

Vision 2030



Province of the
EASTERN CAPE
REPUBLIC OF SOUTH AFRICA

SERVICE DELIVERY IMPROVEMENT PLAN (2016/19)

“Strengthening the Developmental State and Governance”

Produced by:
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TABLE OF CONTENTS

1. INTRODUCTION	4
2. VISION	5
3. MISSION	5
4. VALUES	5
5. LEGISLATIVE AND OTHER MANDATES	6
6. MAIN/ KEY SERVICES	9
7. PROCESS FOLLOWED IN DEVELOPING THE SDIP	9
8. SITUATIONAL ANALYSIS AND PROBLEM STATEMENT	10
9. PROCESS MAPPING	12
10. SERVICE BENEFICIARIES (CUSTOMERS AND STAKEHOLDERS)	12
11. SERVICE DELIVERY IMPROVEMENT PLAN	13
TABLE 1: SUPPORT STRATEGIES AND CAPACITY FOR LOCAL ECONOMIC DEVELOPMENT (LED) AND URBAN AND RURAL DEVELOPMENT TO CREATE DECENT WORK AND SUSTAINABLE LIVELIHOODS.	13
TABLE 2: IMPROVE MUNICIPAL CAPACITY FOR INFRASTRUCTURE DEVELOPMENT PROGRAMMES IN RELATION TO PROVISION OF FREE BASIC SERVICES	17
TABLE 3: FACILITATE PARTICIPATION OF TRADITIONAL INSTITUTIONS AND TRADITIONAL COMMUNITIES IN DEVELOPMENTAL INITIATIVES	19
12. SERVICE DELIVERY CHARTER OF THE DEPARTMENT OF CO-OPERATIVE GOVERNANCE & TRADITIONAL AFFAIRS	22
12.1. DEPARTMENTS CONTACT DETAILS	22
12.2. THE DEPARTMENT'S SPECIFIC SERVICE STANDARDS LINKED TO CORE FUNCTIONS	23
12.3. GENERIC STANDARDS THAT EVERY EMPLOYEE OF THE DEPARTMENT NEEDS TO ADHERE TO:	23
12.4. HOW YOU CAN HELP?	24
12.5. INTERNAL AND EXTERNAL REVIEW	24
12.6. FEEDBACK ON OUR SERVICE	24
12.7. COMPLAINTS ABOUT SERVICES	24
12.8. A STATEMENT OF PEOPLE OR CITIZEN'S OBLIGATION	25
ANNEXURE "A": PROCESS MAPS	26

1. INTRODUCTION

The development of the SDIP is based on the premise, as per Section 195(5) of the South African Constitution (1996), which states that “the public administration must be governed by the democratic values and principles”. These principles are as follows:

- A high standard of professional ethics must be promoted and maintained
- Efficient, economic and effective use of resources must be promoted
- Public administration must be development-oriented
- Services must be provided impartially, fairly, equitably and without bias
- People’s needs must be responded to, and the public must be encouraged to participate in policy-making
- Public administration must be accountable
- Transparency must be fostered by providing the public with timely, accessible and accurate information
- Good human-resource management and career-development practices, to maximise human potential, must be cultivated
- Public administration must be broadly representative of the South African people, with employment and personnel management practices based on ability, objectivity, fairness, and the need to redress the imbalances of the past to achieve broad representation”

The implementation of these principles is governed by a Regulatory Framework, which includes the following, (but not limited to):

- Public Service Act, 1994 (Act No. 103 of 1994)
- Public Service Commission Act, 1997 (Act No. 46 of 1997)
- Public Service Laws Amendment Act, 1998 (Act No. 86 of 1998)
- Public Service Amendment Act, 1999 (Act No. 5 of 1999)
- Promotion of Administrative Justice Act, 2000 (Act No. 3 of 2000)
- Public Service Regulations, 2001
- White Paper on the Transforming Public Service Delivery (Batho Pele), 1997
- White Paper on Human Resource Management in the Public Service, 1997
- Public Finance Management Act, 1999 (Act No. 1 of 1999)

This Regulatory Framework is supported by an integrated system of management functions, which includes strategic planning, human resource planning, financial planning, and performance management, among others; known as the Public Service Management Framework (PSMF).

State Departments are required to develop the SDIP, monitor and report on its implementation to the Department of Public Service and Administration (DPSA); as per Part III.C.1 and Part III.C.2 of the Public Service Regulations (2001). **The intention of SDIP is for public servants to strive for excellence in service delivery and commit to continuous service delivery improvement.** It seeks to improve the nature or quality of the actual service being provided and the manner in which the service is delivered.

The White Paper on the Transformation of Public Service Delivery (Batho Pele) :- Service Standards: Citizens should be told of what level and quality of public services they will receive so that they are aware of what to expect.

Service Delivery Improvement Plan (SDIP) Objectives

The Department of Cooperative Governance and Traditional Affairs- Eastern Cape (DCoGTA) SDIP 2016-2019 aims to:

- i. Outline the key service(s) that the Department provides
- ii. Identify the key service(s) that the Department will focus on improving
- iii. Provide the current standards for the focus service

Particulars of Champion/Team Members

The schedule hereunder reflects the Team Members for DCoGTA that facilitated the co-ordination of this process as well as deal with issue of quality assurance of the document.

NAME	DESIGNATION	COMPONENT
Mr M.C. Giyose	Director	Organisational Transformation
Mr W.V. Galli	Director	Strategic Planning
Mr M. Ngam	Director	Corporate Communications
Mr L.Marwede	Deputy Director	Organisational Development

2. VISION

An integrated, capable, responsive and accountable local government and traditional institution system focusing on the needs of the community.

3. MISSION

To promote a developmental local state and traditional institutions that are accountable, focused on citizen's priorities; capable of delivering high-quality services consistently and sustainably through local government and participatory democracy.

