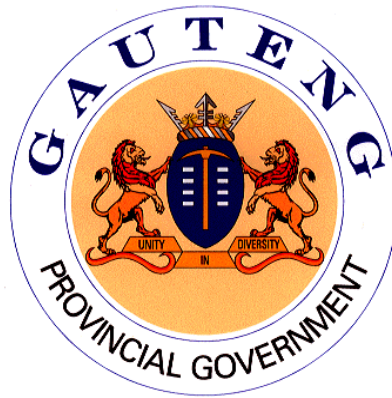


**GAUTENG PROVINCIAL GOVERNMENT**

**DEPARTMENT  
OF  
DEVELOPMENT PLANNING  
AND  
LOCAL GOVERNMENT**



**STRATEGIC PLAN 2003/4 – 2005/6**

# CONTENTS

*Page*

## **PART A**

1.1 Statement of policy and commitment by the MEC.....	3
1.2 Overview by the Accounting Officer.....	6
1.3 Vision, mission and statement of values.....	7
1.4 Mandate and priorities of government.....	7
1.5 Service delivery environment and challenges.....	9
1.6 Organisational environment and challenges.....	9
1.7 Departmental strategic planning process.....	10

## **PART B**

2.1 Strategic objectives.....	11
2.2 Programme outputs and performance measures.....	12
2.3 Key performance targets.....	36
2.4 Medium term revenues and expenditures.....	37
2.5 Co-ordination, co-operation and outsourcing plans.....	39
2.5.1 Interdepartmental linkages.....	39
2.5.2 Local government linkages.....	39
2.5.3 Public entities.....	40

## **PART C**

3.1 Conditional grants.....	42
3.2 Financial management.....	42

## **PART D**

4.1 Appendix one : Analysis of service delivery environment.....	43
4.1.1 Capital investment, maintenance and asset management plan.....	43
4.1.2 Personnel.....	43
4.1.3 IT systems.....	43

## **PART A : VISION, MISSION AND STATEMENT OF VALUES**

### **1.1 STATEMENT OF POLICY AND COMMITMENT BY THE MEC**

The South African economy is continuously undergoing significant transformation, underpinned by sound micro economic policy objectives by the state. These policy choices have, among others, resulted in the country obtaining investment grade rating by foreign rating agencies of note.

However, these policy choices, have been made within an environment where trade offs had to be made among different equally challenging alternatives, choosing between immediate consumption of state resources to address past imbalances and making economic sacrifices to ensure future economic expansion. As the economy follows the down turn in the global economy, it is critical for the state to maintain fiscal discipline or risk undoing the gains made since 1994.

The challenges brought about by the current micro economic policy should also be considered within the context of the need for service delivery by the state and the maintenance of civil obedience through the provision of jobs, mainly to a young, dynamic, talented and motivated youth. It is said that, if government were to implement all white papers drafted since 1994, it will require six times the amount of money currently available for service delivery. This economic reality makes it imperative for decision makers in government to focus on effective service delivery through the efficient use of economic resources. The private sector has a significant and pivotal role to play to ensure that government achieves it's objectives within the context of limited resources and a wide range of policy decision that require implementation.

Municipalities have been transformed into independent institutions with greater decision making powers. Coupled with this independence, municipalities, as instruments for service delivery, are faced with an environment where innovation becomes a critical success factor. However, the new municipal administrations require an extensive amount of support and assistance in order for them to maintain institutional and financial sustainability. The situation is exacerbated by the recent increases in the debt levels inherited from the apartheid past, which may partially be attributed to a slow down in economic activity.

Against the above challenges, at the macro level, the world is becoming more and more integrated as economies globalise. This is evident in the increase in export activity within the South African economy, mainly in the automotive sector. Globalisation, however, assumes efficient job markets and the benefits thereof may take time to be recognised. In the meantime, there are local challenges that require urgent attention to ensure that government objectives are achieved. A substantial number of our people are unemployed, there is a rise in the number of indigent households. This part of our society remain oblivious to globalisation and it's effects as they have to worry about their day to day survival. For government to make a meaningful contribution towards improving the standard of living of our people, it is critical that service delivery initiatives begin to address the challenges faced by the country at the local government level. In this regard, the department will continue to work towards fulfilling its Constitutional Mandate through initiatives aimed at :

- developing enabling provincial legislation and norms and standards;
- monitoring compliance by local government with applicable laws and regulations;
- supporting service delivery initiatives at the local government level;
- ensuring transparency and accountable governance;
- co-ordinating provincial planning;
- promoting integrated development planning and inter-departmental co-ordination; and
- monitoring service delivery at local government.

During the 2000/2001 financial year the department conducted a review of it's activities aimed at supporting municipal transformation. The review also focussed on the impact of National government interventions such as the Municipal Support Programme, which are co-ordinated by the department. The assessment involved a dual approach that focused at both the requirements and challenges facing municipalities, and the programmes formulated by the department to support them. The process resulted in the identification of gaps and capacity constraints at the majority of Gauteng municipalities in the areas of financial management, human resource management, information and communication technology, infrastructure delivery, planning and economic development. To address the challenges and gaps identified, the department developed the Municipal Institutional Support Centre ( MISC) whereby, further assessment of each area was to be carried out and solutions crafted to assist

municipalities in meeting the challenges of transformation. The approach for the MISC is to assist municipalities in building the necessary capacity to ensure stable finances, maintain viable institutions and enhance the quality of municipal services. The department has consolidated all programmes aimed at supporting municipalities to maximise the impact thereof while achieving economies of scale. However, the challenges still call for more resources for the department to timeously uplift municipalities from the current state of affairs. The department is continuously exploring various funding options and mechanisms to ensure that there are sufficient resources for municipal support through the MISC.

Government has a Constitutional responsibility to ensure that all South Africans have access basic facilities. According to the "White Paper on Basic Household Sanitation" there is currently an estimated 18 million South Africans without access to such facilities who may be using the bucket system, pit toilets or the veld". Poor sanitation impacts on health, living conditions and the environment. The government has identified the provision of basic services to communities as one of the key priorities. As a contribution towards achieving the priorities of government, the department commenced with the implementation of a programme aimed at addressing the infrastructure backlog in water and sanitation facilities. The programme will be implemented over a period of four years at a total cost of R2.2 billion.

The primary role of local government will be the implementation of the programme. Provincial government will be responsible for supporting local government in the implementation process and monitoring the process. At the provincial level, we will be implementing this programme in partnership with the Department of Housing.

The department is also engaging on Local Economic Development projects within certain Gauteng Municipalities.

These projects are aimed at achieving the following objectives :

- Promote economic development.
- Create sustainable jobs.
- Improve competitiveness of firms.
- Reduce poverty.
- Raise incomes.
- Improve municipal infrastructure and services.
- Improve the tax base of the areas.
- Co-ordinate fragmented provincial programmes and projects.

The municipalities and other affected provincial department will be involved in the process to ensure that solutions developed enjoy the support of all stakeholders. This approach will also assist in ensuring an integrated implementation process.

The local economic development strategies to be developed by the department will encompass the following characteristics:

- Formally link economic development with poverty eradication and job creation.
- Create a high rate of awareness and knowledge amongst all local stakeholders ( local government, communities, private sector etc.).
- Enshrine a shared understanding and vision among stakeholders of local economic development initiatives.
- Create vibrant partnerships among local stakeholders.
- Ensure a balanced degree of participation by all stakeholders to ensure that communities, and the poor in particular, benefit from LED initiatives.
- Ensure that the LED initiatives harness local resources and energy to consolidate and build local economic growth and development.
- Assist local government in consolidating local economies to take advantage of the benefits of the global economic arena through initiatives aimed at attracting and maintaining investments.
- Create an approach that emphasis a balance in participation between the formal and the informal economy to ensure that the poor also benefits form the initiatives.

- Promote LED initiatives that contain monitoring and evaluation tools for continuously assessing their effectiveness in alleviating poverty, creating jobs and expanding the tax base of local government.
- Create information and learning centres for the promotion of LED initiatives and knowledge management.

