

# VOTE 7

## DEPARTMENT OF COOPERATIVE GOVERNANCE, TRADITIONAL AFFAIRS

To be appropriated by vote in 2020/21	R 614 793 000
Responsible Executing Authority	MEC for Cooperative Governance and Traditional Affairs
Administering Department	Department of Cooperative Governance and Traditional Affairs
Accounting Officer	Head of Department

## 1. OVERVIEW

### Vision

Sustainable, Smart, Inclusive Cities and Communities in the Gauteng City Region.

### Mission

To drive an effective system of cooperative governance to build sustainable municipalities, inclusive communities and the institution of traditional leadership in the Gauteng City Region (GCR).

### Strategic outcomes

- **Strategic Outcome 1:** To build innovative and dynamic corporate governance systems and processes that support the core business of the department by 2025
- **Strategic Outcome 2:** To provide and coordinate differentiated, innovative and evidence-based support and interventions to contribute towards building sustainable municipalities for effective service delivery
- **Strategic Outcome 3:** To promote spatially integrated cities and communities across the GCR
- **Strategic Outcome 4:** To promote sustainable communities in pursuit of the global agenda and to mainstream the Sustainable Development Goals (SDGs)
- **Strategic Outcome 5:** To institutionalise and champion cooperative governance and intergovernmental relations (IGR) so as to build sustainable municipalities and the institution of traditional leadership across the GCR.

### Core functions and responsibilities

The mandate of the department highlights cooperative governance and is essential for integrated development. The department provides support to and monitors municipalities and tribal authorities by:

- Implementing IGR systems, processes and procedures
- Monitoring, implementing and reviewing the local government legislative framework
- Supporting and monitoring the implementation of performance management systems (PMS) across all Gauteng municipalities
- Coordinating and facilitating the development of infrastructure and urban planning, led by the Gauteng Planning Division
- Supporting the development and implementation of local economic development strategies and programmes, led by the Department of Economic Development
- Supporting municipalities with their human resources management and development systems
- Facilitating and coordinating the development of information and communication technology systems across Gauteng municipalities
- Supporting and monitoring the institution of traditional leadership
- Coordinating and facilitating financial support to municipalities, led by the Gauteng Provincial Treasury
- Entrenching systems, structures, processes and procedures of participatory democracy.

### Main services

The department is expected to continue strengthening governance, put controls in place for municipalities to collect debts timeously and foster intergovernmental relations within municipalities and other spheres of government. Municipalities will be supported in the implementation of the municipal and provincial IGR frameworks including by providing technical and financial support in PMS with a specific focus on core PMS in line with legislative and regulatory prescripts. The department will ensure compliance with the Regulations on Minimum Competency Levels, 2007, of the Municipal Finance Management Act (MFMA), 2003, which requires that municipal officials meet minimum competency levels in relation to relevant skills required.

The municipalities in the province have been performing well in implementing the Back to Basics (B2B) programme. However, the four local municipalities (Merafong, Mogale, Lesedi and Rand West) are currently categorised as municipalities at risk due to financial, governance and service delivery challenges. The only municipality considered dysfunctional is Emfuleni Local Municipality (LM). The B2B programme has been updated and strengthened to reflect eight pillars, namely: putting people first; delivering basic services and infrastructure; good governance and accountability; sound financial management; building institutional and administrative capabilities; spatial planning and integrated development plans (IDP); local economic development; and building resilience for climate change.

The approach consists of a high-level action plan for areas of implementation by provincial departments and municipalities. The methodology to operationalise the B2B provincial approach is underpinned by the following:

- Mobilising multi-departmental teams across all spheres of government to tackle municipalities that are at risk or dysfunctional
- Improving performance and building effective systems and resilient institutions in local government
- Strengthening community engagement and feedback through the Ntirhisano Service Delivery Outreach Programme
- Undertaking a more integrated, comprehensive and differentiated hands-on approach to supporting municipalities.

The department's Deliverology plan was approved by the Premier of Gauteng following an agreement entered into by the then MEC of CoGTA and the Premier. The plan is monitored by the Premier through a stocktaking process organised by the Delivery Support Unit at the Office of the Premier. The plan contains service delivery indicators and targets and is being implemented in conjunction with the Annual Performance Plan (APP). The purpose of the plan is to accelerate service delivery.

The Urban Planning Unit will be part of CoGTA from the 1st of April 2020. The unit is, amongst other responsibilities, responsible for spatial planning in the province. A provincial Spatial Development Framework (SDF) should serve as a common spatial baseline for delivering on the Province's strategic development priorities individually and collectively. In compliance with the provisions of the Spatial and Land Use Management Act (SPLUMA) and in response to the Transformation, Modernisation and Re-industrialisation (TMR) pillar of "Decisive Spatial Planning", the Gauteng Spatial Development Framework (GSDF 2030) was approved and adopted by EXCO on 23 November 2016. As per SPLUMA, the provincial SDF should guide the location and form of public investment in the natural and built environment, ensuring that the returns on these investments are consistent with the Province's development objectives. In addition, a strong emphasis is placed on the coordination role of provincial SDFs in terms of spheres and sectors, in support of optimised service delivery.

## **Ten-Pillar programme of Transformation, Modernisation and Re-industrialisation**

### **Transformation of state and governance**

CoGTA operates within an environment characterised by municipalities whose financial viability and sustainability are in serious doubt. The liquidity ratios of municipalities demonstrate that many may not be adequately and sufficiently liquid or viable. A significant number of municipalities in the province - especially the non-metro municipalities - are faced by expenses that far exceed the income being generated. The shortfall is mainly due to low collection rates, or in other instances to non-collection of debt. This results in insufficient cash flow to cover expenditure incurred. This has, in some instances, led to these municipalities being unable to pay Eskom and Rand Water, to the point where Eskom has threatened to cut electricity and Rand Water has reduced water pressure.

### **The following interventions were implemented by the Department:**

- Data cleansing in all Gauteng municipalities through implementation of the Top 500 Business and Top 100 Residential Debtors project.
- Implementation of the Tariff Model to ensure that tariffs are set at a level that will generate sufficient revenue to cover municipal costs and that tariffs are based on cost causation principles, ultimately ensuring optimal financial sustainability.
- A simplified Revenue Plan where the revenue chain is assessed, and plans are developed to address some of the gaps identified. The simplified revenue plans, once implemented, should result in improved revenue management, reduced municipal consumer debt and enhanced municipal revenue collection potential.

Municipalities are supported in encouraging and facilitating the development and functionality of public participation structures. Functionality of the ward committees is monitored on a quarterly basis, and the department intervenes upon request in instances where challenges lead to ward committees being unable to function. The Asset-Based Community Development (ABCD) and Citizen Based Monitoring (CBM) approaches resonate with the core constitutional principles of participatory democracy and our cultural values of Ubuntu. The ABCD has the potential to transform how we engage with communities at micro and meso levels. Both approaches emphasise a people-centred-people-driven attitude that draws on

the often unrecognised strengths of citizens. These approaches encourage citizens to see themselves as part of the machinery that makes government work.

### **Modernisation of the public service**

During the droughts in 2015, the MEC of CoGTA established the Water and Sanitation Forum aimed at tackling water and sanitation challenges in the province. This translated into the adoption of the Water and Sanitation Plan for 2030 for the province, to which the department is committed. The #Save Water campaign was launched to create awareness about the use of water. The department installed 75 rain water harvesting facilities in targeted schools in five corridors as part of the campaign in the 2017/18 and 2018/19 financial years. In the coming financial years, the department will shift its focus to supporting water conservation projects to reduce water losses.

### **National Development Plan**

CoGTA is committed to playing a role in meeting the National Development Plan (NDP) goals of reducing unemployment and poverty while improving the lives of the citizens of our country. The department will also continue to play a role in achieving the goals of Growing Gauteng Together (GGT) 2030.

The department will continue with job creation initiatives through the Tshepo 1 Million Programme and the Community Workers Programme (CWP) including participation in the Expanded Public Works Programme (EPWP). The department is part of the Local Government Youth Development Forum which was launched in partnership with National CoGTA and the Office of the Premier. The objectives of the forum are the following:

- Meeting Tshepo 1 Million targets and plans
- Developing Tshepo 1 Million reports
- Contributing to municipal youth development plans and reports
- Participating in community activations by Office of the Premier (OOP)
- Developing collaboration and partnership strategies.

### **External activities and events relevant to Budget decisions**

None.

### **Acts, rules and regulations (Legislative Mandates)**

- Addis Ababa Agreement
- African Union 2063 Agenda
- Asset Based Community Development Model
- Back-to-Basics Approach Phase 2
- Broad Based Black Economic Empowerment Act (No. 53 of 2003)
- Deeds Registries Act (No. 47 of 1937)
- Development Facilitation Act (No. 67 of 1995)
- Disaster Management Act (No. 57 of 2002)
- Disaster Management Framework
- Division of Revenue Act as amended (Act No 14 of 2018)
- Employment Equity Act (No. 55 of 1998)
- Expropriation Act (1951), as repealed by Act No. 63 of 1975
- Extension of Security of Tenure Act (No. 62 of 1997)
- Fire Brigade Services Act (No. 99 of 1987)
- Gauteng Spatial Development Framework - 2030
- IGR Strategy

- Integrated Development Planning
- Integrated Urban Development Framework (IUDF)
- Intergovernmental Relations Framework Act (No. 13 of 2005)
- Land Administration Act (No. 2 of 1995)
- Local Economic Development (LED) Framework
- Local Government Amendment Laws Act (No. 19 of 2008)
- Local Government: Cross-Boundary Municipal Act (No.29 of 2000)
- Local Government: Demarcation Act (No. 27 of 1998)
- Local Government: Municipal Property Rate Act (No. 6 of 2004)
- Local Government: Municipal Structure Act (No. 117 of 1998)
- Local Government: Municipal Systems Act (No. 32 of 2000)
- Medium Term Strategic Framework (MTSF)
- Municipal Demarcation Act (No. 27 of 1998)
- Municipal Electoral Act (No. 27 of 2002)
- Municipal Finance Management Act (No. 56 of 2003)
- Municipal Property Rates Act (No. 6 of 2004)
- Municipal Structures Act (No. 117 of 1998)
- Municipal Systems Act (No. 32 of 2000)
- National Development Plan, Vision 2030
- National Energy Efficiency Strategy
- National Environmental Management Act (No. 107 of 1998), as amended by Act No. 8 of 2004
- National House of Traditional Leadership Act (No. 22 of 2009)
- Organised Local Government Act (No. 52 of 1997)
- Paris Agreement (12 December 2015)
- Preferential Procurement Policy Framework Act (No. 5 of 2000)
- Promotion of Access to Information Act (No. 2 of 2000)
- Promotion of Administrative Justice Act (No. 3 of 2000)
- Public Finance Management Act (No. 1 of 1999)
- Rationalisation of Local Government Affairs Act (No. 10 of 1998)
- Reconstruction and Development Programme Fund Act (No. 7 of 1994)
- Removal of Graves and Dead Bodies Ordinance (No. 7 of 1925)
- Sendai Framework for Disaster Risk Reduction 2015-2030
- Skills Development Act (No. 97 of 1998)
- Spatial Planning and Land Use Management Act (No.16 of 2013)
- State Land Disposal Act (No. 48 of 1961)
- Sustainable Development Goals

- Traditional Leadership and Governance Framework Act (No. 41 of 2003)
- Traditional and Khoisan Leadership Act (3 of 2019).

#### Provincial legislation

- Gauteng City Improvement District Act (No. 12 of 1997)
- Gauteng Land Administration Act (No. 11 of 1996)
- Gauteng Local Government Laws Amendment Act (No. 1 of 2006)
- Gauteng Privileges and Immunities of Councillors Act (No. 1 of 2002)
- Gauteng Traditional Leadership and Governance Act (No. 4 of 2010)
- Gauteng Types of Municipality Act (No 3 of 2000).

#### Good governance legislation

- Broad Based Black Economic Empowerment Act (No. 53 of 2003)
- Municipal Finance Management Act (No. 56 of 2003)
- Public Finance Management Act (No. 1 of 1999).

## 2. REVIEW OF THE CURRENT FINANCIAL YEAR (2019/20)

### Transformation of the state and governance

#### Organisational support

The department continues to pay all service providers within 30 days. A resolution was taken by the Executive Committee to have departments in Gauteng pay invoices within 15 days and the department has been able to achieve this in every quarter of this financial year. The department is dedicated to doing this to ensure that businesses with which it works are sustained.

#### Public Participation, Community Development Workers and Stakeholder Liaison

The department is implementing the ABCD project. A significant portion of cases relating to social development involve the identification of and linkage with indigent households for social relief of distress (SRD). The department is also working with the Department of Social Development to review the indigent policies of nine municipalities and the development of a Provincial Indigent Policy.

Basic services assistance provided by Community Development Workers (CDWs) included assistance with the identification and registrations of indigent households so they can benefit from free municipal services. Communities were also assisted with water related problems namely burst water pipes (Merafong) and sewer blockages (City of Ekurhuleni). Other areas were billing queries, access to proof of residence and linkages with the EPWP. Housing assistance was also provided in Rand West City where community members wanted information on their allocation status on the waiting list.

Home Affairs related queries related mostly to applications for identity documents (IDs) and late registration of births. Assistance was also provided with child services and clothing for indigent households. CDWs ensured that community members gained access to socio-economic development activities such as identifying beneficiaries for projects, networking beneficiaries or projects with resources, mobilisation of financial and training resources and referral of small businesses to institutions that provide them with support.

A total of nine municipalities were supported in responding to community concerns. The CDWs produce a report on a quarterly basis detailing hotspots which are potential areas of protest.