4. VALUES

Our values are people orientated and are based on the Batho Pele Principles.

VALUES	DEFINITION
Consultation	We always consult our customers on the level, quality and choices of the services we offer.
Quality	We set high standards geared towards effective and efficient service delivery.
Equality	We shall give equal access to our services to all, with special emphasis on targeted groups.
Professionalism	We believe that our customers are entitled to be treated courteously and with the highest level of professionalism.
Highest ethical standards	We shall always maintain zero tolerance towards fraud and corruption.
Staff our greatest assets	We believe that our employees are integral to the success of the Department and we will at all times endeavour to ensure that their organizational needs are satisfied.
Responsiveness	We pledge to respond speedily and effectively to the needs of stakeholders and communities.

5. LEGISLATIVE AND OTHER MANDATES

The legislative mandates of the DCoGTA are derived from the Republic of South Africa Constitution and other relevant legislation to the Department as outlined below:

Table 1: Developmental Local Government Legislative and other Mandates

PROGRAMME	LEGISLATION	DESCRIPTION
All Programmes	PFMA, 1999 (Act No 1 of 1999)	Financial management, good governance and accountability
Developmental Local Government	Constitution, 1996 (Act No. 108 of 1996 Section 154, Section 155 (5, 6 and 7)	The National Government and Provincial Governments, by legislative and other measures, must support and strengthen the capacity of Municipalities to manage their own affairs, to exercise their powers and perform their function. Provincial legislation must determine the different types of Municipalities to be established in the Province. Provincial Government must establish Municipalities and by legislative and other measures must: Provide for the monitoring and support of local government in the Province; and Promote the development of local government capacity to enable Municipalities to perform their functions and manage their own affairs. Provincial Government have the legislative and executive authority to see to the effective performance by Municipalities of their function in respect of matters listed in Schedule 4 and 5, by regulating the exercise by municipalities of their executive authority referred to in section 156 (1)"
	Local Government: Transition Act, 1993	Provides for revised interim measures with a view to promoting the re-structuring of Local Government and for that purpose to provide for the establishment of Provincial Committees for Local Government as well as the establishment and appointment of Transitional Councils in the pre-interim phase
	Local Government: Municipal Structures Act, 117 of 1998 as amended	Provides for the establishment of municipalities in accordance with the requirements relating to and types of municipalities; provides for an appropriate division of functions and powers between categories of municipality; regulates the internal systems, structures and office-bearers of municipalities
	Local Government: Municipal Systems Act, 32 of 2000 as amended	Provides for the core principles, mechanisms, and processes that are necessary to enable municipalities to move progressively towards the social and economic upliftment of local communities and ensure universal access to essential services that are affordable to all
	Local Government: Municipal Finance Management Act, 1 of 2003	Provides for the governance of municipal financing, minimising the opportunity for undue political influence
	Local Government: Municipal Property Rates Act, 6 of 2004	Provides compilation of municipal valuation roll and development of rates policy
	Local Government: Municipal Demarcation Act, 27 of 1998 as	Provides for criteria and procedures for the determination of municipal boundaries by an independent authority

PROGRAMME	LEGISLATION	DESCRIPTION
	amended	
	Disaster Management Act, 57 of 2002	To provide for an integrated and co-ordinated disaster management policy

Table 2: Traditional Affairs Legislative and other Mandates

PROGRAMME	LEGISLATION	DESCRIPTION
Traditional Affairs	Constitution, 1996 (Act No. 108 of 1996) Section 211 and 212	It provides for the recognition and roles of traditional leaders
	House of Traditional Leaders Act, 1995 (Act No. 1 of 1995)	It provides for the establishment of the House of Traditional Leaders
	Traditional Leadership and Governance Framework Act, 2003 (Act No. 41 of 2003)	To provide for the functions and roles of traditional leaders
	Provincial Traditional Leadership and Governance Act, 2005 (Act No. 4 of 2005)	To provide for the recognition of traditional communities; establishment and recognition of traditional councils; a statutory framework for leadership positions within the institution of traditional leadership, the recognition of traditional leaders and the removal from office of traditional leaders; functions and roles of traditional leaders

Other National and Provincial Laws and Policies

The following are other mandates, legislation and policy guidelines that guide the mandate of the DCoGTA:

- Division of Revenue Act No. 28 of 1998 and No. 30 of 1999
- Eastern Cape Draft Disaster Management Policy Framework
- EIA Regulations: Implementation of Sections 21, 22, 26 of the Environment Conservation Act, April 1998
- Fire Brigade Services Amendment Act 14 of 2000
- Free Basic Energy Policy
- Free Basic Water Policy
- General Recognised Accounting Practice
- Growth, Employment and Redistribution (GEAR): A Macro- economic Strategy, 1996
- Guidelines for the Implementation of Free Basic Services (FBS)
- Guidelines for the National Indigent Policy
- Integrated Sustainable Rural Development Strategy
- Inter-governmental Relations Framework, Act No. 13 of 2005
- Land Survey Act No. 8 of 1997
- Land Use Management Bill
- Land Use Planning Ordinance 15 of 1985
- Land Use Regulations Ordinance 15 of 1987
- Local Government White Paper
- Minimum Information Security Standards
- Municipal Comprehensive Infrastructure Management Framework
- Municipal Comprehensive Infrastructure Planning Framework
- Municipal Infrastructure Grant Policy Framework
- Municipal Infrastructure Investment Framework
- National Disaster Management Policy Framework
- National Environmental Management Act, Act No 107 of 1998
- National Integrated Development Plan Guide Pack (Volumes 0 - 7)
- National Integrated Development Plan Guide Pack (Volumes 0 - 7)
- National Spatial Development Perspective
- National Treasury Practice Notes
- Occupational Health and Safety Act No. 85 of 1993
- Operational Guide for Nodal Urban Recourse Practitioners
- Policy Guidelines for Implementing Local Economic Development in South Africa
- 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
- Promotion of Equality and Prevention of Unfair Discrimination Act No. 4 of 2000
- Provincial Growth and Development Plan
- Provincial Spatial Development Plan
- Reconstruction and Development Programme (RDP), 1994
- Re-determination of the Boundaries of Cross-boundary Municipalities Act No. 6 of 2005
- Regulation in terms of Municipal Property Rates Act
- Spatial Planning and Land Use Management Act, Act No 16 of 2013
- State Information Technology Agency Act No. 88 of 1998
- Strategic Framework for Water Services
- Townships Ordinance 33 of 1934
- Transfer of staff to Municipalities Act No. 17 of 1998
- Urban Renewable Implementation Framework
- White Paper on Disaster Management