The mechanisms formulated by the department to support local government on local economic development will be crafted in manner that ensures that LED initiatives are taken into account in their strategic plans, integrated approaches are adopted for LED initiatives and community participation is encouraged.

## **1.2 OVERVIEW BY THE ACCOUNTING OFFICER**

The province has managed to establish new local authorities through the transformation of 15 municipalities out of a 51 that used to exist in the past. This means a lot since the government strategy of change demonstrates that it has worked well. The challenge facing the department is to make sure that these entities are now going to be viable and provide quality services to the citizens within their locality.

One of the major programs that the department believes that when it is rolled out it will assist a great deal and make a major change to the municipalities is the Municipal Institutional Support Centre (MISC). The MISC will assist with change management, development of new financial systems, debt control and revenue generation, building treasury capacity in municipalities, creating e-municipalities. Its mission is to capacitate officials of the department in the expertise that will be offered.

The department will be guided by the strategic objectives in delivering on it's mandate. The process of allocating resources will be conducted in a manner that ensures that key objectives are prioritised for implementation.

Mechanisms will be continuously formulated, reviewed and updated to ensure continuous and effective service delivery. The department will invest in it's human resources to ensure the development of the adequate and relevant skills.

### 1.3 VISION AND MISSION

<b>Vision</b>	“Viable Local Government and Sustainable Communities in a Smart Province“
<b>Mission</b>	Establish, co-ordinate, support and monitor, through a skilled and service oriented staff, an integrated development planning system and local government that is effective and efficient.  Communities – first - forever
<b>Strategic Intent</b>	Communities – First – Forever
<b>Programmes</b>	<ul style="list-style-type: none"> <li>• Transform local government</li> <li>• Quality Service Delivery</li> <li>• Integrated Development Planning</li> <li>• Building Local Democracy</li> <li>• Effective Business Processes (Finance and Procurement, HRM, Transport, Logistics Services, Legal Services, Communications, Administration and Support)</li> </ul>
<b>Core Values</b>	<ul style="list-style-type: none"> <li>• Transparency, Fairness, Equity, Honesty, Trustworthiness, Commitment, Accountability, Responsibility, Respect, Inclusiveness, Efficiency, Responsiveness</li> </ul>

### 1.4 THE MANDATE AND PRIORITIES OF GOVERNMENT

The Department derives its mandate from the White Paper on Local Government, the Constitution, the State of the Nation Address, Premier’s and MEC’s Speech, Municipal Systems Act and Municipal Structures Act, which have significantly influenced the Corporate Plan. The mandate is fundamental in the focusing of the Department and its budget and day-to-day operations.

Chapter 3, of the Constitution defines the principles of co-operation that binds all Spheres of government, national, provincial and local. It more specifically defines the functions of national and provincial government for co-operation with municipalities in Section 154(1) of the Constitution. It states that "by legislative and other measures, must support and strengthen the capacity of municipalities to manage their own affairs, to exercise their powers and to perform their functions." In Section 155(6), the role of provincial government is explicitly defined in relation to the establishment of municipalities and it must

- a) "Provide the monitoring and support of local government in the province; and
- b) Promote the development of local government capacity to enable municipalities to perform their functions and manage their own affairs."

Finally, Section 139(1) states that: "When a municipality cannot or does not fulfil an executive obligation in terms of legislation, the relevant provincial executive intervene..."

These imperatives are in plain language and are clear that provincial government must do the following:

- Monitor the extent to which municipalities are meeting their obligations in terms of legislation such as the Municipal Systems Act, ordinances, regulations, etc;
- Support municipalities to meet their obligations in terms of legislation; and
- Provide leadership that promotes local government capacity such as encouraging exchange of information, demonstrating best practices etc.

As a way of example, the provincial government is providing leadership through the establishment and implementation of priorities, namely:

- Economic development and job creation through infrastructure development,

- Quality service delivery and
- Good governance throughout the province.

The development-planning mandate of the Department is derived from the Constitution and other related legislation such as the Development Facilitation Act.

These legislations provides a framework from which the department can practice if regional and provincial planning responsibilities which provides for the following functional areas of concurrent National and Provincial legislative competence:

- Regional planning and development;
- Urban and rural development;
- Supervision of local government; and
- Monitoring, supporting and strengthening the capacity of municipalities.

As a functional area of exclusive Provincial legislative competence, the Department is responsible for Provincial Planning.

These include assisting municipalities to do their integrated development planning roles, which emphasis the linking of plans to budgets and planning without damaging the environment and making sure the plans are involving all the role-players and their sustainable.

*The Municipal Structures Act (Act 33 of 2000)* provides for the establishment of municipalities in accordance with the requirements relating to categories and types of municipality and to provide for an appropriate division of functions and powers between categories of municipality.

*The Municipal Systems Act (Act 32 of 2000)* focuses on the internal systems and administration of a municipality. The Act introduces the differentiation between the function of an authority and that of a provider. It also identifies the importance of alternative mechanisms for providing municipal services and sets out certain requirements for entering into partnerships.

*The Municipal Demarcation Act (Act 27 of 1998)* provides criteria and procedures for the determination of municipal boundaries by an independent authority. In terms of the Act, the Municipal Demarcation Board is established to determine municipal boundaries. Section 24 provides that when demarcating a municipal boundary, the Board must aim to establish an area that would enable the municipality to fulfil its Constitutional obligations, including the provision of services in an equitable and sustainable manner, the promotion of social and economic development and the promotion of a safe and healthy environment. The tax base must also be as inclusive as possible of users of municipal services in the municipality.

*The Division of Revenue Act*, which is enacted annually, gives effect to Section 214(1) of the Constitution that provides for the equitable division of nationally raised revenue among the three spheres of government.

*The White Paper on Basic Household Sanitation* (DWAf, 2001) emphasises the provision of a basic level of household sanitation to those areas with the greatest need. It focuses on the safe disposal of human waste in conjunction with appropriate health and hygiene practices. The key to this White Paper is that provision of sanitation services should be demand driven and community-based with a focus on community participation and household choice.

- **NATIONAL DEPARTMENT OF PROVINCIAL AND LOCAL GOVERNMENT PRIORITIES**

Unless otherwise stated, the following are the National DPLG priorities as stated in the DPLG Strategy:

- Providing leadership and guidance to the process of local government transformation.
- Providing direct technical and material support to provinces and municipalities in fulfilling their constitutional roles and functions.
- Promulgation of and overseeing the implementation of legislation on municipal own revenue, such as the Property Rates legislation.



- Completing the process of defining powers and functions between category B and C municipalities.
- Co-ordinating the introduction and facilitating the implementation of the Municipal Finance Management Act together with the National Treasury.
- Co-ordinating the implementation of the Integrated Sustainable Rural Development Programme and the Urban Renewal Programme.
- Establishing a policy framework for government-wide integrated planning.

- **PROVINCIAL GOVERNMENT PRIORITIES**

The following are provincial priorities as determined by the Provincial Executive Council:

- Provision of Water & Sanitation for All
- Kiptown Redevelopment
- Earth Summit related projects
- HIV/AIDS Programmatic Action
- Economic and Spatial upgrade of Sedibeng, Metsweding and the West Rand

- **GAUTENG DEVELOPMENT PLANNING AND LOCAL GOVERNMENT PRIORITIES**

The following are the DPLG strategic priorities:

- Improving integrated development planning.
- Implementation of water and sanitation initiative.
- Local economic regeneration projects.
- Building local government capacity.
- Resolving cross border demarcation issues.
- Monitoring local government.
- Enhancing intergovernmental relations and community participation and involvement in government business.

