

REVISED 2016/17 TECHNICAL INDICATOR DESCRIPTIONS



cooperative governance

Department:
Cooperative Governance
REPUBLIC OF SOUTH AFRICA

**PROGRAMME 2: REGIONAL AND URBAN DEVELOPMENT AND
LEGISLATIVE SUPPORT**

Indicator title	1. Number of spatial contracts facilitated for key restructuring zones in districts and metros
Short definition	Facilitate collaborative planning and budgeting and signing of spatial contracts between sectors, districts and metropolitan municipalities and the private sector in line with the spatial vision as set out in the NDP and IUDF
Purpose/importance	To improve alignment and integration of spatial plans and public investments across sector departments and spheres of government to attain spatial transformation, equity and justice
Nature of support	Facilitate and champion the integration of planning, budgeting and implementation of key national sector departments and municipalities' plans and policies through workshops and planning meetings
Source document/collection of data	Inputs from national sector departments, municipalities and private sector will be collected and consolidated to develop spatial contracts
Method of calculations	Calculated as the total count of municipalities that have been assisted with collaborative planning, budgeting and signing of spatial contracts with other sectors of government and private sector.
Data limitations	Lack of cooperation from national sector departments, municipalities and private sector
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Alignment of plans to create integrated and prosperous cities and towns
Indicator responsibility	Urban Development Planning Chief Directorate

Indicator title	2. Support 24 municipalities to develop and implement economic development programmes in line with the Integrated Urban Development Framework by March 2017
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Short definition	Provide technical support to identified municipalities to develop economic development strategies. Also responsible for supporting implementation of the red tape reduction guidelines to selected municipalities in order to enhance economic potential of municipalities and promote the ease of doing business
Purpose/importance	Create a conducive environment for business to thrive and improvement of quality of life of citizens.
Nature of support	<p>Review current LED strategies to integrate Science; Technology and Innovation</p> <p>Support the development/ review of identified economic development strategies i.e. Informal Economy Support; Long Term Economic Development Plan; Regional Economic Development Strategy and Town Regeneration Strategies through workshops and planning meetings</p> <p>Support the implementation of the red tape reduction initiatives in specific areas identified by the municipality and business in order to promote business enabling environment</p> <p>Mobilise formalisation of the partnerships to support either formulation of economic development strategies and/or implementation of red tape reduction initiatives</p> <p>Promote the ease of doing business in municipalities in order to position municipalities as preferred investment destinations</p> <p>Identify and facilitate implementation of economic development programmes that will strengthen the municipal revenue base while generating income for residents</p> <p>Mobilise external support to municipalities for the identified areas</p> <p>Coordinate capacity building and support for the identified municipalities</p>
Source/collection of data	<p>Partnership Agreement</p> <p>Implementation Plan</p> <p>Memorandum of Understanding</p> <p>Economic Development Strategies</p> <p>Funding proposals</p> <p>Progress reports</p> <p>Project implementation plans</p>

Method of calculations	Manual count
Data limitations	Lack of cooperation from municipalities or private sector.
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Number of economic development strategies developed Number of municipalities supported to implement red tape reduction initiatives
Indicator responsibility	Urban Development Planning Chief Directorate

PROGRAMME 3: INSTITUTIONAL DEVELOPMENT

Indicator title	3. A revenue plan developed and implemented in selected municipalities
Short definition	A comprehensive municipal specific revenue enhancement plan that focuses on the identification of revenue sources, the raising of revenue, billing as well as the collection of revenue developed and implemented in selected municipalities
Purpose/importance	To improve municipal own funding sources and liquidity of municipalities in order to support service delivery through the availability of financial resources
Nature of support	The project manager will go to municipalities and analyse their revenue cycles, identify gaps and develop a plan to respond to them.
Source/collection of data	Municipal information on the revenue raising, billing and collection process
Portfolio of evidence	Municipal revenue plans Revenue plans implementation project plans
Method of calculations	Municipal revenue plans that have been developed and the progress in the implementation of these plans in line with the individual implementation project plans
Data limitations	Poorly documented municipal revenue processes
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Municipalities' revenue plans developed and implemented according to the 2-year project implementation plans
Indicator responsibility	Revenue Management Unit

