MPUMALANGA PROVINCIAL GOVERNMENT

DEPARTMENT OF LOCAL GOVERNMENT AND HOUSING

STRATEGIC PLAN

2004/05 - 2008/09

FOREWORD

It is a major challenge to further steer this Department in the right direction. Our quest to push back the frontiers of poverty has led this department to come up with this strategic plan which maps out the way forward in terms of meeting the key challenges facing Local Governance and Housing delivery in the Province.

In pursuit of the Department's mandate to support and strengthen Municipalities, We will assist municipalities in delivering the following services identified as priorities: The provision of basic water, sanitation, electricity, refuse removal, waste management and to ensure proper community participation through the ward committees.

The Department will continue to provide bigger, better and quality houses to our communities. Our programme will ensure that we contribute to the eradication of poverty and unemployment. This will be achieved by ensuring that all our infrastructure programmes are rolled out in line with the expanded Public Works Programme.

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MR J.L MAHLANGU
MEC- LOCAL GOVERNMENT AND HOUSING

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PART A: STRATEGIC OVERVIEW

1 OVERVIEW OF STRATEGIC PLAN

The Department of Local Government and Housing has come about through the amalgamation of the Local Government component of the previous Department of Local Government, Traffic Control and Traffic Safety and the Housing component of the previous Department of Housing and Land Administration that commenced in April after the announcement by the Premier in his State of the Province address. Later the administration of the Traditional Leadership and Institution from the Premiers Office was transferred to the newly created Department of Local Government and Housing.

The Department will strive to achieve sustainable settlements and sustainable local governance. These outcomes will be achieved through the successful implementation of the following strategic goals during this strategic plan period:

- Provision of quality houses to all qualifying beneficiaries.
- Provision of sustainable human settlements.
- Strengthening municipalities to enable them to fulfil their constitutional and other legislative mandate.
- Rendering effective and efficient support to the traditional administration and institutions of Traditional Leadership.
- To facilitate capacity building.

2 VISION

Sustainable local governance and better housing for all

3 MISSION

To provide a provincially integrated Local Government and Housing management framework towards sustainable settlements and local governance for a better life for all

4 VALUES

Below are the core values that the Department espouses:

- Consultation / participation / partnering / teamwork / facilitating;
- Proactive / innovative / creativity / initiative / taking ownership / assertiveness;
- Commitment / energetic / motivation / dedication / enthusiastic / inspirational;
- Client need driven / supportive / responsiveness / caring;
- Development orientation / capacitating / mentoring / coaching / enabling / empowering;
- Results oriented / productive / cost efficient / outcome based / effective / efficient / economical / value adding; and
- Integrity / honesty / respectful / transparent / accountability / disciplined / responsible / non corruptible

5 SECTORAL SITUATION ANALYSIS

STRENGTHS	WEAKNESSES
- Strategic positioning (strategies, structures) - Positioning / mandate to provide a provincially integrated management framework for Local Government, Housing Management Services and Traditional Institutions Administration - Existing expertise base in Housing and Local Government management processes	- Business management / leadership - Internal communication - Business performance management - Culture - Teamwork - Internal resource management - HR management (including individual performance management, people development etc.) - Financial management - ICT management - Infrastructure / facilities / asset management - Information / knowledge management - Risk and security management - Programme / project management - External communication
OPPORTUNITIES	THREATS
- Supportive legislation and political will - Availability of expertise and technology - Cluster approach towards governance - Performance of selective municipalities (learning network) - Existence of local government systems - Support from national Departments and communities - Access to alternative sources of funds - South African global positioning and Mpumalanga in particular	- Incapacity of some Service Providers and selected municipalities - Dynamics in external environment affecting implementation - Lack of alignment between IDPs and provincial plans - Reluctance to release land - Informal sale of property - Unfunded mandates - Long lead times of environmental assessment projects - Inadequate serviced infrastructure - Project delays as a result of poor external communication - Inadequate spatial planning information - Non conducive stakeholder relations between department and Municipalities - Inadequate consultation, participation - Inadequate economic and tax bases - Shortage of natural resources e.g. water - Lack of user friendly credit criteria set by financial institutions - Non availability of appropriate land for development

6 LEGISLATIVE AND OTHER MANDATES

6.1 Habitat Agenda

In 1996, at the United Nations Habitat II Conference on Sustainable Human Settlements in Istanbul, the South African government, along with other United Nation members, committed itself to the Habitat Agenda for sustainable human settlement. The Habitat Agenda is a global call to action at all levels. It offers, within a framework of goals, principles and commitments, a positive vision of sustainable human settlements – where all on a progressive basis have adequate shelter, a healthy and safe environment, basic services, and productive and freely chosen employment. The goals of the Habitat Agenda, as adopted at Istanbul are "adequate shelter for all" and "the development of sustainable human settlements".

In the Habitat Agenda adequate shelter for all is to be achieved through an enabling approach to the development and improvement of shelter that is environmentally sound by committing to the following objectives:

- Ensuring consistency and co-ordination of national and provincial development programmes and urban policies to support resource mobilisation and employment generation;
- Providing legal security of tenure and equal access to land for all people;
- Promoting access for all people to safe drinking water, sanitation and other basic services, facilities and amenities;
- Promoting locally available, appropriate, affordable, safe, efficient and environmentally sound construction methods and technologies;
- Providing access to housing finance;
- Increasing the supply of affordable housing;
- Promoting and upgrading existing housing stock where possible;
- Eradicating and ensuring legal protection from discrimination in access to shelter and basic services;
- Helping the family through shelter in its supporting, educating and nurturing roles in recognising the role the family plays in contributing towards social integration;
- Promoting shelter and supporting basic services for the vulnerable and disadvantaged groups;
- Protecting people from forced evictions; and
- Providing international support for refugees.

6.2 The Urban Development Framework (1997)

Prepared in response to an imperative in the Reconstruction and Development Programme (RDP), the Urban Development Framework (UDF) was approved by Cabinet and published as national urban development policy by the Department of Housing in 1997.

The Framework confirms South Africa's commitment to develop sustainable human settlements as expressed in the goals and commitments of the Habitat Agenda and Agenda 21. It emphasises the current and future importance of South Africa's cities and towns in meeting the needs of our growing population for shelter, economic and social development in a manner that minimises the impact on the environment. The Framework provides a consistent urban development policy for effective urban reconstruction and development and guides the development policies, strategies and actions of all stakeholders in the urban development process.

It envisages that sustainable urban environments are to be achieved through the implementation of four key programmes:

- Integrating the city aims to negate apartheid induced segregation, fragmentation and inequality. The focus is on integrated planning, rebuilding and upgrading neighbourhoods and informal settlements, planning for higher density land-use and developments, reforming the urban land and planning system, urban transportation and environmental management;
- Improving housing and infrastructure involves upgrading, and tenure upgrade and the construction of housing, restoring and extending infrastructure, alleviating environmental health hazards, encouraging investment and increasing access to finance, social development, designing and building habitable and safe communities and maintaining safety and security;
- Promoting urban economic development aims to enhance the capacity of urban areas to build on local strengths to generate greater local economic activity, to achieve sustainability, to alleviate urban poverty, to increase access to informal economic opportunities and to maximise the direct employment opportunities and multiplier effect from implementing development programmes; and
- Creating institutions for delivery requires significant transformation and capacity building of government at all levels and clarity on roles and responsibilities of the different government spheres. This will also encompass a range of institutions, including civil society and the private sector, and require significant co-operation and co-ordination among all of these.

6.3 The Constitution of the Republic of South Africa, 1996 (Act 108 of 1996)

In terms of Section 26 of the Constitution of the Republic of South Africa, 1996:
"Everyone has the right to have access to adequate housing;
The state must take reasonable legislative and other measures, within its available resources, to achieve the progressive realisation of this right" and
"No one may be evicted from their home, or have their home demolished, without an order of court made after considering all the relevant circumstances. No legislation may permit arbitrary evictions"

A provincial legislature has concurrent competence with parliament for making laws for the province with regard to all matters that fall within the functional areas defined in schedule 4 of the Constitution. These include housing, as well as areas relevant to housing, such as consumer protection, public transport, regional planning and development, and urban and rural development. The critical policy challenge for housing is to facilitate the maximum devolution of functions and powers to provincial and local government, while at the same time, ensuring that national processes and policies essential to an effective and equitable housing sector are in place.