## 1.5 SERVICE DELIVERY ENVIRONMENT AND CHALLENGES

The province is faced with the following realities that need precise and effective intervention :

- **Large and Growing Population** - 7.8 million
- **Highly Urbanized Province** - 3% rural
- **Unemployment** -20% of economically active people (40% of the population) are unemployed
- **HIV/AIDS** - impacting on and changing the demand for housing
- **Infrastructure Backlogs** - approximately 300 000 households without water and sanitation
- **Lack of Local Authority Capacity** - lack capacity to implement projects around infrastructure development, integrated development planning systems and financial management systems, which results in under-spending of allocated funds

The budgeting and planning reforms brought about by the Public Finance Management Act, 1999, as amended and the Public Service Act, 1999, calls for department to implement focused systems and processes for service delivery. These reforms are continuously taken into account in the formulation and implementation of programmes. Programmes are also developed around the department's Constitutional mandate of co-ordinating provincial government initiatives aimed at monitoring and supporting local government.

The department intends to continuously ensure that it's programmes are focussed on delivering on it's strategic intent of "communities first, forever." In this regard, we will strive to ensure that all planned programmes are implemented effectively so that they directly or indirectly impact on the lives of all of our stakeholders, especially the employees, the municipalities and the communities at large.

A more efficient and well focussed service delivery environment is a pre requisite to achieving the above service delivery objectives. In this regard, the department will continue to seek ways of enhancing the programme based approach used in the implementation. The approach followed by the department emphasis service delivery indicators over budget monitoring as a means of monitoring and evaluating performance. However, it also calls for mechanisms to ensure fiscal discipline and prudence to ensure efficient and economical use of resources.

The 2003/04 financial year will be characterized by a focussed and well implemented programme aimed at improving the lives of all Gauteng citizens. The department will formulate initiatives aimed at assisting municipalities in reducing the mounting municipal debts, improving billing systems and increasing the rate of payment for services.

The department will also engage relevant stakeholders with a view to supporting SMMEs development, promoting job creation initiatives, fighting poverty and creating opportunities for the employment of women and the youth. These initiatives are aimed at making a positive impact on the high levels of poverty and crime. The local economic development programme, water and sanitation program and the consolidated municipal infrastructure program will form the foundations for promoting the strategies of the department in this regard.

To effect meaningful transformation in municipalities, the department will support initiatives in the fight against HIV/Aids, the finalisation of organisational structures, prioritization of issues to speed up service delivery and the provision of free basic services.

## **1.6 ORGANISATIONAL ENVIRONMENT AND CHALLENGES**

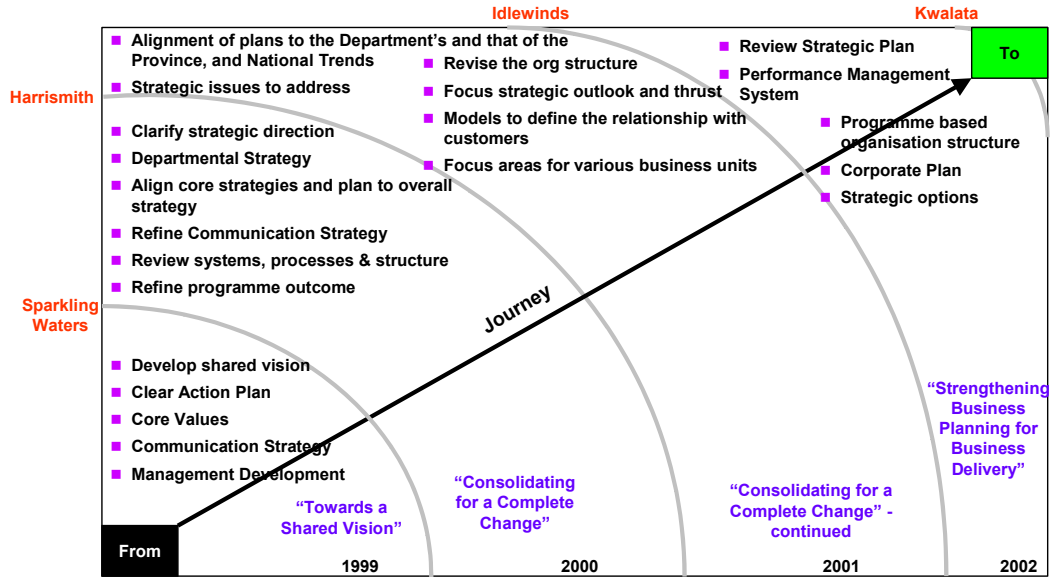
The various functional units within the departmental are currently organised along directorates and chief directorates for purposes of managing and supervising human resources. The programmes assesses resources for project implementation purposes from the various functional units. Unit managers are responsible for managing resources while the programme managers are responsible for managing programme outputs. The budget is compiled based on the expected contribution of staff within each unit into the outputs of the department.

The above approach was adopted mainly to prevent the duplication of functions, enhance service delivery , improve co-ordination among programmes and ensure maximum benefits are achieved from available resources.

The department's mandate of monitoring and supporting local government calls for a high degree of skills and advanced information systems. In this regard the department has realigned it's skills development plan to ensure that it is in line with the needs of the programmes. An emphasis will be placed on skills in local government finance, planning, financial management, project management and management information systems. The department will ensure that the requirements are also addressed in the performance management and development system. In this regard, the department will strive to recruit, retain and reward individuals who display excellence in their performance and the desire for development.

## **1.7 DEPARTMENTAL STRATEGIC PLANNING PROCESS**

This report presents the Corporate Plan for the Department of Development Planning and Local Government (DDPLG) for the period 2003/4 – 2005/6. The Corporate Plan is informed by the various strategic planning sessions and executive retreats that took place in the past three years. The Department has undergone transformation over the past three years. The key milestones in this change journey are mapped in the Journey Map shown below.



## **PART B**

### **2.1 STRATEGIC OBJECTIVES:**

1. To provide democratic and accountable government for local Communities
2. To ensure the provision of services to communities in a sustainable manner
3. To promote a safe and healthy environment
4. To encourage the involvement of community organisations in matters of local government
5. Good governance free of corruption
6. Creating jobs
7. Building the economy
8. An economically viable Africa and better world

## 2.2 PROGRAMME OUTPUTS

The Strategic Plan of the department is guides the implementation of programmes. The following implementation plans has been formulated:

### PROGRAMME 1 : Transformed Local Government

**KEY OBJECTIVES:** To promote and support effective and accountable local government

SUB PROGRAMME	OUTPUT	KEY PRIORITIES ADDRESSED	HIGH LEVEL ACTIVITIES	PERFORMANCE MEASURES
MANAGEMENT	Effective Programme management			
Enhance performance of Management in municipalities	Enhance performance of Management in municipalities	Build local government capacity Monitor and Support Local Government	Monitor and evaluate effectiveness of organisational structures of municipalities to meet their organisational goals	Number of programmes developed to improve managers performance
			Monitor and support change management processes in municipalities	
			Monitor and evaluate compliance to legislation, e.g. skills development Act etc.	

