

Department of Housing and Local Government

Northern Cape Province

Strategic Plan

1 April 2003/04 - 31 March 2005/06

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VISION, MISSION AND POLICY

The Department of Housing and Local Government has set for itself the following vision and mission.

1. Vision

BASIC SERVICES TO ALL.

2. Mission

TO PROMOTE, FACILITATE AND MONITOR THE PROVISION OF SUSTAINABLE BASIC SERVICES THROUGH DEVELOPMENTAL LOCAL GOVERNMENT.

3. Policy Goals

The Department of Housing and Local Government has determined for itself the following policy goals (or core objectives):

| | |
|----|---|
| 1. | A commitment to continuous service delivery improvements and meeting customers' needs. |
| 2. | Sound planning and management of departmental resources. |
| 3. | Transformation of local governance through participatory democracy and strong developmental local government. |
| 4. | Facilitation of a sustainable housing delivery and it's related municipal services. |
| 5. | Facilitating integrated development planning. |

3. Values

The department is guided by the founding values on which its legislative framework, and more specifically, the following legislation is based: The Constitution of South Africa, Batho Pele Principles, Public Service Code of Conduct, Employment Equity Act, Public Financial Management Act. These relate to:

Fairness, Equity, Accessibility, Transparency, Accountability, Participation and Professionalism.

5. Legislative and Other Mandates

The Northern Cape Department of Housing and Local Department determines its mandate from the following pieces of legislation:

- CONSTITUTION OF THE REPUBLIC OF SOUTH AFRICA (Act No 108 of 1996). Section 26 of the Constitution of the Republic of South Africa provides that everyone has the right to have access to adequate housing, and it further provides that the State must take reasonable legislative and other measures, within its available resources, to achieve the progressive realisation of this right. Adequate housing is measured in terms of key factors including legal security of tenure, availability of services, materials, facilities and infrastructure, affordability, accessibility and location.

Furthermore, Chapter 3 of the Constitution defines the principles of co-operation that binds all spheres of government, national, provincial and local. More specifically it 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:

- "Provide 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."
- THE HOUSING ACT (Act No. 107 of 1997); as amended; outlines the responsibilities of the various spheres of government in relation to housing delivery. The vision for housing in South Africa, as contained in the Act is "... the establishment and maintenance of habitable, stable and sustainable public and private residential environments to ensure viable households and communities, in areas allowing convenient access to economic opportunities and to health, educational and social amenities, in which all citizens and permanent residents of the Republic will, on a progressive basis have access to:
 - permanent residential structures with secure tenure, ensuring internal and external privacy and providing adequate protection against the elements; and
 - portable water, adequate sanitation facilities and domestic energy supply."

- THE URBAN AND RURAL FRAMEWORKS (1996), the key focus of which is to ensure the provision of security of tenure, involvement of communities and beneficiaries and the social, economic and physical integration of areas.
- RENTAL HOUSING ACT (Act No. 50 of 1999). The Act requires that all Provinces establish Rental Housing Tribunals to deal with landlord and tenant matters through promulgating their own legislation or using existing Provincial legislation that deals with such matters or by establishing the Rental Housing Tribunal under the Act.
- NATIONAL HOUSING CODE (2000). The Code outlines the fundamental principles guidelines and procedures that govern housing policy in South Africa namely: partnerships and people centred development; skills transfer and economic empowerment; fairness and equity; choice; quality and affordability; innovation; transparency, accountability and monitoring; and sustainability and fiscal affordability.
- MUNICIPAL STRUCTURES ACT (Act 32 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 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 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.

6. Key focus areas

The key focus areas of the Department of Housing and Local Government are:

- Strengthening the institutions of local government to ensure capacity, viability, transparency and good governance practice.
- Facilitate/ Ensuring the disaster management readiness of local government institutions.
- Facilitate that local government institutions prepare local development objectives and integrated development plans within the context of a provincial framework.
- Processing, for approval, applications relating to IDP's, land use and infrastructure and housing projects.
- Implementation and quality control of infrastructure and housing projects and, in the longer term, to enable local government institutions to undertake some of these tasks.
- Providing a valuation service to local authorities and other departments in the Provincial Government.
- Preparing and implementing provincial bills and regulations pertaining to the development and functions of local government institutions.
- Monitor performance and, where necessary, intervene and enforce compliance.

The Department of Housing and Local Government has adopted for itself a strategic management framework to assist in designing, implementing, co-ordinating and monitoring the effectiveness of its operations. The strategic management framework is illustrated in Figure 6.1 on the following page.

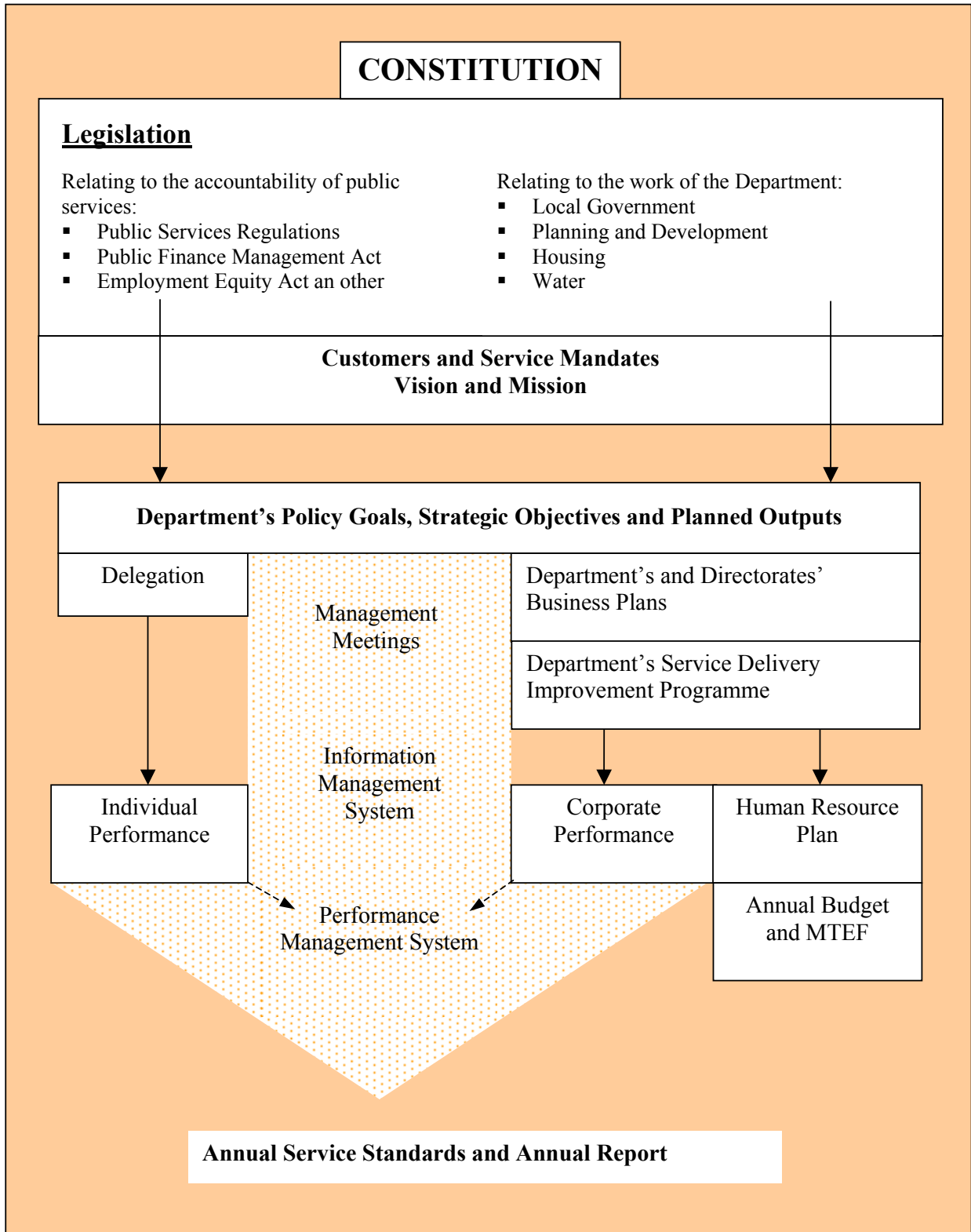


Figure 6.1 Strategic Management Framework

7. DESCRIPTION OF THE STRATEGIC PLANNING PROCESS

Based on the above strategic management framework the department has set out the following process to review its strategic plans and business planning operations. Good Strategic Planning provides the basis on which effective performance measurement and reporting structure can be built. Strategic plans developed are not only for external enlightenment but also to provide a framework for focussing Departmental activities on achieving Departments expectations, intentions and desired outcomes.

OUTCOMES OF GOVERNMENT INTENTIONS

- The process of determining objectives, setting outcomes and outputs for Department begins with a clear understanding of the Government's intentions programme and functions.
- Enabling legislation gives the mandates, roles and responsibility, functions and the specific requirements that National and Provincial Government require the Department to undertake.
- Legislation sets groundwork for the Department to undertake but does not dictate the actual methodology to be used to achieve the Government desired outcomes.
- This is developed by the Department after considering the views of:
 - Stakeholders
 - Needs of customers
 - Recipients of the program activities etc.
 - Constraints on environment, technology and resources

The above factors influence the manner in which the Department deliver its service.

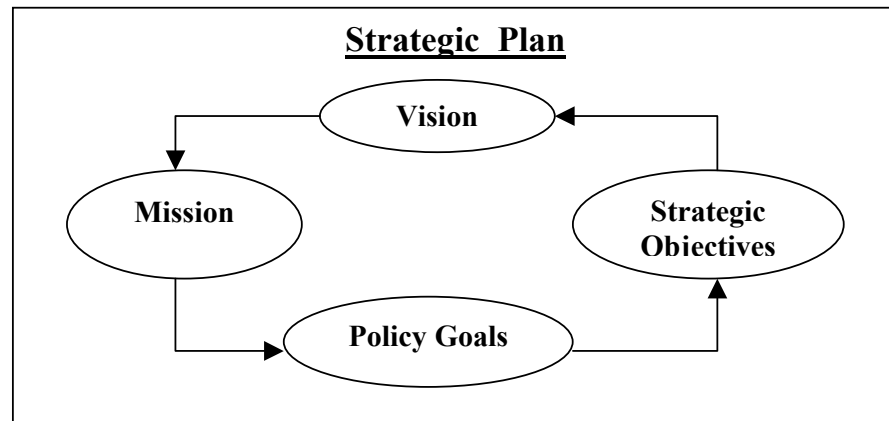
The Government decides the desired outcomes that it requires and a common understanding of the broad objectives for the Departments policies functions and activities are developed between the MEC and the Head of Department. The Parliament will hold the Government accountable (through relevant Minister) for the desired outcomes that the Government has set for the Department and the Department head will be accountable to the MEC for outcomes achieved.

The Department may not be able to achieve directly the outcomes intended by Government, but may provide an output that is an intermediate step in achieving that outcome. There may be several intermediate outputs and outcomes before the desired ultimate outcome is achieved. Department may not have full control over the ultimate outcome but may only influence towards that outcome.

STRATEGIC PLAN

The visible output of the Department strategic planning is the Corporate Plan. The Corporate Plan expounds the role and responsibilities of the Department distilled from its analysis of Government requirements and that of other stakeholders.

The Corporate Plan comprises of several segments which is shown below.



The vision, mission and policy goals is determined through a consultative process with all staff and during the review process feedback is given by all staff members on the strategic plan. Policy Goals are general ends towards which the Department directs its efforts. They are the components that make up the mission of the department and enable it to move towards its vision.

Measures allow management to translate strategy into a clear set of strategic objectives. Strategic objectives included in the Corporate Plans are part of a process of ranking prioritising and analysis before agreed upon. Strategic objectives and strategies in the corporate plans represent departments considered opinion of the best method to achieve its policy goal, mission and ultimately the vision.

Strategic objectives are set by the Senior Management Team, which sets out the direction of the Department's strategic plan for 5-year period. Each strategic objective has an output or outcome. The review process held annually in May analyse the performance of the department as to progress made in achieving the strategic objective out/put/outcomes and how we are achieving the Policy Goal – Aim of the programmes, the department's mission and ultimately the vision.

SUBSIDIARY PLANS (DIRECTORATES AND REGIONAL OFFICES)

The corporate plan is based on a time-period of 5 years, which is reviewed annually. Intermediate results must occur to achieve the strategic objectives. A number of subsidiary plans must be developed to support the corporate plan.

Subsidiary plans are :

- 1) Transversal Strategies
- 2) Annual Business Plans (Directorate and Regional Offices)
- 3) Annual Action Plans (Section Heads and Regional Offices)/ Functional Plans
- 4) Monthly Work Plans/Operational Plans

1) Transversal Strategies

These strategies are outlined in this document as appendices. This is reviewed annually.

2) Annual Business Plans (Directorate and Regional Offices)

A Business Plan is developed for each programmes in each Directorate. Directors determine Key Annual Priorities. Outputs/Outcomes are determined for each Annual Priority and Service delivery Indicators or Performance Measures are determined for each output. Each Directorates Business Plan includes service standards an overview of the Directorate, Key Responsibilities, Key Annual Priorities, Outputs/Outcomes, Service Delivery Indicators / Performance Measures. Key Annual Priorities are at a lower level than the strategic objective and are essentially steps leading to the strategic objective year on year and not activities. The key annual priorities are set over the MTEF period together with outputs and Service delivery indicators/ Performance Measures. This process involves the entire staff of the Directorate. Based on the key annual priorities each sub-programme unpacks these into activities and determines the cost drivers. The departmental budget is determined from this and each output is costed. This should be completed during the month of June.

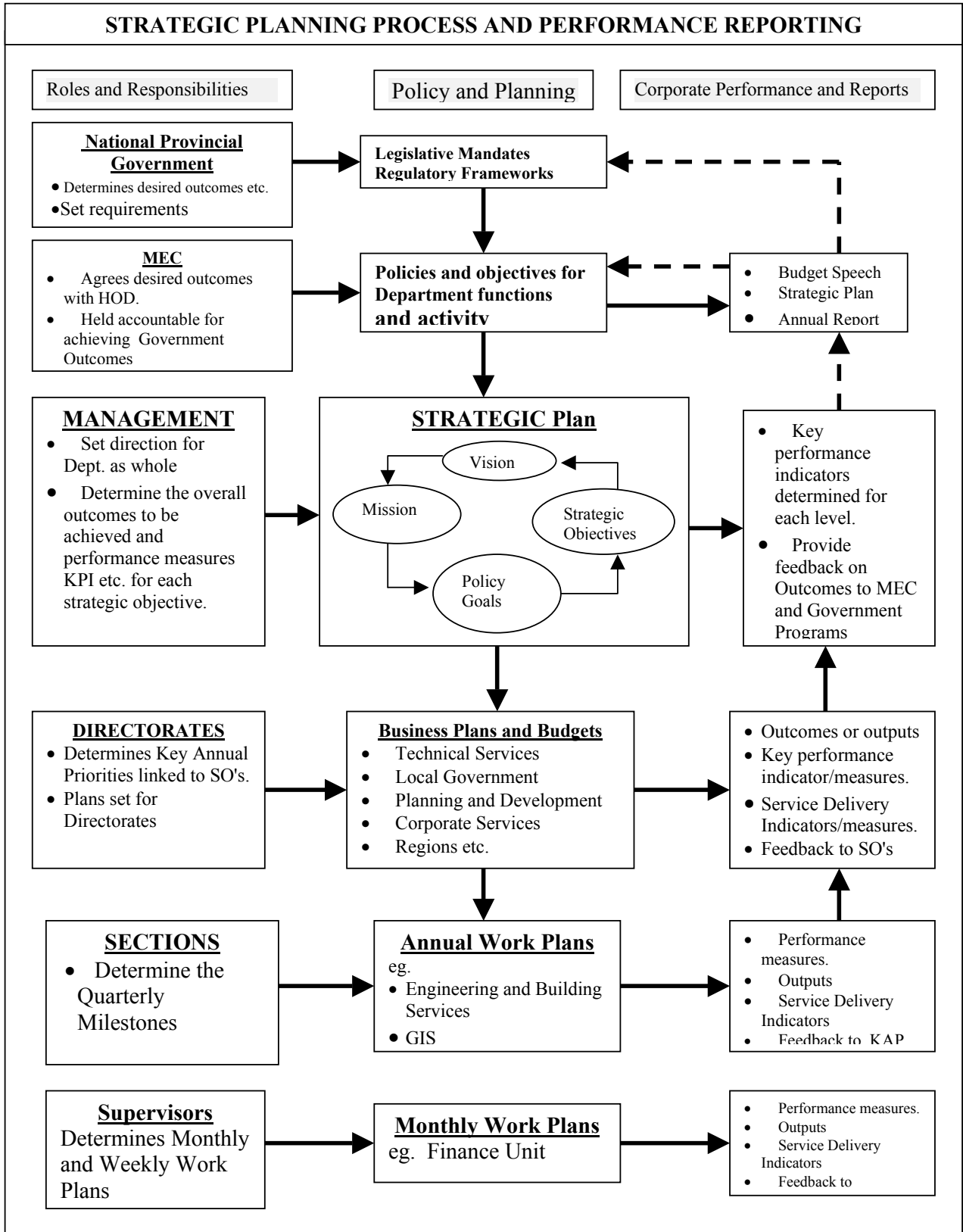
3) Annual Action Plans (Section Heads and Regional Offices)/ Functional Plans

The unpacked activities determine quarterly milestones that will be needed to achieve the Key Annual Priorities for the year. Quarterly Milestones are set that will enable us to achieve the output/outcomes of the Key Annual Priorities. This forms the annual performance contract for the director and assists to complete the accomplishment matrix, which sets out each individual performance and development plan.

