
***TRADITIONAL AND LOCAL
GOVERNMENT AFFAIRS***

**FIVE-YEAR
STRATEGIC PLAN
2005 to 2010**

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PART A

STRATEGIC OVERVIEW

1 Overview of Strategic Plan

In considering the strategic direction of the Department, it is crucial to outline at the outset the Department's commitment to achieving the National Priorities of creating wealth and fighting poverty and the strategic goals and objectives of the Province, in particular:

1. Strengthening governance and increasing service delivery;
2. Integrated investment in community infrastructure;
3. Promoting sustainable economic development and job creation;
4. Developing human capability;
5. Implementing a comprehensive response to HIV/Aids; and
6. Fighting poverty and protecting vulnerable groups

The Department's strategic goals and objectives are underpinned by the abovementioned priorities.

The strategic planning process followed by the Department has been guided by the framework and templates issued by National Treasury as well as the sector specific guidelines received from National Treasury. The 5-year Strategic and Performance Plan and the Annual Performance Plan reflect strategic goals and objectives as identified during the strategic planning process which have been assigned/linked to the appropriate Programme structures as dictated by the baseline allocation of the Medium Term Expenditure Framework.

Anticipated increases in outputs are envisaged in respect of Programme 2: Local Governance and Programme 4: Traditional Institutional Management. The first increase is attributed to the accelerated implementation of the free basic service delivery programme. This increase is not reflected on the Programme's budget, as it is funded by the Municipal Infrastructure Grant (MIG) allocation to the Department. The later increase in output is envisaged for the establishment of the District Houses in line with the National Framework Legislation.

A crucial element confining the activities of the Department has been the request from the Provincial Treasury to ensure that departments stick within the baseline allocation and the strategies have therefore been prioritised and structured accordingly.

The period 2005 to 2010 is regarded as a phase during which the emphasis for Local Government has moved from consolidating the newly established municipal institutions to building their capacity. In addition, the Department aims to bridge the divide between communities and the system of local governance through fostering a culture of co-operation between all stakeholders in all spheres of government.

The strategic plans depict the direction and action of the Department over the next five years in implementing the policies, programmes and plans which will give effect to the electoral mandates. However, as it is envisaged that the enactment, review and/or repeal of various pieces of legislation will direct and/or change the scope and extent of the roles fulfilled by the Department, these plans are not static and will be evaluated and reviewed periodically.

MR J.B.W. JOHNSON

ACTING ACCOUNTING OFFICER/ HEAD OF DEPARTMENT

DEPARTMENT OF TRADITIONAL AND LOCAL GOVERNMENT AFFAIRS

DATE:

2 Vision

The vision of the Department has been set as:-

PEOPLE-CENTRED SUSTAINABLE LOCAL GOVERNANCE;

3 Mission

The mission set for the Department is:-

The Department will promote **PEOPLE-CENTRED, ACCOUNTABLE AND VIABLE LOCAL GOVERNANCE THAT ACCELERATES SERVICE DELIVERY AND ENSURES SUSTAINABLE COMMUNITIES.**

The strategic goals are set as:

- Refocusing local government towards accelerated basic service delivery;
- People focused, effective and efficient municipalities;
- Building confidence of community in system of local governance;
- Align institution of traditional leadership within local governance; and
- Alignment of Integrated Development Plans (IDP) and the Provincial Growth and Development Strategy (PGDS)

4 Values

The core values that this Department espouse are:

- Transparency, integrity, professionalism, objectivity;
- A high standard of fiscal discipline and accountability;
- Value for money;
- Open communication and consultation;
- Respect for staff and investment in them as a valued asset;
- Recognition of performance excellence; and
- Service excellence through teamwork, sound planning and committed implementation.

5 Sectoral situation analysis:

5.1 Summary of service delivery environment and challenges

The service delivery environment in which the Department of Traditional and Local Government Affairs operates is characterised by the systematic transformation of local government. Challenges posed by the local government transition have been identified and were taken into account whilst developing the strategic plan. The key responsibilities envisaged for this Department involve building capacity of local government, implementation of allocation of powers and functions and addressing infrastructure backlogs to support the implementation of free basic services.

The Department is also anticipating increased demands on its service delivery efforts with the implementation of the Municipal Finance Management Act(MFMA) and Property Rates Act.

The transformation of the Institution of Traditional Leadership, specifically the implementation of the Traditional Leadership and Governance Framework and the Communal Land Rights Act, will have a significant impact on the Department. It is the Department's responsibility to draft Provincial legislation in respect of the role of Traditional Leaders in this Province.

After the local government elections in 2005, the Department will need to reintroduce capacity building programmes to the new set of councillors, and also facilitate effective relationships between the communities, institution of traditional leadership, district and local municipalities in the context of wall-to-wall municipalities.

The Department will need to facilitate effective partnerships and collaborative mechanisms to leverage increased service delivery to the people of KZN with the existing financial and human resources available.

5.2 Summary of organisational environment and challenges

The implementation of new legislation will have an impact on the organisation and functioning of the Department, which in turn may necessitate restructuring to cope with changing functional demands. This restructuring will not only affect the service delivery components (line functions), but will have a subsequent effect on the internal support organisational structures. It is mentioned that the Department of Public Service and Administration has been approached to review the existing structure of the Department. This is in line with the Premiers views to improve service delivery of the Provincial Departments.

A constraint facing the Department is the shortage of technical and management capacity to perform the functions inherent to its programmes, including the high turnover of experienced staff.

In order to speed up service delivery the department will have to secure further funding from Development Bank of South Africa (DBSA), and similar donors, noting that extra funding from Provincial Treasury is not likely to be forthcoming.

6 Legislative and other mandates

The legislative, functional and policy mandates of the Department of Traditional and Local Government Affairs are found primarily in Chapters 3, 6, 7 and 12 of the Constitution of the Republic of South Africa Act, 1996 (Act No. 108 of 1996), as well as–

- The Public Finance Management Act, 1999 (Act No. 1 of 1999);
- Numerous other Acts of both the national and provincial legislature;
- Policy and strategy documents issued at both a National and Provincial level; and
- Policy statements issued by the Premier of KwaZulu-Natal.