SUB PROGRAMME	OUTPUT	KEY PRIORITIES ADDRESSED	HIGH LEVEL ACTIVITIES	PERFORMANCE MEASURES
			Monitor and support the development of managers	
			Monitor and support the implementation of effective personnel performance management systems	
Improved organisational performance by municipalities	Improved organisational performance by municipalities	Monitor and Support Local Government	Municipalities assisted to develop and implement PMS framework	Performance measured against targets set
			Municipalities assisted in developing quarterly/annual reports and their evaluation and review	
			Prepare a consolidated annual PMS report format for submission to the legislature, Minister and NCOP in consultation with DPLG (First report due October/November 2003)	
Continued Service Delivery in Cross Boundary municipalities	Continued Service Delivery in Cross Boundary municipalities	Management of cross boundary municipalities	Monitor joint administration agreements	Customer satisfaction through surveys
			Monitor service delivery in cross boundary municipalities	
Sound legal environment for good governance and service delivery	Sound legal environment for good governance and service delivery	Monitor and support local government	Development and application of local government legislation	Number of pieces of legislation challenges

<b>SUB PROGRAMME</b>	<b>OUTPUT</b>	<b>KEY PRIORITIES ADDRESSED</b>	<b>HIGH LEVEL ACTIVITIES</b>	<b>PERFORMANCE MEASURES</b>
Effective Municipal Support for Institutional and financial viability	Effective Municipal Support for Institutional and financial viability	Building local government capacity	Investigate the establishment of a Municipal Shared Service Centre	Financial and Institutional Viability as measured against set indicators
			Establish a knowledge management facility	
			Management of the MISC programme office	
Sound financial management practices in municipalities	Sound financial management practices in municipalities	Monitor and support local government	Monitor financial viability of municipalities	Financial viability as measured against set indicators Municipalities ability to pay creditors timeously Number of unqualified audit reports

**PROGRAMME 2 : Quality Service Delivery**

**KEY OBJECTIVES:**

- Communities where people have access to affordable, appropriate and sustainable quality service to meet their needs thus making them economically functional.
- Communities with infrastructure such as water, electricity, sanitation, roads, clinics, police stations, community centres and industrial/commercial centres that are affordable, appropriate and sustainable

SUB PROGRAMMES	OUTPUTS	KEY PRIORITIES ADDRESSED	HIGH LEVEL ACTIVITIES	KEY PERFORMANCE INDICATORS
Management	Effective Programme management			
Disaster Management	Implement Disaster Management legislation	Guidance to Disaster Management role players on prevention and mitigation  Preparation of Disaster Management Plans for Gauteng Province  Establishment of Provincial Disaster Management Advisory Forum	Determine levels of risks in Gauteng  Co-ordinate and align Provincial Disaster Management Plan with other Role Players.  Appointment of Disaster Management Role Players.  Monitoring, Measuring performance and evaluating disaster management plans and prevention, mitigation and response initiatives	Adherence to the Disaster Management legislation  Adherence to the Provincial Disaster Management Policy Framework



Fire Brigade Services	Update levels and standards for fire brigade services	Upgrading of levels and standards of Fire Brigade Services	Monitor, evaluate and support the implementation of the strategic policy plan	Improved response times
		Implementation of PIER Program (Community Fire Awareness)	Monitor, support, promote and maintain PIER Program by Municipalities	Implementation of the PIER Program by all 6 Councils.  The establishment of the required Ward Councils In all Municipalities
Urban renewal and rural development	Urban Regeneration	Economic Regeneration (LED)	<ol style="list-style-type: none"> <li>1. Review or ammendc the City Improvement District Act</li> <li>2. Promote the CIDs legislation</li> <li>3. Research on international best practices in urban renewal</li> <li>4. Monitoring and evaluation of projects</li> </ol>	<ul style="list-style-type: none"> <li>• A reviewed/amended CIDs legislation</li> <li>• Number city renewal projects or partnerships</li> <li>• Number of new businesses</li> <li>• People perceptions about the improvement of city centres</li> <li>• Reduced number of businesses leaving the city centres</li> <li>• New ideas and strategies on city/urban renewal</li> <li>• Identified gaps and strengths</li> </ul>
Urban renewal and rural development	Rural Development	Economic Regeneration (LED)	<ol style="list-style-type: none"> <li>1. Promote the rural strategy</li> </ol>	<ul style="list-style-type: none"> <li>• Promotion strategy</li> <li>• Promotion material</li> <li>• Involvement of rural stakeholders</li> </ul>

			<p>2. Support municipalities to implement the rural development projects</p> <p>3. Support rural development through research</p> <p>4. Monitoring and evaluation of rural development projects</p>	<ul style="list-style-type: none"> <li>• Identified rural projects</li> <li>• Number of jobs created</li> <li>• Number of new businesses created</li>   <li>• New ideas and strategies created to improve rural development</li>   <li>• Identified gaps and strengths</li> </ul>
Basic levels of infrastructure and services	Basic levels of infrastructure and services	<ul style="list-style-type: none"> <li>• Implement Water and Sanitation.</li> <li>• Building Local Government capacity.</li> <li>• Monitor and Support Local Government</li> </ul>	Provide support for the implementation of the CMIP programme. Provide continuity to the implementation of the CMIP programme.	National approval of the implementation of the PerForm Developer system in the province.
Engineering advice to Statutory Bodies	Engineering advice to Statutory Bodies	<ul style="list-style-type: none"> <li>• Building Local Government capacity.</li> <li>• Monitor and Support Local Government.</li> <li>• Increase Communication and Intergovernmental relations.</li> </ul>	Continued development and management of the provision of engineering services to meet the mission and vision of the various provincial and local authority bodies.	The smooth functioning of matters affecting the provision of engineering services within the province. This would cover both provincial and local authority activities.

Mechanisms to monitor service delivery	Mechanisms to monitor service delivery	Monitor and support local authorities.	Develop mechanisms whereby the activities of local authorities are effectively monitored so that the provision of engineering services are effectively and efficiently provided in the province.	<ul style="list-style-type: none"> <li>The finalization of mechanisms whereby the activities of local authorities can be monitored so that the provision of services are provided in an uninterrupted, efficient and effective manner in the province.</li> <li>Create synergy in infrastructure and service provision.</li> </ul>
	To provide water and sanitation to at least 240,000 households in Gauteng within three financial years 2002/2003 to 2005/2006		<ol style="list-style-type: none"> <li>Identify priorities with Department of Housing and municipalities</li> <li>Prioritize bulk infrastructure projects as per CMIP process</li> <li>Communication and branding of Water and Sanitation programme</li> <li>Finalise planning and develop operational plans for each region</li> <li>Confirm budget allocations, shortfalls and/or counter funding</li> </ol>	<ol style="list-style-type: none"> <li>Number of buckets and pit-latrines eliminated</li> <li>Signature of MOU with Department of Housing</li> <li>Priorities and implementation plans for each municipality</li> <li>Budget allocations and CMIP approvals</li> <li>Planning and implementation of projects on the ground</li> <li>Completed backlog study indicating numbers and localities of affected households</li> </ol>

			<ol style="list-style-type: none"> <li>6. Establish analytical and reporting system to track progress on: <ul style="list-style-type: none"> <li>• Backlogs in water and sanitation</li> <li>• Use of pit-latrines and buckets</li> <li>• Access to basic free water</li> <li>• Use of low-flushing systems</li> </ul> </li> <li>7. Collate all national and provincial data to identify current legislative authority and policy in use</li> <li>8. Policy on cross-boundary municipalities</li> <li>9. Strategy on areas that can not be formalized regarding provision of essential services e.g. VIP and stand pipes</li> <li>10. Water management and solid waste management plans</li> <li>11. Create digital nerve center to monitor progress on the provision of basic services in Gauteng</li> </ol>	<ol style="list-style-type: none"> <li>7. Number of projects completed and households with access to basic services</li> <li>8. Confirm use of a low flushing system</li> <li>9. Number of jobs created and SMMEs employed</li> <li>10. Identify regional champions for water &amp; sanitation</li> <li>11. Finalize communication and branding strategy</li> </ol>
--	--	--	---	---

Consolidated Municipal Infrastructure Programme	Consolidated Municipal Infrastructure Programme	<p>Implement water and sanitation.</p> <p>Building local government capacity.</p> <p>Economic regeneration.</p> <p>Monitor and support local government.</p>	<p>Approval of projects that meet the criteria of CMIP and the PIDP.</p> <p>Manage the programme.</p> <p>Implement initiatives to address capacity building to implement CMIP projects at local government level.</p> <p>Review IDP's and the backlog data base to inform programme planning.</p>	<p>Adherence to the reporting and planning schedules as set by national.</p> <p>Adherence to the frame work relative to the grant as detailed in the DoRA.</p> <p>Implement projects that will effectively expend the annual allocation.</p>
Municipal Infrastructure Investment Framework	Municipal Infrastructure Investment Framework	<p>Building local government capacity.</p> <p>Monitor and support local government.</p> <p>Improve IDP process.</p>	<p>Designing and agreeing a framework for the MIIF.</p> <p>Developing a web-enabled GMIS in respect of municipal infrastructure.</p> <p>Identifying, agreeing and recording the infrastructure backlog and eradication priorities.</p> <p>Evaluating and improving existing mechanisms for municipal service delivery.</p> <p>Evaluating and improving the sources and sufficiency of funding for affordable municipal service delivery.</p> <p>Draft final MIIF.</p> <p><b>Implementation.</b></p> <p>Monitoring.</p>	<p>Acceptance of framework for MIIF by stakeholders.</p> <p>Completion of MIIF</p> <p>Implementation and monitoring</p>

**PROGRAMME 3 : INTEGRATED DEVELOPMENT PLANNING**

**KEY OBJECTIVES :**

- Promote and co-ordinate sustainable integrated development planning;
- Compact cities with appropriate facilities;
- Appropriate rural development that provides for economic growth and sustainability;
- Economically viable communities (conversion of dormitory townships).