4) Monthly Work Plans/Operational Plans

Each sub-unit for work groups and teams develops these plans e.g. Finance Section etc. The aim of the subsidiary plans is to identify each significant element of Department and that elements contribution towards achieving the Departments objectives. This planning is at micro-level. They are the means by which Department implement broad strategies or strategic objectives contained in their corporate plan. Subsidiary plans generally contain more detailed specific strategies or accomplishments and may include individual functions and tasks.

The figure 2 below sets out the strategic planning process and reporting for the department



PART B

PROGRAMME

AND

SUB-PROGRAMME

BUSINESS PLANS

8. PROGRAMMES, OBJECTIVES AND OUTPUTS

The policy goals and planned outputs of the Department Housing and Local Government (Northern Cape) are summarised in the tables below.

| | | | |
|---------------|----------------|----------------|----------------|
| VOTE 9 | 2003/04 | 2004/05 | 2005/06 |
| | 225,156 | 244,035 | 241,854 |

| Policy Goals | Provincial Theme | Lead Manager | Overall Planned Outcomes | Time |
|--|--|--------------------------------------|---|-----------------|
| 1. A commitment to continuous service delivery improvements and meeting customer needs. | Governance, HIV/AIDS, Target Groups, Combating Crime, Skills Development | Chief Director | Programme 1 aims to ensure that overall management is strategic, policy is developed, monitored and evaluated and legal and HR support provided to all directorates and financial management is efficient, effective and accountable. | 2003/04-2006/07 |
| 2. Sound planning and management of departmental resources. | Governance, HIV/AIDS, Governance, HIV/AIDS, Target Groups, Combating Crime, Skills Development | Chief Director | This forms part of Programme 1 and aims to ensure that financial management is efficient, effective and accountable and overall Human Resource Management is strategic and administered fairly and efficiently. | 2003/04-2006/07 |
| 3. Transformation of Local Governance through participatory democracy and strong local government. | Governance, Skills Development, Job Creation, Poverty alleviation, Marketing the Province, HIV/AIDS | Director of Local Government | The aim of Programme 2 is to stabilise good governance and improved viability and sustainability of municipalities. | 2003/04-2006/07 |
| 4. Facilitation of a sustainable housing delivery process and its related municipal services. | Skills Development, Job Creation, Infrastructure Develop. Target Groups, Urban and Rural, HIV/AIDS, Combating Crime | Director of Technical Services | The aims of Programme 3 are ensure the implementation of housing and infrastructure projects and the delivery of valuation services. | 2003/04-2006/07 |
| 5. Facilitating integrated development and planning. | All 12 themes (IDP's) | Director of Planning and Development | The aims of Programme 4 is to facilitate increased access to basic services for communities. | 2003/04-2006/07 |

PROGRAMME 1: ADMINISTRATION

| | | 2003/04 | 2004/05 | 2005/06 | |
|---|---|--|--------------------------------------|---|-----------------|
| The programme aims to ensure that overall management is strategic, policy is developed, monitored and evaluated and legal and HR support provided to all directorates and financial management is efficient, effective and accountable. | | 19,943 | 22,209 | 23,993 | |
| Policy Goals | Provincial Strategic Themes | Strategic Objectives | Lead Manager | Planned Outcomes/Outputs | Time |
| A commitment to continuous service delivery improvements and meeting customer needs. | ROLE OF GOVERNANCE | To carry out the political mandate of government. | Director MEC's Office | <ul style="list-style-type: none"> Monitor and evaluate policies and legislative requirements to be implemented. | 2003/04-2006/07 |
| | ROLE OF GOVERNANCE | Develop and implement service delivery improvement actions through each Directorate's Business Plan and continuously improve service delivery processes. | Deputy Director for Policy | <ul style="list-style-type: none"> Guidelines on service delivery improvements. Management Programme designed embedded and maintained. All key management meeting connected through Team Briefing structure | 2003/04-2006/07 |
| | ROLE OF GOVERNANCE | Develop legislation and provide legal support to all directorates. | Deputy Director for Legal Services | <ul style="list-style-type: none"> Drafting of bills and legal support for all directorates. | 2003/04-2006/07 |
| | HIV/AIDS, Target Groups, Combating Crime | Facilitate and monitor Gender mainstreaming, Target Groups Support and HIV/AIDS awareness | AD for Gender Mainstreaming | <ul style="list-style-type: none"> Delivery and coordination of awareness and educational programmes within the Department and Municipalities | 2003/04-2006/07 |
| Sound planning and management of departmental resources. | ROLE OF GOVERNANCE | Improving internal management systems to promote efficient, effective and value for money service delivery. | Chief Financial Officer | <ul style="list-style-type: none"> Full compliance with PFMA and Treasury Regulations. An efficient and effective management and financial accounting mechanisms. All Responsibility Managers enabled to manage and report on utilisation of financial and other resources Improved asset management. | 2003/04-2006/07 |
| | SKILLS DEVELOPMENT | Develop training and multi-skilling opportunities and encourage take up by all occupational categories. | Departmental Skill Facilitators Team | <ul style="list-style-type: none"> Based on individual performance create training opportunities that are available to staff. Training calendar produced annually in line with assessed needs. | 2003/04-2006/07 |
| | ROLE OF GOVERNANCE | Develop and implement affirmative action, through the Human Resource Planning and Management. | Section Head for HR Unit | Full implementation of the Public Management Framework. Develop and implement HR and EE plan. | 2003/04-2006/07 |

SUB-PROGRAMME 1.1: OFFICE OF THE MEC

| The programme aims is to provide leadership and guidance that are: | | 2003/04 | 2004/05 | 2005/06 |
|--|--|---|--|----------------------|
| <ul style="list-style-type: none"> • Pro-active • Anticipate the future through forward planning | | 2,979 | 3,059 | 3,263 |
| Strategic Objective | Measurable Objective | Output | Performance Measure | Costs (R'000) |
| To carry out the political mandate of government | Effective administration and management system in place | Effective service delivery and evaluation thereof. Liaison with municipalities to ensure significant improvement in administration capacity.Enhance structures such as IGR, municipal manager and mayor forum to promote co-operative governance.Enact the themes of the Wintershoek document relevant to the department | Capacity and training needs identified and monitoring of the implementation thereof. Successful roadshows with communities and municipalities to evaluate the performance of local authorities. | 1013 |
| | Internal and external communication with clients to participatory governance. | Newsletters, brochures, pamphlets and radio slots | Quarterly newsletters, annual brochures and quarterly pamphlets. | 557 |
| | Ensure the effective implementation of legislative mandates and media monitoring mechanisms | To process all correspondence, packages and filing according to regulations Process documents correctly. Media monitoring and data collection | Timeous retrieval and dispatchment of documents in line with our annual statement of Public Service Commitment, i.e. correspondence and information | 440 |
| | Ensure that the principal is briefed on the administration programmes and projects of the department and advised on policy and technical matters pertaining to the aforementioned. Favourably marketing the programmes, projects and legislation of the department. | Developmental governance with customer satisfaction with an informed public | Deadline driven implementation of progress and projects. Policies in place that would drive implementation of above. | 969 |

SUB-PROGRAMME 1.2: MANAGEMENT

| The programme aims to ensure that overall management is strategic, policy implemented and administration is efficient, fair and accountable. | | | | 2003/04 | 2004/05 | 2005/06 |
|--|---|--|---|---------------|---------|---------|
| | | | | 2,748 | 2,963 | 3,219 |
| Strategic Objective | Measurable Objective | Output | Performance Measure | Costs (R'000) | | |
| Develop and implement service delivery improvement actions through each Directorate's Business Plan and continuously improve service delivery processes. | 1. Oversee overall formulation and implementation of policies | Departmental policies | 100% implementation of policies formulated | 1887 | | |
| | 2. Constant surveillance of customer needs and complaints | Complaints register for grievance procedure | Reduction in complaints and grievances from customers | | | |
| | 3. Ensure overall goal achievement of the department | Strategic Plans Business Plans | 75% goal achievements | | | |
| | 1. Provide guidance, direction support and control measures for the entire department | Policies Support structure in place | Improved overall performance of the whole department | | | |
| | 5. Oversee formulation and implementation of departmental guidelines and procedures | Guidelines and procedures in place Performance agreements | 100% compliance to procedures and procedures contracts | | | |
| Sound planning and management of departmental resources | 1. Effective and efficient utilisation of departmental funds | Budget Business Plans Strategic Plans | Compliance with the PFMA | 861 | | |
| | 2. Effective and efficient organisational structure | Organogram of the department Formal communication feedback system | Organogram for each unit | | | |
| | 3. Oversee fair and effective utilisation of staff | Stable and satisfied workforce representativity according to race gender and disabilities democratisation of the workplace | Reduction in staff turnover Employment Equity Plan in place Union representation of each major unions | | | |

SUB-PROGRAMME 1.3: SUPPORT SERVICES

| The programme aims render an efficient and effective support service. | | | 2003/04 | 2004/05 | 2005/06 |
|---|--|--|---|----------------|----------------------|
| | | | 14,216 | 16,187 | 17,511 |
| Strategic Objective | Measurable Objective | Output | Performance Measure | | Costs (R'000) |
| Improving internal management systems to promote efficient, effective and value for money service delivery. | Establish linkages between strategic planning, MTEF and budget. | Strategic Planning timetable and workshop. Collated departmental strategic plan linked to MTEF and budgets. | <ul style="list-style-type: none"> • Departmental strategic plan as per norms and standards • Linked budgets that reflect the objectives of the department. | | 10266 |
| | Render a Management Accounting support service | Rendering advice on the preparation of the annual budget preparation. Budget Circular and workshop held on Activity Based Costing | <ul style="list-style-type: none"> • Departmental Budget submitted timeously according to norms and standards. | | |
| | Render an effective and efficient accounting service within the confines of legislation. | <ul style="list-style-type: none"> • Maintain financial records as per relevant legislation. • Payments made timeously in accordance to relevant legislation | Accurate Annual Financial Statements submitted to AG by 31 May 2003. | | |
| | To support Responsibility managers and Programme managers in the financial in year monitoring and reporting. | Internal financial management monthly reporting, highlighting variances of actual budget. | EWS reports submitted to Treasury by the 15 th of each month | | |
| | Support rendered in provisioning and asset management implemented. | Payment of accounts done timeously and proper procurement of goods and services. Asset register updated. | Timeous provisions and procurement done. Asset register maintained and updated. | | |
| | Rationalisation of finance section within department and implementation of BAS | An effective and efficient financial unit to implement PFMA and Treasury Regulations | Improved financial support to the department. | | |

| The programme aims render an efficient and effective support service. | | | | 2003/04 | 2004/05 | 2005/06 |
|---|--|---|---|---------------|---------|---------|
| | | | | 14,216 | 16,187 | 17,511 |
| Strategic Objective | Measurable Objective | Output | Performance Measure | Costs (R'000) | | |
| Develop legislation and provide legal support to all directorates. | The rationalisation of existing Provincial Legislation in collaboration with directorates and the enactment of new legislation in line with the Constitution | Enactment of the Northern Cape Land Administration Bill & Northern Cape Housing Bill Enactment of amendments to the Northern Cape Development Facilitation Act Repeal of all legislation inconsistent with the Constitution i.e. Cape Municipal Ordinance | Northern Cape Land Administration Act & Northern Cape Housing Act Amended Northern Cape Development Facilitation Act | 723 | | |
| | The proclamation of relevant and up-to-date regulations | Proclamation of relevant and up-to-date regulations to the Northern Cape Development Facilitation Act etc. | Constitutionally compliant regulations to the Northern Cape Development Facilitation Act etc | | | |
| | Assistance to municipalities where necessary to ensure compliance with relevant legislations | Legal assistance to municipalities rendered | Timeous, cost effective and professional advice and legal services | | | |
| Develop training and multi-skilling opportunities and encourage take up by all occupational categories and to develop and implement affirmative action, through the Human Resource Planning and Management. | Implement procedures and deliver services to optimise the management of the human resources in the department and to adhere to legislative prescripts | EE Plan Skills Audit PMDS Service Delivery Improvements | <ul style="list-style-type: none"> • EE Report • Skills Development Plans • Pilot/Implementation • ASPSC • Annual Report • Strategic plan • Reports to Portfolio Committee | 2818 | | |

| The programme aims render an efficient and effective support service. | | | | 2003/04 | 2004/05 | 2005/06 |
|---|--|---|---|---------------|---------|---------|
| | | | | 14,216 | 16,187 | 17,511 |
| Strategic Objective | Measurable Objective | Output | Performance Measure | Costs (R'000) | | |
| Facilitate and monitor Gender mainstreaming, Target Groups Support and HIV/AIDS awareness | Transform department of local government and municipalities into gender sensitive organizations | 50% of municipalities transforming according to legislative mandates 50% of municipalities IDPs and budgets indicating gender considerations Checklist and guidelines for gender sensitive budgets, projects, and programmes developed Guidelines for selection processes and interview panels developed | <ul style="list-style-type: none"> Assessment/audit for gender sensitivity Training, presentations/ workshops developed, and delivered on gender budgeting/ gender analysis to 50% of municipalities and department Municipalities/department budget processes considering gender implications Municipalities/Department strategic plan considering gender implications Municipalities/department developing and adopting a gender policy Municipalities/department reporting progress on gender equality | 409 | | |
| | Transform department of local government and municipalities into gender sensitive organizations. Capacity building Assessed engendered policies programmes, project plans in department as in municipalities | 50% of municipalities transforming according to legislative mandates 50% of municipalities IDPs and budgets indicating gender considerations Checklist and guidelines for gender sensitive budgets, projects, and programmes developed Guidelines for selection processes and interview panels developed | <ul style="list-style-type: none"> Assessment/audit for gender sensitivity Training, presentations/ workshops developed, and delivered on gender budgeting/ gender analysis to 50% of municipalities and department Municipalities/department budget processes considering gender implications Municipalities/Department strategic plan considering gender implications Municipalities/department developing and adopting a gender policy Municipalities/department reporting progress on gender equality | | | |

| The programme aims render an efficient and effective support service. | | | | 2003/04 | 2004/05 | 2005/06 |
|---|---|--|--|---------------|---------|---------|
| | | | | 14,216 | 16,187 | 17,511 |
| Strategic Objective | Measurable Objective | Output | Performance Measure | Costs (R'000) | | |
| | 50% of municipalities supported to deliver awareness of education programmes engender HIV/AIDS & VAW Develop and establish an annual education and awareness programme for the department on HIV/AIDS, Gender, VAW Capacity building/advocacy and information dissemination | An annual programme for each issue by the municipality team A departmental programme developed to raise awareness and promote education including the coordination of the provincial women's month interdepartmental programme Training of municipal and departmental officials Contribute to LGDSP | <ul style="list-style-type: none"> • Presentations delivered to identified municipalities and department • Workshops planned and organized for municipality officials and department officials • Mini-seminar organized on local government HIV and AIDS • Seminar organized on gender and local economic development • Quarterly review report on task teams established for LGDSP. Interaction with office of people with disabilities on housing recommendations according to white paper on Integrated National Disability Strategy | | | |
| | Initiate, assist and maintain established structures and mechanism in the Department and Municipality dealing with gender and related issues Institutional development Policies, structures and mechanisms functional in the department and municipality to transform gender relations. | Support for effectively functioning gender committees Improved public participation of women at local government level Economic empowerment emancipation of women (Kgalagadi Goat Project) Increased number of local women in the Goat Project, with ultimate goal of self-employment | <ul style="list-style-type: none"> • Gender committee established • Terms of reference for gender committee adopted and approved • Representation of gender committee in IDP representative forum • Development of gender disaggregated data, and reports • Inputs on gender issues communicated in municipal and department newsletter • Assessment of women involvement and delivery of empowerment programmes | | | |

PROGRAMME 2: LOCAL GOVERNMENT

| The aim of this Programme is to promote good governance and financially and institutionally viable municipal systems, structures and service delivery processes. | | | | 2003/04 | 2004/05 | 2005/06 |
|--|---|---|---|---|-----------------|---------|
| | | | | 31,020 | 31,912 | 17,022 |
| Policy Goals | Provincial Strategic Themes | Strategic Objectives | Lead Manager | Planned Outcomes/Outputs | Time | |
| Transformation of Local Governance through participatory democracy and strong local government. | ROLE OF GOVERNANCE | To support local government with an enabling legal /policy framework and guidelines | Director | <ul style="list-style-type: none"> •Municipal Systems Act, Municipal Structures Act and other relevant Legislation/policy successfully drafted and implemented. | 2003/04-2006/07 | |
| | ROLE OF GOVERNANCE | Facilitate governance transformation processes in municipalities and other local government institutions. | Deputy Director | <ul style="list-style-type: none"> • Public participation in the decision making process. • Effective resolutions at Council meetings. • Implementation of Code of Conduct in Municipal Systems Act. | 2003/04-2006/07 | |
| | ROLE OF GOVERNANCE | Assist municipalities with implementing all relevant local government legislation. | Deputy Director | <ul style="list-style-type: none"> • Adherence by local authorities to all applicable legislation. • Better coordination between different spheres of government | 2003/04-2006/07 | |
| | GOVERNANCE, MARKETING THE PROVINCE, JOB CREATION, POVERTY ALLEVIATION | Promote financially and institutionally viable, accountable municipalities. | Deputy Director Local Government Finance | <ul style="list-style-type: none"> • More self-sustaining municipalities after intervention support given by the Department. | 2003/04-2006/07 | |
| | ROLE OF GOVERNANCE | Ensure the disaster management readiness of municipalities. | Assistant Director Local Government Governance/Disaster | <ul style="list-style-type: none"> • Functional response plans and co-ordination mechanisms in place. | 2003/04-2006/07 | |