Mandate of Cooperative Governance

The mandate of the Department as outlined by Cabinet is as follows:

- To coordinate all organs of state to ensure maximum impact;
- Interventionist approach;
- Improved internal and external cooperation and outcomes based Inter- Governmental Relations Structures; Ensure single window of coordination and regulation of national, provincial and local government. In essence the mandate of the Department has been equated to the cog of the wheel, standing at the centre of integrated planning, development and to strengthen municipal IDPs.

6. MAIN/KEY SERVICES

6.1 The main/key services for DCoGTA are tabulated hereunder:

- Assess performance and capacity of municipalities
- Facilitate the turnaround of audit outcomes of municipalities
- Promote transformation, accountability and good governance in municipalities
- Support municipalities on co-operative governance and the development of credible IDPs
- Strengthen and improve Spatial Development Framework
- Support strategies and capacity for LED, Urban and Rural Development to create decent work and sustainable livelihoods
- Support the accelerating of service delivery to support the poor and vulnerable
- Improve municipal capacity for infrastructure development programmes
- Improve disaster, fire and emergency services
- Coordinate, monitor, report and evaluate municipal support programmes
- Improve and strengthen indigent strategies
- Facilitate and support the transformation and development of effective Traditional Institutions

6.2 Amongst the above main/key services for the Department, the following are considered for SDIP. These services are outward looking rather than internal.

- Support strategies and capacity for Local Economic Development (LED) and Urban and Rural development to create decent work and sustainable livelihoods;
- Improve municipal capacity for infrastructure development programmes in relation to provision of Free Basic Services;
- Facilitate participation of traditional institutions and traditional communities in developmental initiatives

7. PROCESS FOLLOWED IN DEVELOPING THE SDIP

The Department had attended last year a SDIP session facilitated by DPSA with the assistance of OTP in relation to development of SDIP document and templates as well as reporting requirements. The session emanated from challenges experienced by Departments in the development of SDIP as well as monitoring its implementation on an on-going basis.

The SDIP document had been integrated with the updated Strategic Planning Document 2015-2020, Annual Performance Plan 2016/19 and Operational Plan 2016/17.

The consultation was done with Departmental management, employees and key stakeholders on an on-going basis.

It should further be noted that extensive consultation was also done with line managers responsible for three key services considered by the Department for SDIP for the purpose of information gathering and verification.

8. SITUATIONAL ANALYSIS AND PROBLEM STATEMENT

DCoGTA unique mandate is derived from the Constitution of the Republic of South Africa (1996), Section 154, to support and strengthen the capacity of municipalities to be able to:

- Manage their own affairs
- Exercise their powers and
- Perform their functions.

Furthermore, the Department is responsible for the recognition and role of traditional leaders according to the Constitution (1996) of the Republic of South Africa, Chapter 12.

In carrying out its mandate, DCoGTA has taken giant strides in supporting all Municipalities and Traditional Leadership Institutions in the Province. In today's changing global context, with new opportunities and challenges facing poor rural people, pursuing this mandate calls for honing DCoGTA's strategies and instruments to achieve greater and more sustainable impact. This does not entail radical changes in what DCoGTA does. Rather, it requires building on what the Department has learned about rural poverty reduction, reduce unemployment and eliminate inequality by better leveraging its comparative advantages together with a range of partners. It is informed by the Medium Term Strategic Framework (MTSF) 2014-2019 issued by the National Department of Cooperative Governance and Traditional Affairs, DPME and National Planning Commission.

The Department is committed to report on development support given to the Municipalities and Traditional Leadership Institutions in the Eastern Cape to improve service delivery.

Outcome 9 [2014-2019]: “Responsive, accountable, effective and efficient developmental local government system” has been issued in line with the National Development Plan 2030 which serves as a guiding document for the development of the Strategic Plan for the next five (5) years. The Department is implementing programmes/ projects/ interventions to achieve the key performance areas of Outcome 9. Outcome 9 comprised of 5 sub-outcomes which are aimed at assisting the Department to fast-track the support provisioning to the municipalities to be able to deliver on their individual mandates and yet remain accountable. The Department added sub-outcome 6 to ensure good strategic alignment of the work to be done by Traditional Affairs Programmes 4 and 5.

Hereunder are the 6 sub-outcomes:

- i. **Sub-outcome 1:** Members of society have sustainable and reliable access to basic services.
- ii. **Sub-outcome 2:** Intergovernmental and democratic governance for a functional system of cooperative governance and participatory democracy strengthened
- iii. **Sub-outcome 3:** Sound financial and administrative management
- iv. **Sub-outcome 4:** Promotion of social and economic development
- v. **Sub-outcome 5:** Local public employment programmes expanded through the Community Work Programme
- vi. **Sub-outcome 6:** Transformation of the traditional leadership institutions to implement the developmental objectives to improve the socio-economic growth of rural communities.