Chapter 7 of the Constitution specifically deals with Local Government and includes aspects such as the objects of Local Government, the developmental duties of municipalities, co-operative government, establishment of municipalities, powers and functions of municipalities, municipal councils and organised local Government

6.4 The Housing Act, 1997 (Act No. 107, 1997)

This Act expands on the provisions of the Constitution, prescribes general principles for housing development and defines the housing development functions of national, provincial and local governments.
Accordingly, Government, at the national, provincial and local spheres, renews its commitment to a democratic, sustainable process of housing development that:
- Gives priority to the needs of the poor;
- Involves meaningful consultation with affected individuals and communities;

- Ensures as wide a choice of housing and tenure options as is reasonably possible;
- Is economically, fiscally, socially and financially affordable and sustainable;
- Is based on integrated development planning;
- Is administered in a transparent, accountable and equitable manner;
- Upholds the practice of good governance;
- Encourages and supports individuals and communities in their efforts to fulfil their own housing needs by assisting them in accessing land, services and technical assistance in a way that leads to the transfer of skills to, and empowerment of, the community

It is clear that the Housing Act, 1997 closely mirrors the principles of NEMA as set out in the Introduction (Paragraph 1.1) of this document. All permanent housing that is built in terms of the housing subsidy scheme, must be built in accordance with the principles embodied in the Housing Act.

6.5   The National Housing Code

National housing policy is contained in a range of reports, debates, laws, legislation and government papers. The National Housing Code, prepared in terms of Part 2 section 4 of the Housing Act, 1997, seeks to bring together this extensive range of documentation into a single document, so as to facilitate understanding and ensure that all stakeholders work towards a common vision. The Code does not replace key legislation and laws relating to National Housing policy, but is rather a statement of present policy, providing an overview and confirmation of the existing policy that is in place.

6.6   National Norms and Standards for Permanent Residential Structures

The Norms and Standards introduced by the Minister of Housing sets national norms and standards for housing development, to ensure that beneficiaries of housing subsidies receive a product that is of good value in terms of quality and the level of service provided.
This includes the following:

A maximum amount of R7 500 of the subsidy allocation may be used for land acquisition, the provision of municipal services including water, sanitation, roads, storm water drainage and township establishment;

The minimum level of services specified per stand is a single standpipe for water, VIP sanitation, access by means of a graded or gravel paved road, lined open storm water channel and high mast security lighting for residential purposes where this is feasible and not financed from another source; and that

The built top structure (house) must be a minimum of 30m2 gross floor area (which may be reduced if the Member of the Executive Council (MEC) for Housing deems it to be warranted due to local circumstances).

6.7   Rental Housing Act

It provides for the establishment of the Rental Housing Tribunal in the province and defines the powers, functions of such a Tribunal and to provide for related matters.

6.8   Housing Consumers Protection Measures Act

It makes provision for the protection of housing consumers and to provide for the establishment of the National Home Builders Registration Council and to provide for related matters.

6.9 Local Government: Municipal Structures Act, 1998

This Act provides for the establishment of municipalities in accordance with the requirements relating to categories and types of municipalities, the establishment of criteria for the determining of the categories of municipalities, defining the types of municipalities that may be established in each category, the division of powers and functions between categories of municipalities, the regulation of internal systems, structures and office bearers of municipalities and the provision of appropriate electoral systems.

6.10 Local Government: Municipal Systems Act, 2000

This Act provides for the core principals, mechanisms and process that are necessary to enable municipalities to move progressively towards the social and economic upliftment of local communities and ensure universal access to essential services that are affordable to all, it defines the legal nature of a municipality as including the local community within the municipal area, working in partnership with the municipalities political and administrative structures, it provides for the manner in which municipal powers and functions are exercised and performed, it provides for community participation, it establishes an enabling framework for the core process of planning, performance management, resource mobilization and organisational change which underpin the notion of developmental Local Government, it provides a framework for local public administration and human resource development, empowers the poor and ensure that municipalities put in place service tariffs and credit control policies that take there needs into account, it provides for credit control and debt collection, it establish a framework for support, monitoring and standard setting by other spheres of government and it provides for legal matters pertaining to Local Government.

6.11 Local Government: Property Rates Bill

Bill will deal with the levying of property rates by municipalities.

6.12 Local Government: Municipal Finance Management Act

Bill is aimed at securing sound and sustainable management of the financial affairs of municipalities and other institutions in the local spheres of government.

6.13 Local Government: Disaster Management Act, 2002

This Act provides for an integrated and co-ordinated disaster management policy that focuses on preventing and reducing the risk of disasters, mitigating the severity of disasters, emergency preparedness, rapid and effective response to disasters and post disaster recovery, the establishment of national, provincial and municipal disaster management centres and disaster management volunteers.

6.14   Other Prescripts

- The Public Service Act, 1994 (Proclamation No. 103 of 1994);
- The Public Finance Management Act, 1999 (Act No. 1 of 1999);
- The Promotion of Access to Information Act, 2000 (Act No. 2 of 2000);
- The Promotion of Administrative Justice Act, 2000 (Act No. 3 of 2000);
- The Promotion of Equality and Prevention of Unfair Discrimination Act, 2000 (Act No. 4 of 2000);
- The Preferential Procurement Policy Framework Act, 2000 (Act No. 5 of 2000);
- The Labour Relations Act, 1995 (Act No. 66 of 1995);
- The Skills Development Act, 1998 (Act No. 97 of 1998);
- The Employment Equity Act, 1998 (Act No. 55 of 1998);

White Papers:

- Traditional Leadership and Governance Draft White Paper;
- The Employment Equity Act, 1998 (Act No. 55 of 1998);
- Affirmative Action in the Public Service White Paper;

7   STRATEGIC GOALS

- Provision of quality houses to all qualifying beneficiaries.
- Provision of sustainable human settlements.
- Strengthening municipalities to enable them to fulfil their constitutional and other legislative mandate.
- Rendering effective and efficient support to the traditional administration and institutions of Traditional Leadership.
- To facilitate capacity building.

8   INFORMATION SYSTEMS TO MONITOR PROGRESS

The following information systems are in place to monitor progress:

8.1   Project management Meeting:

Projects are discussed in great detail at the above- mentioned meetings, which takes place on a monthly basis, to ensure milestones are reach on time and to remove any blockages which hampers progress.

8.2   Local Project Steering Committee

Each and every project has a local project steering committee which is responsible for the implementation of the project at local level and which reports to Project management meeting with issues that needs to be resolved

8.3 Community participation processes

Extensive community participation processes, as prescribed in the project implementation manual, are undertaken to ensure project viability and implementation. All residents are required to complete social and technical surveys undertaken by field workers

8.4 Community resolution process (IPLRA)

In terms of the Interim Protection of Land Rights Act (IPLRA) all community resolutions should be taken in accordance with the interim procedure for the protection of land rights. No community resolution would be allowed without the consent of the National Department of Land Affairs, which must declare the process to be free and fair to all residents and other stakeholders.

8.5 Financial Information Systems

- The Department is using the integrated version of the Basic Accounting System (BAS) and the Logistical Information System (LOGIS), the PERSAL system. for transaction processing, accounting and internal audit information.

8.6 Operational Information Systems

- Hold monthly meeting to review performance of every directorate;
- Submission of monthly financial reports per programme to Provincial Treasury, These reports are subsequently forwarded to National Treasury;
- Prepare and submit quarterly report to the Provincial Legislature (Portfolio Committee for Local Government and Housing);

9 DESCRIPTION OF STRATEGIC PLANNING PROCESS

The process of the amalgamation of the Local Government component of the previous Department of Local Government, Traffic Control and Traffic Safety and the Housing component of the previous Department of Housing and Land Administration commenced in April after the announcement by the Premier in his State of the Province address. Later the administration of the Traditional Leadership and Institution from the Premiers Office was transferred to the newly created Department of Local Government and Housing.

The amalgamation necessitated the strategic planning process. The different components of the department underwent a strategic planning process that resulted in the consolidation of the Departmental Strategic Plan in July 2004.