#### Municipal Finance Support

The department provided advisory support to municipalities in municipal Operation Clean Audit (OPCA)/Audit Steering Committee engagements. The implementation of the simplified revenue plans project is currently under way in Emfuleni and Rand West City.

Emfuleni LM achieved the following revenue collection for the Top 200 customers in the quarter under review: Employees – R1.1 million; businesses – R136.7 million; residential – R24.9 million. Furthermore, the municipality used data provided through the project to verify indigents. As a result, the municipality has managed to reverse 13 646 indigents accounts to residential. The rand value of these accounts is R493.3 million.

Rand West LM achieved the following revenue collection for the Top 200 customers in the quarter under review: Employees – R469 000; businesses – R50.6 million; residential – R621 000. Furthermore, the municipality used data provided through the project to verify indigents. As a result, the municipality cancelled 20 indigent accounts and reversed the subsidies of the accounts found not to be indigent. The rand value of these accounts is R1.7 million.

Nine municipalities were supported and monitored in implementing Government debtor strategy. As a result, collection from June 2019 to August 2019 amounted to R370.8 million with an outstanding balance of R726.1 million.

#### Municipal Institutional Support

Mogale City Municipality was supported in institutionalising a Performance Management System. Funding agreements were signed, and funds transferred to three municipalities (Merafong, West Rand District and Mogale). Four capacity building interventions were supported (Supply Chain Management (SCM), Finance, Contract Management and Project Management) through action learning provided in six municipalities. Coaching sessions are currently under way. HR Forums were conducted for all 11 municipalities. Emfuleni LM was supported through an organisational structure and institutional review and a status quo report was signed off by the Head of Department (HOD) and Municipal Manager (MM).

#### Municipal Performance Monitoring, Reporting and Evaluation

Two quarterly municipal performance reports measured against the 4 key performance areas of local government were developed. Two municipal compliance reports in terms of the Municipal Finance Management Act, the Municipal Property Rates Act, the Municipal Systems Act and the Remuneration of Public Office Bearers Act were produced. Nine municipalities were guided towards complying with the Municipal Property Rates Act.

The overall level of compliance with the 2019/20 municipal budget process is 83%. Midvaal LM recorded 100% compliance and Emfuleni LM is the lowest at 73%. Emfuleni LM improved from a compliance of 45% reported in the previous quarter. It should be noted that Emfuleni LM Municipal Council approved its 2019/20 Financial Recovery Plan (FRP)-aligned budget at



its sitting on 31 May 2019. West Rand District Municipality approved its annual budget during the last week of the 2018/19 financial year and the Municipal Council noted the following on the municipality's budget: that there was a deficit of R53 million, but that a Financial Recovery Plan is being developed, which will be approved by the provincial MEC for Finance in due course.

Four municipalities have approved their Service Deliver and Budget Implementation Plans (SDBIPs), though they have not provided dates on which their SDBIPs were approved by Executive Mayors. All the municipal SDBIPs should have been approved by 24 July 2019, thereafter being made public on their municipal websites. Regulation 15(3)(b) of the Municipal Budgets and Reporting Regulations requires that municipalities must prepare and submit a draft budget together with the draft SDBIP to National and Provincial treasuries by 31 March each year. This practice will ensure that SDBIPs are finalised for implementation at the beginning of the financial year.

The municipal managers and managers reporting directly to them are required to conclude and sign-off on the Annual Performance Agreement (APA) by 31 July each year. Plans must be submitted to the department and made public on the respective municipal websites within 14 days of approval. The APAs are a tool used to hold management accountable for delivery of services within their respective departments. It is important that these departments start to assess the implementation of the APAs at the end of the financial year and report the outcomes to council, so they can hold management accountable where necessary.

Some municipalities are still not complying with the publication of key documents on their municipal websites to promote transparency and accountability. The department was unable to ascertain whether West Rand LM has complied with the requirement of MFMA section 75 to make public this documentation, as the municipality's website is not functional.

The National and Provincial treasuries have written to municipalities which have adopted unfunded 2019/20 budgets requiring them to adopt a revised 2019/20 budget that is funded in council through a special adjustments budget. The timeframe for this process was between the 1st and 11th of November 2019, failing which the December 2019 equitable share allocation would have been withheld for the municipality. The MEC for Finance in the province had an engagement with seven municipalities which had an unfunded 2019/20 annual budget with a view to revising and passing special adjustment budgets.

#### **Integrated Development Planning Coordination (IDPC)**

A Roadmap aligned to the municipal process plans was developed. Eleven IDP Process Plans were submitted by municipalities and are aligned to the IDP Roadmap. An IDP Assessment Session was held in July 2019 where GPG's sector departments and state-owned enterprises were invited to assess municipal IDPs for legislative compliance, alignment to national and provincial priorities and implementability/credibility of projects.

The analysis of municipal IDPs shows that, despite various initiatives in place, alignment of plans and priorities both at the vertical and horizontal levels remains a major challenge currently facing the Province. An IDP Analysis Framework has been developed as an instrument to assess whether municipal IDPs are aligned to key priorities, i.e. SPLUMA, IUDF and transformation, modernisation and re-industrialisation. The analysis framework is a key step in coordinating provincial government's inputs into the IDPs, which will ultimately contribute to tackling the alignment challenges. Alignment of municipal strategies and projects to key priorities is vital in addressing the primary needs of communities.

Over the past 5 years, all 11 municipal IDPs have complied with the legislative requirements in terms of content and process. The following vehicles/tools constitute platforms for support of municipalities:

- IDP inter-sectoral engagements – November and February
- Draft IDP analysis - April
- IDP MEC comments – July
- Continuous one-on-one engagements.

#### **Infrastructure Technical Support**

The department monitored six local municipalities on the implementation of infrastructure service delivery programmes (national and ad hoc). The monitoring of municipal grants remains a priority for the department. Monitoring was done on the implementation of the Municipal Infrastructure Grant (MIG) allocated to municipalities and other capital projects providing basic services to communities.

#### **Disaster Management**

The department supported Ekurhuleni Municipality in maintaining functional Disaster Management Centres and functionality assessment was conducted in the City of Johannesburg (COJ). Two disaster management awareness campaigns, in Tshwane and Sedibeng, and micro-disaster risk assessments, in Sedibeng Zone 6 and West Rand District Municipality (WRDM), were conducted.

The expenditure report and follow up audit responses to the R118 million and R47 million disaster grants has been finalised. The Disaster Response booklet and provincial disaster response stakeholder directory have also been finalised. The grant

funding application has been facilitated with the Housing Development Agency (HDA) for the Pomona road fire incident. A summer season contingency plan has been developed, workshopped and submitted to the National Disaster Management Centre. The Disaster Management Unit developed and implemented plans for the following major events in line with the Safety at Sports and Recreational Events Act 2010: The Bank of Lisbon Building implosion; the Commission of Enquiry into Taxi Violence and the Africa Investment Conference.

#### **Fire and Rescue Services**

Level 3 All-Hazards Incident Management Team (AHIMT) training was conducted between 2-6 Sept and 24-26 Sept 2019. In total 2 x AHIMTs were established in Gauteng Province. Fire Brigade Services assessments were conducted in WRDM and Lesedi and both were found not to be fully functional. There is a steady decline in the functionality of Provincial Fire & Rescue Services (PFRS) within Gauteng Province. The shortage of resources continues to have a knock-on effect in other areas and leads to a further, gradual decline in the quality of service delivery to the community. The PFRS have included the reported shortages within Fire & Rescue Services (Sedibeng and West Rand) into a request for additional funding through a grant-in-aid from the Provincial Treasury in terms of Section 11 of the Fire Brigade Services Act.

#### **Traditional Institutional Management**

The department processed 100 per cent of succession claims/disputes. Two traditional leaders attended municipal council meetings in the City of Tshwane, and one awareness campaign on substance abuse and gender based violence was conducted with the two traditional councils, royal family members and community leaders. The participation of two traditional leaders in the Tshwane Municipal Council was supported and the participation of two Traditional Authorities was supported in two IDP workshops. Four statutory IGR structures are functional (District Forum, MEC/Mayors/MMC, one HOD/MM Forum, MinMEC and PCF meetings).

An operational grant was transferred to the Amandebele Ba Lebelo Traditional Council (ABLTC) (Hammanskraal). The operational grant for the Amandebele Ndzudza Sokhulumu Traditional Council (ANSTC) (Sokhulumu) is being prepared, and bookkeeping support will be provided to the two traditional councils. Annual General Meetings (AGMs) were held in the two traditional communities and one heritage celebration was supported. The IGR political and technical meetings were held in November 2019. The draft IGR Framework was submitted to EXCO for consideration.



### 3. OUTLOOK FOR THE COMING FINANCIAL YEAR (2020/21)

#### Transformation of the state and governance

##### Integrated development planning

##### **Reposition and institutionalise the IDP as an effective inter-governmental planning tool.**

The department plans to improve integrated planning across the three spheres of government through improvement of the IDP and intergovernmental relations processes. The plan is to assist municipalities through providing them with continuous support to ensure that the issues raised through the MEC commenting processes are considered: i.e., compliance with legislation and project implementability, with approved plans and projects of the municipality linked to the budget as part of the SDBIP.

##### Financial Viability

One of the areas identified by the Department as posing a challenge in municipalities is inadequate capacity to handle revenue. This has resulted in ineffective revenue strategies and low revenue collection.

The department has for several years provided targeted municipalities with financial support to update and maintain Generally Recognised Accounting Practice (GRAP)-compliant asset registers. This has resulted in positive outcomes in the audit of property, plant and equipment. The department has identified the need to support municipalities in reducing unauthorized, irregular, fruitless and wasteful expenditure (UIF&W). The overall status of audit outcomes for Gauteng municipalities is positive as there are no adverse, disclaimer or qualified audit outcomes. However, it is of concern that UIF&W has grown incrementally. The support will focus on mechanisms to prevent and detect the incidence of non-compliance in order to put in place controls to reduce and eliminate UIF&W. Two municipalities will be provided with capacity to implement the simplified revenue plans (Lesedi and Merafong City) as a mechanism for effective financial control in municipalities. Emfuleni Local Municipality will be provided with additional capacity to reduce UIF&W.

The department established the Operation Clean Audit Provincial Coordinating Committee (OPCA-PCC) to coordinate, monitor and support municipalities to achieve clean audit outcomes. It will continue in the 2020/21 financial year as there is still great value that can be added. Due to the increase in the number of audit findings in the areas of governance and of compliance with MFMA and SCM regulations, the department needs to strengthen support to municipalities in this area in order to assist them to achieve clean audits. The Debt Management Committee that was established will continue to assist municipalities through OPCA PCC. Two OPCA PCCs will be convened to provide advisory support to municipalities on the implementation of the audit response plan. Three municipalities will be supported through deployment of revenue experts to develop an Integrated Revenue Enhancement and Debtors Management Strategy (Lesedi, Emfuleni and Merafong City LMs).

During the 2013/14 financial year the Provincial COGTA commissioned a study into the current state of municipalities in Gauteng to obtain an independent in-depth assessment of their viability. For the department to keep abreast with municipal viability and to be able to identify areas that need support, it is necessary to update the assessments on an annual basis. The department therefore plans to conduct these assessments on a yearly basis. One assessment is planned for the 2020/21 financial year. The department plans to have quarterly engagements with all municipalities to discuss progress and identify areas of challenge where it can assist.

Seventy-five per cent of electricity in local municipalities is consumed by business and of that, 64-65 per cent is consumed by Large Power Users (LPU). Recent reports have shown that a large portion of that revenue is lost through theft, in the main because municipalities do not always have complete and correct LPU data. It is therefore necessary to support municipalities to ensure that this is corrected, and that the appropriate revenue is collected for all power consumed. In 2021/22 municipalities will be supported with capacity to undertake audits and data enrichment of large power and water users.

##### Capacity Development

The Department plans to enhance capacity across all municipal categories to meet their development, financial, governance and service delivery needs through the deployment of critical scarce skills and capabilities. As noted by the Auditor General's (AG's) report of 2015/2016, councillors are inadequately capacitated and as a result they are unable to perform their functions appropriately; are unable to integrate and utilise information provided by municipalities; are unable to read and understand audit reports and circulars and do not understand their role or know how to enforce it. One capacity building intervention on accountability and ethical conduct is planned for councillors and officials in eleven Gauteng municipalities.

A systematic approach to quality assurance must be adopted to ensure a seamless and well-integrated approach towards addressing financial stability challenges. This applies to the design of a cost effective organisational structure that is fully aligned with the requirements of Department of Cooperative Governance (DCOG) 2018, organisational design norms and standards for local government, norms for each service delivery department, business process inventories and the Category B Prototype Organisational Structure. Emfuleni LM will be supported by the Organizational Structure and Institutional Review in the 2020/21 financial year.

### Public Participation

ABCD will be implemented to enable community work with government across service areas. To enable productive citizen engagement and input, the capacity and knowledge of community groups and organisations will also have to be encouraged. This will take place for example through facilitated select focus group sessions with citizens related to the different service areas and the IDP. Effective legislative oversight is a function of effective citizen engagement. Ward committees and citizens can play a more active role in monitoring how services are delivered and experienced. Through active engagement and legislative oversight by citizens they can provide feedback on how services can be improved and where there are gaps, thus strengthening executive accountability. One ABCD capacity initiative is to be mainstreamed in municipalities.

### Development Planning

Urbanisation in Gauteng started with the grouping and shaping of towns around gold mines resulting in fragmented land use and scattered urban development. This created a sprawling racially, economically and functionally separated settlement pattern that is environmentally wasteful, stretching from Pretoria in the north, via the early Johannesburg, to Vereeniging in the south. Apartheid planning added to this spatially fragmented urban form by segregating non-whites in enclaves of economic poverty in areas removed from the socio-economic opportunities of the urban concentrations. This pattern continues to have a notable impact on service delivery.