Implementation and Alignment to Back-to-Basics Programme [B2B]

The Eastern Cape municipalities have made tremendous progress in delivering water, electricity, sanitation and refuse removal at a local level. These rates of delivery are unprecedented in world-wide terms. The Constitution and other legislations spell out our responsibilities and tasks that are focused at improving the service delivery environment and ultimately enhance social, rural and economic development some municipalities and traditional leadership institutions perform them well, but others don't. The Department as the major coordinator of service delivery to the municipalities and traditional leadership institutions is raising the bar to provide sustainable support to the Eastern Cape Municipalities which have welcomed the adoption and implementation of the new Back-to-Basics programme to fast-track service delivery and respond to developmental needs of the communities.

The Department together with the Municipalities and Traditional Leadership Institutions have put together an acceptable level of performance which requires the following:

- **Put people and their concerns first** and ensure constant contact with communities through effective public participation platforms. This is the explicit essence of the 'back to basics' programme.
- **Create conditions for decent living by consistently delivering municipal services to the right quality and standard.** This includes planning for and delivery of infrastructure and amenities, maintenance and upkeep, including the budgeting to do this. Ensure no failures in services and where there are, restore services with urgency.
- **Be well governed and demonstrate good governance and administration** – cut wastage, spend public funds prudently, hire competent staff, ensure transparency and accountability.
- **Ensure sound financial management and accounting.**
- **Building institution and administrative capabilities.**

Our transformational agenda recognises that there are widely divergent levels of performance between different categories of municipalities – in terms of services, public engagement, good governance, financial management and technical capacity. The aim is to encourage all municipalities to become positively functional centres of good governance. DCoGTA has set proper standards for municipal performance improvement which are articulated into importance levels for immediate response as outlined below:

- **Importance 1:** For those municipalities in a dysfunctional state the Department is aimed at performing at the very least of the basic functions of local government. This will be done through the enforcement application of relevant current policies and legislation, systematically managing performance and accountability, and ensuring that there are consequences for underperformance. Minimum performance requirements include ensuring the proper functioning of council structures and council processes, the provision of basic services, and the appointment of competent staff – these are non-negotiable.
- **Importance 2:** For those municipalities who are functional but are not doing well enough in critical areas of service, the Department will support municipalities to progress to a higher path of performance and results. Consistent to the latter, the focus will be on building strong municipal administrative systems and processes, and ensuring that administrative positions are filled with competent and committed people whose performance is closely monitored. The oversight system for local government will be improved and measures will be taken to ensure that municipalities engage properly with their communities.
- **Importance 3:** The National Departments of Cooperative Governance and Traditional Affairs and National Treasury will incentivise municipalities that are performing well by giving them greater flexibility and control over their resources and grants, and encourage them to move beyond the basics and transform the local space economy, integrate and densify our communities to improve sustainability.

The Department is equally able to provide support to municipalities to perform their mandated duties efficiently, effectively and economically for the benefit of the communities. The Department will implement the Integrated Urban Development Programme and SPLUMA to ensure effective alignment of our national economic, environment and social programmes with those of our municipalities.

- **Importance 4:** There will be a targeted and vigorous response to corruption and fraud, and a zero tolerance approach to ensure that these practices are rooted out. Supply chain management practices in municipalities will be closely scrutinized. Where corruption and mismanagement have been identified, there will be no hesitation to make sure these are decisively dealt with through provisions such as asset forfeiture and civil claims.

Since the introduction of the B2B programme the Department has since made good progress in operationalising and aligning of B2B into the Departmental strategic planning documents. The winning points have been the ability to widen the scope of B2B from that one of regarding B2B as a once off event to a sound framework linked to the Batho Pele Principles into highlighting the targeted B2B (16) municipalities, drawing also from those prioritised municipalities (refer to Annual Operational Plan 2016/17). Furthermore, the Department has indeed taken seriously the Ten (10) Point Plan of B2B which emanated from the Local Government MinMEC engagement in 2015 which is a positive response into finding appropriate means of aligning the B2B to each Department's plans in order to fast the quality and speed of service delivery.

9. PROCESS MAPPING

The process maps in relation to the Main/Key Services considered by DCoGTA for SDIP are attached as Annexure "A" to this document.

10. SERVICE BENEFICIARIES (CUSTOMERS AND STAKEHOLDERS)

- Political Office Bearer/Executive Council.
- Municipalities.
- Traditional Institutions/Leaders.
- National Departments.
- International governments.
- Provincial Departments.
- Eastern Cape Provincial Legislature.
- Chapter 9 Institutions of the Constitution of the Republic of South Africa.
- Municipal stakeholders.
- Financial Institutions.
- Educational Institutions.
- Donor organisations.
- Partners.
- Organized labour.
- Suppliers.
- Communities.

11. SERVICE DELIVERY IMPROVEMENT PLAN

Table 1: Support strategies and capacity for Local Economic Development (LED) and Urban and Rural development to create decent work and sustainable livelihoods.

KEY SERVICE	SERVICE BENEFICIARY	CURRENT STANDARD			DESIRED STANDARD								
		2015/16			2016/17			2017/18			2018/19		
Support strategies and capacity for Local Economic Development (LED) and Urban and Rural development to create decent work and sustainable livelihoods	Municipalities	42 200 work opportunities created through the CWP			42 000 work opportunities created through the CWP			45 000 work opportunities created through the CWP			50 000 work opportunities created through the CWP		
		8 municipalities supported to develop and implement Local Economic Development Strategies			8 municipalities supported to develop and implement Local Economic Development Strategies			8 municipalities supported to develop and implement Local Economic Development Strategies			8 municipalities supported to develop and implement Local Economic Development Strategies		
		6 municipalities monitored to reduce cost of doing business through			6 municipalities monitored to reduce cost of doing business through Red Tape intervention			6 municipalities monitored to reduce cost of doing business through Red Tape intervention			6 municipalities monitored to reduce cost of doing business through Red Tape intervention		
		Red Tape intervention			6 municipalities supported to supplement LED capacity			6 municipalities supported to supplement LED capacity			6 municipalities supported to supplement LED capacity		
		23 municipalities supported to supplement LED capacity			7 Towns supported to promote revitalisation programme.			7 Towns supported to promote revitalisation programme.			7 Towns supported to promote revitalisation programme.		
		7 Towns supported to promote revitalisation programme.			7 Towns supported to promote revitalisation programme.			7 Towns supported to promote revitalisation programme.			7 Towns supported to promote revitalisation programme.		