Due to the publication and promulgation of numerous Bills and Acts, such as the Municipal Finance Management Act, 2003 (Act No. 56 of 2003), the Property Rates Act, 2004 (Act No. 6 of 2004), the Traditional Leadership and Governance Framework Act, 2003 (Act No. 41 of 2003), and the Communal Land Rights Act, 2004 (Act No. 11 of 2004), the Department is in the process of reviewing its mandates, to ensure that it performs its functions within the mandates prescribed by this legislation.

The Department is furthermore rationalising all unconstitutional and redundant legislation on the provincial Statute Book, to ensure that all legislation assigned to the Department complies with the fundamental principles contained in the Constitution.

7 Broad policies, priorities and strategic goals

The strategic goals and objectives set for the Department are depicted below. These have been compiled taking into consideration the Premiers Provincial Address, the Provincial Growth and Development Strategies and the guidance of the MEC.

STRATEGIC GOALS	STRATEGIC OBJECTIVES
REFOCUSING LOCAL GOVERNMENT TOWARDS ACCELERATED BASIC SERVICE DELIVERY	1. Ensure integrated planning, budgeting and development 2. Ensure equitable, sustainable basic services delivery
PEOPLE FOCUSED, EFFECTIVE AND EFFICIENT MUNICIPALITIES	1. Provide support mechanisms in governance and service delivery

	2. Support development of municipal human capital 3. Ensure participative mechanisms 4. Ensure performance orientated municipalities
BUILDING CONFIDENCE OF COMMUNITY IN SYSTEM OF LOCAL GOVERNANCE	1. Promote effective community participation in local governance 2. Support the implementation of effective communication 3. Promote clean and accountable local government
ALIGN INSTITUTION OF TRADITIONAL LEADERSHIP WITHIN LOCAL GOVERNANCE	1. Implement legislation applicable to institution of traditional leadership 2. Ensure synergies between municipalities and institution of traditional leadership
ALIGNMENT OF MUNICIPAL IDP'S AND PGDS	1. Provide support for municipalities to align their IDP's with PGDS 2. Ensure inter-departmental participation in the IDP 3. Support spatial integration of PGDS and IDP's

The critical issues/challenges facing the Department over the next five years can be summarised as follows:

The Department views its role as critical in the improvement and acceleration of municipal service delivery. It is a primary role to refocus municipalities to issues of basic service delivery, and to instil a culture of service delivery. The Department needs to identify the barriers in municipal service delivery and needs to intensify support and capacity building interventions to assist municipalities in fulfilling their legislative responsibilities

Of major concern is that a vast majority of municipalities do not have an adequate taxation base, and are therefore solely dependent on grants. The strategic goals and objectives aim to address sustained and viable municipal service delivery. Coupled with this is the cleansing of municipalities by implementing structures and mechanisms to eliminate corruption, fraud, nepotism and political discrimination. Through this the Department can restore integrity and develop confidence between communities and the system of local governance. The strategies are also geared at ensuring equitable provision of basic services and increasing access to infrastructure service provision.

The Department is a key role player in the implementation of provincial legislation and establishment of District Houses in line with the National Framework Legislation, as well as

facilitating harmonious working relationships between the Institution of Traditional Leaders and Municipalities.

The Department furthermore aims to promote greater integration between Municipal IDP's and the PGDS. In order for Municipal IDPs to be closely aligned to the provincial priorities, the department needs to realize greater interdepartmental and intergovernmental collaboration and stakeholder participation.

The Department will also focus on accelerating implementation of programmes in respect of Integrated Sustainable Rural Development (ISRDP) and Urban Renewal in the nodes as identified.

The strategic goals, objectives and programmes are linked to the Provincial Priorities as depicted in the table below:

Programme	Strategic Goals	Strategic Objectives	Provincial Priority
1. Administration	1. Client oriented, economical, efficient and effective management of resources	1.1 Provide an efficient and effective support service to the Minister to enable him to perform his mandate 1.2 Raise the profile and visibility of the Minister 1.3 Provide sound corporate management 1.4 Provide sound financial management and supply chain management	Strengthen governance and service delivery
2. Local Governance	1. Refocusing local government towards accelerated basic service delivery 2. People focused, effective and efficient municipalities	1.1 Ensure integrated planning, budgeting and development 1.2 Ensure equitable, sustainable basic services delivery 2.1 Provide support mechanisms in governance and service delivery 2.2 Support development of municipal human capital 2.3 Ensure participative mechanisms 2.4 Ensure performance orientated municipalities	Strengthen governance and service delivery Integrated investment in community infrastructure

	3. Building confidence of community in system of local governance	3.1 Promote effective community participation in local governance 3.2 Support the implementation of effective communication 3.3 Promote clean and accountable local government	
3. Development and Planning	1. Alignment of IDP's and PGDS 2. People focused, effective and efficient municipalities 3. Refocusing local government towards accelerated basic service delivery 4. Building of communities in systems of local governance	1.1 Provide support for municipalities to align their IDP's with the PGDS 1.2 Ensure inter-departmental participation in the IDP process 1.3 Support spatial integration of PGDS and IDP's 2.1 Provide support mechanisms in governance and service delivery 2.2 Support development of municipal human capital 2.3 Ensure participative mechanisms 2.4 Ensure performance orientated municipalities 3.1 Ensure integrated planning, budgeting and development 3.2 Ensure equitable and sustainable basic services delivery 4.1 Promote effective community participation in local governance 4.2 Support the implementation of effective communication 4.3 Promote clean and accountable local government	Strengthen governance and service delivery

4. Traditional Institutional Management	1. Building confidence of community in systems of local governance 2. Align Institution of Traditional Leadership within local governance 3. People focused, effective and efficient municipalities	1.1 Ensure integrated planning, budgeting and development 1.2 Ensure equitable and sustainable basic services delivery 2.1 Provide support mechanisms in governance and service delivery 2.2 Ensure participative mechanisms 3.1 Promote effective community participation in local governance 3.2 Support the implementation of effective communication	Strengthen governance and service delivery
5. Urban and Rural Development	1. Refocusing local government towards accelerated basic services delivery 2. People focused, effective and efficient municipalities 3. Building confidence of community in system of local government	1.1 Ensure integrated planning, budgeting and development 1.2 Ensure equitable and sustainable basic services delivery 2.1 Provide support mechanisms in governance and service delivery 2.2 Ensure participative mechanisms 2.3 Ensure performance orientated municipalities 3.1 Promote effective community participation in local governance 3.2 Support the implementation of effective communication	Integrated investments in community infrastructure

8 Information systems to monitor progress

Fleet Management and Fleet Management Information Systems

The Fleet Management System from First Auto is a system that gives direct control over the fleet on a daily basis. Reports can be drawn daily or monthly.