SUB-PROGRAMME 2.1 GOVERNANCE

| Objective: To entrench and support community participation in transformation and developmental process. To promote disaster management readiness of municipalities | | 2003/04 | 2004/05 | 2005/06 |
|---|--|--|---|----------------------|
| | | 8,817 | 10,643 | 11,293 |
| Strategic Objective | Measurable Objective | Output | Performance Measure | Costs (R'000) |
| To support local government with an enabling legal /policy framework and guidelines. Facilitate governance transformation processes in municipalities and other local government institutions. Ensure the disaster management readiness of municipalities. Assist municipalities with implementing all relevant local government legislation. | Support aspects of the transformation and amalgamation processes in the following Municipalities <ul style="list-style-type: none"> • Tsantsabane • Thembelihle • Namakhoi • Ubuntu | Adherence by municipalities to local government legislation. Outstanding aspects of amalgamation and transformation process in identified municipalities completed | Implementation of local government legislation By-laws promulgated and implemented by municipalities Amalgamation and transformation processes completed. | 360 |
| | Co-ordinate and support the development standard by-laws and pilot in certain municipalities (Non-MSP towns). | Standard by-laws developed and disseminated to municipalities for implementation | Standard by-laws individualized and adopted by municipalities | 457 |
| | Administer and support the implementation of aspects of legislation pertaining to Local Government: <ul style="list-style-type: none"> • Municipal Systems Act • Municipal Structures Act • Municipal Finance Management Act • Disaster Management Act | Aspects of the: <ul style="list-style-type: none"> • Municipal Systems Act • Municipal Structures Act • Municipal Finance Management Act • Disaster Management Act as identified implement | Implement of local government legislation | 685 |
| | Co-ordinate the preparation and submission of PMS and annual reports for the MEC | Annual report prepared and submitted to the MEC | Submitted annual and PMS reports to the MEC. | 516 |
| | Co-ordinate IDASA/DANISA capacity building programme within Thembelihle municipality. | Report on the number of interventions for non-compliance. | Improved administrative systems and service delivery within Thembelihle municipality. | 228 |
| | Co-ordinate, monitor and support interventions for non compliance | Effective administrative systems within municipalities | Implementation of local government legislations | 459 |
| | Support and facilitate PMD in municipalities | Report on the number of interventions for non-compliance | Effective monitoring of municipalities performance | 514 |

| Objective: To entrench and support community participation in transformation and developmental process. To promote disaster management readiness of municipalities | | | | 2003/04 | 2004/05 | 2005/06 |
|---|---|--|---|---------------|---------|---------|
| | | | | 8,817 | 10,643 | 11,293 |
| Strategic Objective | Measurable Objective | Output | Performance Measure | Costs (R'000) | | |
| | Co-ordinate joint administrative agreement for CBM's | Monitor the implementation of corporate PMS | Implementation of joint administrative agreement | 229 | | |
| | Monitor and support community participation in the transformation process in 31 municipalities | Functional ward committees established | Implementation local government legislation. Effective and functional ward committee established. | 485 | | |
| | Support the functioning of SALGA | Effective functioning of SALGA | Strengthening organized labour. | 1241 | | |
| | Development and facilitate provincial policies w.r.t.: <ul style="list-style-type: none"> • Floods • Fires • Cholera • Reconstruction Special events | Functional district and provincial policies and plans | Functional district and provincial disaster centres. Integrated and co-ordinated disaster programmes in 31 municipalities | 857 | | |
| | Co-ordinate capacity building programmes in municipalities w.r.t. Disaster Management Act. | 31 municipalities capacitated w.r.t. Disaster Management Act | Public awareness on disaster risks. Effective information management in five district municipalities | 457 | | |
| | Promote and co-ordinate the recruitment and training of volunteers. | Volunteers successfully recruited and trained in 11 municipalities | Functional volunteer corps. | 429 | | |
| | Monitor grants | Effective allocation of grants | Effective management of grants. | 1900 | | |

SUB-PROGRAMME 2.2: LOCAL GOVERNMENT FINANCE

| Objective: Promote viable, accountable and sustainable municipalities | | | | 2003/04 | 2004/05 | 2005/06 |
|--|---|---|---|----------------------|----------------|----------------|
| | | | | 22,203 | 21,270 | 5,729 |
| Strategic Objective | Measurable Objective | Output | Performance Measure | Costs (R'000) | | |
| Promote financially and institutionally viable, accountable municipalities. | Analyse Auditor-General reports to determine compliance and assistance | Auditor-General reports analysed and assistance to municipalities determined to department. | Compliance with Auditor-General reports | 885 | | |
| | Manage the submission of municipal budgets | 31 approved budgets submitted to Treasury | 31 approved 2003/2004 municipal budgets | 191 | | |
| | Manage and monitor financial statements for municipalities | Completed financial statements of municipalities submitted to department | 31 completed 2002/2003 financial statements | 191 | | |
| | Support municipalities with the implementation of financial policies | Implementation of financial policies in 22 municipalities supported | Approved financial policies operative in 22 municipalities | 524 | | |
| | Facilitate and monitor the regular finance management reporting to councils. | Regular finance management reports to council. | Outstanding debtors reduced and cash flow improved in 22 municipalities | 95 | | |
| | Facilitate the development and support the implementation of financial delegations and control systems. | Financial delegations and control systems developed and implemented. | Effective decision making by councils. | 392 | | |
| | Co-ordinate the effective utilization of grants | Effectively utilized grants | Grants utilized in terms of the allocation conditions | 191 | | |
| | Co-ordinate the approval of Provincial Business Plan | Approved Provincial Business Plans | Funding for MSP's accessed. | 66 | | |
| | Co-ordinate the MSP allocations to municipalities in Provincial Gazette | MSP allocates to municipalities gazetted | Allocations transferred to municipalities | 17 | | |
| | Facilitate the appointment of Management Support Teams in conjunction with targeted municipalities | Management Support Teams appointed | Commencement of MSP's by MST's | 124 | | |

| Objective: Promote viable, accountable and sustainable municipalities | | | | 2003/04 | 2004/05 | 2005/06 |
|--|---|--|---|----------------------|----------------|----------------|
| | | | | 22,203 | 21,270 | 5,729 |
| Strategic Objective | Measurable Objective | Output | Performance Measure | Costs (R'000) | | |
| | Co-ordinate and facilitate local government support programme 9 targeted municipalities: Mier, Magareng, Sol Plaatje, Renosterberg, Kareeberg, Karoo-Hoogland, //Khara Hais, Gamagara, Phokwane | 9 municipalities beneficiaries of management support programme | Financial and administrative capacity of 9 municipalities strengthened. | 18164 | | |
| | Provide ongoing support i.t.o implementation of MSP | Ongoing support to 9 municipalities through MSP's provided | Financial and administrative capacity of personnel strengthened | 383 | | |
| | Facilitate management audits for the targeted municipalities for the 2004/2005 financial year | Management audits completed in 9 municipalities | Financial and administrative needs identified to enhance efficiency of 9 municipalities | 177 | | |
| | Co-ordinate and facilitate Local Economic Development in municipalities | 4 new projects implemented and assistance provided to 19 existing projects | 206 temporary and 326 full time jobs created | 554 | | |
| | Sources funding for LED projects not funded by LED grant | Donors linked to municipalities. | Public private partnership established. | 83 | | |
| | Co-ordinate and facilitate Economic Regeneration Studies | 4 new Economic Regeneration research conducted | 4 new LED projects identified to be funded in 2004/05 | 124 | | |
| | Support and assist municipalities with the appointment of project steering committee members | Project steering committee members appointed | 4 new LED projects managed effectively. | 42 | | |

PROGRAMME 3: TECHNICAL SERVICES

| The aim of this Programme is ensure the implementation of housing and infrastructure projects and the delivery of valuation services. | | | | 2003/04 | 2004/05 | 2005/06 |
|--|--|--|--|--|----------------|-----------------|
| | | | | 102,946 | 107,698 | 113,638 |
| Policy Goals | Provincial Strategic Themes | Strategic Objectives | Lead Manager | Planned Outcomes/Outputs | | Time |
| Facilitation of a sustainable housing delivery process and its related municipal services. | Skills Development, Job Creation, Poverty Alleviation, HIV/AIDS, Infrastructure Develop Governance | Facilitate the implementation and monitor projects relating to Housing programmes. | Deputy Director - Housing | 18,000 housing units (3,600 per annum). 5100 properties transferred per annum | | 2003/04-2006/07 |
| | Skills Development, Job Creation, Poverty Alleviation, Infrastructure Develop | Facilitate the implementation and monitor projects relating to infrastructure. | Deputy Director - Building and Engineering Services. | 50,000 households (250,000 individuals) with access to sanitation 60,000 households (300,000 individuals) with access to drinking water | | 2003/04-2006/07 |
| | Governance | Deploy valuation service to support development goals. | Valuer in Chief - | General valuations of 50,000 properties. Interim valuations of 25000 properties | | 2003/04-2006/07 |
| | Governance, Skills Development | Enable municipalities to undertake some project implementation and management tasks. | Director of Technical Services | 50% of municipalities identified and assisted to take on project implementation. | | 2003/04-2006/07 |
| | Skills Development, Job Creation, Poverty Alleviation, HIV/AIDS, Infrastructure Develop Governance | Support local government with an enabling legal and policy framework. | Director of Technical Services | Successfully draft and implement the Provincial Housing Act and legal and policy framework. | | 2003/04-2006/07 |

SUB-PROGRAMME 3.1: HOUSING AND DATA ADMINISTRATION

| | | | 2003/04 | 2004/04 | 2005/06 |
|---|--|--|---|---------|---------------|
| AIM – To ensure the effective delivery of housing through sound local governance. | | | 95,581 | 99,720 | 105,991 |
| Strategic Objective | Measurable Objective | Output | Performance Measure | | Costs (R'000) |
| Support local government with an enabling legal and policy framework Enable Municipalities to undertake some project implementation and management tasks | Interpret, implement, monitor & report on relevant policies / legislation. | Implementation of NC Provincial Housing Act | N.C. Housing Act implemented | | 1340 |
| | | Housing procurement policy implemented | Housing procurement policy implemented | | 179 |
| | | Establishment of N.C. Housing Rental Tribunal | Rental Tribunal established | | 100 |
| | | Establishment of N.C. Provincial Housing Advisory Committee | N.C Housing Advisory Committee established | | 100 |
| | | Implementation of Phase-out Programme according to business plan | Phase-Out programme implemented at provincial Dept. of Housing and in 27 municipalities | | 703 |
| | | Capacitate 6 municipalities for accreditation | 6 municipalities capacitated | | 25 |
| Facilitate the implementation and monitor projects relating to Housing programmes. | Administration and management of housing programmes | 3600 subsidies processed, approved and paid according to the various housing programmes in 5-year plan | 3600 subsidies processed, approved and paid according to the various housing programmes in 2003/04 | | 129 |
| | | Contracts for projects on 2003/4 spending plan awarded & initiated according to policy | Number of contracts for new projects on spending plan awarded and initiated | | Housing Fund |
| | Improve subsidy administration and HSMS management | Updating and correction of project/individual subsidy information | | 85 973 | |
| | | Human Settlement Redevelopment Programme | Human Settlement Redevelopment Programme (HSRP) implemented | | 4370 |
| | Administration and Management of funds | 100% of allocated funds spent according to strategic plan | 100% of allocated funds spent. Budgets linked to strategic plan | | 300 |
| | | Annual Financial Statements for Housing Fund for 2002/03 compiled submitted & accepted | Annual Financial Statements for Housing Fund for 2002/03 compiled | | |
| | | Improve Internal financial control system | Monitor progress on installation and maintenance of external accounting system to record financial transactions | | |
| | | | Reconcile external accounting system with Financial Management System (FMS) | | |

| | | | 2003/04 | 2004/04 | 2005/06 |
|---|---|--|--|---------|---------------|
| AIM – To ensure the effective delivery of housing through sound local governance. | | | 95,581 | 99,720 | 105,991 |
| Strategic Objective | Measurable Objective | Output | Performance Measure | | Costs (R'000) |
| | Management of Provincial Housing Development Board (PHDB) Assets & Provincial state-owned land. | Promote the transfer of properties to beneficiaries through the phase-out programme Improve debtor control and debtor system management | 3000 properties transferred onto names of beneficiaries Updating and correction of debtor accounts according to induplum rule and parking of arrear interest Amortization of loans Exercise vigorous credit control | | 527 |
| | Manage capacity building programme | Implement business plan for capacity building programme for 2003/04 Provide 6 training courses for provincial and local government officials and councilors in 2003/04 | Business plan for capacity building programme for 2003/04 implemented 310 Officials/councilors trained | | 1270 |
| | Servicing the Chief Director / MEC's office. | Prompt accurate responses to all enquiries and audit reports Prompt submissions on policy and management issues. Regular performance and information monitoring system in place. | Number of submissions forwarded to CEO / MEC. Number of requests replied to. Number of issues promoted to CEO / MEC. Number and quality of reports delivered to CEO / MEC. | | 190 |
| | Improve internal capacity and management systems. | Good working interfaces between Directorates of Technical Services, Local Government and Planning Development. Established & maintain communication system with regional offices. Evaluate implementation of Business plans. Operational financial management arrangements & delegations implemented at Programme & Sub Programme levels. | Monitor the number of co-ordination meetings, activities and time spend on communication Monitor the number & quality of capacity building opportunities Number of task team meetings, workshops and time spent on development of policy and processes | | 190 |
| | Identify and implement service improvements. | Enhancement of customer orientation and promotion of department. All complaints dealt with promptly. | Quarterly reports on progress towards annual priority actions. End of Year report against Department's 5 Year strategic objectives & outputs. | | 285 |

SUB-PROGRAMME 3.2 : ENGINEERING AND BUILDING SERVICES

| AIM - To ensure that approved housing, CMIP and other projects are constructed to the required quality standards. | | | | 2003/04 | 2004/04 | 2005/06 |
|--|--|---|---|----------------------|----------------|----------------|
| | | | | 6,418 | 6,915 | 6,492 |
| Strategic Objective | Measurable Objective | Output | Performance Measure | Costs (R'000) | | |
| Facilitate the implementation and monitor projects relating to infrastructure. | Managing the construction of 3 600 housing units. | 3 600 housing units constructed & payments certified for 100% of the housing budget according to policy & standards SMME's & Municipalities better equipped to implement projects according to the new procurement policy | Number of applications evaluated against number received Number of houses completed, number of inspections and quality of the structure Number of houses completed and support against the number of requests Number of certifications and the amount certified Number and success of support sessions | 2119 | | |
| | Managing the construction of bulk and connector services, internal services and other municipal facilities | Providing of internal services to new houses completed in line with Provincial priorities Build capacity in order to successfully implement CMIP Provide bulk and connector services to new houses and existing infrastructure backlogs as per priorities for 2003/4. Monitoring of the design of bulk and connector services and other municipal facilities according to 2003/4 business plans Monitoring of the construction of infrastructure projects | Number of applications against the number received Number and success of capacity building sessions Number of applications against the number received The progress with projects against the planned progress The number of payment certifications and the amount certified The effectiveness of the program through the monitoring of milestones and KPI's | 664 | | |
| | Management of eradication of bucket toilets | Improved sanitation to 2,000 households / annum (10,000 over 5 years). 100% of Budget spent according to business plans approved by Planning & Development for 2003/4. | The number of plans evaluated against the number received The progress with projects against the planned progress The number of payment certifications & the amount certified The effectiveness of the program through the monitoring of milestones and KPI's | 555 | | |

| AIM - To ensure that approved housing, CMIP and other projects are constructed to the required quality standards. | | | 2003/04 | 2004/04 | 2005/06 |
|--|---|--|--|---------|---------------|
| | | | 6,418 | 6,915 | 6,492 |
| Strategic Objective | Measurable Objective | Output | Performance Measure | | Costs (R'000) |
| Enable Municipalities to undertake some project implementation and management tasks | Technical support & advice to municipalities on municipal infrastructure. | Implementation of a support program for the management of ground water and water supply systems in Mier and Namaqualand Provide support to municipalities with Operation and Maintenance (O&M) of infrastructure Support to Municipalities related electrical supply and network problems | Number and value of support sessions The value of the support to municipalities in terms of O&M problems and their ability to budget for O&M The value of the support and the number of successful projects flowing from the support | | 1249 |
| Facilitate the implementation and monitor projects relating to infrastructure. Support local government with an enabling legal and policy framework | Servicing the Chief Director / MEC's office. | Prompt accurate responses to all enquiries where reasonable notice is given high level of accuracy and presentation will be expected. Prompt submissions on policy and management issues. Regular performance and information monitoring system in place. | Number of submissions forwarded to CEO / MEC. Number of requests replied to. Number of issues promoted to CEO / MEC. Number and quality of reports delivered to CEO / MEC. | | 193 |
| | Technical support to Corporate Services (CS) with the maintenance of the J.S. du Plooy building | Well-maintained, healthy, safe office accommodation for all staff | Number of request from CS addressed. Number of quotations called for. Number of contractors appointed and the value of the technical input and work done. | | 289 |
| | Improve internal capacity and management systems. | Good working interfaces between Directorates of Technical Services, Local Government and Planning Development. Established & maintain communication system with regional offices. Monitor & evaluate implementation of Business plans. Operational financial management arrangements & delegations implemented at Programme & Sub Programme levels. | Monitor the number of co-ordination meetings, activities and time spend on communication Monitor the number & quality of capacity building opportunities Number of task team meetings, workshops and time spent on development of policy and processes | | 193 |

| AIM - To ensure that approved housing, CMIP and other projects are constructed to the required quality standards. | | | | 2003/04 | 2004/04 | 2005/06 |
|---|--|---|--|---------------|---------|---------|
| | | | | 6,418 | 6,915 | 6,492 |
| Strategic Objective | Measurable Objective | Output | Performance Measure | Costs (R'000) | | |
| | Identify and implement service improvements. | Enhancement of customer orientation and promotion of department. All complaints dealt with promptly. | Quarterly reports on progress towards annual priority actions. End of Year report against Department's 5 Year strategic objectives & outputs. | 963 | | |
| | Support to the Municipal Development Unit (MDI), the Municipal Training Institute (MTI) and participate in the Council for the Built Environment (CBE) | Assist MDU with the functioning of the Water and Sanitation Task Team Provide Water and Sanitation training to municipalities through MTI The Chief Engineer was appointed as a member of the CBE. He participate in their activities | Number of task team meetings, workshops & sessions attended. Number and value of the training sessions and support sessions to MTI Number of CBE meetings attended and the quality of inputs | 193 | | |