Quantity:

KEY SERVICE	SERVICE BENEFICIARY	CURRENT STANDARD		DESIRED STANDARD		
		2015/16	2016/17	2017/18	2018/19	
		Implementable, credible LED strategies in compliance with National LED Framework.	Implementable, credible LED strategies in compliance with National LED Framework.	Implementable, credible LED strategies in compliance with National LED Framework.	Implementable, credible LED strategies in compliance with National LED Framework.	Implementable, credible LED strategies in compliance with National LED Framework.
	Quality:	Integrated and coherent LED support.				
	<ul style="list-style-type: none"> Consultation 	Bottom-up planning and involvement of all relevant stakeholders in decision making.	Bottom-up planning and involvement of all relevant stakeholders in decision making.	Bottom-up planning and involvement of all relevant stakeholders in decision making.	Bottom-up planning and involvement of all relevant stakeholders in decision making.	Bottom-up planning and involvement of all relevant stakeholders in decision making.
	Access	Existing communication plan				
		Availability of database and Access to information.				
	<ul style="list-style-type: none"> Courtesy 	Timeous access to information by all beneficiaries	Timeous access to information by all beneficiaries.			
	<ul style="list-style-type: none"> Open & Transparency 	Transparency and openness on how LED budget has been spent for service delivery in all designated municipalities nodal areas.	Transparency and openness on how LED budget has been spent for service delivery in all designated municipalities nodal areas.	Transparency and openness on how LED budget has been spent for service delivery in all designated municipalities nodal areas.	Transparency and openness on how LED budget has been spent for service delivery in all designated municipalities nodal areas.	Transparency and openness on how LED budget has been spent for service delivery in all designated municipalities nodal areas.
	<ul style="list-style-type: none"> Information 	Through decentralization				

KEY SERVICE	SERVICE BENEFICIARY	CURRENT STANDARD		DESIRED STANDARD	
		2015/16	2016/17	2017/18	2018/19
		process, availability of information on LED to all relevant stakeholders in the municipalities.	process, availability of information on LED to all relevant stakeholders in the municipalities.	process, availability of information on LED to all relevant stakeholders in the municipalities.	process, availability of information on LED to all relevant stakeholders in the municipalities.
	<ul style="list-style-type: none"> • Redress 	Awareness with respect to LED by all stakeholders.	Awareness with respect to LED by all stakeholders.	Awareness with respect to LED by all stakeholders.	Awareness with respect to LED by all stakeholders.
	<ul style="list-style-type: none"> • Value for Money 	Quality service and accountability on the use of public funds	Quality service and accountability on the use of public funds	Quality service and accountability on the use of public funds	Quality service and accountability on the use of public funds
	Time:	Financial Year	Financial Year	Financial Year	Financial Year
		42 200 work opportunities created through the CWP	42 000 work opportunities created through the CWP	45 000 work opportunities created through the CWP	50 000 work opportunities created through the CWP
		8 municipalities supported to develop and implement Local Economic Development Strategies	8 municipalities supported to develop and implement Local Economic Development Strategies	8 municipalities supported to develop and implement Local Economic Development Strategies	8 municipalities supported to develop and implement Local Economic Development Strategies
		6 municipalities monitored to reduce cost of doing business through Red Tape intervention	6 municipalities monitored to reduce cost of doing business through Red Tape intervention	6 municipalities monitored to reduce cost of doing business through Red Tape intervention	6 municipalities monitored to reduce cost of doing business through Red Tape intervention
		23 municipalities supported to supplement LED capacity	6 municipalities supported to supplement LED capacity	6 municipalities supported to supplement LED capacity	6 municipalities supported to supplement LED capacity

KEY SERVICE	SERVICE BENEFICIARY	CURRENT STANDARD		DESIRED STANDARD		
		2015/16	2016/17	2017/18	2018/19	
		7 Towns supported to promote revitalisation programme.				
		7 urban nodes supported to promote integrated urban development programme (IUDP). 230 EPWP work opportunities created through CWP.	7 urban nodes supported to promote integrated urban development programme (IUDP). 200 EPWP work opportunities created through CWP.	7 urban nodes supported to promote integrated urban development programme (IUDP). 300 EPWP work opportunities created through CWP.	7 urban nodes supported to promote integrated urban development programme (IUDP). 400 EPWP work opportunities created through CWP.	
		Cost	R3 294 000 42	R3 458 700 42	R3 631 635 42	R3 813 217 42
		Human Resources:				

Table 2: Improve municipal capacity for infrastructure development programmes in relation to provision of Free Basic Services