Persal

All statistical information, relating to Human Resource issues, which the Department is required to produce, is obtained from Persal. The reports produced by this system are inadequate and need to be modified to meet the requirements of Departments.

Conflict Management Database

This is a database dealing with conflicts within the Traditional Affairs Branch of the Department. An electronic conflict management database of all conflict cases and their progress is available on Intranet. Files can be downloaded and printed when needed.

Project management tracking system

A substantial portion of the budget of Programme 5 is allocated to capital investment infrastructure which requires managers to ensure that activities are clearly defined and completion points are monitored in a structured manner. This component adopted a software project management package for tracking projects progress. The IT designed activity bar indicates scheduled activity dates and dates which are augmented with activity floats. The three regions using their digital photographic and video libraries report their progress on a weekly basis and Strategy and Co-ordination office provides a consolidated visual indication of which activities are ahead or behind schedule. The electronic timeline chart records and displays the way in which targets have changed throughout the duration of the implemented projects. This operational information system assists to keep track on comparing actual and planned expenditure targets and adjust accordingly.

Track filing system

In order to monitor the processing of occupational rights applications, a track filing system has been established.

Electronic financial monitoring system (EMMA)

At present the EMMA system (is used to assess the financial viability of municipalities. The second phase of the system development is currently underway to include administrative KPI's as well. The information is used to determine needs and to develop capacity building programmes/training materials for municipalities, as well as to assess the training outcomes. The system will be further extended and it is proposed to monitor the financial, institutional and administrative performance of municipalities and also interdepartmental functions in respect of municipalities. The abovementioned system will serve as a common platform to monitor a broad range of service delivery areas

Disaster Management Information System

A web-enabled disaster management information system is used to monitor municipal, provincial and national disaster management actions.

Application Filing System (AFS)

The AFS is an electronic filing system is used for all “land development” related applications received or processed. Information relating to each application is stored on a database by those officials who “process” the various application types and is

Some of the benefits of the AFS are:

- it is an easily accessible system that contains a history of all development that has taken place on a particular parcel of land;
- it automatically cross-references to other application types so as to “build up” a history of a given portion of land (whereas with past manual filing systems this was not possible);
- the system is compatible with other institutions such as the Private Townships Board the Town Planning Appeals Board, the Provincial Planning & Development Commission (PPDC) and the Surveyor-General;
- staff are able to immediately and readily answer queries from applicants and other interested parties (without the hard-copy file) about a particular application;
- a myriad of search combinations are available to interrogate the range of layers of information within the 36 000 records; and
- all offices have access to all information, regardless of where the application is being processed

Perform Developer System

The system is used to monitor progress on projects as well as programme management, and to produce monitoring reports on the status of infrastructure programmes and projects. The system is designed as a paper less system providing live data to the Department and National Programme Management. Alternative methods for data transmission are under investigation.

MIG

The National Department of Provincial and Local Government are developing a comprehensive management information system for the MIG programme. This will produce information regarding infrastructure and service delivery through the MIG programme, financial information to facilitate cash flow management and performance monitoring, and information regarding employment and training opportunities.

District Information Management System (DIMS)

Necessary linkages with the DIMS will be pursued.

Ingede

Existing systems are to be used to the greatest possible extent to source data and integrated into a comprehensive monitoring tool to produce necessary information for monitoring and

reporting in the functional areas listed. This tool, named “Ingede” is currently being developed, with the intention of electronic implementation through links between the Department and municipalities.

Disaster Management

The Disaster Management MIS (Management Information System) is to be implemented through links with the municipal District Disaster Management Centres, as these are established.

Basic Accounting System

The Basic Accounting System (BAS) will be used as the information reporting system also as the operational system used to process financial transactions. The reports generated on BAS as well as the Biometric Access Control System will be utilised to monitor and control all financial transactions.

The department has implemented a BAS transactions register to monitor processed financial vouchers in order to alleviate problems in drawing the actual vouchers for audit purposes.

9 Description of strategic planning process

All senior managers of the Department attended a three-day strategic planning session, the Regional Representative of the DBSA was also in attendance. The acting Member of the Executive Council, Minister Mabuyakhulu, started by highlighting strategic challenges and other critical issues that need to be addressed in the strategic planning process of the department. The strategic goals were captured and confirmed by the Executive and Senior Managers were given an opportunity to clarify the strategic direction. National and Provincial Mandates and programmes were assessed and strategic objectives, contributing to the strategic goals, were identified in line therewith.

These goals and objectives were linked to the Provincial Priorities and then assigned to the Programme and sub-programme structures.

PART B: PROGRAMME AND SUB-PROGRAMME PLANS

10 PROGRAMME 1: ADMINISTRATION

This programme is dedicated for the support to the Ministry and all other support services rendered within the Department as well as the financial management of the Department.

The stakeholders identified are:

<ul style="list-style-type: none">- MEC- Departmental staff- Learners/Students- Service providers- SITA- SETA's- First Auto- Other National and Provincial Departments- Organised Labour- Auditor-General	<ul style="list-style-type: none">- Suppliers- Trusts- Banks- Donors- Traditional Authorities- Municipalities- Public Entities- Finance Portfolios- Portfolio Committees- Audit Committees
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10.1 Situation analysis

The primary services that are demanded of this sub-programme, by its clients, relate mainly to the planning and advancement of Employment Equity, Skills and Competency development and performance management.

To date the targets set in the Department's Employment Equity Plans and Work Place Skills Plan have been achieved. The Personnel Performance Management System has been effectively operating throughout the entire Department since 01/04/2002.

10.2 Policies, priorities and strategic objectives

Strategic Goals	Strategic Objectives
1. Client-oriented, economical, efficient and effective management of resources	<ul style="list-style-type: none">1. Provide an efficient, effective support service to the Minister to enable him to perform his mandate;2. Raise the profile and visibility of the Minister2. Provide sound corporate management;3. Provide sound financial management and supply chain management

10.3 Analysis of constraints and measures planned to overcome them

One of the major challenges facing the Department is meeting the new Employment Equity Targets, set by the National Department of Labour. The new targets are: 75% Blacks and 30% Females in Senior Management by 31/03/2005. In order to address these new requirements the Departments Employment Equity Plan will be reviewed. Specific action plans will be initiated, in terms of recruitment to ensure that the targets are met in the medium term.