SUB-PROGRAMME 3.3 : VALUATIONS

| AIM – To assist with and provide valuation services. | | | | 2003/04 | 2004/04 | 2005/06 |
|--|---|---|--|---------------|---------|---------|
| | | | | 947 | 1,029 | 1,090 |
| Strategic Objective | Measurable Objective | Output | Performance Measure | Costs (R'000) | | |
| Deploy valuation service to support development goals. | Facilitate the outsourcing of municipal and district municipal valuations for rating purposes | Valuation services outsourced of 6 Municipalities facilitated | <ul style="list-style-type: none"> Assist with tender procedures, evaluation thereof, advise on consultant Monitor activity Report on activity S & T allowances/claims | 236 | | |
| | Conduct general valuations to compile a valuation roll | Valuation of 1000 properties | <ul style="list-style-type: none"> Preparation (deed records, consultations, etc.) Inspections completed Calculations completed Site values completed S & T allowances/claims Report on activity | 47 | | |
| | Conduct interim / additional valuations | Valuation of 6000 properties | <ul style="list-style-type: none"> Preparation (deed records, consultations, etc.) Inspections completed Calculations completed Site values completed S & T allowances/claims Report on activity | 189 | | |
| | Draft valuation records – provide training (When applicable) | Records drafted for 2000 properties 1 local authority trained to draft own records | <ul style="list-style-type: none"> Property particulars owner, erf number, erf size, situation, reference number) Measure buildings on site Determine area of buildings Provide training to comply with above S & T allowances/claims | 71 | | |

| AIM – To assist with and provide valuation services. | | | | 2003/04 | 2004/04 | 2005/06 |
|--|---|--|--|---------------|---------|---------|
| | | | | 947 | 1,029 | 1,090 |
| Strategic Objective | Measurable Objective | Output | Performance Measure | Costs (R'000) | | |
| | Submit market valuation or market rental reports (On request) | Submit 3000 reports including those done for phasing out programme | <ul style="list-style-type: none"> Market Research Inspect subject property Inspect comparable sales Compile valuation report S & T allowances/claims | 189 | | |
| | Admin support for valuation services (On-going) | 10 Valuation rolls compiled 10 valuation rolls balanced 25 Invoices sent to recover valuation costs 8 Municipalities assisted with appointment of valuation board members 8 Municipalities reminded to appoint valuation board members General office work/registry for section/telephone enquiries/monthly reports, etc. | <ul style="list-style-type: none"> Typing Communication Submit letters of appointment Registry Financial duties | 95 | | |
| Support local government with an enabling legal and policy framework | Servicing the MEC's/CEO's office | Prompt accurate response to enquiries Submission on policy & management issues promoted Regular performance & information monitoring systems in place | Compile submissions and submit Reports delivered to MEC/CEO Requests replied to Issues promoted to MEC/CEO | 24 | | |

| AIM – To assist with and provide valuation services. | | | | 2003/04 | 2004/04 | 2005/06 |
|--|--|---|--|---------------|---------|---------|
| | | | | 947 | 1,029 | 1,090 |
| Strategic Objective | Measurable Objective | Output | Performance Measure | Costs (R'000) | | |
| | Improve internal capacity & management systems | Good working interfaces with other directorates Monitor & evaluate implementation of Business Plan Financial management arrangements and delegations implemented at Programme and Sub-Programme level | <ul style="list-style-type: none"> Maintain good communication with regional offices to service internal and external clients. Implement & promote capacity building plans & opportunities for staff Participate in HR & EE planning, performance management activities, EWS committee, annual plan committee, etc. Job descriptions updated Job evaluation processes IT equipment updated | 24 | | |
| | Identify & implement service improvements | Customer orientation, promotion of department enhanced & all complaints dealt with promptly | <ul style="list-style-type: none"> Quarterly reports on progress vs. annual priorities actions Annual report vs. departments strategic plan and outputs | 24 | | |
| | Become a more competent manager | development Plan agreed with CEO 2 training activities per annum | <ul style="list-style-type: none"> Quarterly reports on progress against personal development plan Number & type of training attended | 24 | | |
| | Ensure Directorates performance | Effective managed and running of department Audit action notes from all DMT meetings Regular updating of PMS completed Review of HR & EE plan completed | <ul style="list-style-type: none"> Job evaluation processes PMS reports/evaluations Update business plans and action plans Quarterly reports on progress vs. annual priorities actions Annual report vs. departments strategic plan and outputs | 24 | | |

Programme 4: Planning and Development Directorate

| The aim of this Programme is to facilitate developmental local government thought the IDP process, providing access to sustainable basic services and effective Land Use Management | | | | 2003/04 | 2004/05 | 2005/06 | |
|--|--|---|--|--|---|-----------------|--|
| | | | | 69,841 | 80,919 | 85,850 | |
| Policy Goals | Provincial Strategic Themes | Strategic Objectives | Lead Manager | Planned Outcomes/Outputs | Time | | |
| Facilitating integrated development and planning. | All 12 Themes | Work with and provincial departments, municipalities and all stakeholders to implement the provincial spatial development plan. | Deputy Director Integrated Development Planning | A functional provincial integrated plan. | 2003/04-2006/07 | | |
| | All 12 Themes | Manage the implementation of the provincial urban and rural development strategy. | Deputy Director Integrated Development Planning | Urban and rural development plans implemented. | 2003/04-2006/07 | | |
| | Infrastructure Develop, Job Creation, Poverty Alleviation Skills Development Governance, Urban and Rural | | Facilitate municipalities to provide basic services within a framework of the IDP. | Deputy Director Facilitation | Fifty percent (50%) of basic services implemented according to IDP framework. | 2003/04-2006/07 | |
| | | | Ensure the use of land is managed effectively in accordance with Land Use Management Bill and other planning legislations. | Deputy Director - Processing | Land development projects are implemented with a bias to previously disadvantage. Land disposed to beneficiaries for development. | 2003/04-2006/07 | |
| | ICT | Maintain and upgrade a GIS/MIS for the department and provide IT support | Deputy Director - Processing | Functional GIS/MIS system in place. | 2003/04-2006/07 | | |
| | Infrastructure Develop, Job Creation, Poverty Alleviation Skills Development | Co-ordinate funding for infrastructure investment | Director Planning and Development | Functional, investor-friendly IDP's in place | 2003/04-2006/07 | | |

SUB-PROGRAMME 4.1: INTEGRATED DEVELOPMENT PLANS

| AIM- To ensure that IDP's take place within an integrated and co-ordinated framework. | | | | 2003/04 | 2004/05 | 2005/06 |
|---|--|---|---|---------------|---------|---------|
| | | | | 4,026 | 4,382 | 4,843 |
| Strategic Objective | Measurable Objective | Output | Performance Measure | Costs (R'000) | | |
| Work with and provincial departments, municipalities and all stakeholders to implement the provincial spatial development plan. | Manage implementation of provincial IDP Provincial IDP implemented. | Provincial IDP implemented. 1st draft of provincial IDP workshopped with all departments, municipalities and all stakeholders •District municipalities supported to implement IDPs. | <ul style="list-style-type: none"> Workshop all departments, municipalities and all stakeholders on the 1st draft of a provincial IDP | 1450 | | |
| | Monitor and manage implementation of IDPs | Implementation of IDPs | <ul style="list-style-type: none"> Monthly municipal visits Monthly NATIONAL FORUMS | 121 | | |
| | Manage the planning and surveying of sites for development in accordance with planning legislation | Planning and surveying for the previously disadvantaged people | <ul style="list-style-type: none"> Allocated funds according to MSP municipalities. Planning and surveying started. 80% applications approved. | 1450 | | |
| | Manage implementation of Restitution Cases | Implementation of restitution cases | <ul style="list-style-type: none"> Layout plans approved and implemented Township registration completed. | 321 | | |
| Manage the implementation of the provincial urban and rural development strategy. | Manage implementation of GURP | Implementation of GURP for year 2 | <ul style="list-style-type: none"> Number and status of implementable projects; Progress workshops held with the community, private sector and relevant departments Spatial Development Framework operational; Economic Development Framework operational | 524 | | |
| | Manage implementation of ISRDP | Implementation of ISRDP for year 2 | <ul style="list-style-type: none"> Number and status of implemented projects; Reduction in service backlogs | 160 | | |

SUB-PROGRAMME 4.2: PROCESSING

| AIM – To promote efficient, responsive and integrated land development processes to ensure co-operative planning and land use management and to develop/manage a GIS for the department. | | | | 2003/04 | 2004/04 | 2005/06 |
|--|---|---|---|---------------|---------|---------|
| | | | | 5,466 | 5,788 | 6,315 |
| Strategic Objective | Measurable Objective | Output | Performance Measure | Costs (R'000) | | |
| Ensure the use of land is managed effectively in accordance with Land Use Management Bill and other planning legislations. | Process, evaluate and make recommendations on applications and appeals | 15% of applications approved are representative of previously disadvantaged groups and is in terms of the legislative mandates | <ul style="list-style-type: none"> Five (5) applications and appeals processed. 15% of applications are representative of previously disadvantaged groups | 1284 | | |
| | Build the capacity of regional offices and empower local authorities on powers and responsibilities related to spatial planning and land use management | 15% of applications approved are representative of previously disadvantaged groups and is in terms of the Northern Cape Planning & Development Act, 1998 (Act 7/1998) | <ul style="list-style-type: none"> Fifteen (15) officials capacitated and empowered. Request out at least 90 days prior to submission date Compile report to MEC within 90 days of the expiry of the submission date Results made available within 90 days of the submission date | 1370 | | |
| | Regulate the acquisition and disposal of Provincial State Land | 15% of applications approved are in terms of legislative mandate | <ul style="list-style-type: none"> Database of all land in name of Provincial Government established Report submitted by 1 June Delegated powers and duties Regulations and policy directives Number of applications processed | | | |
| Maintain and upgrade a GIS/MIS for the department and provide IT support | Develop establish and maintain GIS/MIS and provide IT support | 100% of available data on system 100% usage by trained officials 100% of data accurately published GIS data of municipalities available Reduce paper and time wastage 100% utilisation of system by Regional Office 20 maps produced 100% onsite support | <ul style="list-style-type: none"> 100% of data availed will be captured 12 officials trained on system Updating of GIS data Incorporate data of municipalities on GIS system Expand current archive and workflow solution (Registry) Capturing of projects on systems (CMIP, Housing, IDP) Introduce system to Regional Offices as capacity allows 20 maps produced/quarter Provide first line IT support | 2812 | | |

SUB-PROGRAMME 4.3: FACILITATION URBAN AND RURAL DEVELOPMENT

| AIM - To facilitate municipalities to provide infrastructure services and housing within a framework of the IDP. | | 2003/04 | 2004/04 | 2005/06 |
|---|---|--|--|---------------|
| | | 60,349 | 70,749 | 74,692 |
| Strategic Objective | Measurable Objective | Output | Performance Measure | Costs (R'000) |
| Facilitate municipalities to provide basic services within a framework of the IDP. Co-ordinate funding for infrastructure investment | Identify and access additional funding providers for needed infrastructure development | All municipalities facilitated to implement approved IDP's. 50,000 households (250,000 individuals) with access to sanitation. 60,000 households (300,00 individuals) with access to drinking water | <ul style="list-style-type: none"> Cabinet approval obtained National approval obtained Quarterly draw downs processed and received Monthly progress reports, site visit reports and newsletters submitted Progress payments processed in line with approved cash flows | 25063 |
| | Co-ordinate existing funds and investigate and access new funding for infrastructure investment | Facilitate municipalities to access CMIP, Housing and other grants | <ul style="list-style-type: none"> Allocated CMIP amount of R38,044m spent Reports, meetings, submissions and cabinet memo's submitted for approval Progress/meeting reports, presentations and workshops were held and submitted at regular intervals 4 newsletters with photos were published Training courses were identified and conducted were needed Monthly cash flow of implemented projects were drawn and submitted Quarterly draw downs from National to District Municipalities forwarded Capacity building business plans approved | 35286 |

9. MEDIUM TERM REVENUES AND EXPENDITURES

Summary of Revenues

Table 9.1 Summary of revenue: Vote 9: Housing and Local Government

| | 2000/01 Actual R'000 | 2001/02 Actual R'000 | 2002/03 Est. Actual R'000 | 2003/04 Voted R'000 | 2004/05 MTEF R'000 | 2005/06 MTEF R'000 |
|---------------------------------------|----------------------------|----------------------------|---------------------------------|---------------------------|--------------------------|--------------------------|
| Equitable share | 123,285 | 60,957 | 74,017 | 112,269 | 128,244 | 136,575 |
| Conditional grant | - | 83,786 | 97,856 | 112,142 | 114,995 | 104,429 |
| Local Government Support Grant | - | 14,700 | 15,550 | 17,473 | 16,044 | - |
| Consolidated Municipal Infrastructure | - | 2,611 | - | 1,737 | 1,843 | 1,963 |
| SA Housing Fund | - | 65,475 | 75,809 | 85,973 | 89,442 | 94,877 |
| Human Settlement Redevelopment Grant | - | 1,000 | 2,500 | 3,000 | 3,180 | 2,449 |
| Provincial Infrastructure Grant | - | - | 3,997 | 3,959 | 4,486 | 5,140 |
| Statutory | - | - | 613 | 745 | 796 | 850 |
| Total revenue | 123,285 | 144,743 | 172,486 | 225,156 | 244,035 | 241,854 |

9.2 Departmental revenue collection Housing and Local Government

Table 9.2 Departmental revenue collection : Vote 9 : Housing and Local Government

| | 2000/01 Actual R'000 | 2001/02 Actual R'000 | 2002/03 Est. Actual R'000 | 2003/04 Voted R'000 | 2004/05 MTEF R'000 | 2005/06 MTEF R'000 |
|-------------------------------------|----------------------------|----------------------------|---------------------------------|---------------------------|--------------------------|--------------------------|
| Current revenue | | | | | | |
| Tax revenue | | | | | | |
| Non-tax revenue | 578 | 231 | 234 | 240 | 240 | 254 |
| Capital revenue (specify) | | | | | | |
| Departmental revenue | 578 | 231 | 234 | 240 | 240 | 254 |

9.3 Departmental revenue collected by Housing and Local Government

Table 9.3 Details of specification of revenue: Vote 9

| | 2000/01 Actual R'000 | 2001/02 Actual R'000 | 2002/03 Est. Actual R'000 | 2003/04 Voted R'000 | 2004/05 MTEF R'000 | 2005/06 MTEF R'000 |
|---------------------------------|----------------------------|----------------------------|---------------------------------|---------------------------|--------------------------|--------------------------|
| CURRENT revenue | | | | | | |
| Tax revenue | | | | | | |
| Casino taxes | | | | | | |
| Other taxes | | | | | | |
| Non-taxes revenue | | | | | | |
| Valuations | | | 150 | 150 | 150 | 150 |
| Parking | | | 15 | 15 | 15 | 15 |
| Housing rental | | | 49 | 49 | 49 | 49 |
| Other revenue | 578 | 231 | 20 | 26 | 26 | 26 |
| Total Current | 231 | 234 | 240 | 240 | 240 | 254 |
| CAPITAL | | | | | | |
| Sales of land and buildings | | | | | | |
| Sales of stock, livestock ect | | | | | | |
| Other capital revenue | | | | | | |
| Total Capital | | | | | | |
| Total GFS classification | 231 | 234 | 240 | 240 | 240 | 254 |

10 EXPENDITURE SUMMARY

The MTEF outlay for the period

Financial year 2003/2004: R225 156 million

Financial year 2004/2005: R244 035 million

Financial year 2005/2006: R241 854 million

Table 10.1 Summary of expenditure and estimates: Vote 9 : Housing and Local Government

| | 2000/01 | 2001/02 | 2002/03 | 2003/04 | 2004/05 | 2005/06 |
|--------------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|
| | Actual | Actual | Est. Actual | Voted | MTEF | MTEF |
| | R'000 | R'000 | R'000 | R'000 | R'000 | R'000 |
| 1. Administration | 11,207 | 12,198 | 12,853 | 19,943 | 22,209 | 23,993 |
| 2. Local Government | 3,859 | 25,396 | 24,262 | 31,020 | 31,912 | 17,022 |
| 3. Technical Services | 72,675 | 76,875 | 90,500 | 102,946 | 107,698 | 113,638 |
| 4. Planning & Development | 23,993 | 26,738 | 43,588 | 69,841 | 80,919 | 85,850 |
| 5. Auxiliary and Associated Services | 1 | 214 | 670 | 661 | 501 | 501 |
| Departmental Total | 111,736 | 141,421 | 171,873 | 224,411 | 243,239 | 241,004 |
| Statutory Amount | - | - | 613 | 745 | 796 | 850 |
| Total Estimated Expenditure | 111,736 | 141,421 | 172,486 | 225,156 | 244,035 | 241,854 |

Table 10.2 Summary of expenditure and estimates:(GFS Classification):Vote 9:Housing and Local Government

| | 2000/01 | 2001/02 | 2002/03 | 2003/04 | 2004/05 | 2005/06 |
|---------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|
| | Actual | Actual | Est. Actual | Voted | MTEF | MTEF |
| | R'000 | R'000 | R'000 | R'000 | R'000 | R'000 |
| CURRENT | | | | | | |
| Personnel | 24,260 | 26,134 | 29,501 | 38,114 | 42,799 | 46,658 |
| Transfers | 476 | 13,597 | 14,985 | 18,276 | 18,401 | 6,922 |
| Other Current | 12,048 | 23,975 | 24,167 | 30,163 | 31,427 | 28,931 |
| Total Current | 36,784 | 63,706 | 68,653 | 86,553 | 92,627 | 82,511 |
| CAPITAL | | | | | | |
| Acquisition of capital assets | 10,137 | 12,240 | 27,411 | 1,074 | 1,003 | 1,073 |
| Transfer payments | 64,815 | 65,475 | 75,809 | 136,784 | 149,609 | 157,419 |
| Total Capital | 74,952 | 77,715 | 103,220 | 137,858 | 150,612 | 158,492 |
| Statutory Amount | - | - | 613 | 745 | 796 | 850 |
| Total GFS classification | 111,736 | 141,421 | 172,486 | 225,156 | 244,035 | 241,854 |