Following the first democratic elections in 1994, the State embarked on a massive drive to address the legacy of colonial and apartheid socio-economic and spatial engineering. While major inroads have been made, notably in providing services and opening access for all to economic, educational and housing opportunities, the economic and spatial distortions of the past are far from being resolved. At the same time, an unintended consequence of the State's low-income housing programme entrenched further the existing apartheid spatial separation, while the lack of spatial planning and land-use regulation allowed the private development of new economic enclaves for the rich on the urban periphery. (One) 1 Capital Expenditure Framework to be developed for Rand West Local Municipality.

Given the current fiscal constraints and increasing need for spatial transformation, the GSDF 2030 proposes that resource allocation and implementation will require better alignment of all planning and budgeting processes. Stemming from this, Gauteng Planning Division (GPD) in collaboration with Gauteng Provincial Treasury (GPT) has embarked on the process of assessing provincial sector plans in line with the GSDF 2030 to better plan budgeting synergy across all spheres of government in the province and align projects/initiatives with provincial priorities. Eleven municipalities will be supported with development of IDPs that are spatially referenced.

### District Delivery Model

Renewal and rebuilding of a capable developmental state constitutes one of the fundamental priorities of the 6th Administration. In line with this priority, the Presidency (working in partnership with the National Department of Cooperative Governance) has introduced a new District (and Metro) Coordination Model that is intended to bring about coherence and have a greater impact on the delivery of basic services and on development in general. The new model will utilise the existing legal framework and implementation machinery to provide a framework for coordinating and aligning development priorities and objectives between the three spheres of government. The ultimate outcome is a Single Plan, which will include the following key aspects:

- Demographic and district profiling
- Economic positioning
- Spatial restructuring
- Efficient governance and management
- Infrastructure engineering
- Integrated service provisioning.

The department is working with the Office of the Premier in Gauteng to deliver on this new plan of government. The Intergovernmental Strategy for the province will also be finalised in the next financial year and this will go a long way towards reducing fragmented planning between the three spheres of government.

The department plans to audit and review municipal by-laws geared towards the promotion of LED. The work on LED will be formalized in the next financial year by the department. The LED strategy will be aligned with the national strategy.

## 4. REPRIORITISATION

The department has identified funds allocated to items that are not essential that can be devoted to higher-priority projects under budget pressure. The department has been trying to eliminate inefficiencies through cost saving measures to cater for core functions through reprioritisations of funds.

An amount of R2.1 million is reprioritised from municipalities to goods and services only in the 2020/21 financial year, because the department will not transfer PMS grants to municipalities in this year because of the assessment to be conducted on the impact of the transfers. Funds are reprioritised from machinery and equipment to goods and services in the Disaster Management sub-programme to augment anticipated pressure as a result of disaster management projects delayed in 2019/20 and deferred to 2020/21. Funds are also redirected to property payments to relieve budget pressures on municipal, security and cleaning services when the department relocates to new office accommodation.

## 5. PROCUREMENT

The department will be implementing and undertaking the projects below in the coming financial year:

- Encourage civic awareness, citizen engagement and social cohesion
- Provide municipalities with capacity to implement the simplified revenue model
- Provide support to municipalities with additional capacity to develop and implement internal controls
- Provide community development courses
- Procure Community Development Workers Programme (CDWP) reporting tool and monitoring facility
- Procure design, supply and installation of office furniture at CoGTA Head Office
- Procure and install once-off partition at CoGTA Head Office
- Procure service to supply and deliver tools of trade
- Procure security services for 36 months for CoGTA Head Office and at Provincial Disaster Management Centre (PDMC)
- Procure and install physical security measures for CoGTA building
- Procure a service to review macro disaster risk assessment and conduct micro disaster
- Conduct training of 150 councillors and officials on ethics and accountability
- Procure services of a travel agency on 36 months contract to render travel services
- Develop a Capital Expenditure Framework (CEF) for Merafong Local Municipality
- Facilitate and strengthen support in relation to the strategic planning framework – IUUF, SPLUMA
- Facilitate support to municipalities with alignment, integration and implementation of; and/or development of LED strategy to strengthen township economic revitalization objectives.

## 6. RECEIPTS AND FINANCING

### 6.1 Summary of receipts

TABLE 7.1: SUMMARY OF RECEIPTS: COOPERATIVE GOVERNANCE AND TRADITIONAL AFFAIRS

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
	2016/17	2017/18	2018/19				2020/21	2021/22	2022/23
Equitable share	514 463	477 041	531 235	560 278	560 278	560 278	612 793	618 784	681 652
Conditional grants	2 000	2 000	2 000	2 004	2 004	2 004	2 000		
<b>Total receipts</b>	<b>516 463</b>	<b>479 041</b>	<b>533 235</b>	<b>562 282</b>	<b>562 282</b>	<b>562 282</b>	<b>614 793</b>	<b>618 784</b>	<b>681 652</b>

The budget of the department increased from R516 million in 2016/17 to R533 million in 2018/19. It provided for filling of vacant positions as per the approved organisational structure, disaster management centre projects, and procurement of relief materials to support interventions in respect of the floods in the province. Funds were transferred to support municipalities as part of service delivery interventions by the department through water infrastructure projects and improvement of Fire & Rescue Services response capabilities. Following the establishment of Rand West Local Municipality, the department supported the municipality by providing training on project management, financial management, and implementing the recommendations of the job evaluation report. The budget also provided for voter education projects for the 6th national and provincial elections, finalization of some of the projects for the PDMC, implementation of the energy strategy and the settlement of the lease for fire fighter's engines, and provision of tools of trade for the CDWs. Also included in the budget was the EPWP conditional grant amounting to R2 million each financial year to support job creation initiatives in communities.

In the 2019/20 financial year, the overall budget amounts to R562 million. The department transferred R52 million to municipalities, comprising a once-off allocation of R45 million for operational requirements for disaster management in West Rand District municipality and R7 million for continuous support for municipalities concerning GRAP 17 (asset management), PMS and EPWP. The budget also provided for payment for the Voter Education Registration Campaign, disaster management projects, and provision of efficient services to traditional leaders and councils, fleet services, audit and IT license fees, and training for CDWs. Only critical key personnel posts were filled due to unavailability of office space. An amount of R6 million is set to provide support to Lesedi Local Municipality for the procurement of a fully equipped medium pumper fire engine.

The MTEF allocation shows an increase from R615 million to R682 million between 2020/21 and 2022/23, to cater mainly for the roll-out of B2B tools for municipalities; institutionalising integrated planning via the Integrated Frameworks Act; supporting initiatives towards the implementation of water and electricity Demand Management Plans aimed at reducing water losses; procurement of Information and Communication Technology (ICT) equipment; enhancement of Disaster Management and Fire and Rescue services; and coordinating and managing disaster response and recovery initiatives. The budget will also be utilised for the department's operational requirements and for supporting municipalities with PMS projects in the two outer financial years of the MTEF. The budget will further cater for preventing the outbreak of fires; for women counsellors gender mainstreaming; for a training programme for Gender, Youth and People with Disabilities (GEYODI); for facilitating and coordinating job creation programmes (e.g. CWP and EPWP); for finalising and implementing the provincial IGR Strategy; and for continuing with training of ward councillors and CDWs. The department aims to build capacity and expertise in LED within the department through strategic partnership with the Department of Economic Development, academia, professional bodies and other relevant stakeholders. There is an allocation of R2 million in the 2020/21 financial year for the EPWP conditional grant to continue to support job creation initiatives in communities. An once-off allocation of R20 million is set aside in 2020/21 financial year for transfer to West Rand District Municipality to provide support for improvement of Fire & Rescue Services response capabilities. Further total amount of R94.4 million is allocated over the MTEF for provision of Civic Awareness and Voter Education Campaign for the coming local government election.

### 6.2 Departmental receipts

TABLE 7.2: DEPARTMENTAL RECEIPTS: COOPERATIVE GOVERNANCE AND TRADITIONAL AFFAIRS

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
	2016/17	2017/18	2018/19				2020/21	2021/22	2022/23
Sales of goods and services other than capital assets	276	282	289	174	234	234	184	194	203
Interest, dividends and rent on land	27			32	72	80	34	36	38
Transactions in financial assets and liabilities	1 440	209	118	388	288	280	109	131	137

R thousand	Outcome			Main appropriation	Adjusted appropriation 2019/20	Revised estimate	Medium-term estimates		
	2016/17	2017/18	2018/19				2020/21	2021/22	2022/23
Total departmental receipts	1 743	491	407	594	594	594	327	361	378

Departmental receipts decreased from R1.7 million in 2016/17 to R407 000 in 2018/19 due to once-off unspent funds returned from the City of Tshwane Metropolitan Municipality in 2016/17. The purpose of the grant to the municipality was to support the municipality with its debt management system. The budget for departmental receipts amounted to R594 000 in 2019/20, consisting of transactions in financial assets and liabilities which are mainly the staff debt repayments as well as sales of non-capital goods and services. These encompass staff parking fees and third-party transactions such as commissions. Interest on staff debt contributes a small proportion to total departmental receipts.

The departmental receipts budget for 2020/21 will decline to R327 000 and will increase to R378 000 over the Medium-Term Revenue Framework (MTRF). The Department is not a revenue generating institution due to the service it renders. The decrease in revenue estimates from 2019/20 to 2020/21 is as a result of the following:

The department is no longer collecting revenue from sales of documents, because sale of tender documents is no longer mandatory as prospective bidders are allowed to download directly from the websites.

Since the tragedy of the fire at Bank of Lisbon (BoL), the department does not have an office building. As a result, the decision was taken to no longer collect parking rental from staff until the department secures a building, thus eliminating this revenue source.

The department experiences challenges in collecting outstanding staff debts. Few debtors are committed to paying their debts, with only two people consistently making monthly payments. The projections over the MTRF are mainly informed by the current committed debtors to the value of R109 000.

## 7. PAYMENT SUMMARY

### 7.1 Key assumptions

The assumptions that underpin the department's 2020/21 expenditure are summarised below. The average wage increase was anticipated to be 5.6 per cent in 2020/21, 5.5 per cent in 2021/22 and 5.3 per cent in 2022/23. A 5.1 per cent increase in the costs of general goods and services is anticipated in 2020/21, 5 per cent in 2021/22 and 4.8 per cent in 2022/23, in line with the projected consumer price index (CPI). The following elements have been taken into consideration when determining budgets for personnel and other economic classifications for the 2020 MTEF:

- Basic salary costs, including improvements in conditions of service from 1 April of each year
- Salary increases for officials with Occupation-Specific Dispensations (OSDs)
- Provision for filling vacant posts as per the interim organisational structure of the department
- Strengthening the capacity of the CWP by filling of critical vacant posts to ensure that each ward is allocated a CDW
- Providing municipalities with capacity to implement the simplified revenue model
- Finalisation and implementation of the Provincial IGR Strategy
- Development of the Capital Expenditure Framework
- Facilitating and strengthening support in relation to the strategic planning framework – IUDF, SPLUMA
- Facilitating support to municipalities with alignment, integration and implementation of; and/or development of LED strategy to strengthen township economic revitalization objectives
- Development of a long term GCR Integrated Urban Development Framework
- Conduct land use audits for two district municipalities
- Establish five multi-disciplinary expert panels to support targeted municipalities in line with the District Development Model (DDM) roll-out
- Roll-out civic awareness and voter education campaigns across all municipalities for the coming local government election
- Roll-out responsive tracking B2B tools for municipalities
- Provide adequate support to and enhance the capacity of the institution of traditional leadership
- Provide workshops to support the implementation of the Traditional and Khoisan Leadership Act
- Provider of continuous support to municipalities.

### 7.2 Programme summary

TABLE 7.3: SUMMARY OF PAYMENTS AND ESTIMATES: COOPERATIVE GOVERNANCE AND TRADITIONAL AFFAIRS

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
	2016/17	2017/18	2018/19				2020/21	2021/22	2022/23
1. Administration	120 292	124 590	111 824	145 792	145 792	145 792	150 364	150 910	160 085
2. Local Governance	196 722	214 955	204 818	230 532	234 392	234 392	296 495	317 616	354 377
3. Development Planning	155 688	108 967	198 141	198 772	186 935	186 935	145 564	126 330	140 771
4. Traditional Institutional Management	10 057	11 269	13 405	17 896	17 896	17 896	22 370	23 928	26 419
<b>Total payments and estimates</b>	<b>482 759</b>	<b>459 781</b>	<b>528 188</b>	<b>592 992</b>	<b>585 015</b>	<b>585 015</b>	<b>614 793</b>	<b>618 784</b>	<b>681 652</b>

### 7.3 Summary of economic classification

TABLE 7.4: SUMMARY OF PROVINCIAL PAYMENTS AND ESTIMATES BY ECONOMIC CLASSIFICATION: COOPERATIVE GOVERNANCE AND TRADITIONAL AFFAIRS

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
	2016/17	2017/18	2018/19				2020/21	2021/22	2022/23
<b>Current payments</b>	<b>396 063</b>	<b>416 693</b>	<b>435 472</b>	<b>519 596</b>	<b>490 509</b>	<b>490 278</b>	<b>581 879</b>	<b>604 376</b>	<b>666 052</b>
Compensation of employees	297 698	315 228	328 532	360 338	361 085	361 085	384 070	414 715	445 082
Goods and services	98 365	101 465	106 940	159 258	129 424	129 193	197 809	189 661	220 970
Interest and rent on land									
<b>Transfers and subsidies to:</b>	<b>50 861</b>	<b>26 231</b>	<b>85 481</b>	<b>53 104</b>	<b>74 214</b>	<b>74 445</b>	<b>23 200</b>	<b>3 492</b>	<b>3 660</b>
Provinces and municipalities	49 613	25 136	84 500	52 004	72 004	72 004	22 000	2 226	2 333



R thousand	Outcome			Main appropriation	Adjusted appropriation 2019/20	Revised estimate	Medium-term estimates		
	2016/17	2017/18	2018/19				2020/21	2021/22	2022/23
Households	1 248	1 095	981	1 100	2 210	2 441	1 200	1 266	1 327
Payments for capital assets	35 769	16 793	7 201	20 292	20 292	20 292	9 714	10 916	11 940
Buildings and other fixed structures	31 600								
Machinery and equipment	4 169	16 793	7 201	20 292	20 292	20 292	9 714	10 916	11 940
Software and other intangible assets									
Payments for financial assets	66	64	34						
Total economic classification	482 759	459 781	528 188	592 992	585 015	585 015	614 793	618 784	681 652

Departmental expenditure increased from R483 million in 2016/17 to R528 million in the 2018/19 financial year. The increase was mainly for procurement for the disaster management centre projects; procurement of relief materials to support interventions in respect of the floods in the province; water infrastructure projects; and improvement of Fire & Rescue Services response capabilities. Following the establishment of Rand West Local Municipality, the department supported the municipality by providing training on project management, financial management, and implementing the recommendations of the job evaluation report. The expenditure also provided for the voter education projects for the 6th national and provincial elections; finalization of some of the projects for the PDMC; implementation of the energy strategy and settlement of the lease for fire fighter's engines; provision of tools of trade for the CDWs; and water projects through the distribution of water tankers to affected communities (for rain water harvesting). Expenditure was also incurred in supporting CDW's outreach programmes; training of ward councillors and CDWs on the IDP framework; and in conducting a disaster related education and awareness campaign.