SUB-PROGRAMME	OUTPUT	KEY PRIORITIES ADDRESSED	HIGH LEVEL ACTIVITY	KEY PERFORMANCE INDICATORS
Provincial Integrated Development plan	Provincial Integrated Development plan	<ul style="list-style-type: none"> <li>• Improve IDP process</li> <li>• Implement water &amp; sanitation</li> <li>• Economic regeneration (LED)</li> <li>• Management of cross boundary municipalities</li> <li>• Monitor &amp; support local government</li> <li>• Increase communication &amp; intergovernmental relations</li> </ul>	<ul style="list-style-type: none"> <li>• Finalisation &amp; publication of PIDP</li> <li>• Review PIDP and ensure on-going horizontal and vertical integration</li> <li>• Finalisation of the review &amp; publication of the GSDF</li> <li>• Monitoring of implementation of urban edge &amp; dev trends via e-Land</li> <li>• Refined E-Land Decision Support System</li> <li>• Web enabled MIS/DSS/GIS</li> </ul>	<ul style="list-style-type: none"> <li>• Degree of integration &amp; alignment of Prov &amp; municipal decision making</li> <li>• Level of commitment to the process by all national, provincial &amp; municipal stakeholders.</li> <li>• Degree to which the GSDF influences SDF's of municipal IDP's</li> <li>• Degree of availability of DSS to Prov Depts &amp; municipalities.</li> </ul> <p>Degree of utilisation &amp; acceptance by Prov depts &amp; municipalities</p>

Aligned & Implementable Municipal Integrated Development	Aligned & Implementable Municipal Integrated Development		Horizontal & Vertical Alignment of IDPs	<ul style="list-style-type: none"> <li>• Aligned MIDPs to provincial policies, programmes &amp; projects</li> <li>• Pro-active provincial sector departments' participation into the MIDP process</li> <li>• Aligned &amp; coordinated MIDPs between adjacent municipalities</li> </ul>
			Enhancing L/G Capacity to compile quality IDPs	<ul style="list-style-type: none"> <li>• Capacitated municipal councillors &amp; officials and provincial officials for MIDP Review &amp; Implementation</li> </ul>
			Update & Maintain MIS/GIS for IDPs	<ul style="list-style-type: none"> <li>• Reliable &amp; Accessible IDP IMS &amp; GIS by 2004</li> </ul>
			Support & Monitor the Review & Implementation of MIDPs	<ul style="list-style-type: none"> <li>• Institutional structures for MIDP coordination &amp; participation</li> <li>• MIDPs that conform to IDP legislative requirements</li> <li>• MIDP Impact Analysis</li> <li>• MEC's MIDP Assessment Report</li> </ul>
Local Economic Development	Economic Regeneration & Local Economic Development	Economic Regeneration (LED)	<ol style="list-style-type: none"> <li>1. Establish an Economic Development Unit</li> <li>2. Support municipal LED initiatives</li> </ol>	<ul style="list-style-type: none"> <li>• Economic development unit in the dept.</li> <li>• Business plans and funding strategies for LED projects</li> <li>• Established partnerships with funding institutions</li> <li>• Research documents on best practices in LED</li> </ul>

			3. -Promote the Municipal SMME Support Strategy	<ul style="list-style-type: none"> <li>• Aligned LED initiatives to IDPs</li> <li>• Number of established SMME advisory centers</li> <li>• Number of other initiatives to assist SMMEs</li> </ul>
Local Economic Development	Economic Regeneration & Local Economic Development	Economic Regeneration (LED)	4. Implement Economic Regeneration Projects (ERPs)	<ul style="list-style-type: none"> <li>• Established strategic task team</li> <li>• Marketing and investment strategy</li> <li>• Stakeholder involvement</li> <li>• Established partnerships</li> <li>• Appointed service providers for construction and implementation of ERPs</li> <li>• Implementation plans for ERPs</li> <li>• Achievements of implementation per phase ERPs</li> </ul>



Provincial Integrated Development plan	Implementation of Gauteng Planning & Development Act	<ul style="list-style-type: none"> <li>• Building Local Government Capacity</li> <li>• Monitor and Support Local Government</li> <li>• Increase Communication and Intergovernmental Relations</li> </ul>	<ul style="list-style-type: none"> <li>• Training of DDPLG staff in terms of provisions of Act (Procedures/policy)</li> <li>• Training of new Development Tribunal &amp; Appeal Tribunal members (Procedures/policy)</li> <li>• Capacitate municipalities to undertake new land-use functions (Procedures/policy)</li> </ul>	<ul style="list-style-type: none"> <li>• Percentage of staff capacitated</li> <li>• Percentage of members capacitated</li> </ul> <p>Percentage of municipalities capacitated</p>
--	--	--	--	--

	<p>Planning advice and appeals</p>	<ul style="list-style-type: none"> <li>• Economic Regeneration (LED)</li> <li>• Building Local Government Capacity</li> <li>• Monitor and Support Local Government</li> <li>• Increase Communication and Intergovernmental Relations</li> </ul>	<ul style="list-style-type: none"> <li>• Professional planning advice in respect of the following: Gauteng Townships Board / Gauteng Appeal Tribunal; Gauteng Development Tribunal; Gauteng Development Appeal Tribunal (will discontinue once the new legislation is in place)</li> <li>• Professional planning advice in respect of the following land use applications:  Subdivision of Agricultural Land Act; Less Formal Township; Establishment (until the end of March 2004)</li> <li>• Planning comment on ad-hoc planning inquiries. (C-MIP, Black communities act, town planning schemes)</li> <li>• Maintain and update database</li> </ul>	<ul style="list-style-type: none"> <li>• The degree of alignment with departmental policies</li> <li>• Deliver comments in respect of application or appeal within a defined timeframe</li> <li>• Allocate Planner per hearing as scheduled by Gauteng Development Tribunal and Townships Board</li> </ul>
--	------------------------------------	---	--	--

	<p>Management of acquisition and disposal of land.</p>	<ul style="list-style-type: none"> <li>• Economic Regeneration (LED)</li> <li>• Building Local Government Capacity</li> <li>• Monitor and Support Local Government</li> <li>• Increase Communication and Intergovernmental Relations</li> </ul>	<ul style="list-style-type: none"> <li>• Facilitate the strategic acquisition &amp; disposal of property as required by user departments <ul style="list-style-type: none"> <li>▪ Implementation of Land Management Strategy.</li> <li>▪ Update Land Register &amp; link to GIS</li> </ul> </li> <li>• Implement provincial policy on land invasion</li> <li>• Implement policy on disposal &amp; acquisition</li> <li>• Capacitate staff</li> </ul>	<p>Alignment of acquisitions &amp; disposals to policy frameworks</p> <p>Rate of land invasion</p> <p>% staff capacitated</p>
--	--	---	--	---