11 PROGRAMME 2: LOCAL GOVERNANCE

11.1 Situation analysis

The Property Rates Act, the MFMA, the Disaster Management Act and the Intergovernmental Relations Bill will have a major impact on the Department. The above legislation dictates that the monitoring and support roles will intensify in the process of finalizing the transformation of local government.

In compliance with the existing legislative framework which prescribes for the management of powers and functions, interdepartmental monitoring, and ensuring municipal accountability, the Department is gearing itself to provide support through an extensive range of operational activities and programmes. Municipalities will also require substantial support in the implementation of allocation of powers and functions in terms of determining appropriate service delivery mechanisms.

The introduction of the MIG significantly increases the co-ordination and support roles of the Department. Furthermore, the implementation of free basic services policy will also impact significantly on Departmental functions and resources. Additionally, consequent to the introduction of the Expanded Public Works Programme (EPWP), municipal support and facilitation of implementation of the EPWP principles will increase substantially

It must be noted that the issue of service delivery backlogs in the province is very serious and hence the Department needs to be appropriately geared and resourced to address this.

11.2 Policies, priorities and strategic objectives

Training courses and workshops within all disciplines and building of capacity to ensure sound institutional and administrative practices in municipalities contributes towards the developing of human capacity. Accountability and financial discipline at municipalities and the monitoring and supporting of municipalities promotes the strengthening of governance.

In line with one of the new PGDS priorities of strengthening governance and service delivery, service delivery guidelines and training thereon will be made. This will include the role out of the Disaster Management Act.

The national policy of co-ordinated effort towards enhancing service delivery is reflected in the introduction of the Municipal Infrastructure Grant (MIG). Support activities will be undertaken in the implementation of MIG, the new National policies regarding Free Basic Services and the EPWP. The principles of the EPWP will be facilitated in management support to the MIG programme.

Strategies are based on necessary intense efforts to accelerate municipal service delivery and in eradication of infrastructure backlogs. Through these, and the EPWP principles, job creation will be actively pursued.

The stakeholders identified are:

<ul style="list-style-type: none"> - MEC - Legislature (Portfolio Committee) - Provincial Executive - Municipalities - Statutory Bodies - Organised Local Government - Organs of state - Auditor-General - Service providers 	<ul style="list-style-type: none"> - LGSETA - Non-governmental organisations (NGO's) - Kwanaloga - Community based organisations (CBO's) - Members of communities, and - Donors
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The Strategic Goals and Objectives are:

STRATEGIC GOALS	STRATEGIC OBJECTIVES
1. Refocusing local government towards accelerated basic services delivery	1.1 Ensure integrated planning, budgeting and development 1.2 Ensure equitable, sustainable basic services delivery
2. People focused, effective and efficient municipalities	2.1 Provide support mechanisms in governance and service delivery 2.2 Support development of municipal human capital 2.3 Ensure participative mechanisms 2.4 Ensure performance orientated municipalities
3. Building confidence of communities in system of local governance	3.1 Promote effective community participation in local governance

	3.2 Support the implementation of effective communication
	3.3 Promote clean and accountable local government

11.3 Analysis of constraints and measures planned to overcome them

The Department is facing tremendous challenges in the development and implementation of the legislative framework for local government. This provides an opportunity for closer co-operative relations with all spheres of government through the establishment and management of structures to encourage participation, collaboration and integration of efforts.

The financial viability of most municipalities is compromised by a range of factors including:

- Lack of effective procedures and systems;
- Lack of municipal financial skills;
- Limited financial resources;
- Poor management and decision making;
- Lack of debt collection;
- Lack of revenue enhancement strategies;
- High prevalence of poverty and slow economic growth; and
- Inadequate rates base.

The Department will research and develop measures to address the lack of procedures and systems and the scarcity of municipal financial skills, devise support programmes to implement the Property Rates Act and the MFMA, and assist municipalities to develop adequate credit control and indigent support mechanisms and structures, and will render support in the process of debt collection where appropriate.

Municipalities also lack a vast range of other skills and resources, and therefore have to outsource certain functions. The Department will provide a range of capacity support programmes which ensure the transfer of skills to municipalities.

The upcoming National and Provincial elections may pose challenges/disruptions to service delivery, which may place additional demands on the Department to resolve conflict situations. The politically competitive environment hampers and/or delays effective municipal decision making, which will be exacerbated by the appointment of new sets of unskilled councillors.

The allocation of certain powers and functions to a municipality without an appropriate revenue base compromises that municipality's ability to effectively render those services. The Department is facilitating appropriate financial and tariff restructuring, as well as other revenue enhancement strategies.

In the process of dealing with service delivery in municipalities, the challenge will be to address the tremendous backlog in infrastructure. The geographic terrain in KwaZulu-Natal hampers municipalities' task to comply with National norms and standards set for access to water.

The introduction of the MIG results in substantial increases in funding requirements. The financial, technical and project management capacity at municipal level will need to be enhanced to effectively implement the programme. Municipalities require support in the development of appropriate Municipal Infrastructure Investment Programmes (MIIP), aligned with the IDP and municipal budget. Provincial support and capacity building will therefore need to increase.

The enormous capital injection into infrastructure development through national programmes results in significant increases in the Operations and Maintenance burden of municipalities. Sufficient funding and support needs to be sourced to ensure sustainable infrastructure and service delivery.

Successful implementation of electricity supply and free basic electricity is dependent on the appropriate and acceptable agreements between municipalities and bulk suppliers. Provincial monitoring and support is necessary.

A wide range of training initiatives and institutions exist. Co-ordination of appropriate municipal training between government and private sector institutions is necessary for effective capacity building.

The incidence of HIV/AIDS and related diseases, and the increased death toll, pose a challenge to the local government sphere in so far as the availability of land for cemeteries is concerned. A study to investigate and recommend programmes to address enhancing existing infrastructure for this purpose is currently underway.

Limited funding and unavailability of spending options makes it extremely difficult for the Department to implement all planned activities and meet the expectations of its clients. The Department is also experiencing problems to effectively implement/support implementation of new legislation.