During 2019/20, the departmental budget was increased to R585 million for support to municipalities as follows: operational requirements for the disaster management in West Rand District Municipality; GRAP 17 (Asset management); and PMS. The budget also provided for payment of Voter Education Registration Campaign, Disaster management projects, and provision of efficient services to Traditional Leaders and Councils, fleet services, Audit and IT license fees, and Training for CDWs. Only critical key personnel posts were filled due to unavailability of office space. The department exercised oversight and provide support to the Municipalities in various areas such as Governance, financial viability, Municipal Integrated Revenue Management, and Organizational Structure and Institutional Review.

The MTEF allocation increased from R615 million to R682 million between 2020/21 and 2022/23. Over the MTEF, the budget will fund the PDMC and department's operational requirements; roll-out of responsive tracking B2B tools for municipalities; support to the two district municipalities in reviewing and developing financial viability and sustainability strategies and plans; developing and/or reviewing IDPs in line with the legislation across municipalities and ensuring the strategies and plans in the IDP are aligned to national and provincial priorities; development of a long term GCR Integrated Urban Development Framework; and conducting land use audits for two district municipalities. The department will develop a Capital Expenditure Framework; support initiatives towards the implementation of water and electricity conservation and demand management plans; and enhance Disaster Management and Fire and Rescue services. The budget will also be utilised to fund procurement of ICT equipment; coordinate and manage disaster response and recovery initiatives; prevent the outbreak of fires; GEYODI; strengthen and integrate the work of CDWs across the province in community engagement; support the War Room on service delivery; and implement the Provincial IGR Strategy. The department also aims to pilot the District Development Model in the West Rand and Sedibeng municipalities and establish five multi-disciplinary panels of expertise to support each of the three metros and two districts in line with the District Development Model (DDM) roll-out. An once-off allocation of R20 million is set aside in 2020/21 financial year for transfer to West Rand District Municipality to provide support for improvement of Fire & Rescue Services response capabilities. In preparation for the coming local government election

### 7.3 Infrastructure payments

N/A

#### 7.4.1 Departmental infrastructure payments

N/A

#### 7.4.2 Maintenance

N/A



**7.4.3 Departmental Public-private-partnership (PPP) projects**

N/A

**7.4 Transfers****7.4.4 Transfers to public entities**

N/A

**7.4.5 Transfers to other entities**

N/A

**7.4.6 Transfers to local government**

TABLE 7.5: SUMMARY OF DEPARTMENTAL TRANSFERS TO LOCAL GOVERNMENT BY CATEGORY

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
	2016/17	2017/18	2018/19				2020/21	2021/22	2022/23
Category A									
Category B	44 084	25 136	27 000	5 504	25 504	25 504	2 000	1 500	1 572
Category C	5 529		57 500	46 500	46 500	46 500	20 000	726	761
Total departmental transfers	49 613	25 136	84 500	52 004	72 004	72 004	22 000	2 226	2 333

The department made transfers to municipalities in the 2016/17 financial year to support the following activities: installation of a water pump station in respect of water infrastructure projects, electricity infrastructure, a waste collection project for Emfuleni Local Municipality and the provision of water tankers. The department further transferred R25.1 million during the 2017/18 financial year to address Rand West Municipality's post-merger salary disparity challenges. In the 2018/19 financial year, R84.5 million was transferred to address the following: Merafong Local Municipality for water infrastructure pipe repairs; refurbishment of the water pump station in Emfuleni Local Municipality; transfers to West Rand District Municipality to provide support for improvement of Fire & Rescue Services response capabilities in line with the South African National Standard on community protection against fire - code SANS:10090; and continuous support for municipalities concerning GRAP 17 (asset management), Performance Management System (PMS) and EPWP.

The 2019/20 adjusted budget amounted to R72 million, mainly to provide for operational requirements for disaster management in West Rand District Municipality and continuous support for municipalities concerning GRAP 17 (asset management), PMS and EPWP. R6 million is also set aside to provide support to Lesedi Local Municipality for the procurement of a fully equipped medium pumper fire engine.

An once-off allocation of R20 million is set aside in 2020/21 financial year for transfer to West Rand District Municipality to provide support for improvement of Fire & Rescue Services response capabilities in line with South African National Standard on Community protection against fire code SANS: 10090. Over the two outer years of the MTEF, the department will transfer funds to continue supporting municipalities with PMS projects. The department will not transfer any PMS grants to municipalities in the 2020/21 financial year, because of the planned assessment to be conducted on the impact of the transfers to decide whether the transfers will still be needed in the two outer years. An allocation of R2 million in the 2020/21 financial year is for the EPWP conditional grant to continue to support job creation initiatives in communities.

## 8. PROGRAMME DESCRIPTION

### PROGRAMME 1: ADMINISTRATION

#### Programme description

The programme aim is staff capacitation for the department to conduct the pivotal role that it has to play. This will involve capacity building in technical, professional and leadership skills. The assumption is that once staff are adequately skilled, they will implement the interventions as conceptualized. An effective, efficient and responsive COGTA can be easily determined by establishing the number of effective core business applications, systems and processes developed and automated during the five years. The major assumption made is that the correct business applications, systems and processes will be developed and automated so that these will jointly contribute to the effectiveness, efficiency and responsiveness of COGTA in meeting the needs of its stakeholders.

#### Programme objectives are to:

- Ensure that Human Resource Management (HRM) is a strategic partner with all units in the department
- Provide effective legal services to the department
- Provide efficient and effective facilities management to the department
- Provide efficient, effective and stable ICT infrastructure and support to the department
- Ensure prudent financial management, efficient and effective SCM, and that systems to ensure financial planning and budgeting are aligned with the department's strategic plan
- Maintain effective, efficient and transparent risk management and financial systems, as well as controls, to safeguard departmental assets
- Ensure good governance and improved productivity through the promotion of discipline, transparency, independence, accountability, fairness and social responsibility within departmental operations.

#### Key policies, priorities and outputs

- Develop policies, provide strategic direction as well as monitor and evaluate the department's programmes, support services and operations
- Render strategic and focused HRM support to ensure effective execution of the department's functions and strategy
- Render effective and economical financial management services to the department, as well as ensuring the alignment of strategy and budget and managing expenditure, reporting, and the supply chain
- Render corporate services within the department and ensuring the efficient execution of the department's functions and strategy (structure; resources: budget, physical and human systems)
- Manage the risk strategy of the department
- Anti-corruption enforcement
- Building capacity and capability to professionalise the department
- Monitor and support legislative compliance
- Facilitate access to information
- Provide sound legal advice and support to the department.

TABLE 7.6: SUMMARY OF PAYMENTS AND ESTIMATES: ADMINISTRATION

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
	2016/17	2017/18	2018/19				2020/21	2021/22	2022/23
1. Office Of The Mec	3 065	3 031	3 053	5 497	4 387	4 387	4 799	5 118	5 337
2. Corporate Services	117 227	121 559	108 771	140 295	141 405	141 405	145 565	145 792	154 748
<b>Total payments and estimates</b>	<b>120 292</b>	<b>124 590</b>	<b>111 824</b>	<b>145 792</b>	<b>145 792</b>	<b>145 792</b>	<b>150 364</b>	<b>150 910</b>	<b>160 085</b>

TABLE 7.7: SUMMARY OF PROVINCIAL PAYMENTS AND ESTIMATES BY ECONOMIC CLASSIFICATION: ADMINISTRATION

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
	2016/17	2017/18	2018/19				2020/21	2021/22	2022/23
<b>Current payments</b>	<b>117 169</b>	<b>115 902</b>	<b>109 786</b>	<b>138 468</b>	<b>137 358</b>	<b>137 127</b>	<b>142 998</b>	<b>144 117</b>	<b>152 966</b>
Compensation of employees	79 573	80 017	78 059	93 825	93 825	93 825	97 567	105 499	113 411
Goods and services	37 596	35 885	31 727	44 643	43 533	43 302	45 431	38 618	39 555
<b>Transfers and subsidies to:</b>	<b>1 248</b>	<b>1 095</b>	<b>981</b>	<b>1 100</b>	<b>2 210</b>	<b>2 441</b>	<b>1 200</b>	<b>1 266</b>	<b>1 327</b>
Provinces and municipalities									
Non-profit institutions									

R thousand	Outcome			Main appropriation	Adjusted appropriation 2019/20	Revised estimate	Medium-term estimates		
	2016/17	2017/18	2018/19				2020/21	2021/22	2022/23
Households	1 248	1 095	981	1 100	2 210	2 441	1 200	1 266	1 327
Payments for capital assets	1 809	7 529	1 023	6 224	6 224	6 224	6 166	5 527	5 792
Buildings and other fixed structures									
Machinery and equipment	1 809	7 529	1 023	6 224	6 224	6 224	6 166	5 527	5 792
Software and other intangible assets									
Payments for financial assets	66	64	34						
Total economic classification	120 292	124 590	111 824	145 792	145 792	145 792	150 364	150 910	160 085

Expenditure decreased from R120.3 million to R111.8 million during the 2016/17 and 2018/19 financial years. Expenditure mainly emanated from the provision of corporate support services, including support for the MEC's Izimbizo, the purchase of tools of trade for staff, and operational costs (such as telecommunications services, fleet services and software license payments).

The allocation amounts to R145.8 million in 2019/20 and increases from R150.4 million in 2020/21 to R160.1 million in 2022/23. The budget will fund the provision of an Electronic Content and Document Management System (ECDM), to manage the departmental central institutional repository for knowledge and information sharing and exchange, ICT requirements to prepare the new environment prior to occupation (including the server room), furniture and equipment for staff, bursaries, communication equipment, legal fees, audit fees, staff training and software licence fees. In addition, the budget will cater for payments for fleet services for staff transportation to the temporary office accommodation while still finalising the arrangement of permanent office building, transportation of departmental movable assets from a storage facility after the fire incident to new office accommodation, and payment of contractual obligations (such as municipal, security and cleaning services) for the new office accommodation. Once-off allocation amounting to R5 million is set aside in 2020/21 financial year for COGTA new office accommodation operational requirements.

Compensation of employees: The personnel costs decreased from R79.6 million in 2016/17 to R78.1 million in 2018/19. The department only filled critical posts due to unavailability of a permanent office building after the fire incident at BoL. The budget will increase from R93.8 million in 2019/20 to R113.4 million in 2022/23 to fund departmental capacity as per the interim reviewed organisational structure.

Goods and services: Spending decreased from R37.6 million to R31.7 million during the first three financial years. The expenditure catered for settlement of property payments, payment of fleet services, audit fees for regulatory audit services, software licence fees, and to fund the operational requirements of the department.

The adjusted budget for operational costs amounts to R43.5 million in 2019/20 and it will decrease from R45.4 million in 2020/21 to R39.5 million in 2022/23. The decreases mainly emanate from budget cuts over the MTEF as indicated in the allocation letter from Provincial Treasury. The available budget will cater for operational costs such as staff bursaries, fleet services, audit fees, legal costs, and payment of contractual obligations for the new office accommodation and other operational requirements.

Transfers and subsidies: The payment of pension benefits for ex-development board members and injury-on-duty claims increased from R1.2 million in 2016/17 to R2.2 million in 2019/20. The budget increases slightly over the MTEF period to continue to make provision for payment of pension benefits for ex-development board members, and for possible injury-on-duty claims, and retirement of officials.

Machinery and equipment: The replacement of office computers, furniture and equipment in the department was delayed due to unavailability of an office building as a result of the fire incident at BoL. Hence, there is decreased expenditure from R1.8 million in 2016/17 to R1 million in 2018/19.

The budget will slightly decrease from R6.2 million in 2020/21 to R5.8 million in 2022/23, due to budget cuts implemented. This allocation will mainly fund the procurement of tools of trade for officials, and office furniture and ICT infrastructure for the new office building.

## PROGRAMME 2: LOCAL GOVERNANCE

### Programme description

The Local Governance Programme seeks to strengthen the developmental state by enhancing participatory governance and institutional stability, as well as by building the capacity and capability of local government to achieve its constitutional mandate. The goal of the programme is to promote and facilitate viable and sustainable local governance in line with Pillar 4: Transformation of State and Governance.

