of municipalities Developed by 31 March 2023	52 districts supported to roll out IDPs that are aligned to their One Plans by 31 March 2024	52 districts supported to roll-out IDPs that are aligned to their One Plans by 31 March 2025
DDM Integrated Monitoring Framework	2.3 An Integrated Monitoring and Evaluation Framework for DDM reporting consulted and piloted	New	New	New	Integrated Monitoring framework for DDM reporting developed by 31 March 2022	Integrated Monitoring framework for DDM reporting reviewed and updated 31 March 2023	Integrated Monitoring framework for DDM reporting monitored and reviewed by 31 March 2024	Integrated Monitoring framework for DDM reporting monitored and reviewed by 31 March 2025
DDM Integrated Monitoring Systems (IMS)	2.4 DDM IMS developed and implemented	New	New	New	1 st release of DDM IMS priority module developed by 31 March 2022	DDM IMS developed and implemented by 31 March 2023	DDM IMS Implemented by 31 March 2024	DDM IMS Implemented and reviewed by 31 March 2025
Outcome : Functional Inter-Governmental Governance Systems								
Local Economic Development	2.5 Number of District and Metro	New	New	New Indicator	Economic Recovery	44 District and 8 Metro	44 District and 8 Metro	Evaluate implementation

Outputs	Output Indicators	Audited/Actual Performance			Estimated Performance	MTEF Period		
		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	Economic Recovery Plans implementation monitored				Plans implemented in 44 District and 8 Metros through the DDM roll-out by 31 March 2022	Economic Recovery Plans implementation monitored by 31 March 2023	Economic Recovery Plans implementation monitored by 31 March 2024	of 44 District and 8 Metro Economic Recovery Plans by 31 March 2025
District/Metro hubs	2.6 Number of hubs established for districts and metros	New	New	Hubs established for 2 districts and 1 metro by 31 March 2021	Hubs established in 21 Districts, which are Water Services Authorities by 31 March 2022	Hubs established in the remaining 28 Districts /Metros by 31 March 2023	No target	No target
						Bi-annual monitoring reports on District Development developed by 31 March 2023	Bi-annual monitoring reports on District Development developed by 31 March 2024	Bi-annual monitoring reports on District Development developed by 31 March 2025
Outcome: Sustained Good Municipal Governance								
Three Smart Cities (Small Towns)	2.7 Number of towns identified for redesign and refurbishment as smart cities/ towns	New	New	Smart Cities Framework developed by 31 March 2021	Smart Cities framework included into 3 DDM One Plans by 31 March 2022	Three existing cities/ towns identified and plans for redesign and refurbishment as smart cities developed by 31 March 2023	Three existing cities/ towns identified and plans for redesign and refurbishment as smart cities developed by 31 March 2024	Three existing cities/ towns implementing smart cities framework by March 2025
One Coastal City planned	2.8 Number of progress Reports on planned Coastal City	New	New	New	New	Three progress Reports on planned Coastal City by 31 March 2023	No Target	No Target
Outcome: Sustained Good Municipal Governance								
Monitoring and Intervention Act	2.9 Intergovernmenta	New	New	New	Draft Intergovernm	Intergovernmental Monitoring,	No Target	No target

Outputs	Output Indicators	Audited/Actual Performance			Estimated Performance	MTEF Period		
		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	I Monitoring, Support and Intervention Bill submitted in Parliament				ental Monitoring, Support, and Intervention Bill by 31 March 2022	Support and Intervention Bill submitted in Parliament by 31 March 2023		
Municipal Support and Intervention plans	2.10 Number dysfunctional of municipalities supported to implement Municipal Support & Intervention Plans (MSIPs)	New	New	New	New	64 dysfunctional municipalities by 31 March 2023	64 dysfunctional municipalities by 31 March 2024	Assessment Report on implementation of MSIPs 31 March 2025

Indicators, Annual and Quarterly Targets

Output Indicator	Annual Target	Q1	Q2	Q3	Q4
2.1 Number of district and metro One-Plans developed	44 districts and 8 metro One Plans reviewed and updated by 31 March 2023	No target	No target	30 Districts and Metro One-Plans updated by 31 December 2022	44 Districts and 8 Metro One-Plans updated by 31 March 2023
2.2 Guideline for mainstreaming of the GBVF in the IDPs of municipalities Developed	Guideline for mainstreaming of the GBVF in the IDPs of municipalities Developed by 31 March 2023	No target	No target	Draft Guideline for mainstreaming of the GBVF in the IDPs of municipalities Developed	Guideline for mainstreaming of the GBVF in the IDPs of municipalities Developed by 31 March 2023
2.3 Number of districts supported to roll-out IDPs that are aligned to their One Plans	26 districts supported to roll-out roll out IDPs that are aligned to their One Plans by 31 March 2023	No target	3 districts supported to roll-out roll out IDPs that are aligned to their One Plans by 31 September 2022	26 districts supported to roll-out roll out IDPs that are aligned to their One Plans by December 2022	26 districts supported to roll-out roll out IDPs that are aligned to their One Plans by 31 March 2023
2.4 An Integrated Monitoring and Evaluation Framework for DDM reporting piloted.	Integrated Monitoring and Evaluation Framework for DDM reporting consulted and piloted by 31 March 2023	Integrated Monitoring and Evaluation Framework for DDM reporting consulted with relevant role players.	Integrated Monitoring and Evaluation Framework for DDM reporting piloted.	Integrated Monitoring and Evaluation Framework for DDM reporting piloted.	Integrated Monitoring and Evaluation Framework for DDM reporting piloted.
2.5 DDM IMS developed and implemented	DDM IMS Developed and implemented by 31 March 2023	Draft Integrated Monitoring System for DDM developed by 30 June 2022	Draft IMS for DDM consulted upon with key stakeholders by 30 September 2022	Draft IMS for DDM updated with inputs from key stakeholders by 31 December 2022	IMS for DDM finalized and implemented by 31 March 2023
2.6 Number of hubs established for	Hubs established in the remaining 28	Hubs established in 5 Districts, which are	Hubs established in 8 Districts, which are Water	Hubs established in 15 Districts, which are	Hubs established in the remaining 28

Output Indicator	Annual Target	Q1	Q2	Q3	Q4
districts and metros	Districts /Metros by 31 March 2023	Water Services Authorities by 30 June 2022	Services Authorities by 30 September 2022	Water Services Authorities by 31 December 2022	Districts /Metros by 31 March 2023
2.7 Percentage of MIG allocations spent on municipal infrastructure	85% of MIG allocations spent on municipal infrastructure by 31 March 2023	80% of 2020/21 MIG allocations spent on municipal infrastructure by June 2022	20% of 2021/22 MIG allocations spent on municipal infrastructure by September 2022	40% of 2021/22 MIG allocations spent on municipal infrastructure by 31 December 2022	60% of 2021/22 MIG allocations spent on municipal infrastructure by 31 March 2023
2.8 Number of small towns identified for redesign and refurbishment as smart cities/ towns	Three small towns identified and plans for redesign and refurbishment as smart cities developed by March 2023	No target	Analysis report on the state of readiness to becoming a Smart City developed	Support Program for becoming a Smart City developed	Three small towns identified and plans for redesign and refurbishment as smart cities developed by March 2023
2.9 Number of progress Reports on planned Coastal City	Three progress Reports on planned Coastal City by 31 March 2023	No target	No target	No target	Three progress Reports on planned Coastal City by 31 March 2023
2.10 Number dysfunctional of municipalities supported to implement Municipal Support & Intervention Plans (MSIPs)	64 dysfunctional municipalities by 31 March 2023	No target	15 dysfunctional municipalities by 30 September 2022	49 dysfunctional municipalities by 31 December 2022	64 dysfunctional municipalities by 31 March 2023

Explanation of planned performance over the medium-term period

Following the revision to the MTSF, focus over the medium-term will be placed on strengthening institutional arrangements for DDM.

The institutionalisation of long range/term planning in the form of the District Development Model 25-year strategy is a critical governance arrangement that embeds a joint up government approach towards developmental local government and a capable state. This long-term planning will guide coordination of efforts towards implementation around the 5 pillars of DDM which are Governance and Financial Management, Integrated Services Provisioning, Infrastructure Engineering, Spatial Restructuring, and Economic Positioning. This process is rooted in the development of long range one plans for districts and metros following a vigorous process of diagnostic studies, trend and scenario analysis for purposes of mapping the desired future for each district and metro by formulating long term strategies with concrete outputs and outcomes achieved through joint up implementation. Key to the success of these long-range plans is the creation of enabling governance platforms, adherence to the rule of law, tackling corruption and creating quality institutions that can delivery on the needs of the communities as expressed in the government priorities.

Work has already started in the pilot sites and in the creation of new cities in South Africa e.g., the envisaged new coastal city. Other enablers are fostering partnerships across government, business and attracting international investments through the adoption of a district wide planning, budgeting, and implementation approach, agreeing on the vision, milestones & deliverables for the 52 district spaces based on the natural endowment of these spaces, capitalizing on lessons from China and other countries, benchmark against similar development models internationally (Locally compare with socio and economic opportunities) and Update the Endowment Structure, identify and incorporate disaster risk plans into IDPS and SDFs. Along the implementation journey, we need to capture the endowment structure and comparative advantage documenting what does the districts and metros have and what is they potentially do well.

Parallel to this work, the Department will ensure that the policy platform to utilise the DDM as an all of government approach is set. In this regard we will ensure that the Monitorign Support and Interventions Bill is submitted in parliament. The Bill will enable targeted support to municipalities in need of support long before interventions can be introduced.

The work on economic recovery of districts and metros is critical in reversing the Impact of COVID-19.

Following the State of Local Government Report, over the MTEF, the Department will dedicate efforts in supporting the 64 municipalities by facilitating the development and implementation of Municipal Support and Interventions Plans, this is in line with

our revised five-year strategic direction and operating model that will give effect to joint up actions in providing support to these municipalities using the DDM approach.

Over the medium-term, the Department aims to conclude proposals to maximising Intergovernmental Relations and cooperation through the review of section 47 of the IGRFA , prior to processing in Parliament.

Programme Two: Budget Allocation for programme and sub-programmes

	2022/23	2023/24	2024/25
Rand thousand	Revised baseline R'000	Revised baseline R'000	Revised baseline R'000
Subprogrammes			
Management: Local Government Support and Intervention Management	7,352	7,048	7,363
Performance Monitoring	11,959	11,503	12,018
Local Government Improvement Programme	27,543	26,281	27,462
Municipal Infrastructure Grant Administration	50,131	53,600	56,009
Urban Development Planning	11,939	11,418	11,928
Integrated Districts and Regional Spatial Planning	12,556	12,261	12,811
Intergovernmental Policy and Practice	11,298	10,768	11,253
Integrated Urban Development Grant	1,085,368	1,122,764	1,173,187
Municipal Demarcation Board	74,340	73,104	76,387
South African Cities Network	8,508	8,538	8,921
Municipal Infrastructure Grant (MIG)	16,842,001	17,594,733	18,384,903
Municipal Infrastructure Support Agent	350,216	351,454	367,238
Total	18,493,211	19,283,472	20,149,480
<u>Economic classification</u>			
Current payments	132,778	132,879	138,844
Compensation of employees	95,361	95,324	99,604
Goods and services	37,417	37,555	39,240
Transfers and subsidies	18,360,433	19,150,593	20,010,636
Payments for capital assets	-	-	-
Total	18,493,211	19,283,472	20,149,480

Programme Three: Institutional Development

Programme purpose: Build institutional resilience in local government by supporting system development, governance, and capacity building

Sub-Programmes: The Programme is structured into the following sub-programmes:

Management: Institutional Development provides strategic leadership to the programme to ensure compliance and the achievement of Departmental targets in line with the B2B strategy.

Municipal Human Resources Management Systems builds sound municipal institutional capabilities through the development, implementation, and enforcement of an efficient and effective human resource management framework as per the Municipal Systems Act, 2000 (Act No. 32 of 2000).

Municipal Finance provides support and technical capacity to municipalities on the municipal revenue management and enhancement strategies, debt collection and free basic services.

Citizen Engagement promotes local government accountability and engagement with communities implementing the citizen engagement framework.

Anti-Corruption and Good Governance conducts anti-corruption campaigns that improve ethical conduct at local government level. This sub-programme also strengthens and implements preventative measures against the corruption and creates a conducive environment for the expeditious resolution of corruption cases.

Municipal Property Rates guides municipalities to comply with the Municipal Property Rates Act (2004) and its regulations.

Local Government Equitable Share is the share of nationally raised revenue payable to local government in terms of Section 214 of the Constitution. This transfer supplements municipal revenue for the provision of free basic services to poor households and for the funding of institutional capacity and support to weaker municipalities.

South African Local Government Association makes transfers to the South African Local Government Association to fund operational activities, including participation in intergovernmental structures and legislatures.

Municipal Systems Improvement Grant makes transfers to assist municipalities in building in-house capacity to perform functions, and to stabilise institutional and governmental systems.

United Cities and Local Government of Africa makes transfers to United Cities and Local Government of Africa to fund operational activities, enhance cooperation and knowledge sharing among local governments in Africa and improve the delivery of services to communities across the continent.

Outcomes, Outputs, Performance Indicators and Targets

Outcomes, Outputs, Performance Indicators and Targets								
Outputs	Output Indicators	Annual Targets						
		Audited/Actual Performance			Estimated Performance	MTEF Period		
		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Outcome 4 Financially viable municipalities and metros								
Financially viable municipalities	3.1 Report on the implementation of the recommendations of the Budget Forum on the Local Government Fiscal Framework (LGFF)	New Indicator	New	New	Funding Model for Local Government developed by 31 March 2022	Report on the implementation of the recommendations of the Budget Forum on the LGFF implemented by 31 March 2023	Report on the implementation of the recommendations of the Budget Forum on the LGFF implemented by 31 March 2024	Report on the implementation of the recommendations of the Budget Forum on the LGFF implemented by 31 March 2025
Integrated local government Capacity building strategy	3.2 Integrated Local government Capacity building strategy LGCBS developed and implemented through DDM One-Plans	National Capacity Building Framework for LG, 2008	NCBF for LG 2008	Draft Integrated LGCBS developed	Integrated LGCBS developed by 31 March 2022	Integrated LGCBS approved by 31 March 2023	Integrated LGCBS implemented in 52 DDM One Plans by 31 March 2024	Integrated LGCBS implemented in 52 DDM One Plans by 31 March 2025
Reports on National Responsible Citizenry Campaign	3.3 Reports on responsible Citizenry Campaign implementation	New Indicator	New	New	Reports on stakeholder engagement conducted in total of 16 districts by March 2022	Reports on stakeholder engagement conducted in total of 18 districts by March 2023	Reports on stakeholder engagement conducted in total of 18 districts by March 2024	Reports on stakeholder engagement conducted in total of 18 districts by March 2025

Outcomes, Outputs, Performance Indicators and Targets

Outputs	Output Indicators	Annual Targets						
		Audited/Actual Performance			Estimated Performance	MTEF Period		
		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Active citizenry and leadership	3.4 Number of provinces implementing the GovChat social media platform for community engagement and service delivery improvement	New Indicator	New	New	New indicator	9 provinces by 31 March 2023	9 by 31 March 2024	9 by 31 March 2025
	3.5 Number of Provinces supported to maintain effective community engagement structures, systems and processes within their respective municipalities	New Indicator	New	New	New	9 Provinces supported to capacitate municipalities to maintain functional ward committees by 31 March 2023	9 Provinces supported to capacitate municipalities to maintain functional ward committees by 31 March 2024	9 Provinces supported to capacitate municipalities to maintain functional ward committees by 31 March 2025
Municipal Public Accounts Committees (MPAC) functionality assessment reports	3.6 Number of MPAC functionality assessment reports developed	New indicator	New	New	4 MPAC functionality assessment reports developed by 31 March 2022	4 MPAC functionality assessment reports developed by 31 March 2023	4 MPAC functionality assessment reports developed by 31 March 2024	4 MPAC functionality assessment reports developed by 31 March 2025
Outcome 4 Financially viable municipalities and metros								

Outcomes, Outputs, Performance Indicators and Targets

Outputs	Output Indicators	Annual Targets						
		Audited/Actual Performance			Estimated Performance	MTEF Period		
		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Improved Audit Outcomes	3.7 Report on the implementation of actions to address issues raised by the AGSA in line with Section 134 of the MFMA	New indicator	New Indicator	New Indicator	Report submitted to form part of sec 48 report/ state of local government report by 31 December 2022	Report submitted to form part of sec 48 report/ state of local government report by 31 December 2023	Report submitted to form part of sec 48 report/ state of local government report by 31 December 2024	Report submitted to form part of sec 48 report/ state of local government report by 31 December 2025

Indicators, Annual and Quarterly Targets

Output Indicator	Annual Target	Q1	Q2	Q3	Q4
3.1 Local Government Fiscal Framework developed and implemented in collaboration with the National Treasury	Report on the implementation of the recommendations of the Budget Forum on the Local Government Fiscal Framework implemented by 31 March 2023	Report on the implementation of the recommendations of the Budget Forum on the Local Government Fiscal Framework by 30 June 2022	Report on the implementation of the recommendations of the Budget Forum on the Local Government Fiscal Framework 30 September 2022	Report on the implementation of the recommendations of the Budget Forum on the Local Government Fiscal Framework 31 December 2022	Report on the implementation of the recommendations of the Budget Forum on the Local Government Fiscal Framework by 31 March 2023
3.2 Integrated Local Government capacity building strategy developed and implemented through DDM One-Plans	Integrated LGCBS approved by 31 March 2023	Finalizing the consultations with key stakeholders on Integrated LGCBS developed 30 June 2022	Draft Integrated LGCBS submitted to Exco by 30 September 2022	Draft LGCBS submitted to Minister by 30 December 2022	Integrated LGCBS approved by 31 March 2023
3.3 Reports on Responsible Citizenry campaign implementation	Reports on stakeholder engagements conducted in total of 18 district by 31 March 2023	Reports on 5 stakeholder engagements developed in by 30 June 2022	Reports on 5 stakeholder engagements developed in by 30 September 2022	Reports on 4 stakeholder engagements developed in by 31 December 2022	Reports on 4 stakeholder engagements developed in by 31 March 2023
3.4 Number of provinces implementing the GovChat social media platform for community engagement and service delivery improvement	9 provinces implementing the GovChat social media platform by 31 March 2023	2 provinces implementing the GovChat social media platform by 30 June 2022	4 provinces implementing the GovChat social media platform by 30 September 2022	3 provinces implementing the GovChat social media platform by 30 December 2022	Report on 9 Provinces implementing the GovChat social media platform by 31 March 2023
3.5 Number of Provinces supported to maintain effective community engagement structures, systems and processes within their respective municipalities	9 Provinces supported to capacitate municipalities to maintain functional ward committees by 31 March 2023	Develop a National Plan to support provinces on induction of ward committees by 30 June 2022	3 Provinces supported to capacitate municipalities to maintain functional ward committees by 30 September 2022	6 Provinces supported to capacitate municipalities to maintain functional ward committees supported by 30 December 2022	9 Provinces supported to capacitate municipalities to maintain functional ward committees by 31 March 2023

Output Indicator	Annual Target	Q1	Q2	Q3	Q4
3.6 Number of MPAC functionality assessment reports developed	4 MPAC functionality assessment reports developed by 31 March 2023	1 MPAC functionality report developed by 30 June 2022	2 MPAC functionality report developed by 30 September 2022	3 MPAC functionality report developed by -30 December 2022	4 MPAC functionality report developed by 31 March 2023
3.7 Report on the implementation of action to address issues raised by the AGSA in line with Section 134 of the MFMA	Report on the implementation of actions to address issues raised by the AGSA in line with section 134 of the MFMA submitted to form part of sec 48 report/ state of local government report by 31 December 2022	Letters to MECs for Local Government to Submit Assessment reports on actions taken to address issues raised by AGSA issued by 30 June 2022	Draft report on the implementation of actions to address issues raised by the AGSA in line with section 134 of the MFMA developed by 30 September 2022	Report on the implementation of actions to address issues raised by the AGSA in line with section 134 of the MFMA submitted to form part of sec 48 report/ state of local government report by 31 December 2022	No Target

Explanation of Planned Performance over the Medium-Term Period

DCoG together with National Treasury, provinces and municipalities, will facilitate initiatives to improve financial sustainability, revenue management and audit outcomes for Local Government. Attention will be dedicated to the reduction of qualified audits through elimination of irregular, wasteful and fruitless expenditure. The responsibility to ensure that municipalities are financial viable is a joint responsibility of the national treasury, DCoG and provincial Treasuries Revenue Management. The poor response from consumers (residents, national and provincial government departments, with regard to payment for services provided by municipalities and insufficient budget allocations by organs of state to service current and historic debt is the prime reason why municipalities are struggling to meet their own payment obligations to Eskom and water boards.

As part of Government's campaign to increase municipal revenue and reduce municipal debt, the Department will work jointly with provinces, municipalities, civil society, private sector and communities to implementation programmes for payment of services based on the 'user pay principle'. We will also continue with our simplified revenue project, which aims to enhance municipal revenue management and debt collection system.

One of the key blockages in executing our mandate is the limitation in understanding the whole spectrum of the powers and functions of the Ministry within the constitutional provision and related legislative mandate. A team has been established to develop a comprehensive legal and policy toolkit. Work is underway to analyse the ministers powers and functions. This entails the analysis of existing reports and jurisprudence, environmental scan, and literature review of LG challenges consultation with provinces, municipalities, and sector departments to gather policy impediments, identification, and elevation of interim policy/legislative levers for immediate review and implementation this will enable the updating of policy frameworks, regulations, guidelines and reporting protocols.

The Integrated Local Government Capacity-Building Framework will be developed and implemented in 44 Districts and 8 metros to boost municipal governance over the next 5 years. Municipal Governance with the goal of ensuring that municipalities improve their governance responsibilities, the Department will continue to support municipalities in implementing provisions relating to oversight. In collaboration with National Treasury and SALGA, targeted capacity building interventions will be provided to targeted municipalities. This will include the roll-out of a MPAC Guideline and Toolkit – this toolkit was collaboratively developed with stakeholders and finalised during 2018. Specific amendments have been proposed to the Municipal Structures Act of 1998, where it will, once enacted, become mandatory for all municipalities to establish MPACs. Specific responsibilities are being prescribed in the amendments; these amendments are also aligned with specific provisions in the MFMA. The Bill also addresses various electoral-related challenges that were experienced during the management and administration of LGEs.

The Framework for Mainstreaming Citizen Engagement is to improve public participation. We want to better understand what we are already doing, and identify what types of engagement contribute most to results, so we can develop a coherent approach to citizen engagement. We will also develop social compacts to foster partnerships at all levels through engagement with civil society, private sector and citizens. As part of Citizen Engagement's contribution towards improving public trust and confidence in local government, focus will be on the following:

- Establish a policy environment for participatory governance, through legislative review and the issuing of regulations, including providing guidelines for

partnership with civil society organisations. (Legislative Review and CSOs) • Create an enabling environment for ward committees to function by supporting the introduction of an effective ward committee competency/qualification, regulating the provision of out-of-pocket expenses and providing hands-on support to public participation officials in provinces and districts. (Hands-on Support)

Develop and implement a civic education tool to educate citizens and empower them to hold government accountable. (Public Education) • Roll-out alternative, cost-effective and real-time complaints management platform across the country. (GovChat) • Introduce alternative approaches to community engagement to move away from the needs-based model towards a more asset-based model, thus building community partnership with government and ensuring that communities become owners of development.