	<p>Establish a GIS/MIS/DSS portal node to support strategic decision making.</p> <p>Establish a GIS/MIS/DSS Provincial Warehouse to prevent Provincial duplication of data sets, prevent duplication of "Relational Databases".</p>	<p>Improved IDP Process</p> <p>Implement Water and Sanitation electronic mechanism for utelization and management decision support integration.</p> <p>Building Local Governance Capacity via the intra and internet using electronic transversal systems.</p> <p>Management of cross boundary municipalitie via web tools.</p>	<ol style="list-style-type: none"> <li>1. Procurement and upgrade of new GIS hardware</li> <li>2. <u>Integration of</u> current data and procurement of new data</li> <li>3. <u>Procurement of</u> Mapguide Author Licenses to facilitate alignment with Municipalities and internal projects and sections.</li> <li>4. <u>Training of</u> current GIS staff.(Mapguide 5, Arc Info, project management, A+)</li> <li>5. <u>Support Strategic</u> Decision Making</li> <li>6. Create and producing presentations, posters, invitations etc</li> </ol>	<p>Rate of Utilization of the GIS portal and node by all stakeholders internally and externally, laterally and horizontally.</p> <p>Produce decision making information in strategic support of projects, programmes and to all stakeholder*</p> <p>Completeness and quality of Data and of information.</p> <p>Number of layers published over web.</p> <p>GIS uptime of System. (percentage)</p>
--	---	---	--	--

**PROGRAMME 4 : DEMOCRATIC AND CO-OPERATIVE GOVERNANCE**

**KEY OBJECTIVE :** To promote co-operative governance and build local democracy and accountability in municipalities

SUB PROGRAMMES	OUTPUTS	KEY PRIORITIES ADDRESSED	HIGH LEVEL ACTIVITIES	PERFORMANCE MEASURE
	Enhance mechanisms for participation	Improve IDP process Build LG Capacity Monitor and Support Local government	Monitor and support community participation Monitor and support ward committees	Number of programmes developed
	Co-ordinated local government related capacity building programmes	Build local government capacity Monitor and support local government	Monitor and co-ordinate local government capacity building programmes in the Department	Number of co-ordinated programmes
	Enhance Good Governance		Monitor, evaluate and community complaints Maintain a databse on complaints received and finnalised	Number of complaints received Number of corruption cases investigated

	Enhance inter-governmental relations	Improve Intergovernmental relations	Monitor, co-ordinate and evaluate mechanisms for co-ordination between departments	Number of litigations between spheres of government and departments
			Monitor, co-ordinate and evaluate mechanisms for co-ordination between departments	
			Monitor, co-ordinate and evaluate mechanisms for co-ordination between departments	
	Effective communication with legislature	Improve communication	Manage legislative affairs for the department	Reduction in turn around time
	Effective communication with public	Improve Communication	Manage the implementation of a communication and marketing strategy for the public	Access by communities to government information

**PROGRAMME 5 : EFFECTIVE BUSNISS PROCESSES**

**KEY OBJECTIVE :**

- A department that has the necessary capacity to monitor and provide high level advice to both the development and the implementation of policies in respect of Local Government;
- Enhanced financial management

SUB-PROGRAMME	OUTPUT	KEY PRIORITIES ADDRESSED	HIGH LEVEL ACTIVITY	KEY PERFORMANCE INDICATORS
Management	Effective Programme management			
Finance	Effective and efficient compliance to rules and regulations		Implementation of PFMA	Reduction of Audit queries
			Implementation of Preferential Procurement policy frame work	Degree of compliance with policy framework
			Preparation for Procurement plan for the Department	Reduction in ad hoc procurement
			Ensure that the Departmental budget is in accordance or aligned with the departments strategic plan.	Improve turnaround time for procurement and payments activities
	Effective efficient, transparent and accountable use of financial resources		Formulation of Policies and update loss control Policy.	Reduction in theft and losses
			Development and implementation of asset disposal plan	Reduced the rate of abuse of recourses and conduct auctions for disposed assets
Formulation of Risk assessment and fraud prevention plans			Reduced risks and fraud within the department	
Human Resource Management	<ul style="list-style-type: none"> <li>• Highly Skilled and Motivated Staff</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation of Skills Development Programme</li> <li>• Implementation of the new uniform PMS system</li> <li>• Implementation and Maintenance of Sound Labour Relation Programmes</li> </ul>	<ul style="list-style-type: none"> <li>• No. Staff Trained</li> <li>• No. Courses Presented</li> <li>• No of officials trained in the New PMS</li> <li>• No formally &amp; informally registered Misconduct and</li> </ul>

			<ul style="list-style-type: none"> <li>• Implementation of Human Resource Service Level Agreement with the GSSC</li> <li>• Implementation of Transformation Programmes</li> </ul>	<p>disciplinary Cases</p> <ul style="list-style-type: none"> <li>• No. of registered grievance</li> <li>• No of Successfully Implemented transactions</li> <li>• No of internal transformation policies in place</li> <li>• No of diverse staff employed and retained</li> </ul>
Office Support	<ul style="list-style-type: none"> <li>• Effective logistical support service to the department</li> </ul>	•	<ul style="list-style-type: none"> <li>• Implement a document management system in accordance with the Archive Act.</li> <li>• Develop a building lease / purchase strategy for 2006/7.</li> <li>• Monitoring of building maintenance contracts &amp; services.</li> <li>• Maintenance of an improved</li> </ul>	<ul style="list-style-type: none"> <li>• No of staff utilising the system.</li> <li>• No of document transactions</li> <li>• Strategy document / time.</li> <li>• Quality of service agreements.</li> </ul>



			<p>reception service to the department.</p> <ul style="list-style-type: none"> <li>• Upgrade the telecommunication system of the department</li> <li>• Provision of a cafeteria service.</li> <li>• Provision of an efficient secretariat service to the department.</li> </ul>	<ul style="list-style-type: none"> <li>• Rate of satisfaction.</li> <li>• Rate of satisfaction.</li> <li>• Rate of use of the cafeteria.</li> <li>• Schedule / Date [meetings/ functions / events]</li> </ul>
Legal Support	Effective Legal support to the department	•	<ul style="list-style-type: none"> <li>• Contracts Management</li> <li>• Provide Legal advise</li> <li>• Vetting of legislation</li> <li>• Provide legal support</li> <li>• Awareness of legal</li> </ul>	<ul style="list-style-type: none"> <li>• Decreased and better managed risk</li> <li>• Reduction of litigations</li> <li>• Better compliance and consequential improvements</li> <li>• Accelerated turn-around time</li> <li>• Increased number of legal advise requests</li> </ul>

			implications in project planning	
Human resources	<p>A transformed organisation in line with government's objectives and priorities</p> <ul style="list-style-type: none"> <li>Localised HIV/Aids program in municipalities (Program 1, 2 &amp; 4)</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li>Developing monitoring, tracking and reporting mechanisms on change</li> <li>Developing change enabling strategies (e.g. Team-building)</li> <li>Seminars and workshops to assess and facilitate change enablement</li> <li>Co-ordination of special projects (HIV/Aids, Gender &amp; Youth)</li> <li>Development of the municipal HIV/Aids strategy</li> <li>Monitoring and evaluation of the programme</li> <li>Assisting municipalities to develop their own strategies</li> </ul>	<ul style="list-style-type: none"> <li>Compliance to transformation objectives of the department</li> <li>Preparedness and co-operation of the department to change challenges</li> <li>An understanding and awareness of the change imperative</li> <li>Consciousness of equity in project planning</li> <li>A sustainable HIV/Aids strategy by each municipality</li> <li>Implemented strategies</li> <li>An integrated HIV/Aids plan</li> <li>Proper alignment of the strategy to the plans</li> </ul>