The objectives of this programme are to:

- Provide management and support services to local government within the regulatory framework
- Monitor and support municipalities to ensure financially viable and sustainable municipalities in accordance with applicable acts
- Deepen democracy by promoting community participation through appropriate structures, processes and systems, and by facilitating access to government services
- Coordinate and integrate support, foster cooperation, and monitor capacity building initiatives
- Improve municipal performance through enhanced monitoring, reporting and evaluation
- Improve the image of local government
- Implement a differentiated approach to local government in the Province
- Monitor and support legislative compliance
- Establish and support viable and accountable governance structures
- Promote intergovernmental and stakeholder relations, as well as improved integration and planning
- Facilitate the devolution of powers and functions to ensure stable local government
- Improve public participation
- Implement an appropriate finance model for local government to promote sustainability and viability
- Enforce anti-corruption measures in municipalities
- Provide urban management and built-environment planning
- Build capacity and capability towards improving professionalism in local government
- Develop policy towards differentiated approaches and social inclusivity
- Enhance participatory governance through CDW programmes
- Facilitate access to basic services for poor communities.

TABLE 7.8: SUMMARY OF PAYMENT AND ESTIMATES: LOCAL GOVERNANCE

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
	2016/17	2017/18	2018/19				2020/21	2021/22	2022/23
1. Municipal Administration	11 867	11 492	12 524	14 913	15 613	15 613	17 293	18 571	20 831
2. Municipal Finance	15 802	9 148	9 273	12 366	11 366	11 366	22 298	23 654	28 427
3. Public Participation	137 007	146 988	155 049	166 102	170 962	170 962	206 063	221 593	241 595
4. Capacity Development	18 056	32 847	13 702	18 881	18 881	18 881	33 637	35 093	43 758
5. Municipal Performance Monitoring, Reporting And Evaluation	13 990	14 480	14 270	18 270	17 570	17 570	17 204	18 705	19 766
<b>Total payments and estimates</b>	<b>196 722</b>	<b>214 955</b>	<b>204 818</b>	<b>230 532</b>	<b>234 392</b>	<b>234 392</b>	<b>296 495</b>	<b>317 616</b>	<b>354 377</b>

TABLE 7.9: SUMMARY OF PROVINCIAL PAYMENTS AND ESTIMATES BY ECONOMIC CLASSIFICATION: LOCAL GOVERNANCE

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
	2016/17	2017/18	2018/19				2020/21	2021/22	2022/23
<b>Current payments</b>	<b>182 809</b>	<b>186 819</b>	<b>199 818</b>	<b>225 532</b>	<b>229 392</b>	<b>229 392</b>	<b>296 495</b>	<b>315 390</b>	<b>352 044</b>
Compensation of employees	160 942	168 893	178 582	192 192	192 192	192 192	207 897	225 013	241 890
Goods and services	21 867	17 926	21 236	33 340	37 200	37 200	88 598	90 377	110 154
<b>Transfers and subsidies to:</b>	<b>13 913</b>	<b>23 136</b>	<b>5 000</b>	<b>5 000</b>	<b>5 000</b>	<b>5 000</b>		<b>2 226</b>	<b>2 333</b>
Provinces and municipalities	13 913	23 136	5 000	5 000	5 000	5 000		2 226	2 333
<b>Payments for capital assets</b>		<b>5 000</b>							
Buildings and other fixed structures									
Machinery and equipment		5 000							

R thousand	Outcome			Main appropriation	Adjusted appropriation 2019/20	Revised estimate	Medium-term estimates		
	2016/17	2017/18	2018/19				2020/21	2021/22	2022/23
Payments for financial assets									
Total economic classification	196 722	214 955	204 818	230 532	234 392	234 392	296 495	317 616	354 377

Expenditure increased from R196.7 million to R204.8 million between the 2016/17 and 2018/19 financial years to fund the department's interventions to support municipalities. The key interventions included facilitating seamless transition during the merger of Westonaria and Randfontein local municipalities; and the provision of financial support for Rand West Local Municipality to address salary disparity challenges. The department provided for the development of credit control and debt collection policies; the establishment of the customer-care system; implementation of the simplified revenue enhancement strategy/plan in Merafong and Midvaal local municipalities; the rollout of capacity intervention through training and skills transfer to targeted municipalities; and for conducting human resource audits in municipalities.

The adjusted budget, amounting to R234.4 million in 2019/20, is mainly for the provision of payment for the Voter Education Registration Campaign in support of the 6th national and provincial elections, the Operation Clean Audit coordinating committee workshop, training and technical support for the design and setup of an asset-based community development initiative in municipalities, a CDW collaborative model workshop, and the Women Counsellors Gender Mainstreaming Training Programme.

The budget is set to increase from R296.5 million in 2020/21 to R354.3 million in 2022/23 to fund the continuation of interventions in municipalities. These include the institutionalisation of performance management systems; exercising oversight and providing support to the municipalities in line with the Financial Recovery Plan; ensuring that all Gauteng municipalities implement the B2B pillars much more effectively and efficiently; supporting roll-out of the simplified revenue enhancement strategy; and providing support to the two district municipalities to review and develop financial viability and sustainability strategies and plans. The department aims to pilot the DDM in the West Rand and Sedibeng Municipalities, and establish five Multi-Disciplinary Panels of Expertise to support each of the three metros and two districts in line with the DDM roll-out. In preparation for the coming local government election, the department will exercise oversight and provide support in the roll-out of the Civic Awareness Campaigns and Voter Education Campaigns across all municipalities in Gauteng.

The department will strengthen and integrate the work of CDWs across the Province in community engagement and support the War Room on service delivery, institutionalise the CDWs Case Management System across all GPG sector departments and spheres, strengthen communication and public participation systems across all municipalities in Gauteng, and enhance the public participation system through an effective Ward Committee system for active citizen monitoring and oversight of delivery. The department also made provision for roll-out of a responsive tracking B2B tool for municipalities, implementation of efficient governance and organisational design models, setup of an asset-based community development initiative in municipalities, building of capacity for integrity management and ethical conduct in local government and how to deal effectively with cases of corruption, and a Women Counsellors' Gender Mainstreaming Training Programme.

**Compensation of employees:** The expenditure relates to the deployment of CDWs and the filling of key vacant posts. The expenditure increased from R160.9 million in 2016/17 to R178.6 million in 2018/19, and the budget is set to increase from R207.9 million in 2020/21 to R241.9 million in 2022/23, mainly to strengthen the capacity of the CWP by filling critical vacant posts to ensure that each ward is allocated a CDW. The department aims to build capacity and capability and reengineer its core business structures, systems and processes.

**Goods and services:** The department spent between R21.9 million and R21.2 million during the first three financial years. The key deliverables produced during this period were the roll-out of capacity intervention through training and skills transfer to targeted municipalities, public participation forums to work with ward committees, induction sessions for women counsellors on gender, youth and people with disabilities, training of CDWs on the CDW framework, outreach programmes for service delivery enhancement, and the implementation of the simplified revenue strategy.

The budget over the 2020 MTEF mainly catered for: oversight and providing support in good governance and institutional management; implementation of the Government debt reduction strategy; and provision of municipalities with support to sustain positive audit outcomes. The department will also exercise oversight and provide support in the roll-out of the Civic Awareness Campaigns and Voter Education Campaigns across all municipalities in Gauteng for the coming local government election, provide training to CDWs and ward counsellors, setup of asset-based community development initiative in municipalities, support local government with skills, financial management and service provision; and a Women Counsellors' Gender Mainstreaming Training Programme.

**Transfers and subsidies:** Transfers relate to the financial support provided to municipalities. The amount of R18.9 million allocated in the past three financial years facilitated the correction of the resultant salary disparity that followed the above-

mentioned merger. It also funded the installation of electricity infrastructure and the waste collection project for Emfuleni Local Municipality.

The budget for transfers is projected to decrease gradually from R5 million in 2019/20 to R2.3 million over the MTEF, only continuing to support municipalities with the migration from manual to electronic information on performance targets (PMS). This continuation will be informed by the outcome of the assessment set to be conducted in the 2020/21 financial year on the impact of these transfers.

Machinery and equipment: The department purchased tools of the trade worth R5 million for the CDWs in 2017/18.

## SERVICE DELIVERY MEASURES

### PROGRAMME 2: LOCAL GOVERNANCE

Programme performance measures	Estimated performance	Medium-term estimates		
	2019/20	2020/21	2021/22	2022/23
Number of B2B reports produced.	4	4	4	4
Number of reports on the response to community concerns by RRTs	New indicator	4	4	4
Number of thematic campaigns supported as per government programme	12	12	12	12
Number of Civic awareness programmes implemented.	2	4	4	4
Number of ABCD capacity initiatives mainstreamed in municipalities	9	1	1	1
Number of municipalities supported with public participation initiatives	8	900%	900%	900%
Number of Municipalities provided with capacity to implement the simplified revenue plans. (Emfuleni and Rand-West City)	2	2	4	4
Number of municipalities provided with capacity to undertake audit and data enrichment of Large power and Water Users in Emfuleni Local Municipality	New indicator	1	1	1
Number of Municipalities supported with the deployment of revenue experts to develop an Integrated Revenue Enhancement and Debtors Management Plan.	2	3	3	2
Number of municipalities provided with additional capacity to reduce Unauthorised, Irregular, Fruitless and Wasteful expenditure	New indicator	1	1	1
Number of OPCA PCCs convened to provide advisory support to municipalities on the implementation of the audit response plan	2	2	2	2
Number of capacity building interventions supported in municipalities	4	1	1	1
Number of municipalities supported with Legal Services (Labour Relations Law and Related Litigation).	1	1	1	1
Number of Municipalities supported with the Organizational Structure and Institutional Review	1	1	1	1
Percentage of the Gauteng LED strategy implemented	New indicator			
Percentage of the CoGTA public participation strategy implemented	New indicator		1	1

## PROGRAMME 3: DEVELOPMENT AND PLANNING

### Programme description

The purpose of the programme is to coordinate, facilitate, and promote integrated development and planning in municipalities and to ensure that services are delivered in an integrated and sustainable manner in line with transformation of the state and governance.

### Programme objectives

- Facilitate and coordinate processes to ensure that municipal IDPs are credible, implementable and aligned with national and provincial outcomes, plans and strategies
- Ensure strategic management of provincial land for economic and social purposes
- Ensure accelerated delivery of basic municipal services and infrastructure delivery to meet national targets
- Provide coordination and support for implementation of the National Disaster Management Act, the Fire Brigade Services Act, and the Disaster Management Framework to ensure effective management of disasters at national, provincial and local level
- Facilitate integrated urban management and planning
- Improve integration and planning
- Increase community-based planning
- Facilitate access to basic services for poor communities.

TABLE 7.10: SUMMARY OF PAYMENTS AND ESTIMATES: DEVELOPMENT AND PLANNING

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
	2016/17	2017/18	2018/19				2020/21	2021/22	2022/23
1. Land Use Management	12 492	12 448	10 811	8 296	8 614	8 614	12 772	11 220	11 659
2. Idp Coordination	20 809	23 413	24 052	33 499	25 204	25 204	24 649	23 618	25 888
3. Disaster Management	72 133	55 195	105 007	114 297	110 437	110 437	84 140	67 924	77 533
4. Municipal Infrastructure	50 254	17 911	58 271	42 680	42 680	42 680	24 003	23 568	25 691
<b>Total payments and estimates</b>	<b>155 688</b>	<b>108 967</b>	<b>198 141</b>	<b>198 772</b>	<b>186 935</b>	<b>186 935</b>	<b>145 564</b>	<b>126 330</b>	<b>140 771</b>

TABLE 7.11: SUMMARY OF PROVINCIAL PAYMENTS AND ESTIMATES BY ECONOMIC CLASSIFICATION: DEVELOPMENT AND PLANNING

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
	2016/17	2017/18	2018/19				2020/21	2021/22	2022/23
<b>Current payments</b>	<b>86 028</b>	<b>102 703</b>	<b>112 463</b>	<b>137 700</b>	<b>105 863</b>	<b>105 863</b>	<b>120 016</b>	<b>120 941</b>	<b>134 623</b>
Compensation of employees	52 013	58 763	62 145	61 227	61 974	61 974	63 301	67 818	72 167
Goods and services	34 015	43 940	50 318	76 473	43 889	43 889	56 715	53 123	62 456
<b>Transfers and subsidies to:</b>	<b>35 700</b>	<b>2 000</b>	<b>79 500</b>	<b>47 004</b>	<b>67 004</b>	<b>67 004</b>	<b>22 000</b>		
Provinces and municipalities	35 700	2 000	79 500	47 004	67 004	67 004	22 000		
<b>Payments for capital assets</b>	<b>33 960</b>	<b>4 264</b>	<b>6 178</b>	<b>14 068</b>	<b>14 068</b>	<b>14 068</b>	<b>3 548</b>	<b>5 389</b>	<b>6 148</b>
Buildings and other fixed structures	31 600								
Machinery and equipment	2 360	4 264	6 178	14 068	14 068	14 068	3 548	5 389	6 148
<b>Payments for financial assets</b>									
<b>Total economic classification</b>	<b>155 688</b>	<b>108 967</b>	<b>198 141</b>	<b>198 772</b>	<b>186 935</b>	<b>186 935</b>	<b>145 564</b>	<b>126 330</b>	<b>140 771</b>

The increase in expenditure from R155.7 million in the 2016/17 to R198.1 million in the 2018/19 financial year reflects the costs incurred to procure the PMDC building; the disaster material required to support interventions for flood-relief; other payments such as the settlement of consultation fees for reports produced on state of readiness for the PDMC; the hydrological study for the centre; and disaster campaign sessions to raise awareness on climate change adaption and disaster reduction. The department provided support for water and electricity infrastructure projects. Included in the expenditure are



costs attributed to training on the IDP framework and seminars conducted on broad intersectoral engagements, the operational requirements of the PDMC, the conduct of disaster-related education and awareness campaigns, and funding of the establishment of a standardized rank insignia system for fire and rescue services.