One of the reasons why most of our municipalities are not able to provide free basic services is inter alia because of lack of simplified guidelines on service delivery. The Department will

therefore take the challenge and assist in the development of guidelines including the determination of backlogs.

The newly promulgated legislation on disaster management is not appropriately implemented because of lack of capacity provincially and at municipal sphere of government. The challenge therefore will be to develop the Provincial Disaster Management framework. Most municipalities are not able to implement Government policy on service delivery as a result of lack of capacity. Efforts will be made to assist municipalities in building their capacity on issues such as project management, service delivery and disaster management.

Most municipalities do not comply in terms of matters relating to Section 78 issues of the Municipal Systems Act, as a result of lack of funding. Some ISRPD municipalities will be targeted as pilot areas for the roll out of assessments.

11.4 Description of planned quality improvement measures

To improve consultation and transparency, the Department participates at National forums, arranges and conducts Monthly municipal manager meetings, consult on a one on one basis with Municipalities, organized interest groups and general public. Capacity building workshops, information sharing workshops, visits and courtesy calls to facilitate two-way communication are undertaken on a regular basis.

The Department has also established a platform for interactive forums between Provincial Departments, National Departments and Municipalities through the annual Local Government conference.

The development of an interactive web-based information system accessible by municipalities and other Government Departments also increase access to information. In addition, circulars and updates are disseminated to clients and stakeholders on a regular basis.

Integrated service delivery depends to a large extent on appropriate forums for participation of stakeholders. We will therefore promote and maintain appropriate committees on free basic electricity, water and sanitation, and Municipal Infrastructure Grant Management. These service delivery committees will be co-ordinated by Provincial Infrastructure Management committees.

Disaster Management issues are not properly co-ordinated in the Province and hence in line with the Disaster Management Act, the Provincial Disaster Management Forum will be

formulated. The district municipalities especially those in the ISRPD nodes will be assisted to establish their own Disaster Management Forums.

12 PROGRAMME 3: DEVELOPMENT AND PLANNING

12.1 Situation Analysis

Entering the fourth year after the December 2000 municipal elections, it is anticipated that the situation would have further stabilised and that it will be possible to step up the pace in the implementation of municipal capacity building initiatives. Specific attention should be given to the recruitment, development and retention of appropriately skilled staff, both within the Department and Municipalities.

Substantial improvements will have been made to IDP's during the annual IDP review processes. The focus will by now primarily be on the successful implementation of IDP's. The PGDS Framework will be disseminated to all municipalities in order to align it with their IDP's. Most municipal performance management systems will be implemented and should provide a sound base for the assessment of the performance of municipalities.

Most municipalities have started with the implementation of their Land Use Management Systems. The Department will strengthen its focus in supporting municipalities in this regard. ALUMS are essential for a municipalities' everyday work, and as a basis for their rates base and for the realisation of the spatial development framework.

The Department will also be playing a pivotal role in the development of the IGR Bill, in order to ensure that sector department s and other role players meaningfully participate in IDP processes..

The department is currently drafting the development bill to repeal old legislation as well as provide uniform legislation for the whole province. This will result in certain functions of the department being transferred to the municipalities.

12.2 Policies, priorities and strategic objectives

The IDP process forms a central part in improving co-operative governance between national, provincial and local government. The Provincial Integrated Development Planning Forum has been established in order to enable and ensure that there is a strategic guidance to municipalities on national and provincial programmes and strategies; coordination of planning and development policies, strategic interventions between municipalities; a sound basis for municipal, provincial and national planning, prioritisation and budgeting. It further provides a

basis for engagement, information sharing and integration of the Provincial priorities in the municipal IDP's. A key thrust of the Department will be to strengthen its capacity building initiatives towards Municipalities, provincial Departments, non-governmental organisations (NGO's) and other main clients.

The stakeholders identified are:

<ul style="list-style-type: none"> - MEC - National and Provincial sector departments - Service providers such as Eskom, Telkom, Umhlatuze Water and Umgeni Water - 61 municipalities in KwaZulu-Natal 	<ul style="list-style-type: none"> - Investors - Developers, and - PPDC - Traditional Authorities
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The Strategic Goals and Objectives are:

STRATEGIC GOALS	STRATEGIC OBJECTIVES
1. Alignment of IDP's and PGDS	1.1 Provide support for municipalities to align their IDP's with PGDS 1.2 Ensure inter-departmental participation in the IDP 1.3 Support spatial integration of PGDS and IDP's
2. People focused, effective and efficient municipalities	2.1 Provide support mechanisms in governance and service delivery 2.2 Support development of municipal human capital 2.3 Ensure participative mechanisms 2.4 Ensure performance orientated municipalities
3. Refocusing local government towards accelerated basic services delivery	3.1 Ensure integrated planning, budgeting and development 3.2 Ensure equitable, sustainable basic services delivery
4. Building confidence of communities in system of local governance	4.1 Promote effective community participation in local governance 4.2 Support the implementation of effective communication 4.3 Promote clean and accountable local government

12.3 Analysis of constraints and measures planned to overcome them

While substantial progress has been made in supporting municipalities on the IDP's the critical constraint faced by the Department which impact on service delivery is the retention of appropriately trained and skilled staff on this Department and the municipalities.

It has also proved difficult for municipalities to function effectively without the support of sector departments in terms of funding and capacity.

During the strategic planning period, the department will continue to encourage all role players through a series of interventions to support municipalities. The following are some of the interventions:

- Developing a framework for effective engagement with municipalities.
- Development and rollout of simpler version of PMS to assist municipalities in the monitoring of the implementation of their IDP's.
- Consolidating all capacity building initiatives towards municipalities.
- Retention of staff – Other innovative non-financial incentives will be implemented in order to retain qualified and skilled staff.
- Effective participation of sector departments in IDP processes is a major constraint in implementation of IDP's.
- Municipal level dynamics. And the instability that ensues.

12.4 Description of planned quality improvements

The Department strives to improve consultation through participation in National forums, monthly meetings with municipal managers and built environment consultants, Provincial Integrated Development Task Team, Provincial IDP Forum, Municipal IDP Forums and one on one consultation with municipalities. There shall be establishment of decentralised regional level IDP forum structures to maximise departmental participation.

The Department will endeavour to ensure enhanced municipal performance through coordination of Municipal Performance Management System and municipal excellence awards.