PART B: BUDGET PROGRAMME PLANS

10 PROGRAMME 1: ADMINISTRATION

This programme renders support function to the Local Government, Traditional Leadership Institution and Housing Programme. The Programme consists of the following sub-programmes:
- Office of the MEC;
- Office of the Deputy Director General;
- Finance;
- Corporate Services;
- Security Management;
- Transversal Issues;
- Research and Planning; and
- Management Information System.
- Legal Services
- Communications

10.1 Situation Analysis

Demand
- Institutional support and policymaking.
- Overseeing the implementation of policy.
- Political and administrative support to the department.
- The need to improve sustainable delivery of services in an efficient and effective manner.
- The need to meet the evolving departmental goals and objectives, places a demand to further improve capacity.
- Ensures that resources are spent to achieve the Departmental goals and objectives;
- To ensure financial management; and
- To eliminate threats facing the department.

Appraisal
- Provision of Political guidance to the Department (Political will)
- Successful development and implementation of sound policies.
- Adequate administration support being rendered to the department.
- Political direction of the Department has been determined through presentation of budget speech and the strategic plan;
- Consolidation of programmes that have been merged to form Departments as per the restructuring of Departments;
- Approval of new Department's organogram
- Placement of officials on new Departments organogram;
- Support to Municipalities
- Support to Traditional Leadership authorities
- Implementation of the learnership programme.

Challenges
- Filling of vacant post in the new organogram;
- Capacity building within the Department to better perform deliver service;
- Links of strategic plan to Provincial priorities;
- Finalisation of office space allocation and splitting of assets; and

10.2 Policies, priorities and strategic objectives

STRATEGIC GOAL: To give Administrative and Management support to the Department.

STRATEGIC OBJECTIVES

- Provide political leadership and guidance to the Department
- Administrative support to Departmental Directorates, Municipal Managers and SMS leadership
- Development
- Render security management services to the Department
- Coordinate Departmental transversal issues.
- Rendering information management services
- Render human resources and support services to the Department
- To provide Legal services to the Department
- Render financial services to the Department
- To provide researched and verifiable information for the Department
- improving the image and promoting the activities of the Department

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10.3 Analysis of constraints and measures planned to overcome them

- Budgeted posts will be advertised and filled;
- Posts not budgeted will be funded within the MTEF period;
- Offer bursaries to further studies, perform a skills audit, identified skills gaps will be filled through sending officials for training through SETA programmes;
- Acquire additional office furniture and liase with other affected Departments to finalise the splitting of assets; and
- Will accelerate the implementation of the learnership programme through our HR training subprogram.

10.4 Description of planned quality improvement measures

- To continue to strengthen integrated monitoring, coordination and support systems to enhance service delivery;
- To monitor the drafting and implementation of human resources policies;
- To implement the human resource manual;
- To implement the Performance Management Development System (PMDS);
- To establish and manage a skills and qualification's database;

10.5   Specification of measurable objectives and performance indicators

1.1 SUB-PROGRAMME: MEC AND SUPPORT STAFF

STRATEGIC OBJECTIVE	MEASURABLE OBJECTIVE	PERFORMANCE INDICATOR	TARGET 2004/5	TARGET 2005/6	TARGET 2006/7	TARGET 2007/08	TARGET 2008/09
Provide political leadership and guidance to the Department	To improve the image of the Department.	Improved positive image of the department.	25% improvement in the image of the Department	25% improvement in the image of the Department	25% improvement in the image of the Department	25% improvement in the image of the Department	25% improvement in the image of the Department
		Positive response from the public on the mandate on Local government and Housing delivery	25% improvement in the response on the mandate Local government and Housing delivery	25% improvement in the response on the mandate Local government and Housing delivery	25% improvement in the response on the mandate Local government and Housing delivery	25% improvement in the response on the mandate Local government and Housing delivery	25% improvement in the response on the mandate Local government and Housing delivery

1.2 SUB-PROGRAMME: DDG AND SUPPORT STAFF

STRATEGIC OBJECTIVE	MEASURABLE OBJECTIVE	PERFORMANCE INDICATOR	TARGET 2004/5	TARGET 2005/6	TARGET 2006/07	TARGET 2007/08	TARGET 2008/09
To provide administrative support to the Department.	Administrative support to Departmental Directorates, Municipal Managers and SMS leadership development	Improved performance of the Department	25% improvement to the over all performance of the department	25% improvement to the over all performance of the department	25% improvement to the over all performance of the department	25% improvement to the over all performance of the department	25% improvement to the over all performance of the department

1.3 SUB-PROGRAMME: SECURITY MANAGEMENT

STRATEGIC OBJECTIVE	MEASURABLE OBJECTIVE	PERFORMANCE INDICATOR	TARGET 2004/5	TARGET 2005/6	TARGET 2006/07	TARGET 2007/08	TARGET 2008/09
Render security management services to the Department	Creating of awareness of the security management policy	Number of workshops	4	4	4	4	4
	Establishment of Risk Management and Security Committee	Established risk management and security committee	-	Risk management and security committee established	-	-	-
	To conduct the Security clearance for all relevant officials	Number of officials cleared vs. number of officials qualifying for clearance (%)	10%	100%	100%	100%	100%
	To development a Risk Prevention contingency plan	Developed risk Prevention contingency plan		Risk prevention contingency plan developed	Risk prevention contingency plan implemented	Risk prevention contingency plan implemented	Risk prevention contingency plan implemented
	Security site inspection	Number of security site inspections	24 times per month per site	24 times per month per site	24 times per month per site	24 times per month per site	24 times per month per site

1.4 SUB-PROGRAMME: TRANSVERSAL ISSUES

STRATEGIC OBJECTIVE	MEASURABLE OBJECTIVE	PERFORMANCE INDICATOR	TARGET 2004/5	TARGET 2005/6	TARGET 2006/07	TARGET 2007/08	TARGET 2008/09
Coordinate Departmental transversal issues.	Facilitate the establishment of a wellness programme	Existence and implementation of the wellness programme		3	3	3	3
	Finalizations of Departmental Transversal policies	Number of policies	Prepare 3 drafts	Finalise the 3 policies	Finalise 1 policy	-	-
	Conduct outreach programme for the establishment of regional transversal committees	Number of regional committees established	3	3	3	3	3
	Commemorate National Calendar days	To celebrate X% Number of national calendar days	4	4	4	4	4
	To establish Departmental coaching and mentorship programme	Number coaching and mentorship conducted	4	4	4	4	4

1.6 SUB-PROGRAMME: HUMAN RESOURCE SUPPORT SERVICES

STRATEGIC OBJECTIVE	MEASURABLE OBJECTIVE	PERFORMANCE INDICATOR	TARGET 2004/5	TARGET 2005/6	TARGET 2006/07	TARGET 2007/08	TARGET 2008/09
Render human resources and support services to the Department	Provide Human Resource Management Services for the department	Draft policies on shortlisting, interviews, In-service training and bereavement.	3	5	7	-	-
	Human Resource Administration	New recruits	22	25	15	Per need	Per need
	Provide Human Resource Development Function	Number training workshops	12	16	20	15	15
		Number of bursaries given	18	25	28	25	20
		Learnership	60	65	70	50	50
	Conduct Workshops onLabour Relations	Number of workshops	5	6	8	5	5
	Provide PMDS training to the staff.	Number of officials trained	441	502	515	520	525

SUB-PROGRAMME: LEGAL SERVICE

STRATEGIC OBJECTIVE	MEASURABLE OBJECTIVE	PERFORMANCE INDICATOR	TARGET 2004/5	TARGET 2005/6	TARGET 2006/07	TARGET 2007/08	TARGET 2008/09
To provide Legal services to the Department	Drafting of legal opinions	Number of legal opinions drafted v/s number of legal opinions required (%)	100%	100%	100%	100%	100%
	Drafting of contracts	Number of contracts drafted v/s number of contracts required (%)	100%	100%	100%	100%	100%
	Handling of litigious cases	Reduction of legal suits against the Department	50%	50%	70%	80%	85%
	Drafting of legislation	Number of bills drafted and enacted to become law	3	4	2	-	-
	Conveyancing	Registration of properties into the names of beneficiaries v/s and subsidy approvals	50%	80%	90%	95%	95%
	Monitoring compliance with legislation.	Compliance with applicable prescripts and submission of relevant compliant notices and documents every year.	95%	100%	100%	100%	100%