Indicator title	4. Number of municipalities assessed to comply with the rating aspects of the Municipal Property Rates Act (MPRA)
Short definition	Municipalities assessed and guided to comply with the rating aspects outlined in the MPRA
Purpose/importance	To assess municipal compliance with the rating aspects of the MPRA and provide guidance with respect to non-compliance for improvement
Nature of support	Provide guidance by recommending corrective measures to municipalities that have been assessed and do not comply with specific rating aspects of MPRA. These corrective measures respond to an individual municipality's assessment outcome, and the corrective measures including recommendations on how to align its rates policy and resolution levying rates, rationale and sound property categorisation, setting rates tariffs that do not amount to unfair discrimination between its property categories, the appropriate level of its rates tariffs so as not to exceed the rate ratios for those property categories that are regulated through rate ratios, etc. Where required generic Guidelines/Circulars are developed and issued to all municipalities to guide on proper implementation of specific matters (for example, a specimen rates format) specific matters of substance that may apply across all municipalities).
Source/collection of data	Information used for the assessment include municipal rates policies, rates by-laws, and resolutions levying rates which contain rates tariffs. This information is requested from and submitted by municipalities (and if published on their websites it get downloaded from these), electronically downloaded from secondary sources which are Sabinet (an electronic repository which includes municipal notices, by-laws and resolutions levying rates that are published in Provincial Gazettes) and the National Treasury local government database.
Method of calculations	Out of all local and metropolitan municipalities with a power to levy rates, based on internal capacity, a target of a number of municipalities to be subjected to assessment is made. The outcome of the assessment will

	indicate whether a particular municipality is compliant or not. A municipality is deemed compliant if its rating practice is in line with the criteria/objectives/conditions stipulated in the principal legislation, relevant Regulations and Guidelines/Circulars.
Data limitations	Lack of cooperation from municipalities with respect to information that cannot be electronically downloaded from other secondary sources and not supplied by municipalities or clarifying certain matters raised during the assessment.
Type of indicator	Process
Calculation type	Non-cumulative
Reporting cycle	Annual
New indicator	No
Desired performance	The aim is to ensure that municipalities comply with critical rating aspects of the MPRA and its regulations
Indicator responsibility	Municipal Property Rating

Indicator title	5. Number of municipalities supported with mechanisms to update their indigent registers
Short definition	Capacitate municipalities to best apply indigent implementation guidelines with the aim to develop credible indigent registers
Purpose/importance	To ensure that municipalities have credible indigent registers which will enable them to effectively provide free basic services more directly and transparently to indigent households
Nature of support	Specific support provided covering the following indigent guideline issues: How municipalities should define indigents in the absence of national poverty line; Communicating free basic services to communities through campaigns by councillors; ward councillors and CDWs, etc.; Identification of indigent households through applicable targeting methods; Registration of Indigents households; Indigent households verification

	processes; Application of the criteria to approve or disapprove indigent applicants; Appeals of the disapproved applications; Developing indigent registers; Servicing indigent households; and Monitoring service delivery through indigent registers
Source/collection of data	Municipalities' indigent policies
Method of calculations	Manual count
Data limitations	Poorly documented municipal indigent policies that fail to reflect the imperatives of the national indigent policy framework and the indigent implementation guidelines
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Municipalities able to demonstrate credible indigent registers
Indicator responsibility	Free Basic Services Unit