KEY SERVICE	SERVICE BENEFICIARY	DESIRED STANDARD				
		2015/16	2016/17	2017/18	2018/19	
Improve municipal capacity for infrastructure development programmes in relation to provision of Free Basic Services (i.e. Water, Sanitation, Electricity, Refuse Removal)	DISTRICT, METROS AND LOCAL Municipalities	Quantity:	42 municipalities supported on households to access free basic services (i.e. Water, Sanitation, Electricity, Refuse Removal)	42 municipalities supported on households to access free basic services (i.e. Water, Sanitation, Electricity, Refuse Removal)	42 municipalities supported on households to access free basic services (i.e. Water, Sanitation, Electricity, Refuse Removal)	
		Quality:	42 Municipalities implementing credible Indigent Policy.	42 Municipalities implementing credible Indigent Policy	42 Municipalities implementing credible Indigent Policy	
		Consultation	Monthly and Quarterly meetings with all district and local municipalities. EC Energy Forum Quarterly meetings. Provincial FBS Task Team forum meetings	Monthly and Quarterly meetings with all district and local municipalities. EC Energy Forum Quarterly meetings. Provincial FBS Task Team forum meetings.	Monthly and Quarterly meetings with all district and local municipalities. EC Energy Forum Quarterly meetings. Provincial FBS Task Team forum meetings.	Monthly and Quarterly meetings with all district and local municipalities. EC Energy Forum Quarterly meetings. Provincial FBS Task Team forum meetings.
		Access	Indigent Registration and updating of indigent registers Hands-on-support	Indigent Registration and updating of indigent registers Hands-on-support	Indigent Registration and updating of indigent registers Hands-on-support	Indigent Registration and updating of indigent registers Hands-on-support
		Courtesy	Quick response to external enquiries.	Quick response to external enquiries.	Quick response to external enquiries.	Quick response to external enquiries.
		Open & Transparency	Municipal visits.	Municipal visits.	Municipal visits.	Municipal visits.
		Information	Indigent beneficiary awareness	Indigent beneficiary awareness	Indigent beneficiary awareness	Indigent beneficiary awareness
		Redress	Offer speedy resolutions to complaints by FBS beneficiaries.	Offer speedy resolutions to complaints by FBS beneficiaries.	Offer speedy resolutions to complaints by FBS beneficiaries.	Offer speedy resolutions to complaints by FBS beneficiaries.
		Value for Money	Internal resources and Use of service providers.	Internal resources and use of service providers.	Internal resources and use of service providers.	Internal resources and use of service providers.

KEY SERVICE	SERVICE BENEFICIARY	CURRENT STANDARD		DESIRED STANDARD		
		2015/16		2016/17	2017/18	2018/19
		Time:	Financial year	Financial year	Financial year	Financial year
		Cost:	R193 000	R397 000	R416 850	R437 693
		Human Resources:	12	12	12	12

Table 3: Facilitate participation of traditional institutions and traditional communities in developmental initiatives

KEY SERVICE	SERVICE BENEFICIARY	DESIRED STANDARD			
		CURRENT STANDARD 2015/16	2016/17	2017/18	2018/19
Facilitate participation of traditional institutions and traditional communities in developmental initiatives	Traditional leaders, traditional communities and Imbumba Yamakhosikazi (IYA)	<p>20 CWP committees monitored on participation of traditional leaders. 8 Traditional Councils supported on formulation of development plans. 4 reports on Traditional Leadership Institutions supported through partnerships.</p> <p>Quantity:</p>	<p>20 CWP committees monitored on participation of traditional leaders. 8 Traditional Councils supported on formulation of development plans. 4 reports on Traditional Leadership Institutions supported through partnerships.</p>	<p>20 CWP committees monitored on participation of traditional leaders. 8 Traditional Councils supported on formulation of development plans. 4 reports on Traditional Leadership Institutions supported through partnerships.</p>	<p>20 CWP committees monitored on participation of traditional leaders. 8 Traditional Councils supported on formulation of development plans. 4 reports on Traditional Leadership Institutions supported through partnerships.</p>
		<p>Representation of traditional leaders in municipal councils.</p> <p>Participation of traditional leaders in developmental forums</p> <p>Cooperative relations between traditional Councils and municipalities strengthened and functional.</p> <p>Small scale poverty alleviation projects sustained and elevated to fully</p> <p>Quality:</p>	<p>Representation of traditional leaders in municipal councils.</p> <p>Participation of traditional leaders in developmental forums.</p> <p>Cooperative relations between traditional Councils and municipalities strengthened and functional.</p> <p>Small scale poverty alleviation projects sustained and elevated to fully fledged</p>	<p>Representation of traditional leaders in municipal councils.</p> <p>Participation of traditional leaders in developmental forums.</p> <p>Cooperative relations between traditional Councils and municipalities strengthened and functional.</p> <p>Small scale poverty alleviation projects sustained and elevated to fully fledged</p>	<p>Representation of traditional leaders in municipal councils.</p> <p>Participation of traditional leaders in developmental forums.</p> <p>Cooperative relations between traditional Councils and municipalities strengthened and functional.</p> <p>Small scale poverty alleviation projects sustained and elevated to fully fledged</p>

KEY SERVICE	SERVICE BENEFICIARY	CURRENT STANDARD		DESIRED STANDARD	
		2015/16	2016/17	2017/18	2018/19
		fledged cooperatives.	fledged cooperatives.	cooperatives.	cooperatives.
		Meetings and workshops with IYA, traditional leaders, district municipality and local municipality	Meetings and workshops with IYA, traditional leaders, district municipality and local municipality	Meetings and workshops with IYA, traditional leaders, district municipality and local municipality	Meetings and workshops with IYA, traditional leaders, district municipality and local municipality
		• Consultation			
		• Access	Imbizo's, workshops, meetings	Imbizo's, workshops, meetings	Imbizo's, workshops, meetings
		• Courtesy	Customer care, participatory rural appraisals, meetings	Customer care, participatory rural appraisals, meetings	Customer care, participatory rural appraisals, meetings
		• Openness & Transparency	Meetings, workshops, participatory rural appraisals,	Meetings, workshops, participatory rural appraisals,	Meetings, workshops, participatory rural appraisals,
		• Information	Meetings, workshops, information desks, newsletters, radio slots, use of indigenous language	Meetings, workshops, information desks, newsletters, radio slots, use of indigenous language	Meetings, workshops, information desks, newsletters, radio slots, use of indigenous language
		• Redress	Suggestion box, complaints handling systems, toll free	Suggestion box, complaints handling systems, toll free	Suggestion box, complaints handling systems, toll free
		• Value for Money	Capacitation of traditional leaders IYA. Expenditure in line with cash flow project.	Capacitation of traditional leaders IYA. Expenditure in line with cash flow project.	Capacitation of traditional leaders IYA. Expenditure in line with cash flow project.