1.8 SUB-PROGRAMME: FINANCE

STRATEGIC OBJECTIVE	MEASURABLE OBJECTIVE	PERFORMANCE INDICATOR	TARGET 2004/5	TARGET 2005/6	TARGET 2006/07	TARGET 2007/08	TARGET 2008/09
To manage financial accounting, management accounting and supply chain management	Delivery of outputs for expenditure, salary administration, budget, revenue, bookkeeping and supply chain are managed.	Prompt payments of accounts. Correct posting of expenditure to allocations. Timely pay-over of salary deductions to relevant institutions. Management of departmental budget. All money due to the department is promptly collected and deposited. Prompt pay-over of revenue to the Provincial Revenue Fund. Distribution of Debtors statements on a monthly basis. Prompt submission of In Year Monitoring reports. Reconciliation of PMG account. Clearing of all systems Interface exceptions (BAS & PERSAL) and clearing of	All accounts are paid promptly. No misallocation Salary deductions are timely paid-over to beneficiary institutions. Budget is efficiently managed. All money is promptly collected and deposited Revenue collected is paid over to the Provincial Revenue Fund. Debtors' statements are distributed to debtors. IYM reports are promptly submitted to the Treasury. The PMG account is reconciled on a monthly basis. Interface exceptions are cleared. Procurement legislation is complied with. Contracts are managed and administered effectively.	All accounts are paid promptly. No misallocation Salary deductions are timely paid-over to beneficiary institutions. Budget is efficiently managed. All money is promptly collected and deposited Revenue collected is paid over to the Provincial Revenue Fund. Debtors' statements are distributed to debtors. IYM reports are promptly submitted to the Treasury. The PMG account is reconciled on a monthly basis. Interface exceptions are cleared. Procurement legislation is complied with. Contracts are managed and administered effectively	All accounts are paid promptly. No misallocation Salary deductions are timely paid-over to beneficiary institutions. Budget is efficiently managed. All money is promptly collected and deposited Revenue collected is paid over to the Provincial Revenue Fund. Debtors' statements are distributed to debtors. IYM reports are promptly submitted to the Treasury. The PMG account is reconciled on a monthly basis. Interface exceptions are cleared. Procurement legislation is complied with. Contracts are managed and administered effectively.	All accounts are paid promptly. No misallocation Salary deductions are timely paid-over to beneficiary institutions. Budget is efficiently managed. All money is promptly collected and deposited Revenue collected is paid over to the Provincial Revenue Fund. Debtors' statements are distributed to debtors. IYM reports are promptly submitted to the Treasury. The PMG account is reconciled on a monthly basis. Interface exceptions are cleared. Procurement legislation	All accounts are paid promptly. No misallocation Salary deductions are timely paid-over to beneficiary institutions. Budget is efficiently managed. All money is promptly collected and deposited Revenue collected is paid over to the Provincial Revenue Fund. Debtors' statements are distributed to debtors. IYM reports are promptly submitted to the Treasury. The PMG account is reconciled on a monthly basis. Interface exceptions are cleared. Procurement legislation is complied with. Contracts are managed and administered effectively.

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1.9 SUB-PROGRAMME: RESEARCH, POLICY AND PLANNING

STRATEGIC OBJECTIVE	MEASURABLE OBJECTIVE	PERFORMANCE INDICATOR	TARGET 2004/5	TARGET 2005/6	TARGET 2006/07	TARGET 2007/08	TARGET 2008/09
To provide researched and verifiable information for the Department	Conduct surveys and do Research for the Department	Number of surveys and research conducted	1	4	4	4	4
	Cascading Strategic Plans to the rest of the Department	Number of workshops	4	4	4	4	4
	To facilitate policy formulation, development and review	Number of policies formulated and reviewed	6	6	5	-	-
	Conduct monitoring and evaluation of the departmental compliance to plans	Number of reports	2	2	2	2	2

1.10 SUB-PROGRAMME: COMMUNICATIONS

STRATEGIC OBJECTIVE	MEASURABLE OBJECTIVE	PERFORMANCE INDICATOR	TARGET 2004/5	TARGET 2005/6	TARGET 2006/07	TARGET 2007/08	TARGET 2008/09
Improve and maintain two way communications between the Department and its external stakeholders through the media.	1.Holding quarterly media briefs. 2. Scanning newspapers daily on Departmental issues. 3. Issue proactive media releases and respond to media queries. 4. Purchase time slots for phone in programmes.	• Number of media briefs	4	4	4	4	4
		• Frequency of news paper scanning	Daily	Daily	Daily	Daily	Daily
		• Proactive media releases	4	4	4	4	4
		• Number of slots for phone in programmes	4	4	4	4	4
improving the image and promoting the activities of the Department	Purchase running jingles on national, provincial and community radio stations. Purchase	Number of jingles on National, Provincial	As and when required (per need)	As and when required (per need)	As and when required (per need)	As and when required (per need)	As and when required (per need)

	advertorial space on both national and local print media						
Interacting with communities on key projects and various kinds of services the department renders to the community	Coordinating Departmental events per quarter.	Number Departmental events	8	8	8	8	8
Promote integrated communication with municipalities and other relevant structures with the MEC	Hold departmental Imbizo quarterly and community meetings to concretize communication with communities and structures	Number of izimbizo and community meetings held	4	4	4	4	4
	Develop programme with the MEC to interact with different civil stakeholders	4	4	4	4	4	4

11 PROGRAMME 2: LOCAL GOVERNMENT

This programme is established to ensure efficient service delivery by Municipalities through rendering local government management services and encouraging the involvement of communities and community organizations in all matters of local government and to ensure effective administration of Traditional leadership institutions.

This programme is divided into the following sub-programmes:

Local Governance

- Municipal Administration;
- Municipal Infrastructure;
- Municipal Finance;
- Disaster Management
- Traditional Leadership Institutions

Development and Planning

- Integrated Development Planning/PMS;
- Integrated Sustainable Rural Development Planning and Ward Committees;
- Community Development Workers and Cabinet Outreach;

Programme	Sub-programme
1. Local Governance	2.1. Municipal Administration 2.2. Municipal Finance 2.3. Municipal Infrastructure 2.4. Disaster Management
2. Development and Planning	3.1. Spatial Planning 3.2. Development Administration/ Land Use Management 3.3. Integrated Development and Planning 3.4. Local Economic Development (LED)/Development and Planning
3. Traditional Institutional Management	4.1. Traditional Institutional Administration 4.2. Traditional Resource Administration 4.3. Rural Development Facilitation 4.4. Traditional Land Administration

11.1 Situation Analysis

Demand for Services Rendered

- There is a dire need for Municipal officials, Councilors and Ward committees to be trained in order to be able to exercise and perform their powers and functions effectively;
- The Municipal finance programme is necessary to monitor and support municipalities with the intention to strengthen their financial management and to convert municipalities into viable service delivery entities with cash funded budgets;
- The Province is required in terms of the Act to implement prevention, mitigation and preparedness measures and to coordinate rapid emergency response through-out the Province. This is therefore achieved through the disaster management programme;

- The IDP's are in terms of Chapter 5 of the Municipal Systems Act a legislative requirement for planning at a municipal level. Adopted IDP's are a basis and facilitate alignment for planning in other spheres of government.
- The ISRDP programme is a Presidential Programme aimed at addressing the poverty pockets, institutional capacity building, economic growth and infrastructure development in the identified nodes.
- Chapter 6 of the Municipal Systems Act requires that the municipalities should establish the performance management systems and the Department is required to render support and monitor the process;
- The municipal infrastructure grant (MIG) is a consolidation of several grant funding aimed at facilitating infrastructure provision through grant funding to largely poor communities to improve on their quality of life by providing water, sanitation, roads, street lights etc;
- The local economic development programme (LED). This is a socio economic development programme that targets unemployment as its main premise for delivery through the creation of job opportunities and support for entrepreneurial skills;The municipal administration programme. This programme aims at granting technical and financial support to municipalities to provide sustainable municipal basic services such as safe water, sanitation, solid waste disposal and electricity;
- Community Participation Programme .The Structures and Systems Acts advocate developmental local government that embraces strong community participation on governance matters especially with more emphasis on the establishment of ward committees and the frequent consultation with the larger community;
- Municipal Infrastructure Programme. This is the infrastructure intervention programme which the MEC utilizes as a source for grant funding for the new construction, upgrading or rehabilitation of municipal infrastructure and supplements other infrastructure grants;
- Research and maintain a database and update the records of traditional leadership;
- Monitor and evaluate the performance of traditional authorities and organise investitures; and
- Facilitate the arrangement of cultural functions and capacitate traditional leaders and their institution.