Programme Three: Budget Allocation for programme and sub-programmes

	2022/23	2023/24	2024/25
Rand thousand	Revised baseline R'000	Revised baseline R'000	Revised baseline R'000
Subprogrammes			
Management: Institutional Development	3,617	3,464	3,621
Municipal Human Resource Management System	10,292	9,882	10,327
Municipal Revenue Enhancement and Audit Outcomes	29,803	31,767	33,192
Citizen Engagement	7,035	6,808	7,114
Anti-Corruption and Good Governance	6,626	6,415	6,703
Municipal Property Rates	12,540	11,946	12,483
Municipal Governance	5,987	5,721	5,977
Local Government Equitable Share	87,311,493	94,086,549	101,486,470
South African Local Government Association	36,280	36,408	38,043
United Cities and Local Government of Africa	7,973	8,001	8,361
Municipal Systems Improvement Grant	140,331	146,516	153,096
Total	87,571,977	94,353,477	101,765,387
<u>Economic classification</u>			
Current payments	216,231	222,519	232,513
Compensation of employees	42,765	42,751	44,669
Goods and services	173,466	179,768	187,844
Transfers and subsidies	87,355,746	94,130,958	101,532,874
Payments for capital assets	-	-	-
Total	87,571,977	94,353,477	101,765,387

Programme Four: National Disaster Management Centre

Programme purpose: Programme purpose: Promote an integrated and coordinated system of disaster prevention, mitigation and risk management.

Sub-Programmes:

The Programme consists of the following sub-programmes:

Management: Head of Disaster provides strategic leadership to the Programme.

Disaster Risk Reduction, Capacity Building and Intervention develops and implements disaster management operational systems, coordinates disaster management

capacity building and strategic research across all three spheres of government and provides for the allocation disaster response, relief and rehabilitation funding after a disaster has occurred.

Legislation and Policy Management develops disaster management policies and legislative frameworks derived from the Disaster Management Act, 2002 (Act No. 57 of 2002) and the National Disaster Management Framework (2005) and manages the improvement of legislative compliance across the sectors and spheres of government.

Integrated Provincial Disaster Management Support, Monitoring and Evaluation Systems develops and implements integrated support to provinces and monitoring and evaluation system for disaster management and fire services.

Fire Services develops fire services policies and legislative frameworks and coordinates programmes related to the support and administration of fire services.

Information Technology, Intelligence and Information Management Systems guides the development of a comprehensive information management and communication system and establishes integrated communication links with all disaster management role players.

Disaster Relief Grant is a conditional allocation that aims to provide immediate relief after disasters. Transfers are made only when a disaster has been declared.

Municipal Disaster Recovery Grant is a conditional allocation to repair municipal infrastructure damaged by disasters. This grant is allocated as a second phase of the disaster response to municipalities following a post-verification process after a disaster has occurred.

Outcomes, Outputs, Performance Indicators and Targets

Outcomes, Outputs, Performance Indicators and Targets								
Outputs	Output Indicators	Annual Targets						
		Audited/Actual Performance			Estimated Performance	MTEF Period		
		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Outcome 4 Financially viable municipalities and metros								
An improved disaster management system for reduced disaster risks, effective prevention of new risks, enhanced preparedness	4.1 Disaster funding arrangements reviewed and implemented	Disaster funding arrangements	Disaster funding arrangements	Disaster funding arrangements	A model for disaster funding arrangements developed and approved by 31 March 2021	Report indicating two sector departments supported in the implementation of disaster funding arrangements by 31 March 2022	Report indicating two sector departments supported in the implementation of disaster funding arrangements by 31 March 2023	Report indicating two sector departments supported in the implementation of disaster funding arrangements by 31 March 2024

Outcomes, Outputs, Performance Indicators and Targets

Outputs	Output Indicators	Annual Targets						
		Audited/Actual Performance			Estimated Performance	MTEF Period		
		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
s for response and recovery	Number of organs of state (including municipalities) supported to prevent, prepare for, and mitigate disaster risks through applicable disaster management plans	10 Municipalities in priority disaster areas supported to prevent, prepare for, mitigate disaster risks	10 Municipalities in priority disaster areas supported to prevent, prepare for, mitigate disaster risks	10 Municipalities in priority disaster areas supported to prevent, prepare for, mitigate disaster risks	10 Municipalities in priority disaster areas supported to prevent, prepare, mitigate disaster risks through applicable disaster management plans with a focus on all hazards inclusive of COVID-19 by 2021.	10 municipalities and 1 Sector department supported to prevent, prepare for and mitigate disaster risks through the effective implementation of applicable disaster management plans by March 2022.	10 municipalities and 1 Sector department supported to prevent, prepare for and mitigate disaster risks through the effective implementation of applicable disaster management plans by March 2023.	10 municipalities and 1 Sector department supported to prevent, prepare for and mitigate disaster risks through the effective implementation of applicable disaster management plans by March 2024.
					No target	No target	Disaster Management Framework updated and submitted to the Head: NDMC for approval by 31 March 2023	Disaster management framework consulted and submitted for approval by the Minister by 31 March 2024

Outcomes, Outputs, Performance Indicators and Targets								
Outputs	Output Indicators	Annual Targets						
		Audited/Actual Performance			Estimated Performance	MTEF Period		
		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Updated National Disaster Management Framework	4.3 National Disaster Management Framework updated.	Disaster Management Framework	Disaster Management Framework	Disaster Management Framework	Disaster Management Framework updated and submitted to the Head: NDMC for approval by 31 March 2023	Disaster management framework consulted and submitted for approval by the Minister by 31 March 2024	Stakeholders across the three spheres of government orientated on the updated disaster management framework by 31 March 2025.	Disaster Management Framework updated and submitted to the Head: NDMC for approval by 31 March 2023

Indicators, Annual and Quarterly Targets

Output Indicator	Annual Target	Q1	Q2	Q3	Q4
4.1 Disaster funding arrangements reviewed and implemented	4.1 Report prepared on the support to two sector departments in the implementation of disaster funding arrangements	Report indicating two sector departments supported in the implementation of disaster funding arrangements by 31 March 2023	Prepare a plan on the support to sector departments in the implementation of disaster funding arrangements by 30 June 2022	One sector department supported in the implementation of disaster funding arrangements by 30 September 2022	One sector department supported in the implementation of disaster funding arrangements by 30 December 2022

Output Indicator	Annual Target	Q1	Q2	Q3	Q4
	4.2 Number of organs of state (including municipalities) supported to prevent, prepare for and mitigate disaster risks through applicable disaster management plans	10 municipalities and one Sector department supported to prevent, prepare for and mitigate disaster risks through the effective implementation of applicable disaster management plans by 31 March 2023	10 municipalities and one Sector department supported to prevent, prepare for and mitigate disaster risks through the effective implementation of applicable disaster management plans by 30 June 2023	10 municipalities and one Sector department supported to prevent, prepare for and mitigate disaster risks through the effective implementation of applicable disaster management plans by 30 September 2023.	10 municipalities and one Sector department supported to prevent, prepare for and mitigate disaster risks through the effective implementation of applicable disaster management plans by 30 December 2023
	4.3 Updated National Disaster Management Framework.	Disaster Management Framework updated and submitted to the Head: NDMC for approval by 31 March 2023.	Gap analysis of the Disaster Management Framework conducted by 30 June 2022	Draft adjusted Disaster Management Framework prepared by 30 September 2022	Draft adjusted Disaster Management Framework refined by 30 December 2022

Explanation of Planned Performance over the Medium-Term

Prevention and Mitigation

We will support organs and identified municipalities on measures to prevent, prepare for and mitigate disaster risks through applicable disaster management plans. This is critical interventions that will provide important considerations for development planning in the country in order to protect communities at risk and build resilient communities.

Disaster funding arrangements reviewed and implemented

The NDMC will in 2022/23 provide support to 2 sector departments in the implementation of disaster funding arrangements. This is a critical intervention to enhance rapid and effective response to disasters in line with applicable legislative prescripts.

National Disaster Management Framework

In line with the MTSF target we will in 2022/23 financial year update the NDMF to better reflect on several aspects contained in legislation and regional, continental and international frameworks to strengthen the ongoing institutionalisation of Disaster Management across the sectors and spheres of government.

Programme Four: Budget Allocation for programme and subprogrammes

	2022/23	2023/24	2024/25
	Revised baseline	Revised baseline	Revised baseline
Rand thousand	R'000	R'000	R'000
Subprogrammes			
Management: Head of the National Disaster Management Centre	4,049	3,873	4,046
Disaster Risk Reduction, Capacity Building and Intervention	57,811	59,281	61,942
Legislation and Policy Management	6,862	6,624	6,922
Integrated Provincial Disaster Management Support, Monitoring and Evaluation Systems	4,728	4,484	4,686
Fire Services	5,400	5,217	5,451
Information Technology, Intelligence, and Information Management Systems	30,647	30,414	31,779
Disaster Response Grant	516,748	518,575	541,864
Municipal Disaster Recovery Grant	26,023	320,915	-
Total	652,268	949,383	656,690
Economic classification			
Current payments	106,298	106,557	111,340
Compensation of employees	28,573	28,557	29,839
Goods and services	77,725	78,000	81,501
Transfers and subsidies	542,865	839,584	541,962
Payments for capital assets	3,105	3,242	3,388
Total	652,268	949,383	656,690

Programme Five: Community Work Programme

Programme purpose: To create income security and work experience for participants and promote social and economic inclusion by targeting areas of high unemployment through the provision of work opportunities in local municipalities, ensuring skills and community development.

Sub-Programmes:

The Programme has the following sub-programmes:

Management: Community Work Programme provides strategic management and leadership to the Programme.

Programme Coordination develops frameworks and standard operating procedures, facilitates their implementation and the functionality of coordination structures and monitors the performance of Implementation Agents.

Partnerships, Norms, Standards and Innovation ensures the effective management and coordination of partnerships and special projects for the CWP

Outcomes, Outputs, Performance Indicators and Targets

Outcome, Output Performance Indicators and Targets								
Outputs	Output Indicators	Annual Targets						
		Audited/Actual Performance			Estimated Performance	MTEF Period		
		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Outcome: Integrated Planning and Service Delivery								
CWP participants enrolled	5.1 Number of people participating in the CWP	247 466	250 000	250 000 people participating in the programme by 31 March 2021	250 000 people participating in the programme by 31 March 2022	250 000 people participating in the programme by 31 March 2023	250 000 people participating in the programme by 31 March 2024	250 000 people participating in the programme by 31 March 2025
CWP participants trained	5.2 Number of participants trained annually	24 746	25 000	25 000 CWP participants trained annually by 31 March 2021	25 000 CWP participants trained annually by 31 March 2022	25 000 CWP participants trained annually by 31 March 2023	25 000 CWP participants trained annually by 31 March 2024	25 000 CWP participants trained annually by 31 March 2025

Indicators, Annual and Quarterly Targets

Indicators, Annual and Quarterly Targets					
Output Indicators	Annual Target	Q1	Q2	Q3	Q4
5.1 Number of people participating in the programme CWP	250 000 people participating in the programme by 31 March 2023	250 000 people participating in the CWP programme by 30 June 2022	250 000 people participating in the CWP programme by 31 September 2022	250 000 people participating in the CWP programme by 31 December 2022	250 000 people participating in the CWP programme by 31 March 2023
5.2 Number of CWP participants trained	25 000 CWP participants trained annually by 31 March 2023	Approval of site training and procurement plans by 30 June 2022	5000 CWP participants trained by 30 September 2022	10000 CWP participants trained by 31 December 2022	25000 CWP participants trained by 31 March 2023

Explanation of Planned Performance over the Medium-Term

Over the medium-term period, the programme will continue to facilitate the provision of work opportunities and related training work will continue to facilitate the refocussing of CWP Useful Work towards supporting the national priorities of fighting poverty and unemployment. The details of our targets for training will be implemented through our Operational Plan.

Programme Five: Budget Allocation for programme and sub-programmes

	2022/23	2023/24	2024/25
Rand thousand	Indicative baseline R'000	Indicative baseline R'000	Indicative baseline R'000
Subprogrammes			
Management: Community Work Programme	4,283,773	4,295,361	4,488,465
Programme Coordination	47,682	46,972	49,082
Partnerships, Norms, Standards and Innovation	14,749	14,542	15,195
Total	4,346,204	4,356,875	4,552,742
Economic classification			
Current payments	4,336,204	4,346,875	4,542,742
Compensation of employees	26,762	26,352	27,736
Goods and services	4,309,442	4,320,523	4,515,006
Payments for capital assets	10,000	10,000	10,000
Total	4,346,204	4,356,875	4,552,742

Draft Updated Key Risks And Mitigations

Outcomes	Related Risk	Mitigation Measures
Effective and efficient corporate governance systems to drive the implementation of the DDM	Material misstatements on the financial statements.	<ul style="list-style-type: none"> • Timeously escalate to Branch Heads and follow up on outstanding information. • Preparation, submission and reviewing monthly disclosure notes inputs. • Identification and classification Irregular Expenditure and disclose in the asset register accordingly. • Review and strengthen the capacity and capability of the Accounting unit.
	The organisational structure may not support the implementation of the strategy	<ul style="list-style-type: none"> • Re-align the organisational structure to support the implementation of the strategy. • Address the skills development gaps identified. • Implementation of the change management strategy.
	Exposure to litigations	<ul style="list-style-type: none"> • Implement and monitor the legal toolkit outlining the power and functions of the Department.
	Delays in finalising investigations and application of consequence management	<ul style="list-style-type: none"> • Allocate resources (human and financial) for investigations.
Integrated planning and service delivery	One Plans developed for district and metro spaces may be of poor quality.	<ul style="list-style-type: none"> • Develop updated guidelines to guide for the updating of the One Plans. • Regularly engagements with all spheres of government through identified Forums.
	Non- availability of gender information at the municipal level	<ul style="list-style-type: none"> • Convene regular meetings with the project task team consisting of the relevant stakeholders.
	Inaccurate DDM information may be presented to different structures of government or stakeholders.	<ul style="list-style-type: none"> • Review and implement the integrated reporting framework for DDM.
	Delays in implementing the DDM IMS	<ul style="list-style-type: none"> • Early engagement of key stakeholders to ensure commitment. • Document the project scope in a Project Initiation Document or Project Charter. • Ensure that the SP has the right skilled resources allocated to the project. • Close monitoring and tracking of project task delivery.
	Hubs not fully established within district and Metros spaces	<ul style="list-style-type: none"> • Review the concept document regarding the establishment of hubs.
	Failure to execute MIG projects within set timeframes by Municipalities.	<ul style="list-style-type: none"> • Improve DoRA monthly reporting compliance (except expenditure performance).

Outcomes	Related Risk	Mitigation Measures
		<ul style="list-style-type: none"> • Monitor municipal implementation plans and associated acceleration plans by municipalities. • MIG Technical support provided by MISA through SLA.
	Sector departments not supported to implement disaster funding arrangements.	<ul style="list-style-type: none"> • Engage sector departments through the CD and DDG's office to enhance cooperation. • Engagement sessions to be led by the CD and DDG. • Lobby support from the Inter-Governmental Committee on disaster management led by Minister for cooperation.
	Inadequate cooperation by organs of state to develop and submit meaningful disaster management plans. Disaster Management Plans not prioritised by organs of state.	<ul style="list-style-type: none"> • Assess the developed disaster management plans of organs of state to check compliance with the relevant legislation and guidelines. • Hold engagement sessions with organs of state whose disaster management plans have been assessed. • Where possible, arrange workshops on the published guidelines on the structure and development of a disaster management plan.
	Sector departments not supported to implement disaster funding arrangements.	<ul style="list-style-type: none"> • Engage sector departments through the CD and DDG's office to enhance cooperation. • Engagement sessions to be led by the CD and DDG. • Lobby support from the Inter-Governmental Committee on disaster management led by Minister for cooperation.
	The National Disaster Management Framework not updated	<ul style="list-style-type: none"> • Oversee and direct the Service Provider in conducting the gap analysis and updating of the framework.
	The target for work opportunities might not be met.	<ul style="list-style-type: none"> • Monitor the adherence of the SLA and contract management with Implementation Agents. • Regular monitoring and implementation of the SLA for improved ICT support.
	Inability to implement training plans within the set timeframe.	<ul style="list-style-type: none"> • Support Non-Profit Organisations to ensure implementation of CWP at site level. • Monitor Implementing Agents to ensure adherence to SLA.
	Non-compliance to the transfer agreement and SLA	<ul style="list-style-type: none"> • Monitor the adherence of the SLA and contract management with Implementation Agents.

Outcomes	Related Risk	Mitigation Measures
Sustained good Municipal governance	Failure to implement transitional measures after LGE on interventions. Municipalities may resist interventions in their respective municipalities	<ul style="list-style-type: none"> Engage and provide advise Provinces, Parliament and relevant stakeholders on interventions management after Local Government Elections.
	Council approval not obtained for the implementation of the redesign and refurbishment plans into Smart Cities.	<ul style="list-style-type: none"> Seek prior Council approval on the redesign and refurbishment plans into Smart Cities.
	Ineffective capacity building initiatives. The Integrated Local Government Capacity Building Strategy might not be developed.	<ul style="list-style-type: none"> Address challenges/delays through quarterly stakeholder engagement forums. Consult the draft strategy with the relevant stakeholders. Development of the strategy.
	Lack of buy-in and capacity in municipalities to implement the GovChat platform.	<ul style="list-style-type: none"> Conduct engagements with key stakeholders to lobby for buy-in and implementation of GovChat platform.
	Poor community participation in municipal affairs	<ul style="list-style-type: none"> Intensify engagements with key stakeholders and continuous lobbying and advocacy of provinces, municipalities and relevant stakeholders. Conduct induction for newly elected ward committee members. Ensure implementation of ward committee operational plans signed off by the Ward Councillor. Monitor the ward committee functional reports to assess the functionality of ward committees.
	Functionality of MPACs not assessed.	<ul style="list-style-type: none"> Confirm engagements dates in advance.
Improved Municipal Financial Viability.	Limited municipal funding for provision of services	<ul style="list-style-type: none"> Implementation of the recommendations of the budget forum in relation to the LG fiscal framework.

Public Entities

Name of the public entity	Mandate	Outcomes
Municipal Infrastructure Support Agent (MISA)	<p>The MISA is mandated to:</p> <ul style="list-style-type: none"> • Support municipalities to conduct effective infrastructure planning towards sustainable service delivery • Support and assist municipalities in implementing infrastructure projects as determined by the Municipal Integrated Development Plans • Support and assist municipalities to operate and maintain municipal infrastructure • Build the capacity of municipalities to undertake effective planning, delivery, operations and management of municipal infrastructure 	<ul style="list-style-type: none"> • Support municipalities in eradicating service delivery backlogs through the Municipal Infrastructure Grant • Adequate support and interventions with more significant impact on citizen's lives • Improved technical capacity and enhanced technical skills in municipalities • Efficient and effective municipal infrastructure procurement
South African Local Government Association (SALGA)	<p>To transform the local government sector to one with the required capacity to contribute meaningfully to poverty alleviation, economic development, and all socio-economic opportunities that the state provides for its people</p>	<ul style="list-style-type: none"> • Access to sustainable municipal infrastructure and services • Adequate IGR support and international relations • Strengthened community participation in municipal governance
Municipal Demarcation Board (MDB)	<p>The MDB is mandated, in terms of Section 15(3)(b) of the Constitution, to determine municipal boundaries; declare and withdraw the declaration of district management areas, and assess the capacity of municipalities to perform their functions</p>	<ul style="list-style-type: none"> • Determination and redetermination of municipal boundaries • Capacity assessments for the district, metropolitan and local municipalities
South African Cities Network (SACN)	<p>Promote good governance and management of its member cities using the knowledge of large city government experiences within the global and national economic development contexts, and to</p>	<ul style="list-style-type: none"> • Using shared learning as the basis of inter-sphere partnerships • Updating leaders on current and emerging changes and trends in urban policy nationally and internationally

Name of the public entity	Mandate	Outcomes
	<p>promote partnerships between or among the spheres of government in the interests of enhancing good city governance in South Africa</p>	<ul style="list-style-type: none"> • Promoting innovation and strategic thinking between cities and other spheres of government • Mobilising the capacity of cities to support local government and national development • Strengthening linkages between cities, towns and rural areas

Part D: Technical Indicator Descriptions (TID)

Programme One: Administration: TIDs

TID for improved audit outcomes

Indicator 1.1	Improved Audit Opinion expressed by the AGSA
Definition	Moving from a qualified Audit opinion to an unqualified audit opinion Reduction in Material audit findings The audit outcomes will be improved through the audit action plans that will be monitored through the Integrated Monitoring Tool (IMT).
Source of data	Annual Audit General Report
Method of Calculation/Assessment	Based on the assessment of the audit outcomes (qualitative) Number of material findings (quantitative)
Means of Verification	Proof of submission of Annual Financial Statements to Auditor-General South Africa and National Treasury Annual Financial Statements Auditor - General Report IMT Report
Assumptions	It is recognising and disclosing figures in the Financial Statements that are valid, accurate and complete.
Disaggregation of Beneficiaries	N/A
Spatial Transformation	N/A
Calculation Type	Non-cumulative
Reporting cycle	Each financial year against the five-year target
Desired performance	Higher performance than a qualified audit opinion will be desirable, lower performance will not be desirable.
Indicator Responsibility	Chief Financial Officer

Indicator 1.2	CSIP approved and Progress reports submitted to EXCO
Definition	<p>Key improvements with specific indicators and targets are included in a Corporate Services Improvement Plan, agreed with Management.</p> <p>Units within Corporate Services submit progress on their improvement areas, which are consolidated into a quarterly report and submitted to Exco.</p> <p>The indicator seeks to measure the consolidation of progress against the approved Improvement Plan and submission to EXCO on a quarterly basis.</p>
Source of data	Progress reports on implementation of Corporate Services improvement plan
Method of Calculation/Assessment	Simple count of the number of reports produced
Means of Verification	Approved CSIP and Report submitted to EXCO Proof of submission to EXCO
Assumptions	Corporate Service units submit reports, which are consolidated into a quarterly report
Disaggregation of Beneficiaries	N/A
Spatial Transformation	N/A
Calculation Type	Non-cumulative
Reporting cycle	Quarterly with Q1 reporting and approved report
Desired performance	100% compliance with submission requirements to inform management about improvements or lack thereof
Indicator Responsibility	DDG Corporate Services

Indicator 1.3	Percentage implementation of CSIP as contained in progress reports
Definition	The indicator seeks to follow through on the CSIP reports under indicator 1.2 to measure achieving of targets in the Improvement plan in percentage terms
Source of data	Corporate Services Improvement Plan Reports
Method of Calculation/Assessment	The total number of CSIP targets achieved (numerator) divided by the total number of targets in the CSIP (denominator), expressed as a percentage.
Means of Verification	Report on CSIP reflecting the % implementation of targets
Assumptions	The Unit reports will be submitted and analysed

Disaggregation of Beneficiaries	N/A
Spatial Transformation	N/A
Reporting cycle	Quarterly
Desired performance	90% of targets achieved for the financial year.
Indicator Responsibility	DDG Corporate Services

Indicator 1.4	FMIP approved and Progress reports submitted to Exco
Definition	<p>Key improvements with specific indicators and targets are included in a Financial Management Improvement Plan, agreed with Management.</p> <p>Units within Finance, SCM and Internal Control submit progress on their improvement areas, which are consolidated into a quarterly report and submitted to Exco.</p> <p>The indicator seeks to measure the consolidation of progress against the approved Improvement Plan and submission to EXCO on a quarterly basis.</p>
Source of data	Progress reports on implementation of Financial Management Improvement Plan
Method of Calculation/Assessment	Simple count of the number of reports produced
Means of Verification	Approved FMIP, Report submitted to EXCO and Proof of submission to EXCO
Assumptions	OCFO units submit reports, which are consolidated into a quarterly report
Disaggregation of Beneficiaries	N/A
Spatial Transformation	N/A
Calculation Type	Non-cumulative
Reporting cycle	Quarterly with Q1 reporting and approved report
Desired performance	100% compliance with submission requirements to inform management about improvements or lack thereof
Indicator Responsibility	Chief Financial Officer

Indicator 1.5	Percentage implementation of FMIP as contained in progress reports
Definition	The indicator seeks to follow through on the FMIP reports under indicator 1.4 to measure achieving of targets in the Improvement plan in percentage terms
Source of data	Financial Management Improvement Plan Reports
Method of Calculation/Assessment	The total number of FMIP targets achieved (numerator) divided by the total number of targets in the FMIP (denominator), expressed as a percentage.