The adjusted budget in 2019/20 is R186.9 million to fund the operational requirements of the PDMC centre, and to continue to roll out the smoke detector project as part of fire prevention strategy, and a once-off R45 million transferred to West Rand District Municipality to fund the operational requirements for the disaster management services. The department supported Ekurhuleni Municipality in maintaining functional Disaster Management Centres and functionality assessment was conducted in the City of Johannesburg. Disaster management awareness campaigns and Micro-disaster risk assessments were conducted.

The programme budget decreases from R145.6 million to R140.8 million over the MTEF, as a result of once-off allocation of R20 million in 2020/21 financial year to provide support to West Rand for improvement of Fire & Rescue Services response capabilities. The budget over the MTEF will mainly cater for the procurement and distribution of disaster relief to affected areas; support to municipalities to conduct post disaster assessments; support to the disaster management functionality of municipal centres; and for disaster risk assessments and plans which include support for sectors to develop sector plans, conduct disaster risk assessments and review disaster management plans. The department will support municipalities with equipment for fire and rescue services, and with specialised training for the use of equipment and vehicles. The department will exercise oversight and provide support to targeted municipalities on the Electricity and Water Conservation and Demand Management plan; and support municipalities to improve CAPEX expenditure. The department will make provision for institutionalisation of integrated planning via the Integrated Framework Act, and development of a long term GCR Integrated Urban Development Framework and Capital Expenditure Framework.

Compensation of employees: Expenditure on personnel increased from R52 million to R62.1 million during the first three years under review. Increasing the human resource capacity for the PMDC and the filling of OSD positions were the main contributors to the increased expenditure. These factors continue to influence the increase in the budget from R63.3 million in 2020/21 to R72.1 million in 2022/23. Also contributing is the expansion of the capacity of the Rapid Response Teams (RRTs) through employment and deployment of young technicians and artisans.

Goods and services: The department continued to make provision for disaster relief and to contribute towards water conservation initiatives in the province. Goods and services purchased amounted to R34 million in 2016/17 and increased to R50.3 million in 2018/19. The procured goods and services enabled the department to respond to disasters in communities, finalisation of some of the projects for the PDMC, implementation of the energy strategy and the settlement of the lease for fire fighter's engines, as well as implementing measures to harvest rain water through water tanks purchased and installed at schools during the drought season.

The adjusted allocation is R43.9 million in 2019/20 increasing to R62.5 million in 2022/23 to cater for the operationalisation requirements of the PMDC, institutionalisation of integrated planning via the Integrated Framework Act, provision of disaster relief materials, and support of initiatives towards the implementation of Water and Electricity Conservation and Demand Management Plans. The department will conduct disaster management and fire safety education, training and awareness programmes; improve provincial disaster management capacity through better coordination of disaster management centres and roll out the Incident Command System within the province.

Payments for capital assets: The once-off R31.6 million expenditures was incurred due to the procurement of the PDMC building and equipment in 2016/17. Over the MTEF the allocation will provide for the procurement of ICT infrastructure, office equipment, unmanned aerial vehicles (UAV) and cameras to conduct disaster-risk assessments of incidents over large areas, including inaccessible areas.

## SERVICE DELIVERY MEASURES

### PROGRAMME 3: DEVELOPMENT AND PLANNING

	Estimated performance	Medium-term estimates		
		2020/21	2021/22	2022/23
Programme performance measures	2019/20			
Number of municipalities supported to develop credible IDPs	11	11	11	11
Number of Capital Expenditure Frameworks (CEF) developed in line with municipal SDF.	1	1	1	1
Number of municipalities monitored on the implementation of infrastructure service delivery programmes	6	9	9	9
Number of Municipalities with implementation of water conservation and demand management measures	New indicator	9	9	9
Number of municipalities supported with maintenance of bulk water and sanitation infrastructure.	New indicator	900%	900%	900%

	Estimated performance	Medium-term estimates		
Number of municipalities supported with capacity challenges through MISA/COGTA/Multidisciplinary teams		600%	600%	600%
Number of level 2 disaster management plans completed		Level 1 of the plan complete	Micro risk assessment and review of macro risk assessment	Level 2 of the plan complete
Number of municipal Disaster Management centers supported to remain functional		5	5	5
Number of coordination teams established		2 Level 2 AHIMT all hazards incidents management teams	2 Level 1 AHIMT all hazards incidents management teams	Establishment of area command system

## PROGRAMME 4: TRADITIONAL INSTITUTIONAL DEVELOPMENT

### Programme description

The programme promotes and facilitates viable and sustainable traditional institutions by enhancing the capacity of traditional leadership and local governance institutions in line with Pillar 4: Transformation of the State and Governance.

The key performance areas are:

- Traditional institutional administration
- Traditional resource administration
- Rural development facilitation
- Traditional land administration
- Facilitating the devolution of powers and functions to ensure stable local government and traditional leadership.

TABLE 7.12: SUMMARY OF PAYMENTS AND ESTIMATES: TRADITIONAL INSTITUTIONAL DEVELOPMENT

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
	2016/17	2017/18	2018/19				2020/21	2021/22	2022/23
1. Traditional Institution Administration	4 376	5 585	5 109	5 835	6 335	6 335	10 491	11 114	12 799
2. Traditional Resource Administration	3 463	4 814	6 858	9 061	8 861	8 861	8 738	9 441	10 123
3. Rural Development Facilitation	450		500	500	500	500	500	528	553
4. Traditional Land Administration	1 768	870	938	2 500	2 200	2 200	2 641	2 845	2 944
<b>Total payments and estimates</b>	<b>10 057</b>	<b>11 269</b>	<b>13 405</b>	<b>17 896</b>	<b>17 896</b>	<b>17 896</b>	<b>22 370</b>	<b>23 928</b>	<b>26 419</b>

TABLE 7.13: SUMMARY OF PROVINCIAL PAYMENTS AND ESTIMATES BY ECONOMIC CLASSIFICATION: TRADITIONAL INSTITUTIONAL DEVELOPMENT

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
	2016/17	2017/18	2018/19				2020/21	2021/22	2022/23
<b>Current payments</b>	<b>10 057</b>	<b>11 269</b>	<b>13 405</b>	<b>17 896</b>	<b>17 896</b>	<b>17 896</b>	<b>22 370</b>	<b>23 928</b>	<b>26 419</b>
Compensation of employees	5 170	7 555	9 746	13 094	13 094	13 094	15 305	16 385	17 614
Goods and services	4 887	3 714	3 659	4 802	4 802	4 802	7 065	7 543	8 805
Transfers and subsidies to:									
Payments for capital assets									
Payments for financial assets									
<b>Total economic classification</b>	<b>10 057</b>	<b>11 269</b>	<b>13 405</b>	<b>17 896</b>	<b>17 896</b>	<b>17 896</b>	<b>22 370</b>	<b>23 928</b>	<b>26 419</b>

Spending increased from R10.1 million to R13.4 million during the first three financial years to cater for personnel costs, for goods and services required for cultural and commemoration events and training of traditional councils. The hosting of the Zulu cleansing ceremony that was held at a stadium in Katsieng is one of main factors contributing to spending in 2016/17.

The budget will increase from R22.4 million to R26.4 million over the 2020 MTEF period. The increase is to provide for implementation of the provincial IGR strategy across all departments; implementation of the Traditional and Khoi-san Leadership Act and Traditional Handbook; addressing powers and functions in intergovernmental relations; providing adequate support to traditional leaders to perform their functions; eradicating illegal traditional initiation schools; and development of the oversight and accountability management model. The allocation will also cater for continuous support for cultural events, for the IGR forum with municipalities and relevant stakeholders, and for ensuring that statutory IGR structures are functional.

Compensation of employees: expenditure increased from R5.2 million in 2016/17 to R9.7 million in 2018/19, to fund staff requirements and the filling of vacant posts. The current financial year budget amounts to R13.1 million and will increase to R17.6 million in the 2022/23 financial year, mainly to continue funding the human resource requirements of the department.

Goods and Services: expenditure indicates a decrease from R4.9 million in 2016/17 to R3.7 million in 2018/19. The historical expenditure relates to the commemoration of traditional and cultural events as the main cost driver for the programme. Over the MTEF, the budget will increase from R7.1 million in 2020/21 to R8.8 million in the 2022/23 financial year, mainly for the implementation of the provincial IGR strategy across all departments; for conducting workshops to support the eradication of illegal traditional initiation schools; and also for implementation of the Traditional and Khoi-san Leadership Act and Traditional Handbook including the establishment and the implementation of the commission of enquiry. The department will also cater for the capacitation and training of traditional councils, continuous support for cultural events commemoration, and development of a management system for effective administration of traditional land. The allocation also caters for transfers to traditional councils for the maintenance and running of offices and vehicles.

## SERVICE DELIVERY MEASURES

### PROGRAMME 4: TRADITIONAL INSTITUTIONAL DEVELOPMENT

Programme performance measures	Estimated performance	Medium-term estimates		
	2019/20	2020/21	2021/22	2022/23
Number of Statutory IGR Structures' functional in accordance with the IGR Framework.	4	4	4	4
Percentage implementation of the IGR strategy	New indicator	10%	30%	30%
Number of Traditional Councils supported to perform their functions.	2	2	2	2

## **9. OTHER PROGRAMME INFORMATION**

### **9.1 Personnel numbers and costs**

TABLE 7.14: SUMMARY OF DEPARTMENTAL PERSONNEL NUMBERS AND COSTS

R thousands	Actual				Revised estimate				Medium-term expenditure estimate				Average annual growth over MTEF						
	2016/17		2017/18		2018/19		2019/20		2020/21		2021/22		2022/23		2019/20 - 2022/23				
	Personnel numbers <sup>1</sup>	Costs	Personnel numbers <sup>1</sup>	Costs	Personnel numbers <sup>1</sup>	Costs	Filled posts	Additional posts	Personnel numbers <sup>1</sup>	Costs	Personnel numbers <sup>1</sup>	Costs	Personnel numbers <sup>1</sup>	Costs	Personnel growth rate	Costs growth rate	% Costs of Total		
Salary level																			
1 – 6	442	131 604	415	131 840	407	140 050	406	3	409	134 461	413	145 700	418	155 589	421	167 257	1%	8%	37%
7 – 10	152	73 738	159	78 226	160	80 063	178		178	93 766	190	98 633	195	106 770	202	114 781	4%	7%	26%
11 – 12	49	45 406	58	56 601	61	58 628	74	1	75	70 359	81	73 054	82	79 034	84	84 224	4%	6%	19%
13 – 16	28	46 758	34	48 331	35	49 791	39		39	62 499	40	66 683	42	73 322	42	78 820	3%	8%	18%
Other	17	192	16	230													0%	0%	0%
Total	688	297 698	682	315 228	663	328 532	697	4	701	361 085	724	384 070	737	414 715	749	445 082	2%	7%	100%
Programme																			
1. Administration	154	79 573	151	80 017	148	78 059	147		147	93 825	150	97 567	155	105 499	158	113 411	2%	7%	26%
2. Local Governance	472	160 942	457	168 893	451	178 582	459	3	462	192 192	471	207 897	475	225 013	478	241 890	1%	8%	54%
3. Development Planning	51	52 013	59	58 763	53	62 145	81	1	82	61 974	88	63 301	90	67 818	94	72 167	5%	5%	17%
4. Traditional Institutional Management	11	5 170	15	7 555	11	9 746	10		10	13 094	15	15 305	17	16 385	19	17 614	24%	10%	4%
Total	688	297 698	682	315 228	663	328 532	697	4	701	361 085	724	384 070	737	414 715	749	445 082	2%	7%	100%

The DPSA has approved the organisational structure of the Department of Cooperative Governance and Traditional Affairs. However, the department is currently reviewing the structure due to the migration of urban planning functions from the Office of the Premier (OOP). The recruitment process to fill vacant positions resumed to ensure that core business and support functions were supported appropriately. Personnel numbers of the department may increase as placement of staff is not finalised. The delay in the filling of vacant positions is caused mainly by the non-availability of a building to house departmental staff. The department will continue to fill mainly key vacant positions in 2020/21 until relocation to new office accommodation.

The personnel numbers projected over the MTEF are as per full establishment of the organisational structure. The increases are informed by the improved conditions of employment agreements. There is steady growth for Compensation of employees from 2019/20 onward in line with the filling of critical vacant posts. The growth over MTEF is due to the anticipated filling of 23 critical vacant posts in 2020/21 and 13 vacant posts in 2021/22. The department aimed to strengthen the capacity of the CWP by filling of critical vacant wards, and to build capacity and capability and reengineer its core business structures, systems and processes. These CDW officials are included against the respective salary levels (mainly level 6). In 2020/21, headcount increase is also due to the shift of urban planning from OOP to COGTA with a total of 25 filled posts..