Table 10.3 Detail of expenditure and estimates:(GFS Classification):Vote 9:Housing and Local Government

| | 2000/01 | 2001/02 | 2002/03 | 2003/04 | 2004/05 | 2005/06 |
|-----------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|
| | Actual | Actual | Est. Actual | Voted | MTEF | MTEF |
| | R'000 | R'000 | R'000 | R'000 | R'000 | R'000 |
| CURRENT | | | | | | |
| Compensation of employees: | | | | | | |
| Salaries & Wages | 24,260 | 26,109 | 29,501 | 38,114 | 42,799 | 46,658 |
| Other remuneration | - | - | - | - | - | - |
| Use of goods and services | 12,048 | 17,260 | 24,167 | 30,163 | 31,427 | 28,930 |
| Interest Paid | - | - | - | - | - | - |
| Transfer payments to: | | | | | | |
| Subsidies to business enterprises | - | - | - | - | - | - |
| Local Government | 476 | 20,337 | 14,985 | 18,276 | 18,401 | 6,922 |
| Extra - Budgetary Institutions | - | - | - | - | - | - |
| Households | - | - | - | - | - | - |
| Non-Profit organisations | - | - | - | - | - | - |
| Total Current | 36,784 | 63,706 | 68,653 | 86,553 | 92,627 | 82,511 |
| CAPITAL | | | | | | |
| Non-Financial assets | - | - | - | - | - | - |
| Building and Structures | - | - | - | - | - | - |
| Machinery and Equipment | 460 | 306 | 712 | 1,074 | 1,003 | 1,074 |
| Non-produced assets | 9,677 | 11,934 | 26,699 | - | - | - |
| Other assets | - | - | - | - | - | - |
| Capital transfers | - | - | - | - | - | - |
| Local government | - | - | - | 46,509 | 52,261 | 40,268 |
| Households capital transfer | 64,815 | 65,475 | 75,809 | 85,973 | 89,442 | 94,877 |
| Other capital transfers | - | - | - | 4,302 | 7,906 | 22,274 |
| Total Capital | 74,952 | 77,715 | 103,220 | 137,858 | 150,612 | 158,493 |
| Total expenditure | 111,736 | 141,421 | 171,873 | 224,411 | 243,239 | 241,004 |
| Statutory Amount | | | 613 | 745 | 796 | 850 |
| Total GFS classification | 111,736 | 141,421 | 172,486 | 225,156 | 244,035 | 241,854 |

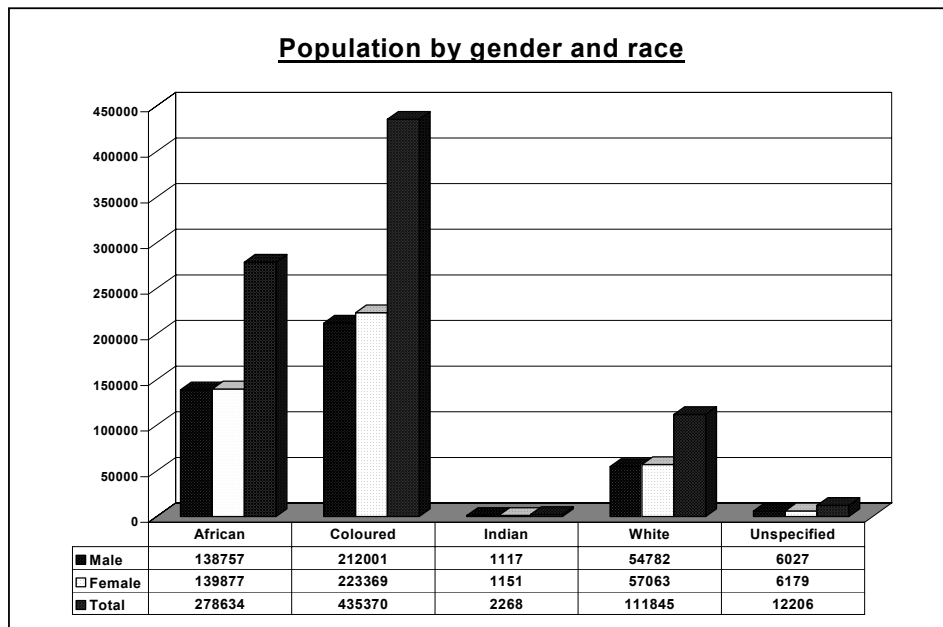
PART C : BACKGROUND INFORMATION

1. INTRODUCTION

1.1 Overview of Northern Cape

The Northern Cape is a province of extremes. It has the lowest and highest temperatures in the country, the lowest rainfall, the smallest population and the lowest population density. But the surface area is the largest of the nine provinces, comprising 30% (361,830 square kilometres) of the total area of South Africa.

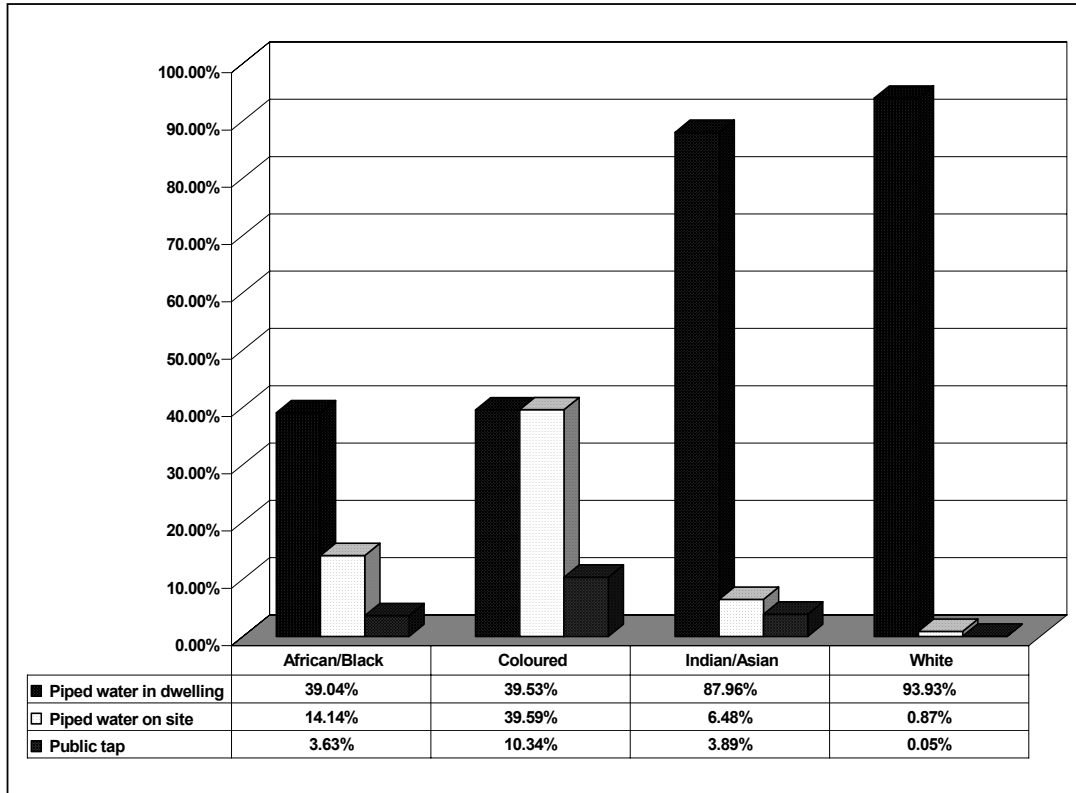
According to Census'96 the total population of Northern Cape is 840,321 of which 52.7% are coloureds, 33.7% African, 13.5% whites and less than 1% Indians. 51% percent of the population is females and 49% males.



There are approximately 187,565 households. Some 65% of these households are found in urban areas while at least 75% of the household live in formal structures and 25% in informal structures/shacks. Approximately one-third of households live in dwellings with two or fewer rooms. The average estimated value of a dwelling occupied by an African household in Northern Cape is R8,000 compared to R14,000 for coloureds and R91,000 for white households. There are approximately 67.4% of houses on separate stands and about 4% traditional dwellings.

The type of dwelling in which households live varies according to Urban and Non-Urban areas. Up to 19% of the dwellings occupied by African households in urban areas are shacks whereas at National level only 16% of dwellings in urban areas are shacks. It is not only the type dwelling that varies by race but also the size. Nearly 94% of African

and 91% of the coloured households live in dwellings containing five or fewer rooms (including Kitchens but excluding bathroom), compared to 52% of white households. The average size of the African and Coloured population is approximately five people per household and 3 people per household for whites.



The figure above shows that only 39% African and Coloured households have piped water inside the dwelling compared to nearly 94% of whites. At national level 56% African households in urban areas have a tap inside the dwelling.

The table below indicate the percentage of sanitation by race in Northern Cape.

| Type Of Toilet | African/Black | Coloured | Indian/Asian | White |
|--------------------------|---------------|----------|--------------|--------|
| Flush or chemical toilet | 60.10% | 55.89% | 93.52% | 99.50% |
| Pit latrine | 15.19% | 17.08% | 3.24% | 0.36% |
| Bucket latrine | 24.72% | 27.03% | 3.24% | 0.14% |

Approximately a quarter of African and Coloured households make use of bucket latrine and nearly one fifth of African and Coloured households make use of pit latrine.

1.2 Demarcation

Through the Demarcation process the 112 Local Authorities has been reduced to 30. In addition there is also a cross-boundary Category C Municipality. The breakdown in terms of Category of Municipalities is as follows:

| | |
|---------------------------|----|
| Category B | 24 |
| Category C | 4 |
| Cross Boundary Category C | 2 |

2 .SERVICE IMPROVEMENT STRATEGY

The Department is committed to delivering services that fulfil its mandates and are relevant to customers needs. The Department is also committed to continuous improvement of its service delivery processes. To achieve these two commitments the Department has prepared its annual standard of public service commitment for 2003 and service improvement actions that combine improvement in both service delivery processes and customer interfaces.

This would involve looking at:

- service improvement mechanisms
- consultation mechanisms
- communication and promotion arrangements
- complaint systems
- barriers to access
- Regional Offices

2.1 Service Improvement Mechanisms

The Department's customers are primarily municipalities and the communities they serve. Other customers include local government agencies, other provincial departments and relevant national institutions.

Service delivery is carried out by individual members of staff or by teams located in Directorates. It is therefore at this level that service improvement processes need to be identified and implemented. The Department has through an 'unpacking' exercise at sub-Directorate levels identified customers, access and service standards. These are incorporated into the Directorates' Business Plans.

The Department will:

- a) require Directorates' Business Plans to include service standards, proposed service improvements strategies, estimated costs and planned actions

- b) prepare a corporate Service Delivery Improvement Programme

2.2 Consultation Mechanisms

Currently, consultation of the Department's services is through press releases, including calls for feedback, and via specially planned workshops as needed. Consultation activities are normally organised at Directorate levels.

the Department will:

- a) issue an annual rolling programme of events targeted at specific groups of customers and forums
- b) carry out an annual assessment of customer satisfaction and needs
- c) by recording and following up complaints

2.3 External Communication and Promotional Arrangements

Promotional materials, specific to certain services are given out by Directorates as needed. However, existing arrangements are ad hoc, not systematic and do not exploit opportunities presented by the numerous forums attended by members of staff from the Department.

In addition to service specific promotional material being given out as needed, the Department will:

- a) finalise and implement its external Communication Policy.
- b) make more effective use of its newsletter, *Indaba*, and the media to inform municipalities and other customers of events and services.
- c) publish an annual statement of public service commitment to include service standards and how the Department plans to achieve them.
- d) package and prepare a portable stall bringing together information on the Department's services, which could be exhibited at meetings, workshops and other forums.
- e) create awareness amongst staff for employee and public relationship as set out in the Code of Conduct for the Public Service.

2.4 Complaint Systems

Complaints could be directly about the Department's services or indirectly about municipalities' services. Although the Department is not directly responsible for municipalities, the poor performance of municipalities would reflect on the quality of the services that the Department provides.

At present complaints come in different forms – sit in protests, letters to newspapers, direct complaints to the MEC, through public meetings and in person, telephone calls and

meetings with staff. Individual members of staff may respond to complaints but there is no central point to collate and monitor the complaints received.

The Department will:

- a) require each Directorate to establish a central point for collating and monitoring complaints
- b) require each Directorate, as part of their Business Plans, to analyse all complaints, evaluate achievements against improvement targets and propose improvements.

2.5 Barriers to Access

The Department completed an exercise, between July and September 1999, to identify how customers access its services. A further exercise is required to identify the barriers and propose strategies to increase access.

The Department will:

- a) require Directorates to identify barriers to access and proposed solutions as part of their service improvement strategies

2.6 Regional Offices

In order to bring services closer to municipalities, and the communities they serve, the Department has decided in principle to make more effective use of Regional Offices. There are; however; delivery, organisational, human resource, communication and information management issues that needs to be sorted out before the full potential of the Regional office can be realised.

All Directorates are investigating this issue and the Department expects that, over the next 3 years, Regional Offices will have greater responsibilities for frontline service delivery, facilitating the local governments and assisting communities within the region.

2.7 Annual Statement of Public Service Commitment

An annual statement of public service commitment of the Department will be made public in the second week of January each year. The statement will be reviewed each year and the department will continuously improve on their service delivery mechanism.

A copy of the Annual Statement of Public Service Commitment for year 2003 is included as Appendix B.

2.8 A strategy for monitoring and evaluating the Department of Housing and Local Government Service Delivery.

INTRODUCTION

This strategy focuses on how to implement monitor and evaluate a service delivery system that ensures continuous learning and improvement in service quality, processes and productivity of

the Department. Firstly it establishes the requirements and processes for establishing a complaint and consultation mechanism in the department. Secondly we need to analyse and improve on the existing internal delivery systems.

COMPLAINTS AND CONSULTATION FEEDBACK MECHANISM

1) Establish a Central Feedback Unit (CFU) and Departmental Representatives

- Managing an effective service delivery system is essential so that the various sections, regions and customers actively provide inputs to the system and use the customer and process knowledge gained from it for improving processes at various levels.
- The unit can be relatively small. For example, one manager and one support staff to collate all information. The receptionist collates information at a central point.
- The CFU requires the support of many other parties which include:
 - the GIS for the intranet applications;
 - external research firms for survey design and data collection;
 - Human Resources for internal communication of results and rallying of staff;
 - Corporate Communications for the promotion of customer feedback channels to customers, and for communicating improvements to them;
 - statistical and research support from the internal Research department;
- In, order for the CFU to succeed, it is absolutely necessary to have a liaison person in every section and in regions. They would help to champion the CFU by encouraging co-workers to enter customer feedback into the IT system, put up posters for service performance competitions, and assist communication between the CFU and the process owners for the identification and development of process indicators, standards and targets.
- The CFU representative in each section and region provides a crucial link between the CFU and the operational units.

2) Design a simple but effective Reporting system

- To drive continuous improvement and learning, a reporting system should be designed to facilitate feedback to front line staff, regions, sub-directorates and top management.
- The feedback loop to the front line staff should be immediate for complaints and compliments.
- In addition, three types of service performance reports are recommended to provide the information necessary for service management and team learning.
- A monthly Service Performance Update provides heads of regions and heads of sections with timely feedback on customer comments and operational process performance. Here, the verbatim feedback is provided to heads of regions and heads of sections who can in turn discuss them with his/her service staff.
- A quarterly Service Performance Review provides Directors with trends in process performance and service quality.
- Finally, an annual Service Performance Report gives top management a representative assessment of the status and long-term trends in the satisfaction of customers with the firm's services.
- The reports should be short and reader-friendly, focusing on the key indicators and providing easy to absorb commentary on trends to be focused on (rather than just dry statistics).
- The reports can also be used to showcase success stories, set examples, as well as celebrate and motivate good staff.