Means of Verification	Report on FMIP reflecting the % implementation of targets
Assumptions	The Unit reports will be submitted and analysed
Disaggregation of Beneficiaries	N/A
Spatial Transformation	N/A
Calculation Type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	90% of targets achieved for the financial year.
Indicator Responsibility	Chief Financial Officer

Indicator 1.6	% of reported corruption cases that are investigated and resolved through consequence management
Definition	The indicator seeks to ensure that an Annual report on reported corruption cases that are investigated and resolved through consequence management is developed and submitted to the Director-General, Executive Authority, Audit Committee and Auditor-General South Africa.
Source of data	Investigation reports
Method of Calculation/Assessment	List of reported, investigated, and resolved corruption cases. The percentage of resolved cases are calculated as follows: The total number of reported corruption cases resolved through consequences management (numerator) divided by the total number of reported corruption cases (denominator), expressed as a percentage.
Means of Verification	Summarised consolidated report on corruption cases investigated.
Assumptions	Investigation reports available. Consequences effectively managed. Approved Anti-Fraud and Corruption Policy. Approved Whistleblowing Policy.
Disaggregation of Beneficiaries	N/A
Spatial Transformation	N/A
Calculation Type	Non-cumulative
Reporting cycle	Annually
Desired performance	At least 90% of reported corruption cases are investigated and resolved through consequences management.
Indicator Responsibility	Chief Audit Executive

TID for DCoG Policy toolkit developed by target date

Indicator 1.7	DCoG Policy toolkit developed by target date
Definition	Develop a policy toolkit that incorporate all mandate legislative prescripts for DCOG
Source of data	Existing legislative framework, matters raised through IGR structures and oversight institutions, matters arising from the engagement with the Ministry and from any other matter received from line function responsible for policy with DCOG
Method of Calculation / Assessment	Simple count of the toolkit developed
Means of Verification	policy toolkit developed
Assumptions	Existing legislation updated Legislative gaps and opportunities identified
Disaggregation of Beneficiaries	Target for Women: N/A Target for Youth: N/A Target for Persons living with Disabilities: N/A
Spatial Transformation	Reflect on contribution to spatial transformation priorities: N/A Reflect on the spatial impact area: N/A
Calculation Type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	Final Policy Toolkit
Indicator Responsibility	Legal Services

Programme Two: Local Government Support and Interventions Management

TID for Number of district and metro One-Plans developed

Indicator	Number of district and metro One-Plans developed
Definition	<p>The One Plan refers to a joined-up intergovernmental plan prepared as part of the process to implement the District Development Model in all the districts and metros. The One Plan seeks to reflect short-, medium- and long-term government and private sector actions in the districts and metro spaces based on aspirations of communities living in the districts.</p> <p>The process to develop the One Plan for all districts and metros will be inclusive, i.e., intergovernmental in nature, rigorous, strategic but also provide clear targets and actions and have commitment from all spheres of government</p>
Source of data	<p>Concept note for District Development Model District and Metro profiles</p> <p>Municipal IDPs</p> <p>Municipal Spatial Development Plans</p> <p>Provincial Growth and Development Plans/Strategies Provincial Spatial Development Frameworks National Development Plan</p> <p>National Development Spatial Framework</p> <p>Medium Term Strategic Framework</p>
Method of Calculation/Assessment	Simple count of the number of One Plans that have been developed
Means of Verification	<p>Process plans for the development of the One Plans. Adopted One Plans of districts and metros</p> <p>Proof of approval of One Plans by the Minister</p>
Assumptions	<p>Cooperation from various spheres of government Cooperation from the private sector</p> <p>Dedicated capacity in the Department to guide and drive the process.</p> <p>All identified Intergovernmental structures will adopt the One Plans timeously</p>
Disaggregation of Beneficiaries	<p>Target for Women: NA Target for Youth: NA</p> <p>Target for People with Disabilities: NA</p>
Spatial Transformation	The One Plans will contain priorities and targets to ensure spatial transformation
Calculation Type	Non-cumulative
Reporting cycle	Quarterly (Cumulative)
Desired performance	Sustainable, coherent, integrated government planning and implementation in 52 district spaces

Indicator Responsibility	DDG: Local Government Support and Interventions Management
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TID for Guideline for mainstreaming of the GBVF in the IDPs of municipalities Developed

Indicator 2.5	Guideline for mainstreaming of the GBVF in the IDPs of municipalities Developed
Definition	Integrated Development Plans (IDPs) are medium-term strategic plans of municipalities. The guidelines will outline the alignment that demonstrating how priorities ,objectives and commitments contained GBVF NSP targets should be captured and addressed. DCoG will work with the Department of Women, youth and Persons Living with Disabilities to develop these guidelines
Source of data	IDPs One Plan NSP for GBVF
Method of Calculation/Assessment	Simple counting of the developed guidelines
Means of Verification	Guideline for mainstreaming of the GBVF in the IDPs
Assumptions	The inclusion of GBVF NSP targets in the IDPs will foster implemented
Disaggregation of Beneficiaries	The target for Women: N/A The target for Youth: N/A The target for People with Disabilities: N/A
Spatial Transformation	N/A
Calculation Type	Non-cumulative
Reporting cycle	Annual
Desired performance	municipalities use the guidelines to ensure that planning GBVF NSP targets
Indicator Responsibility	DDG: Local Government Support and Interventions Management

TID for An Integrated Monitoring and Evaluation Framework for DDM reporting piloted.

Indicator 2.3	An Integrated Monitoring and Evaluation Framework for DDM reporting piloted.
Definition	The indicator seeks to measure the development of the DDM integrated monitoring framework. the framework will guide the monitoring of DDM across the three pilot sites and later extended to the remaining districts and metros
Source of data	DDM Concept Document Pilot sites Progress reports on DDM implementation.
Method of Calculation/Assessment	Simple counting the framework that is developed
Means of Verification	Final DDM integrated monitoring framework

Assumptions	That the site reports are available
Disaggregation of Beneficiaries	N/A
Spatial Transformation	N/A
Calculation Type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	The framework is used to guide the monitoring of DDM
Indicator Responsibility	DDG: Local Government Support and Interventions Management

TID for DDM IMS developed and implemented

Indicator 2.4	DDM IMS developed and implemented
Definition	The indicator seeks to measure the development and implementation of an electronic DDM Integrated Monitoring System. The development involve consultation with stakeholders and implementation involve the use of the system. IMS enables the best use of monitoring and data for integrated district profile assessment. The IMS brings together different sources of existing information collated at a district and metro level and helps in generating synergy between information and data
Source of data	Municipal data from District/metro profiles StatsSA
Method of Calculation/Assessment	No co-operation of stakeholders
Means of Verification	Existing IMS
Assumptions	Districts/metros will provide the data
Disaggregation of Beneficiaries	N/A
Spatial Transformation	District wide
Calculation Type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	As per target
Indicator Responsibility	DDG: Local Government Support and Interventions Management

TID For Number of District and Metro Economic Recovery Plans implementation monitored by target date

Indicator 2.6	Number of District and Metro Economic Recovery Plans implementation monitored by target date
Definition	This indicator will measure the implementation of economic recovery plans in districts and metros. The Department will work with the Department of Economic Development to monitor implementation and lack thereof.

	This is in line with the government's Reconstruction And Recovery Plan for the South African economy that is aimed at stimulating equitable and inclusive growth anchored on a social compact aimed at ensuring that there is cooperation and collaboration towards growing the economy.
Source of data	Municipal Economic Development Plans Municipal Economic Profiles One Plans The South African Economic Reconstruction And Recovery Plan
Method of Calculation/Assessment	Simple count of a number of districts and metros implementing or not implementing the economic recovery plans
Means of Verification	final report on implementation of the ERPs in districts and metros
Assumptions	Districts and Metros have economic recovery plans in place
Disaggregation of Beneficiaries	N/A
Spatial Transformation	N/A
Calculation Type	Non-cumulative
Reporting cycle	Bi-annual
Desired performance	The information will be used to provide targeted support to non-complying Districts and Metros
Indicator Responsibility	DDG: Local Government Support and Interventions Management

TID for Number of hubs established for districts and metros

Indicator 2.6	Number of hubs established for districts and metros.
Short definition	Development Model within the district and metro spaces. The hubs will be coordinate vertically and horizontally in government and the private, research, NGOs and other stakeholders. The hubs will also complement the Departmental and government-wide efforts in the district space. The establishment of the district hubs will include: <ul style="list-style-type: none"> • Appointment of DDM programme manager • Appointment of hub managers • Appointment of technical teams that will work within hubs such as engineers, planners, financial managers; etc. • Establishment of steering committees per hub • Setting up of actual hub sites
Source of data	District Model Concept note, the District Implementation Plan and District Profiles
Method of Calculation/Assessment	Simple count of district hubs that have been established in the districts and metros
Means of Verification	Signed contracts between district hubs managers and hub officials. Signed performance agreements for hub managers. Terms of reference for the district and metro hubs steering committees
Assumptions	There is political support for the implementation of the District Development Model

Disaggregation of Beneficiaries	N/A
Spatial Transformation	N/A
Calculation Type	Non-cumulative
Reporting cycle	Cumulative
Desired performance	Integrated and coordinated service delivery across three spheres of government
Indicator Responsibility	DDG: Local Government Support and Interventions Management

TID for MIG Percentage of MIG allocations spent on municipal infrastructure

Indicator 2.7	Percentage of MIG allocations spent on municipal infrastructure
Definition	The indicator measures expenditure by municipalities / metros of MIG grants received on new infrastructure or the maintenance and repair of existing infrastructure
Source of data	DCOG reports on MIG grants disbursed to municipalities. Reports by municipalities on MIG expenditure, Verification reports compiled by DCOG and/or MISA
Method of Calculation/Assessment	Reported aggregate expenditure on MIG projects for a given period (numerator) divided by aggregate MIG grants disbursed during the same period (denominator), expressed as a percentage
Means of Verification	Disbursement/expenditure reports and verification reports
Assumptions	MIG grants are spent on infrastructure
Disaggregation of Beneficiaries	N/a
Spatial Transformation	Per MIG grant receiving municipality
Calculation Type	Non-cumulative
Reporting cycle	Annually (targets refer to the municipal financial year). Quarterly targets build up to 85% spent by end of municipal financial year 2021/22.
Desired performance	At least 85% of disbursed MIG grants spent on municipal infrastructure by end of municipal financial year 2021/22
Indicator Responsibility	DDG: Local Government Support and Interventions Management

TID for Number of cities identified for redesign and refurbishment as smart cities

Indicator 2.7	Number of small towns identified for redesign and refurbishment as smart cities/ towns
Definition	The indicator seeks to measure the number of cities identified for redesign and refurbishment as smart cities

	<p>By smart cities we mean cities that utilise ICT to enhance the quality and performance of services such as energy, in order to reduce resource consumption, wastage and overall costs.</p> <p>Implementing means the identified cities have adopted smart technology like smart meters and are rolling them out to communities</p>
Source of data	Smart city framework, lessons from benchmarking with other envisage smart cities
Method of Calculation/ Assessment	Counting the number of cities identified
Means of Verification	report on potential smart cities identified
Assumptions	Municipalities will buy-in into adopting the solutions
Disaggregation of Beneficiaries	N/A
Spatial Transformation	Cities that are spatially not currently transformed to implement the solutions
Calculation Type	Non-cumulative
Reporting cycle	Annually
Desired performance	It is desirable to utilise ICT for improved access by communities
Indicator Responsibility	DDG LGSIM

TID for Intergovernmental Monitoring, Support and Intervention Bill

Indicator 2.10	Intergovernmental Monitoring, Support and Intervention Bill submitted in Parliament
Definition	<p>The Constitution provides that national legislation must regulate the implementation of sections 100 and 139 of the Constitution, and the Department has developed the Intergovernmental Monitoring, Support, and Intervention (IMSI) Bill to give effect to section 100(3) and 139(8) of the Constitution.</p> <p>The indicator seeks to measure the submission of the IMSI Bill in Parliament for tabling. The DCoG does not have control over the tabling in Parliament</p>
Source of data	IMSI Bill
Method of Calculation/Assessment	Performance is calculated as the submission of the IMSI Bill in Parliament
Means of Verification	Performance is calculated through the finalization of the IMSI Bill and ready for submission in Parliament
Assumptions	All consultations on the Bill will be concluded
Disaggregation of Beneficiaries	N/A
Spatial Transformation	N/A

Calculation Type	Non-Cumulative
Reporting cycle	Annual
Desired performance	IMSI Bill tabled in Parliament
Indicator Responsibility	DDG: Local Government Support and Interventions Management

TID for Number of progress Reports on planned Coastal City

Indicator 2.11	Number of progress Reports on planned Coastal City
Definition	The progress reports will include work that has been undertaken on the planned Eastern Seaboard as part of the work done by the Municipal Infrastructure Support Agent
Source of data	Progress reports from workstream managed through MISA
Method of Calculation/Assessment	Simple count of reports produced
Means of Verification	Progress reports
Assumptions	MISA will provide the required progress reports
Disaggregation of Beneficiaries	N/A
Spatial Transformation	N/A
Calculation Type	Cumulative
Reporting cycle	Quarterly
Desired performance	The planned Eastern Seaboard materialise
Indicator Responsibility	DDG: Local Government Support and Interventions

TID on 2.10 Number dysfunctional of municipalities supported to implement Municipal Support & Intervention Plans (MSIPs)

Indicator 2.12	2.10 Number dysfunctional of municipalities supported to implement Municipal Support & Intervention Plans (MSIPs)
Definition	<ul style="list-style-type: none"> The indicator seeks to measure the number of municipalities supported to implement MSIP Coordinate support to the development of MSIPs in the 64 dysfunctional municipalities e.g., review the quality of MSI that are approved by new Councils Identify key common issues emanating from MSIPs and elevate for discussion with key sector departments; Mobilise financial and human resources for implementation of MSIPs Develop progress reports on the status of MSIPs
Source of data	To coordinate support for the development of MSIPs in the 64 dysfunctional municipalities identified in the SOLG report
Method of Calculation/Assessment	Progress reports from municipalities
Means of Verification	Simple count of reports
Assumptions	Progress reports
Disaggregation of Beneficiaries	That where the province elects to assume responsibility, there will also be an improvement plan
Spatial Transformation	N/A
Calculation Type	Cumulative
Reporting cycle	Improved service delivery and support to municipalities
Desired performance	Quarterly
Indicator Responsibility	DDG: Local Government Support and Interventions

Programme Three: Institutional Development: TID

TID for the Report on Local Government Fiscal Framework developed and implemented in collaboration with the National Treasury

Indicator 3.2	Report on the implementation of the recommendations of the Budget Forum on the Local Government Fiscal Framework
Definition	<p>The indicator seeks to measure the developed report on the implementation of the recommendations of the Budget Forum on the Local Government Fiscal Framework focusing on addressing financial challenges faced by the municipalities on the following:</p> <p>financial recovery plans, reduction in unauthorised, irregular, fruitless and wasteful expenditure, reconciliation of debt owed</p>

	to municipalities by organ of state and guide the support and capacity building in municipal revenue
Source of data	MFMA reports from AGSA, reports from municipalities
Method of Calculation / Assessment	Simple count of the Report on the implementation of the recommendations of the Budget Forum on the Local Government Fiscal Framework
Means of Verification	Developed report on the implementation of the recommendations of the Budget Forum on the Local Government Fiscal Framework
Assumptions	reports received from municipalities and MFMA reports from AGSA
Disaggregation of Beneficiaries	Target for Women: N/A Target for Youth: N/A Target for Persons living with Disabilities: N/A
Spatial Transformation	Reflect on contribution to spatial transformation priorities: N/A Reflect on the spatial impact area: N/A
Calculation Type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	Improvement in municipal financial health
Indicator Responsibility	Deputy Director-General: Institutional Development

TID for Integrated local government capacity building strategy developed and implemented

Indicator 3.2	Integrated local government capacity building strategy developed
Definition	The purpose of the indicator is to measure the development and implementation of the local government capacity building strategy. The strategy within local government seeks to ensure well-coordinated capacity building initiatives by key stakeholders and provide guidance to municipalities through the development and implementation of the strategy based on the local government capacity building framework. The framework will be reviewed to inform the development of the strategy.
Source of data	National Capacity Building Framework
Method of Calculation/Assessment	Approved Integrated local government capacity building strategy
Means of Verification	Report on the review of the local government capacity building framework Integrated capacity building strategy approved by the Director-

	General
Assumptions	Uniform strategy for capacity building and coordination
Disaggregation of Beneficiaries	Target for Women: N/A Target for Youth: N/A Target for Persons living with Disabilities: N/A
Spatial Transformation	Reflect on contribution to spatial transformation priorities: N/A Reflect on the spatial impact area: N/A
Calculation Type	Non-cumulative
Reporting cycle	Bi-annual
Desired performance	Integrated local government capacity building strategy developed
Indicator Responsibility	Deputy Director-General: Institutional Development

TID for Report on National Responsible Citizenry Campaign implementation

Indicator 3.3	Reports on National Responsible Citizenry Campaign implementation
Definition	<p>The indicator seeks to measure the development a report on the implementation of the National Responsible Citizenry Campaign in line with government efforts to encourage all the consumers to pay for services rendered by municipalities in enhancing revenue collection</p> <p>All municipalities must collect all the money that is due and payable in terms of Section 96 of the Municipal Systems Act no 32 of 2000. Financial sustainability of the municipalities is of the best interest of the country and are at the forefront of providing services to consumers which are dependent predominantly on own revenue collection. Various stakeholders have been identified to institutionalise and support the responsible citizenry campaign roll-out.</p>
Source of data	Responsible citizenry stakeholder engagement reports
Method of Calculation/Assessment	Simple count of number of reports on National Responsible Citizenry Campaign implementation
Means of Verification	Responsible citizenry campaign progress reports

Assumptions	All stakeholders will participate and corporate on the engagements and rollout of the responsible citizenry campaign
Disaggregation of Beneficiaries	Target for Women: N/A Target for Youth: N/A Target for Persons living with Disabilities: N/A
Spatial Transformation	Reflect on contribution to spatial transformation priorities: N/A Reflect on the spatial impact area: N/A
Calculation Type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	All the identified stakeholders are engaged and report on the rollout of the responsible citizenry campaign in 18 districts
Indicator Responsibility	DDG: Institutional Development

TID for Number of provinces implementing the GovChat social media platform for community engagement and service delivery improvement

Indicator 3.7	Number of provinces implementing the GovChat social media platform for community engagement and service delivery improvement
Short definition	Implementing GovChat as an alternative ICT platform to strengthen community participation in local government to ensure that service requests are attended to and citizens are engaged.
Source of data	Presentations delivered by DCOG
Method of Calculation/Assessment	Simple count
Means of Verification	<ul style="list-style-type: none"> • GovChat usage reports • Meeting recordings and/or minutes • State of service reports
Assumptions	Provinces and municipalities will adopt the usage of GovChat, respond to service requests lodged and engage citizens through the platform.
Disaggregation of Beneficiaries	Target for Women: N/A Target for Youth: N/A Target for Persons living with Disabilities: N/A
Spatial Transformation	Reflect on contribution to spatial transformation priorities: N/A Reflect on the spatial impact area: N/A
Calculation Type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	<ul style="list-style-type: none"> • Municipalities institutionalizing GovChat within their public participation activities • Enlightened citizenry and improved relations • Speedy engagement and response to community complaints • Improved communication between municipalities and communities on service delivery matters
Indicator Responsibility	Citizen Engagement

TID for Number of Provinces supported to maintain effective community engagement structures, systems and processes within their respective municipalities

Indicator 3.8	Number of Provinces supported to maintain effective community engagement structures, systems and processes within their respective municipalities
Short definition	The indicator seeks to ensure that effective community involvement in the affairs of municipalities is supported and maintained to improve on two-way communication between government and citizens
Source of data	Reports on the number of provinces supported
Method of Calculation/Assessment	Simple count of the number of provinces supported to maintain functional ward committees
Means of Verification	Provincial ward committee functionality reports, Provincial Public Participation Fora & engagements with 9 provinces
Assumptions	Citizen's confidence in local government will improve through capacitated and effective ward committees
Disaggregation of Beneficiaries	Target for Women: N/A Target for Youth: N/A Target for Persons living with Disabilities: N/A
Spatial Transformation	Reflect on contribution to spatial transformation priorities: N/A Reflect on the spatial impact area: N/A
Calculation Type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	Improved municipal response rate to community to restore public trust in local government
Indicator Responsibility	Citizen Engagement Unit

TID for Number of MPAC functionality assessment reports developed

Indicator 3.9	Number of MPAC functionality assessment reports developed
Definition	The indicator measures the functionality based on set criteria and questionnaire developed and sent to provinces to complete Legislation requires municipalities to establish committees that will perform oversight over the activities of the municipality. These committees are referred to as Municipal Public Accounts Committees (MPACs).
Source of data	Information received from municipalities and provinces
Method of Calculation/Assessment	Performance will be calculated based on reports that will be developed after the Department engages with municipalities, provinces and other relevant stakeholders
Means of Verification	Copies of submissions received, and reports developed based on the submissions Questionnaire developed and sent to municipalities
Assumptions	MPACs will convene as required and perform their legislated functions, and

	provinces will submit reports to the Department on their functionality
Disaggregation of Beneficiaries	Target for Women: N/A Target for Youth: N/A Target for Persons living with Disabilities: N/A
Spatial Transformation	Reflect on contribution to spatial transformation priorities: N/A Reflect on the spatial impact area: N/A
Calculation Type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	Improvement on oversight over council activities
Indicator Responsibility	Deputy Director-General: Institutional Development

TID for Report on the actions to address issues raised by the AGSA in line with section 134 of the MFMA

Indicator 3.10	Report on the implementation of actions to address issues raised by the AGSA in line with section 134 of the MFMA
Definition	Section 134 of the MFMA provides for the Cabinet member responsible for local government must, as part of the report referred to in section 38 of the Municipal Systems Act, annually report to Parliament on actions taken by for local government to address issues raised by the Auditor-General in audit reports on financial statements of municipalities and municipal entities. This indicator seeks to assist municipalities improve municipal audit outcomes. The report is based on the MECs of Local Government assessment reports on actions taken to address issues raised by the AGSA on municipal audit outcomes The report will form part of section 48 report / state of local government report
Source of data	MECs' of Local Government assessment reports on actions taken to address municipal audit outcomes; and AGSA reports
Method of Calculation/Assessment	Simple count of reports Evaluation of assessment reports
Means of Verification	MFMA Section 134 report
Assumptions	Municipal audit actions plan
Disaggregation of Beneficiaries	Target for Women: N/A Target for Youth: N/A Target for Persons living with Disabilities: N/A
Spatial Transformation	Reflect on contribution to spatial transformation priorities: N/A Reflect on the spatial impact area: N/A
Calculation Type	Non-cumulative
Reporting cycle	Annually
Desired performance	Reduction in poor audit opinions is desirable
Indicator Responsibility	DDG: Institutional Development

Programme Four: National Disaster Management Centre: TID

TID for Number of municipalities in priority disaster areas supported to prevent, prepare and mitigate disaster risks through the implementation of the applicable disaster management plans

Indicator 4.1	Disaster funding arrangements reviewed and implemented
Definition	Disaster Grant Funding is annual funding allocated to DCOG through the Provincial Relief, Municipal Relief and Municipal Disaster Recovery Grants within the Division of Revenue Act. (DORA)
Source of data	DORA Provincial Relief, Municipal Relief and Municipal Disaster Recovery Grants
Method of Calculation/Assessment	Simple count of reports on the reviewed disaster grant funding.
Means of Verification	Monthly reports on financial performance of disaster grants. Quarterly reports on the disaster grants performance and expenditure. Annual report on disaster grant performance and expenditure.
Assumptions	Cooperation from funded organs of state of the submission of reports to PDMC's. Cooperation from PDMCs on the coordination and submission of reports to the NDMC. Capacity within the directorate for the implementation of the project.
Disaggregation of Beneficiaries	N/A
Spatial Transformation	N/A.
Reporting cycle	Quarterly (count per quarter). Annual (cumulative)
Desired performance	Disaster Grant Funding expenditure and performance monitored and reported.
Indicator Responsibility	Head: NDMC

Indicator 4.2	Number of organs of state (including municipalities) supported to prevent, prepare for and mitigate disaster risks through applicable disaster management plans
Definition	The project will assist in ensuring the municipalities capacity to prevent, mitigate and be prepared to address climate change risks and respond effectively before they escalate to disaster. NDMC will provide support by assessing municipal disaster management plans to ensure that the disaster are applicable and implementable.
Source of data	Disaster Management Act National Disaster Management Framework 2005. Division of Revenue Act. Grant frameworks of sector departments. Provincial Disaster Relief, Municipal Disaster Relief and Municipal Disaster Recovery Frameworks.
Method of Calculation/Assessment	Simple count of sector departments and municipalities supported in the implementation of disaster funding arrangements.
Means of Verification	Report on support provided to municipalities in priority disaster areas including feedback on assessments as annexures. Assessments of disaster management plans.
Assumptions	Cooperation from sector departments regarding implementation of disaster funding arrangements.
Disaggregation of Beneficiaries	N/A
Spatial Transformation	N/A
Reporting cycle	Quarterly (count per quarter). cumulative for annual target.