Indicator title	6. Improve human resource management in municipalities by development of regulations, setting minimum competency requirements for lower level staff
Short definition	Regulations setting uniform standards for organisation of administration, human resource planning, minimum competency requirements, recruitment, selection, appointment, performance management, transfers and termination of employment of lower level staff in municipalities
Purpose/importance	Improve human resource management systems in municipalities through development of monitoring, and enforcement of compliance with uniform standards
Source/collection of data	Research, including international and national benchmarks and engagements with key stakeholders (i.e. DPSA, National Treasury, MECs responsible for local government, organised local government, organised labour (IMATU and SAMWU), municipalities and professional bodies

Nature of support	Capacity building workshops will be held with municipalities on setting of minimum uniform norms and standards for lower level staff
Method of calculations	Manual count
Data limitations	Lack of buy-in/cooperation by organised labour and municipalities
Type of indicator	Input
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	To professionalise local government through regulation and enforcement of uniform standards for career incidents of staff, and establish a coherent human resource governance regime to ensure fair, efficient, effective and transparent local public administration
Indicator responsibility	Municipal Human Resource Management Systems

Indicator title	7. Monitor appointments of senior managers and take corrective actions to enforce compliance with minimum competency requirements
Short definition	Monitor and assist municipalities in filling vacant posts in compliance with the provisions of the Municipal Systems Act Regulations and in line with the prescribed minimum competency requirements. Where municipalities do not comply, corrective actions are taken to enforce compliance with competency requirements

Purpose/importance	To ensure that municipalities have the necessary skills that would enable them to accelerate the delivery of basic services
Nature of support	The support package includes standard/sample action plan with turnaround times for filling of posts, advertisement, job descriptions, letter of appointment, employment contract, performance agreement, performance assessment tools, letter of secondment, monitoring adverts on senior manager posts, etc.
Source/collection of data	Provincial quarterly report and reports submitted to the Minister by MECs
Method of calculations	Manual count
Data limitations	Lack of submission of information and data inconsistencies from the provincial reports
Type of indicator	Input
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Compliance enforced with uniform standards for appointment of senior managers to ensure fair, effective and transparent administration and human resources
Indicator responsibility	Municipal Human Resource Management Systems

Indicator title	8. Anti-corruption measures implemented in identified municipalities as per forensic reports recommendation
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Short definition	Anti- corruption measures include the establishment and functionality of a structure that deals with anti-corruption issues towards combating fraud and corruption and/ or maladministration in municipalities. The structure should comprise of law enforcement agency, Office of the Premier, municipalities, Treasury and CoGTA to identify risks and mitigating factors to reduce levels of corruption.
Purpose/importance	To promote good governance in municipalities through the prevention and combating of corruption which will result in improved service delivery
Nature of support	The identified municipalities cannot be determined at a planning phase because the number of municipalities that require interventions will be dependent on the forensic reports. The support to municipalities will be offered for this indicator will be done through the development and implementation of the Local Government Anti-Corruption Strategy and the Municipal Integrity Framework.
Source/collection of data	Forensic reports The Local Government Anti-Corruption Strategy
Method of calculations	Manual count
Data limitations	Lack of capacity to implement anti-corruption measures in municipalities
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Consequence management on anti-corruption in municipalities
Indicator responsibility	Good Governance and Anti-Corruption

Indicator title	9. Number of municipalities supported to create effective community engagement mechanisms
Short definition	Institutionalization of community engagement within local governance through the establishment of community engagement mechanisms that assist municipalities to put people first. Community engagement mechanism include public participation platforms, ward committees and community imbizos.
Purpose/importance	To ensure constant engagement with communities on local governance matters
Nature of support	Develop guidelines for municipalities to encourage open platform for citizens' engagement
Source/collection of data	Municipal community engagement plans
Method of calculations	The support of the Department will be measured through interventions that are aimed at identifying municipalities within the dysfunctional category that do not have proper engagement mechanisms with their communities. These engagement mechanisms may be through public participation programmes, ward communities and community imbizos.
Data limitations	Lack of capacity and administrative support by municipalities
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Narrowed social distance between communities and municipalities thereby improving trust in local government
Indicator responsibility	Citizen Engagement