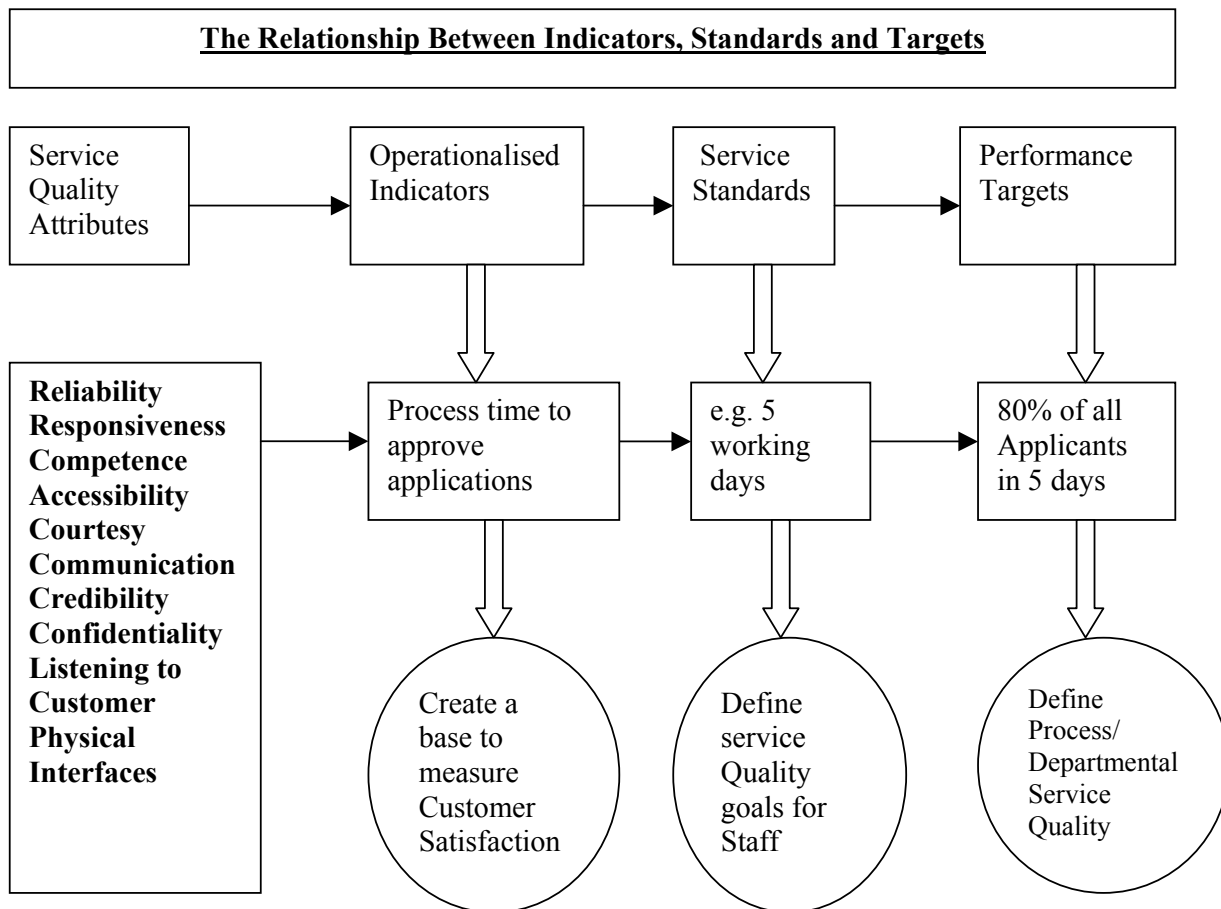
- Reports should incorporate various types of team learning activities

3) Supporting Team Learning and Training Activities

- Feedback Review Sessions, to be conducted frequently and led by the Heads of Sections and Directors.
- Enable the sharing of collected feedback to all process participants.
- Encourage front-line staff in designing improvements and to frequently report service failures. This should include selected process participants, together with staff from other areas to act as catalysts for creativity and to maintain the momentum for continuous improvement.
- Also, Case Study Discussions based on documented case histories of exceptional follow-up and/or delivery should be integrated into the formal quality training of the Department.
- Customer Focus Groups can be used as further learning opportunities for process participants.

4) Improving Service Standards, Indicators and Targets

- Establish service quality models.
- Determine the service quality attributes that are important to customers together with discussions with customers and front line staff
- Determine Service standards based on customer wants and needs, moderated by policy decisions about how to meet these needs cost effectively.
- In cases where standards deviate from customer needs, expectations need to be managed (e.g., application approval times can be communicated in brochures and application forms).
- Set performance targets (e.g. 80% of all applications within 3 days) define specific process and/or departmental performance results that staff will be held accountable for producing.
- Distinguish between standards and performance targets.
- Targets are to be negotiated that reflect operational reality.
- This is important for three reasons.
 - 1) the correct, that is, customer driven standards, get internalised by the organisation.
 - 2) when implemented well, managers and supervisors can raise performance targets gradually to bring them more in line with the standards.
 - 3) it facilitates buy-in and support for the CFU, by providing latitude to management and staff.
- The interplay between performance standards and targets can also be used, over time, to drive continuous process improvements, as well as to facilitate major process redesign work.



5) Selecting Cost-effective Customer Feedback

- Develop a client profile of the Department disaggregated by gender etc... This will provide a useful indication of the types of persons we are dealing with. This profile could be related to available statistics on poverty and needs (STATSSA). This will clearly show the emphasis being placed by Department on targeting the most disadvantaged.
- Annual customer satisfaction Survey should be conducted .
- Record name, telephone numbers and addresses of all people visiting or called department.
- Conduct a random sample telephonic interview on customer satisfaction.
- Design questionnaires.
- Questionnaire to be tested and validated.
- Set up toll free line for complaints.
- Interview staff on experiences with customers.
- Create an index for customer satisfaction over time by compiling and tracking responses.
- Use Mayoral and Municipal Manager forum for feedback and assessments and report on results monthly or quarterly.
- Set objectives, scope and components of an effective feedback system
- Develop appropriate service indicators, standards and targets
- Customer expectations and align processes

6) IT System Concepts

- The majority of unsolicited feedback is given face-to-face to the frontline staff. To be able to capture that information, a convenient and easy system needs to be in place.

- Wherever possible, we should develop a system that is IT-based to allow for speedy capture and dissemination of information.
- Intranet-based (GIS-unit) solutions are extremely convenient and easy for staff to use. Provided they have easy access to networked computers.
- A number of simple click-on screens capture the key information, which typically entails:
 - (1) type of feedback, such as compliment, suggestion and complaint,
 - (2) channel of feedback, such as branch or unit;
 - (3) medium, such as face-to-face, telephone, fax or email,
 - (4) comment content, which should be both a predetermined service quality indicator to ease statistical analysis, and the verbatim customer comment to enable more qualitative assessment,
 - (5) customer service process and sub-process involved (service quality indicator with all relevant processes listed), and
 - (6) the need for follow-up or service recovery. The final two items are important should an automated service recovery system be attached to the CFU, as discussed in the next section

7) Follow -Up Or Service Recovery

- Often, customer queries or complaints cannot be fully resolved at the point of occurrence. For such cases, it makes sense to integrate service recovery into the CFU.
- The feedback received is sent directly via email to the staff in charge of follow-up and a record of the case is created in a central database.
- This automated service recovery routing escalates to the next management level should a case not be settled within 24 hours.
- Once a case is closed, for analysis and reporting purposes it is kept in the central database, together with all those cases that did not require recovery (e.g., compliments, or cases that were recovered on the spot and entered into the system as a 'closed case').
-

INTERNAL SERVICE DELIVERY SYSTEMS

- Processes redesigned of Support Services, Registry etc.
- Set measures and targets of services for support services
- Analyse and evaluate Regional Offices roles and responsibilities as front line service delivery agents of Department
- Rationalising service delivery processes of department
- Rationalisation of responsibilities and delivery process between head and regional offices
- Utilisation of secretaries of Directors and Chief Directors in tracking documentation and replies.
- Identifying barriers to access and propose solutions
- Code of conduct for the Public Service

3. ORGANISATION DEVELOPMENT STRATEGY

The Department is committed to a continuous process of realigning its core processes and, if necessary, its organisational structure so that they better match service delivery goals.

3.1 Revised Organogram

The Department has established, in consultation with staff, a rationale for realigning core processes. The department is to embark on a restructuring process in 2003 to enable it to carry out the additional Legislative Mandates such as:

- Urban and Rural development strategy
- New housing business
- Improving financial viability of municipalities
- Pressures to comply with PFMA and Treasury Regulations.

These changes are to be incrementally phased in depending on the availability of funds available in MTEF cycle.

Figure 5.1, on the following page, give a broad outline of the Department's current functions.

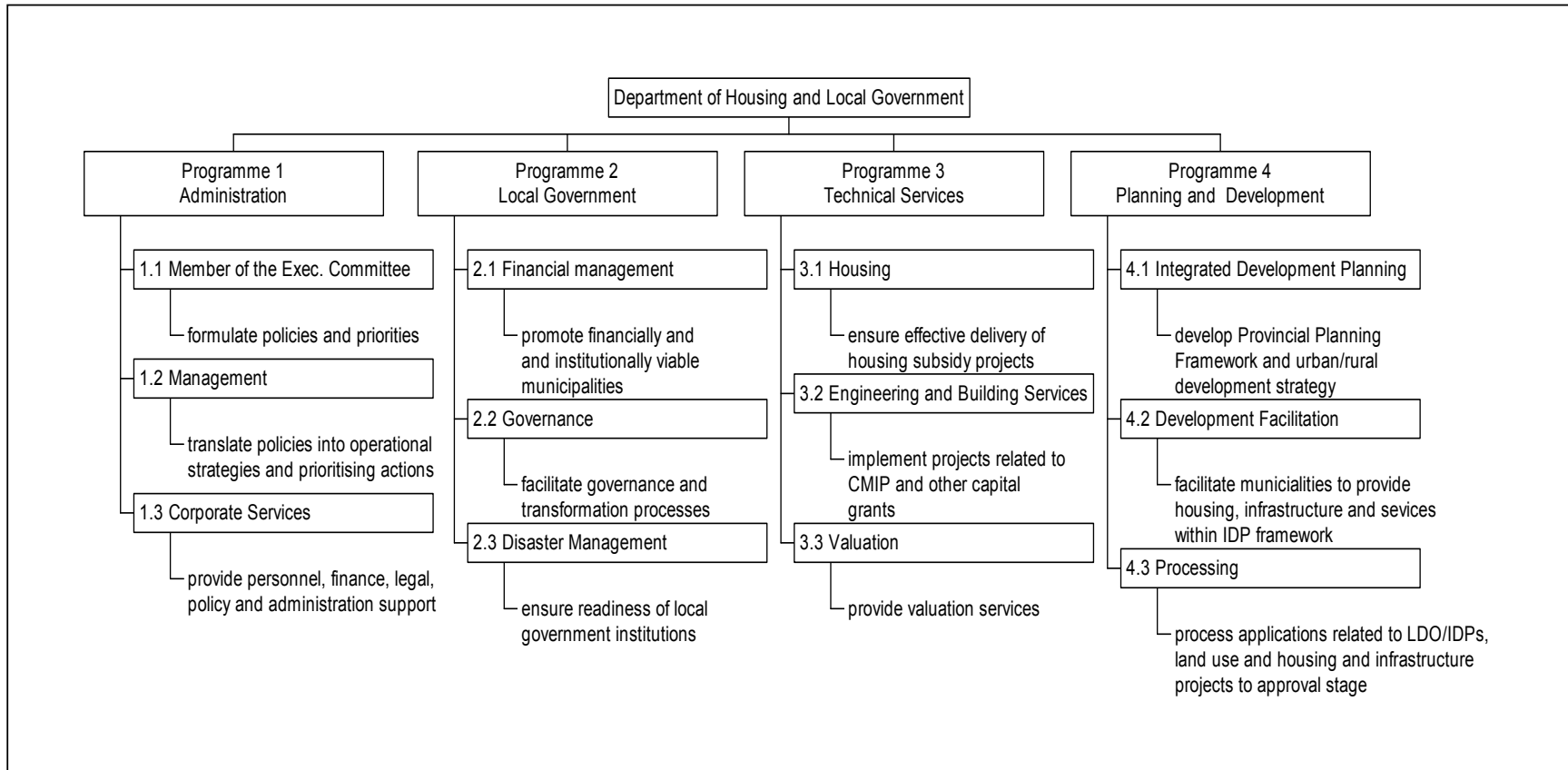
3.2 Service Development

However, the work of realigning core processes and organisational structure is an ongoing exercise that forms part of each Directorate's service delivery improvement plan.

There are still two significant areas where further work is required:

- the rationalisation of delivery processes, organisational structures and human resource within each programme
- the rationalisation of responsibilities and delivery processes between head and regional offices

Figure 3.1 Programmes, Sub-Programmes and Functions



Each Directorate is to review internal delivery, communication and management processes. The results could lead to further rationalisations, but no major structural change is expected.

The Department foresees that there will be increased demand in certain service areas that would impact on Directorates' delivery processes and budgets. These areas are:

- a) assisting local authorities with implementing IDPs and transforming themselves into developmental local governments
- b) assisting local authorities to improve the financial viability
- c) assisting the new municipalities created through demarcation with implementing the Municipal Systems Act and the Municipal Structure Acts
- d) meeting Provincial targets to provide water and sanitation

3.3 Outsourcing

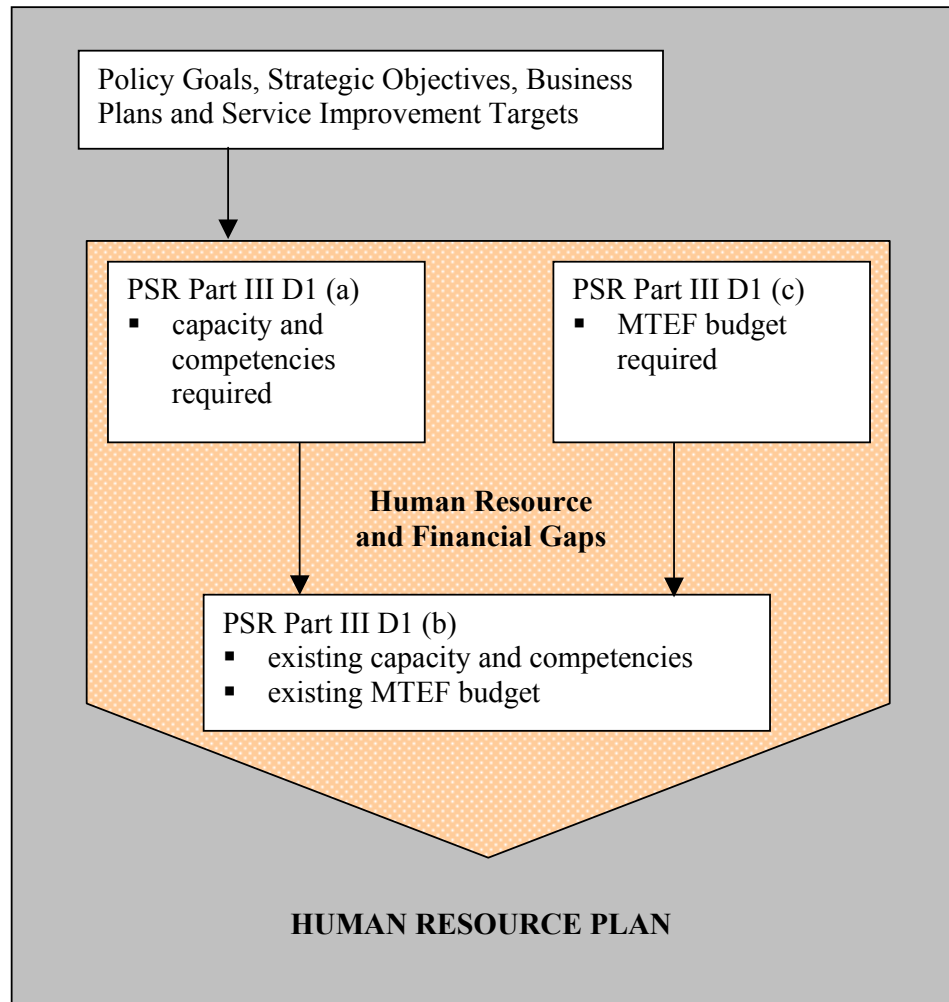
The Department does not plan to outsource any activity for 2003/2004. However, as the Department develops better systems to appraise its service quality and costs it will begin to examine possible areas of outsourcing. Without good quality information about services it would be unwise to proceed too quickly.

During the year, the department will review its corporate agreements with other Provincial departments and its utilisation of external consultants.

4. HUMAN RESOURCE STRATEGY

4.1 Human Resource Framework

The Department is committed to a Human Resource Strategy that is equitable and affirmative. Working from the Public Service Regulations the diagram below summarises the approach used to derive the Department's Human Resource Plan, including training and development.



In order to develop, manage and deliver the Department's Human Resource Plan the following capacity has been created:

- A Human Resource Unit
- A Skills Facilitators Team

4.2 Human Resource Management

The Department's Human Resource Plan is aimed towards achieving the following objectives:

- reducing personnel expenditure for non-core services and increasing expenditure to service functions that are understaffed
- ensuring that staff have the necessary competencies and are suitably deployed
- ensuring that the Department's staff profile and uptake of training opportunities reflects affirmative and equitable criteria
- maximising retention of staff in view of recruitment difficulties, which could be exacerbated as unemployment reduces

At present, about 25% of the personnel budget is taken up by non-core functions. The Department will continue its efforts to reduce expenditure here through natural wastage and by deployment to other Departments or agencies. As and when budgets become available the Department would target resources towards core service functions that are currently understaffed.

Many of the critical tasks of the Department involve facilitating local government with meeting the needs of their communities within a transformational and democratic framework. Some of these tasks require specific technical competencies, such as finance, organisational development, town planning or engineering skills. However, many of the issues are inter-related and require integrated approaches. The Department is therefore committed to encouraging the workforce to become more flexible and multi-skilled.

The Department's training budget for 2002/2003 is R1,50m which comprises of R295 000 allocated in terms of skills development representing approximately 1% of personnel expenditure (R29,501 million). The R1,2m is for capacity building in Housing Development policy. This represents a total of 5,10% of the total personnel budget. The Department foresees that training requirements will be high over the next 2 years as systems (such as human resource, performance and financial management) are introduced and embedded.

The Department therefore plans to incrementally increase the training budget, in line with the training requirements of the Department. It is also exploring the resources, which should be transferred from the Provincial Department following transfer of HR functions. In order to maximise the benefits from external training the Department has created an internal training capacity (described in section 6.4 below).

The Department will monitor new appointments and uptake of training opportunities to ensure that affirmative and equitable employment practices are being followed. The Head of the Human Resource Unit as part of the performance reporting system described in section 8.6 will produce reports.

The Department will evaluate the opportunities which a mentoring scheme could offer to assist in bring into the Department and the public service more individuals from previously disadvantaged groups. In approaching these latter two tasks the Department will be seeking advice and input from the recently created Gender Committee, recognising that there is under representation of women in a number of workgroups and in more senior ranks.

5.4 Human Resource Unit

The purpose of the Human Resource Unit is to manage, deliver and monitor the Human Resource Plan of the Department.

The Department plans to complete and collate all required documents and procedures into a Personnel Handbook during 2002/2003. The Handbook would be bound in a loose-leaf format so that the content can be easily updated.

The Human Resource Unit has become operational since 1st April 2000.

