



cogta

Department:
Co-operative Governance and Traditional Affairs
PROVINCE OF KWAZULU-NATAL

ANNUAL PERFORMANCE PLAN 2011/2012

**FOREWORD BY THE MEC FOR CO-OPERATIVE GOVERNANCE AND TRADITIONAL AFFAIRS,
THE HONOURABLE MS. NOMUSA DUBE**



This Annual Performance Plan and Strategic Plan has been drafted as we begin the five year cycle of government. In the last five years, and indeed the last fifteen years, the ANC led government has made considerable strides in addressing the plethora of social ills facing the Province. Notwithstanding these significant achievements, there is still much more to be done.


Co-ordination between government departments, Traditional Leaders, private sector, civil society and other major stakeholders continues to be one of the major challenges hampering service delivery. The Department of Co-operative Governance and Traditional Affairs within the coming financial year will ensure that programmes embarked upon are integrated and complement one another, and that they have measurable impact. In terms of its mandate, the Department is therefore ideally placed to deliver on its strategic imperative to ensure "People centred sustainable co-operative governance which focuses on effective service delivery responsive to the needs of the communities."

A handwritten signature in black ink, appearing to read 'M. Dube', written over a horizontal line.

Ms. Nomusa Dube – MPL
MEC: Co-operative Governance and Traditional Affairs
KwaZulu-Natal

OFFICIAL SIGN OFF

It is hereby certified that this Annual Performance Plan was developed by the Management of the Department of Co-operative Governance and Traditional Affairs under the guidance of the Honourable Ms. N. Dube. The Annual Performance Plan takes into account all the relevant policies, legislation and other mandates for which the Department of Co-operative Governance and Traditional Affairs is responsible. The Annual Performance Plan accurately reflects the strategic goals and objectives which the Department of Co-operative Governance and Traditional Affairs will endeavour to achieve over the period 2011/2012 financial year.



Mr. F. R. Brooks
Acting Accounting Officer

Mr. T. B. Hlongwa CA(SA)
Chief Financial Officer

Approved by:



Ms. N. Dube, MPL
MEC for Co-operative Governance and Traditional Affairs
Executive Authority

Vision

"People centered sustainable co-operative governance, which focuses on effective service delivery responsive to the needs of the community"

Mission

To strengthen cooperation amongst all spheres of government, support and build capacity of local governance institutions, facilitate and coordinate stakeholder engagement, in pursuance of people-centered, accelerated service delivery.

Values

Value	Definition
Transparency, integrity, professionalism and objectivity	Allowing service beneficiaries and staff to ask questions and responding to their enquiries honestly, frankly and timely
A high standard of fiscal discipline and accountability	All expenditure be accounted for and be aligned to departmental objectives
Value for money	Adding value to the lives of service beneficiaries
Open communication and consultation	Listening to and taking account of the views and paying heed to the needs of service beneficiaries when deciding what services should be provided.
Respect for staff and investment in them as a valued asset	Treating staff with consideration and respect and assign development programmes in line with the departments objectives and providing a wellness programme.
Recognition of performance excellence	Rewarding and recognising staff for good performance
Service excellence through teamwork, sound planning and committed implementation	Support programmes developed by the Department are designed and monitored to have impact on service beneficiaries

STRATEGIC OBJECTIVES

The birth of the Department of Cooperative Governance and Traditional Affairs ushered in a new era, which represents an irreversible shift to an expanded and more deliberate mandate on matters of co-operative governance (National CoGTA Strategic Plan, September 2009).

GOAL NUMBER	DEPARTMENT'S GOALS	STRATEGIC OBJECTIVE NUMBER	DEPARTMENT'S STRATEGIC OBJECTIVES	PROVINCIAL PRIORITIES
1	Sustained performance of institutions of local governance	1.1	Effective support to Local Government and Traditional Institutions for strengthened governance	Improved support with respect to Local Government in meeting its developmental mandate.
		1.2	Effective support to Local Government and Traditional Institutions for Clean Financial Management	Increased community participation in government programmes at local government level to be strengthened integrated and co-ordinated system to accelerate service delivery
		1.3	Effective support to Local Government and Traditional Institutions towards sustained and accelerated service delivery	Improved functionality of Municipalities and Traditional Institutions
		1.4	Effective support to Local Government and Traditional Institutions for effective integrated planning	Accelerated service delivery through the effective and efficient implementation of the coordination model
2	Strengthened cooperative governance	2.1	Empowered stakeholder participation in government programmes at local level (stakeholders are communities including business and unions)	Strengthen accountability and clean government
		2.2	Improve cooperative governance between Provincial and Local spheres for effective service delivery	Strengthen institutional and cooperative governance capacity
		2.3	Improve participation of traditional institutions into the governance system	Increased community participation in government programmes at local government level
3	Efficient and effective oversight	3.1	Improved oversight of Local Government and Traditional Institutions in respect of governance and service delivery	Improved Planning and Oversight in respect of Local Service Delivery
		3.2	Effective Departmental monitoring, evaluation and reporting systems in respect of Local Government and Traditional Institutions	Effective monitoring, evaluation and reporting systems
		3.3	Improved accountability of Local Government and Traditional Institutions to communities in respect of governance and service delivery	Improved service delivery, accountability and transparency Improved accountability by local government to communities
4	Improved organizational capacity and proficiency of the Department and Ministry	4.1	Improved management and accountability of financial, physical and human resources and systems for the Department and Ministry	Strengthen mechanisms to deliver support services to the department and the Ministry Optimally functioning monitoring, evaluation and reporting system Strengthened governance within the department

Strategic Goals

The four goals listed essentially address the following areas:

“Getting municipalities and traditional institutions to work” (Goal 1)

“Getting government and partners to work together” (Goal 2)

“Overseeing how and whether they are working” (Goal 3)

“Getting the Department to work” (Goal 4)

The four strategic goals of the Department are listed in the tables below.

Strategic Goal 1	Sustained performance of institutions of local governance (municipalities and traditional institutions)
Goal Statement	Sustainable governance is dependent on the capacity of municipalities and traditional institutions to effectively deliver on their mandates as per applicable legislation.
Justification	Develop and strengthen the capacity of institutions of local governance (municipalities and traditional institutions) to ensure effective and efficient planning and service delivery and the integration of communities.
Links	Nation Building and Good Governance Cohesive and Sustainable communities Service Delivery

The risk identified under this strategic goal was “Inability of local governance and traditional institutions to perform their obligations” and the mitigation measured identified was “Develop performance benchmark indicators across all programmes and finalise by end of June 2010”.

Strategic Goal 2	Strengthened cooperative governance
Goal Statement	Provincial departments, government entities, (parastatals and SoEs) municipalities, traditional institutions, business and civil society will collaborate and cooperate in their planning and implementation towards improved service delivery.
Justification	The Department's expanded mandate will focus on improving and strengthening coordination across the three spheres of government to make government work and function better in a more integrated way in order to accelerate development that is sustainable and that improves the lives of communities.
Links	National Strategic Goals – Developmental State Government's Programme of Action Achieve South Africa's ambition for a developmental state where state and society work together at all levels to advance social justice, economic growth and development.

The risk identified under this strategic goal was “Lack of accountability by Local Government and Traditional Institutions” and the mitigation measure identified “Incorporation of provincial strategic plans and POAs into all IDPs”.

Strategic Goal 3	Efficient and effective oversight
Goal Statement	Enhance accountability through improved reporting on service delivery, knowledge sharing and development, and providing reliable information to guide policy decisions.
Justification	CoGTA will within this priority support municipalities and traditional institutions to be more accountable to communities and to comply with all good governance policies, practices and laws.
Links	National Strategic Plan Intergovernmental Act

The risk process identified “non-adherence to the legislative mandate” for this strategic goal and suggested that “a strategy be developed and finalised by March 2010” to mitigate this risk.

Strategic Goal 4	Improved organizational capacity and proficiency of the department and Ministry
Goal Statement	Improved management and accountability of financial, physical and human resources for effective & efficient support services to the Department & ministry
Justification	In ensuring that this key resource is effectively positioned to constantly deliver on the departments overarching mandate and offers the necessary support needed to the ministry. The unit that have to will ensure adequate capacity is resident within the organization to deliver decisively on KZN CoGTA 's contribution to the overall provincial government programme of action.
Links	National Strategic Goals – Developmental State Government's Programme of Action
Justification	CoGTA will within this its priority support municipalities and traditional institutions to be more accountable to communities and to comply with all good governance policies, practices and laws.
Links	National Strategic Plan Intergovernmental Act

“Inadequate organisational capacity” was identified as the risk under this goal and its mitigation measure was identified as “Reviewing and realigning the current organisational structure and finalise by June 2010”

Approach to setting the targets in the 11/12 APP

Taking guidance from the 2009/10 Evaluation of Departmental support programmes, the Department followed a particular process in developing the indicators and targets that are included in the 11/12 APP. The process included the unpacking of each sub-programmes business processes and identifying the critical and most important point in that process to measure performance.

This resulted in the number of indicators in the APP to reduce drastically; and most were set to be achieved annually. This assisted so that indicators become more goal orientated and not operationally focussed. Operational issues and project specific indicators were catered for in the quarterly breakdown of the annual targets.

A further principle that was applied throughout the APP is that of the mandate of the Department. Indicators and targets were customised to focus on the mandate of the Department as outlined in the Constitution and other applicable legislation.

With specific reference to the targets; the targets included in the APP are the targets where the Department wants to see a change or impact at the client level as a result of its support efforts. For example, the targets no longer (unless the project has a high profile) reflect the total number of municipalities, being 61. If 61, it is presumed that the type of support is “light” (only for orientation purposes). The aforementioned evaluation process indicated that “light” support does not contribute significantly to achieving impacts or outcomes. Therefore, the targets reflected are the realistic number of municipalities/ traditional institutions that the Department (given its capacity) can provide with “medium” (changing practices) or/and “high” (changing attitudes) type of support. This “61” type targets are all included at an operational level and will be reflected in the Business Plans of sub-programmes.

PROGRAMME ONE: ADMINISTRATION

Programme Purpose

This programme is dedicated to all supporting services within the department as well as the Office of the Ministry and all special projects. The programme consists of two sub-programmes, namely Office of the MEC and Corporate Services.

SUB PROGRAMME : OFFICE OF THE MEC

STRATEGIC OBJECTIVE:	• Improved management and accountability of financial, physical and human resources and systems for the Department and Ministry									
OBJECTIVE STATEMENTS	PERFORMANCE INDICATOR	LINKAGE	BASELINE	AUDITED / ACTUAL PERFORMANCE		ESTIMATED PERFORMANCE	MEDIUM TERM TARGETS			
				2008/2009	2009/2010		2011/2012	2012/2013	2013/2014	2014/2015
To provide a client orientated, economical, efficient and effective support service to the MEC and the Department	% compliance with set procedures and standards as per the Procedures Manual and appropriate legislation		100%		100%	100%	100%	100%	100%	100%
	% projects implemented as per the approved Ministerial Strategic Plan		100%		New	100%	100%	100%	100%	100%
	Number of strategies implemented for effective communication of the Ministry's and the Departmental initiatives		1		1	1	1	1	1	1
	Number of Imbizos held by the MEC, Mayors and Councillors	Standard Treasury Indicator	4		New	4	4	4	4	4

SUB PROGRAMME : CORPORATE SERVICES

Progress Analysis: Corporate Services

Progress Analysis:

All staff have been placed on the new structure, this includes junior management, middle management and senior management. Regarding vacancies, critical posts were identified and have been evaluated, and with due regard to financial constraints measures have been taken to fill such identified positions.

Training and development has proceeded to increase scarce skills in the department and the EAP has continued to provide support to staff regarding a multiplicity of issues.

With regard to the maintenance of office buildings, all buildings are inspected on a quarterly basis and the anomalies detected are reported. Steps are then taken to remedy the situation to ensure that all buildings are safe and secure, and compliant with the Occupational Health and Safety Act.

The vehicle fleet continues to be maintained and managed at an acceptable level in accordance with the manufacturers' guidelines, which instils confidence in the staff members who utilise the vehicles. However, due to the cost cutting measures, the Department was not able to replace all of the vehicles needing replacement in accordance with the Provincial policy.

The MSP development is on its final phase. Implementation should commence by September 2010.

The department applies preferential procurement objectives in respect of the acquisition of goods & services via the supply chain and the procurement plan. Such preferential procurement objectives are aimed at assisting with the development of those who were previously disadvantaged. Good progress has been made in this regard. The departmental assets are accounted for on an asset register using the Hardcat system.