Appraisal for the existing services and performance

- The Department has already offered training to 800 councillors, 25 provincial officials and is still rolling out the extended training through the Norwegian funding to other councilors who could not benefited;
- 48 Community Development Workers have been appointed
- Out of twenty municipalities seven local municipalities have benefited from the Local Government Support Grant for 2002/03 financial year;
- Facilitated the transfer of the fire station to Nkangala District Municpality;
- Conducted the awareness campaign during the handover of rapid response vehicles;
- Grant financial assistance for immediate relief to families who were affected by disasters;
- Allocated modern rapid response vehicles to strengthen at least 5 municipalities on emergency services;
- Appointed Technikon S.A for training of municipal officials on Disaster Management;
- Coordinate mitigation contingencies on to deal with severity of disasters such as the cholera outbreak in Nkomazi;Granted financial assistance to Govan Mbeki to equip its Disaster Management Centre
- IDP:Out of 33 municipalities,30 submitted adopted IDP's and 28 were assessed. Needs assessment on accredited IDP training was conducted;
- PMS: Compiled a questionnaire that will be used to obtain information on PMS of municipalities. Developing a framework with district municipalities;
- ISRDP: A Provincial Interdepartmental. Task Team has been revived which will assist in the co-ordination of reporting regarding implementation of anchor projects
- Installed 84 water pumping machines of which 10 have been handed over to Nkomazi Municipality
- Allocated 15 water tanks for various municipalities
- Hired 4 water tankers to supply water for the Cholera torn Nkomazi areas;
- Hired 7 water tankers for water provision in the critical rural areas where there is water shortage, Mbombela, Groblersdal and Nkomazi municipalities
- Coordinated forums with the municipalities for the community participation issues;
- These included assistance in municipalities in the following districts: Nkangala, Ehlanzeni and Gert Sibande;
- The Local Economic Development Programme has been able to approve and launch 20 poverty alleviation projects in 11 Local Municipalities in the Province for 2002/03 financial year. A substantial number of temporary and

permanent jobs have been created in the process. There is a demand for more projects from this programme by municipalities;

- The backlog for infrastructure development is very huge in the Province. Since its inception, CMIP has managed to assist municipalities in reducing the backlogs by implementing water, roads, sanitation, storm water drainage, solid waste and other community facilities projects. Most municipalities are totally dependent on this programme for infrastructure projects. There is a demand for more help from this programme.

Challenges over the strategic plan period.

- Lack of a central Multi-purpose Resource Center;
- To strengthen PIMS centers for municipalities
- To offer accredited training
- Limited/ no budget at municipal level;
- Non-attendance to assigned courses;Problem with retaining trained official in the system;
- Linkage with the performance management systems and ward committees is necessary;
- Limited public participation in the municipal budgetary processes;
- Need to train ward councillors and their ward committees to comply with chapter 4 of Municipal System's Act;Lack of budget by Municipalities for LED projects;Lack of capacity in managing LED programme;Minimal involvement of private sector in LED projects;
- Need for disaster management plans, Provincial and municipal structures and Provincial Disaster Management Centre
- Need for the Disaster Management framework and Disaster Management Advisory Forum;
- To coordinate implementation of the Act by the Province and municipalities;
- Insufficient funds for disaster management infrastructure at provincial and municipal levels;
- Inadequate qualified and skilled personnel at provincial and municipal levels
- Poor interaction with sector departments with regards to their plans and budgets;Strong political championship from national, provincial and at local level is necessary for the ISRDP to workISRDP and the IDP's be linked for the cross boundary node developmentOther sector departments need to invest in infrastructure in the ISRDP nodes;Roles and responsibilities especially between the officials and councilors is paramount;Uniform Framework for the development and the implementation of the PIMS;Alignment within 3 spheres of government needs to be strengthened;
- Should be linked with LED for labour intensive programmes;
- IDP is not adequately used as a tool for targeted infrastructure development;
- Limited resources to address the infrastructure backlog;
- Need for the capacity building on project management for the officials and councilors;
- Greater emphasis on taking stock in quantifying backlogs to date and the extent for infrastructure investment;
- The implementation of the extended public works programme as part of the MIG programme;
- Access to basic free and safe 25kl/m/ of water for all households in the Province;
- Elimination of the bucket system in he Province;
- Access to free 5okw/h of basic electricity to all indigent households in the Province;
- Inadequate budget at Municipalities to address basic services;
- Lack of the utilization if IDP's in identifying infrastructure projects to be rolled out;
- Lack of information on infrastructure backlogs;
- Limited resources available to address backlogs; and
- Lack of effective Geographic Information Systems (GIS) to influence planning and delivery.

11.2   Policies, Priorities and Strategic Objectives

Strategic Objectives:

- To coordinate the LED program in the Province
- To co-ordinate the implementation of MIG projects
- To enhance the delivery of FBS to poor households in the municipalities. (SONA 2005 pg5)
- To conduct Section 78 Municipal Service Delivery capacity Assessments
- To co-ordinate Disaster management in the Province
- Facilitate the implementation of Multi Purpose Community Centres Programme (MPCC).
- To manage the Provincial Project Consolidate Programme. (PPCMU) (SONA 2005 pg 11)
- Monitor Support and strengthen Municipalities
- To coordinate the CDWs programme in the province
- To ensure effective co-ordination of ISRDP in Nodal Points.
- To ensure effective project management for all projects in Nodal Point
- Promote compliance with community participation legislation.
- Planning and Performance Management Systems in all municipalities in the Province.
- To assess municipal IDPs
- Promote IDP IGR Structures within the Province
- To support the Municipalities with the implementation of PMS

11.3   Analysis of Constraints and Measures Planned to overcome them

- An integrated framework coordinated from the Department that is informed by the needs both at district and local level is necessary. A multi-purpose resource centre will have to be established. PIMS centers need to be strengthened and the correct placement of staff should be of priority;
- The full implementation of the legislation regarding community participation and the establishment of ward committees is a prime priority. Municipalities shall also be assisted to take concrete policy decisions regarding participatory municipal governance. Matters such as the IDP's, Budgets, Tariffs, Crime, Tourism, LED's, service delivery at large will have to be contained in a binding policy for both Council and its community, even if it means it is reduced to a by-law;
- A integration of all LED programmes in the Province is necessary. The LED must respond to the needs identified in the IDP's. All infrastructure programmes must respond to the LED component. Department's providing infrastructure must be able to make provision for this component. Appropriate emphasis must be put on SMME's and sustainable development;Strong coordination of the IDP's with the District municipalities is of utmost importance. The assessment of the submitted IDP's and the support towards implementation cannot be over emphasized. The linkage of the IDP' in the nodes with the ISRDP shall be monitored. National and provincial reports in this regard have to be submitted. The roles and responsibilities of all stakeholders have to be re clarified. Development partners such as NDA and the DBSA have to be given a wider platform. The performance management systems shall be developed jointly with the district municipalities;
- Implementation of the Local Government Support Programme in terms of capacity building to address all matters affecting the capacities of municipalities and turn them around into revenue generating and service delivery machineries;
- Plans and programmes addressing the free basic services and assistance to municipalities to adopt and implement these policies shall be the most focus. Actual assistance with contingency plans for the supply of water, eradication of bucket systems, solid waste disposal and other electricity provision matters shall also be matters of focus. The Cabinet Outreach Programme shall provide instant information on areas for urgent attention and matters the warrant immediate resolution;
- Intensive workshops on the Act need to be conducted throughout the Province. The Province has to finalize the Framework and contingency plans. The disaster Management Centre has to be finalized and fully equipped. Linkage between the Department and the district municipalities for disaster evaluation, monitoring and assessment will be focused. Electronic devises to serve as early warning indicators are also necessary. The rehabilitation of damaged infrastructure must also be factored into the equation.