5.5 Skills Facilitator Team

The purpose of the Skills Facilitator Team is to plan, administer, monitor, internalise and, in some instances, carry out internal training.

The group currently consists of 5 staff, representing different levels and sections of the Department. Although members of the group have received training over a period of 12 months there is a need to continue building up their confidence. Each member of the group has been mandated to dedicate 20% of their time to planning, monitoring and running training activities. Annual training calendar is to be produced by the training group according to the skills development plans that will be completed in 2001/2002.

When the facilitation training is completed the group will compile the material produced and experience gained into training modules for other staff in the Department.

The training group is to meet once a month with the aim of determining the following:

- Establish a HRD strategy for the department
- Draw up annual training calendar
- Determine a training budget for the department and make recommendations to SMT
- Continuous planning of training programs

5.6 Internal Communications

Besides the system of management team meetings described in section 8.5, which is aimed at driving service delivery, the Department intends to generate a culture of open information flow. The aim would be to create a sense of identity and ownership of departmental policies, strategic vision and corporate processes.

The Department will:

- a) finalise and implement its internal Communication Policy from 1st April 2001

- b) institute an annual General Staff Meeting (close to the publication of the Annual Report), although special staff meetings would be called when needed
- c) hold General Staff Meetings during the other three quarters of each year to keep staff informed of major issues, e.g. the budget and training calendar
- d) consider non-monetary rewards, which enhance performance, increase motivation and maintain commitment

6. BUDGET AND FINANCIAL MANAGEMENT STRATEGY

6.1 Budget

The Department projected expenditure over the MTEF period is summarised in the table below

Summary of Revenues

Table 6.1 Summary of revenue: Vote 9: Housing and Local Government

| | 2000/01 Actual R'000 | 2001/02 Actual R'000 | 2002/03 Est. Actual R'000 | 2003/04 Voted R'000 | 2004/05 MTEF R'000 | 2005/06 MTEF R'000 |
|---------------------------------------|----------------------------|----------------------------|---------------------------------|---------------------------|--------------------------|--------------------------|
| Equitable share | 123,285 | 60,957 | 74,017 | 112,269 | 128,244 | 136,575 |
| Conditional grant | - | 83,786 | 97,856 | 112,142 | 114,995 | 104,429 |
| Local Government Support Grant | - | 14,700 | 15,550 | 17,473 | 16,044 | - |
| Consolidated Municipal Infrastructure | - | 2,611 | - | 1,737 | 1,843 | 1,963 |
| SA Housing Fund | - | 65,475 | 75,809 | 85,973 | 89,442 | 94,877 |
| Human Settlement Redevelopment Grant | - | 1,000 | 2,500 | 3,000 | 3,180 | 2,449 |
| Provincial Infrastructure Grant | - | - | 3,997 | 3,959 | 4,486 | 5,140 |
| Statutory | - | - | 613 | 745 | 796 | 850 |
| Total revenue | 123,285 | 144,743 | 172,486 | 225,156 | 244,035 | 241,854 |

6.2 Departmental revenue collected by Housing and Local Government

Table 6.2 Details of specification of revenue: Vote 9

| | 2000/01 Actual R'000 | 2001/02 Actual R'000 | 2002/03 Est. Actual R'000 | 2003/04 Voted R'000 | 2004/05 MTEF R'000 | 2005/06 MTEF R'000 |
|---------------------------------|----------------------------|----------------------------|---------------------------------|---------------------------|--------------------------|--------------------------|
| CURRENT revenue | | | | | | |
| Tax revenue | | | | | | |
| Casino taxes | | | | | | |
| Other taxes | | | | | | |
| Non-taxes revenue | | | | | | |
| Valuations | | | 150 | 150 | 150 | 150 |
| Parking | | | 15 | 15 | 15 | 15 |
| Housing rental | | | 49 | 49 | 49 | 49 |
| Other revenue | 578 | 231 | 20 | 26 | 26 | 26 |
| Total Current | 231 | 234 | 240 | 240 | 240 | 254 |
| CAPITAL | | | | | | |
| Sales of land and buildings | | | | | | |
| Sales of stock,livestock ect | | | | | | |
| Other capital revenue | | | | | | |
| Total Capital | | | | | | |
| Total GFS classification | 231 | 234 | 240 | 240 | 240 | 254 |

6.3 EXPENDITURE SUMMARY

The MTEF outlay for the period

Financial year 2003/2004: R225 156 million

Financial year 2004/2005: R244 035 million

Financial year 2005/2006: R241 854 million

Table 6.3.1 Summary of expenditure and estimates: Vote 9 : Housing and Local Government

| | 2000/01 | 2001/02 | 2002/03 | 2003/04 | 2004/05 | 2005/06 |
|--------------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|
| | Actual | Actual | Est. Actual | Voted | MTEF | MTEF |
| | R'000 | R'000 | R'000 | R'000 | R'000 | R'000 |
| 1. Administration | 11,207 | 12,198 | 12,853 | 19,943 | 22,209 | 23,993 |
| 2. Local Government | 3,859 | 25,396 | 24,262 | 31,020 | 31,912 | 17,022 |
| 3. Technical Services | 72,675 | 76,875 | 90,500 | 102,946 | 107,698 | 113,638 |
| 4. Planning & Development | 23,993 | 26,738 | 43,588 | 69,841 | 80,919 | 85,850 |
| 5. Auxiliary and Associated Services | 1 | 214 | 670 | 661 | 501 | 501 |
| Departmental Total | 111,736 | 141,421 | 171,873 | 224,411 | 243,239 | 241,004 |
| Statutory Amount | - | - | 613 | 745 | 796 | 850 |
| Total Estimated Expenditure | 111,736 | 141,421 | 172,486 | 225,156 | 244,035 | 241,854 |

Table 6.3.2 Summary of expenditure and estimates:(GFS Classification):Vote 9:Housing and Local Government

| | 2000/01 | 2001/02 | 2002/03 | 2003/04 | 2004/05 | 2005/06 |
|---------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|
| | Actual | Actual | Est. Actual | Voted | MTEF | MTEF |
| | R'000 | R'000 | R'000 | R'000 | R'000 | R'000 |
| CURRENT | | | | | | |
| Personnel | 24,260 | 26,134 | 29,501 | 38,114 | 42,799 | 46,658 |
| Transfers | 476 | 13,597 | 14,985 | 18,276 | 18,401 | 6,922 |
| Other Current | 12,048 | 23,975 | 24,167 | 30,163 | 31,427 | 28,931 |
| Total Current | 36,784 | 63,706 | 68,653 | 86,553 | 92,627 | 82,511 |
| CAPITAL | | | | | | |
| Acquisition of capital assets | 10,137 | 12,240 | 27,411 | 1,074 | 1,003 | 1,073 |
| Transfer payments | 64,815 | 65,475 | 75,809 | 136,784 | 149,609 | 157,419 |
| Total Capital | 74,952 | 77,715 | 103,220 | 137,858 | 150,612 | 158,492 |
| Statutory Amount | - | - | 613 | 745 | 796 | 850 |
| Total GFS classification | 111,736 | 141,421 | 172,486 | 225,156 | 244,035 | 241,854 |

Table 6.3.4 Detail of expenditure and estimates:(GFS Classification):Vote 9:Housing and Local Government

| | 2000/01 | 2001/02 | 2002/03 | 2003/04 | 2004/05 | 2005/06 |
|-----------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|
| | Actual | Actual | Est. Actual | Voted | MTEF | MTEF |
| | R'000 | R'000 | R'000 | R'000 | R'000 | R'000 |
| CURRENT | | | | | | |
| Compensation of employees: | | | | | | |
| Salaries & Wages | 24,260 | 26,109 | 29,501 | 38,114 | 42,799 | 46,658 |
| Other remuneration | - | - | - | - | - | - |
| Use of goods and services | 12,048 | 17,260 | 24,167 | 30,163 | 31,427 | 28,930 |
| Interest Paid | - | - | - | - | - | - |
| Transfer payments to: | | | | | | |
| Subsidies to business enterprises | - | - | - | - | - | - |
| Local Government | 476 | 20,337 | 14,985 | 18,276 | 18,401 | 6,922 |
| Extra - Budgetary Institutions | - | - | - | - | - | - |
| Households | - | - | - | - | - | - |
| Non-Profit organisations | - | - | - | - | - | - |
| Total Current | 36,784 | 63,706 | 68,653 | 86,553 | 92,627 | 82,511 |
| CAPITAL | | | | | | |
| Non-Financial assets | - | - | - | - | - | - |
| Building and Structures | - | - | - | - | - | - |
| Machinery and Equipment | 460 | 306 | 712 | 1,074 | 1,003 | 1,074 |
| Non-produced assets | 9,677 | 11,934 | 26,699 | - | - | - |
| Other assets | - | - | - | - | - | - |
| Capital transfers | - | - | - | - | - | - |
| Local government | - | - | - | 46,509 | 52,261 | 40,268 |
| Households capital transfer | 64,815 | 65,475 | 75,809 | 85,973 | 89,442 | 94,877 |
| Other capital transfers | - | - | - | 4,302 | 7,906 | 22,274 |
| Total Capital | 74,952 | 77,715 | 103,220 | 137,858 | 150,612 | 158,493 |
| Total expenditure | 111,736 | 141,421 | 171,873 | 224,411 | 243,239 | 241,004 |
| Statutory Amount | | | 613 | 745 | 796 | 850 |
| Total GFS classification | 111,736 | 141,421 | 172,486 | 225,156 | 244,035 | 241,854 |

From the above table it can be seen that the Department's budget for the 2003/2004 period has been increased to take account of additional responsibilities for disaster management and integrated development planning as well as increased provision for capital projects. This additional allocation will address the following issues:

Firstly, as explained in section 6 the Department is understaffed in several critical service functions and over staffed in non-core functions. Also, as explained in section 5 greater demand will be placed on certain service functions over the next few years. The Department would therefore want to re-deploy its personnel budget accordingly.

Secondly, in order to address the infrastructure needs of the Province the Department has increased its capital fund for sanitation projects in the 2003/04 budgets. Wherever possible, the Department will continue to do so over the MTEF period.

6.1 Financial Management System

The Department's Accounting Officer (the Head of Department) has delegated financial responsibilities to the Chief Financial Officer, Programme Managers and to Responsibility Managers. The department's financial delegations has been revised and issued to all programme and responsibility managers.

There is, however, one key area that the Department intends to develop. As progress is made with the Department's financial management system the Responsibility Managers will have more freedom to spend their delegated budget to provide the services efficiently and effectively, for which they are responsible and provided that decisions to spend are in accordance with the Treasury Regulations, Public Finance Management Act and Division of Revenue Act. As the department moves, step-by-step, towards this position training and more explicit guidance, which specifies the spending commitments, limitations and decisions that can be made within the delegated responsibilities, will be provided. This will include training to develop both the capacity of the finance section and to enhance the skills and knowledge of line managers.

The Department therefore needs to follow up quickly with a financial management plan that addresses the following:

- The degree of spending powers to be delegated and an implementation schedule over the next 2 years
- A financial management system that enables Responsibility Managers to manage there delegated budgets and for the Head of Finance to manage the Department's budget as a whole.
- A financial management system for monitoring and ensuring compliance

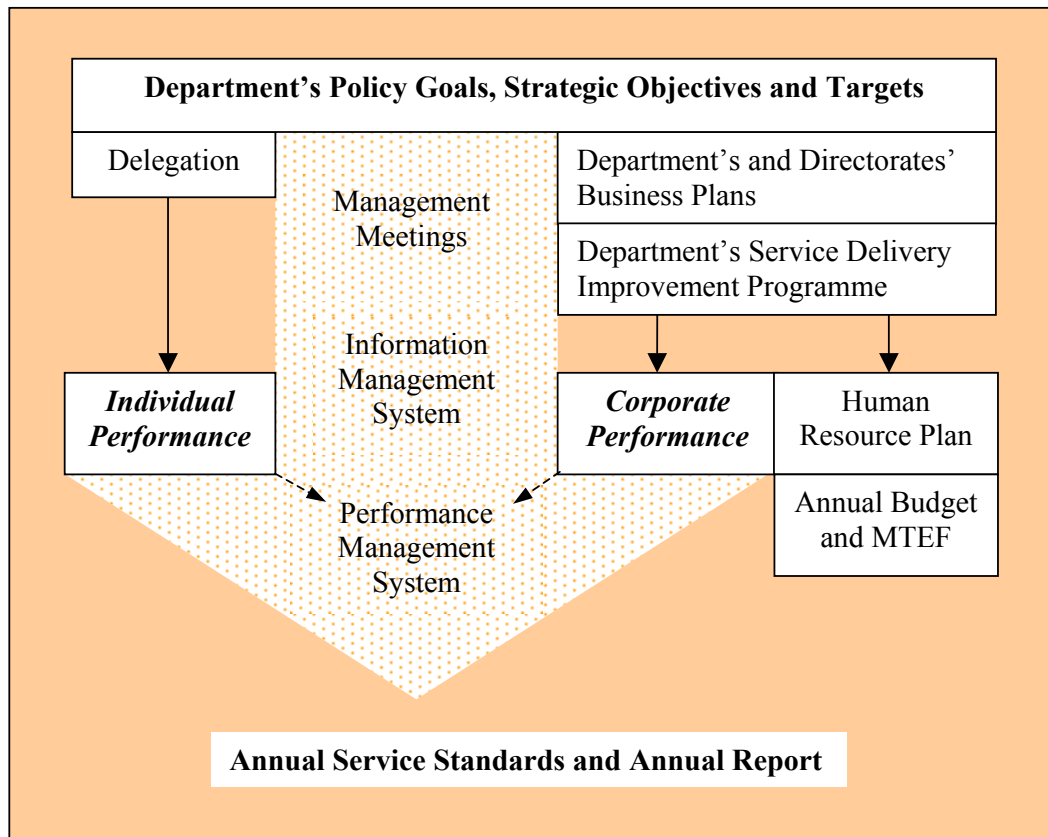
One decision that the Department has already undertaken is to implement BAS as from 1st April 2003. The Finance Section need to be suitably equipped and a training programme set up for finance staff. The training programme will also be extended to Responsibility Managers.

7. PERFORMANCE MANAGEMENT STRATEGY

7.1 Performance Framework

The performance management strategy of the Department outlined in the diagram below is focused on ensuring service delivery and achieving targets. The monitoring of financial accountability is based on a separate system described in chapter 7.

Figure 8.1



The monitoring of performance in the Department is based on two measures:

- First, the measure of individual performance against criteria based on delegated responsibilities and written in his or her performance agreement.
- Second, the measure of corporate performance against service delivery objectives, milestones and targets specified in business plans.

Ensuring that the Department does perform is based on two systems:

- An interlocking system of management team meetings from the highest to the lowest organisational levels.
- An information management system to support the system of management team meetings and, at the same time, provide data for the monitoring of performance.

7.2 **Delegations**

The Department's delegation protocol is currently based on a performance agreement between the MEC and the Chief Director and in turn between the Chief Director and the Programme Managers.

A draft delegation model has been drawn up, following the Public Services Regulation, that delegates from the Executing Authority to the Head of Department, who in turn delegates certain responsibilities down to Directors and other managers.

The Department finalised and implemented the delegation model from 1st April 2000. This enables existing performance agreements to be revised and new ones to be written.

7.3 **Performance Agreement**

A performance agreement was first drawn between the MEC and the Chief Director in April 1999 and subsequently between the Chief Director and Directors. Further actions the Department intends to take are:

- Revise the above performance agreements for the financial year 2002/2003 to take into account the objectives, milestones and outputs set out in this Strategic Plan and in the Directorates' Business Plans
- Extend performance agreements to all Programme Managers from 1st April 2000
- Pilot a performance management and development system for all staff in 2001
- Implement a performance management and development system for all staff as from 1st April 2002

7.4 **Directorates' Business Plans**

The Directorates' Business Plans determines how the strategic objectives of each Programme (outlined in chapter 2) would be achieved. Each Business Plan also sets out the Annual Action Plan that includes Quarterly Milestones for achieving annual targets. These targets would include service improvement actions. The corporate performance of the Department is therefore dependent on Directorates delivering and achieving the targets set out in their Business Plans.

The Business Plans are updated annually before the Department submits its Budget for approval. However, quarterly milestones would be revised each quarter to take into account changing realities.

7.5 Team Briefing

The Department has evolved a system of interlocking management team meetings aimed at managing service delivery and performance strategically. Policy decisions and prioritised actions are taken downwards and practical implementation issues and staff concerns are fed upwards. Directorates are expected to meet at least twice a month to plan and review their work activities. The structure and management style of meetings is however left to the discretion of the individual Programme Managers.