The implementation of cost-cutting measures as per circular PT/1 of 2010 and budget reprioritisation assisted the department to absorb the spending pressures in lieu of the budget cut and provincial cut back initiatives as part of reaction to the recession and Provincial Recovery Plan.

Analysis of constraints and Measures to overcome the:

Due to capacity constraints within HR, it has not been possible to provide the desired level of service to business units within the department.

Due to financial constraints, the Department was not able to replace all the vehicles which were due for replacement in the Financial Year 2009/2010. This results in the fleet aging and requiring more maintenance, which pushes up the costs. In the absence of additional funding, the Department will replace vehicles in accordance with the available budget. Notwithstanding the budgetary constraints, the rest of the vehicles will continue to be maintained at an acceptable level in accordance with the manufacturers' guidelines.

The moratorium on the filling of posts continues to affect service delivery. Fortunately the Department is blessed with diligent and responsible officials, who, notwithstanding the staff shortages, are prepared to "go the extra mile".

The vacant posts in the Supply Chain Management Unit need to be filled so that on going progress regarding targeted procurement spend can be increased to even higher levels and the effective administration of the departmental assets can be maintained and developed according to best practice.

The department's budget was reduced by R157 million in the 2010/11 and R165 million in the 2011/12 financial year as a result of discontinuation of 2010 stadia funding. The department will continue to ensure that spending is kept within allocated budget and improve achievement of service delivery targets with available financial resources.

Description of planned quality improvement measures:

In line with the strategic goal of improved organizational capacity and proficiency for effective and efficient support services to the department and Ministry, the department will continue to enhance the skills of its staff through available applicable training courses to ensure that they are adequately qualified and equipped to perform the functions expected of them.

The EAP programme of the department will be one of the priority areas to ensure proper care for staff suffering various health challenges that continue to undermine performance.

The performance management systems will be implemented with vigilance to ensure high levels of performance from programmes and individual staff members. Measures to recognize and reward performance and also serve as motivation for staff to perform will be further supported and put in place.

The Department will implement interventions approved by national Cabinet to improve the human resource management function in the Public Service by aligning the organizational structure, post establishment and activities of its human resource component with the generic functional model developed by the DPSA." The successful implementation of the model will be dependent on the filling of vacancies

With regard to the safety and security of buildings, buildings will continue to be inspected on a quarterly basis. All anomalies detected will be remedied, thus ensuring that the staff feel safe and secure in the buildings in which they are accommodated.

Vehicles will continue to be maintained on a regular planned basis in accordance with the manufacturers' guidelines.

The MSP has been developed by a team of highly skilled personnel, thus the implementation of the MSP will increase the performance of all programmes and effectively create efficiency. Moreover the appointment of skilled IT personnel will improve the IT service delivery to the department by providing an effectively positive working environment for staff which promotes efficiency.

The department will continue to monitor its budget so as to achieve 2% variance in each programme and to ensure operation efficiency and financial prudence

SUB PROGRAMME : CORPORATE SERVICES

STRATEGIC OBJECTIVE:		• Improved management and accountability of financial, physical and human resources and systems for the Department and Ministry								
OBJECTIVE STATEMENTS	PERFORMANCE INDICATOR	LINKAGE	BASELINE	AUDITED / ACTUAL PERFORMANCE		ESTIMATED PERFORMANCE	MEDIUM TERM TARGETS			
				2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015
To provide a client orientated, economical, efficient and effective support service to the MEC and the Department	Number of Human Resource Plans developed		1 HR Plan	New	1 Human Resource Plan	1 Human Resource Plan	1 Human Resource Plan	1 Human Resource Plan	1 Human Resource Plan	1 Human Resource Plan
	% Departmental buildings/ offices that are maintained in terms of Occupational Health Safety Act.		100%	New	100%	100%	100%	100%	100%	100%
	% vehicles that are roadworthy		80%	New	80%	80%	80%	80%	80%	80%
	Number of Master Systems Plans reviewed and implemented annually		1	1	1	1	1	1	1	1
	% legal matters attended to within the agreed norms and standards		100%	100%	100%	100%	100%	100%	100%	100%

SUB PROGRAMME : FINANCIAL MANAGEMENT

STRATEGIC OBJECTIVE:		• Improved management and accountability of financial, physical and human resources and systems for the Department and Ministry								
OBJECTIVE STATEMENTS	PERFORMANCE INDICATOR	LINKAGE	BASELINE	AUDITED / ACTUAL PERFORMANCE		ESTIMATED PERFORMANCE	MEDIUM TERM TARGETS			
				2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015
To provide a client orientated, economical, efficient and effective support service to the MEC and the Department	Number of programmes achieving 2% variance			New	4	6	6	6	6	6
	% compliance of AFS submissions by 31 May in terms of Section 40(1)(b) and (c) of the PFMA			100%	100%	100%	100%	100%	100%	100%
	Number of IYMs submitted in terms of Section (40)(4)(c) of the PFMA			New	New	12	12	12	12	12
	Number of Preferential Procurement targets implemented			New	New	11	11	11	11	11
	Number of Asset Management Strategy implemented			New	New	1	1	1	1	1

SUB PROGRAMME : INTERNAL CONTROL

STRATEGIC OBJECTIVE:		• Improved management and accountability of financial, physical and human resources and systems for the Department and Ministry								
OBJECTIVE STATEMENTS	PERFORMANCE INDICATOR	LINKAGE	BASELINE	AUDITED / ACTUAL PERFORMANCE		ESTIMATED PERFORMANCE	MEDIUM TERM TARGETS			
				2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015
To provide a client orientated, economical, efficient and effective support service to the MEC and the Department	Number of internal Audit Plans developed and submitted		1	1	1	1	1	1	1	1
	Number of Strategic and Operational Risk Assessments conducted		1			1	1	1	1	1
	% compliance with high level Strategic and Operational risks		new	new	new	new	100%	100%	100%	100%
	Number of procedural risk assessment processes conducted		2	1	1	2	2	4	4	4
	% compliance with high level procedural risks		new	new	new	new	100%	100%	100%	100%
	Number of Fraud Prevention Strategies reviewed		1			1	1	-	1	0

PROGRAMME TWO : LOCAL GOVERNANCE

Programme Purpose

The purpose of this programme is to implement institutional, administrative and financial municipal framework, and to provide municipal infrastructure framework.

The programme consists of five sub-programmes which are detailed below, namely Municipal Administration, Municipal Finance, Public Participation, Disaster Management and Municipal Infrastructure.

Municipal Administration and Public Participation

SUB PROGRAMME : MUNICIPAL GOVERNANCE AND ADMINISTRATION

Progress Analysis: Municipal Governance and Administration

During 2009/10, the department continued to enhance governance, deepen local democracy and build a strong local government sphere that ultimately translates into improved service delivery. Municipalities were continuously encouraged to enhance the oversight function of all councillors and adopt a standardised reporting format.

To enhance the level of oversight by councillors to ensure efficiency and increased performance, municipalities were encouraged to:-

- enhance the oversight function of Portfolio Committees and adopt a standardised reporting format;
 - establish a municipal SCOPA *and other oversight structures*;
 - establish appropriate IGR forums per each district family of municipalities, and effect strategic agenda setting for all the sub-technical forums, technical forum and mayors' forum;
 - revise their standing rules and orders and adopt them as a municipal by-law;
 - promote and ensure adherence to the code of conduct in an ethical and responsible manner by all speakers;
 - adopt, by council resolution, an appropriate set of delegations and a written document specifying roles and responsibilities of political functionaries, structures and members of the administration;
 - adopt a municipal recruitment policy, a workplace skills plan and employment equity plan;
 - adopt a community participation framework;
 - *provide input into the development of the provincial capacity building strategy*;
 - customise and implement guidelines on the functionality of ward committees and public participation;
 - Promote compliance and public accountability.
- *Last year government undertook to reflect on 'what is the state of local government in 2009, and what must be done to restore the confidence of our people in this sphere of government by 2011 and beyond?' Nine province-wide assessments of each of the 283 municipalities were carried out in 2009 and from these assessments, the consolidated State of Local Government Report was compiled. Following the analysis of the results of these assessments and from the issues covered in the overview report, the LGTAS (Local Government Turnaround Strategy) was created. The LGTAS was approved by National Cabinet on 2 December 2009, and presented to a Cabinet Lekgotla in February 2010.*
 - **The objectives of the LGTAS are to:**
 - **Restore the confidence** of the majority of our people in our municipalities, as the delivery machine of the developmental state at a local level & **make municipalities the pride of our people.**
 - **Re-build and improve the basic requirements** for a functional, accountable, responsive, effective, efficient developmental local government.
 - *National output 1 of outcome 9 requires Provincial Departments to support municipalities to develop municipal turnaround strategies. The KZN Provincial Department of Co-operative Governance and Traditional Affairs (KZN COGTA) was responsible for ensuring that each of the 61 municipalities developed its own turnaround strategy, which must be approved and adopted by councils and incorporated into the IDPs of the respective municipalities. KZN COGTA will also monitor and evaluate the implementation of the municipalities turnaround strategies.*
 - *A comprehensive assessment of the turnaround strategies is being undertaken covering the following issues:*
 - *An analysis per district of the strategies of municipalities to measure them against the objectives of the LGTAS with the view to compile a report per district and a consolidated provincial report;*

- *An analysis per district of the 10 key priorities in order to extract the following:*
 - *all areas where unblocking action is required and the sector/provincial/national department responsible for such action. This will culminate in a provincial support plan reflecting the support required from each internal business unit and from each sector department. This will focus support where required and will facilitate the required support from all government sectors.*
 - *all areas where unblocking action is required between local and district municipalities.*
 - *The development of plans of action to facilitate unblocking and to assist municipalities to implement their MTAS*
- *The development of an appropriate monitoring and evaluation reporting formats for:*
 - *municipal administration to councils*
 - *Council to stakeholders and communities*
 - *Municipalities to province*
 - *Province to cabinet/MinMec/national departments*
 - *all information will be captured into a user-friendly database*
- *The process envisaged will identify all major challenges within municipalities, will identify remedial and unblocking action, will place the support responsibility where it belongs and will provide a uniform reporting mechanism to be able to measure progress in the implementation of each turn around strategy.*

The key focus areas have been backlog assessment and eradication in accordance with the national backlog eradication timeframes. The Business Unit facilitated the provision of basic service delivery which included portable water, sanitation and electricity within municipalities. The Umkhanyakude Bulk Electricity Special Project; which involves the Department of Minerals and Energy, Eskom, affected municipalities and stakeholders was successfully initiated. The mobile water purification plant programme proceeded and eight plants are operational. The detailed planning for the remainder (12 plants) is completed and civil work at the sites has commenced. A further two plants have been installed. The remaining 10 plants will be installed by mid-year. These plants provide purified water to areas where permanent supplies through conventional methods are still many years away.

The Business Unit hands-on support to overall municipal infrastructure investment planning, through appropriate stakeholder institutional arrangements contributed towards infrastructure development. The municipalities were also assisted on an ongoing, intensive basis in expending 95% of Municipal Infrastructure Grant in 2009 / 2010 towards service delivery.

Comprehensive benchmarks for municipal performance have been developed in respect of both infrastructure development and Free Basic Service delivery. Initial assessments have been conducted. The benchmarking serves to monitor and evaluate municipal performance and to identify municipalities and the areas where support/intervention is necessary.

Comprehensive Infrastructure Plan (CIP) support, which started in 2008 / 2009, will continue to receive attention to ensure that funding streams, in combination with municipal own revenue, are effectively optimized. The first stage of municipal CIPs (four services – water, sanitation, roads and housing) has been completed. 60 municipal CIPs have been produced (10 districts; 50 locals). Stage 2 will commence in the 2010/2011 financial year.

In co-operation with DWAF, the first draft of a comprehensive bulk water and sanitation strategy for the Province has been produced.

The review of the water sector strategy to the point where it constitutes a universal access plan has not yet been completed. The main reason is that detailed municipal planning is ongoing as detailed planning is carried out on an incremental basis. What is required is a comprehensive water service plan from all WSA's. There are many shortfalls in this planning. (DWA assessment - CoGTA agrees) This is being addressed. Water Affairs are currently assisting WSA's to review/update their Water Service Development Plans (WSDP's) which will be rolled-up as a provincial plan. The CIP and WSDP information will inform the Universal Access Plans,

All the posts in the Sector Planning unit of the Directorate are still vacant which has severely hampered the Department's ability to facilitate the comprehensive UAP. A water planning assessment has been concluded in three districts (Umkhanyakude, Umgungundlovu, and Umzinyathi) so that areas of additional support can be identified. The Department is working closely with DWA in providing support to WSAs in the three key areas - updating WSDPs, bulk water planning and at strategic plan level. The strategy and workplan was held pending the Water Indaba of November 2009 and the resolutions are now being incorporated. Although much planning towards the UAP has been completed, and universal access planning is an ongoing process, support and facilitation will continue to be provided. The draft UAP for electricity has been compiled. It must be noted that this is a "living" document and will be updated regularly as demand for electricity and new developments dictate.