11.4   Description of Planned Quality Improvement Measures

- Establishment of Multipurpose Resource Centre for overall capacity building (internal and external);
- Establishment of Disaster Management Centres and systems across spheres;
- Installation of effective information system like GIS;
- Improvement in the coordination of IDP's, PMS and ISRDP;
- Appointment of additional skilled personnel; and
- Appointment of engineering/technical expertise

11.5   Specification of Measurable Objectives and Performance Indicators.

SUB-PROGRAMME: LOCAL GOVERNANCE

SUB-SUB-PROGRAMME: MUNICIPAL INFRASTRUCTURE

LOCAL ECONOMIC DEVELOPMENT

STRATEGIC OBJECTIVE	MEASURABLE OBJECTIVE	PERFORMANCE INDICATOR	TARGET 2004/5	TARGET 2005/6	TARGET 2006/07	TARGET 2007/08	TARGET 2008/09
To coordinate the LED program in the Province	To formulate the provincial LED strategy financed by DBSA.	LED strategy formulated		LED strategy formulated	LED strategy implemented.	LED strategy implementation	LED strategy implementation.
	Facilitate the implementation of Four LED Anchor projects (1.Coromandel farm project. 2. Kanyamazane paving project. 3 Nkomazi abattoir project. 4. Swalala community project- Presidential initiatives)	% progress of completion of planned projects.	-	50% progress towards the completion of planned projects	100% progress towards the completion of planned projects (project completed)	-	-
	To facilitate the implementation of Malekutu LED Project special Initiative	Progress towards the completion of a project of the projects	-	Project completed	-	-	-
	To conduct feasibility studies and develop a business plan for Coromandel farm project		-	Study conducted and business plan developed.	Implementation of business plan	Implementation of business plan	Implementation of business plan

MIG PROJECT

STRATEGIC OBJECTIVE	MEASURABLE OBJECTIVE	PERFORMANCE INDICATOR	TARGET 2004/5	TARGET 2005/6	TARGET 2006/07	TARGET 2007/08	TARGET 2008/09
To co-ordinate the implementation of MIG projects	Facilitate the implementation of provincial MIG	% of projects implemented v/s projects planned	100%	100%	100%	100%	100%

	projects						
	Implementation of EPWP Storm Water Drainage Projecs (SONA 2005 pg11)	% of projects completed v/s projecs planned	100%	100%	100%	100%	100%
	Eradication of Bucket Systems Project	Number of households benefited vs Number of households that need the service	40%	100%	100%	100%	100%
	Research on the status of Pit Latrines in the Province.	Number of research projects conducted	1	1	1	-	-

SUB-PROGRAMME: MUNICIPAL ADMINISTRATION

STRATEGIC OBJECTIVE	MEASURABLE OBJECTIVE	PERFORMANCE INDICATOR	TARGET 2004/5	TARGET 2005/6	TARGET 2006/07	TARGET 2007/08	TARGET 2008/09
To enhance the delivery of FBS to poor households in the municipalities. (SONA 2005 pg5)	Provision of at least clean and safe water to critical areas. (SONA 2005 pg5)	X number of Kilo liters clean and safe water provided	Provision of at least 14,880kl clean and safe water to critical areas.	Provision of at least 14,880kl clean and safe water to critical areas.	Provision of at least 20,880kl clean and safe water to critical areas.	Provision of at least 20,880kl clean and safe water to critical areas.	Provision of at least 20,880kl clean and safe water to critical areas.
To conduct Section 78 Municipal Service Delivery capacity Assessments	To conduct Section 78 Municipal Service Delivery capacity Assessments	% Number of Municipalities assessed vs number of critical municipalities identified	100%	100%	100%	100%	100%
	Provide assistance on Municipal Manager \Performance Assessment Programme.	Number of municipalities	All municipalities	All municipalities	All municipalities	All municipalities	All municipalities

SUB-PROGRAMME: DISASTER MANAGEMENT

STRATEGIC OBJECTIVE	MEASURABLE OBJECTIVE	PERFORMANCE INDICATOR	TARGET 2004/5	TARGET 2005/6	TARGET 2006/07	TARGET 2007/08	TARGET 2008/09
To co-ordinate Disaster management in the Province	Conduct Provincial Disaster Risk and Vulnerability Assessment	Number of assessments	-	17	17	17	17
	Do fire services capacity assessments	Number of assessments completed	17	17	17	17	17
	Conduct awareness Campaigns in disaster prone and dense vulnerable Rural Areas	Number of awareness campaigns conducted vs Number of assessments needed (per outcome of the assessment)	60%	60%	60%	60%	60%
	Provision of specialized Technical Equipment for the Disaster Management Mobile Centre	Fully equipped and functional disaster management mobile centre	-	Acquire a Disaster management mobile centre.	-	-	-
	Construction and Equipment of the Provincial Disaster Management Centre	Finalisation of fully equipped provincial disaster management centre	-	Provincial disaster management centre finalised	Provincial disaster management centre fully functional	-	-
	Facilitate Establishment, registration and training of Volunteer Structures in all District Municipalities	Number of programmes and trained volunteer	-	Establishment, registration and training of volunteers	Establishment, registration and training of volunteers functional	-	-
	Respond to Disaster Contingencies	% response vs number of contigencies	100%	100%	100%	100%	100%

SUB-PROGRAMME: MULTIPURPOSE COMMUITY CENTRE PROGRAMME

STRATEGIC OBJECTIVE	MEASURABLE OBJECTIVE	PERFORMANCE INDICATOR	TARGET 2004/5	TARGET 2005/6	TARGET 2006/07	TARGET 2007/08	TARGET 2008/09
Facilitate the implementation of Multi Purpose Community Centres Programme (MPCC).	Facilitate the establishment of MPCCs	Number of MPCCs established and handed over	3 MPCCs established and handed over	14 MPCCs established and handed over	17 MPCCs established and handed over	Support & Monitoring	Support & Monitoring

SUB-PROGRAMME: PROJECT CONSOLIDATE PROGRAMME.

STRATEGIC OBJECTIVE	MEASURABLE OBJECTIVE	PERFORMANCE INDICATOR	TARGET 2004/5	TARGET 2005/6	TARGET 2006/07	TARGET 2007/08	TARGET 2008/09
To manage the Provincial Project Consolidate Programme. (PPCMU) (SONA 2005 pg 11)	1. Coordination & Monitoring of all implementation plans.	% of projects implemented v/s projects planned	1. Coordination & Monitoring of all implementation plans to reach 100% progress	1. Coordination & Monitoring of all implementation plans to reach 100% progress	1. Coordination & Monitoring of all implementation plans to reach 100% progress	1. Coordination & Monitoring of all implementation plans to reach 100% progress	1. Coordination & Monitoring of all implementation plans to reach 100% progress
	Alignment of all municipal implementation plans with project consolidate master plan.	% of compliance projects planned	100%	100%	100%	100%	100%
	Provincial launch of project consolidate.		-	Programme launched	-	-	-

SUB-PROGRAMME: MUNICIPAL FINANCE

STRATEGIC OBJECTIVE	MEASURABLE OBJECTIVE	PERFORMANCE INDICATOR	TARGET 2004/5	TARGET 2005/6	TARGET 2006/07	TARGET 2007/08	TARGET 2008/09
Monitor Support and strengthen Municipalities	Pay monitoring visits to All Municipalities.	Well being of municipality	8 visits per municipality to monitor and support	8 visits per municipality to monitor and support	8 visits per municipality to monitor and support	8 visits per municipality to monitor and support	8 visits per municipality to monitor and support

SUB-PROGRAMME: DEVELOPMENT PLANNING

SUB- SUB-PROGRAMME: COMMUITY DEVELOPMENT WORKERS

STRATEGIC OBJECTIVE	MEASURABLE OBJECTIVE	PERFORMANCE INDICATOR	TARGET 2004/5	TARGET 2005/6	TARGET 2006/07	TARGET 2007/08	TARGET 2008/09
To coordinate the CDWs programme in the province	Recruitment and training of 300 CDW	Number of CDWs recruited and trained	48	252	-	-	-
	Establishment and training of Mentors and Assessors	Number of mentor and assessor appointed	17 mentors 17 Assessor	17 mentor 17 Assessor	-	-	-
	Support and Monitoring of CDWs at Municipalities	Number of visits	-	Twice a month per municipality	Twice a month per municipality	Twice a month per municipality	Twice a month per municipality