## 9.2 Training

TABLE 7.15: PAYMENTS ON TRAINING: COOPERATIVE GOVERNANCE AND TRADITIONAL AFFAIRS

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
	2016/17	2017/18	2018/19				2020/21	2021/22	2022/23
Number of staff	688	682	663	701	701	701	724	737	749
Number of personnel trained	120	126	133	141	141	141	149	149	149
of which									
Male	40	42	44	47	47	47	50	50	50
Female	80	84	89	94	94	94	99	99	99
Number of training opportunities	68	71	76	80	80	80	84	84	84
of which									
Tertiary	50	53	56	59	59	59	62	62	62
Workshops	16	17	18	19	19	19	20	20	20
Seminars	2	2	2	2	2	2	2	2	2
Other									
Number of bursaries offered	50	53	56	59	59	59	62	62	62
Number of interns appointed	10	11	11	12	12	12	13	13	13
Number of learnerships appointed									
Number of days spent on training	100	105	111	117	117	117	123	123	123
<b>Payments on training by programme</b>									
1. Administration	3 804	3 024	3 199	3 416	3 416	3 416	3 640	3 937	4 232
2. Local Governance									
3. Development Planning									
4. Traditional Institutional Management									
<b>Total payments on training</b>	<b>3 804</b>	<b>3 024</b>	<b>3 199</b>	<b>3 416</b>	<b>3 416</b>	<b>3 416</b>	<b>3 640</b>	<b>3 937</b>	<b>4 232</b>

The department is required by the Skills Development Act to budget at least 1 per cent of its salary expenses on staff training to cater for human resource development. This requirement is fully achieved, because the percentage spent on training exceeds 1 per cent of the department's baseline. The department allocated 1 per cent of the compensation of personnel budget for training over the MTEF.

The training budget for employees is centralised under Programme 1 against the sub-programme: Corporate Services, Directorate: Human Capital, which aims to facilitate the management of all training undertaken in the department while



ensuring that training is obtained from accredited training institutions. Expenditure on training fluctuates and is based on the training needs of staff during a particular period. The department reviews the staff training needs on an annual basis, and awards bursaries to qualifying employees. This is due to the demand for skilled employees in the department, and to ensure that there is continuity in developing employees in keeping with the latest trends.

The department will continue to fund CDWs' studies to improve their capacity to deliver good service. The main driver of expenditure for training between the 2015/16 and 2017/18 financial years was the training of CDWs and ward counsellors. CDWs support government programmes through advocacy initiatives and participatory processes, in particular the IDP process, ward committees and izimbizos.

Over the MTEF, the training budget for employees increases from R3.6 million to R4.2 million between 2020/21 and 2022/23, mainly to provide training for CDWs to improve their capacity to deliver quality services, and to ensure continuity of skilling of other departmental employees.

### **9.3 RECONCILIATION OF STRUCTURAL CHANGES**

N/A

# **ANNEXURE TO THE ESTIMATES OF PROVINCIAL REVENUE AND EXPENDITURE**

TABLE 7.16: SPECIFICATION OF RECEIPTS: COOPERATIVE GOVERNANCE AND TRADITIONAL AFFAIRS

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
	2016/17	2017/18	2018/19				2020/21	2021/22	2022/23
<b>Tax receipts</b>									
<b>Sales of goods and services other than capital assets</b>	<b>276</b>	<b>282</b>	<b>289</b>	<b>174</b>	<b>234</b>	<b>234</b>	<b>184</b>	<b>194</b>	<b>203</b>
Sale of goods and services produced by department (excluding capital assets)	276	282	289	174	234	234	184	194	203
Sales by market establishments	276	282	289	174	234	234	184	194	203
<b>Transfers received from:</b>									
<b>Fines, penalties and forfeits</b>									
<b>Interest, dividends and rent on land</b>	<b>27</b>			<b>32</b>	<b>72</b>	<b>80</b>	<b>34</b>	<b>36</b>	<b>38</b>
Interest	27			32	72	80	34	36	38
<b>Sales of capital assets</b>									
<b>Transactions in financial assets and liabilities</b>	<b>1 440</b>	<b>209</b>	<b>118</b>	<b>388</b>	<b>288</b>	<b>280</b>	<b>109</b>	<b>131</b>	<b>137</b>
<b>Total departmental receipts</b>	<b>1 743</b>	<b>491</b>	<b>407</b>	<b>594</b>	<b>594</b>	<b>594</b>	<b>327</b>	<b>361</b>	<b>378</b>

TABLE 7.17: PAYMENT AND ESTIMATES BY ECONOMIC CLASSIFICATION: COOPERATIVE GOVERNANCE AND TRADITIONAL AFFAIRS

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
	2016/17	2017/18	2018/19				2020/21	2021/22	2022/23
<b>Current payments</b>	<b>396 063</b>	<b>416 693</b>	<b>435 472</b>	<b>519 596</b>	<b>490 509</b>	<b>490 278</b>	<b>581 879</b>	<b>604 376</b>	<b>666 052</b>
Compensation of employees	297 698	315 228	328 532	360 338	361 085	361 085	384 070	414 715	445 082
Salaries and wages	257 731	273 613	284 208	312 792	313 365	312 692	330 214	356 530	382 648
Social contributions	39 967	41 615	44 324	47 546	47 720	48 393	53 856	58 185	62 434
<b>Goods and services</b>	<b>98 365</b>	<b>101 465</b>	<b>106 940</b>	<b>159 258</b>	<b>129 424</b>	<b>129 193</b>	<b>197 809</b>	<b>189 661</b>	<b>220 970</b>
Administrative fees	278	368	260	1 437	960	948	891	959	1 035
Advertising	14 442	5 735	4 939	4 795	10 365	10 445	33 270	34 688	38 902
Minor assets	775	1 831	558	1 080	963	963	370	695	728
Audit cost: External	2 627	2 996	3 002	4 000	4 000	4 000	3 819	3 198	3 354
Bursaries: Employees	597	850	983	1 735	1 735	1 735	1 000	1 164	1 219
Catering: Departmental activities	2 704	1 351	1 597	1 288	2 088	2 170	1 817	1 748	1 741
Communication (G&S)	7 671	8 372	7 361	10 287	10 320	10 320	10 320	9 875	9 646
Computer services	5 658	8 328	5 160	9 769	9 769	9 769	7 235	6 297	6 602
Consultants and professional services: Business and advisory services	4 068	9 700	21 500	26 718	10 755	10 457	25 718	17 820	20 919
Legal services	3 245	691	1 137	1 495	1 495	1 295	1 114	1 158	1 214
Contractors	398	172	78	400	809	809	355	337	353
Agency and support / outsourced services	8 752	8 314	7 174	36 035	17 269	17 187	45 374	46 501	58 170
Entertainment									
Fleet services (including	8 304	7 583	7 645	9 800	12 100	12 100	10 415	10 614	11 458

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
	2016/17	2017/18	2018/19				2020/21	2021/22	2022/23
government motor transport)									
Inventory: Materials and supplies									
Inventory: Other supplies	1 788								
Consumable supplies	14 156	15 718	7 998	6 280	4 558	4 572	7 829	8 741	10 161
Consumable: Stationery, printing and office supplies	5 070	2 667	1 904	3 811	2 560	2 560	1 924	1 810	1 897
Operating leases	383	840	836	1 373	1 373	1 342	960	1 004	952
Property payments	1 095	6 606	19 020	7 870	8 025	8 066	9 406	7 328	8 179
Travel and subsistence	5 754	6 186	4 295	8 337	7 429	7 425	6 579	6 661	6 879
Training and development	3 207	4 227	3 475	11 649	10 991	10 991	15 901	14 931	19 799
Operating payments	551	1 577	1 685	2 175	2 443	2 478	3 518	4 391	5 854
Venues and facilities	6 842	7 353	6 333	8 924	8 303	8 447	9 994	9 741	11 908
<b>Transfers and subsidies</b>	<b>50 861</b>	<b>26 231</b>	<b>85 481</b>	<b>53 104</b>	<b>74 214</b>	<b>74 445</b>	<b>23 200</b>	<b>3 492</b>	<b>3 660</b>
Provinces and municipalities	49 613	25 136	84 500	52 004	72 004	72 004	22 000	2 226	2 333
Municipalities	49 613	25 136	84 500	52 004	72 004	72 004	22 000	2 226	2 333
Municipalities	49 613	25 136	84 500	52 004	72 004	72 004	22 000	2 226	2 333
Households	1 248	1 095	981	1 100	2 210	2 441	1 200	1 266	1 327
Social benefits	1 248		981	34	2 210	2 441	1 200	1 266	1 327
Other transfers to households		1 095		1 066					
<b>Payments for capital assets</b>	<b>35 769</b>	<b>16 793</b>	<b>7 201</b>	<b>20 292</b>	<b>20 292</b>	<b>20 292</b>	<b>9 714</b>	<b>10 916</b>	<b>11 940</b>
Buildings and other fixed structures	31 600								
Buildings	31 600								
Machinery and equipment	4 169	16 793	7 201	20 292	20 292	20 292	9 714	10 916	11 940
Other machinery and equipment	4 169	16 793	7 201	20 292	19 366	19 366	9 714	10 916	11 940
Software and other intangible assets									
<b>Payments for financial assets</b>	<b>66</b>	<b>64</b>	<b>34</b>						
<b>Total economic classification</b>	<b>482 759</b>	<b>459 781</b>	<b>528 188</b>	<b>592 992</b>	<b>585 015</b>	<b>585 015</b>	<b>614 793</b>	<b>618 784</b>	<b>681 652</b>

TABLE 8.18: PAYMENTS AND ESTIMATES BY ECONOMIC CLASSIFICATION: ADMINISTRATION

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
	2016/17	2017/18	2018/19				2020/21	2021/22	2022/23
<b>Current payments</b>	<b>117 169</b>	<b>115 902</b>	<b>109 786</b>	<b>138 468</b>	<b>137 358</b>	<b>137 127</b>	<b>142 998</b>	<b>144 117</b>	<b>152 966</b>
Compensation of employees	79 573	80 017	78 059	93 825	93 825	93 825	97 567	105 499	113 411
Salaries and wages	70 303	71 494	68 987	84 706	84 706	84 033	85 739	92 702	99 654
Social contributions	9 270	8 523	9 072	9 119	9 119	9 792	11 828	12 797	13 757
Goods and services	37 596	35 885	31 727	44 643	43 533	43 302	45 431	38 618	39 555
Administrative fees	176	161	85	310	105	129	60	87	91
Advertising	4 481	1 718	978	1 250	1 250	1 250	6 200	6 727	7 298
Minor assets	283	173	355	650	653	653	270	442	463

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
	2016/17	2017/18	2018/19				2020/21	2021/22	2022/23
Audit cost:									
External	2 438	2 996	3 002	4 000	4 000	4 000	3 819	3 198	3 354
Bursaries:									
Employees	597	634	983	1 735	1 735	1 735	1 000	1 164	1 219
Catering:									
Departmental activities	388	300	257	293	343	343	331	349	366
Communication (G&S)	4 301	3 676	3 395	3 542	3 542	3 542	3 318	2 884	2 322
Computer services	5 215	5 279	2 390	4 785	4 785	4 785	4 910	3 339	3 502
Consultants and professional services:									
Business and advisory services	715	2 644	2 162	2 951	1 572	1 516	1 469	1 843	1 830
Legal services	2 775	691	1 137	1 495	1 495	1 295	1 114	1 158	1 214
Contractors	195	98	63	315	724	724	250	243	255
Agency and support / outsourced services	354	822	637	400	790	808	1 060	633	663
Entertainment									
Fleet services (including government motor transport)	6 008	6 363	5 927	6 800	9 100	9 100	6 912	6 085	6 210
Inventory: Materials and supplies									
Consumable supplies	2 429	1 266	1 340	1 770	1 310	1 324	749	846	887
Consumable: Stationery, printing and office supplies	2 057	2 269	1 574	2 821	1 933	1 933	1 125	944	989
Operating leases	383	840	836	1 239	1 239	1 208	750	745	681
Property payments	721	831	2 473	2 850	2 520	2 520	6 220	3 363	3 524
Travel and subsistence	2 068	2 376	850	2 613	2 441	2 441	1 934	1 354	1 319
Training and development	1 044	376	823	1 500	873	873	1 400	1 692	1 773
Operating payments	127	1 008	628	1 086	874	874	550	667	699
Venues and facilities	841	1 364	1 832	2 238	1 864	1 864	1 990	855	896
<b>Transfers and subsidies</b>	<b>1 248</b>	<b>1 095</b>	<b>981</b>	<b>1 100</b>	<b>2 210</b>	<b>2 441</b>	<b>1 200</b>	<b>1 266</b>	<b>1 327</b>
Non-profit institutions									
Households	1 248	1 095	981	1 100	2 210	2 441	1 200	1 266	1 327
Social benefits	1 248		981	34	2 210	2 441	1 200	1 266	1 327
Other transfers to households		1 095		1 066					
<b>Payments for capital assets</b>	<b>1 809</b>	<b>7 529</b>	<b>1 023</b>	<b>6 224</b>	<b>6 224</b>	<b>6 224</b>	<b>6 166</b>	<b>5 527</b>	<b>5 792</b>
Machinery and equipment	1 809	7 529	1 023	6 224	6 224	6 224	6 166	5 527	5 792
Other machinery and equipment	1 809	7 529	1 023	6 224	6 224	6 224	6 166	5 527	5 792
Software and other intangible assets									
<b>Payments for financial assets</b>	<b>66</b>	<b>64</b>	<b>34</b>						
<b>Total economic classification</b>	<b>120 292</b>	<b>124 590</b>	<b>111 824</b>	<b>145 792</b>	<b>145 792</b>	<b>145 792</b>	<b>150 364</b>	<b>150 910</b>	<b>160 085</b>