The first full-scale application of the Operation and Maintenance programme previously introduced has been completed in the Uthukela district and, funds permitting, will be expanded to a further three districts in 2010 / 2011. Implementation of the project is now subject to ongoing monitoring and evaluation. The programme development phase has been extremely successful and will certainly enhance sustainability of services and increase the life span of infrastructure if fully implemented by the municipalities. Shortage of funds in municipalities generally constrains Operation & Maintenance. Backlog eradication is substantially slower than what is necessary to meet National targets as discussed below.

Municipalities in KwaZulu-Natal were provided with extensive support in implementation of the Municipal Property Rates Act and compliance by all municipalities has been assessed. Operation Clean Audit was also launched in the Province with the CoGTA coordinating the programme to ensure that all municipalities and government departments in KwaZulu-Natal receive clean audit reports by 2014 and involves various stakeholders. The province has consequently boasted an increase in the number of unqualified audit reports at municipalities.

4.2 Analysis of constraints and measures planned to overcome them

The local government turnaround strategy has five strategic objectives:

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- ensuring that municipalities meet the basic service needs of communities;
- build clean, effective, efficient, responsive and accountable local government;
- improve performance and professionalism in municipalities;
- improve national policy, oversight and support; and
- strengthen partnerships between local government, communities and civil society.

The department has established a provincial task team, to take these strategic objectives forward to enable municipalities to draft their own turnaround strategies and will monitor and assist with the implementation of those turnaround strategies.

Political conflict, both between political parties and within political parties, is increasing and impacts on the municipal decision-making process, thus hindering smooth service delivery. Speedy resolution of the conflict prevents in most cases court interventions and prevents effective functioning of a municipality from being compromised. The Department will deploy municipal governance experts in identified municipalities requiring hands-on support in a range of governance and administration matters.

The upcoming local government elections may pose challenges and possibly disruptions to service delivery, which in turn will place additional demands on the department to resolve conflict situations. The politically competitive environment hampers and delays effective municipal decision making, which will be exacerbated by the appointment of new sets of unskilled councillors. A number of capacity building programmes aimed at empowering councillors are to be implemented immediately after the 2011 local government elections.

To enhance the oversight role of councillors and the division between the executive and administrative arms in a municipality and with dwindling skills and high staff turn-over in most municipalities, the department will provide a range of capacity support programmes which ensure the transfer of skills to municipalities and assisting municipalities (officials and political office bearers), these include:-

- Developed generic policies, frameworks and guidelines e.g.-
 - ◊ performance management system for municipal managers and section 57 employees;
 - ◊ roles and responsibilities of political structures, office-bearers and the municipal administration;
 - ◊ Delegations (s59) framework to support municipalities to comply with the principles of good governance and to maintain the democratic distinction between the executive and the legislative arms;
- Managing a programme to ensure that all municipalities review their rules of order in order to promote democratic principles and ensure inclusive decision making; and
- Enhancing district intergovernmental forums (DIFs) with operational committee structures and systems.

The Department will focus on providing support to municipalities in the area of legal expertise and legal services to assist in dealing with the highly legislated and regulated environment, through the support of the newly established legal municipal forum.

To improve consultation and transparency, the department will continue to participate at national forums, arrange capacity building workshops, information sharing workshops, peer network meetings, visits and courtesy calls to facilitate two-way communication on a regular basis.

Although ward committees are an apolitical structure in nature, it has been observed that in most cases they are perceived as an extension of the municipal political structure. A capacity building programme for councillors and officials aimed at deepening an understanding on community participation will be implemented. Community awareness campaigns through outreach programmes will further play a significant role in this regard.

The implementation of the community participation framework is to be rolled out. It has been observed that while a number of municipalities have committed to its implementation, resources constraints pose a challenge to this fairly new concept. The Department commits itself to a process to enhance governance, to deepen local democracy, and to build a strong local government sphere, which will ultimately translate into improved service delivery.

The greatest challenge facing our municipalities remains the development of infrastructure towards service delivery. National backlog eradication targets, set for each sector, have been reviewed and are now generally held to be 2014. With current Municipal Infrastructure Grant and Integrated National Electrification Programme funding levels, achievement of the water, sanitation and electricity targets are at risk. In the same context the free basic services delivery to indigent communities is not being implemented satisfactorily as per targets.

These risks are being analyzed in co-operation with the sector Departments and the service authorities and agents concerned and review of existing strategies will be carried out this year to develop a plan of action for the current term of office, 2009 – 2014. The service delivery environment is characterized by lack of financial resources and skilled personnel, spiralling unit costs, lack of bulk infrastructure, inappropriate infrastructure investment planning, dispersed settlement patterns, topography and limited financial provision for operations and maintenance of assets. These factors and the mitigation of risks are being addressed in the strategy development. It is hoped that through facilitating bulk infrastructure development, along selected nodes and corridors as spelt out in the PSEDS, there will be a significant impact in service delivery.

In co-operation with DWAF, a new bulk infrastructure grant for water and sanitation was introduced, which provides grant funding to Water Service Authorities for bulk infrastructure. The Department continues to facilitate deployment of technical personnel to needy municipalities in partnership with the DBSA.

While the momentum of capital infrastructure development must be maintained, in an attempt to meet National backlog eradication targets, serious attention must be given to the operation and, particularly, maintenance of the infrastructure and the services provided. Most municipalities are hard-pressed to finance the ongoing operation and maintenance costs and support in this regard is imperative. The Department continues to lobby at National level for subsidization of operation and maintenance through the introduction of conditional grant funding to support operation and maintenance, which will ultimately assist in alleviating the plight of the poor.

The first full-scale application of the Operation and Maintenance programme previously introduced is underway in the Uthukela district and, funds permitting, will be expanded to a further three districts in 2010 / 2011. Tremendous successes have been achieved on infrastructure development programmes. The Department will continue to provide support for infrastructure development, particularly in implementation of the MIG programme and focussed on the achievement of service delivery targets. Hands on support will specifically be geared towards corridor and nodal municipalities in terms of the Provincial Spatial Economic Development Strategy and Provincial Growth and Development Strategy. The MIG is the primary vehicle to achieve backlog eradication targets.

The resource level of the department has hampered effectiveness in delivery on the strategic priorities. This is being addressed through the filling of key vacancies. The capacity and viability of municipalities on various technical disciplines continues to hamper the sustainability of support and improvements in municipal performance. This is to be addressed through a comprehensive study of the viability of municipalities.

4.3 Description of planned quality improvement measures

The Department is providing intensive support to the National process of development of municipal Comprehensive Infrastructure Plans (CIP), and is placing emphasis on bulk infrastructure.

The Department continues to seek solutions to funding shortfalls, and to ensure optimal utilization of funding which is available. In co-operation with the Department of Water Affairs, a new bulk infrastructure grant for water and sanitation has been introduced, which provides grant funding to Water Service Authorities for bulk infrastructure.

In support of vulnerable groups, the Unit facilitates and supports the provision of Free Basic Services, particularly water and electricity. The approach comprises expansion of services, indigent frameworks, indigent identification and registration, revenue management and credit control, and service level agreements with supply authorities e.g. Eskom.

Sound financial management, prudence and good governance in municipalities is critical to ensuring that municipalities will fulfil their mandate and promote service delivery. Consequently, the department will focus on ensuring that Operation Clean Audit is implemented by all municipalities in the Province in order to achieve the National target of 100% clean audits by 2014. Support will be provided in the form of continued skills enhancement through the Local Government Accounting Certificate with successful learners progressing to the next NQF level. Specific programmatic support on Asset Management, Debt Management, and GRAP compliance will also be provided. To enhance revenue, the next General Valuation Cycle of Municipalities in terms of the Municipal Property Rates Act will also be monitored and specific support will be provided to municipalities.

SUB PROGRAMME : MUNICIPAL GOVERNANCE AND ADMINISTRATION

STRATEGIC OBJECTIVES:	• Improve co-operative governance between provincial and local spheres for effective service delivery • Effective support to Local Government and Traditional Institutions towards sustained and accelerated service delivery • Improved oversight of local government and traditional institutions in respect of governance and service delivery									
OBJECTIVE STATEMENTS	PERFORMANCE INDICATOR	LINKAGE	BASELINE	AUDITED / ACTUAL PERFORMANCE		ESTIMATED PERFORMANCE	MEDIUM TERM TARGETS			
				2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015
To develop and support a municipal council capacity	no of municipalities supported with capacity building initiatives (incl council leadership programme)	[NT KPI]	-	new	new	new	61	-	-	-
To enhance municipal governance by municipalities applying appropriate frameworks, policies and guidelines	No of municipal establishment processes supported			new	new	new	1	1	1	1
	no of municipalities supported with the implementation of MTAS support plans	[NT KPI]	36		new	36 priority	36 priority	36 priority	36 priority	36 priority
	no of municipalities supported by deploying local administrative and governance experts	[NT KPI]	12	new	12	12	6	6	6	6
	number of municipalities supported with functional decision making structures		5	new	5	7	8	10	10	10
	no of municipalities supported with implementing municipal Gov and Admin policies, plans and frameworks (skills plans)		-	new	new	new	5	7	8	9
	No of municipalities supported with implementing the s57 regulations (competency assessment, employment contracts and performance agreements)		10		7	10	5	5	5	5
	% of Municipal Governance & Admin matters actioned		-	new	new	new	100%	100%	100%	100%
To improve Councillor Oversight in 61 municipalities	number of municipalities supported with functional oversight structures		5	new	5	7	8	10	10	10

STRATEGIC OBJECTIVES:	<ul style="list-style-type: none"> Improve co-operative governance between provincial and local spheres for effective service delivery Effective support to Local Government and Traditional Institutions towards sustained and accelerated service delivery Improved oversight of local government and traditional institutions in respect of governance and service delivery 									
OBJECTIVE STATEMENTS	PERFORMANCE INDICATOR	LINKAGE	BASELINE	AUDITED / ACTUAL PERFORMANCE		ESTIMATED PERFORMANCE	MEDIUM TERM TARGETS			
				2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015
To promote effective co-operative governance to improve coordination and communication within the 10 districts	no of municipalities supported with functional District Inter Governmental Relation structures and systems	[outcome 9, outp 7] [NT KPI]	4		2	4	4	Review programme	10	Review IGR

SUB PROGRAMME : MUNICIPAL FINANCE

Progress Analysis : Municipal Finance

Support in implementation of the Municipal Property Rates Act (MPRA)

Pursuant to achieving municipal financial viability, focus was on supporting the Implementation of the MPRA. During the current year the department continued providing support to municipalities through the MPRA Provincial Steering Committee as well as through specific interventions at municipalities via hands-on technical support. A cumulative total of fifty four municipalities rolled out the MPRA programme successfully despite some of the challenges and lack of clarity in the policy and regulatory framework, which was dealt with on an ongoing basis. Eleven valuation appeal boards were established in terms of the MEC's obligations within the MPRA.

Compliance with the Municipal Finance Management Act (MFMA)

Generally across the province, municipalities have improved in their ability to comply with the submission of the annual financial statements by the statutory deadline. In relation to the number of submissions to the Auditor General for the period 2008/2009, 94% compliance was reported in KwaZulu-Natal. This is an improvement of 2% from the reported 92% of the previous year. The Province has noted a marked improvement in audit outcomes with disclaimed audit opinions remaining static at 15% adverse audit opinions reduced by 100%, qualified audit opinions reduced by 6% and a consequent improvement has been recorded with an increase in unqualified audit opinions by 10%. This comparative is based on only 60 audit opinions due to 1 audit opinion still remaining outstanding.

In respect of the submission of Annual Reports, 59 of the 61 municipalities submitted their Annual reports to the department by the statutory deadline which equated to a 93% compliance level.