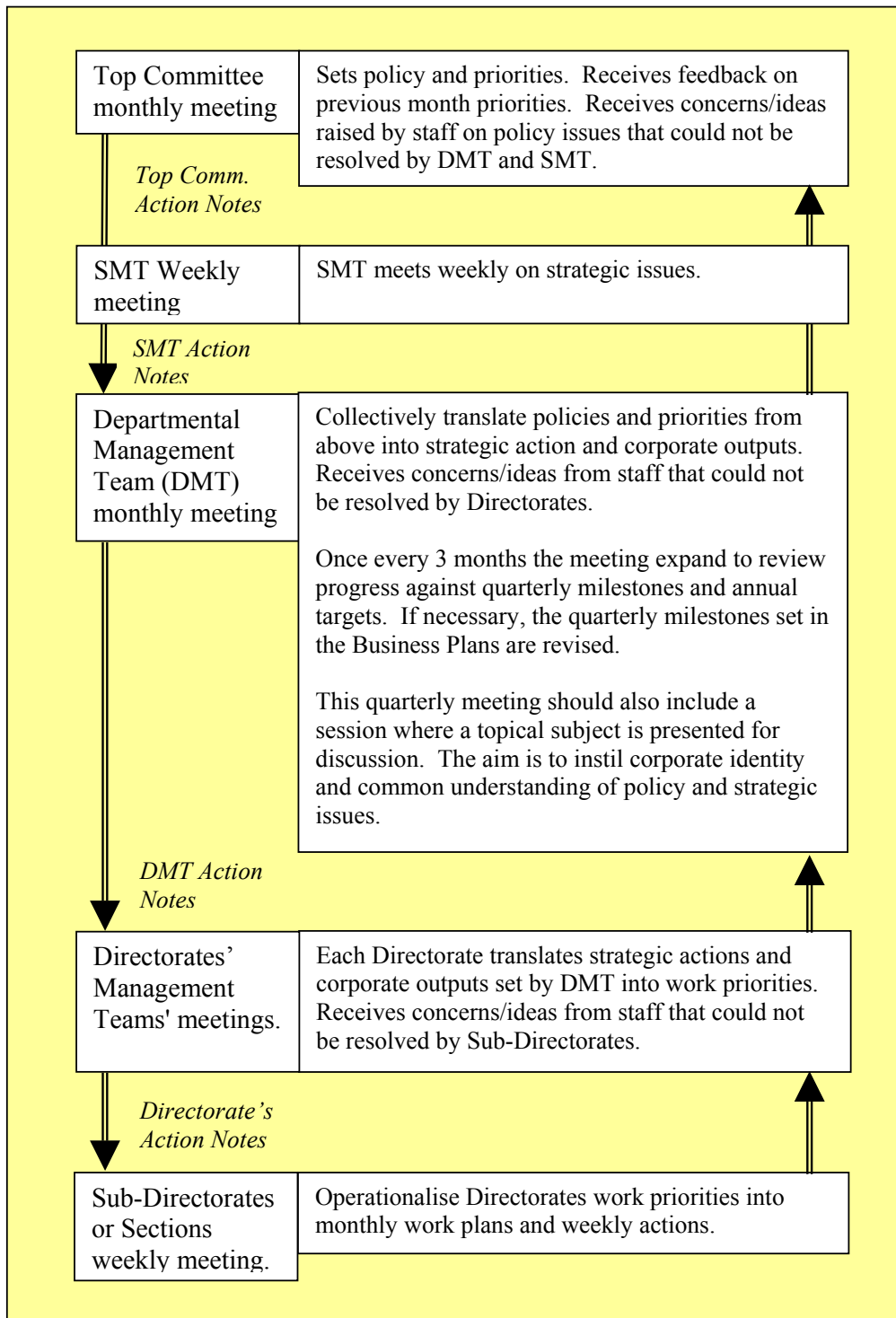
The purpose of the Team Briefing system is to enable management (at all levels in the Department) to drive service delivery and monitor performance. It is a formal system of recording and disseminating decisions and priorities taken in the form of Action Notes. The Action Notes are cascaded downwards and used to drive the agenda of management team meetings throughout the Department. The aim is to ensure that priorities set at higher levels are consistently applied downwards. The converse is also true as issues and ideas raised by staff can be formally taken upwards.

The amended Team Briefing structure implemented from 1st April 2000 is presented in the following page and the table below summarises the proposed composition of management teams for each meeting.

| Meeting | Composition |
|---|--|
| 1. MEC-SMT monthly meetings (Top Committee) | MEC, Chief Director, Directors and Deputy Directors (Corporate Services) |
| 2. Senior Management Team (SMT) weekly meetings | Chief Director, Directors and Deputy Directors from (Corporate Services) |
| 3. Department Management Team (DMT) monthly meetings. | Deputy Directors (including Deputy Directors from regional offices). MEC and SMT to attend as needed. |
| 4. Directorates' Management Teams meetings | Directors, Deputy Directors, Assistant Directors and section heads (including responsible regional staff and regional heads) |
| 5. Sub-Directorates/Regions and/or Sections weekly meetings * | Deputy Directors, Assistant Directors, Supervisors, Staff. |

* The composition of the 5th level meetings would vary depending on the size, structure and needs of each Directorates.

Figure 7.2



The Team Briefing system forms one part of the internal communication policy framework and the dates for all major meetings have been scheduled into a corporate calendar.

7.6 Reporting of Performance

Towards the end of every quarter each Programme Manager would prepare a report that evaluates performance against their respective Business Plans and performance agreements. These performance reports would be circulated in advance before the Departmental Management Team at the beginning of each quarter.

The Senior Management Team would evaluate the reports and bring strategic issues to the Departmental Management Team for discussion before the Chief Director submits his evaluation of the performance of the Department as a whole to the MEC.

A critical component of the reporting system is to provide an early warning system to catch potential problems and to assist the Department with improving service delivery. The performance reports therefore not only retrospectively evaluate performance but also assess what policies and actions should be prioritised for the following quarter.

7.7 Supervision/Appraisal Framework

The performance of the Department is totally dependent on the abilities of individuals to manage and deliver services. Over the last 12 months the Department has piloted a supervision/appraisal framework in all sections. The pilot was concluded successfully and a rolling programme of extending supervision/appraisal throughout the Department will be carried out in 2002/2003.

8. INFORMATION MANAGEMENT STRATEGY

1. Introduction

An IT strategy by definition involves the creation of a structured framework for information systems needs. The **what** address the information requirements and the **how** address the necessary technology solutions and infrastructure such as hardware, software and networks.

For the departmental IT strategy to make the necessary impact across all the sections; the department must be able to sustain the recently initiated IT strategy planning process. This process involves the matching of the current IT framework against the target framework to be achieved in the next five years. **(See annexure A, for the IT strategy planning process)**

Furthermore, the department must ensure that its IT strategy is driven by high priority business and IT opportunities. The existing departmental IT committee must be strengthened with the inclusion of some decision-makers. This committee acts as an advisory body to SMT and should therefore combine line function expertise of at least one deputy director per directorate with the information systems know-how that exist within the department. The committee will then be able to tackle the mandate of developing an IT strategy that supports the overall corporate strategy of the department.

2. Composition of the Departmental IT Committee

To mobilise support for IT related issues and to ensure that these issues receive the necessary attention at SMT level, the IT committee must at least meet the following criteria:

- The committee must consist of representatives from all the sections
- Key members must be decision makers;
- The committee must be chaired by a representative on SMT
- The GIS unit members must be part of the Committee; and
- An external IT professional (Provincial IT) must be included

3. Objectives of the IT committee

The general objectives of the IT committee should be to:

- Ensure that information systems are aligned with and contribute to the vision and mission of the department
- Ensure that information systems are used for line function support
- Ensure the achievement of effective investment in IT for measured benefits
- Control IT expenditure and obtain incremental value for money
- Obtain user and management commitment to making IT work in the department
- Prioritise the application of IT resources towards meeting important business needs
- Ensure adherence to IT policies and procedures; and
- Ensure balanced IT capabilities to all functional area

4. Roles and responsibilities

The roles and responsibilities of the IT committee are to:

- Steer the IT strategy formulation process and take overall responsibility for the process
- Identify specific IT opportunities
- Plan the overall resourcing required, including the once-off and ongoing costs
- Develop standards and policies for IT
- Develop an IT security and disaster recovery plan

- Design a decision making methodology for selecting technologies that will help the department to achieve its goals
- In consultation with provincial IT; develop plans for the procurement and systematic rollout of all newly acquired technology
- Establish a formal review process for selecting external software vendors;
- Annual review of existing technology and assessment of opportunities for improvement
- Integrate strategic information technology planning with strategic departmental planning and
- Communicate and debate issues around each section's IT needs, integration and possible software solutions

5. The role of provincial IT

The role of provincial IT must be to ensure that the department's IT function takes advantage of advances in information technology rather than to react to changes. The department should enter into a service agreement with provincial IT so that provincial IT's can direct the departmental IT function to evolve along with industry-wide technology changes. This can be achieved by:

- Benchmarking the department's information systems against industry averages
- Measuring whether specific information systems processes are operating efficiently in providing support to sections within the department
- Determining how effectively the IT function supports the department's strategic goals
- Advise on best practices, emerging products and trends in the industry.

6. Policies and Procedures

- All newly acquired information technology should be accompanied by a comprehensive implementation procedures to monitor and measure its effect on critical business processes
- The implementation of any new technology must be accompanied by staff training to ensure maximum use of the new technology
- Standards should be set and compliance enforced in all initiatives undertaken e.g. standardised workstations.
- Strategic direction should be set and all IT initiatives should adhere to this stated direction; and
- Privacy and confidentiality of data must be Prioritised
- Changes in policies must be consistent with changes in technology.

Annexure A

Phase 1

Confirm strategic objectives and identify IT opportunities: The objective of this phase is to link specific business aims and IT opportunities to an initial information architecture or high level blue print of information, data and applications. The main focus during this phase is the identification of strengths, weaknesses, opportunities and threats for IT opportunities and the linkage of the overall departmental strategy to these opportunities.

This initial fact finding work on requirements and IT opportunities is done for each sub-directorate. This must lead to the production of an information architecture, which will include a statement of high level information requirements, functions and their sub-processes, information flow between sections and a logical grouping of activities. A model of the main elements of data to support the current and future information needs is also produced during this phase.

Phase 2

Analyse current IT and define the strategy scope: The objectives of this phase are to review how the department is served by the IT function, to assess the IT environment itself and focus on strategy by defining target applications. The process includes an initial assessment of the department itself with regard to IT and the impact of IT on the department's functions and responsibilities.

The assessment of the current IT environment itself, includes a review of the application systems profile, technology platforms and delivery of solutions, current and planned development projects, staffing, skills level, experience and the nature of the IT function. These processes will enable the IT Committee to determine the gaps that may exist between the current ability of the IT environment to support the targeted information architecture as set out in phase 1, which would in turn set the scope of the IT strategy planning process. This exercise involves the prioritisation of the areas for attention based on the relative contribution that an application system will make towards strategic goals and it is driven by a differentiation between short term and long-term goals.

One way to achieve this prioritisation is an analysis of the target applications (set out in the target system architecture in phase 1), focusing on the system objectives, key information, data, processes and interfaces, strategic implications and benefits expected, together with likely implementation options. Most importantly, this prioritisation process sets the strategy boundaries and the likely implementation sequence required for the various components of the information systems architecture.

Phase 3

Developing target IT architecture and alternative strategies: The aim of this phase is to develop the detailed architectural components of the IT strategy including the information, data, and applications required, together with a technical architecture and an IT organisation structure. In short this phase puts in place the five main architecture or blueprints of the IT strategy, namely:

- Information;
- Data;
- Applications;
- Technology; and
- The IT organisation

The IS component (the information, data, and applications blueprint): will be produced together and organised by each major grouping of applications that will clearly link objectives, goals, critical success factors, user requirements and data needed to support the user requirements.

The IT component (the technology blueprint): will span across all the major applications areas and will usually cover hardware, operating systems and software applications, communications, data, storage, management and development environments, together with the overall integration requirements and an assessment of costs. The IT component should also address the main technical issues such as communications infrastructure.

The IT organisation blueprint, will focus on the IT function and its overall development as a unit within the department to achieve the required delivery capability. It will involve an initial view on staffing levels, and how the IT function may be resourced.

In short, the five main target architectures or blueprints mentioned above set out a structured IT framework for the future. The alternative architectures are defined and evaluated from both a technical and business point of view (e.g. costs/benefits, time-scales, and risk) and measured against a set criteria that reflect the objectives, needs, IT opportunities and priorities defined in phase 1 and 2. Where possible, one preferred strategy is agreed upon and taken forward to act as a basis for the IT plan in phase 4.

Phase 4

Developing an IT strategy implementation plan: The objective of this phase is to develop an implementation plan for the selected IT strategy and to conclude the IT strategy planning process.

This phase involves the finalisation of outputs from each one of the previous three phases and concludes on the blueprints of information, data, applications, technology and the IT organisation. The approach for each main grouping of architecture, technology and IT organisation is determined and a detailed plan covering the various projects to be undertaken, (their sequence, resourcing, needs, costs, benefits, timescales, criticality and strategic impact) is produced.

Finally an analysis of likely benefits (both tangible and intangible) and all known costs and assumptions clearly stated should be made for the preferred IT strategy.

DEPARTMENT OF HOUSING AND LOCAL GOVERNMENT
(NORTHERN CAPE)

Annual Statement of Public Service Commitment 2003

1. Our Customers and Main Services Provided

Our main customers are the municipalities, including other local government institutions, in the Northern Cape and indirectly the communities and individuals that they serve. The main services provided by the Department of Housing and Local Government are summarised in the table below.

| Policy Goals | Service Objectives |
|--|---|
| a) Transformation of local governance through participatory democracy and strong local government. | To facilitate and improve the financial management of municipalities and to support this work through more effective governance and local government institutions. |
| b) Transformation of communities through integrated planning and development. | The implementation of housing and infrastructure projects and delivery of valuation services. |
| c) Deliver housing and municipal services to disadvantaged communities. | To facilitate developmental local government and process applications for LDO/IDPS, land use changes and housing and infrastructure developments projects for approval. |

2. Who Are We?

The MEC, Mr. O.P. Dikgetsi, is an elected politician and he is responsible for directing the Department's activities in line with the Northern Cape Provincial Government and National Government policies.

The Chief Director, Mr. Preggs Govender, is a public servant, appointed to ensure that the Department implements the MEC's policies efficiently and effectively.

The Head Office is in Kimberley, which also serves the Diamantveld and Kalahari regions. Regional offices are also located in Upington (Benede-Oranje region), Springbok (Namakwaland and Hantam regions) and De Aar (Boo-Karoo region).

3. Service Standards

In order to achieve the above policy goals and provide a high quality of service to its direct and indirect customers the Department of Housing and Local Government has established service standards for 2002/2003 in the following areas:

| | |
|--|--|
| <p>a) Customer Care</p> <ul style="list-style-type: none"> - telephone, visits and letters - code of conduct | <ul style="list-style-type: none"> ▪ Telephone <ul style="list-style-type: none"> - the Department will ensure that when a matter cannot be dealt with immediately a member of staff will return your call within 24 hours ▪ Visits <ul style="list-style-type: none"> - the Department will ensure that communication is made to explain the purpose of a visit and arrange suitable times before visits are carried out - the Department will ensure that a relevant member of staff will be available to meet visitors if appointments were formally made and issues identified beforehand ▪ Letters <ul style="list-style-type: none"> - all letters to the Department will be answered within 5 working days, or an acknowledgement letter will be sent that contains information on who is dealing with the matter, approximate time frame for resolving the matter and contact details ▪ Code of Conduct <ul style="list-style-type: none"> - the Department will ensure that all its staff are trained in good customer care practice |
| <p>b) Service Response</p> <ul style="list-style-type: none"> - dealing with enquiries, applications and complaints | <ul style="list-style-type: none"> ▪ Requests for Information <ul style="list-style-type: none"> - the Department will send requested information within 5 working days or a letter to explain when the information can be sent, the cause of the delay and contact details ▪ Applications <ul style="list-style-type: none"> - the Department will acknowledge receipt of applications within 5 working days that includes information on approximate time frame for processing the application and contact details ▪ Complaints, Issues and Problems <ul style="list-style-type: none"> - the Department will send acknowledgement letter within 5 working days that includes information on who is dealing with the matter, approximate time |

| | frame for resolving the matter and contact details |
|--|---|
| c) Service Delivery <ul style="list-style-type: none"> - facilitating local governments - regulating local governments - processing applications - implementing projects | <ul style="list-style-type: none"> ▪ Communication <ul style="list-style-type: none"> - the Department will ensure that policy and legislative matters, emanating from Provincial and National Governments, that are relevant to local government and housing are circulated within 21 days of availability - the Department will ensure that matters raised by municipalities and other local government institutions are recorded and brought into relevant forums ▪ Information <ul style="list-style-type: none"> - the Department will ensure that its information database of matters relating to local government and housing is accurate and continuously updated ▪ Competent Staff <ul style="list-style-type: none"> - the Department will ensure that its staff are suitably trained to provide accurate advice and have the competencies to facilitate municipalities and other local government institutions - the Department will ensure that its staff are suitably trained to monitor and regulate municipalities and other local government institutions - the Department will ensure that its staff are suitably trained to process applications accurately and within stated time scale - the Department will ensure that its staff are suitably trained to implement, monitor and approve the quality of housing and municipal infrastructure projects accurately and within stated time scale |

The Department of Housing and Local Government will ensure that the above service standards are met by incorporating service improvement actions and targets into the business plans and annual action plans of each Directorate.

The Year 2000 was be the first year that the Department established service standards. The Department will monitor progress against the standards set and in 2002 the Department will publish results of achievements and how we plan to improve our services further.

4. Service Promotion and Information

In the year 2003 the Department plans to promote its services through the following mechanisms:

- a) A portable exhibition of the Department and its services that can be displayed during events, such as workshops, conferences and forums.
- b) Brochures/booklets that explains specific services provided by the Department, such as Housing Subsidy Grants and CMIP, how these services could be accessed, assistance available, processing procedures and service standards.
- c) Through Indaba, the Department's newsletter, and the general media.

5. Consultations Arrangements

In the year 2003 the Department of Housing and Local Government plans to consult with its customers through the following mechanisms:

- a) A rolling programme of exhibitions and consultations targeted at specific events, such as conferences and forums, which the Department attends.
- b) An annual quantitative and qualitative assessment of customer satisfaction and needs.
- c) By recording and following up complaints.

6. Our Budget

The Department of Housing and Local Government had a total budget of R225,156 million in 2003/2004. The following figures below provides a summary of estimated expenditure:

| | 2003/04 Est. Actual R'000 | % |
|-------------------------------|--|--------------|
| Current | | |
| Personnel | 38,114 | 16,9 |
| Transfer | 18,276 | 8,1 |
| Other current | 30,163 | 13,3 |
| Total: Current | 86,553 | 38.4 |
| Capital | | |
| Acquisition of capital assets | 1,074 | 0.47 |
| Transfer payments | 136,784 | 60.75 |
| Total: Capital | 137,858 | 61,22 |
| Statutory Amount | 745 | 0,33 |
| Total | 225,156 | |

For further information please call:

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