Indicator title	10. Number of municipalities supported to establish functional ward committees
Short definition	Deepening local participatory democracy through the establishment of effective ward committees in accordance with the ward committee handbook

Purpose/importance	To ensure functional ward committees in accordance with the relevant legislative framework (Chapter 4 of the Municipal Systems Act, Functional Ward Committee Framework and the Municipal Structures Act)
Nature of support	Develop and monitor the implementation of a compliance framework aimed at institutionalisation of community participation in municipal affairs through standard operating procedures on establishment, operations and functionality of ward committees
Time-bound	March 2017
Source/collection of data	Municipal public participation policies and stakeholder registers
Method of calculations	Manual count
Data limitations	Lack of capacity in municipalities
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Improved local participatory democracy and good governance
Indicator responsibility	Citizen Engagement

Indicator title	11. Number of municipalities supported to institutionalise community complaints management processes
Short definition	Strengthen local government's responsiveness to citizens' concerns through the establishment of effective systems/processes that will ensure proper administration of complaints
Purpose/importance	To promote citizens' confidence in local government through a structured two-way communication between municipalities and communities on service delivery concerns
Nature of support	Develop and monitor the implementation of norms and standards for municipal customer complaints management process and memorandums

Source/collection of data	Municipal complaints management systems and customer satisfaction survey reports
Method of calculations	Manual count
Data limitations	Lack of capacity and administrative support in the affected municipalities
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Improved response rate to community concerns by municipalities thereby restoring public trust in local government
Indicator responsibility	Citizen Engagement

PROGRAMME 4: NATIONAL DISASTER MANAGEMENT CENTRE

Indicator title	12. Support the implementation of the National Fire Services Strategy in 27 municipalities in line with Back to Basics programme across the country by target date
Short definition	Municipalities are supported through capacity assessments to implement the National Fire Safety and Prevention Strategy
Purpose/importance	To track the implementation of the National Fire Safety and Prevention Strategy for the purpose of identifying gaps and intervention measures in identified municipalities
Nature of support	Capacity assessments will be conducted based on a standard template which will assess the fire safety and prevention capacity and systems based on identified key performance areas.
Source/ collection of data	Municipal capacity assessment reports consolidated by provinces
Method of calculations	Each municipality will be counted once during capacity assessments, regardless of the number of assessments undertaken
Data limitations	The accuracy of the reported data depends on the reliability of the information provided by municipalities
Type of indicator	Process
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Improved capacity to render fire safety and prevention activities within identified municipalities
Indicator responsibility	National Disaster Management Centre

Indicator title	13. Number of provinces with Disaster Management and Fire Services advocacy and public awareness campaigns monitored by target date
Short definition	To improve the system of disaster management by capacitating role players and stakeholders to practice risk averse behaviour, reports and plans of sector departments and other disciplines
Purpose/importance	Advocacy and public awareness campaigns will be monitored within municipalities to improve disaster management preparedness and responses
Nature of support	The Centre will visit provinces and monitor awareness campaigns, this will include collection of portfolio of evidence
Source/ collection of data	Risk profile documents, reports from provinces, disaster incidents reports

Method of calculations	Cumulative. It will be calculated according to the project milestones achieved per quarter
Data limitations	Lack of cooperation by role players and stakeholders
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	
Desired performance	Improved disaster management preparedness and response in identified municipalities
Indicator responsibility	Disaster Risk Management Education, Training, Awareness and Research