The department launched operation clean audit in July 2009. A Provincial plan of action was developed and Political Oversight & Technical Steering Committees have been established in the Province. The vision is that all 61 municipalities in the province will achieve clean audit reports by 2014. To this end, municipalities will be supported technically in developing individual audit response plans to address issues raised by the auditor-general in municipal audit reports. Programmatic support to address common audit shorting comings such as debt and asset management will be provided to municipalities. Compliance with the Municipal Finance Management Act and in particular council oversight will also be enhanced through capacity building and training.

The department will continue in the rollout and extension of the Local Government Accounting Certificate Programme in partnership with the South African Institution of Chartered Accountants and the LG SETA. Learners will graduate from the first level of the programme at the end of 2010 and move on to the next level. Competent and skilled municipal officials will ensure sound financial management and promote greater accountability.

4.4 Analysis of constraints and measures planned to overcome them

The administrative capacity and financial viability of most municipalities in relation to municipal finance skills, poor governance and oversight by certain councils remains a challenge. A number of municipalities remain grant-dependent due to limited rates income, which has not been significantly improved through the implementation of the Municipal Property Rates Act and high levels of indigence which threaten the viability and sustainability of these municipalities. Sound financial management is hampered by poor billing and collection systems and poor financial management capabilities.

Financial management will generally be improved through support programmes aimed at the effective implementation of the Municipal Finance Management Act (MFMA) setting out effective financial reforms and an emphasis on the implementation of the Operation Clean Audit Programme incorporating formal capacity building through the Local Government Accounting Certificate. Clean and accountable local government, which maintains and restores the confidence of the communities in the system of local government, remains a priority and the research and development of measures to proactively reduce fraud, corruption and maladministration have been put in place to support municipalities.

During the year the department entered into various strategic partnerships and implemented various support programmes and initiatives to improve financial management and through hands on support and engagement at local level, the department has been able to ensure an improvement in the financial management at municipalities.

SUB PROGRAMME : MUNICIPAL FINANCE

STRATEGIC OBJECTIVE:	• Effective Support to Local Government and Traditional Institutions for clean financial management									
OBJECTIVE STATEMENTS	PERFORMANCE INDICATOR	LINKAGE	BASELINE	AUDITED / ACTUAL PERFORMANCE		ESTIMATED PERFORMANCE	MEDIUM TERM TARGETS			
				2008/2009	2009/2010		2011/2012	2012/2013	2013/2014	2014/2015
Ensure sound financial management in all 61 municipalities in KwaZulu-Natal	Number of municipalities that are supported to achieve unqualified reports	Treasury indicator 2.2 CL 34.1/34.3	NEW	New	New	New	20	20	20	61
	Number of municipalities that are supported to submit their AFS timeously	Treasury indicator 2.2	NEW	New	New	New	61	61	61	61

STRATEGIC OBJECTIVE:	• Improved oversight of Local Government and Traditional Institutions in respect of governance and service delivery									
OBJECTIVE STATEMENTS	PERFORMANCE INDICATOR	LINKAGE	BASELINE	AUDITED / ACTUAL PERFORMANCE		ESTIMATED PERFORMANCE	MEDIUM TERM TARGETS			
				2008/2009	2009/2010		2011/2012	2012/2013	2013/2014	2014/2015
To monitor and report on municipal legislative compliance in all 61 municipalities.	Number of reports submitted on state of municipal finances (Reports prepared in terms of Section 131 of the MFMA and Section 80 of the MPRA)	Treasury indicator 2.2	2	New	2	2	2	2	2	2
To combat corruption, promote ethics and ensure accountability in all 61 municipalities in KwaZulu-Natal by 2014	Number of municipalities supported with the implementation of anti-corruption/fraud prevention strategies/plans	Treasury indicator 2.2	NEW	New	New	New	15 municipalities implementing anti-corruption/fraud prevention strategies/plans	15 municipalities implementing anti-corruption/fraud prevention strategies/plans	15 municipalities implementing anti-corruption/fraud prevention strategies/plans	15 municipalities implementing anti-corruption/fraud prevention strategies/plans

SUB PROGRAMME : PUBLIC PARTICIPATION

STRATEGIC OBJECTIVE:	• Effective support to Local Government and Traditional Institutions for strengthened governance									
	• Empowered stakeholder participation in government programmes at local level.									
OBJECTIVE STATEMENTS	PERFORMANCE INDICATOR	LINKAGE	BASELINE	AUDITED / ACTUAL PERFORMANCE		ESTIMATED PERFORMANCE	MEDIUM TERM TARGETS			
				2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015
Provision of support to municipal governance structures to improve community participation and accessibility	no of Provincial Public and Community Participation Implementation Plans developed		1	0	0	new	1	1	1	1
	no of municipalities supported with establishing WCs post LG elections	[outcome 9, output 5]	0	0	0	0	51	51	51	51
	no of reports produced on functionality of WCs in municipalities	[outcome 9, output 5]	0	0	0	0	1	1	1	1
	No of Community Development Programme enhancement Strategy Developed		-	-	0	0	1	0	1	0
	No of wards supported by CDWs on the flagship programme		New	New	0	51	300	300	300	300
	No of community participation interventions supported by CDWs.	[outcome 9, output 5]		-	2	4	3	3	4	4

SUB PROGRAMME : MUNICIPAL INFRASTRUCTURE

Progress Analysis : Municipal infrastructure

Specified policies, priorities and strategic objectives

- The Government's Free Basic Services (FBS) commitment to economically disadvantaged communities (indigent) continues to have a limited impact due to the enormous backlogs in infrastructure. Guidelines have been developed for the implementation of Free Basic Water, Sanitation and Electricity. However additional support will continue to be provided in respect of planning to eradicate backlogs in the first place, and in implementation of infrastructure development programmes and Free Basic Service provision.
- While the momentum of capital infrastructure development must be maintained, in an attempt to meet National backlog eradication targets, serious attention must be given to the operation and, particularly, maintenance of the infrastructure and the services provided. Most municipalities are hard-pressed to finance the ongoing operation and maintenance costs and support in this regard is imperative. The Department continues to lobby at National level for subsidization of operation and maintenance through the introduction of conditional grant funding to support operation and maintenance, which will ultimately assist in alleviating the plight of the poor.
- The Department is supporting policy changes in the allocation of capital grant funding from formula based allocation to demonstrated (planned) needs based allocation. Furthermore, the Department continues to promote devolution (regionalization) of support to be as close as possible to local government.

Progress Analysis

The key focus areas have been backlog assessment and eradication in accordance with the national backlog eradication timeframes. The Business Unit facilitated the provision of basic service delivery which included potable water, sanitation and electricity within municipalities.

The Business Unit provided hands-on support to overall municipal infrastructure investment planning, through appropriate stakeholder institutional arrangements contributed towards infrastructure development. The municipalities were also assisted on an ongoing, intensive basis in expending 95% of Municipal Infrastructure Grant in 2009 / 2010 towards service delivery. Support continues to be provided on an ongoing basis to ensure maximum utilization of available funds.

Comprehensive benchmarks for municipal performance were developed in respect of both infrastructure development and Free Basic Service delivery. The benchmarking serves to monitor and evaluate municipal performance and to identify in which municipalities and the areas where support / intervention is necessary.

Comprehensive Infrastructure Plan (CIP) support, which started in 2008 / 2009, will continue to receive attention to ensure that funding streams, in combination with municipal own revenue, are effectively optimized. The 2nd stage of municipal CIP's is underway.

The review of the water sector strategy to the point where it constitutes a universal access plan is underway. The Department of Water Affairs are assisting WSA's to review/update their Water Service Development Plans (WSDP's) which will be rolled-up as a provincial plan. The CIP and WSDP information will inform the Universal Access Plans, The Department is working closely with DWA in providing support to WSAs in the three key areas - updating WSDPs, bulk water planning and at strategic plan level.

The UAP for electricity has been compiled previously. It must be noted that this is a "living" document and will be updated regularly as demand for electricity and new developments dictate. The implementation of the plan is being monitored. Enormous amounts of capital funding are still required.

The Department is continuing with the implementation of the Operation and Maintenance programme previously introduced in the Uthukela district. Implementation in the remaining areas of the Uthukela Water Area of Operation is underway as well as in the Umkhanyakude district. Shortage of funds in municipalities generally constrains Operation & Maintenance.

Backlog eradication is substantially slower than what is necessary to meet National targets as discussed below. The major factors are included below.

Devolution of functions to municipal level as capacity builds. It is envisaged that one new municipality (secondary city of uMhlatuze) be included in the MIG cities programme with a further two in 2012 / 2013. The inclusion of municipalities in the MIG Cities programme is determined Nationally and governed by the Annual Division of Revenue Act. The Provincial department of CoGTA has been building capacity steadily in all municipalities with the view to devolution of functions. Autonomy is a loosely used term and "increasing autonomy" must be approached with caution as it may be unwise to elevate the autonomy of even top / high capacity municipalities (eg Msunduzi). Provincial input is therefore absolutely imperative.

Delivery of the major basic services (water, sanitation and electricity) is going well within the constraints of available funding. However, the current pace, largely determined by funding availability, is too slow and achievement of the MDG based targets remains at critical risk.

Analysis of constraints and measures to overcome them

The greatest challenge facing our municipalities remains the development of infrastructure towards service delivery. National backlog eradication targets, set for each sector, have been reviewed and are now generally held to be 2014. With current Municipal Infrastructure Grant and Integrated National Electrification Programme funding levels, achievement of the water, sanitation and electricity targets are at risk. In the same context free basic services delivery, which is dependant on infrastructure development, to indigent communities is not being implemented satisfactorily as per targets.

These risks continue to be analyzed in co-operation with the sector Departments and the service authorities and agents concerned and review of existing strategies will continue. The service delivery environment is characterized by lack of financial resources and skilled personnel, spiralling unit costs, lack of bulk infrastructure, inappropriate infrastructure investment planning, dispersed settlement patterns, topography and limited financial provision for operations and maintenance of assets.

The programmes to be implemented in the financial year are therefore all geared to addressing infrastructure financing, municipal capacity, planning and sustainability (i.e. adequate operation and maintenance).

Tremendous successes continue to be achieved on infrastructure development programmes (capital). The Department will continue to provide support for infrastructure development, particularly in implementation of the MIG programme and focussed on the achievement of service delivery targets. The MIG is the primary vehicle to achieve backlog eradication targets.

The Department continues to seek solutions to funding shortfalls, and to ensure optimal utilization of funding which is available.

While the momentum of capital infrastructure development must be maintained, in an attempt to meet National backlog eradication targets, serious attention must be given to the operation and, particularly, maintenance of the infrastructure and the services provided. Most municipalities are hard-pressed to finance the ongoing operation and maintenance costs and support in this regard is imperative. The Department continues to lobby at National level for subsidization of operation and maintenance through the introduction of conditional grant funding to support operation and maintenance.

In support of vulnerable groups, the Unit facilitates and supports the provision of Free Basic Services, particularly water and electricity. The approach comprises expansion of services, indigent frameworks, indigent identification and registration, revenue management and credit control, and service level agreements with supply authorities e.g. Eskom.

Special interventions will continue where the need is dictated by ongoing monitoring and assessment of municipal performance.

Description of planned quality improvement measures

These measures have been dealt with, generally, above. More specifically, the annual performance plan envisages finalization and review of backlog eradication plans, the implementation of special interventions, support to ensure optimal utilization of MIG funding, customization and implementation of further district Operation and Maintenance programmes, ongoing review of backlog eradication and impact as well as efforts to secure additional funding for infrastructure development and maintenance.