KEY SERVICE	SERVICE BENEFICIARY	CURRENT STANDARD		DESIRED STANDARD		
		2015/16		2016/17	2017/18	2018/19
		Time:	Financial year 8 Traditional councils supported on formulation of development plans	Financial year 8 Traditional councils supported on formulation of development plans	Financial year 8 Traditional councils supported on formulation of development plans	Financial year 8 Traditional councils supported on formulation of development plans
		Cost:	R1 298 00	R1 178 000	R1 236 900	R1 298 745
		Human Resources:	16	16	16	16

12. SERVICE DELIVERY CHARTER OF THE DEPARTMENT OF CO-OPERATIVE GOVERNANCE & TRADITIONAL AFFAIRS

12.1. Departments contact details

Name of the Department	Cooperative Governance and Traditional Affairs
The Physical, postal and e-mail addresses of the Department	Phalo Avenue, Tyamzashe Building, Private Bag x0035, Bhisho, 5605 040 6095656/7/8 (Office of the HOD) Fax: 040 6392163 Website: www.ecprov.gov.za/lgta
The days and times that the Department is open to public	Monday-Thursday 8h00 to 16h30 Friday 8h00 to 16h00

Contact numbers

Name	Component	Designation	Tel numbers	e-mail
HOD: Ms N.C. Hackula	Head of Department	Head of Department	0406095657/8	Contact : Ms M. Peters marge.peters@eccogta.gov.za
Mr P.N. Roboji	Developmental Local Government	DDG	040-6095578	pashee.roboji@eccogta.gov.za
Mr M.E. Baza	Traditional Affairs	DDG	040-6095710	monwabisi.baza@eccogta.gov.za
Ms K. Shinta	Financial & Supply Chain Management	Acting Chief Financial Officer	040-6095499	kutala.shinta@eccogta.gov.za
Mr M. Ngam	Corporate Communications & Customer Care	Director: Corporate Communications	040-6095127	mamkeli.ngam@eccogta.gov.za

DISTRICT OFFICES	
❖ OR Tambo & Alfred Nzo: Director – Vacant	❖ Amathole & Buffalo City Metro: Director – Ms V. Hlehliso Contact Details: (Office) - Mobile Phone: 0824953001 E-mail: vuyelwa.hlehliso@eccogta.gov.za
❖ Cacadu & Nelson Mandela Bay Metro: Director – Mrs N. Jamjam: Contact Details: (Office) 041 390 4231 Mobile Phone: 071 671 1441 E-mail: nozibele.jamjam@eccogta.gov.za	❖ Chris Hani: Director – Mrs S. Nyaba: Contact Details (Office) – Mobile Phone: 079 508 7605 e-mail: sindiswa.nyaba@eccogta.gov.za
❖ Joe Gqabi: Director - Mr P. Funani: Contact Details (Office) - Mobile Phone: 079 508 7502 E-mail: paulos.funani@eccogta.gov.za	

12.2. The Department's Specific Service Standards linked to Core Functions

- a) The Department will assist municipalities with the development of Integrated Development Plans (IDPs) commencing in the 2nd quarter of each financial year.
- b) The Department will coordinate the assessment of municipal IDPs in the 1st quarter of each financial year.
- c) The Department will monitor progress with the implementation of municipal IDPs and report accordingly once every quarter.
- d) The Department will monitor and track the implementation of all job creation projects funded through municipalities once every month, and will report quarterly on progress to all stakeholders.
- e) The Department will report quarterly on the extent of municipal transformation and organisational development.
- f) The Department will report quarterly on the levels of basic service delivery in line with the sub-outcomes specified in Outcomes 9.
- g) The Department will report quarterly on the following:
 - Municipal revenue collection
 - Municipal debt reduction
 - Municipal grant expenditure
 - Progress achieved by district municipalities and the metro on appointment and use of economic development experts
 - Progress made by District Municipalities and the METRO's on Local Economic Development (LED) strategies and economic profiling
 - Progress made by the nodes in implementing the Integrated Urban Development Programme (IURP) strategic objectives.
- h) The Department will monitor the state of readiness of municipal disaster management and will report quarterly on all aspects of disaster readiness of local government.
- i) The Department will provide administrative support services to the Provincial House of Traditional Leaders on an on-going basis.

12.3. Generic Standards that every employee of the Department needs to adhere to:

- a) Telephones shall be answered within 5 rings in a friendly manner.
- b) Employees shall introduce themselves when answering telephones at all times.
- c) Where an employee is not knowledgeable about the subject, s/he shall refer the matter to the relevant person/unit immediately.
- d) Any employee who receives a message shall ensure that it is written down and passed on to the relevant person/unit within a day and the message shall respond to within 2 working days.
- e) Information on government activities shall be made available on request within 10 working days.
- f) Correspondence, including letters of complaint, shall be acknowledged within 3 working days of receipt, including details of who is dealing with the matter approximately time frame for resolving the matter and contact details.
- g) Electronic mail shall be responded to within 2 working days of receipt.
- h) Correspondence shall be responded to in writing within 10 working days in simple, appropriate language.
- i) Correspondence for referral shall be sent to the relevant unit within 3 working days and that unit shall respond within 10 working days.
- j) Letters of demand received from litigants shall be acknowledged within 7 days of receipts.
- k) All short listed candidates shall be notified within 2 days after short listing and at least 3 days before interview.
- l) All unsuccessful candidates shall be advised in writing within a maximum of 20 working days after the interview.
- m) Invitations to meetings shall be issued 7 days before the meeting.
- n) Agendas of the meetings shall be issued 2 working days before the meeting.