**PROGRAMME 5: LOCAL GOVERNMENT SUPPORT AND
INTERVENTIONS MANAGEMENT**

Indicator title	14. Implementation of Back to Basics priorities by reporting municipalities through Back to Basics priorities report
Short definition	The Department coordinates the development of the annual local government performance report (State of Local Government Report) developed in accordance with section 48 of the Municipal Systems Act, 2000
Purpose/importance	The purpose of the State of Local Government Report is to account to Parliament on the progress made by municipalities towards the government's goal of improving the lives of the citizens. The report also seeks to identify those municipalities that have excelled and those that have performed poorly who will require intervention and support
Nature of support	The Department's project managers will consolidate section 47 reports from all provinces, Back to Basics monthly/quarterly performance reports and sector reports and develop annual local government performance report
Source/collection of data	Section 47 reports from all provinces, Back to Basics monthly/quarterly performance reports and sector reports
Method of calculations	It will be calculated according to the project milestones achieved per quarter. Consolidation of section 47 performance reports from provinces, Back to Basics monthly/ quarterly performance reports and sector reports to develop an overall State of Local Government Report
Data limitations	Late submission and poor quality of reports from provinces and sector Departments
Type of indicator	Output
Calculation type	Non-accumulative
Reporting cycle	Annual
New indicator	No
Desired performance	Monitor and report on local government performance
Indicator responsibility	Local Government Support and Interventions Management

Indicator title	15. Report on Back to Basics interventions in identified provinces
Short definition	The Department's project managers will coordinate the updating of Back to Basics municipal action plans by visiting affected municipalities to assess the action plans against each pillar of the Back to Basics Business Plan jointly with provincial counterparts and provide advice for improvement
Purpose/importance	Drive Back to Basics approach across municipalities in provinces and coordinate the updating of action plans, focusing on concrete interventions and activities to be undertaken by the affected municipalities, relevant national and provincial departments
Source/collection of data	Municipal action plans, intervention plans, national and provincial reports
Nature of support	The Back to Basics approach is based on a more integrated and hands-on approach to cooperative governance that reasserts the unitary nature of the South African state. This involves measuring and managing the performance of municipalities, recognising and responding differently to various levels of performance.
Method of calculations	Collection of each updated municipal action plan approved by Municipal Council
Data limitations	Lack of commitment and cooperation from municipalities, sector departments and Council approval of action plans
Type of indicator	Output
Calculation type	Non-cumulative

Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Functional, accountable and sustainable municipalities
Indicator responsibility	Local Government Support and Interventions Management

Indicator title	16. Number of MIG projects monitored on financial compliance with DoRA
Short definition	The Department's project managers will coordinate the monitoring of DoRA compliance by visiting affected municipalities to assess their financial compliance jointly with provincial counterparts and provide advice for improvement.
Purpose/importance	Drive DoRA compliance and sound financial reporting across municipalities in provinces and coordinate monitoring focusing on concrete interventions and activities to be undertaken by the affected municipalities, relevant national and provincial departments in line with MIG Framework
Source/collection of data	MIG Framework, Municipal Implementation Plans, Registered MIG Project Lists, Payment Schedule and Approved MIG Projects Reports
Nature of support	MIG forms part of the pillars for the Back to Basics approach, which is based on a more integrated and hands-on approach to cooperative governance that reasserts the unitary nature of the SA state. This involves measuring and managing the performance of municipalities on their finances regarding DoRA

	Compliance. Priority and focus is on municipalities that had poor MIG Expenditure in the previous year(s). MIG will focus on finances and DoRA Compliance while MISA deals with technical (engineering) aspects
Method of calculations	Collection of each updated municipal implementation plan approved by council in municipalities, Payment Schedule and Approved MIG Projects Reports
Data limitations	Lack of Cooperation by targeted Municipalities
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Infrastructure improvement as per the MTSF
Indicator responsibility	MIG unit