SUB PROGRAMME : MUNICIPAL INFRASTRUCTURE

STRATEGIC OBJECTIVE:	• Effective support to Local Government and Traditional Institutions towards sustained and accelerated service delivery									
OBJECTIVE STATEMENTS	PERFORMANCE INDICATOR	LINKAGE	BASELINE	AUDITED / ACTUAL PERFORMANCE		ESTIMATED PERFORMANCE	MEDIUM TERM TARGETS			
				2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015
To manage and co-ordinate municipal infrastructure development through facilitating municipal infrastructure investment planning, infrastructure development programme implementation and appropriate operation and maintenance in 61 municipalities	no of municipalities supported in the development of UAP		0	0	0	0	1	1	1	1
	no of municipalities supported in developing infrastructure implementation plans (incl MIG performance and MIIS)		17	0	0	17	23	20	11	0
To monitor and evaluate municipal performance in respect of infrastructure development and delivery of basic services.	no of reports produced on infrastructure development and service delivery (HH service delivery and FBS)	Outc 9 1.1. N	1	0	0	1	1	1	1	1

SUB PROGRAMME : DISASTER MANAGEMENT

Progress Analysis : Disaster Management

Disaster Management Progress analysis

The Department has managed to set up a provincial disaster management centre after the acquisition of a stand alone centre outside the city centre. This is in line with the National Disaster Management Framework requirements which dictate that the Provincial Centre needs to be located in the city outskirts in an easily accessible site. Work is currently in progress to renovate the centre to meet the national benchmark requirements. Plans are also underway to equip the centre with a good communication system that will enhance communication and speedy response to incidents of disaster in the province. The Department successfully developed and gazetted the Provincial Disaster management Framework Plan which will result in better coordination of the disaster incidents response in the province. Sector Departments and stakeholders are already beginning to adhere to the requirements of the framework as seen in the improved manner in which the incidents response function is being performed. The PDMC successfully prepared the Provincial Disaster Management Master Plan for the 2010 FWC held in South Africa. During the event, the PDMC supported and monitored the implementation of the Master Plan by organs of state in the disaster management cluster and the province successfully hosted the 2010 FWC with no disaster management hassles. The Department has intensified its coordination role and reviewed the functionality of the disaster management advisory forums at both district and provincial level. Ugu, Sisonke and Ilembe were supported in the establishment of disaster management centres. A partnership with the South African Weather Services was concluded and this has resulted in better coordination of warning messages to the community whenever adverse weather is expected. The Department has also made some remarkable strides to mobilise NGOs, Business and State Owned Enterprises to assist with relief stock in the form of blankets, tents and plastic sheeting, food parcels, clothing etc as immediate relief measures to communities that have become victims of the ongoing incidents in the province. The Department has developed community awareness programme and has initiated the rolling out the programme through the seasonal risks (fire) awareness campaigns to the vulnerable communities including informal sectors. The provincial volunteer strategy developed by the PDMC has since been customised by some of the district for implementation.

Analysis of constraints and measures planned to overcome them

The coordination of stakeholders has always been a challenge. With the adoption of the provincial disaster management framework plan, the roles and responsibilities of stakeholders has been clearly defined. The Coordination role of the Department of Cooperative Governance and Traditional Affairs will hence be enhanced with the roll out of the provincial framework developed. Community awareness on disasters is still a challenge especially in vulnerable and inaccessible communities living in deep rural areas and informal settlements. A programme has been developed, however, to address community awareness on prevalent risks within those communities.

Financial constraints have previously inhibited the installation of good communication systems at the Provincial Centre. However a budget has been secured for this financial year which will see the Provincial Centre being equipped with the state of the art communication system linked to all district centres. This will enhance response in the province. The appointment of key staff in the Provincial Disaster management Centre has been prioritised. Due to financial constraints and the moratorium imposed by the province, the PDMC struggles to meet the current demands to respond to incidents using the mean and overstretched human capital. The province also struggles to provide immediate relief requirements in the event of a disaster incident. Partnerships with the national and international donor organisations will be enhanced to build on relief stock.

Description of planned quality improvement measures

The Provincial Disaster management centre will continue providing support to the municipalities in the implementation of the disaster management framework. The PDMC shall support organs of state to review their disaster management plans in order to inform the Provincial Disaster Management Plan in line with the Disaster Management Act. Benchmarking exercises with the other provinces and international organisations will be pursued to ensure that the function of disaster management is optimally performed. Study tours and twinning arrangements where possible will be pursued to benefit the province. The volunteer recruitment programme will be rolled in the province and a database of potential helpers will be developed per district. This will result in readily available personnel to provide the immediate response per locality. The volunteers will be trained on issues of disaster management from response, mitigation and rehabilitation. Awareness campaigns will also be rolled out to targeted communities that are prone and vulnerable to disasters as part of the risk management plans.

SUB PROGRAMME : DISASTER MANAGEMENT

STRATEGIC OBJECTIVE:		• Improve cooperative governance between Provincial and Local spheres for effective service delivery								
OBJECTIVE STATEMENTS	PERFORMANCE INDICATOR	LINKAGE	BASELINE	AUDITED / ACTUAL PERFORMANCE		ESTIMATED PERFORMANCE	MEDIUM TERM TARGETS			
				2008/2009	2009/2010		2011/2012	2012/2013	2013/2014	2014/2015
To co-ordinate and manage the development and effective functioning of provincial disaster management institutions.	Number of Provincial Disaster Management Framework Plans developed, implemented and reviewed.	DM Act 57 of 2002	0	0	0	1	1	1	1	1
	Number of Provincial Disaster Management Plan developed, implemented and reviewed	DM Act 57 of 2002	0	0	0	0	1	1	1	1
	Number of Provincial Disaster Management Centres established, enhanced and maintained .	DM Act 57 of 2002	0	1	1	1	1	1	1	1
	Number of Municipalities supported with the preparation and review of Disaster Management Plans aligned to IDPs	DSO 1.4	11	New	New	11	11	11	11	11
	Number of districts disaster management centres supported for effective functionality	DSO 2.2	2	11	11	11	11	11	N/A	N/A

STRATEGIC OBJECTIVE:		• Effective support to Local Government and Traditional Institutions for strengthened governance								
OBJECTIVE STATEMENTS	PERFORMANCE INDICATOR	LINKAGE	BASELINE	AUDITED / ACTUAL PERFORMANCE		ESTIMATED PERFORMANCE	MEDIUM TERM TARGETS			
				2008/2009	2009/2010		2011/2012	2012/2013	2013/2014	2014/2015
To co-ordinate and manage the development and effective functioning of provincial disaster management institutions.	Number of awareness campaigns conducted	DSO 2.1	0	2	2	2	4	4	4	4
	Number of municipalities supported in disaster management volunteer programme	DSO 2.2	0	0	3	3	3	3	0	0
	Number of Provincial fire preparedness reports compiled	NATIONAL INDICATOR	1	New	New	1	1	1	1	1
	Number of people accredited (investigated) in terms of the Fire Brigade Services Act	NATIONAL INDICATOR	5	New	New	5	10	10	10	10

PROGRAMME THREE : DEVELOPMENT AND PLANNING

The purpose of this programme is to promote informed integrated planning and development in the province. This Programme consists of six sub-programmes, namely Spatial Planning, Development Administration and Land Use Management, Municipal Strategic Management, Municipal Performance Management, Provincial Planning and Development Commission and Special Projects

SUB PROGRAMME : MUNICIPAL STRATEGIC PLANNING

Progress Analysis : Municipal Planning

The concept of Community Based Planning is gaining momentum as it builds on the existing Public Participation and Development Planning Models by focusing on a community and thrash out its development goals and aspirations. An output of this exercise is the production of a mini-IDP which becomes a critical input to the Municipal-wide IDP. This concept was piloted at Ingwe Municipality (Bulwer Area) and then rolled out to Municipalities of Newcastle, Hibiscus Coast, Nquthu and Umlalazi. During the 2010/11 year municipalities of Ndwedwe, Vulamehlo and Msunduzi will also be participating.

With such an investment in participatory planning processes we have seen a steady growth in the quality of Integrated Development Plans that are produced by municipalities. The success in IDPs can also be attributed to the establishment of District Wide Development Planning Shared Services. These Shared Services are critical in order to provide all municipalities with the capacity required to implement the new KwaZulu-Natal Planning and Development Act, as well to secure the required capacity to manage all municipal strategic planning, spatial planning, performance management, development administration, as well as development information services. All ten districts have now agreed to establish a Development Planning Shared Service and the focus has shifted to the functionality of these shared service.

Municipalities had generally expressed a concern about the quality of participation of sector departments during the development of IDPs. Mr. Mike Mabuyakhulu when he was the MEC of this Department, elevated this matter to the attention of the then KZN Legislature's Portfolio Committees of Finance and Local Government and Traditional Affairs. Furthermore, a consultative session was convened in Durban on 16 July 2009 to further endorse co-operative governance as core in our democratic state.

Analysis of constraints and measures planned to overcome them

Capacity constraints within municipalities and the department have had a negative impact on the rate of progress made. Whilst the Department has invested a great deal of time and resources in development planning capacity building initiatives, there are still serious capacity constraints in most local municipalities, particularly in the smaller and rural-based municipalities.

High staff turn-over, as well as a scarcity of requisite skills to perform development planning functions, has resulted in a situation where municipalities are not able to retain or even recruit suitably qualified and experienced staff to perform these functions. It is for this reason that the concept of a shared service has been pursued as an option that has the potential to achieve greater economies of scale and improve the sustainability of the department's development planning capacity building programme.

Internal capacity constraints as well as a substantial increase in the number of planning and development applications received, have lead to delays in the finalisation of such applications. The departmental restructuring process and the rationalisation of planning and development legislation are however intended to address this situation.

Description of planned quality improvement measures

The focus and outlook of this program moving forward is going to be determined by the following Improvement measures:

- Revision of the state wide Planning Regime: This will require some overhaul of certain current Public sector Planning Process and replace them with a synergistic process which shows the planning of single state. Part of this will be the development of a common development vision for the country that prevails over government departments and spheres of government.
- Further simplification of IDPs: Due to different capacity of various municipalities it remains appropriate that certain municipalities develop IDP that are commensurate with their resources and capacity. As an outcome of this process at least one segmentation model will be developed per annum to move away from a one size fits all situation
- Planning Processes showing Mainstreaming of Rural Development and Agrarian Reform: Most KZN Municipalities are rural in nature. It is therefore appropriate that Development Plans that are produced are also embedded on the development aspirations of national white paper on rural Development
- Development Planning Capacity Building: This will be manifested in two independent forms. Firstly there is going to be more concentration of the training and capacitation of planners. The planning profession was identified as one of the critical scarce skills in the country. In this regard planners will be assisted with practical training in order to gain professional registration with South African Council

For Planners (SACPLAN). The second improvement measure will be the building of municipal institutional capacity particularly the planning units. This will be done through Development planning Shared Services that has now gone beyond establishment stage and concentrating on functionality matters.

SUB PROGRAMME : MUNICIPAL STRATEGIC PLANNING

STRATEGIC OBJECTIVE:		• Effective support to Local Government and Traditional Institutions for effective integrated planning								
OBJECTIVE STATEMENTS	PERFORMANCE INDICATOR	LINKAGE	BASELINE	AUDITED / ACTUAL PERFORMANCE		ESTIMATED PERFORMANCE	MEDIUM TERM TARGETS			
				2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015
To promote improved alignment through implementation of a Provincial IDP assessment framework and annual support and assessment plan in order to improve the credibility rating of 61 municipal IDPs and improved service delivery	Number of Provincial IDP Management and Support Plan adopted	1.10. P	5	1	1	1	1	1	1	1
	Number of municipal IDPs supported with capacity building initiatives		5	5	5	5	5	5	5	5
	Number of Sector Departments supported with Integrated Dev Planning capacity building initiatives		5	6	3	4	6	8	8	11
	Number of reports produced iro IDP Credibility Framework	1.13. P	1	1	1	1	1	1	1	1

SUB PROGRAMME : SPATIAL PLANNING

STRATEGIC OBJECTIVE:	• Effective support to Local Government and Traditional Institutions for effective integrated planning									
OBJECTIVE STATEMENTS	PERFORMANCE INDICATOR	LINKAGE	BASELINE	AUDITED / ACTUAL PERFORMANCE		ESTIMATED PERFORMANCE	MEDIUM TERM TARGETS			
				2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015
To provide a Provincial Spatial Development framework for improved and aligned Municipal Spatial Development Frameworks and Land Use Management Systems, so as to promote orderly development and investment confidence in 61 municipalities	Number of municipalities supported to produce legally compliant Spatial Development Frameworks (SDFs)	4.3.P. and 3.1 Treasury Indicators	New	New	New	New	6	6	12	12
	Number of reports produced in respect Spatial Development Framework compliance [incl SDF alignment with PSEDS]	4.3.P. and 3.1 Treasury Indicators	New	New	New	New	1	1	1	1
	Number of municipalities supported to produce legally compliant schemes	4.4.P. and 3.2 Treasury Indicators	New	New	New	10	6	6	12	12
	Number of reports produced in respect of Provincial scheme compliance framework [incl implementation of LUMS]		New	New	New	New	1	1	1	1