Indicator 4.4 National disaster management framework updated

Definition	National disaster management framework updated to facilitate the implementation of the disaster management function in terms of the Disaster Management Act, 2002
Source of data	Versions of the revised national disaster management framework based on consultation reports
Method of Calculation/Assessment	Simple count of the versions of the revised national disaster management framework developed
Means of Verification	Assessment of the document versions incorporating comments received
Assumptions	Stakeholders participate and provide input on the aspects of the framework that must be updated
Disaggregation of Beneficiaries (where applicable)	Measures to be updated in the framework must take into account the reduction of the vulnerability and the increase in resilience of women, children, the elderly and people with disabilities.

Spatial Transformation (where applicable)	Measures to be updated in the framework must take into consideration spatial transformation to reduce the vulnerability to disasters.
Reporting cycle	Annual
Desired performance	The national disaster management framework provides a more coherent, transparent and inclusive policy on disaster management appropriate for the Republic as a whole.
Indicator Responsibility	Directorate: Policy Development and Regulatory Frameworks

Programme Five: Community Work Programme: TID

TID for Number of people participating in the programme Indicator 6.2	Number of people participating in the programme
Definition	The people participating in the programme refers to those from the marginalised communities who qualify to be enrolled in the programme. Enrolment for participation is determined by the ENE budget allocation of both non-wage and wage cost for each position.
Source of data	CWP Integrated Management System (IMS); COGTA Portal (all attendance registers of participants are uploaded)
Method of Calculation/Assessment	Counting the number of people on the CWP wage bill participating in the programme by reporting timeline. One work opportunity can benefit more than one participant in a financial year.
Means of Verification	Individual ID numbers on the wage bill
Assumptions	ENE budget allocation will be available
Disaggregation of Beneficiaries	Target for Women: 55% of participants, Target for Youth: 55% of participants, Target for Persons with Disabilities: 02% of participants
Spatial Transformation	CWP footprint in all local municipalities.
Calculation Type	Non-cumulative
Reporting cycle	Annually
Desired performance	Enrolment of participants from poor households for the purposes of poverty alleviation and sustainable livelihoods
Indicator Responsibility	DDG: Community Work Programme

TID for Number of CWP participants trained annually

Indicator 6.3	Number of CWP participants trained annually
Definition	Training refers to a deliberate secondary function that ensures skills development for participants to enhance the useful work activities and equip them with other skills for personal development. Training can be both accredited and non-accredited, as well as on the job training
Source of data	Site Training Plans, Attendance Registers and Training Reports
Method of Calculation/Assessment	Count the number of participants trained which equal to 10% of the total participants enrolled in the programme annually as per the available budget The training numbers will vary quarterly due to procurement processes which sometimes delayed due to varied reasons
Means of Verification	Approved site training plans and procurement plans, training attendance registers, certificate of attendance
Assumptions	Participants are available for training, budget is available
Disaggregation of Beneficiaries	Target for Women: 55% of participants, Target for Youth: 55%, Target for Persons with Disabilities: 02%
Spatial Transformation	Footprint in every municipality
Calculation Type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	Skilled/capacitated participants.
Indicator Responsibility	DDG: Community Work Programme

Undated DCoG Strategic Plan 2019-2024

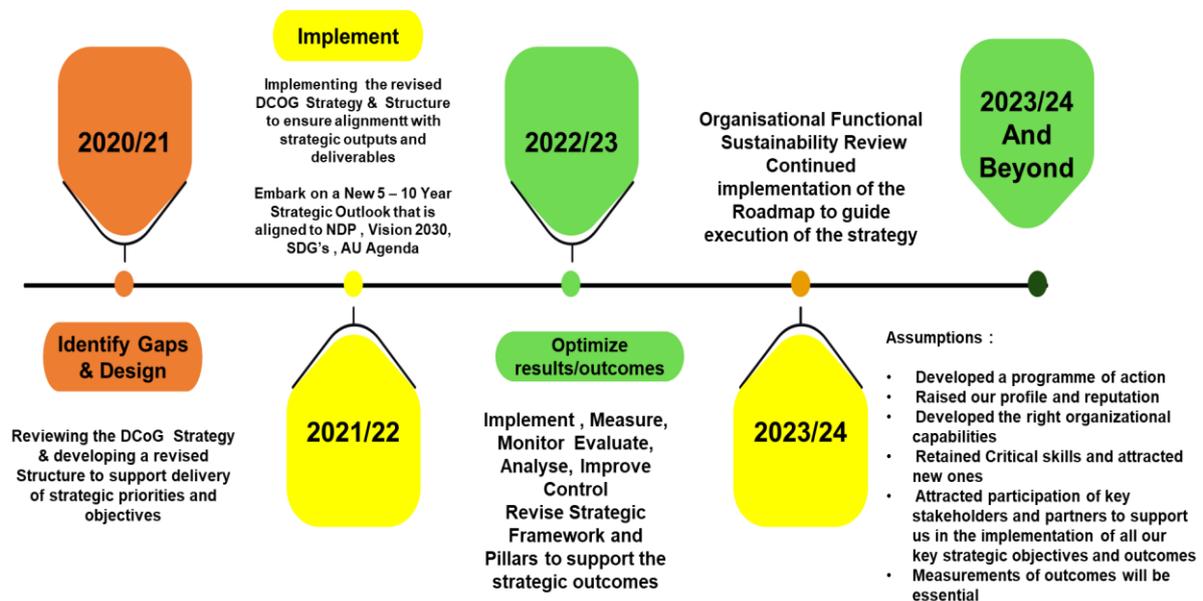
Background to the Updated Strategic Plan

The Department in 2020 embarked on a comprehensive strategic review process. The main purpose of the review process was to refocus available resources to maximise the impact of the department on poverty, inequality and unemployment in South Africa.

The strategic context was reviewed and we confirmed the political and legal mandate that would inform and underpin the future strategy and operating model of the Department. Through this process we undertook to:

- Understand our mandate;
- Review, consolidate and strengthen outcomes and strategic focus areas;
- Update our vision, mission, and values;
- Determine strategic priorities;
- Develop an operating model and organisational structure to focus available resources on the achievement of strategic objectives and outcomes.

The roadmap now and beyond



The revised DCoG strategy documents the gaps identified, the strategic outlook aligned to government priorities, the instruments, tools and tactics needed to optimize implementation towards intended outcomes and the specific milestones for the remainder of the electoral term and beyond

Strategic Context

The state of local government

Municipalities across the country have made tremendous progress in delivering water, electricity, sanitation and refuse removal. Yet, despite these achievements, much still needs to be done to improve performance of Local Government. The Local Government sphere is still characterised by high level of instability, poor financial management and audit outcomes, poor delivery of basic services, poor maintenance of infrastructure, lack of skills, inadequate funding and systemic challenges of non-viability and inadequate allocation and distribution of powers and functions. This has an impact on society and we continue to see high levels of poverty, unemployment and inequality.

The implementation of government programmes in many areas continues to be fragmented, disjointed and uncoordinated. Our government has been working in silos and our people have been suffering the effects of this silo approach. Planning and investment spending of all three spheres of government is often mis-aligned, inadequately targeted spatially and not coordinated sufficiently to optimize service delivery results and integrated development outcomes.

Locating governance and the developmental local state

Since 1910, the system of provincial control of the local state characterized South Africa's intergovernmental system.⁸ The Constitution introduced a major shift, as it empowers local states to govern local government affairs on their own initiative but subject to the national and provincial legislation. These affairs include developmental functions, especially prioritization of the basic needs of communities and promotion of social and economic development in a sustainable way.⁹

The Constitution directs other spheres not to impede local states when exercising powers or performing functions. Critically important, in this regard, is legal capacity to enable the local state to assert itself in the face of unjustifiable intrusion. This will prevent protracted and resource draining legal fights that could have been avoided, if the local state had the requisite legal capacity.

However, the drafters of the Constitution seem to have anticipated that there may be instances where some local states in the country would not be able to exercise their powers or to perform their functions. This is implicit in sections 154 and 139 of the Constitution. Section 154 directs the provincial and national spheres of government to support the local state and section 139 allows other spheres to intervene if a local state does not or is unable to fulfil its obligations.

When section 154 support is provided, there must be some minimum capacity that must exist in a local state for the support to yield positive results. Reality is that many local states do not have requisite capacity for section 154 support to succeed! Clarity is required, in this regard, for two reasons. It may prevent wastage of public resources

⁸ Cameron at 102

⁹ Cameron at 103

on initiatives that will not affect the required change. It will explain what is to be done in situations where systemic or structural issues, beyond local state's control, cause local state's inability to function.

Moreover, many local states have been put under administration in terms of section 139 due to their failure or inability to perform functions. In respect of a sizable number, interventions were invoked multiple times. This can be attributed to various factors, including incorrect diagnosis and indecisiveness in dealing with the root causes of dysfunctionality, lack of resources and capacity, as well as incorrect application of relevant legislative provisions. In some cases, section 139(b) is invoked in situations where the root causes are political instead of dissolving the municipality in terms of section 139(c). National government has to date not intervened in terms of section 139(7) when provinces failed to intervene where conditions for intervention existed.

Given South Africa's history, the 1996 Constitution enjoins "all spheres of government and all organs of state to cooperate with one another in mutual trust and good faith" to amongst others "improve the quality of life of all citizens and free the potential of each person".

This outlook is consistent with many views of the developmental state which refer to a state whose political leadership adopts a developmental philosophy or which uses the state as an instrument of industrialization.¹⁰ Marwala takes a similar approach in defining a developmental state, as he says it is 'a state where government is intimately involved in the macro- and micro-economic planning in order to grow the economy.'¹¹ Marwala goes on to state that "developmental states strike a strategic alliance between the state, labour and industry in order to increase critical measures such as productivity, job security and industrial expansion."¹²

The design of the new local government system implemented in 2000 aimed to address the issue of delivering services to the majority and therefore introduced the concept of "developmental local government". The institutional transformation of local government entailed a rationalization process through which municipalities were reduced from over 1200 to 843, then to 283 and finally in 2016 to 257.

The capacity of the developmental state

A developmental state ought to be in possession of the requisite capacity to exercise its powers and to function effectively and efficiently. Capacity encompasses the aptitudes, resources, relationships, and facilitating conditions that are necessary to act effectively to achieve intended purpose.¹³ In the case of developmental states, the ability of the state to drive economic development depends on the capacity of the state to intervene strategically.¹⁴

¹⁰ Dele Olowu "Rethinking Governance in Africa" at 3

¹¹ Tshildzi Marwala (2006) "Foundations for a developmental state: A case for technical education" at p.1.

¹² Marwala at p.2

¹³ Brinkerhoff, Derick "Capacity Development in fragile states", Discussion Paper No.58D, European Centre for Development Policy Management, May 2007, at p. 3

¹⁴ Macozoma, Saki "From a theory of revolution to the management of the fragile state" 11 – 30 at 20

The concept of state capacity may either be narrowed or broadened. Narrowing the concept is necessary for developing a more grounded and operational way of assessing and managing capacity issues. However, the concept must, in some cases, be broadened to encapsulate some inherent complexities.¹⁵

Narrowly defined, state capacity means power and force of the state to enforce laws. Broadly speaking, state capacity includes qualified, skilled and experienced political leadership, management, administration as well as the strong systems and processes that enable the state to exercise powers and perform functions effectively and efficiently. These institutional systems and processes can also assist to prevent the weakening of state capacity and the state itself.

The provision of household infrastructure and services is an essential component of social and economic development. These include services such as water, sanitation, local roads, storm water drainage, refuse collection and electricity, which are essential to enable people to support family life, find employment, develop their skills or establish their own small businesses.

The creation of liveable, integrated cities, towns and rural areas, is essential to reverse the adverse effects of Apartheid spatial planning. In the urban context this entails the integration of towns and townships, through (a) affordable mobility between work, home and recreation; (b) combating crime, pollution and congestion; and (c) structuring the built environment to facilitate the participation of disadvantaged groups in the social and economic life of the city and/or town. This will require amongst others that local governments promote mixed use and mixed income developments. In the rural setting this implies the securing of access to land and services for the rural poor, which also requires sustainable economic bases. In both settings there should be environmental considerations which should be addressed through long term strategic action plans or a local Agenda 21 plan that addresses priority sustainable development concerns.

Local Economic Development focusses on the promotion of job creation and the boosting of the local economy. This can be achieved by (a) enhancing existing policies and procedures which should favour the procurement of local suppliers and labour-intensive methods; (b) spatial frameworks which speed up rezoning and customer friendly billing; and (c) providing special economic services which include marketing and investment support, small business support, research, development & technology, and training & placement services.

¹⁵ Peters, S. and van Nieuwenhuyzen, H. "Understanding the dynamics of the capacity challenge at local government level" Submission of the Financial and Fiscal Commission for the 2013/2014 Division of Revenue, 271 - 300 at 277

Situational Analysis

Political Analysis

The President of the Republic of South Africa in the Presidency Budget Speech (2019) directed that: “For the effective implementation of our seven priorities, the structures of government will need to function with maximum coordination and cooperation as it is envisaged in our Constitution. The truth is that lack of coordination between national and provincial governments, between departments and particularly at local government level, has not served us. We have slid into a pattern of operating in silos. This has led to lack of coherence in planning and implementation and has made monitoring and oversight of government’s programme difficult. It has become a significant deterrent to investment as businesspeople have had to move from pillar to post in search of support and services in what are essentially the same sectors. At the heart of most service delivery protests is fragmented planning on our part as well as poor communication. As the 6th Administration we are going to do away with this fragmented approach to development.”

It is for this reason that the political environment in which we operate in must have an overarching vision and an all-encompassing plan such as the National Development Plan: 2030. For the state to be effective at the lowest common societal denominator (the household), the state must also have an effective local governance system. Such a system is central in accelerating social and economic transformation, which requires capacitated delivery mechanisms and institutions, including local government. To this end, the NDP makes it clear that “meeting our transformation agenda requires a much higher and more focused intergovernmental commitment towards functional municipalities and a capable machinery at a local level that can create safe and healthy and economically sustainable areas where citizens and people can work, live and socialize.”

An established stable, coherent, and functional structure of governance is a remarkable achievement in this democratic government. An impressive and comprehensive legislative and policy framework for local government exist as a platform for establishing municipal systems and processes and strengthening overall institutional capability. Furthermore, there is a base for accountable, transparent, and participatory local government with overall free and fair elections and general acceptance of electoral outcomes. Notwithstanding this record, top-down laws on a national scale either do not tangibly and equitably create change or take years to bear fruit.

Analysis of South Africa’s Political landscape	
Current strengths	Current challenges
<ul style="list-style-type: none"> - Democratic setup conducive for flourishing foreign relations and trade. - Political stability 	<ul style="list-style-type: none"> - Underutilised legislative prescripts - Poor governance, Corruption, Rule of law - Political administrative interface - National-provincial-local relations (IGR) - Economic development vs social justice
Prospects	Future risks
<ul style="list-style-type: none"> - Capitalize on international relations to unlock district economic potential (natural endowment) through DDM - Full implementation of all legislative prescripts on LG - Good governance and financial health in LG 	<ul style="list-style-type: none"> - Deteriorating delivery of services due to unstable coalitions resulting in diminishing public trust in government - Perpetual flouting of regulations and persistent corruption - Political instability

<ul style="list-style-type: none"> - Stable political climate and smooth steering of IGR for improved citizen trust - Existence of sustainable policy frameworks - SA has provided bench marking platforms 	<ul style="list-style-type: none"> - Deteriorating bilateral relationships & trade agreements
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Economic analysis

South Africa's economic outlook is highly uncertain and heavily influenced by global trends. Economic growth is expected to remain insufficient to support the developmental agenda over the short to medium term. The COVID-19 pandemic, credit rating downgrades, and weak investor confidence has resulted in severe fiscal constraints. South Africa's global competitiveness in a post-pandemic world will require a new social compact and determined implementation of reforms that improve the structure of the economy. The implementation of economic reforms over the next six to 12 months will determine the growth trajectory over the next several years.

Recent research suggests that South Africa may soon reach a tipping point, at which, due to the combination of rising electricity tariffs and falling costs of other generation technologies, many industrial, commercial, and household customers could leave the national electricity grid. This would threaten the financial sustainability of many municipalities, which rely on electricity sales as a major source of revenue. For Eskom, it would accelerate a vicious cycle, where it would have to share costs among a steadily declining pool of customers.

Forging a new economy in a changed global reality will require a social partnership between business, labour, communities, and government. Mapping out the future strategy of DCoG requires consideration of these economic trends, especially with the envisaged DDM development trajectory.

Analysis of South Africa's Economic landscape	
Current strengths	Current challenges
<ul style="list-style-type: none"> • Regional economic and political power with a large, young population • Rich in natural resources (gold, platinum, coal, chromium, rare metals, etc.) • Developed services (71% of GDP) and financial markets • Floating exchange rate regime, central bank independence • External credit situation (8% of GDP thanks to assets exceeding liabilities to foreign countries) • Package of economic reforms that will improve productivity • DDM requires an overview of our comparative advantages • DCOG has an advantage to identify cross cutting opportunities (wholistic picture) • Department's mandate provides authority to realise available opportunities • DCOG is a repository of information 	<ul style="list-style-type: none"> • Stagnant economic environment • Poverty, growing inequality, high unemployment (especially among young people), sources of social risk (crime, strikes and demonstrations) • Skill shortages, labour market rigidity • Low efficiency of public spending, corruption • Scarcity of foreign direct investment, hindering the development of the extractive sector. • Fragility of public accounts and public enterprises • Dependence on volatile foreign capital flows, erosion of foreign exchange reserves • Ageing infrastructure (transport, energy) with frequent power cuts • Deindustrialization (manufacturing industry=12% of GDP), large share of minerals in exports (60%)

Analysis of South Africa's Economic landscape	
<ul style="list-style-type: none"> • NDMC is a comparative advantage- as proven during the current COVID-19 • SA has international attraction- many are willing to collaborate with SA 	
Prospects	Future risks
<ul style="list-style-type: none"> • Promising growth rates (country, region, world) • Removing the barriers to long-term investments, both domestic and foreign • Moving towards lowering the cost of doing business, reducing red tape and improving access to development finance for SMMEs • Support for sectors with high job creation potential. • Facilitating regional trade • Reducing the skills deficit by undertaking a range of capacity building initiatives 	<ul style="list-style-type: none"> • Continued volatility in global financial markets, • Reliability of electricity supply and water shortage, • Commitments to fund financially distressed state-owned companies • Policy uncertainty and concerns about government's commitment. • Disinvestment resulting from poor service delivery, neglect of and ageing infrastructure,

Social analysis

South Africa is amongst the most unequal countries in the world. Poverty and inequality exacerbated by unemployment are the country's foremost challenges. While there have been significant gains made in social equity and in reducing extreme poverty, unemployment levels and inequality remains South Africa's most pressing problem. Close to 60 % of government spending is allocated to the social wage, and such expenditure has more than doubled in real terms in the past decade.

According to StatsSA, despite a decline in poverty between 2006 and 2011, poverty levels have risen again and there has been no significant reduction in overall inequality in post-apartheid South Africa. Half of the country's health-care spending goes to the private sector, which covers only 16% of the population, moreover, the health care system fails to deliver affordable quality services. The COVID-19 pandemic has highlighted the unequal distribution of health care services between public and private health providers.

The social grants programmes are reaching over 17 million beneficiaries and around half of all South African households. Social grants are the main government instrument to reduce poverty and inequality and remedy the long-lasting effects of the apartheid era. The top 10 per cent of the population own 86 per cent of aggregate wealth and the top 0.1 per cent close to one third. The top 0.01 per cent of the distribution (3,500 individuals) concentrate 15 per cent of household net worth, more than the bottom 90%.

According to the Edelman Trust Barometer 2020, South Africa ranked the lowest in terms of trust in all four categories government, business, NGOs and media. This is caused by growing inequality and government's inability to tackle persistent corruption.

Analysis of South Africa's Social Landscape	
Current strengths	Current challenges

Analysis of South Africa's Social Landscape	
<ul style="list-style-type: none"> • South Africa's HDI value increased from to 0.709 in 2019, an increase of 13.1 percent. • Social security 	<ul style="list-style-type: none"> • Absence of access to a fair distribution of resources reflects an unjust political economy • Subordinated groups suffer "both maldistribution and misrecognition "
Prospects	Future risks
<ul style="list-style-type: none"> • Raise our willingness to trust, making us more likely to want to trust our governments in guiding us through this pandemic. • Government can increase public trust by demonstrably tackling corruption • Built quality institutions 	<ul style="list-style-type: none"> • Public protests • Continued breakdown of public confidence in government

Technological analysis

The NDP identifies science, technology and innovation as primary drivers of economic growth, job creation and socio-economic reform. Central to this identification is the emphasis of the 2019 White Paper on Science, Technology, and Innovation on the themes of inclusivity, transformation, and partnerships.