PROGRAMME 6: COMMUNITY WORK PROGRAMME

Indicator title	17. Number of additional work opportunities provided
Short definition	The number of work opportunities provided to newly enrolled recruits enabling them to undertake work in their communities thus increasing the number work opportunities. Additional work opportunities are in addition to the baseline number brought forward from the previous year.
Purpose/importance	To contribute to the Medium Term Strategic Framework target of providing 1 million work opportunities by 2019 towards poverty and unemployment alleviation.
Source/collection of data	Data are drawn from the CWP Management Information System (CWP-MIS) and from Implementing Agent monthly reports. Once paid at least once, the information can be verified / checked against Attendance Registers, Identity Documents, Registration Forms, bank details and participant contracts
Method of calculations	Presently, each CWP participant that is enrolled and has worked in the Programme represents a work opportunity provided. The number of additional work opportunities each financial year will be calculated as the number of additional, newly-recruited participants that have been enrolled during the reporting period adding to the pre-existing ones.
Data limitations	Human error during the capturing of data into the MIS at site level. There could be inaccuracies in the data captured. Some errors or inconsistencies could be missed during the verification phase at the CWP Data Centre.
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	A progressive increase in the number of work opportunities provided towards the alleviation of poverty and unemployment.
Indicator responsibility	Community Work Programme

Indicator title	18. Number of work opportunities maintained
Short definition	The number of work opportunities maintained refers to the actual number of participants who were still enrolled in the programme at the end of the financial year and who are then re-registered so that they continue on the programme the following year.
Purpose/importance	To contribute to the Medium Term Strategic Framework target of providing 1 million opportunities by 2019 towards poverty and unemployment alleviation
Source/collection of data	Attendance Registers, Identity Documents, bank details, Registration Forms, Participant contracts and reports drawn from the MIS.
Method of calculations	Work opportunities are counted as participants that are sustained and maintained year-on-year with the Community Work Programme. A work opportunity is provided when a CWP participant is enrolled into the Programme, works and receives a stipend.
Data limitations	Inaccurate data entered into CWP Management Information System or lapses during the verification phase resulting in errors not being detected and rectified.
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Number of work opportunities maintained towards the alleviation of poverty and unemployment
Indicator responsibility	Community Work Programme

Indicator title	19. Number of additional municipalities with CWP sites
Short definition	The number of municipalities which had no CWP site previously but where a site is established during the course of the reporting period or financial year.
Purpose/importance	Expand the programme to municipalities where the CWP does not exist targeting the poorest communities within those municipalities in order to expand the reach and extend the benefits of the programme to additional qualifying communities.
Source/collection of data	Monthly and quarterly reports on site inception and recruitment of participants. Council resolution for the establishment of a site.
Method of calculations	Number of municipalities which did not have a CWP site prior to the reporting period but which have a site established during the course of the reporting period (usually a financial year).
Data limitations	Inaccurate data entered into Management Information System
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Increased number of municipalities with established CWP sites towards the alleviation of poverty and unemployment
Indicator responsibility	Community Work Programme

Indicator title	20. Number of participants trained
Short definition	Number of CWP participants attending any form of training (whether accredited or non-accredited) provided by Implementing Agents or other training service providers
Purpose/importance	To empower participants with the knowledge, skills, attitudes and understanding to enable them to undertake work in the CWP and to later transfer what they learnt to improve their quality of life outside the CWP when they exit the programme
Source/collection of data	Reports on training
Method of calculations	Attendance Registers and entries into the MIS
Data limitations	Inaccurate data entered into MIS and unavailability of Attendance Registers
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	To increase the level of skills of CWP participants
Indicator responsibility	Community Work Programme

Indicator title	21. Number of partnerships established
Short definition	The number of formal partnerships (governed by Memoranda of Understanding / Agreement or Service Level Agreements) and informal ones (with less formal protocols, e.g. reports) set up in order to enhance programme outputs, outcomes and impacts.
Purpose/importance	To collaborate with and bring to bear the strengths of various role players to enhance programme results. .
Source/collection of data	Reports on partnerships established

Method of calculations	These are counted as partnerships entered into in the form of formal through an MOU/SLA or informal partnerships through a report.
Data limitations	Inaccurate data inputs into reports
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Improved programme performance as a result of working together with other role players who each bring their unique expertise for the benefit of the programme and the enrolled participants.
Indicator responsibility	Community Work Programme