SUB PROGRAMME : DEVELOPMENT ADMINISTRATION

LOCAL GOVERNMENT AND TRADITIONAL INSTITUTIONS DEVELOPMENT ADMINISTRATION										
STRATEGIC OBJECTIVE:	<ul style="list-style-type: none">Effective support to Local Government and Traditional Institutions towards sustained and accelerated service deliveryImproved Co-operative Governance between provincial and local spheres for effective Service delivery									
OBJECTIVE STATEMENTS	PERFORMANCE INDICATOR	LINKAGE	BASELINE	AUDITED / ACTUAL PERFORMANCE		ESTIMATED PERFORMANCE	MEDIUM TERM TARGETS			
				2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015
To implement the Planning and Development Act efficiently and effectively within the province of KZN	Number of reports produced on the Development Administration Benchmark?		-	New	New	New	1	1	1	1
To Implement and monitor the effective implementation of provincial Norms and Standards in development planning applications and approvals	Number of Provincial Norms and Standards developed?		-	New	New	New	3	3	2	2
To build the development planning capacity of municipalities to facilitate improved municipal strategic planning, spatial planning and performance management through the establishment of 10 District Wide Development Planning Shared Services	Number of Municipalities supported by the Development Administration Municipal Support Programme?		-	New	New	New	7	10	8	8

SUB PROGRAMME : MUNICIPAL PERFORMANCE

Progress analysis

	Risk	Improvement Measures	Progress
General (apply to all APP targets)	HR capacity and requirements.	Enhance existing internal capacity (recruitment of staff)	The following posts have been prioritised for the 10/11 financial year; 2 DD's, 5 PMS Specialists, 2 Planning Practitioners , 1 AO and 1 AA by March 2011
	Municipalities that have a system in place, however not functional	Ensure quarterly, midyear and annual reporting as an indicator of functionality	Data sheets for the 1/2 yearly report have been submitted by 26 municipalities, however information submitted is incomplete. Data sheets for 2008/2009 data has been submitted to the M&E Unit at the end of May, however a great majority of the data sheets have subsequently been improved and finalised through the three day support but will not be considered as the deadline has passed. A letter will however be sent to all Municipal Managers notifying them of this issue.
	Low municipal support. Concerns of non - buy in and commitment to PMS by senior managers.	Identify positive approaches to support programmes; Addressing MM's of the the importance of PMS compliance and the related consequences to senior management for non - compliance.	All DTAC's to adopt the ToR document, generic copy has been finalised and is being sent to all DTAC members prior to the meeting taking place.
Outcome: Establishment and support of functional municipal Organisational Performance Management Systems (OPMS) to report on progress with implementing Municipal IDP	Municipalities are unable to prepare the Organisational scorecards independently	Special DTAC's for compilation of datasheets and ensuring provincial uniformity through the Departmental templates.	A 3 day on site support programme has been initiated to assist all municipalities in compiling their scorecards and implementing their action plans. To date 46 municipalities have been completed during the month of May and June.
	The understanding of process linking PMS with the IDP	Improve/advance communication with municipalities and distribute guideline document on linking OPMS and IPMS in DTAC meetings	Guideline document will be distributed through DTAC meetings.
	Unstructured PMS framework	Use of DTAC's to enhance compliance and coordination throughout the district	Generic framework is being circulated to municipalities to use as the guideline document
	There is the lack of differentiation and linkage between OPMS and IPMS.		Guideline document will be distributed through DTAC meetings
Outcome: Establishment of formal functional district structures for building municipal capacity	Non - attendance at workshops and DTAC's	Structured and adopted Terms of Reference for the DTAC's	ToR, Highlighting roles and responsibilities and ensuring MM's forum is aware of the structure.
Outcome: National VUNA awards	Different Municipal support approaches adopted by IDP and PMS teams	Ensure effective alignment of IDP and PMS Municipal support programs	Structured and joint engagement with Municipalities,
			Incorporate PMS component into IDP framework guideline and credibility framework

SUB PROGRAMME : MUNICIPAL PERFORMANCE

STRATEGIC OBJECTIVE:	• Improved service delivery, accountability and transparency									
OBJECTIVE STATEMENTS	PERFORMANCE INDICATOR	LINKAGE	BASELINE	AUDITED / ACTUAL PERFORMANCE		ESTIMATED PERFORMANCE	MEDIUM TERM TARGETS			
				2008/2009	2009/2010		2011/2012	2012/2013	2013/2014	2014/2015
Establishment and support of functional municipal organisational performance management systems	Number of municipalities supported to develop functional PMS systems	Linkage to outcome 6: Sub out 1:	0	New	New	20	10	10	11	61
	Number of municipalities supported to develop and submit annual performance reports	Linkage to outcome 6: Sub out 1:	0	New	New	New	10	10	20	31
	Number of Consolidated Annual municipal Performance Reports prepared	Linkage to outcome 6: Sub out 6:	1	1	1	1	1	1	1	1

SUB PROGRAMME : SPECIAL INITIATIVES

Progress Analysis: Special Initiatives

Through the corridor development programme municipalities have been assisted to package projects that will open up opportunities for further investment resulting in economic growth in the province. Strategic partnerships were fostered with both the private and public sector to ensure alignment of initiatives for the sustained growth of prioritised nodes and corridors. Through the Economic Cluster, over 100 initiatives have been approved and grant funding has been transferred to municipalities to support to the six priority corridors of the KZN Province. To date a total of 660 direct jobs have been created through the implementation of corridor development projects using EPWP principles. Significant progress has been made in addressing poverty as a number of communities have received seed funding to sustain projects that showed a potential to create further employment and ensure food security.

The Small Town rehabilitation Programme was initiated in the 2009/2010 financial year with the aim of revitalising nodes that act as service centres to small rural towns. Seven nodes were identified for support and interventions to rehabilitate the infrastructure and beautify the towns were implemented with great success. As the programme spreads to cover additional towns, strategic support will continue to be provided to guide the planning and formalisation of the economic nodes.

ANALYSIS OF CONSTRAINTS AND MEASURES PLANNED TO OVERCOME THEM

The major constraints in the implementation of the programmes are the lack of skills to package bankable business ideas that can unlock further funding opportunities. Municipalities lack the ability to identify core business activities that can be funded in line with the PSEDs objectives. Whereas the programmes focus is on actual implementation rather than planning, municipalities have a tendency to apply for implementation funding prematurely without adequately covering all aspects of planning such as undertaking EIAs etc. Support will be provided to municipalities to identify and package bankable projects that will meet the objectives of the PSEDs and address the final goal of economic growth and development.

Poor project management skills in municipalities inhibit the successful finalisation of projects. Project Specific Steering Committees will be put in place for each funded project to ensure close monitoring during implementation. There is currently limited contribution by the private sector in the beautification of the rural towns as part of the Corporate Social Investment. Enhanced effort will be made to involve the private sector in the cleaning and beautification of the rural towns in order to attract and retain investment.

DESCRIPTION OF PLANNED QUALITY IMPROVEMENT MEASURES

The capacity of the PMU will be enhanced by providing dedicated project managers to build project management skills in municipalities in the priority corridors. A project management reporting system will be developed and rolled out to beneficiary municipalities to enhance grant monitoring in line with grant agreements. The Department will ensure there is a strong marketing of the PSEDs and its objectives in order to ensure that packaged projects are aligned to the programme objectives. The involvement of relevant stakeholders in the forums that drive the projects will ensure that high impact projects are prioritised and packaged.

SUB PROGRAMME : SPECIAL INITIATIVES

STRATEGIC OBJECTIVE:	• Effective support to Local Government and Traditional Institutions towards sustained and accelerated service delivery									
OBJECTIVE STATEMENTS	PERFORMANCE INDICATOR	LINKAGE	BASELINE	AUDITED / ACTUAL PERFORMANCE		ESTIMATED PERFORMANCE	MEDIUM TERM TARGETS			
				2008/2009	2009/2010		2011/2012	2012/2013	2013/2014	2014/2015
Create decent employment opportunities through municipal local economic development initiatives in support of the Corridor Development Programme (from SP)	Number of new corridor development projects facilitated to attract private sector investments and grow the economy		22	new	22	10	15	20	20	25
	Number of corridor projects supported to successful completion in line with business plan objectives,		34 projects closed-out	NEW	34	10	10	10	10	10
	Number of direct employment opportunities secured through corridor projects implementation.		200	NEW	200	200	250	250	250	250
	% counter funding mobilised on Corridor Development Projects in the MTEF cycle budget		30%	NEW	30%	30%	30%	30%	30%	30%

STRATEGIC OBJECTIVE:	• Effective support to Local Government and Traditional Institutions towards sustained and accelerated service delivery									
OBJECTIVE STATEMENTS	PERFORMANCE INDICATOR	LINKAGE	BASELINE	AUDITED / ACTUAL PERFORMANCE		ESTIMATED PERFORMANCE	MEDIUM TERM TARGETS			
				2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015
Support municipal economic development infrastructure through small town rehabilitation (from SP)	Number of nodal revitalisation projects successfully packaged and implemented.	Outcome 9	22	New	22	6	10	10	10	10
	Number of direct employment opportunities secured.	Outcome 9	195	new	195	100	200	200	200	200
	Number of small town rehabilitation projects supported to successful completion in line with business plan objectives,	Outcome 9	3 exceeding implementation levels of 50%	New	3 exceeding implementation levels of 50%	8	10	10	10	10
	Number of PSEDS tertiary nodes supported for revitalisation	Outcome 9	0	new	6	6	6	6	6	6
	Number of municipal Local Economic Development projects packaged and supported	Outcome 9	0	New	0	11	11	11	11	11
	Number of Provincial Growth & Development Summits facilitated	Outcome 9	10	10	0	0	1	1	1	1

PROGRAMME FOUR: TRADITIONAL INSTITUTIONAL MANAGEMENT

The purpose of this programme is to support and enhance the capacity of traditional councils. The programme consists of three sub-programmes, namely; Traditional Governance and Finance; Traditional Institutional Support and Traditional Land Administration

Progress Analysis : Programme 4 – Traditional Institutional Management

During 2010-2011 the programme continued to improve accountability system and transparency of Traditional Councils and to strengthen the institutional and cooperative governance capacity by implementing financial management improvement initiatives to enhance financial accountability and capacity building programmes for the institution of traditional leadership. The following was achieved:

- KwaZulu-Natal Traditional Councils Financial Management Practice Notes were developed;
- Policy on Taxes and Levies collected by Traditional Councils in terms of the customs was drafted;
- Performance Management System for traditional institutions developed;
- Policy on Conflict Resolution.
- 15 Imizi yeZizwe completed and awaiting Eskom to connect power.
- 4 Amakhosi performed Ukuthelamanzi Ritual.
- Strategic Plan for the KwaZulu-Natal Provincial House of Traditional Leaders was developed

Analysis of constraints and measures planned to overcome them

Lack of human resource capacity poses a challenge for the Business Unit. For this reason, the programme relies on service providers in performing some of the functions. Greater efforts are made to have the critical posts filled during 2010-2011 financial year. Similarly, the Traditional Councils lack capacity and relies on the Department to provide administrative and financial support to them. There are budget constraints in funding the programmes of the Business Unit. The programme will consider allocating sufficient budget and utilise the internal human resource for other projects. There is absence of database and history of ubukhosi. The research is being conducted by HSRC to compile and verify records of ubukhosi. There is also insufficient information on Asset registers and the staff of the District offices will be assigned to assist the Secretaries of Traditional Councils to update the asset registers. There is no uniformity in levies and taxes charged by Traditional Councils. The Local Houses and Traditional Councils will be consulted when finalizing the policy on levies and taxes that are collected by the traditional councils. Lack of understanding of the implementation of Performance Management System (PMS). Traditional Institutions will be consulted prior to the implementation of the PMS. Lack of response to issues of good governance which is created by conflicts. Implementation of conflict resolution policy.

Description of planned quality improvement measures

During 2011-2012 the Unit will focus on the following key areas:

- Traditional Council Asset Registers will be monitored and maintained;
- Traditional Councils will be supported in the implementation of the financial management practice notes;
- Implement the policy to guide the collection of taxes and levies in traditional councils;
- UBukhosi and Izinduna databases will be monitored and maintained;
- The Unit will continue with the research that will guide the development of the policy position on the status of Headmen/Traditional Leaders of uMzimkhulu;
- The Unit will implement Governance Manuals;
- Performance Management Systems for Traditional Councils and House of Traditional Leaders will be implemented;
- The Unit will continue to support the efforts to transform the outstanding traditional communities;
- Traditional Councils will be reconstituted during 2011 through Elections to be held around and to achieve successful smooth transition of traditional councils;
- The Unit will continue to support the capacity Building Programmes for traditional institutions;
- The Unit will develop and implement Conflict Management Framework;
- Develop and co-ordinate Ondlunkulu Programme;

- Enhanced functionality of Provincial and Local houses through the establishment of portfolio committees;
- Provision infrastructure development support to Traditional Councils.(construction of Imizi yezizwe and the Traditional Administrative Centre);
- Facilitate the process of affecting amendments to the KwaZulu-Natal Traditional Leadership and Governance Act and Regulations; and
- Establishment of and support to the provincial Committee of the Commission on Traditional Leadership Disputes and Claims.