Service standards will be improved by reviewing and implementing the service commitment charter, implementing the service level agreement with PPDC and developing work plans (performance agreements) for functional units. Increased access is aimed at through improvement and extension of the internet/intranet web site. Interaction with municipalities will also be improved due to the geographic alignment of the organisational structure.

More and better information will be given to clients and openness and transparency will be increased through marketing initiatives, the availability of the application filing system and the programmes business plan on internet and participation and presentation at development planning forums.

Complaints will be addressed and reasons for decisions will be provided. The business acumen of all units will be improved through multi-skilling of staff and development of work plans for each functional unit.

13 PROGRAMME 4: TRADITIONAL INSTITUTIONAL MANAGEMENT

13.1 Situation analysis

The pending Provincial Act on Traditional Communities Governance and the putting into operation of the Traditional Leadership and Governance Framework Act, 2003 (Act No. 41 of 2003) will, of necessity, drastically transform the present institutional systems and structures of the institution of traditional leadership in the country generally and our province specifically. The establishment of the Local Houses and the transformation of the Traditional Authorities into Traditional Councils are geared towards making this institution more people focused and development oriented.

The mammoth task faced is the implementation of the changes in view of the present budgetary and personnel constraints. To this time there is no clear direction as to the source of the budget allocation to meet these new changes and the staff is limited in numbers to run the programme successfully.

There is an urgent need for sufficient budget to cover the personnel of the to-be-created Houses, office accommodation and other infrastructural requirements of the new structures to be established in terms of the new legislation.

There is a huge demand to promote and synergize the working relationship between the Traditional Councils and Municipalities in land related matters with the implementation of the Communal Land Rights Act, 2004 and other applicable pieces of legislation. This is being done through the land use management systems roll-out.

Support to the Ingonyama Trust Board continues on land development matters.

It is envisaged that with the introduction of land use management systems in Traditional Authority areas land disputes will decrease and efficiently deal with the processing of applications for sites for development.

13.2 Policies, priorities and strategic objectives

The KZN Position Paper on Traditional Leadership and Institutions and the implementation of the PFMA to Traditional Authorities are policies, priorities and strategic objectives that are linked to strengthen governance and administration. Underlying the achievement of the Provincial Priorities is the promotion of a stable environment through resolution of land disputes and allocation and registration of land rights.

The stakeholders identified are:

- MEC	- Umsekeleli
- Traditional Authorities	- KZN Wildlife
- Ingonyama Trust Board	- ESKOM
- Provincial House of Traditional Leaders	- Others Departments (eg. Agriculture, Land

- Local Houses of Traditional Leaders - Municipalities - Traditional Leaders	Affairs, Justice etc.) - DBSA
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The Strategic Goals and Objectives are:

STRATEGIC GOALS	STRATEGIC OBJECTIVES
1. Building confidence of community in system of local governance	1.1 Promote effective community participation in local governance 1.2 Support the implementation of effective communication 1.3 Promote clean and accountable local government
2. Align institution of traditional leadership within local governance	2.1 Implement legislation applicable to the Institution of Traditional Leadership 2.2 Ensure synergies between municipalities and Institution of Traditional Leadership

13.3 Analysis of constraints and measures planned to overcome them

As a result of the new and pending mandates a complete transformation of the institution of traditional leadership will have to be undertaken under the following programme:

- Work shopping of the new legislation (national and provincial) to all the stakeholders to familiarize them with the provisions and the implications of the said new legislation;
- Drafting of subordinate legislation to complement the pending provincial principal legislation (legislation expected to be in place by March 2005);
- Transformation of more than 280 traditional authorities to traditional councils;
- Disestablishment of 28 Regional Traditional Authorities and the establishment of 11 Local Houses;
- Transformation of the Provincial House of Traditional Leaders in terms of the pending provincial legislation;
- Provision of adequate administrative, financial and other support to the to-be-created traditional leadership institutions;
- Provision of required adequate resources to the transformed traditional leadership institutions;
- Facilitating interface between municipalities and traditional leadership institutions as part of ensuring synergy between the activities of these governance and service delivery machineries in the local governance sphere of government;
- Reconfiguration of the Traditional Affairs Branch of the Department to be able to successfully meet the new challenges;
- Any other activity that is ancillary to the establishment and functioning of the above-mentioned institutions.

For these programmes to be undertaken, a lot of money is required to initiate and sustain these projects. Some will have to run for one financial year in terms of the provisions of the legislation and, others will run on a continuous basis. To overcome this financial and other resource constraint, a Change Management Business Plan is currently being drafted to propose concrete mechanisms for the Department to meet these challenges and to ascertain the exact financial and other resources required to meet the challenge. Appropriate channels will be followed to try and acquire financial resources for this purpose.

To finalise the planning for all the above-listed programmes the cooperation with other programmes of the Department will be of critical importance. The co-ordination will be from this Programme, but other Programmes will play a major role, one way or the other to co-operate with this Programme to ensure the delivery on the expected goals. Although the Department will be able to perform in-house on some of the aspects of the challenges brought about by the new mandates, it is expected that a large portion of this work may be outsourced due to the lack of capacity and skills in the Programme / Department in some aspects.

Local government's main focus is in service delivery to the communities, hence there is a need for a clear and harmonious working relationship and mechanisms between municipalities and traditional leadership institutions, particularly at local level, to create and maintain a conducive environment for the accelerated service delivery to the communities, particularly in rural areas. Against this background, it is critical that there be close co-operation between all structures, coordinated by the Department, at the ground to accelerate basic service delivery.

For the to-be-created structures to function, there will be a need for office space and infrastructure to be acquired for them. In terms of the current arrangement the Department may lease or erect buildings and, will maintain these buildings and all assets will be registered under the Department's assets register. If buildings are erected all the procedures relating to registration and maintenance involving other Departments, e.g. Department of Works, will be followed.

At present the Department renders support to the Ingonyama Trust Board in the absence of a service level agreement. This issue needs to be addressed to ensure an effective and efficient functioning arrangement.

13.4 Description of planned quality improvement measures

To be able to provide services in an improved manner, the Department is in the process of acquiring additional staff and other resources to provide adequate support to the client. Needs are being identified and responses are being provided in respect of those needs.

The development competence programme measures areas of human intellectual capital formations and extent of participation in the economy. These measures include categories of

empowerment projects, improved code of conduct for the leadership and accommodation of indigenous knowledge and its impact in the training projects.