The National Advisory Council on Innovation (NACI) estimates that South Africa's research and development (R&D) spending as a proportion of gross domestic product remains at 0,83%, well below the 1,5% target set by government. A skewed distribution of R&D is not helping the advancement of technology. About 46% was spent in Gauteng, 23.3% in the Western Cape, 2% in Limpopo, 2% in Mpumalanga, 1.5% in the Northern Cape and 25.5% in the remaining four provinces.

This slow pace of technological advancement is affecting the ability government to transition society in the fourth industrial revolution (4IR). The decoupling of intergovernmental relations from government programme planning and implementation across most sectors remains a challenge. According to Mackenzie digitization and automation could result in a net gain of up to 1.2 million jobs in South Africa by 2030.

Lessons learnt from the COVID-19 with respect to the use of internet, communication infrastructure and engagement platforms can be leveraged and built upon. Capacity and capability challenges at local government level should be tackled parallel to all government technological initiatives.

Analysis of South Africa's Technological landscape	
Current strengths	Current challenges
<ul style="list-style-type: none"> • R&D spending has increased in the higher education sector • Refurbishment of existing cities into Smart Cities is part of government focus areas in the MTSF 	<ul style="list-style-type: none"> • The overall decline in funding is likely to drop further in the 2019/20 financial year • NRF research grants have been on the decrease in nominal terms, dropping from R1,72 billion in 2017 to R1,52 billion in 2019
Prospects	Future risks
<ul style="list-style-type: none"> • Generous R&D incentives • Coastal city 	<ul style="list-style-type: none"> • Weak intellectual property rights regime

Legal analysis

Since 15 March 2020, following the declaration of the national state of disaster, the Minister of CoGTA issued several Regulations and authorised Cabinet members to issue directions within their respective portfolios of authority. These are continuously being reviewed in line with the implementation of the risk-adjusted strategy. The Department of Cooperative Governance is currently reviewing legislation and is developing Regulations and Frameworks to strengthen legislation. These include but are not limited to:

Local Government: Municipal Systems Amendment Bill, 2019. The objectives of the Amendment Bill are to inter alia:

Assist municipalities in building the skills base necessary to exercise their powers and perform their functions by appointing suitably qualified people and competent senior managers; and

Professionalise local public administrations.

An amendment of the Local Government Municipal Structures Act, 117 of 1998.

A review of Sections 84 and 85 of the Local Government: Municipal Structures Act, 117 of 1998 and the development of regulations to guide the ministerial authorisation and revocation of powers and functions in terms of Section 84(3) of the act.

A framework on the working relationship between the national and provincial departments of CoGTA.

The National Assembly passed the Local Government: Municipal Systems Amendment Bill on 3 December 2020, whilst the NCOP passed the Local Government Municipal Structures Amendment Bill on 2 December 2020.

Analysis of South Africa's Legal landscape	
Current strengths	Current challenges
<ul style="list-style-type: none"> Comprehensive legal framework for business and foreign investment Favourable taxes and incentives for investors 	<ul style="list-style-type: none"> FDI restrictions in key sectors Loopholes in taxation system
Prospects	Future risks
<ul style="list-style-type: none"> Natural resource comparative advantage DDM as an all of government approach 	<ul style="list-style-type: none"> Absence of a single coordinator Non-implementation of the powers and functions within the IGR context

Environmental Analysis

Climate Change

The continuously fluctuating climatic conditions in Africa which are influenced by the vast marine and land surfaces can impact negatively or positively on the economic development, agriculture and water resources, depending on the preparedness, coherence and complementarity of responses of African nations. Key issues for the response require attention to be paid to ocean variability, land cover, deforestation, atmospheric dust loadings and the fact that one third of people in Africa live in an arid climatic regime which is vulnerable to fluctuations.

These fluctuating climatic conditions has shown the interconnectedness of the destinies of our continent especially as it relates to Southern Africa which has seen large and protracted swings in rainfall as well as drought. Going forward, the SA Weather Services informs us that a drying trend is expected for the western portions of the country

and the surrounding region for at least the next fifty years. This will also result in an upward trend in Indian Ocean Sea surface temperatures (SSTs). Dry spells have been occurring with increasing frequency and severe summer droughts and the cold Benguela current along the west coast will further contribute to the arid climate of the western regions.

The 3,079 km coastline, particularly the Cape Peninsula, will continue to be impacted by heavy waves and storm surge during violent coastal storms. However, such events will not be severe enough to limit development and trends are unlikely to increase. There are projected increases in heavy rainfall events. Large uncertainties surround projected changes in tropical cyclone landfall from the southwest Indian Ocean that have resulted in intense floods during the 21st century.

The possibility of increased disaster risk is one of the most concerning and potentially costly impacts of future climate change in South Africa and globally. Understanding these risks and identifying key areas of concern is critical for developing suitable and sustainable adaptation policies.

Climate change projections over the next 50 years predict that the western parts of the country will become drier and the eastern parts wetter, with an increase in temperatures in the interior and increased frequency of extreme weather events.

The Sendai Framework for Disaster Risk Reduction 2015-2030 (Sendai Framework) advocates for the substantial reduction of disaster risk and losses in lives, livelihoods, and health and in the economic, physical, social, cultural, and environmental assets of persons, businesses, communities and countries.

South Africa has developed an adaptation strategy that will allow our nation to plan and respond better to the intensified impacts of climate change. The draft National Climate Change Adaptation Strategy introduces measures to adapt to the effects of climate change.

Disaster risk reduction (DRR) is already a central focus of the Disaster Management Act and the National Disaster Management Centre, together with those centres established at the provincial and municipal level, is assuming the role of coordinating, promoting and facilitating DRR.

The White Paper on Fire Services was approved by Cabinet in May 2020 and published for public comments on 25 September 2020. The White Paper seeks to prioritise fire risk reduction as a core element of the proposed fire brigade services legislation. While fire-fighting services are provided at both local government level, the White Paper also clearly outlines the roles and responsibilities that both national and provincial governments must execute in support of municipalities and other stakeholders involved in fire services across the country.

Covid-19

A survey by the DPME on the impact of Covid-19 on municipalities highlighted the following:

- During the annual Municipal Budget and Benchmark engagement with National Treasury (NT) held on 15 May 2020, the City of Cape Town brought home the stark reality that with COVID-19, higher levels of unemployment and lower real disposable income is likely to increase levels of indebtedness and defaulting on payments for

municipal services. At that stage already, Cape Town estimated a shortfall in the collection of revenue of R800m.

- Over the May and June 2020 (2 month) period, Gauteng's metros reported that in terms of uncollected revenue, the City of Johannesburg has lost at least R1.5billion, the City of Tshwane lost approximately R1.2billion and Ekurhuleni lost about R800m. This trend may intensify over the different peaks of the pandemic and will prevail for at least the foreseeable future.
- Several businesses closed, resulting in a shrinking commercial rates base. Some of the largest sectoral impacts are in the manufacturing sector, averaging close to a 30% reduction in non-food related manufacturing. This resulted in, and will continue to lead to, reduced electricity and water consumption and a decline in revenue collection from commercial power and water users. Property rates and services revenue collection is highly vulnerable to defaulting by households because of income losses.
- Additionally, the effect of COVID-19 may have a wide-ranging impact on the property market itself, which in turn will impact on property rates. The real estate industry is likely to be heavily affected (PwC estimate a 20% decline in the industry) which may translate into depressed property prices and lower valuations next year. To this end, the South African Local Government Association (SALGA) is warning that municipal revenue from rates could fall by 5% – an amount of about R14 billion – due to the impact of lockdown regulations.

The Minister of CoGTA issued COVID-19 Disaster Response Directions, to provinces and municipalities (GN R399 in GG 43147 of 25 March 2020) to direct on amongst other things, institutional arrangements, and development of COVID-19 response plans. In addition, Circular no 10 of 2020 on 4 April 2020 provided the Terms of Reference for Provincial and Municipal Coronavirus Command Councils and Provincial and Municipal Coronavirus Command Centres.

Some of the challenges that municipalities face in executing Regulations pertaining to expanded service delivery during the various levels of lockdown must still be addressed. These include the need to double if not triple the volume of water delivered to communities to maintain hygienic standards. Expanded services, specifically water tanks and water tankers, while costly, are providing vital relief.

South Africa's response to the COVID-19 pandemic, requires functional and fit-for-purpose institutional structures across all spheres of government. These structures play a critical role in coordinating the country's response to COVID-19. The most effective solutions to this extraordinary challenge will need to consider the uneven magnitude and timing of the fiscal impact that cities and smaller towns will experience across the country, to adopt also a differentiated approach, not only in terms of fiscal support and reprioritisation being implemented in different municipal areas, but also how municipalities manage the impact of the pandemic on its revenue streams.

MANDATE

Legal Mandate

Our mandate is primarily derived from Chapters 3, 5, 6, 7, and 9 of the Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996) as well as the following legislation:

- The Intergovernmental Relations Framework Act (Act No. 13 of 2005)
- Municipal Property Rates Act, 2004 (Act No. 6 of 2004)
- Municipal Structures Act (Act No. 117 of 1998)
- Municipal Systems Act (Act No. 32 of 2000)
- Disaster Management Act, 2002 (Act No. 57 of 2002)
- Remuneration of Public Bearer's Act (Act No. 20 of 1998)
- Sections 100, 139 and 154, Monitoring / Intervention Bill

Our mandate is further informed by:

- Spatial Planning and Land Use Management (Act No. 16 of 2013)
- Integrated Urban Development Framework (IUDF) 2016
- National Spatial Development Framework (NSDF)
- Municipal Finance Management Act, 2003 (Act No. 56 of 2003)

Our legal mandate can be summarised as follows:

- Facilitate cooperative governance across all three spheres of government.
- Strengthen policy compliance and improve legislation.
- Integrate planning for spatial transformation and inclusive economic growth.
- Strengthen institutional governance and capacity to plan, implement, monitor and evaluate.

A detailed analysis of the constitution and legislation is attached as Annexure B.

DCOG is overall responsible for management and monitoring of the functionality and effectiveness of our cooperative governance system and intergovernmental relations. Furthermore, DCOG has a Constitutional obligation of supporting and strengthening the capacity of municipalities to manage their own affairs.

The DCOG mandate, therefore, is to make Government work better and be more impactful and to get the spheres of government to work more effectively together with communities and key stakeholders at the local level. Essentially, our mandate is to improve coordination across the three spheres of Government and to make sure that provinces and municipalities carry out their service delivery and development functions efficiently and effectively. Coordination and support are meant to lead to improved performance across the chain of policy and planning, spatial budgeting, and targeted implementation. Coordination is intended to result in improving government's positive impact on society.

Overall, DCOG's role is to improve integrated planning and delivery across the three spheres of government with district and metropolitan spaces as focal points for convergence of government and private sector investment.

1. Political Mandate / Government Strategic Priorities

Our mandate is broad and touches on the functions performed by most national and provincial departments as well as all of local government. In executing our mandate, it is therefore important to focus on strategic priorities that will allow us to maximise our impact on reducing poverty, inequality and unemployment with the limited resources available to us. Our strategic priorities are primarily informed by:

The National Development Plan

Local government faces several related challenges, including poor capacity, weak administrative systems, undue political interference in technical and administrative decision-making, and uneven fiscal capacity. A developmental state needs to be capable. This requires leadership, sound policies, skilled managers and workers, clear lines of accountability, appropriate systems, and consistent and fair application of rules. The following interventions are recommended in the NDP:

NDP Strategic Priorities:

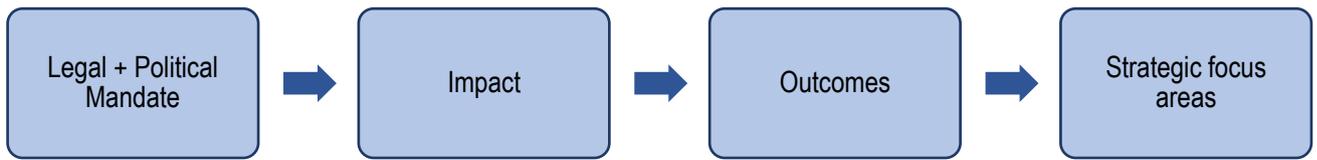
- Cooperative governance.
- Local government institutional capacity.
- Local government service delivery models.

- Relations between national, provincial and local government should be improved through a more proactive approach to managing the intergovernmental system.
- Provinces should focus on their core functions and develop their capacity to support and oversee local government.
- Develop regional utilities to deliver some local government services on an agency basis, where municipalities or districts lack capacity.
- Use differentiation to ensure a better fit between the capacity and responsibilities of provinces and municipalities. Take a more proactive approach to resolving coordination problems and a more long-term approach to building capacity.
- Introduce graduate recruitment programme and a local government skills development strategy to attract high quality candidates. Develop long-term skills development strategies for senior managers, technical professionals and local government staff.

PART B: Our Strategic Focus

A. IMPACT, OUTCOMES AND STRATEGIC FOCUS

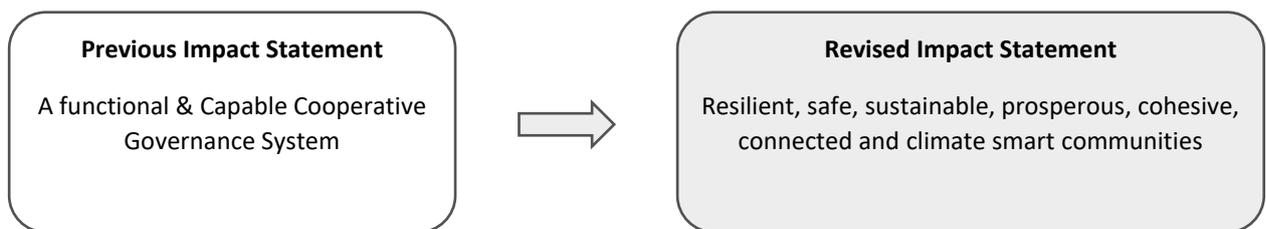
Our mandate forms the basis of the strategic review process. From our mandate we derive the impact envisaged for the Department, the outcomes we are responsible for to achieve the impact, and the strategic focus areas derived from these outcomes.



1. Impact

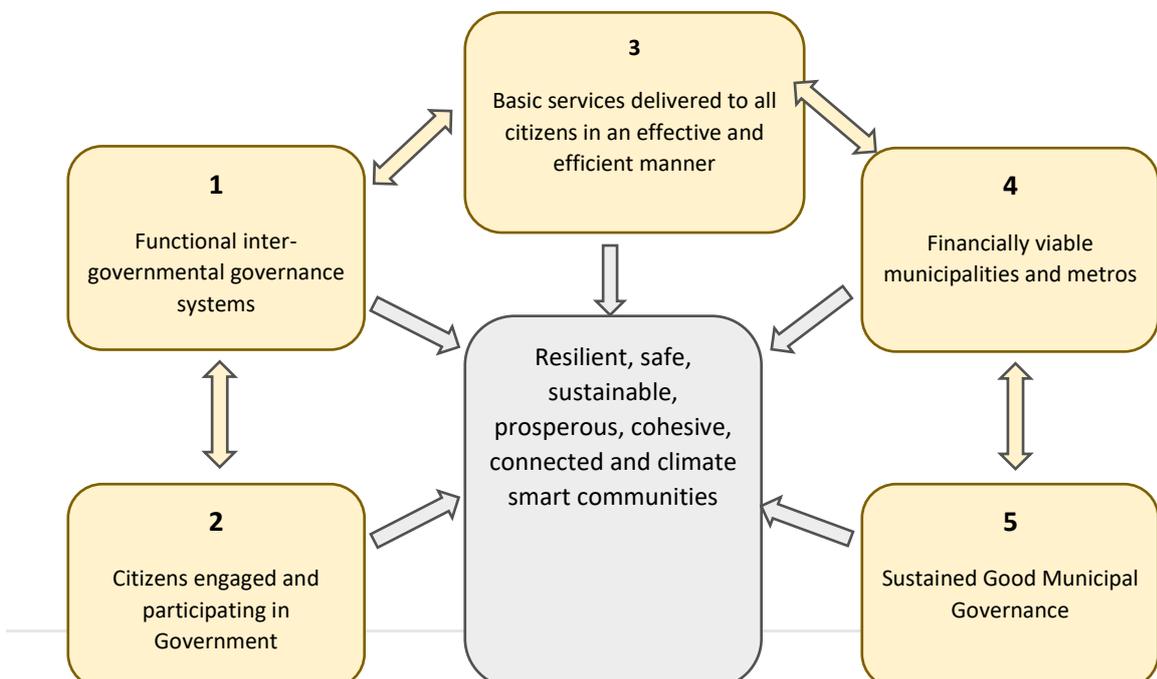
Our original impact statement was directed at a cooperative governance system, but was not clear what this systems was intended to achieve.

The revised impact statement informs a new vision that clearly describes what we ultimately want to achieve



2. Outcomes

Our legal and political mandate can be translated into 5 core outcomes:



Each of the outcomes contributes to realising the vision of the Department.

Outcome	Link to impact
1. Functional inter-governmental governance systems	We have to work together across all spheres of government
2. Citizens engaged and participating in Government	Government cannot work in isolation – our desired impact requires the involvement of all South Africans
3. Basic services delivered to all citizens in an effective and efficient manner	Minimum requirement for achieving our impact
4. Financially viable municipalities and metros	Sustainable delivery of basic services and future growth and prosperity depend on financially viable and well-run municipalities and metros
5. Sustained Good Municipal Governance	

3. Strategic Focus Areas and Priorities

Strategic Focus Areas

Each of the strategic focus areas are derived from our mandate

Legal / Political Mandate	Strategic Focus Areas	DDM Links
Legislation / IMSI Bill	1. Legislation and Policy	Enable DDM institutionalisation
Cooperative governance	2. Cooperative and Participatory government	DDM Governance Structures
Participatory government		
Basic Services / Service delivery models	3. Integrated planning and implementation	Infrastructure engineering
Funding of priorities		Spatial restructuring
Economic development and recovery		Economic positioning
Municipal infrastructure		Integrated service provisioning
Smart Cities / New City		
Climate change		
Disaster Management		
GBVF / Mainstream Women & Youth priorities		4. Institutional capacity, governance / accountability
Government institutional capacity		
Governance and Accountability		
Integrated Monitoring System	5. Integrated knowledge management	Enabling institutionalisation of DDM

The five strategic focus areas ensure that we direct our resources and activities towards achieving outcomes and impact.

Strategic focus areas	What we focus on	
1 - Legislation and Policy	Legislation and policy are used to direct and influence intergovernmental relations and structures towards achieving outcomes and impact	Direct
2 - Cooperative and Participatory government	Adopt a cooperative approach, recognising that our developmental agenda requires participation and involvement of citizens, all three spheres of government, and the private sector	Cooperate
3 - Integrated planning and implementation	Eliminating fragmented plans and direct our resources and effort at those priority areas that will contribute most to achieving outcomes and impact.	Coordinate
4 - Institutional capacity, governance and accountability	Resilient institutions that are able to plan and implement, underpinned by a culture of accountability and good governance, are essential in achieving sustainable development.	Support
5 - Integrated knowledge management	Knowing where we are (district profiles). Basing our plans on evidence. Monitoring progress. Evaluating whether what we do is moving us to the desired outcomes and impact.	Enable

Outcomes / Strategic focus areas matrix	1 IGR systems	2 Citizens	3 Basic services	4 Viable LG	5 Good Governance
1 - Legislation and Policy	Direct		Direct	Direct	Direct
2 - Cooperative and Participatory government	Cooperate	Cooperate			
3 - Integrated planning and implementation	Coordinate	Coordinate	Coordinate	Coordinate	
4 - Institutional capacity, governance and accountability			Support Intervene	Support Intervene	Support Intervene
5 - Integrated knowledge management	Enable	Enable	Enable	Enable	Enable

Strategic Priorities

Our mandate, outcomes and government-wide strategic focus areas informed our internal strategic priorities as follows:

Strategic Focus Areas	Strategic Priorities	DDM
1 - Legislation and Policy	<ul style="list-style-type: none"> • Policy Review • Policy Compliance • Policy triggers 	Enabling institutionalisation of DDM
2 - Cooperative and Participatory government	<ul style="list-style-type: none"> • IGR– horizontal and vertical integration • Harmonising the developmental role of traditional leadership • Social compacts • Citizen participation 	DDM Governance Structures
3 - Integrated planning and implementation	<ul style="list-style-type: none"> • District profiles (the state of local government) • District One-Plans (1 District, 1 Plan, 1 Budget) • All plans and budgets aligned to One-Plans • Smart/New cities 	Infrastructure engineering Spatial restructuring Economic positioning Integrated service provisioning
4 - Institutional capacity, governance and accountability	<ul style="list-style-type: none"> • Governance standards / assessments • Financial viability assessments • Capacity Standards / Assessments • Capacity Support / Intervention 	Governance & management to enable the implementation of One-Plans
5 - Integrated knowledge management	<ul style="list-style-type: none"> • Integrated knowledge management systems • Integrated monitoring systems 	Demographic & district profiling
6- Internal capacity and capability	<ul style="list-style-type: none"> • Strengthening the institution (DGOG) to deliver on its mandate 	

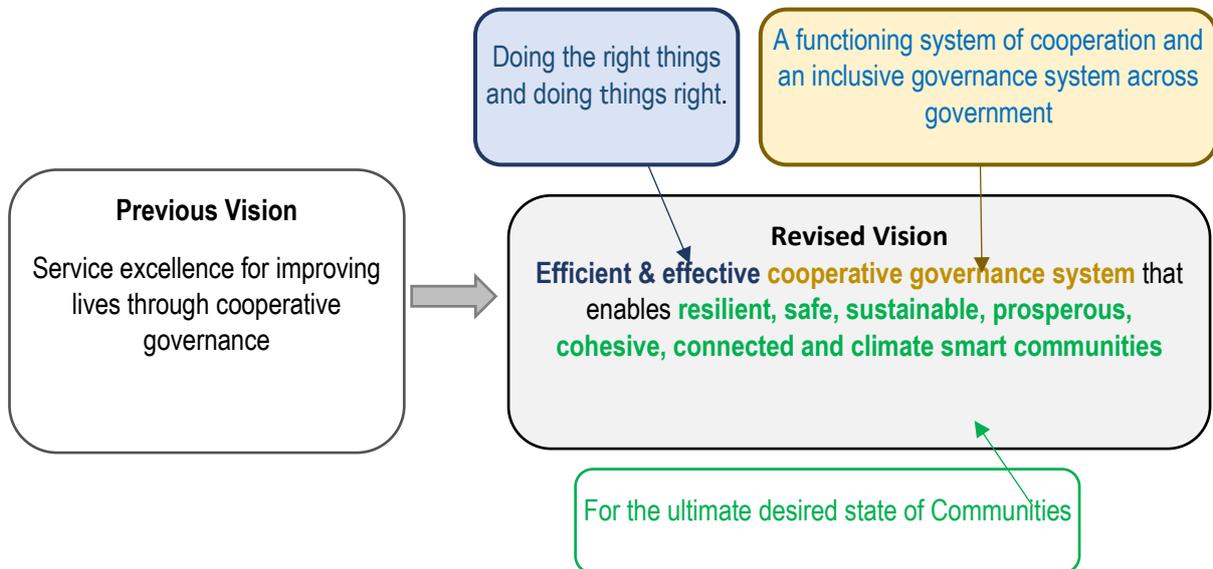
The strategic priorities are expanded upon in the detailed analysis of contained in part 2.