SUB-SUB-PROGRAMME: ISRDP/WARD COMMITTES

STRATEGIC OBJECTIVE	MEASURABLE OBJECTIVE	PERFORMANCE INDICATOR	TARGET 2004/5	TARGET 2005/6	TARGET 2006/07	TARGET 2007/08	TARGET 2008/09
To ensure effective co-ordination of ISRDP in Nodal Points.	Monitor Service Delivery in the Node	Number of meetings	12	12	12	12	12
To ensure effective project management for all projects in Nodal Point	Liaise with all Departments that have projects in the Nodal points and service provider on project management	Number of meetings and reports	Monthly meetings and monthly reports	Monthly meetings and monthly reports	Monthly meetings and monthly reports	Monthly meetings and monthly reports	Monthly meetings and monthly reports
Promote compliance with community participation legislation.	Ensure all Category B municipalities comply with legislation governing community participation.	Provincial Ward Committees policy adopted`	Policy adopted and implemented	Policy implemented	Policy implemented	Policy implemented	Policy implemented
	Objective 2b: Ensure Ward Committees are established and functional. (PEC 05, SONA 2005 pg 13)	Finalisation of the establishment of Ward Committees.	Finalisation of establishment of Ward Committees. Clustering of Ward Committees Establishment of Ward Committee and	Continuous Monitoring of the operation of committees.	Continuous Monitoring of the operation of committees.	Continuous Monitoring of the operation of committees.	Continuous Monitoring of the operation of committees.
	Hold municipal speakers' forums	Number of forums	4	4	4	4	4
	Facilitate the Training of Ward Committees.	Number of training workshops	2	2	2	2	2

SUB SUB-PROGRAMME: INTEGRATED DEVELOPMENT PLANNING & PERFORMANCE MANAGEMENT SYSTEMS

STRATEGIC OBJECTIVE	MEASURABLE OBJECTIVE	PERFORMANCE INDICATOR	TARGET 2004/5	TARGET 2005/6	TARGET 2006/07	TARGET 2007/08	TARGET 2008/09
Planning and Performance Management Systems in all	Support of Municipalities with IDP preparations	To coordinate Integrated Development Number of	All municipalities	All municipalities	All municipalities	All municipalities	All municipalities

municipalities in the Province.		municipalities					
	To roll out the IDP communication Strategy	Strategy implemented	Implementation of strategy	Implementation of strategy	Implementation of strategy	Implementation of strategy	Implementation of strategy
To assess municipal IDPs	Assessment of IDPs	Number of municipalities assessed	All municipalities	All municipalities	All municipalities	All municipalities	All municipalities
Promote IDP IGR Structures within the Province	Co-ordination of Provincial Task Team meeting/workshop and District IDP Fora	Number of workshops/meetings	Four per District	Four per District	Four per District	Four per District	Four per District
To support the Municipalities with the implementation of PMS		Number of municipalities supported	All municipalities	All municipalities	All municipalities	All municipalities	All municipalities
	To Co-ordinate the Provincial Municipal Performance Excellence Awards (Vuna Awards)	Number of Excellence Awards Ceremonies	1	1	1	1	1

SUB-PRGRAMME: TRADITIONAL LEADERSHIP AND INSTITUTIONS

STRATEGIC OBJECTIVE	MEASURABLE OBJECTIVE	PERFORMANCE INDICATOR	TARGET 2004/5	TARGET 2005/6	TARGET 2006/07	TARGET 2007/08	TARGET 2008/09
Manage the provision of administrative and financial support to Traditional Councils and District Houses	Development and management of traditional leadership succession (PEC 05)	Number of succession plans	-	15	15	-	-
	To formulate and administer legislative and policy framework on traditional matters	Number of policies	3	3	3	-	-
	Provide capacity building to institutions of traditional leaders	Number of capacity building workshops	6	6	6	6	6
To advise and support traditional leadership on development process	Develop, promote and manage cultural diversity	Number of interventions	ongoing	ongoing	ongoing	Ongoing	ongoing
	Render anthropological services to the institutions of traditional leaders	Number of interventions	ongoing	ongoing	ongoing	ongoing	ongoing

12   PROGRAMME 3: HOUSING

This Programme has the following sub-programmes:

- Housing performance and Subsidy Administration
- Urban Renewal, Human Settlement and Redevelopment
- Property Management
- Technical Services

Programme	Sub-programme
1. Housing Planning and Research	2.1. Administration (optional) 2.2. Policy 2.3. Planning 2.4. Research 2.5. Municipal Support
2. Housing Performance/Subsidy Programmes	3.1. Subsidy Administration (optional) 3.2. Individual 3.3. Project Linked 3.4. PHP 3.5. Consolidation 3.6. Institutional 3.7. Hostels 3.8. Relocation 3.9. Disaster Management /Emergency Programme 3.10. Rural Housing Stock 3.11. Savings Linked
3. Urban Renewal and Human Settlement Redevelopment	4.1. Administration (optional) 4.2. Urban Renewal 4.3. Human Settlements
4. Housing Asset Management	5.1. Administration (optional) 5.2. Maintenance 5.3. Transfer of Housing Assets 5.4. Sale of Housing Assets 5.5. Management of Housing Assets 5.6. Devolution of Housing Assets 5.7. Rental Tribunal 5.8. Management of Assets 5.9. Land Administration 5.10. Discount Benefit 5.11. Subsidy (4 of 1987)

12.1   Situation Analysis

Demand
- Housing units planned to be built during 2004/2005 is 11705;
- There is demand for bigger and better houses; and
- In response to the United Nations Habitat agenda that requires the eradication of slums and informal settlements. A survey during January to July 2004 by the Department has indicated a housing backlog of more than 143 000 houses.
- Providing more human settlements
- Embark on Urban Renwal projects

Appraisal
- Built 14 498 houses during the financial year 2003/2004 under the different housing instruments. The annual target of 13 567 was exceeded because the block rolled -over project started delivering during the year.

Challenges
- To accelerate the housing provision in order to address the housing backlog in the province as identified by the survey;
- To improve the quality of the houses that the Department provide;
- To obtain adequate funding to deal with the housing backlog;
- The availability of land to built houses;
- Lack of capacity of Municipalities in the implementation of the projects;
- Timeous completion of housing projects to contractors.
- Convert some Informal settlements to formal settlements

12.2   Policies, priorities and strategic objectives

The following are the key strategic objectives:

- To ensure an effective housing management regulatory framework;
- To facilitate housing delivery capacity development;
- To ensure an effective housing delivery implementation programmes/projects; and
- To ensure effective housing stakeholder relations;

12.3   Analysis of Constraints and measures to overcome them

- To address inadequate budget, the Department will form partnerships with the private section to promote participation of the private business in housing provision;
- Training and support programmes for emerging contractors will continue to be provided to ensure better quality housing provision;
- The increase of the housing subsidy from R23 000 to R25 800 in an effort to improve the quality of houses;
- Where emerging contractors are experiencing problems accessing materials the Department is liasing with material suppliers to come up with acceptable joint ventures to provide building material at their localities;
- The Department will engage municipalities and traditional leader to make land available for housing delivery;

12.4   Description of Planned Quality Improvement Measures

- Enforcing adherence to contractual agreement between the Department and the contractors;
- Departmental inspectors are assigned per municipality to assist with inspections to ensure that quality standards are adhered to;
- Geo-technical inspectors were also appointed to ensure proper digging and building of foundations and to assist with geo-technical analysis;
- More frequent inspections are done by the above-mentioned departmental inspectors and
- municipal inspectors are also part of the inspection teams;

12.5   Specification of Measurable Objectives and Performance Indicators.

SUB-PRGRAMME: HOUSING PLANNING RESEARCH

STRATEGIC OBJECTIVE	MEASURABLE OBJECTIVE	PERFORMANCE INDICATOR	TARGET 2004/5	TARGET 2005/6	TARGET 2006/07	TARGET 2007/08	TARGET 2008/09
To develop Planning for housing delivery.	To develop policy guidelines, Proclamation of Acts and Amendments	Number of Acts passed and policy guidelines developed	2	3	3	4	4
	To Develop provincial multi-year housing plans in accordance in line with National housing policy by 1 October each year	Review and updates National housing plan by 1 October each year.	1	1	1	1	1
	To conduct research on demand for Housing	Number of research projects conducted and nature of projects	2	1	2	2	2
	To enhance capacity and provide support to Municipalities in the Provision of housing delivery.	Number of Municipalities accredited	-	1	2	3	3
		Number of training workshops provided to municipalities	-	12	12	12	12
		Number of visits planned to Municipalities	60	60	60	50	50