- o) Where a scheduled meeting with clients cannot be attended to by an employee, a written apology shall be submitted 2 days before the meeting unless alternative arrangements are made.
- p) Minutes of the meetings:
 - a. Draft minutes shall be circulated 3 days after the meetings for inputs.
 - b. Final document shall be circulated 7 days after the meeting and filed appropriately.
- q) All visitors shall be seated in a comfortable area and attended within 10 minutes of their arrival.
- r) Suppliers / creditors shall be paid within 30 days of receipt of invoices.
- s) All complaint tenders received shall be evaluated within 30 working days of the closing date of the tender and the contract awarded to the preferred bidder within 30 days of evaluation.
- t) Documentation relating to employees who retire from service will be processed and submitted to pension administration within 30 days after submission of complete documents.
- u) Employees who retire shall receive their leave gratuity within the first 30 days of their retirement.

12.4. How You Can Help?

You can help us to meet our standards by:

- Treating our staff courteously.
- Explaining over the telephone if you are calling from mobile phone, so that staff is aware of your circumstances.
- Giving us sufficient and accurate information for us to provide the service you require; and
- Providing feedback and comments on the service we provide.

12.5. Internal and External Review

We will measure our performance by:

- Monitoring our service against the stated standards and commitments, along with other performance indicators taken from our strategic plan, annual performance plan and operational plan.
- Reporting on how well we have met our standards at least twice a year.
- Reviewing and updating our service charter annually to ensure its relevance to your needs.
- We will conduct an independent review of this charter after three years.

12.6. Feedback on Our Service

We welcome your suggestions for improving our services, programmes and facilities, if you are unhappy with our service we urge you to come forward with your concerns. We will treat any complaint seriously, and will respond accordingly.

12.7. Complaints About Services

If you are unhappy about the treatment you received from any Departmental official you are dealing with, you may:

- Raise your concern directly with the officer concerned or his/her supervisor.
- Inform the officer at the Customer Care Unit in the Department.
- Speak or write to the Head of Department.

12.8. A statement of People or Citizen's Obligation

Whilst the Department acknowledges its roles and responsibilities that relate to ensuring that our clients receive our optimum attention and hence effective, efficient and economical service delivery at all times, in turn our clients have some obligations that they also need to adhere to, if mutual respect and cooperation are to be engendered in our working relationship.

- Clients also need to show respect and courtesy when approaching government officers (remember: respect begets respect, you earn respect by showing it to others).
- Clients/customers should not come to Offices under the influence of alcohol as that will compromise the importance or the gravity of the matter the client wants to have addressed by the Department.
- Clients/customers must open up and talk about the problem to the official/s designated for that task; you cannot be helped if you don't open up. Insisting on wanting to see the HOD or MEC immediately is not the solution. It is only after you have exhausted other avenues within the Department that you can request to meet them.
- It is always advisory to provide all documentation, including your identity document, that would enable the person dealing with your query or complaint to work quicker and your matter would be dealt with urgently.

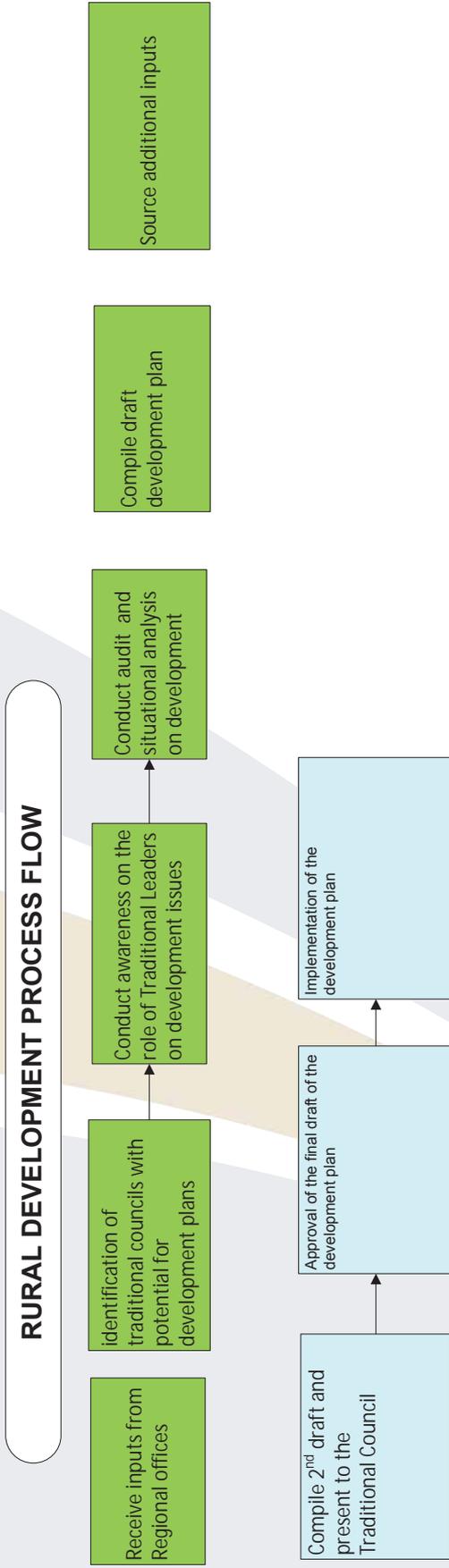
Signed:  (HOD) Date: 23/03/16

Signed:  (MEC) Date: 24/03/2016

Name of SDIP Champion: MR M.C. GIYOSE Contact Details: 040- 6096095632/3

We belong.....We care.....We serve

ANNEXURE "A": PROCESS MAPS



LOCAL ECONOMIC DEVELOPMENT FACILITATION PROCUREMENT & FINANCIAL PROCESS MAPPING