14 PROGRAMME 5: URBAN AND RURAL DEVELOPMENT

14.1 Situation analysis

Integrated Rural Development

The Urban and Rural Development component is at the coalface of the serious challenges that are facing local government in the final phase of transformation. The critical challenge is the translation of policy and planning into tangible deliverables through a systematic and integrated implementation strategy. The ISRDP and URP are responding to that critical challenge.

Implementation of the ISRDP is dogged by a number of challenges. There is need to determine the baseline information in a systematic manner in order to qualify and quantify the extent to which this Presidential flagship programme is meeting its stated objectives. Government Departments still operate in their silos and there is little evidence to suggest collaborative action and targeted impact, as espoused in the IDP. The political champions are conspicuous by their invisibility in the identified nodes and the community has not been adequately informed about this programme.

Urban Development

The majority of the population now lives in urban areas, and urbanization is both inevitable and continuing to grow. The urban centres are places of dynamic industrial, commercial and cultural activities and they also encompass bleak dormitory townships and informal settlements that millions of our people call home. As a result of unprecedented urbanization and the footloose nature of foreign direct investment, a significant number of smaller towns in KZN are struggling to survive. The urban renewal programme is currently confined in Inanda, Ntuzuma and KwaMashu (INK), to the total exclusion of the decaying towns in the province. Therefore, there is a need to expand this programme and refine our approach in order to create more targeted interventions to increase economic growth and create viable, sustainable and liveable urban settlements.

Rural Connectivity

The critical challenge of government is to work for the upliftment of the lives of all South African, especially the poorer, rural and marginalized sections of our society. The concept of rural connectivity aims to provide practical ways towards enhancing service delivery through the identification, establishment and promotion of rural service systems, both equitable modern infrastructure and social services conveniently situated and reasonably accessible to rural

communities deprived of such systems in the past. Provision of functional Rural Service Centres (RSC) or satellite Multi-Purpose Community Centres (MPCC) to bring services closer to the remote rural community is a proving to be a serious challenge. The conditional Provincial Infrastructure Grant, which has been the primary source of funding for this programme has since been withdrawn. Not only is the Information and Communications Technology that was provided as part of investing in community infrastructure ageing, but there is no budget for the maintenance of these community structures.

Institutionalized Community Participation

The governance model for local government aims to deepen and extend participation by local communities in matters that affect service delivery and the concept of a people's contract confirms this approach to be the cornerstone of social inclusion. To meet this challenge, the department is championing the presidential programme of Community Development Workers (CDWs) in partnership with all the social partners as an initiative to create an echelon of developmental workers to ensure that the needs of the communities are addressed. This will result in a dynamic state of well-being for all, embracing biological, psychological, social, environmental and spiritual health for the most disadvantaged communities. The implementation of the CDWs Programme poses a serious challenge to the Department as a result of financial constraints due to lack of resources allocated to this programme.

14.2 Policies, priorities and strategic objectives

This programme will make a contribution in the formulation of the financial protocol aimed at maximizing government investments in the ISRDP/URP nodal areas. This will require the department to make provision for funding the catalyst anchor projects to drive sustainable development and economic growth in a synergistic manner with the municipalities. The department is expected to formulate a framework on urban development in accordance with the PDGS. This will assist the department to roll out urban renewal initiatives beyond the currently declared INK node. The growing need for corporate social investments especially in ISRDP and URP nodes has necessitated the development of a functional interface framework between government and corporate social investment programmes.

The stakeholders identified are:

<ul style="list-style-type: none"> - Traditional Authorities - Municipalities - Donor agencies - Financial Institutions - Other Government Departments 	<ul style="list-style-type: none"> - Parastatals - State Owned Enterprises - NGO's/CBO's
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The Strategic Goals and Objectives are:

STRATEGIC GOALS	STRATEGIC OBJECTIVES
1. Refocusing local government towards accelerated basic service delivery	1.1 Ensure integrated planning, budgeting and development 1.2 Ensure equitable, sustainable basic services delivery
2. People focused, effective and efficient municipalities	2.1 Provide support mechanisms in governance and service delivery 2.2 Support development of municipal human capital 2.3 Ensure participative mechanisms 2.4 Ensure performance orientated municipalities
3. Building confidence of community in system of local governance	3.1 Promote effective community participation in local governance 3.2 Support the implementation of effective communication 3.3 Promote clean and accountable local government

14.3 Analysis of constraints and measures planned to overcome them

The challenge of reversing the effects of decades of social exclusion and economic marginalisation population within the declared nodes is a formidable one. A large percentage of the populations residing in the nodes live below minimum subsistence levels. The declared nodes have a miniscule formal economic base and most people employed in formal work commute to the industrial and commercial areas outside the nodal areas. These out-looking challenges are compounded by the following internal key constraints:

- Lack of sustained functional machinery of information management system
- Un-funded mandate for the implementation of CDWs programme
- Limited financial provisions for ISRDP/URP Anchor projects
- Funding for the maintenance and functional adaptation of satellite MPC's

It is the intention of this Programme to design linkage strategies that connect nodal residents to economic opportunities outside the nodes. Officials will mobilize resources and ensure that development in these nodes does not simply consist of a list of add-on projects. Strategies of ensuring that government provision of services goes beyond the fragmented physical delivery paradigm have been crafted. Governance structures that are closer to communities will be

promoted through CDWs where distinction will be drawn between a supply oriented delivery vehicle and distinct communities that are demand responsive. This component will research and produce an information system that continually track and report on progress or lack of progress as well as impact in the targeted development nodes

14.4 Description of planned quality improvement measures

To improve on consultation and transparency, Urban and Rural Development component plans to establish and strengthen the dedicated Provincial ISRDP committee, as a subset of the Provincial IDP Steering Committee. This component will also participate in the National CDW and PGDS steering committees.

Field staff will be deployed in Municipalities and be capacitated to focus more on integrated and participatory system pursued at a more decentralized level of governance, with a stronger focus on economic development.

15 Co-ordination, co-operation and outsourcing plans

15.1 Interdepartmental linkages

The Department, in partnership with the Department of Home Affairs have been instrumental in assisting 27 traditional authorities with rendering services such as the provision of Identity Documents, birth registration and death certificates at a decentralised level.