SUB PROGRAMME : TRADITIONAL GOVERNANCE AND FINANCE

STRATEGIC OBJECTIVE:	• Effective Support to Local Government and Traditional Institutions for strengthened governance									
	• Effective Departmental monitoring, evaluation and reporting systems in respect of Local Government and Traditional Institutions									
OBJECTIVE STATEMENTS	PERFORMANCE INDICATOR	LINKAGE	BASELINE	AUDITED / ACTUAL PERFORMANCE		ESTIMATED PERFORMANCE	MEDIUM TERM TARGETS			
				2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015
To implement financial management tools aimed at improving financial management of 300 traditional institutions (including uMzimkulu)	Number of Traditional Administrative Centre Asset Inventories compiled and updated		New	New	257	257	257	257	257	257
To implement Practice Notes & Policy on collection of taxes and levies to enhance financial accountability in 300 traditional institutions.	Number of Traditional Councils supported to implement the financial management practice notes	5.5.P	New		New	33	99	125	125	125
	Number of policies finalised and implemented to guide the collection of taxes and levies in 300 traditional councils		Practice Notes, draft policy on collection of taxes and levies have been prepared		New	1 policy finalised	1 Policy implemented	1 Policy implemented	1 Policy implemented	1 Policy reviewed
To develop a database and maintain of uBukhosi and Izinduna in terms of the Provincial Directive	Number of uBukhosi and Izinduna databases developed and maintained	5.10.P	New		New	1 database developed	1 database developed	1 database maintained	1 database maintained	1 database maintained

STRATEGIC OBJECTIVE:	• Effective Support to Local Government and Traditional Institutions for strengthened governance									
	• Effective Departmental monitoring, evaluation and reporting systems in respect of Local Government and Traditional Institutions									
OBJECTIVE STATEMENTS	PERFORMANCE INDICATOR	LINKAGE	BASELINE	AUDITED / ACTUAL PERFORMANCE		ESTIMATED PERFORMANCE	MEDIUM TERM TARGETS			
				2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015
To enhance traditional institutional governance by supporting 300 traditional institutions in the application of appropriate legislation, policies and frameworks	Number of policies developed on the position and the status of Headmen/Traditional Leaders of uMzimkhulu		New		New	1 Finalised Position Paper submitted for Cabinet consideration	1	1	1	1
	Number of Bills piloted through parliament		new	new	new	new	1 Bill developed and submitted to parliament	Implementation plan developed	Legislation implemented	Legislative implementation review
	Number of management tools developed and implemented to support the functioning of traditional councils and houses		New		New	1 developed	1 implemented	-	-	-

STRATEGIC OBJECTIVE:	• Effective Support to Local Government and Traditional Institutions for strengthened governance									
	• Effective Departmental monitoring, evaluation and reporting systems in respect of Local Government and Traditional Institutions									
OBJECTIVE STATEMENTS	PERFORMANCE INDICATOR	LINKAGE	BASELINE	AUDITED / ACTUAL PERFORMANCE		ESTIMATED PERFORMANCE	MEDIUM TERM TARGETS			
				2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015
To enhance traditional institutional governance by supporting 300 traditional institutions in the application of appropriate legislation, policies and frameworks	Number of Governance Manuals implemented		New		New	1	1	1	1	1
	Number of Commissions established to deal with claims and disputes		new	new	new	new	1 provincial committee of the CTLDC formed	Provincial committee supported	Provincial committee supported	Provincial committee supported
To implement a Performance Management System to enhance good governance in 300 traditional institutions.	Number of Performance Management Systems developed and implemented for Traditional Councils and House of Traditional Leaders	5.6.P.	PMS developed		New	1 PMS developed	1 PMS consulted on, refined and adopted	1 PMS implemented	1 PMS implemented	1 PMS implemented
To transform the traditional councils in compliance with the KZN Traditional Leadership and Governance Act No. 5 of 2005	Number of governance induction manuals developed		new	new	new	new	1 induction manual developed	Induction manual implemented	Induction conducted	Induction conducted
	Number of compliance frameworks developed and implemented to achieve successful smooth transition of traditional councils		new	new	new	new	1	-	-	-

SUB PROGRAMME : TRADITIONAL INSTITUTIONAL SUPPORT

STRATEGIC OBJECTIVE:	<ul style="list-style-type: none">Effective Support to Local Government and Traditional Institutions for strengthened governanceEffective Departmental monitoring, evaluation and reporting systems in respect of Local Government and Traditional Institutions									
OBJECTIVE STATEMENTS	PERFORMANCE INDICATOR	LINKAGE	BASELINE	AUDITED / ACTUAL PERFORMANCE		ESTIMATED PERFORMANCE	MEDIUM TERM TARGETS			
				2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015
To develop and implement a skills capacity building programme for 300 traditional institutions	Number of Capacity Building Programmes implemented for the young Amakhosi and Traditional Council Secretaries		New		New	New	1	1	1	1
	Number of Amakhosi undertaking the leadership programme		Workplace skills audit and modules developed		New	20	30	50	90	90
	No of dispute resolution and conflict management framework developed		1 developed		New	1 framework developed	1 framework implemented	Framework reviewed	Framework reviewed	Framework reviewed
	Electronic database developed and maintained						Database developed	Database maintained	Data base maintained	Database maintained
	No of panels of experts established to assist the department in resolving disputes					New	1 Panel established	Panel operational		
To develop and implement a land utilisation capacity building programme for traditional councils	Number of districts in which the database is rolled out	POA (priority 1)	3		5	3	3	-	-	-
To enhance traditional institutional governance by supporting 300 traditional institutions in the application of appropriate legislation, policies and frameworks	Number of TC's capacitated on land matters	POA (priority 1)	New	New	New	New	66	80	98	112

SUB PROGRAMME : TRADITIONAL INSTITUTIONAL SUPPORT

STRATEGIC OBJECTIVE:		<ul style="list-style-type: none"> Effective Support to Local Government and Traditional Institutions for strengthened governance Effective Departmental monitoring, evaluation and reporting systems in respect of Local Government and Traditional Institutions 								
OBJECTIVE STATEMENTS	PERFORMANCE INDICATOR	LINKAGE	BASELINE	AUDITED / ACTUAL PERFORMANCE			TARGET	ESTIMATED PERFORMANCE		
				2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015
Develop and co-ordinate Ondlunkulu Programme	No of capacity building programmes developed for Ondlunkulu						1	1	1	
	No of co-operatives established						11	8	8	8
Facilitate the provision of infrastructural support to the Traditional institutions	No of TAC's provided with office equipment						20	20	20	20
	No of Imizi Yezizwe constructed						4	3	3	1
To enhance functionality of Provincial, Local houses and Traditional councils (TC)	No of training/ capacity building programmes undertaken for the Provincial, Local Houses and TC's				new	new	11	New	New	New

SUB PROGRAMME : TRADITIONAL LAND ADMINISTRATION

STRATEGIC OBJECTIVE:	<ul style="list-style-type: none">Effective Support to Local Government and Traditional Institutions for strengthened governanceEffective Departmental monitoring, evaluation and reporting systems in respect of Local Government and Traditional Institutions									
OBJECTIVE STATEMENTS	PERFORMANCE INDICATOR	LINKAGE	BASELINE	AUDITED / ACTUAL PERFORMANCE		ESTIMATED PERFORMANCE	MEDIUM TERM TARGETS			
				2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015
To enhance traditional institutional governance by supporting 300 traditional institutions in the application of appropriate legislation, policies and frameworks	Number of TCs capacitated and supported with alignment of land allocation processes to Municipal LUMs.	POA (priority 1)	201	54 TCs	194 TCs	239 TCs	251 TCs	263 TCs	286 TCs	300 TCs
	Number of TCs supported with establishment and maintenance of land database.	New	New		101	177	232	250	280	300 TCs
	Number of land rights applications processed and demarcated for various developments in communal land.	POA (priority 2)		1600	1600	1600	1600	1600	1600	1600 TCs
	Number of land boundary disputes resolved	POA (Priority4)	14 TC boundary disputes resolved	16TC Land and boundary disputes resolved	16 TC boundary disputes resolved	55 TC boundary disputes resolved	44 TC boundary disputes resolved	24 TC boundary disputes resolved	32 TC boundary disputes resolved	22 TC boundary disputes resolved

PROGRAMME FIVE: URBAN AND RURAL DEVELOPMENT

The purpose of this programme is to assist communities that are largely classified within the Second Economy Framework to access socio-economic opportunities and to assist with the challenges that are facing them, enhance service delivery and improve quality of life

This programme has five sub-programmes, namely: Rural Connectivity, Rural Development, Synergistic Partnerships and Urban Development. The Community Development Workers Sub Programme, although still falling under Programme Five, has been moved in management terms to Public Participation Business Unit.

Progress Analysis

The Department's continued support to Municipalities in the establishment of Thusong Service Centres (TSCs) within previously marginalised communities has positively contributed to government's vision of making services easily accessible at grassroots level. The Department's contribution to the enhancement of social and economic infrastructure within the context of community infrastructure has also seen the continued habitability of Traditional Administrative Centres within the Province. To this end 4 new TACs have been constructed and a further 21 existing TACs have been refurbished. The Department has thus far constructed a total of 15 Imizi yeZizwe for Traditional Leadership which is aimed at, amongst other things, the restoration of their dignity within recognised traditional communities.

Eleven ONdlunkulu district rural development working committees and 11 ONdlunkulu cooperatives were established in 10 district municipalities and 1 metro in support of Government policy of the Comprehensive Rural Development Programme. This contributed to the sustainable food security in terms of Premier's flagship programme towards the eradication of poverty. The community work programme providing employment safety nets in at least two wards per municipality has been implemented in 32 wards in 16 municipalities as well as creating 16000 employment opportunities. A provincial plan informing the implementation of the programme from 2010- 2014 has been developed and implemented.

The Urban Development Programme as part of a pilot initiative in the development of the Provincial Urban Development Framework provided support to the uMhlathuze Municipality with the implementation of urban development project. The Urban development project involved the resuscitation of development and infrastructure opportunities within the uMhlathuze town Central Business District.

The Synergistic Partnership Programme provides a platform for both the Institution of Traditional Leadership and the Municipalities to engage on issues of service delivery and rural development on a broader scale. Synergistic Partnerships was formalised between the Sisonke District Municipality and the Local House of Traditional Leadership. The Traditional Leadership Summit was held in the Province to inter alia reemphasise the importance of Synergistic Partnerships between Municipalities and Traditional Leadership as per the Constitution and the need towards service delivery amongst communities. Previously, the Department formalised synergistic partnerships between eight (8) Local Municipalities and the Traditional Councils within their area of jurisdiction.

Analysis of Constraints and measures to overcome them

The success of the Thusong Service Centre Programme has continued to see an increased demand for infrastructure by municipalities and communities at large. Similarly the demand for the construction and rehabilitation of Traditional Administrative Centres poses a huge challenge due to the number of Traditional Councils within the Province. The status quo revealed that 60 Traditional Councils are in need of new infrastructure and 112 require major and minor refurbishments. The Department will continue to ensure the establishment of social and economic infrastructure in previously marginalized communities. In realizing this goal the Department will ensure that adequate budget resources are planned within the MTEF to adequately address project backlogs. The programme for the construction of the Imizi yeZizwe for Traditional Leadership is faced with challenges regarding, provision of electricity supply and management of assets registers, sustainable operations and maintenance plan as well as ensuring the implementation of proper lease agreements. In light of these challenges, the Department will seek to fast track the supply of electricity through engagements with ESKOM at provincial planning level as well as make provisions for the operations and maintenance to be incorporated as part of the TAC programme. The Department will also work closely with Department of Public Works to ensure that the buildings are incorporated into the infrastructure assets register.

Whilst 11 ONdlunkulu District rural development working committees and cooperatives have been established, the challenge has been to intertwine the ONdlunkulu programme with the Comprehensive Rural Development Programme under the Department of Agriculture Environmental Affairs and Rural Development. In attempts to affirm the above said, the programme of ONdlunkulu was moved and aligned with the Traditional Affairs Branch functionality. In respect of the Community Work Programme, there were challenges in terms of institutional arrangements; implementation of the programme in terms of identification of participants, the criteria for the selection of wards and related individuals in need of useful employment opportunities. Engagements were entered into with National COGTA on overall implementation of the programme including the briefing of the stakeholders and key provincial departments, towards proper implementation of the programme and solutions to some of the challenges highlighted above.