SUB-PRGRAMME: HOUSING PERFROMANCE/ SUBSIDY PROGRAMME

STRATEGIC OBJECTIVE	MEASURABLE OBJECTIVE	PERFORMANCE INDICATOR	TARGET 2004/5	TARGET 2005/6	TARGET 2006/07	TARGET 2007/08	TARGET 2008/09
To provide housing to qualifying beneficiaries	To provide for individual subsidies to qualifying beneficiaries in accordance with Housing policies.	Number of properties delivered, number of service sites subsidized, number of top structures subsidized Number of subsidies approved	1784	5345	400	100	100
	To provide project link subsidies to qualifying beneficiaries in accordance with housing Policies	Number of houses completed Number of subsidies approved	1120	1167	2700	3000	3000
	To provide PHP subsidies to qualifying beneficiaries in accordance with Housing Policies	Number of Housing Units completed Number of housing support centres funded Number of subsidies approved		4335			
	To provide consolidated subsidies to qualifying beneficiaries in accordance with Housing Policies	Number of subsidies approved	610	75	50	-	-
	To provide institutional subsidies to qualifying beneficiaries in accordance with housing Policies	Number of Housing initiations registered Number of approved subsidies Number of rental agreement signed	1300	Planning and facilitation for 1000 units	800	1200	1200
	To provide hostel redevelopment to hostel in accordance with Housing Policies	Number of hostels upgraded Number of units upgraded	600	Facilitation for 6 units	400	600	600
	To provide relocation subsidies to qualifying beneficiaries in accordance with Housing Policies	Number of relocated subsidies approved	-	-	50	150	100
	To provide for support for disaster relief in accordance with Housing Policy	Number of families assisted	300	412	500	700	500
	To Provide rural Housing subsidies to qualifying beneficiaries in	Number of rural housing subsidies approved Number of houses	650	Included in individual and project linked	1500	2000	2200

				subsidy			
accordance with Housing Policies	delivered			subsidy			
	To provide savings linked subsidies to qualifying beneficiaries in accordance with Housing	Number of rural housing subsidies approved Number of houses delivered	150	-	150	150	150

SUB-PRGRAMME: URBAN RENEWAL AND HUMAN SETTLEMENT

STRATEGIC OBJECTIVE	MEASURABLE OBJECTIVE	PERFORMANCE INDICATOR	TARGET 2004/5	TARGET 2005/6	TARGET 2006/07	TARGET 2007/08	TARGET 2008/09
To co-ordinate Urban Renewal, Human settlements and Redevelopment projects throughout the province	Support and macro planning of identifying urban nodes types of settlement support number and types of projects targeted at Urban Renewal	Compliance with identified urban renewal nodes Informal settlements Formal township Detensifying	100%	100%	100%	100%	100%
		Number and type of projects commenced Infrastructure projects Economic projects Community projects	-	1	2	2	2
	To build sustainable and functional communities	Projects identified and implemented	3	3	3	3	3

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13   PART C: BACKGROUND INFORMATION

PART C: Background information

13.1   Analysis of service delivery environment:

The Department operates in an environment where integrated developmental planning is of utmost importance. An external factor, which is likely to influence the demand for services, is the IDP process. Development is not an isolated process and integrated development planning principles should be adhered to at all time. The finalisation of the IDP (Integrated Development Plan) documents by local and district municipalities are of cardinal importance to align all available funding with the priorities of Government at national, provincial and local level.

Needs and priorities from communities would be catered for, since the IDP process is a fully consultative process, in which communities would themselves decide which service from Government they desire the most. The demand for services would thus be better structured, and communities themselves would decide where development should be prioritised.

The greatest threat to the ability to deliver services is the legislative framework, which is controlled by National Government, in which the Department operates. Due to the fact that the past regime's legislative framework did not accommodate full ownership to all people of South Africa, enormous challenges are experienced to normalise the historic imbalances of communities residing in the rural areas with regards to legislative shortcomings and processes. The Department are investigating various options in this regard, but the process is however time consuming.

The province has a total of 33 municipalities which include local municipalities, district municipalities and cross border municipalities. Most of these municipalities need support from the Department in order to be sustainable.

There are 54 Traditional Leadership Authorities with 52 chiefs and 2 kings. Each Authority has a number of support staff.

The total housing backlog in terms of informal houses as per the Survey conducted on informal settlements is 143 234. This backlog only includes present mud and shack houses. There is still a huge backlog in terms of need for housing. The province still has 39 informal settlements that need to be formalised

13.2   Policy changes and trends

The main policy shift in the Department was to provide development in rural areas, and to provide development that would safeguard human dignity.
There is also a policy shift in terms of developing human settlements.

13.3 Environmental factors and emerging challenges:

- Giving support and strengthening all municipalities
- Giving support to Traditional Leadership Authorities
- Providing adequate housing for all qualifying beneficiaries.

13.4 DELEGATIONS

Delegations are in place up to the level of Directors. Monitoring of these delegations is done through one on one meeting between the directors and the accounting officer. In addition to this monthly reports are prepared by these directors and interrogated at senior management meetings.

13.5 PERFORMANCE MANAGEMENT SYSTEM
The department is in process of establishing a performance management system. Directors have signed performance agreements that contain the deliverables in line with the strategic plan. Quarterly reviews are done to check whether the directors are meeting their targets as specified in the performance agreement. The department is currently cascading the

quarterly review process to lower levels of staff as required by the Performance Management Development System (PMDS). We are also in the process of implementing a Strategic Alignment Management System (SAM) This system will assist management to monitor performance electronically on an ongoing basis.

13.6 FINANCIAL MANAGEMENT

We are currently unable to provide comparative figures for the past two years in terms of under spending against budget since this is a newly formed Department of the April 2004 restructuring. The two previous Departments have for the past two years received an unqualified audit opinion from the Auditor General.

13.7 AUDIT QUERIES

13.7.1 Debtors

Monthly debtors statements are sent to debtors. The department has just completed the harmonisation and consolidation of all policies for the previous merged departments. The Debt management policy is part of these policies that waits the approval of the accounting officer. This debt management policy includes policy to write-off baddebts.

13.7.2 Provision for bad debts

The department is currently working on a cash basis and does not make provision for bad debts. Debts that are considered to be irrecoverable are written off in full in accordance with the Departmental debt write-off policy and reported on the financial statements and annual report.

13.7.3 Property

The Department of Local Government and Housing was formed after the restructuring of Departments in April 2004. During this restructuring the Local Government component from the previous Department of Local Government, Traffic Control and traffic Safety was merged with the Housing component from the previous Department of Housing and Land Administration and Traditional Affairs from the Office of the Premier to form the Department of Local Government and Housing.

We are currently as part of the split and merger of Department busy consolidating the asset register for the Department. We hope to complete this exercise by 31 March 2005. This exercise involved performing a physical verification of all property, plant and equipments for the Department.

13.8 IMPLEMENTATION OF THE PFMA

The Department is progressing very well with the implementation of the PFMA. We have appointed the CFO and delegations are in place. In all our dealings should they be financial or otherwise we are at all times guided by the requirements of the PFMA.

13.9 INTERNAL AUDIT

The Department is part of a cluster of departments that have a shared internal audit unit. This audit unit is houses at the Office of the Premier. The cluster also shares the audit committee. The internal audit unit facilitates a risk assessment exercise at the beginning of each financial year. Based on the risk assessment, a fraud prevention plan is developed. The internal audit unit performs several audits during each financial year. Queries raised during these audits are responded to by management and recommendations implemented.

13.10 IT SYSTEMS

The department is in process of implementing a transversal waiting list which will enable the department to determine accurately what the housing backlog is. The department utilises the Housing Subsidy System(HSS) to manage the housing fund. In addition the transversal systems as determined by National Treasury are used for payroll and finance. That is the PERSAL system for payroll and the BAS for revenue, expenditure, assets and liabilities reporting. The LOGIS system for inventory control and asset management. We are currently in the process of implementing the strategic alignment system (SAM). This system will enable us to monitor performance on an ongoing basis.