TABLE 17.19: PAYMENTS AND ESTIMATES BY ECONOMIC CLASSIFICATION: LOCAL GOVERNANCE

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
	2016/17	2017/18	2018/19				2020/21	2021/22	2022/23
<b>Current payments</b>	<b>182 809</b>	<b>186 819</b>	<b>199 818</b>	<b>225 532</b>	<b>229 392</b>	<b>229 392</b>	<b>296 495</b>	<b>315 390</b>	<b>352 044</b>
Compensation of employees	160 942	168 893	178 582	192 192	192 192	192 192	207 897	225 013	241 890
Salaries and wages	136 809	143 239	151 156	163 036	162 936	162 936	175 671	190 146	204 407
Social contributions	24 133	25 654	27 426	29 156	29 256	29 256	32 226	34 867	37 483
Goods and services	21 867	17 926	21 236	33 340	37 200	37 200	88 598	90 377	110 154
Administrative fees	58	81	115	227	205	205	371	441	462
Advertising	4 258	340	3 527	870	6 780	6 860	23 770	24 345	27 314
Minor assets	26	106		233	163	163			
Audit cost: External	189								
Bursaries: Employees		216							
Catering: Departmental activities	46	101	278	218	218	256	398	283	297
Communication (G&S)	3 257	4 388	3 966	6 500	6 500	6 500	6 852	6 799	7 123
Computer services	295	309	315	390	390	390	325	389	308
Consultants and professional services: Business and advisory services	7		1 428	1 075	675	433	1 350	1 610	2 187
Legal services	306								
Contractors	1			5	5	5	5	5	5
Agency and support / outsourced services	6 122	3 735	3 263	7 489	6 489	6 389	33 808	33 586	42 535
Entertainment									
Fleet services (including government motor transport)	512								
Consumable supplies	41	645	882	1 410	689	689	880	977	1 024
Consumable: Stationery, printing and office supplies	1 677	153		220	200	200	15	39	41
Property payments	15								
Travel and subsistence	1 505	1 714	2 175	2 962	2 300	2 300	2 583	2 950	3 091
Training and development	1 685	3 091	2 170	7 405	7 645	7 645	10 868	10 370	14 019
Operating payments	303	298	784	683	1 163	1 163	2 322	3 050	4 449
Venues and facilities	1 564	2 749	2 333	3 653	3 138	3 362	5 051	5 533	7 299
<b>Transfers and subsidies</b>	<b>13 913</b>	<b>23 136</b>	<b>5 000</b>	<b>5 000</b>	<b>5 000</b>	<b>5 000</b>		<b>2 226</b>	<b>2 333</b>
Provinces and municipalities	13 913	23 136	5 000	5 000	5 000	5 000		2 226	2 333
Municipalities	13 913	23 136	5 000	5 000	5 000	5 000		2 226	2 333
Municipalities	13 913	23 136	5 000	5 000	5 000	5 000		2 226	2 333
<b>Payments for capital assets</b>		<b>5 000</b>							
Machinery and equipment		5 000							
Other machinery and equipment		5 000							
<b>Payments for financial assets</b>									

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
	2016/17	2017/18	2018/19				2020/21	2021/22	2022/23
<b>Total economic classification</b>	<b>196 722</b>	<b>214 955</b>	<b>204 818</b>	<b>230 532</b>	<b>234 392</b>	<b>234 392</b>	<b>296 495</b>	<b>317 616</b>	<b>354 377</b>

TABLE 7.20: PAYMENTS AND ESTIMATES BY ECONOMIC CLASSIFICATION: DEVELOPMENT PLANNING

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
	2016/17	2017/18	2018/19				2020/21	2021/22	2022/23
<b>Current payments</b>	<b>86 028</b>	<b>102 703</b>	<b>112 463</b>	<b>137 700</b>	<b>105 863</b>	<b>105 863</b>	<b>120 016</b>	<b>120 941</b>	<b>134 623</b>
Compensation of employees	52 013	58 763	62 145	61 227	61 974	61 974	63 301	67 818	72 167
Salaries and wages	46 089	52 187	55 208	54 173	54 846	54 846	55 838	59 808	63 672
Social contributions	5 924	6 576	6 937	7 054	7 128	7 128	7 463	8 010	8 495
Goods and services	34 015	43 940	50 318	76 473	43 889	43 889	56 715	53 123	62 456
Administrative fees	44	126	42	900	650	614	460	431	482
Advertising	5 703	3 616	434	2 675	2 335	2 335	3 300	3 616	4 290
Minor assets	466	1 552	203	192	147	147	100	253	265
Catering: Departmental activities	1 163	348	369	277	827	871	560	558	593
Communication (G&S)	113	308		245	278	278	150	192	201
Computer services	148	2 740	2 455	4 594	4 594	4 594	2 000	2 569	2 792
Consultants and professional services: Business and advisory services	3 346	7 056	17 910	22 692	8 508	8 508	21 499	14 367	16 902
Legal services	162								
Contractors	202	74	15	80	80	80	100	89	93
Agency and support / outsourced services	1 811	2 966	1 701	26 646	8 596	8 596	8 635	8 920	10 648
Fleet services (including government motor transport)	1 784	1 220	1 718	3 000	3 000	3 000	3 503	4 529	5 248
Inventory: Other supplies	1 788								
Consumable supplies	11 548	13 497	5 741	3 100	2 509	2 509	6 200	6 918	8 250
Consumable: Stationery, printing and office supplies	1 218	175	312	260	260	260	274	289	303
Property payments	359	5 773	16 547	5 020	5 505	5 546	3 186	3 965	4 655
Travel and subsistence	1 688	1 420	958	1 875	1 695	1 691	1 306	1 543	1 616
Training and development	396	586	482	2 244	2 244	2 244	2 766	1 882	2 773
Operating payments	121	271	255	406	406	441	646	674	706
Venues and facilities	1 955	2 212	1 176	2 133	2 101	2 021	1 820	2 069	2 368
<b>Transfers and subsidies</b>	<b>35 700</b>	<b>2 000</b>	<b>79 500</b>	<b>47 004</b>	<b>67 004</b>	<b>67 004</b>	<b>22 000</b>		
Provinces and municipalities	35 700	2 000	79 500	47 004	67 004	67 004	22 000		
Municipalities	35 700	2 000	79 500	47 004	67 004	67 004	22 000		
Municipalities	35 700	2 000	79 500	47 004	67 004	67 004	22 000		
<b>Payments for capital assets</b>	<b>33 960</b>	<b>4 264</b>	<b>6 178</b>	<b>14 068</b>	<b>14 068</b>	<b>14 068</b>	<b>3 548</b>	<b>5 389</b>	<b>6 148</b>
Buildings and other fixed structures	31 600								



Buildings	31 600								
Machinery and equipment	2 360	4 264	6 178	14 068	14 068	14 068	3 548	5 389	6 148
Transport equipment					926	926			
Other machinery and equipment	2 360	4 264	6 178	14 068	13 142	13 142	3 548	5 389	6 148
Payments for financial assets									
<b>Total economic classification</b>	<b>155 688</b>	<b>108 967</b>	<b>198 141</b>	<b>198 772</b>	<b>186 935</b>	<b>186 935</b>	<b>145 564</b>	<b>126 330</b>	<b>140 771</b>

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
	2016/17	2017/18	2018/19				2020/21	2021/22	2022/23
<b>Current payments</b>	<b>86 028</b>	<b>102 703</b>	<b>112 463</b>	<b>137 700</b>	<b>105 863</b>	<b>105 863</b>	<b>120 016</b>	<b>120 941</b>	<b>134 623</b>
Compensation of employees	52 013	58 763	62 145	61 227	61 974	61 974	63 301	67 818	72 167
Salaries and wages	46 089	52 187	55 208	54 173	54 846	54 846	55 838	59 808	63 672
Social contributions	5 924	6 576	6 937	7 054	7 128	7 128	7 463	8 010	8 495
Goods and services	34 015	43 940	50 318	76 473	43 889	43 889	56 715	53 123	62 456
Administrative fees	44	126	42	900	650	614	460	431	482
Advertising	5 703	3 616	434	2 675	2 335	2 335	3 300	3 616	4 290
Minor assets	466	1 552	203	192	147	147	100	253	265
Catering: Departmental activities	1 163	348	369	277	827	871	560	558	593
Communication (G&S)	113	308		245	278	278	150	192	201
Computer services	148	2 740	2 455	4 594	4 594	4 594	2 000	2 569	2 792
Consultants and professional services: Business and advisory services	3 346	7 056	17 910	22 692	8 508	8 508	21 499	14 367	16 902
Legal services	162								
Contractors	202	74	15	80	80	80	100	89	93
Agency and support / outsourced services	1 811	2 966	1 701	26 646	8 596	8 596	8 635	8 920	10 648
Fleet services (including government motor transport)	1 784	1 220	1 718	3 000	3 000	3 000	3 503	4 529	5 248
Inventory: Other supplies	1 788								
Consumable supplies	11 548	13 497	5 741	3 100	2 509	2 509	6 200	6 918	8 250
Consumable: Stationery, printing and office supplies	1 218	175	312	260	260	260	274	289	303
Property payments	359	5 773	16 547	5 020	5 505	5 546	3 186	3 965	4 655
Travel and subsistence	1 688	1 420	958	1 875	1 695	1 691	1 306	1 543	1 616
Training and development	396	586	482	2 244	2 244	2 244	2 766	1 882	2 773
Operating payments	121	271	255	406	406	441	646	674	706
Venues and facilities	1 955	2 212	1 176	2 133	2 101	2 021	1 820	2 069	2 368
<b>Transfers and subsidies</b>	<b>35 700</b>	<b>2 000</b>	<b>79 500</b>	<b>47 004</b>	<b>67 004</b>	<b>67 004</b>	<b>22 000</b>		
Provinces and municipalities	35 700	2 000	79 500	47 004	67 004	67 004	22 000		
Municipalities	35 700	2 000	79 500	47 004	67 004	67 004	22 000		

Municipalities	35 700	2 000	79 500	47 004	67 004	67 004	22 000		
Payments for capital assets	33 960	4 264	6 178	14 068	14 068	14 068	3 548	5 389	6 148
Buildings and other fixed structures	31 600								
Buildings	31 600								
Machinery and equipment	2 360	4 264	6 178	14 068	14 068	14 068	3 548	5 389	6 148
Transport equipment					926	926			
Other machinery and equipment	2 360	4 264	6 178	14 068	13 142	13 142	3 548	5 389	6 148
Payments for financial assets									
Total economic classification	155 688	108 967	198 141	198 772	186 935	186 935	145 564	126 330	140 771

TABLE 7.21: PAYMENTS AND ESTIMATES BY ECONOMIC CLASSIFICATION: TRADITIONAL INSTITUTIONAL MANAGEMENT

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
	2016/17	2017/18	2018/19				2020/21	2021/22	2022/23
Current payments	10 057	11 269	13 405	17 896	17 896	17 896	22 370	23 928	26 419
Compensation of employees	5 170	7 555	9 746	13 094	13 094	13 094	15 305	16 385	17 614
Salaries and wages	4 530	6 693	8 857	10 877	10 877	10 877	12 966	13 874	14 915
Social contributions	640	862	889	2 217	2 217	2 217	2 339	2 511	2 699
Goods and services	4 887	3 714	3 659	4 802	4 802	4 802	7 065	7 543	8 805
Administrative fees			18						
Advertising		61							
Minor assets				5					
Catering: Departmental activities	1 107	602	693	500	700	700	528	558	485
Legal services	2								
Agency and support / outsourced services	465	791	1 573	1 500	1 394	1 394	1 871	3 362	4 324
Consumable supplies	138	310	35		50	50			
Consumable: Stationery, printing and office supplies	118	70	18	510	167	167	510	538	564
Travel and subsistence	493	676	312	887	993	993	756	814	853
Training and development	82	174		500	229	229	867	987	1 234
Venues and facilities	2 482	1 028	992	900	1 200	1 200	1 133	1 284	1 345
Transfers and subsidies									
Payments for capital assets									
Payments for financial assets									
Total economic classification	10 057	11 269	13 405	17 896	17 896	17 896	22 370	23 928	26 419

TABLE 7.22: PAYMENTS AND ESTIMATES BY ECONOMIC CLASSIFICATION: EPWP INTEGRATED GRANT

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
	2016/17	2017/18	2018/19				2020/21	2021/22	2022/23
Current payments									

Transfers and subsidies	2 000	2 000	2 000	2 004	2 004	2 004	2 000
Payments for capital assets							
Payments for financial assets							
<b>Total economic classification</b>	<b>2 000</b>	<b>2 000</b>	<b>2 000</b>	<b>2 004</b>	<b>2 004</b>	<b>2 004</b>	<b>2 000</b>

TABLE 7.23: TRANSFERS TO LOCAL GOVERNMENT BY CATEGORY AND MUNICIPALITY: COOPERATIVE GOVERNANCE AND TRADITIONAL AFFAIRS

R thousand	Outcome			Main appropriation	Adjusted appropriation 2019/20	Revised estimate	Medium-term estimates		
	2016/17	2017/18	2018/19				2020/21	2021/22	2022/23
<b>Category A</b>									
<b>Category B</b>	<b>44 084</b>	<b>25 136</b>	<b>27 000</b>	<b>5 504</b>	<b>25 504</b>	<b>25 504</b>	<b>2 000</b>	<b>1 500</b>	<b>1 572</b>
Emfuleni	17 384	1 500	750	750	20 750	20 750			
Midvaal									
Lesedi	1 500	1 000	2 250	2 254	2 254	2 254	500		
Mogale City			500	500	500	500	1 000	750	786
Merafong City	2 000	1 000	22 000	2 000	2 000	2 000	500	750	786
Rand West City	23 200	21 636	1 500						
<b>Category C</b>	<b>5 529</b>		<b>57 500</b>	<b>46 500</b>	<b>46 500</b>	<b>46 500</b>	<b>20 000</b>	<b>726</b>	<b>761</b>
Sedibeng District Municipality									
West Rand District Municipality	5 529		57 500	46 500	46 500	46 500	20 000	726	761
Unallocated									
<b>Total transfers to municipalities</b>	<b>49 613</b>	<b>25 136</b>	<b>84 500</b>	<b>52 004</b>	<b>72 004</b>	<b>72 004</b>	<b>22 000</b>	<b>2 226</b>	<b>2 333</b>