Vision, Mission and Values

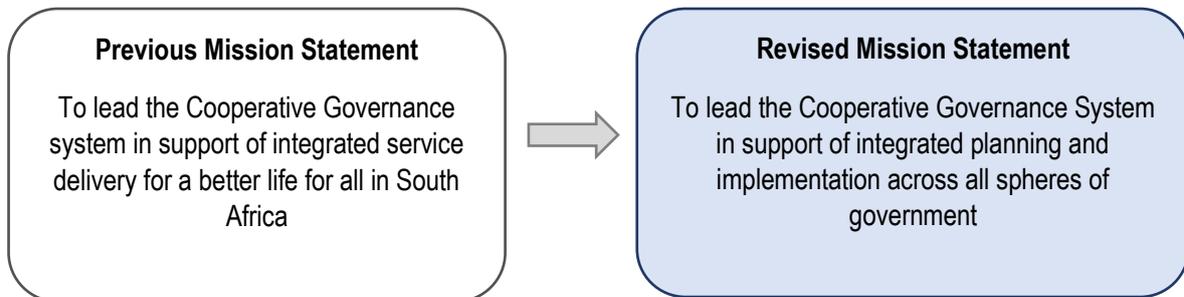
Our Vision, Mission and Values are informed by our mandate and communicates who we are, how we view our impact on society and how we conduct ourselves.

Vision

Our vision is closely linked to our impact statement, adding an efficient and effective cooperative governance system as the primary delivery transmission mechanism

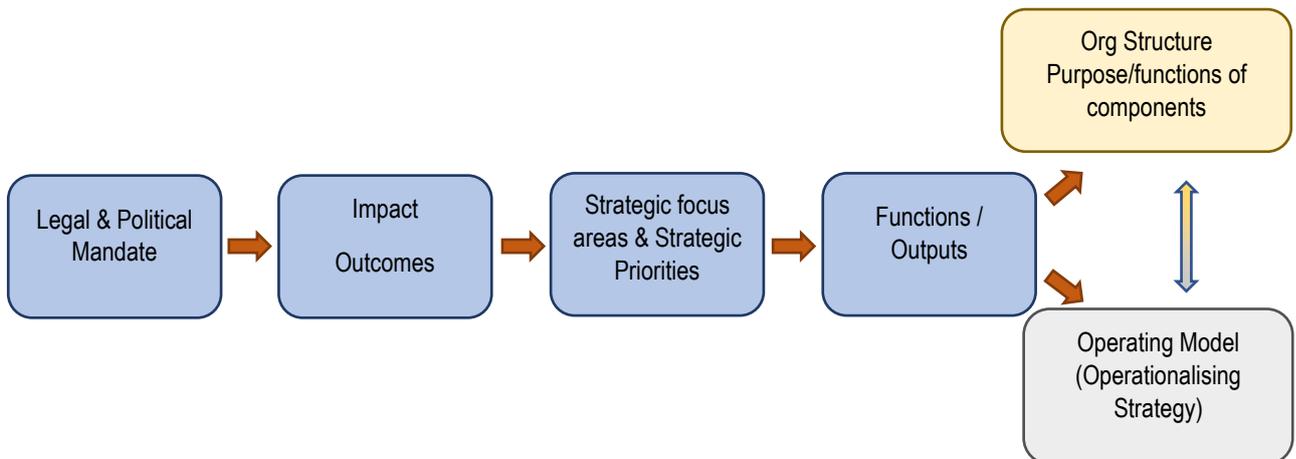


Mission



Values

Previous Values	Revised Values
<ul style="list-style-type: none"> • Commitment to public service; • Integrity and dedication to fighting corruption; • A hands-on approach to dealing with local challenges; • Public participation and people centered approach; • Professionalism and goal orientation; • Passion to serve; and • Excellence and accountability. 	<ul style="list-style-type: none"> • A Commitment to public service that demonstrates Energy, Enthusiasm and Enjoyment • Professionalism, Integrity and Accountability • Servant leadership and a hands-on approach



4. DCOG led MTSF targets

The MTSF requires of us to give priority to integrated planning, implementation, accountability and service delivery and to be committed to consequence management for non-performance and non-delivery. The focus on implementation in the MTSF requires all three spheres of government to work collaboratively through the District Development Model.

The DDM bridges the gap between the three spheres of government to ensure better coordination, coherence and integration of government planning and interventions and therefore also brings government closer to the people. The three spheres of government must therefore work collaboratively to ensure alignment between their powers and functions, planning and budget allocation processes, and coordinated implementation.

MTSF Strategic Priorities:

- Cooperative governance.
- Government institutional capacity.
- Smart Cities
- Funding of priorities
- Climate change
- Green spaces
- Municipal infrastructure
- Participatory government
- Economic development
- Basic Services
- Governance / accountability

In terms of the MTSF, we are responsible for the following interventions:

- Enable leadership in National and Provincial departments to build capacity and also intervene to resolve blockages in government bodies and administrations.
- Improve coordination between national, provincial and local government for an integrated approach to service delivery.
- Participatory local governance mechanisms and citizen engagement
- Identification of existing towns and cities for refurbishment and transformation into smart cities
- Institutionalise functional city region governance to foster improved collaboration between provincial governments and relevant metropolitan and district municipalities, in line with the NDP.
- Support intergovernmental action in support of national development objectives and local needs through piloting, refinement and implementation of the District Development Model.
- Implementation Agreements and joined-up government plans in all the districts and metros in the country and develop the spatial planning, coordination and implementation capability and capacity in all the districts in the country.
- Build capacity and allocate adequate resources for implementing climate change programmes in municipalities.
- Capacitation of municipalities to fund and implement climate change programmes and adaptation measures.
- Audit on maintenance of municipal infrastructure resilience and readiness for climate change disasters.
- Greening of public spaces through the Community Works Programme
- Promote participation in community-based governance processes (Active citizenship bodies)

The Department is further required to support the following interventions:

- Rationalise governance system in the public sector.
- Enhance productivity and functionality of public sector institutions in supporting people centered service delivery.
- Programme for building a professional public administration.
- Institutionalise professional code of ethics in public administration.
- Create vibrant and sustainable communities.
- Integrate the social protection information systems for better delivery of services.
- Foundational work to enable shared spatial evidence and accountability mechanism in line with the NSDF.
- Establish regional institutional collaboration structures through joint implementation protocols or related mechanisms.
- Transition plans for high carbon emitting sectors finalised (energy, transport, agriculture, waste).
- Increase Ha of land under cultivation in traditional areas.
- Livestock handling and auction facilities mapped and established.
- Invest in 94 priority development areas.
- An integrated implementation programme for the 94 priority development areas completed.
- Implement Waste Management programs across government, private sector and society to reduce waste production and disposal by landfill.
- Review current Water Legislation.
- Feasibility studies for rehabilitation vs new dams
- Plans developed to support the implementation of the Integrated Water Resource plan by provinces and districts (IGR Impact zones) to cater for water demand and capacity requirements.
- Alternative water sources strategy developed and implemented. Alternatives water sources implemented by 52 development spaces (IGR Impacts Zones).
- All infrastructure and neighbourhood development grants and tax rebates and new structures must incorporate universal design requirement, norms and standards including programs to retrofit existing buildings, transport and ICT systems and infrastructure.

Revised MTSF

The Department of Planning Monitoring and Evaluation facilitated a process of revising the MTSF the revision of which came into effect towards the end of 2021.

The Department ensured that the MTSF revisions are clearly expressed in this strategic plan and related Annual Performance Plan 2022/23 to 2024/25.

Minister's Performance Agreement

In terms of the Minister's performance Agreement, we are required to:

- Support municipalities to capacitate disaster areas to prevent, prepare and mitigate all types of disasters risks;
- Support the development of disaster risk management plans and infrastructure readiness plans for implementing climate change programmes in municipalities
- Together with the Ministers of Communication, DHSWS, DWPI, DPME, DALRRD, lead and coordinate the refurbishment and transformation of identified towns into smart cities;
- Facilitate Planning for a New Coastal City;
- Coordinate the collaboration of intergovernmental structures towards the development of One Plans and manage the implementation of the model in all districts and metros;
- Support adequate municipal spending on MIG funds to address infrastructure backlogs.
- Intergovernmental Monitoring, Support and Intervention Bill submitted in Parliament
- Coordinate all of government's Institutional arrangements for the District Development Model to ensure successful implementation of the DDM.
- Institutionalise functional city region governance structures
- Provide targeted support to the 64 struggling municipalities in response to the state of local Government Report
- Together with DPME develop an integrated monitoring system to facilitate preparation of progress reports on the implementation of the District Development Model plans
- Incorporate a programme to facilitate participatory governance mechanisms and citizen engagement in the DDM.
- Ensure that the District Development Model supports the Minister of Women, Youth and persons with Disabilities in promoting effective functionality of mechanisms to support the multi-sectoral approach to dealing with GBVF.
- Monitor and support the integration of GBVF NSP targets into the delivery of IDPS through the District Development Model
- Ensure the District development Model incorporates measures addressing GBVF.
- Together with Treasury and the Department of Women, advocate for the integration of gender analysis into the planning towards development of IDPs by municipalities
- Oversee the implementation of the MPAC structures.

PA Strategic Priorities:

- Disaster management
- Smart Cities
- Cooperative governance and intergovernmental structures
- Municipal infrastructure spending
- Legislation / IMSI
- Integrated monitoring system
- Participatory government and citizen engagement
- GBVF
- Traditional Leadership
- Economic development
- Basic Services
- Local government funding
- Governance and accountability

We are further required to:

- Assist Minister of Trade, Industry & Commerce (DTIC) to facilitate inclusion of economic development plans of municipalities in the DDM.
- Work with National Treasury to address financial challenges faced by the municipalities during lockdown.
- Support National Treasury incentives and support for municipalities to increase actual expenditure on repairs and maintenance.

- Support the Minister of DHS&WS through the DDM to ensure consistency of water supply to in all districts.
- Support SAPS by including mechanisms to help municipalities with implementing safety audits in the DDM plans.

Government / Cabinet priorities

- Our strategic priorities are further informed by the manifesto of the governing political party as well as priorities identified by the President and Cabinet. These include:
- Build a capable & effective Local Government through the District Development Model (DDM) – One Plans, District hubs, Partnerships, reprioritise budgets, mobilise society, new cities
- Align Economic Recovery and Construction with DDM – CWP and Agrarian, Economic recovery plans, LG Capacity, Roles of Women and Children, SMMEs
- Improve Implementation and delivery of basic municipal services – Repurpose grants, Mobilise technical capacity, Labour intensive projects, infrastructure maintenance, Audit of projects.
- Improve Governance and Accountability – Strengthen MPACs, Skills retention, Ideal municipality metrics, Implementation plan for systems and structures acts.
- Strengthen local Government Finances – Audit outcomes and financial management, Revenue generation, funding model, rationalise municipalities.
- Strengthen Disaster Management.

Cabinet Strategic Priorities:

- Capable and effective local government
- DDM
- Collaborative / Cooperative government (IMSI)
- New city
- Local government capacity
- Mainstream women and Youth
- Infrastructure delivery and maintenance
- Economic recovery
- Basic services
- Governance and accountability
- Local government funding / debt
- Disaster management
- Legislation
- Rationalise municipalities.

Various Executive Committee Strategy sessions confirmed the alignment of the above macro plans, priorities and directives to the Departmental strategic direction and approach as outlined in our mandate, vision, mission, values, priorities and outcomes and expressed in the Strategic Plan with some adjustments that were discussed and confirmed at the Top 100 leadership strategic session.

Summary of Political Mandate / Government Strategic Priorities

The matrix below consolidates the strategic priorities derived from the NDP, MTSF, Cabinet priorities and the Minister's performance agreement.

	NDP / MTSF	Minister's PA	Cabinet
1	Cooperative governance	DDM, Cooperative governance and intergovernmental structures	DDM, IMSI
2	Participatory government	Participatory government and citizen engagement	Hubs and partnerships
3	Basic Services / Service delivery models	Basic Services	Basic services
4	Funding of priorities	Local government funding	Local government funding / debt

5	Economic development	Economic development	Economic recovery
6	Municipal infrastructure	Municipal infrastructure spending	Infrastructure delivery and maintenance
7	Smart Cities	Eastern Seaboard, Refurbishment of Towns into Smart cities	New City
8	Climate change	Disaster management	Disaster management
9	Government institutional capacity	Institutional arrangements for the District Development Model	Capable and effective local government
10	Governance and accountability	Governance and accountability	Governance and accountability
		Legislation / IMSI	Legislation / IMSI
		Integrated monitoring system	
		GBVF	Mainstream Women and Youth

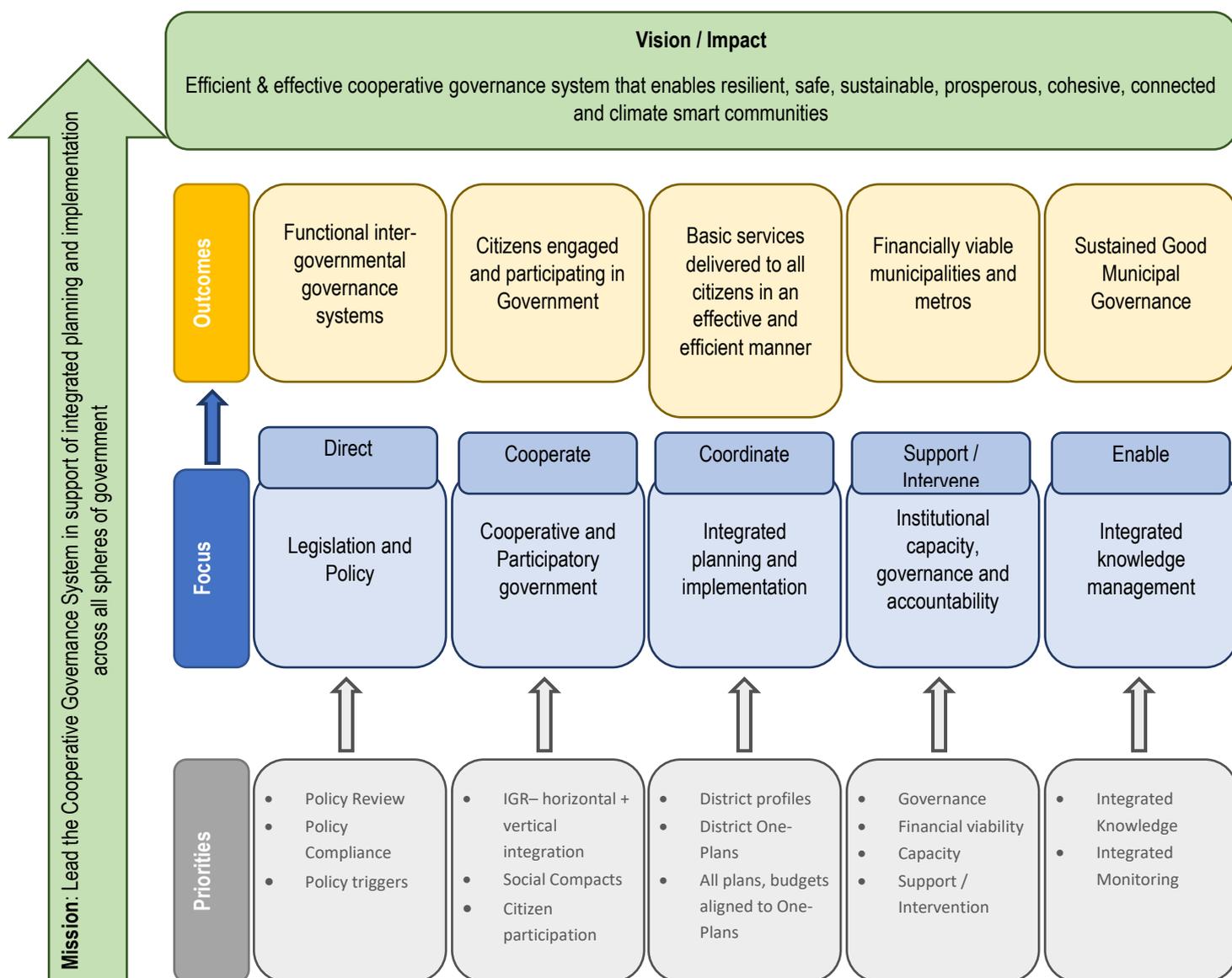
As national government, we adhere to the Medium-Term Strategic Framework (MTSF) 2019-2024, which is a five-year plan of government that intends to implement the electoral mandate and NDP Vision 2030. This alignment enables DCOG to strategically align to the MTSF. Through, amongst others, finding expression in its strategic plan, annual performance plans, operational plans, individual performance agreements and partnership with sister departments and related stakeholders. The table below reflects DCOG related interventions and targets in the MTSF.

Interventions	Targets
Enable leadership in national and provincial departments to build capacity and intervene to resolve blockages in government bodies and administrations	IMSI Bill submitted in Parliament in by November 2022
Ensure that the District Development Model supports the Minister of Women, Youth, and persons with Disabilities in promoting effective functionality of mechanisms to support the multi-sectoral approach to dealing with GBVF	Roll-out mechanisms for civil society engagements and citizen-based monitoring in the 23 of the 64 struggling municipalities by March 2023
Development of SMART cities	Three existing cities identified and plans for redesign and refurbishment as smart cities developed by March 2024
Institutionalise functional city region governance structures	Eastern Seaboard governance and coordinating structures established by March 2023
Plan for a New Coastal City	1 Coastal City Planned by March 2023
Support intergovernmental action in support of national development objectives and local needs through piloting, refinement and implementation of the District Development Coordination Model	Develop and adopt integrated development plans for the 3 pilot districts, roll out in 23 districts by March 2023 and rollout in the rest of the districts by 2024.
Coordinate all of government's Institutional arrangements for the District Development Model to ensure successful implementation of the DDM	Institutional arrangements for the 3 pilot DDM districts implemented by 2021. and the remaining metros and districts by 2024
The DDM as a tool for integrated service delivery, settlement transformation and inclusive growth	One plans for 44 districts and 8 metros by March 2023
Coordinate all of government's Institutional arrangements for the District Development Model to ensure successful implementation of the DDM	Consolidated Bi-annual monitoring reports on DDM rollout for the 3 pilot DDM districts by March 2024
Support municipalities to capacitate disaster areas to prevent, prepare and mitigate all types of disasters	Disaster Management Framework updated by 31 March 2023

Interventions	Targets
Support municipalities to capacitate disaster areas to prevent, prepare and mitigate against disaster risks	Ten municipalities in priority disaster areas supported to prevent, prepare, and mitigate related disaster risks by March 2023
Promoting participation in community-based governance processes (active citizenship bodies)	Nine provinces implementing the GovChat programme for community engagement and service delivery improvement by 2025
Participatory local governance mechanism and citizen engagement	Programme to facilitate participatory governance mechanism and citizen engagement (including review of structure on ward committees) implemented by 2025

Departmental Outcomes

The strategic review process resulted in a comprehensive review of the mandate, impact, outcomes and strategic focus areas of the department.



Part 2 of the strategic review document translates the mandate, outcomes, focus areas and priorities into detailed functions and activities, which in turn informs the revised operating model and organisational structure.

Outcome 1: Functional inter-governmental governance systems

Outcome 2: Citizens engaged and participating in Government

Outcome 3: Basic services delivered to all citizens in an effective and efficient manner

Outcome 4: Financially viable municipalities and metros

Outcome 5: Sustained Good Municipal Governance

Outcome 1: Effective and Efficient Internal Corporate Governance Systems

PART C: Measuring Our Performance

Strategic Performance Information

Programme 1: Administration

MTSF Priority 6	A capable, ethical and developmental state
CoGTA Specific Priority	Build internal resources and capabilities to enable the execution of the Departmental Mandate and programme implementation
Impact Statement	A functional & capable cooperative governance system
Departmental Outcome 1	Effective and efficient internal corporate governance systems to drive the implementation of the DDM

Outcome	Outcome Indicator	Baseline	Five Year Target
Effective and efficient internal corporate governance systems to drive the implementation of the DDM	1.1 Unqualified audit opinion with no material findings	Disclaimer audit opinion by 2018/19	Unqualified audit with no material findings by 2025
		R 1,271,795.00 irregular R 1,261,000.00 fruitless and wasteful	100 % reduction of irregular, fruitless and wasteful expenditure by 2025
	1.2 Percentage improvement of organizational performance against 5-year targets	75 % organizational performance for 2018/19 FY	85% organizational performance against 5-year targets by 2025
	1.3 Percentage alignment of Structure to strategy	Misalignment of organisational structure to the Strategic Plan	100 % alignment of Structure to strategy by 2025

Explanation of Planned Performance over the Five-Year Planning Period

Programme 2: : Local Government Support and Interventions Management

The Department will facilitate efforts to improve reporting on and accountability for performance in local government by overseeing, coordinating, and leading municipalities' implementation of local government policies and programmes on an ongoing basis. We will do this focusing on the following:

- Municipal Monitoring, Reporting and Evaluation system development and support;
- Support to Provinces and municipalities through M&E learning networks and fora;
- Municipal performance reporting on progress on the Pillars of B2B;
- Evaluation of Departmental programmes for informed programme design, policy shifts, strategic direction, and strategic direction;
- Review or Revise enabling legislation of SALGA, MDB and cities Network to enhance good governance and monitor performance against transfers; and
- Enable leadership at National and Provincial departments to support municipalities to discharge their Constitutional mandate (through section 154 of the Constitution) and intervene (section 139) to resolve service delivery challenges.

The Regional and Urban Development and Legislative Support Programme will strengthen integrated planning across government and lead a process of unblocking all the impediments towards the implementation of the model by facilitating the implementation of Section 47 Regulations. The programme will also ensure that the DDM is implemented across all Districts and metros.