			<ul style="list-style-type: none"> <li>and implement their plans</li> <li>Facilitate the incorporation of the HIV/Aids initiative into municipal IDPs</li> </ul>	
Strategic Support	Well positioned organisation to ensure effective service delivery	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li>Finalisation of the departmental corporate plan</li> <li>Co-ordination of the development business and operational plans</li> <li>Facilitation of the implementation of the departmental corporate plan</li> <li>Business review and analysis</li> <li>Monitoring and evaluation of institutional performance</li> <li>Strategic advise to the department</li> </ul>	<ul style="list-style-type: none"> <li>An implementable and comprehensive corporate plan</li> <li>Business plans and operational plans that are aligned to the corporate plan</li> <li>The achievement of the strategic objectives</li> <li>Better compliance with our initial plans</li> <li>Effective and efficient institutional performance</li> <li>Consequential improvements of the business of the department</li> </ul>
Communication	Effective internal and external Communication in the department	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li>Development of departmental publications</li> </ul>	<ul style="list-style-type: none"> <li>Inputs and increased participation by staff</li> </ul>

			<ul style="list-style-type: none"> <li>• Management of information in the in the department</li> <li>• Departmental image building</li> <li>• Public relations campaigns</li> <li>• Liaison with municipalities (Tirisano)</li> <li>• Establish communication forums in the department *</li> </ul>	<ul style="list-style-type: none"> <li>• Updated and relevant information</li> <li>• People's perceptions on the image</li> <li>• Public awareness of the business of the department</li> <li>• Improved relations with municipalities</li> <li>•</li> </ul>
Administrative support to statutory bodies				
Ex Development Board Members				

## 2.3 SERVICE DELIVERY INDICATORS

### KEY OUTPUTS AND SERVICE DELIVERY TRENDS

#### PROGRAMME 1- TRANSFORMED LOCAL GOVERNMENT

Outcome	Description of output	Key Performance Indicator	Output Targets			Standard	Source of data
			03/04	04/05	05/06		
<ul style="list-style-type: none"> <li>• Viable Municipalities</li> </ul>	Implementation of mechanisms to prevent and detect possible financial and institutional breakdown at municipalities	Proportion of incidents proactively detected and prevented	10%	15%	20%		<ul style="list-style-type: none"> <li>• Surveys</li> <li>• Internal reports</li> </ul>

#### PROGRAMME 2 – QUALITY SERVICE DELIVERY

Outcome	Description of output	Key Performance Indicator	Output Targets			Standard	Source of data
			03/04	04/05	05/06		
<ul style="list-style-type: none"> <li>• Communities with access to affordable, appropriate and sustainable basic infrastructure</li> </ul>	Eradication of buckets to improve sanitation services	Buckets eradicated in Gauteng	45%	80%	100%		<ul style="list-style-type: none"> <li>• DWAF/Baseline information from STASSA</li> </ul>

<ul style="list-style-type: none"> <li>Communities with access to affordable, appropriate and sustainable basic infrastructure</li> </ul>	Families in formalised & planned areas provided with clean water and sanitation	Number of families provided with clean water and sewerage services	24,000	24,000	24,000		<ul style="list-style-type: none"> <li>Housing reports</li> </ul>
	Families in informal settlements provided with access to clean water and sanitation services within 200m (walking distance) from dwelling	% of families in informal settlements that have access to clean water and sanitation	45%	80%	100%		<ul style="list-style-type: none"> <li>Research reports</li> </ul>
<ul style="list-style-type: none"> <li>Communities with access to affordable, appropriate and sustainable basic infrastructure</li> </ul>	Conclusion of the infrastructure backlog study and formulation of the Municipal Infrastructure Investment Framework (MIIF)	MIIF completed and implemented	31 March 2004				
<ul style="list-style-type: none"> <li>Communities with access to affordable, appropriate and sustainable basic infrastructure</li> </ul>	Provincial Consolidated Municipal Infrastructure Programme effectively coordinate to ensure provision of basic services to low income households, job creation (especially the involvement of women and the youth) and SMME development	<ul style="list-style-type: none"> <li>% of total expenditure allocated to SMMEs</li> <li>% workdays created for women/youth/disabled</li> </ul>	30%	30%	30%	CMIP guidelines	<ul style="list-style-type: none"> <li>CMIP monthly and quarterly reports</li> </ul>
			52% of total workdays created	52% of total workdays created	52% of total workdays created		

**PROGRAMME 3 – INTEGRATED DEVELOPMENT PLANNING**

Outcome	Description of output	Key Performance Indicator	Output Targets			Standard	Source of data
			03/04	04/05	05/06		
• Compact Cities with appropriate facilities	Provincial Integrated Development Plan	Completion and review within timeframes	March 2004	March 2005	March 2006		
• Compact Cities with appropriate facilities	Aligned and implementable Municipal Integrated Development Plans	Degree of alignment of municipal IDPs, provincial policies, national policies, intergovernmental plans, programmes and budgets	50%	70%	90%		

**PROGRAMME 4 – DEMOCRATIC AND CO-OPERATIVE GOVERNANCE**

Outcome	Description of output	Key Performance Indicator	Output Targets			Standard	Source of data
			03/04	04/05	05/06		
• Promote co-operative governance and build local democracy and accountability	Community complaints investigated and resolved	% of complaints and reports of corruption cases received that are resolved timeously	75%	80%	85%		• Internal reports
• Promote co-operative governance and build local democracy and accountability	Implement mechanisms to promote community participation in government business	No of ward committees that are functional and with active members	75%	80%	85%		• Ward Committee reports • Internal reports

**PROGRAMME 5 – EFFECTIVE BUSINESS PROCESSES**

Outcome	Description of output	Key Performance Indicator	Output Targets			Standard	Source of data
			03/04	04/05	05/06		
<ul style="list-style-type: none"> <li>Risk free environment where change is anticipated and properly managed</li> </ul>	Reduced number of material audit queries by Internal Audit and the Auditor General	% reduction in the number of audit queries	75%	80%	85%		<ul style="list-style-type: none"> <li>Internal Audit reports</li> <li>Auditor General's report</li> </ul>
<ul style="list-style-type: none"> <li>Risk free environment where change is anticipated and properly managed</li> </ul>	Promote procurement from SMMEs and women owned businesses	% of procurement from women owned businesses	20%	25%	30%		<ul style="list-style-type: none"> <li>Procurement reports</li> </ul>



## 2.4 MEDIUM TERM REVENUES AND EXPENDITURES

The department derives revenue and funding from the following sources :

Summary of revenue : Department of Development Planning and Local Government						
R' 000	00/01	01/02	02/03	03/04	04/05	05/06
	Audited	Audited	Voted	Budget	MTEF	MTEF
<b>Voted by Legislature</b>						
Equitable Share	67,043	80,942	127,560	218,322	222,710	156,933
Conditional Grants	8,345	8,200	28,744	25,738	25,930	6,035
<b>Total revenue</b>	<b>75,388</b>	<b>89,142</b>	<b>156,304</b>	<b>244,060</b>	<b>248,640</b>	<b>162,968</b>

### DEPARTMENTAL REVENUE COLLECTION

The department is responsible for collecting the following revenue :

	2000/01	2001/02	2002/03	2002/03	2003/04	2004/05	2005/06
	Audited	Audited	Budget	Preliminary Outcomes	Budget	MTEF	MTEF
	R'000	R'000	R'000	R'000	R'000	R'000	R'000
<b>Non -Tax revenue</b>	<b>1,014</b>	<b>1,372</b>	<b>7,238</b>	<b>1,574</b>	<b>1,423</b>	<b>1,505</b>	<b>1,594</b>
Interest	44	98		11	10	10	10
Reimbursements							
Other revenue	951	1,254	6,417	1,542	1,390	1,470	1,558
Rent	19	20	821	21	23	25	26
Fees, fines & forfeiture							
<b>Capital revenue</b>	<b>-</b>	<b>-</b>	<b>10</b>	<b>100</b>	<b>11</b>	<b>12</b>	<b>-</b>
Sale of land & buildings	-	-	-	-	0	0	-
Sale of stock & livestock	-	-	10	100	11	12	-
<b>Total</b>	<b>1,014</b>	<b>1,372</b>	<b>7,248</b>	<b>1,674</b>	<b>1,434</b>	<b>1,517</b>	<b>1,594</b>