As Provincial Programme Manager for CMIP, the Department needs to work in close co-operation with the National Department of Provincial and Local Government and other Provincial Departments to co-ordinate infrastructure delivery with other line function programmes, e.g. housing, education, health, transport, etc. The Department also needs to interact closely with municipalities to address infrastructure backlogs jointly. The Department chairs and manages activities of WATSAN, a committee responsible for the provision of water and sanitation, and plays an active contributory role in the SANTAG task group. (Sub-committee)

The Department is also expected to co-ordinate disaster management activities of other line function Departments at National and Provincial level, and chairs the Disaster Management advisory committee. The Department is also responsible for the management of a Provincial electronic disaster management information database.

The Department is facilitating the implementation of LGNet in municipalities in conjunction with DBSA. There is also a joint venture with the Department of Education to implement an e-learning network.

The Provincial Department of Agriculture still demarcates sites for the issuing of Permissions-To-Occupy occupational rights after they have been allocated by the Traditional Authorities to the individuals. This Department also attends various Land Reform Steering Committee meetings on a monthly basis, especially for the Ugu District Municipality.

This sub-programme has established an interdepartmental link with the office of the Premier, with regard to implementation of a Performance Management System (Q.P.R.) in the Department. A Departmental Project Manager has been appointed to co-ordinate and manage the project.

15.2 Local government linkages

Preparation of land use plan in traditional authority areas is aiming at creating working relationship between municipalities and traditional authorities. At this stage there are no funds, which have been transferred either to municipalities or traditional authorities.

The Department is jointly responsible with the Office of the Premier for the establishment and operation of ProvTradLoc, a structure created to facilitate relationships between Provincial Government, Traditional Authorities and local municipalities, and provides secretariat support for this body.

Prior to financial assistance being transferred to municipalities, funding agreements are entered into. The Department has to monitor municipal compliance in terms of these contracts and institute remedial action if necessary.

The Department also drives the recovery of funds transferred to municipalities in terms of its Municipal Assistance Programme by establishing, monitoring and supporting MAP task teams consisting of Municipal staff members, councillors and Departmental staff.

The Department is responsible for the establishment and chairmanship of the Transformation Committee, which consists of councillors, SALGA and service providers and has transformation of local government as its primary aim.

The Department has also established close relationships with District Councils in order to provide shared service centres to local municipalities.

15.3 Joint co-ordination (interdepartmental and local government)

The Department is responsible for the chairmanship and maintenance of the IDP Forum, and participates actively in other specialist substructures such as performance management system and land use management.

The annual local government conference is launched and driven by the Department, and gives an opportunity for National, Provincial and municipal role players to interact. The Department is responsible for the establishment of and management of task teams to implement conference resolutions.

The MIG programme is a new National programme which consolidates various previous infrastructure development programmes viz :

- (a) The Community Based Public Works Programme
- (b) The Local Economic Development Fund
- (c) The Water Services Capital Grant
- (d) The Consolidated Municipal Infrastructure Programme
- (e) National Electrification Programme to Local Government
- (f) National Electrification Programme to ESKOM
- (g) The Urban Transport Fund

The MEC for Local Government, and consequently the provincial department responsible for local government, in terms of National policy, must champion the implementation of MIG and co-ordinate the support to municipalities by the various sector departments involved in the MIG programme. Arising from the consolidation of the previous sector programmes listed above, linkages to the following departments, through appropriate fora, are being established:

Provincial and Local Government

Department of Water Affairs and Forestry

Department of Housing

Department of Agriculture

Department of Works

Department of Finance

Department of Economic Affairs & Tourism

Department of Transport

KwaZulu-Natal Local Government Association

These sector departments will support MIG implementation, and monitoring, primarily from a technical point of view, in respect of their sector.

MIG Programme Management Units (PMU's), and a provincial PMU, are being established to manage the implementation of the MIG programme. Close liaison between this Department

and these municipal structures will be maintained to ensure effective management, in terms of provincial monitoring, support and capacity building mandates.

The National Department of Provincial and Local Government are developing a comprehensive management information system for the MIG programme. This will produce information regarding infrastructure and service delivery through the MIG programme, financial information to facilitate cash flow management and performance monitoring, and information regarding employment and training opportunities. This system will link the National PMU, the Provincial PMU and the local government PMU's.

15.4 Public entities

The public entities that the Department is responsible for are as follows:

Name of public entity	Main purpose of public entity
Provincial Planning and Development Commission	To conduct research, formulate policy and to consider statutory applications
Umsekeli	To provide local government support services

15.5 Public, private partnerships, outsourcing etc

The Department works in close co-operation with the Auditor General and co-ordinates matters between municipalities and the Auditor-General through regular Auditor-General forum meetings where problems are addressed.

The Department is responsible for the provision of logistical, technical and secretariat support to the DFA Tribunals, Appeals Board and Private Townships Board. Furthermore the Department provides direct support to the Ingonyama Trust Board by providing and /or accessing the spatial and cadastral data for the applications it receives.

Glossary

AFS	- Application Filing System
CDW	- Community Development Worker
CMIP	- Consolidated Municipal Infrastructure Programme
DBSA	- Development Bank of South Africa
DIMS	- District Information System
EMMA	- Electronic Monitoring and Management Assistance
EPWP	- Extended Public Works Programme
IDP	- Integrated Development and Planning
INK	- Inanda, Ntuzuma and KwaMashu
IRD	- Integrated Rural Development
ISRDP	- Integrated Sustainable Rural Development Programme
IT	- Information Technology
KZN	- KwaZulu-Natal
LGNet	- Local Government Network
LUMS	- Land Use Management System
MAP	- Management Assistance Programme
MEC	- Member of Executive Council
MIG	- Municipal Infrastructure Grant
MIS	- Management Information System
MPCC	- Multi Purpose Community Centre
MTEF	- Medium Term Expenditure Framework
NGO	- Non-Governmental Organisations
PFMA	- Public Financial Management Act
PGDS	- Provincial Growth and Development Strategy
PMU	- Programme Management Units
PPDC	- Provincial Planning and Development Commission
Prov TradLog	- Provincial Traditional and Local Government
RSC	- Regional Service Centres

SALGA	- South African Local Government Association
SANTAG	- Sanitation Task Group
URP	- Urban Renewal Programme
WATSAN	- Water and Sanitation Committee