MTSF Priority 5	Spatial integration, human settlements and local government
CoGTA Specific Priority	Build internal resources and capabilities to enable the execution of the Departmental Mandate and programme implementation
Impact Statement	A functional & capable cooperative governance system
Departmental Outcome	Functional inter-governmental governance systems
MTSF Priority 2	Spatial integration, human settlements and local government
Impact Statement	A functional & capable cooperative governance system

Outcome	Outcome indicator	Baseline	Five-year target
Functional inter-governmental governance systems	2.1 Number of District and metro hubs established	New Indicator	44 Districts and 8 metro hubs established and functional by 2025
	2.2 Number of one plans implemented	New Indicator	44 Districts and 8 Metros implementing one plans by 2025

Outcome	Outcome indicator	Baseline	Five-year target
	2.3 Section 47 (1) (b) Regulation of the Intergovernmental Relations Framework Act, 2005 implemented	Intergovernmental Relations Framework Act 2005	Section 47 (1) (b) Regulation of the Intergovernmental Relations Framework Act, 2005 implemented by 2025
Basic services delivered to all citizens in an effective and efficient manner	2.4 Alignment between the IDPs and One Plans	Profiles of 44 districts and metros	257 Municipal IDPs are aligned to the 52 one plans by 31 March 2025
	2.5 Revised IUDF implementation plan 2020-2025	IUDF implementation plan 2016-2019	One revised IUDF implementation plan 2020/21-2025
	2.6 Number Coastal City planned	Smart City Framework	One Coastal city planned by 31 March 2024
Basic services delivered to all citizens in an effective and efficient manner	2.7 Number of municipalities spending MIG as per the norm	66% of MIG receiving municipalities spending at least 90%	90% of MIG receiving municipalities spent at least 90% annually by 2025
Sustained Good Municipal Governance	2.8 Intergovernmental, Monitoring, Support, and Interventions (IMSI) Bill reviewed and approved by Cabinet.	Section 100 & 139 Intervention	IMSI Bill reviewed and approved by Cabinet by November 2024

Measuring Our Outcomes

Explanation of Planned Performance over the Five-Year Planning Period

Intergovernmental Relations

DCoG will revise the Intergovernmental Relations Framework Act 13 of 2005 to enhance interdepartmental and intergovernmental coordination by 2025. We will then work with all strategic partners over the consolidation and sustainability phase to ensure improvements in integrated planning and coordination. The DCoG will go back to basics to facilitate full implementation of Section 154 of the Constitution. This entails relooking at LG Two-Tier System reviews for a seamless management of concurrent functions, policy compliance, wall-to-wall review, powers and functions, determining regulatory frameworks and setting norms and standards.

Development of Section 47 (1) (b) Regulation (Intergovernmental Relations Framework Act, 2005)

The Department will develop Section 47(1) (b) Regulation by March 2021. The Regulation will frame the coordination and alignment of development priorities and objectives across the three spheres of

government. The Regulation will further serve as a framework for intergovernmental and inter-departmental coordination for effective alignment of planning between the different spheres of government, thus facilitating the implementation of a District wide approach (District Development Model) for effective coordination of 'all-of-government' programmes and projects within the 44 Districts and 8 Metropolitan Municipalities.

IUDF implementation plan

During the stabilization phase, the Department will consult with key stakeholder to review the IUDF implementation plan 2016-2019, develop a new 5-year plan 2020-2025 focusing on lessons learned, and align to the sixth Administration MTSF priorities. The revised plan will be shared with stakeholders for implementation over the MTEF period.

The Integrated Urban Development Grant (IUDG) was introduced to provide funding for public investment in infrastructure for the poor and to promote increased access to municipal own sources of capital finance in order to steer urban growth towards a sustainable model of compact, connected and coordinated towns and cities through increased funding for investment in economic infrastructure. Over the next five years, we will continuously monitor the value of the money invested against the IUDF flagship programmes in the intermediary cities.

Revised Municipal Integrated Development Plans

In order to ensure that municipalities are doing their basics with regard to planning objectives outlined in section 26 of the Municipal Systems Act, we will embark on a vigorous process jointly with provinces and municipalities to analyse and review the alignment of the Municipal Integrated Development Plans (IDP) to these objectives and also ensure that the IDPs address the priorities and objectives set-out in the One Plans as required by the District Development Model. The District Development Model and the One Plan processes will strengthen the municipal planning processes by ensuring that national and provincial sector department engage with municipal planning in a meaningful manner. In this regard, over the next five-year period, DCOG will continuously ensure that IDPs are developed and implemented in a manner that advances the objectives of the one Plans.

Implementation of the Revised Local Government Funding Model

There is a need to foster alignment of long term, medium term and short-term development planning in line with reviewed budget allocations. To achieve this, we will review the funding model for local government to align integrated planning, budgeting, coherent implementation, reporting and monitoring and accountability.

Implementation of government programmes through DDM

The President launched the DDM in September 2019. In the spirit of Khawuleza, while the Department is still perfecting the model, the DDM pilots have launched in the OR Tambo District Municipality, eThekweni Metro and Waterberg District Municipality. The development of One Plan per district over the MTSF period is to ensure that all strategy stakeholders are implementing their programmes using DDM one plans in 52 local spaces.

This plan includes the development of strategy towards smart cities within local government. This will be done through the 5-year period of the MTSF through the development of a concept note, support municipalities with the rollout of the smart city strategy. As per the MTSF, a city can be defined as 'smart' when investments in human and social capital and traditional (transport) and modern (ICT) communication infrastructure fuel sustainable economic development and a high quality of life, with a

wise management of natural resources. We will facilitate a process of regulating the District coordination model in terms of section 47 of the IGRF Act.

Programme 3: Institutional Development

Purpose: To build institutional resilience in the local government system through system development, capacity building and revenue management

Programme Performance

Information

MTSF Priority 2 & 3	Spatial integration, human settlements and local government A capable, ethical and developmental state
CoGTA Specific Priority	Build internal resources and capabilities to enable the execution of the Departmental Mandate and programme implementation
Impact Statement	A functional & capable cooperative governance system
Departmental Outcome	Financially viable municipalities and metros Sustained Good Municipal Governance

Measuring our outcomes

Outcomes	Outcome Indicator	Baseline	Five Year Target
Financially viable municipalities and metros	3.1 Number of Municipalities implementing financial viability toolkit	New Indicator	257 municipalities implementing Financial Viability Toolkit to improve municipal financial viability by 2025
	3.3 Reduction in the number of municipalities with qualified audit opinion	114 municipalities have negative audit opinion	Municipal negative audit opinions reduced from 114 to 29 by 2025
	3.4 % reduction in debtors book of municipalities	Debtors book of municipalities beyond 30 days was R147.8 billion at 30 June 2019	Reduction in the debtors book by 50 % by 2025
	3.5 Roll-out revenue management systems to increase revenue collection rate	Ineffective systems of internal controls on credit control and debt management.	Roll-out revenue management systems to increase revenue collection rate to at least 95% norm by 2025

Outcomes	Outcome Indicator	Baseline	Five Year Target
Sustained Good Municipal Governance	3.6 Municipal Structures Amendment Act implemented by provinces and municipalities	Municipal Structures Act	Municipal Structures Amendment Act implemented by provinces and municipalities

Explanation of Planned Performance over the Five-Year Planning Period

Sound Financial Management

Financial sustainability and viability are central to functionality and effectiveness of the local government system. The responsibility to ensure that municipalities are financially viable is a joint responsibility of the National Treasury, DCoG and provincial Treasuries. Working together with National Treasury, provinces and municipalities, DCoG will facilitate initiatives to improve financial viability, revenue management and audit outcomes for local government in line with the District Development Model through the utilisation of the MSIG programme. The Memorandum of Understanding (MoU) signed between the DCoG and National Treasury will serve to strengthen the joint actions, collaboration and coordinated approach in assisting municipalities. In terms of the MoU the Department of Cooperative Governance takes a lead on governance and service delivery, and the National Treasury takes a lead of financial management and audit outcomes.

Revenue Management

Municipal revenue is a corner stone to financial sustainability and viability. As part of Government's campaign to increase municipal revenue and reduce municipal debt, the Department will work jointly with provinces, municipalities, civil society, private sector and communities to implement programmes that advocate for payment of services based on the 'user pay principle'.

The poor response from consumers (residents, national and provincial government departments), with regard to the payment for services provided by municipalities can be attributed to poor billing practices, customer relations management, indigent management systems, data management and insufficient budget allocations by organs of state to service current and historic. These factors make it difficult for municipalities to honour their payment obligations towards creditors, primarily Eskom and water boards. The revenue enhancement support will address these deficiencies and strengthen the municipalities' capacity to generate, sustain and increase current levels of revenue.

The implementation of the Municipal Property Rates Act will therefore play a key role in achievement of key government priorities. Property rates contribute immensely to the funding of services that benefit the community as a whole, such as the installation and maintenance of streets and road infrastructure, sidewalks, lighting, and storm drainage facilities; and building and operating clinics, parks, recreational facilities and cemeteries. Revenue from property rates is also used to fund municipal administration, such as costs of governance, such as council and community meetings, which facilitate community participation on issues of Integrated Development Plans (IDPs) and municipal budgets.

The achievement of the DCoG outcome related to increase revenue from property and other sources will support the fundamental objective of the back-to-basics programme relating to the creation of conditions for decent living. The DCoG will support municipalities to continue building of in-house capacity to perform legislative functions and stabilise institutional and governance systems through the MSIG.

Implementation of the Anti-corruption strategy

The National Local Government Anti-Corruption Strategy is an important instrument through which the occurrence of corrupt activities and unethical conduct in local government is monitored. The Strategy spells out the values and principles set out in section 195 of the Constitution, which promotes good governance and combatting corruption. This Strategy provides guidance on the prevention, detection, investigation and prudent resolution of corruption cases across all municipalities.

For the next five years DCoG will continue to monitor the application of Regulation 32 of the Municipal Finance Management Act (MFMA) by municipalities, which covers regulations on supply chain management processes, fruitless, wasteful and irregular expenditure and code of conduct of councillors within local government. An assessment of the compliance of municipalities with anti-corruption activities reveals that recommendations of forensic reports and investigations conducted are randomly implemented or not implemented at all by municipalities. The department will now monitor the extent to which the recommendations of forensic reports and investigations are implemented by municipalities and ensure that there is compliance in this respect. In addition, the implementation of awareness and prevention campaigns by municipalities will be monitored.

Through collaborative efforts with national sector departments, Provincial Anti-Corruption Working Groups, Law Enforcement Agencies, Special Investigating Unit, National and Provincial Treasuries, district, metro and local municipalities DCoG will continue to strive for the reduction of corrupt practices and unethical practices within local government.

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Integrated Capacity Building Strategy

The National Development Plan emphasis on making the public service and local government a career of choice by focusing on building a skilled and professional service and develop specialist technical skills. The framework provides an approach that will enable sustainable municipal capacity to improve the coordination and monitoring of the provision and resourcing of support, capacity building and training to municipalities. More emphasis has been put on individual capacity, which resulted in less impact on institutional and environmental capacity.

The lack of capacity in local government is a recurring theme as is the lack of impact on the current initiatives. The Department plans to put in place priority interventions jointly with SALGA and LGSETA for coordinating support, capacity building and training initiatives to ensure that the necessary impact is realised. During the stabilisation phase, the Department will engage with National Treasury to facilitate the reprioritisation of the capacity building grants within the DCoG which is R2.5 billion per annum, to implement immediate priorities. The Department will also deploy financial technical capacity in targeted Districts to improve financial management.

The Integrated Local Government Capacity-Building Strategy will be developed and implemented in 44 Districts and 8 metros to boost municipal governance over the next 5 years.

Municipal Staff Regulations

The Constitution confers the authority to municipalities to employ personnel with the relevant skills and expertise necessary for the effective performance of their functions. The Municipal Systems Act obliges municipalities to develop and adopt appropriate systems and procedures to ensure fair, efficient, effective and transparent personnel administration but does not prescribe the relevant skills and expertise required of these personnel to perform the duties associated with the relevant posts resulting in disparate human resource practices. In order to fulfil government' commitment to build a capable local government and improve sound governance in municipalities, the Department has finalised the development of uniform standards for municipal staff systems and procedures during the Fifth Administration to ensure that municipalities appoint the calibre of staff that are capable of performing their duties. During the 2020/21 financial year, the Department will:

- Intensify mechanisms to enforce compliance with the Municipal Systems Act and the Appointment Regulations for senior managers with a focus on building a skilled and professional local public administration with recruitment at senior management level based on experience and expertise; and
- Gazette and roll-out training for the implementation of the Municipal Staff Regulations applicable to all municipal employees below management echelon. These regulations will ensure that persons of high calibre are recruited and have a career path within local government. Adequate experience, skills and professional ethic will be recognised and valued at all levels within local public administration. The implementation of these regulations, especially the competency framework for various occupational skills in local government, will reinvigorate government' role in producing the specialist technical skills that are essential to fulfil its core functions and provide appropriate career paths for technical specialists while strengthening national and provincial government' oversight.

Municipal Governance

With the goal of ensuring that municipalities improve their governance responsibilities, the Department will continue to support municipalities in implementing provisions relating to oversight. In collaboration with National Treasury and SALGA, targeted capacity building interventions will be provided to targeted municipalities. This will include the roll-out of a MPAC Guideline and Toolkit – this toolkit was collaboratively developed with stakeholders and finalised during 2018.

Specific amendments have been proposed to the Municipal Structures Act of 1998, where it will, once enacted, become mandatory for all municipalities to establish MPACs. Specific responsibilities are being prescribed in the amendments; these amendments are also aligned with specific provisions in the MFMA. The Bill also addresses various electoral-related challenges that were experienced during the management and administration of LGEs. The Municipal Structures Bill is presently being subjected to a public participation process by the National Council of Provinces, and once that is finalised, the Bill will be submitted to the President for further consideration.

A Bill amending the Municipal Demarcation Bill of 1998 is also being finalised. This Bill is viewed as an important intervention to ensure that the future demarcation and delimitation of municipal boundaries will be informed and undertaken by lessons learnt from past processes relating to these matters.

In preparation for the 2021 municipal elections, the Department will also ensure that all relevant stakeholders are convened from time-to-time to assess preparations for the LGE. This will be done through the Inter-Ministerial Committee (IMC) that was established during June 2019; the IMC will be supported by a technical committee that will be chaired by the Director-General. The IMC will be chaired by the Minister of Cooperative Governance and Traditional Affairs, and will be comprised of the following Ministries and Entities: Home Affairs; Justice and Correctional Services; Finance; Defence and Military Veterans; Police; State Security; Communications and Telecommunications; South African Local Government Association; Municipal Demarcation Board; and Independent Electoral Commission.

Performance Regulations

The White Paper on Local Government sought to establish a culture of public service, commitment to results and value for money that is service oriented. It envisioned that performance contracting would result in improved accountability and create a focus on outputs where appointments would be professional but concluded and renewed on the basis of the outcome of performance assessment. The Performance Regulations for senior managers, 2006, have not been fully implemented across all municipalities. This state of affairs has made it difficult for government to institutionalise performance management in all municipalities. During 2020/21 financial year, the Department will support municipalities to institutionalise the Performance Regulations for senior managers. The implementation of these regulations will help improve performance and accountability while maximising the ability of municipalities to achieve their objectives and improve the quality of life of their residents.

Disciplinary Regulations

Government has made a commitment to combat unethical conduct through advocacy and strengthening of the legal and policy prescripts. In 2011 government promulgated the Disciplinary Regulations for senior managers. During 2020/21 financial year, the Department will intensify measures to monitor, support and foster a shared ethos of local public administration aimed at expeditiously addressing incidents of unethical conduct and strengthen enforcement measures. Plans are afoot to develop a web-based tool that will serve as a central repository of all information pertaining to dismissed municipal staff members including staff that resigned prior to finalisation of disciplinary proceedings. This on-line system will be made accessible to all municipalities to enable them to upload cases, and to conduct reference checks during recruitment, selection and appointment processes.

Remuneration

The implementation of Notices determining uniform remuneration for senior managers since 2014 is fraught with challenges, especially for district and smaller rural-based municipalities with no revenue base. Remuneration constitutes an integral part of the transformation of local public administration and human resources capable of ensuring that municipalities attract and retain persons with the necessary professional and technical skills. As part

of initiatives to strengthen the capacity of municipalities to perform their functions, the Department will finalise the review of the remuneration framework that is internally equitable and externally competitive during the 2020/21 financial year.

Citizen Engagement

The social distance between communities and municipalities, the diminishing public trust in local government account for a number of challenges experienced municipalities. These include lack of social cohesion in communities, low revenue arising from non-payment of services and the increasing protests in municipalities. The Framework for Mainstreaming Citizen Engagement developed by DCoG seeks to improve public participation in public governance.

To improve public trust and confidence in local government, DCoG focus will be on the following programmatic areas:

- Establish a policy environment for participatory governance, through legislative review and the issuing of regulations, including providing guidelines for partnership with civil society organisations. (Legislative Review and CSOs)
- Create an enabling environment for ward committees to function by supporting the introduction of an effective ward committee competency/qualification, regulating the provision of out-of-pocket expenses, and providing hands-on support to public participation officials in provinces and districts. (Hands-on Support)
- Develop and implement a civic education tool to educate citizens and empower them to hold government accountable. (Public Education)
- Roll-out alternative, cost-effective and real-time complaints management platform across the country. (GovChat).
- Introduce alternative approaches to community engagement to move away from the needs-based model towards a more asset-based model, thus building community partnership with government and ensuring that communities become owners of development.

Programme 4: National Disaster Management Centre

The programme promotes an integrated and coordinated system of disaster management, with special emphasis on prevention and mitigation, by national, provincial and municipal organs of state, statutory functionaries, other role-players involved in disaster management and communities.

It also provides guidance and support across spheres of government to establish suitable institutional capacity for disaster management. Furthermore, the programme contributes to the implementation of the National Climate Change Adaptation Strategy that introduces measures to reduce disaster risks and adapt to the effects of climate change and variability. South Africa is a signatory to the United Nations Sendai Framework for Disaster Risk Reduction 2015-2030 (Sendai Framework). This Framework aims to achieve substantial reduction of disaster risk and losses in lives, livelihoods and health and in the economic, physical, social, cultural and environmental assets of persons, businesses, communities and countries over the period 2015 to 2030. In order to achieve this outcome, the Sendai Framework outlines four (4) Priorities for Action and seven (7) targets as outlined in the table below:

The Disaster Management Act, 2002 (Act No. 57 of 2002) and in sections 25, 38, 39, 52 and 53 places an explicit responsibility on organs of state in the national provincial and local sphere to develop and implement a disaster management plan and submit such to the National Disaster Management Centre (amongst others). These plans and their implementation should encompass strategies to prevent and reduce the risk of disasters; mitigate the severity or consequences of disasters; facilitate emergency preparedness; ensure rapid and effective response to disasters and post disaster recovery and rehabilitation. Apart from putting measures in place to deal with the above, a disaster management plan provides important considerations for development planning in a municipality. These include conducting a disaster risk assessment, identifying, and mapping risks, areas, ecosystems, communities and households that are exposed or vulnerable to physical and human induced threats and providing measures and indicate how organs of state will invest in disaster risk reduction and climate change adaptation, including ecosystem and community-based adaptation approaches.

It is also acknowledged that disaster risk and its relation to sustainable development is often not identified, accessed and communicated adequately to all stakeholders. In the context of the “One Plan,” it is therefore of utmost importance to coordinate and align the implementation of the disaster management plan of the district/ metro with those of other organs of state and institutional role-players. In our quest to protect communities at risk and build resilient communities, the NDMC (supported by DCoG DDM Provincial Teams) should focus its intervention and support to ensure that municipalities have integrated disaster management plans and that there are adequate considerations of disaster risks in sector plans.

Against this background, the role of the NDMC in the DDM is to work with stakeholders across the spheres of government and other role players to promote the implementation of disaster management programmes in each of the 44 DMs and 8 Metro’s, that seek to:

- Reduce disaster risks including those associated with climate change;
- Prevent the development of new disaster risk;
- Enhance preparedness and mitigation;
- Build resilience of communities, and
- Ensure quick response and recovery; and implement reconstruction aimed at ‘building-back-better’.

In light of the above the NDMC strives to ensure implementation of the four priorities and strategic targets within the Sendai Framework for Disaster Risk Reduction (2015-2030).

High-level problem statements and interventions

MTSF Priority 5	Spatial Integration, Human Settlements and Local Government
MTSF Outcome	Reduced vulnerability of key sectors to climate change
DCoG Specific Priority 4	Disaster risk reduction
Impact Statement	A functional & capable cooperative governance system
Outcome	An improved disaster management system for reduced disaster risks, effective prevention of new risks, enhanced preparedness for response and recovery

Outcome	Outcome Indicator	Baseline	Five Year Target
An improved disaster management system for reduced disaster risks, effective prevention of new risks, enhanced preparedness for response and recovery Updated Disaster Management Framework	4.1 Number of Districts and Metros implementing impact-based early warnings system with contingency arrangements	Impact-based Early Warning System	44 Districts and 8 Metros implementing impact- based early warnings with contingency arrangements by 2025.
	4.2 Number of organs of state (including municipalities) supported to prevent, prepare for and mitigate disaster risks through applicable disaster management plans	139 organs of state (including municipalities) supported to prevent, prepare for and mitigate disaster risks through applicable disaster management plans across the country in line with Section, 25, 38, 39 52 and 53 of the Disaster Management Act.	44 District, 8 Metros municipalities and 8 Sector departments supported to prevent, prepare for and mitigate disaster risks through the effective implementation of applicable disaster management plans by 2025.
Updated Disaster Management Framework	4.3 Disaster management framework updated.	New Target.	Stakeholders across the three spheres of government orientated on the updated disaster management framework by 31 March 2025

Programme 6: Community Work Programme

Purpose: Create income security and work experience for participants, and promote social and economic inclusion by targeting areas of high unemployment.

MTSF Priority 2	Spatial integration, human settlements and local government
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CoGTA Specific Priority	Build internal resources and capabilities to enable the execution of the Departmental Mandate and programme implementation
Impact Statement	A functional & capable cooperative governance system

Outcome	Outcome Indicator	Baseline	Five Year Target
Basic services delivered to all citizens in an effective and efficient manner	6.1 Number of people participating in the programme	247 466 Participants maintained and provided with work opportunities by 31 March 2021	250 000 people participating in the programme by 31 March 2025
	6.2 CWP model redesigned and implemented	CWP Non-Profit Organisation Transfer Model FY 2018/19 to 2020/21	CWP model redesigned and implemented by March 2025
	6.3 Number of CWP participants trained	24 746 CWP participants trained by 31 March 2021	25 000 CWP participants trained annually by 31 March 2025

Explanation of Planned Performance over the Five-Year Planning Period

Redesigned CWP Model

In the past MTSF period, the Department did not achieve the target of providing 1 million work opportunities due to a number of reasons, budgetary constraints being one of them. The redesigned Community Work Programme will better contribute to the implementation of the programme through partnerships and strategic partners across government, civil society, private sector and communities. The linking of the programme to sustainable exit opportunities is a prospective move towards paving the way for the unemployed to get into the mainstream economy. The redesigned model will also strengthen the current implementation of the programme to ensure that more resources are geared towards increasing numbers of participants recruited into the programme.

The management capability within the programme, will be increased to effectively improve controls, operational efficiencies and performance accountability through stringent contract management. This will ensure achievement of higher levels of programme outcomes and impacts.

We intent to provide the marginalised communities with employment opportunities that will promote and enhance income security, contribute to infrastructure maintenance, economic access and participation through useful work.

Training of Participants

Participants trained on service provision maintenance and infrastructure, economic, social, environmental, and agricultural sector to enhance the quality of useful work.

Impact on service delivery

The programme will be shaped in line with government priorities set out in the MTSF by contributing towards achievement of impact. In this regard, work opportunities will be provided towards supporting municipal service delivery particularly supporting the closing of potholes and cleaning of culverts, in addition to useful work activities done by participants on waste management and greening, for example, 88 CWP sites where greening shall be done through implementation and maintenance of vegetable gardens and parks annually.

Partnerships to stimulate Economic development initiatives

Partnerships will be established to contribute towards food security and socio-economic development of marginalised communities' partnerships to facilitate establishment of cooperative to promote social cohesion and local enterprises.

Partnerships will be entered into to implement inter-sectoral action towards improvement of food security and socio-economic development in marginalised communities.

The CWP will contribute to food security through agrarian projects in rural areas collaborating with both Traditional Leaders and Community Property Associations. The vehicle to be used is through cooperatives in both instances. To sustain the cooperatives, partnerships will play a crucial role. Participants and beneficiaries will be at the centre of this.