## EXPENDITURE SUMMARY PER PROGRAMME

Description of the Programme	2000/01 Audited	2001/02 Audited	2002/03 Preliminary Outcomes	2003/04 Budget	2004/05 MTEF	2005/06 MTEF
	R'000	R'000	R'000	R'000	R'000	R'000
Programme 1 : Transformed Local Government	19,526	17,799	22,176	34,985	35,767	16,584
Programme 2 : Quality Service Delivery	19,043	19,082	83,585	86,354	117,221	47,824
Programme 3 : Integrated Development Planning	14,604	22,405	7,891	80,272	51,441	52,130
Programme 4 : Democratic and Co-operative Governance	2,510	1,928	2,753	3,019	3,565	3,661
Programme 5 : Effective Business Processes	14,957	24,822	39,899	39,430	40,646	42,769
<b>Total</b>	<b>70,640</b>	<b>86,036</b>	<b>156,304</b>	<b>244,060</b>	<b>248,640</b>	<b>162,968</b>

## 2.5 CO-ORDINATION, CO-OPERATION AND OUTSOURCING PLANS

### SUMMARY OF STAKEHOLDERS AND THEIR EXPECTATIONS

STAKEHOLDER	EXPECTATIONS
<b>Local Government</b>	<ul style="list-style-type: none"><li>• Leadership and partnership in the transformation process</li><li>• Support in service delivery</li><li>• Monitoring and evaluation of projects</li><li>• Coordination of the Integrated Development Plans</li></ul>
<b>Legislature</b>	<ul style="list-style-type: none"><li>• Accountability on the discharge of our responsibilities</li><li>• Confirmation of and alignment of strategic initiatives to expected outcomes</li></ul>
<b>Other Provincial Government Departments</b>	<ul style="list-style-type: none"><li>• Planning and Policy input.</li><li>• Coordination of the Provincial Integrated Development Plans</li><li>• Execution of interdepartmental projects in a responsible manner</li></ul>
<b>National Department of Provincial and Local Government</b>	<ul style="list-style-type: none"><li>• Effective implementation of national projects on an urgency basis</li><li>• Achievement of Policy Objectives</li></ul>
<b>National and Provincial Treasury Departments</b>	<ul style="list-style-type: none"><li>• Timeous submission of financial reports</li><li>• Efficient utilisation of allocated resources and feedback on challenges experienced in the discharge of our mandate</li></ul>
<b>The Public</b>	<ul style="list-style-type: none"><li>• Timeous execution of transactions ( e.g. purchase and sale of land)</li><li>• Responsible execution of transactions, taking into account community needs and planning requirements</li><li>• Accessibility</li></ul>

#### 2.5.1 INTERDEPARTMENTAL LINKAGES

The department has an overall responsibility of co-ordinating the plans of the provincial department to ensure integrated development planning. This mandate is carried out under programme 3 – Integrated Development Planning. The department co-ordinates and participates in a number of forums within the province aimed at achieving it's mandate. In addition, the department co-ordinates and manages the Geographical Information Systems within the province.

The department is also responsible for co-ordinating intergovernmental relations among the various spheres of government. This mandate is catered for under the activities of programme 4 – Democratic and Co-operative Governance.

The department has identified a need for a consolidated approach to delivering on the mandate of provincial departments of supporting and monitoring municipalities. Mechanisms for achieving this objective will be formulated as part of the outputs of the Municipal Institutional Support Centre. Other provincial departments will be invited to utilise the services thereof to ensure that interventions by provincial departments are consolidated, uniformly structured, comprehensively developed to achieve maximum results and that they assist in developing capacity within local government.

#### 2.5.2 LOCAL GOVERNMENT LINKAGES

Various initiatives have been developed to monitor and support local government. These include :

- Assistance to municipalities under the MISC.
- Training and development of Ward Committee members.

- Assisting municipalities in developing their IDPs.
- Formulation of strategies for local economic regeneration in respect of certain municipalities.
- Co-ordination of the Premier's Co-ordination Council.
- Development of strategies and mechanisms for the effective implementation of the Consolidated Municipal Infrastructure Programme.
- Effective implementation of the Municipal Support Programme on behalf of the National Department of Provincial and Local Government.
- Development and implementation of the Municipal Infrastructure Investment Framework.
- Determining the extent of and formulating programmes to address infrastructure backlog within the province, in partnership with municipalities and other provincial departments.

### **2.5.3 PUBLIC ENTITIES**

**The department had the following committees listed as Public Entities under Schedule 3C of the PFMA:**

- **Gauteng Services Appeal Board**
- **Gauteng Development Tribunal'**
- **Gauteng Townships' Board**

**These committees were advisory committees, which assisted the department on spatial planning related matters. A decision was taken to delist these committees as the view of the department was that these did not constitute Public Entities. The Services Appeal Board was delisted during May 2002. It is anticipated that the other two committees will be delisted during March 2003.**

## **PART C**

### **3.1 CONDITIONAL GRANTS**

The department receives the following grants from the National Department of Provincial and Local Government :

- Municipal Support Grant
- CMIP ( Capacity Building and Programme Management)

The Consolidated Municipal Infrastructure Programme (CMIP) is aimed at enabling municipalities to provide basic levels of services to low income households. It is also aimed at contributing to other government strategic and intervention policy objectives which include SMME development, utilisation and empowerment of affirmative business enterprises, targeting the most vulnerable communities and sectors of society such as women, youth and the disabled for job creation.

### **3.2 FINANCIAL MANAGEMENT**

#### **Strategies to address audit queries**

Mechanisms in place to ensure effective internal and accounting controls will be continuously updated. The process will be informed by the risk assessment plan of the department, reviews by management, internal audit reviews, recommendations by the auditor general and events that may require a update of existing controls.

In this regard, the department will ensure that a formal plan is developed, whenever a need arises for the review and upgrade of controls, which clearly identify the areas to be addressed, the people responsible for ensuring implementation and the completion date.

#### **Implementation of PFMA**

A PFMA implementation has been formulated by the department. The plan is regularly updated and submitted to Provincial Treasury.

## PART D

### 4.1 Appendix one : Analysis of service delivery environment

The Department has been in the forefront in the facilitation and co-ordination of the transformation process of local government, in partnership with municipalities, national government and other agencies. In Gauteng, the municipalities were consolidated from a total of 51 in the past to the present number of fifteen.

The development of the concept of the Municipal Institutional Support Centre (MISC) represents an advance in the support and monitoring mechanisms for municipalities. MISC will optimise the limited resources while providing support to municipalities. The centre will build capacity of municipalities, provide high level advice on issues of strategic nature, provide direct support in a form of technical support and support transformation managers.

#### 4.1.1 Capital investment, maintenance and asset management plan

The department seeks to efficiently utilise available resources through proper planning, allocation and maintenance. The department's capital spending is comprised of two elements namely;

- Purchase of assets such computers and office furniture to support internal activities, and
- Allocations for spending on capital infrastructure under the Gauteng Water and Sanitation Infrastructure Backlog Eradication Programme and the Gauteng Local Economic Development Programme.

#### 4.1.2 Personnel

<b>GRADE (SALARY BAND)</b>	<b>Number of Employees in grade</b>
Levels 1-2	44
Levels 3-5	54
Levels 6-8	65
Levels 9-12	74
Levels 13-16 (SMS)	11
<b>TOTAL</b>	<b>248</b>

#### 4.1.3 IT systems

The department has invested a substantial amount of resources to develop a provincial GIS system. This system is currently utilised by a number of provincial departments. The department will be developing a comprehensive strategy to ensure that IT priorities are properly and adequately addressed. This strategy will take into account the department's role in respect of GIS.

The department also intends to focus on creating knowledge management systems that will provide adequate and relevant data for monitoring and supporting municipalities. A database management system is under consideration for the same purpose. The main focus areas will be on:

- Updating existing decision support systems such as GIS and e-Land
- Enhancing the use of available IT systems to ensure that return from the investment in IT infrastructure is maximised
- Exploring other IT applications that will enhance the capability of the department to deliver its services to its stakeholders effectively