Departmental outcome related Strategic Risks

Outcome	Related risk	Mitigating Measures
Outcome 1: Effective and efficient Internal corporate governance systems to drive the implementation of the DDM	<ul style="list-style-type: none"> • The organisational structure may not support the strategy • Ineffective governance structures and processes 	<ul style="list-style-type: none"> • Re-align the organisational structure to support the implementation of the strategy • Implementation of the change management strategy • Foster accountability and enforce consequence management for key

Outcome	Related risk	Mitigating Measures
		responsibilities across the department
Outcome 2: Effective Intergovernmental Relations through District Development Model	<ul style="list-style-type: none"> • Lack of cooperation from stakeholders on the roll-out of the DDM • Inadequate funding for DDM 	<ul style="list-style-type: none"> • Establishment of interdepartmental task- teams • Re-align and re-prioritise the budget
	<ul style="list-style-type: none"> • Location of section 100 aspects in the IMSI Bill not resolved between relevant Executive Authorities concerned 	<ul style="list-style-type: none"> • Engagements with key stakeholders • Facilitate Political buy-in
Outcome 3: Integrated Planning and Service Delivery	<ul style="list-style-type: none"> • Lack of capacity to implement climate change adaption and disaster risk reduction programs in the municipalities 	<ul style="list-style-type: none"> • Build capacity to implement disaster risk reduction and climate change adaptation measures within municipalities.
	<ul style="list-style-type: none"> • Absence of the smart cities framework 	<ul style="list-style-type: none"> • Develop a framework for Smart Cities
	<ul style="list-style-type: none"> • Weak Infrastructure planning 	<ul style="list-style-type: none"> • Coordination of technical capacity support for infrastructure planning
	<ul style="list-style-type: none"> • Inadequate Community Work Programme design 	<ul style="list-style-type: none"> • Remodeling of the CWP • Strengthen monitoring and contract management
Outcome 4: Improved Municipal Financial Viability	<ul style="list-style-type: none"> • Institutional interdependencies 	Establish collaborative arrangements with relevant organs of state to jointly manage Municipal Financial Viability Support
Outcome 5: Sustained Good Municipal Governance	<ul style="list-style-type: none"> • Inadequate, inefficient and ineffective HR systems within municipalities 	<ul style="list-style-type: none"> • Promulgation of the Municipal Staff Regulations • Provide training on the implementation of the regulations

Part D: Technical Indicator Descriptions (TID) for outcomes indicators

Programme 1: Administration

Indicator	1.1 Unqualified audit opinion with no material findings
Definition	<ul style="list-style-type: none"> • Moving from a disclaimer opinion to an unqualified • Reduction in Material audit findings
Source of data	<ul style="list-style-type: none"> • Annual Audit Report
Method of Calculation/ Assessment	<ul style="list-style-type: none"> • Based on the assessment of the audit outcomes (qualitative) • Number of material findings (quantitative)
Means of Verification	Audit Report IMT reports
Assumptions	<ul style="list-style-type: none"> • Recognising and disclosing figures in the Financial Statements that are valid, accurate and complete.
Disaggregation of Beneficiaries	<ul style="list-style-type: none"> • N/A
Spatial Transformation	<ul style="list-style-type: none"> • N/A
Reporting cycle	<ul style="list-style-type: none"> • Each financial year against the five-year target
Desired performance	<ul style="list-style-type: none"> • Higher performance than a qualified audit opinion will be desirable but lower performance will not be desirable.
Indicator Responsibility	<ul style="list-style-type: none"> • Chief Financial Officer

Indicator	1.2 Percentage improvement of organization performance
Definition	The indicator seeks to measure the improvement of organisational performance against its Annual Performance Plan and subsequently Strategic Plan
Source of data	Strategic Plan Annual Performance Plan Quarterly performance Reports
Method of Calculation/ Assessment	The performance on this indicator is calculated as a percentage of the number of targets that have been achieved against the number of set targets for the quarter (in case of quarterly reporting) and annual targets (in case of annual

	reporting
Means of Verification	Annual Report
Assumptions	There are quarterly and annual targets in the approved Annual Performance Plan that performance is measured against
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Reporting cycle	Annually
Desired performance	Improved organizational performance against Strategic Plan and APP
Indicator Responsibility	DDG: Corporate Services

Indicator	1.3 Alignment organisational structure to strategic plan
Definition	The indicator seeks to improve the alignment of the departmental organisational structure to the strategic plan (budget programme structure). This will ensure that the functions of the department are geared towards the implementation of the Strategic Plan.
Source of data	DCoG approved strategic plan
Method of Calculation/ Assessment	The performance will be measured by the percentage of the alignment of the organisational structure to the strategic plan (as both approved by the Minister)
Means of Verification	Approved Strategic Plan and approved organisational structure
Assumptions	The Department has an approved Strategic Plan 2020-2025
Disaggregation of Beneficiaries	N/A
Spatial Transformation	N/A
Reporting cycle	Annual progress against the five-year target
Desired performance	Bi-annually
Indicator Responsibility	DDG: Corporate Services

Indicator	2.1 Number of District/Metro Hubs established
Definition	The indicator seeks to measure the number of districts hubs established Hubs refer to a center of coordinating one plans, one budget per district and metro
Source of data	DDM concept document 2019
Method of Calculation/ Assessment	Simple count of the number of district hubs established
Means of Verification	District hubs in each of the district and metros
Assumptions	<ul style="list-style-type: none"> It is assumed that all Sector Departments Provincial Departments, Municipalities, Private sector will participate

	in the hubs
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	Footprint in all districts and metros
Reporting cycle	Annually
Desired performance	Consolidated plans incorporating on all role players
Indicator Responsibility	Urban Development Planning Unit

Indicator	2.4 Alignment between the IDPs and One Plans
Definition	<ul style="list-style-type: none"> • Integrated Development Plans (IDPs) are medium term strategic plans of municipalities. • The One Plans as envisaged by the DDM are all government plans with a district special reference. Both plans are to be implemented in a municipal space. • Alignment of the One Plans to IDPs refers to IDPs demonstrating how priorities, objectives and commitments contained in the One Plans are going to be addressed.
Source of data	<ul style="list-style-type: none"> • IDPs • One Plans
Method of Calculation	<ul style="list-style-type: none"> • Qualitative
Means of Verification	<ul style="list-style-type: none"> • Through the annual assessment of IDPs
Assumptions	<ul style="list-style-type: none"> • All municipalities will adopt their IDPs
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • Target for Women: N/A • Target for Youth: N/A • Target for People with Disabilities: N/A
Spatial Transformation	<ul style="list-style-type: none"> • N/A
Reporting cycle	<ul style="list-style-type: none"> • Annually
Desired performance	<ul style="list-style-type: none"> • IDPs aligned to the One Plans.
Indicator Responsibility	<ul style="list-style-type: none"> • Integrated Districts and Regional Spatial Planning

TID on Number of Districts and metros implementing the One Plan

Indicator	2.2 Number of Districts and metros implementing the One Plan
Definition	<ul style="list-style-type: none"> • The One Plan is an output of the new District Development Model (DDM), that is aimed at improving the coherence and impact of government service delivery programmes, focusing on the 44 districts and eight Metropolitan municipalities. • The One Plan is an all of government plan, which requires all role players in development to elaborate and detail their own plans and actions in the 44 districts and 8 metropolitan municipalities. • Implantation of the plan refers to the districts and

	metros addressing commitments indicated in the One Plan.
Source of data	<ul style="list-style-type: none"> • One Plans and IDPs
Method of Calculation/ Assessment	<ul style="list-style-type: none"> • Quantitative
Means of Verification	<ul style="list-style-type: none"> • Annual reports of municipalities
Assumptions	<ul style="list-style-type: none"> • All districts and metros will develop the One Plans
Disaggregation of Beneficiaries	<ul style="list-style-type: none"> • Target for Women: N/A • Target for Youth: N/A • Target for People with Disabilities: N/A
Spatial Transformation	<ul style="list-style-type: none"> • N/A
Reporting cycle	<ul style="list-style-type: none"> • Annually
Desired performance	<ul style="list-style-type: none"> • One Plans implemented by all Districts and Metros.
Indicator Responsibility	<ul style="list-style-type: none"> • LGSIM

Indicator	2.3 Section 47 (1) (b) Regulation of the Intergovernmental Relations Framework Act, 2005 implemented
Definition	<p>Section 47(1)(b) Regulation will frame the coordination and alignment of development priorities and objectives across the three spheres of government.</p> <p>The Regulation will further serve as a framework for intergovernmental and inter-departmental coordination for effective alignment of planning between the different spheres of government, thus facilitating the implementation of a District wide approach (District Development Model) for effective coordination of 'all-of-government' programmes and projects within the 44 Districts and 8 Metropolitan Municipalities.</p>
Source of data	<ul style="list-style-type: none"> • IGR commissioned research studies. • National, provincial, and District IGR performance reports. • IGR toolkit and Guidelines. • IGRFA • Key national planning legislation, policies, frameworks, and guidelines.
Method of Calculation/ Assessment	<ul style="list-style-type: none"> • Final and approved Regulation.
Means of Verification	<ul style="list-style-type: none"> • Discussion Paper. • Draft Regulation. • Reports on outcomes of consultative intergovernmental stakeholder dialogues and engagements. • Final Regulation.
Assumptions	<ul style="list-style-type: none"> • Quality data and information readily available. • Participation of key stakeholders is guaranteed. • Technical and political steering of drafting processes is ensured.

Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • N/A
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> • The Regulation will contribute to ensuring that all of government planning and plans are aligned across the three spheres that will address the spatial imbalances by redirecting critical resources to those communities and areas that have been previously deprived.
Reporting cycle	<ul style="list-style-type: none"> • Annually
Desired performance	<ul style="list-style-type: none"> • Implementation of the Regulation through the DDM.
Indicator Responsibility	<ul style="list-style-type: none"> • Intergovernmental Policy & Practice Chief Directorate

Indicator	2.4 Alignment between the IDPs and One Plans
Definition	<ul style="list-style-type: none"> • Integrated Development Plans (IDPs) are medium term strategic plans of municipalities. • The One Plans as envisaged by the DDM are all government plans with a district special reference. Both plans are to be implemented in a municipal space. • Alignment of the One Plans to IDPs refers to IDPs demonstrating how priorities, objectives and commitments contained in the One Plans are going to be addressed.
Source of data	<ul style="list-style-type: none"> • IDPs • One Plans
Method of Calculation	<ul style="list-style-type: none"> • Qualitative
Means of Verification	<ul style="list-style-type: none"> • Through the annual assessment of IDPs
Assumptions	<ul style="list-style-type: none"> • All municipalities will adopt their IDPs
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • Target for Women: N/A • Target for Youth: N/A • Target for People with Disabilities: N/A
Spatial Transformation	<ul style="list-style-type: none"> • N/A
Reporting cycle	<ul style="list-style-type: none"> • Annually
Desired performance	<ul style="list-style-type: none"> • IDPs aligned to the One Plans.
Indicator Responsibility	<ul style="list-style-type: none"> • Integrated Districts and Regional Spatial Planning

Indicator	2.5 IUDF Revised Implementation Plan 2020 -2025
Definition	<p>The IUDF's overall outcome is to support and guide SA cities and towns (including small towns) to achieve spatial transformation – in other words reversing the inefficient spatial patterns in a way that promotes both social and economic development, while protecting the environment.</p> <p>The IUDF aims to guide the development of inclusive, resilient and liveable urban settlements, while directly addressing the unique conditions and challenges facing South Africa's Cities and Towns.</p> <p>This framework addresses the unique conditions of the past</p>

	apartheid spatial system in South Africa, and uniquely looks at Urbanization and how to plan ahead with specific reference to spatial transformation
Source of data	National Development Plan (NDP), National Spatial Development Framework (NSDF), Integrated Urban Development Framework (IUDF) Implementation Plan 2016 – 2019
Method of Calculation/ Assessment	Final IUDF Implementation plan 2020-2025 submitted to cabinet for adoption and Approval 31 March 2021
Means of Verification	Draft IUDF implementation plan 2020- 2025 presented at MinMEC by 30 September 2020 Stakeholder and consultative engagements and Seminars, report produced by 31 December 2020 Final IUDF Implementation plan 2020-2025 submitted to cabinet for adoption and Approval 31 March 2021
Assumptions	<ul style="list-style-type: none"> • Project Steering Committee Meetings • Stakeholder Engagements • Minutes • Attendance Registers
Disaggregation of Beneficiaries (N/A
Spatial Transformation	Cities and towns.

Indicator	2.5 IUDF Revised Implementation Plan 2020 -2025
Reporting cycle	Annual progress against the five-year target
Desired performance	Knowledge on municipalities to implement the IUDF Priorities
Indicator Responsibility	Urban Development Planning Unit
	1.1 Integrated Urban Development Framework Implemented 1.2 IUDF Implementation Plan

Indicator	2.6 TID for Number of cities implementing Smart City solutions
Definition	<ul style="list-style-type: none"> • The indicator seeks to measure the number of cities that implement smart city solutions • By smart cities we mean cities that utilise ICT to enhance the quality and performance of services such as energy, in order to reduce resource consumption, wastage and overall costs. • Implementing means the identified cities have adopted smart technology like smart meters and are rolling them out to communities
Source of data	<ul style="list-style-type: none"> • Smart Cities report

Method of Calculation/ Assessment	<ul style="list-style-type: none"> Counting the number of smart cities that are implementing the solutions
Means of Verification	<ul style="list-style-type: none"> Existence of smart city solutions in identified municipalities
Assumptions	<ul style="list-style-type: none"> Municipalities will buy-in into adopting the solutions
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> N/A
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> Cities that are spatially transformed to implement the solutions
Reporting cycle	<ul style="list-style-type: none"> Annually
Desired performance	<ul style="list-style-type: none"> It is desirable to utilise ICT for improved access by communities
Indicator Responsibility	<ul style="list-style-type: none"> Institutional Development

Indicator 2.11	Number Coastal City planned
Definition	The indicator seeks to measure the planned coastal city as part of implementing the Smart City Framework work is currently underway to plan the Eastern Seaboard as part of the work done by the Municipal Infrastructure Support Agent
Source of data	Progress reports from workstream managed through MISA
Method of Calculation/Assessment	Simple count of reports produced
Means of Verification	Progress reports
Assumptions	MISA will provide the required progress reports
Disaggregation of Beneficiaries	N/A
Spatial Transformation	N/A
Calculation Type	Cumulative
Reporting cycle	Quarterly
Desired performance	The planned Eastern Seaboard materialise
Indicator Responsibility	DDG: Local Government Support and Interventions

TID for Intergovernmental Monitoring, Support and Intervention Bill

Indicator 2.10	Intergovernmental Monitoring, Support and Intervention Bill tabled in Parliament
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Definition	<p>The Constitution establishes three sphere of government governed by principles of intergovernmental relations and co-operative government. Should any sphere of government be unwilling or unable to meet its obligations, the Constitution provides that national legislation must regulate the implementation of sections 100 and 139 of the Constitution, and the Department has developed what is currently referred to as Intergovernmental Monitoring, Support, and Intervention (IMSI) Bill to give effect to section 100(3) and 139(8) of the Constitution.</p> <p>The indicator seeks to measure the tabling of the IMSI Bill in Parliament. Tabled in Parliament in this instance means submission to Parliament and is dependent on parliamentary process as DCOG does not have control over</p>
Source of data	IMSI Bill tabled in Parliament
Method of Calculation/Assessment	Performance is calculated as the submission/ tabling of the IMSI Bill in Parliament
Means of Verification	Performance is calculated through the finalization of the IMSI Bill and ready for submission in Parliament
Assumptions	all consultaitons on the Bill will be concluded
Disaggregation of Beneficiaries	N/A
Spatial Transformation	Improved service delivery, support and monitoring to provinces and municipalities
Calculation type	
Reporting cycle	Annual
Desired performance	IMSI Bill tabled in Parliament by 31 March 2022
Indicator Responsibility	DDG: Local Government Support and Interventions Management

Programme Four: National Disaster Management Centre: TID

TID for Number of municipalities in priority disaster areas supported to prevent, prepare and mitigate disaster risks through the implementation of the applicable disaster management plans

Indicator 4.1	Disaster funding arrangements reviewed and implemented
Definition	Disaster Grant Funding is annual funding allocated to DCOG through the Provincial Relief, Municipal Relief and Municipal Disaster Recovery Grants within the Division of Revenue Act. (DORA)
Source of data	DORA

	Provincial Relief, Municipal Relief and Municipal Disaster Recovery Grants
Method of Calculation/Assessment	Simple count of reports on the reviewed disaster grant funding.
Means of Verification	Monthly reports on financial performance of disaster grants. Quarterly reports on the disaster grants performance and expenditure. Annual report on disaster grant performance and expenditure.
Assumptions	Cooperation from funded organs of state of the submission of reports to PDMC's. Cooperation from PDMCs on the coordination and submission of reports to the NDMC. Capacity within the directorate for the implementation of the project.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A.
Reporting cycle	Quarterly (count per quarter). Annual (cumulative)
Desired performance	Disaster Grant Funding expenditure and performance monitored and reported.
Indicator Responsibility	Head: NDMC

4.2 TID for the report on sector departments supported in the implementation of disaster funding arrangements

Indicator 4.2	Number of organs of state (including municipalities) supported to prevent, prepare for and mitigate disaster risks through applicable disaster management plans
Definition	The project will assist in ensuring the municipalities capacity to prevent, mitigate and be prepared to address climate change risks and respond effectively before they escalate to disaster. NDMC will provide support by assessing municipal disaster management plans to ensure that the disaster is applicable and implementable.
Source of data	Disaster Management Act National Disaster Management Framework 2005. Division of Revenue Act. Grant frameworks of sector departments. Provincial Disaster Relief, Municipal Disaster Relief and Municipal Disaster Recovery Frameworks.
Method of Calculation/Assessment	Simple count of sector departments and municipalities supported in the implementation of disaster funding arrangements.
Means of Verification	Report on support provided to municipalities in priority disaster areas including feedback on assessments as annexures. Assessments of disaster management plans.

Assumptions	Cooperation from sector departments regarding implementation of disaster funding arrangements.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Reporting cycle	Quarterly (count per quarter). cumulative for annual target.
Desired performance	Disaster funding arrangements implemented by sector departments in line with applicable legislation.
Indicator Responsibility	Head: NDMC

TID for 4.3 Number of monitoring reports on Disaster grant funding expenditure	
Indicator 4.3	National disaster management framework updated
Definition	National disaster management framework updated to facilitate the implementation of the disaster management function in terms of the Disaster Management Act, 2002
Source of data	Versions of the revised national disaster management framework based on consultation reports
Method of Calculation/Assessment	Simple count of the versions of the revised national disaster management framework developed
Means of Verification	Assessment of the document versions incorporating comments received

- **Programme Five: Community Work Programme: TID**

remodelled CWP model

Indicator 5.1	Redesigned CWP Model implemented
Definition	Implemented means the roll-out of the programme to benefit the targeted beneficiaries The redesign means reconceptualised model to a totally different implementation arrangement to the current Implementation Model.
Source of data	MTSF Priorities
Method of Calculation/Assessment	The model options analysis report
Means of Verification	They approved CWP redesigned Model.

Assumptions	Consensus with all relevant stakeholders and role players regarding implementation modalities.
Disaggregation of Beneficiaries	Target for Women:55% of participants, Target for Youth: 55% of participants, Target for People with Disabilities:02% of participants.
Spatial Transformation	CWP footprint in local municipalities
Calculation type	

TID for Number of people participating in the programme

Indicator 5.2	Number of people participating in the programme
Definition	The people participating in the programme refers to those from the marginalised communities who qualify to be enrolled in the programme. Enrolment for participation is determined by the ENE budget allocation of both non-wage and wage cost for each position.
Source of data	CWP Integrated Management System (IMS); COGTA Portal (all attendance registers of participants are uploaded)
Method of Calculation/Assessment	Counting the number of people on the CWP wage bill participating in the programme by reporting timeline. One work opportunity can be benefit more than one participant in a financial year.
Means of Verification	Individual ID numbers on the wage bill
Assumptions	ENE budget allocation will be available
Disaggregation of Beneficiaries	Target for Women: 55% of participants, Target for Youth: 55% of participants, Target for Persons with Disabilities: 02% of participants
Spatial Transformation	CWP footprint in all local municipalities.
Calculation type	Non-cumulative
Reporting cycle	Annually
Desired performance	Enrolment of participants from poor households for the purposes of poverty alleviation and sustainable livelihoods
Indicator Responsibility	DDG: Community Work Programme

TID for Number of CWP participants trained annually

Indicator 5.3	Number of CWP participants trained annually
Definition	Training refers to a deliberate secondary function that ensures skills development for participants to enhance the useful work activities and equip them with other skills for personal development. Training can be both accredited and non-accredited, as well as on the job training
Source of data	Site Training Plans, Attendance Registers and Training Reports
Method of Calculation/Assessment	Count the number of participants trained which equal to 10% of the total participants enrolled in the programme annually as per the available budget

	The training numbers will vary quarterly due to procurement processes which sometimes delayed due to varied reasons
Means of Verification	Approved site training plans and procurement plans, training attendance registers, certificate of attendance
Assumptions	Participants are available for training, budget is available
Disaggregation of Beneficiaries	Target for Women: 55% of participants, Target for Youth: 55%, Target for Persons with Disabilities: 02%
Spatial Transformation	Footprint in every municipality
Calculation type	Non-Cumulative
Reporting cycle	Quarterly
Desired performance	Skilled/capacitated participants.
Indicator Responsibility	DDG: Community Work Programme

2.6 Number of municipalities spending MIG as per the norm

2.7 Intergovernmental, Monitoring, Support, and Interventions (IMSI) Bill reviewed and approved by Cabinet.

Annexure B: Conditional Grants

Name of grant	Purpose	Outputs	Special adjustment budget (R'000)	Period of grant
Municipal Infrastructure Grant (MIG)	Provides specific capital finance for basic municipal infrastructure back-logs for poor households, micro enterprises and social institutions serving poor communities	Expand basic social infrastructure in poor communities.	R 16 842 001	1-year allocation Period of grant continuous
Local Government Equitable Share (LGES)	Ensure that municipalities can provide basic services and perform the functions allocated to them	Provision of water, sanitation, electricity, refuse removal and basic municipal administration	R 87 311 493	1-year allocation Period of grant continuous
Municipal Systems Improvement Grant (MSIG)	Assist municipalities to perform their functions and stabilise institutional and governance systems as required in the	Building in-house capacity to perform functions, and stabilise institutional and governmental	R140 331	1-year allocation Period of grant continuous

Name of grant	Purpose	Outputs	Special adjustment budget (R'000)	Period of grant
	Municipal Systems Act and related local government system	systems		
Disaster Response Grant (DRG)	To provide immediate relief for legally declared disasters	Legally declared disasters	R371 420	1-year allocation Period of grant continuous
Municipal Disaster Recovery Grant (MDRG)	To repair municipal infrastructure damaged by disasters	Repaired municipal infrastructure damaged by disasters	R 26 023	1-year allocation
Provincial Disaster Response Grant (PDRG)	To rehabilitate and reconstruct the provincial infrastructure damaged by disasters	Rehabilitation and reconstructions of the provincial infrastructure damaged by disasters	R145 328	Period of grant continuous
Integrated Urban Development Grant (IUDG)	To Provide funding for public investment in infrastructure for the urban poor	Improve development	R1 085 368	1-year allocation

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