The major cities of the Province experience urban challenges of unemployment, human settlements, environment; etc. As indicated above, uMhlathuze municipality was supported towards taking advantage of opportunities provided in urban areas. One of the major challenges in respect of urban development has been the issue of backlogs and lack of employment opportunities. It was on the basis of the latter said that the Department provided uMhlathuze Municipality with seed capital towards the resuscitation of the Central Business District in attempts towards contributing to overall development.

The enhancement of cooperative governance through the promotion of synergetic partnerships between the Institution of Traditional Leadership and Municipalities will go a long way towards improving the participation of Traditional Leaders in the governance system. There is a noticeable lack of consistency in respect of communication between the District Municipalities and the Local Houses of Traditional Leaders in respect of development initiatives earmarked for the Traditional communities. The Department facilitated preparatory workshops that culminated in the establishment of Joint Coordinating Committee between the Sisonke District Municipality and the Local House.

Description of Planned quality improvement measures 11/12

The request for increased dedicated budget allocations will be pursued with Provincial Treasury to ensure the continued establishment and sustained operations of TSCs. The capital infrastructure implementation Framework will be revisited to ensure maximum output in terms of time, cost and quality of infrastructure roll out. In enhancing government's effort to increase the number of communities accessing government services, the Department will optimise the use of Traditional Administrative Centres with focus on mobile service delivery. In this context, 1 Thusong Service Centre will be constructed, 8 refurbished, 1 TAC to be constructed, and 88 TAC's will be refurbished.

The Department will continue to support the implementation the Community Workers Programme in terms of current Government policy towards the eradication of poverty and hence 28 municipalities will be supported with implementing the CWP in at least two wards per municipality. 56 wards will be identified for the establishment of CWP sites. This will bring employment opportunities to about 28000 people.

The Urban Development Programme will focus its resources on developing and packaging urban development projects in line with the Urban Development Framework. This will be in line with contributing towards arriving at solutions to address urban development challenges including: unemployment, environment, human settlements, etc.

The synergy between Local Government and the Institution of Traditional Leadership allows for the development of a coherent and cohesive system of governance. The collective efforts by both Municipalities and Traditional Institutions will assist in creating environments for effective and efficient service delivery. The Department will facilitate the formalisation of the Protocol agreements between the Local Houses and the District Municipalities by way of a Memorandum of Understanding that will be signed by the Mayor and the Chairperson of each Local House of Traditional Leaders.

SUB PROGRAMME : RURAL CONNECTIVITY

STRATEGIC OBJECTIVE:		<ul style="list-style-type: none"> Effective support to Local Government and Traditional Institutions towards sustained and accelerated service delivery 								
OBJECTIVE STATEMENTS	PERFORMANCE INDICATOR	LINKAGE	BASELINE	AUDITED / ACTUAL PERFORMANCE		ESTIMATED PERFORMANCE	MEDIUM TERM TARGETS			
				2008/2009	2009/2010		2011/2012	2012/2013	2013/2014	2014/2015
To support Municipalities with the establishment of Thusong Service Centres within previously disadvantaged communities	Number of Thusong Service Centres constructed	NO9 & PP2	5	0	1	5	1	1	1	1
	Number of Thusong Service Centres refurbished	NO9 & PP2	5	5	0	0	7	0	4	4
	Number of Thusong Service Centres aligned with 6 block services model	NO9 & PP7	18	0	1	2	3	1	1	1
To support Traditional Institutions with the establishment of conducive working headquarters and official residences	Number of Traditional Administrative Centres refurbished and maintained	NO9 & PP2	??? 21	29	0	21	88	71	30	20
	Number of Traditional Administrative Centres constructed	NO9 & PP2	??? 4	2	3	4	1	1	1	1
	Number of TAC's providing government services	NO9 & PP2	??? 10			10	10	10	10	10

SUB PROGRAMME : SYNERGISTIC PARTNERSHIPS

STRATEGIC OBJECTIVE:		<ul style="list-style-type: none"> Improve participation of Traditional Institutions into the governance system 								
OBJECTIVE STATEMENTS	PERFORMANCE INDICATOR	LINKAGE	BASELINE	AUDITED / ACTUAL PERFORMANCE		ESTIMATED PERFORMANCE	MEDIUM TERM TARGETS			
				2008/2009	2009/2010		2011/2012	2012/2013	2013/2014	2014/2015
To formalise and strengthen synergistic partnerships between Local Houses and District Municipalities	Number of synergistic partnerships formalised	NO 9	0	new	new	1	2	2	3	3
	Number of Joint Coordinating Committees established and /maintained	NO 9	0	new	new	1	2	2	3	3
	Number of Provincial Synergistic Partnerships Summits held	NO 9	0	New	New	1	0	1	0	1
	Number of JCCs supported through capacity building programme	NO 9	0	New	1	0	2	2	3	3

SUB PROGRAMME : RURAL DEVELOPMENT

STRATEGIC OBJECTIVE:		• Effective support to Local Government and Traditional Institutions towards sustained and accelerated service delivery								
OBJECTIVE STATEMENTS	PERFORMANCE INDICATOR	LINKAGE	BASELINE	AUDITED / ACTUAL PERFORMANCE		ESTIMATED PERFORMANCE	MEDIUM TERM TARGETS			
				2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015
To support rural development in KwaZulu-Natal in line with the national comprehensive rural development programme and the provincial integrated rural development strategy	Number of Provincial CWP plans developed and implemented	NO9 (Output 3)	0	New	New	1	0	0	0	
	Number of Municipalities supported with implementation of CWP in at least 2 wards per municipality	NO9 (Output 3)	0	New	New	11	33	40	51	
	Number of work opportunities created through CWP	NO9 (Output 3)	0	New	New	11 000	33 000	40 000	51 000	
	% of CWP work opportunities associated with functional co-operatives	NO9 (Output 3)	0	new	new	0	10% (3300)	20% (8 000)	30%(15300)	
	Number of municipalities assisted in developing functional co-operatives	NO9 (Output 3)	0	new	new	0	8	14	20	
	Number of new Community development projects facilitated to promote Rural Development	Outcome NO 7	0	0	0	0	3	5	7	

SUB PROGRAMME : URBAN DEVELOPMENT

STRATEGIC OBJECTIVE: <ul style="list-style-type: none"> Effective support to Local Government and Traditional Institutions towards sustained and accelerated service delivery 										
OBJECTIVE STATEMENTS	PERFORMANCE INDICATOR	LINKAGE	BASELINE	AUDITED / ACTUAL PERFORMANCE		ESTIMATED PERFORMANCE	MEDIUM TERM TARGETS			
				2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015
Support the development and revitalisation of secondary cities.	Number of municipalities supported with implementation of urban development projects.	NO9 & PP7	0	New	New	1	2	2	1	0

PROGRAMME SIX : SYSTEMS AND INSTITUTIONAL DEVELOPMENT

The main purpose of this programme is to develop and implement a comprehensive capacity building strategy for the department, in addition to establish business units to handle monitoring and evaluation and external communications in order to promote municipal and traditional institutional transformation.

This programme consists of the following five sub-programmes: Capacity Building, Monitoring and Evaluation, Institutional transformation and External Communications and Development Information Services.

SUB PROGRAMME : MONITORING AND EVALUATION

Progress Analysis : Monitoring and Evaluation

The focus area of the Department in the previous year has been the institutionalisation of the M&E Framework, aligned to the Government Wide Monitoring and Evaluation Framework as well as the National Treasury Framework for Performance Information. Notwithstanding this progress, only one third of the Framework has been institutionalised, that is the quarterly and annual reporting component. The majority of the components have partly or not been implemented at all. The M&E Framework further lacks some important elements to make it fully operational such as the indicator protocols; data flow processes; data collection tools and an implementation plan.

Analysis of constraints and measures planned to overcome them

Internal capacity constraints within the M&E Unit and other sub-programmes of the Department impact negatively on service delivery, specifically on the full implementation of the components of the M&E Framework. Some of the implications of these capacity constraints include: incomplete or inaccurate reporting without verification; lack of integrity of reported data in some cases, which could result in wrong decision making on a day-to-day basis and at a strategic level. Similar capacity constraints in terms of skilled personnel at a municipal level are also being experienced thereby casting doubt on the credibility of reporting regarding municipal performance.

Description of planned quality improvement measures

It is envisaged that measures will be in place to fill the existing critical positions in the M&E Unit with skilled staff that will be able to effectively interface with all the sub-programmes in the Department. Specific focus will be given to implementation of following measures in order to strengthen M&E in the Department. Developing a comprehensive plan on how monitoring and evaluation is to be conducted in the Department in consultation with all key stakeholders.

Conducting capacity building sessions with business units to ensure that staff is well trained on how to use the existing M&E source documents and tools.

- Establishing a centralised database to counter loss of data due to various factors and communicate internally and with municipalities.
- Developing data management processes for quality control and communicate these to all levels to ensure accountability and provide guidance on corrective measures

SUB PROGRAMME : MONITORING AND EVALUATION

STRATEGIC OBJECTIVE:		• Improved management and accountability of financial, physical and human resources and systems for the Department and Ministry								
OBJECTIVE STATEMENTS	PERFORMANCE INDICATOR	LINKAGE	BASELINE	AUDITED / ACTUAL PERFORMANCE		ESTIMATED PERFORMANCE	MEDIUM TERM TARGETS			
				2008/2009	2009/2010		2011/2012	2012/2013	2013/2014	2014/2015
To improve quarterly and annual performance reporting of the Department and conduct periodic and systematic evaluation on the result of programme support as per the Departmental Monitoring and Evaluation Framework	Number of Quarterly Reports produced in line with the M & E Framework		4	New	4	4	4	4	4	4
	Number of Departmental Annual Performance Reports produced in line with the M & E Framework		1	New	1	1	1	1	1	1
	Number of evaluation Reports on Departmental support for the LGTAS		1		New	0	1	1	1	1
	Number of Mid Term Evaluation Reports on Departmental Programmes		New		New	New	-	1	-	-

SUB PROGRAMME : DEVELOPMENT INFORMATION SERVICES

Progress Analysis : Development Information Services

The Department's GIS unit provides most of the GIS support to ensure the success of the Provincial Flagship projects in particular the 'War on Poverty' project. All pre, present and post household profiling is done on a GIS platform. This will ensure that we are able to spatially reference all households in the Province to indicate the areas requiring intervention per ward. The intervention strategies will also be spatially monitored and evaluated using the GIS.

The objectives of the PSEDs are to provide a spatial context for the PGDS, address spatial imbalances, and identify areas of priority for budgeting and decision making. GIS supports this process by mapping all existing projects scheduled for the MTEF period by the different Departments in the Province. This was overlain with poverty indicators and areas of industrial, agricultural and tourist potential to produce an atlas of need, potential and proposed projects in the Province. GIS will further create a database of information all referenced on a map and accessible to users. However, more innovative approaches need to be devised to present the data over the internet with dynamic displays to query and report on the data through GIS and charts.

After the demarcation processes had been completed and municipalities begun establishing extended capacity of their own, the Department funded GIS implementations at initially only the District Municipalities (from 1998-2000) and then also at certain Local Municipalities (from 2002-2006). We are now in a process of consolidating individual systems into a shared approach to GIS implementation basically to leverage on individual knowledge and to share experiences.

This GIS capacity building initiative was seen as a medium to long term investment in the spatial information assets of the Province. By supporting municipalities with technology, initial data and human capacity, municipalities would in turn be able to capture, manage and maintain spatial information. In so doing, accurate, current and complete spatial information to support local municipal processes such as property rating, IDPs, project management, planning, and infrastructure development; district municipal processes such as Spatial Development Frameworks, IDPs, disaster management, levies, environmental health and water services; would be available literally at the click of a button from anywhere in KwaZulu-Natal.

Analysis of constraints and measures planned to overcome them

Provincial Departments and State owned Enterprises (SOEs) are reluctant to provide and maintain information to and on PSEDs database. The Department will implement a simple database system for the storage and maintenance of information that can be used by the various Departments and SOEs. The main concerns with the municipality GIS capacity building programme relate to staff consistency and turnover (only one GIS technician/specialist in most of the DMs) and the lack of implementation of GIS data maintenance protocols. The shared service capacity building programme is designed to address sustainable GIS resources and data management processes.

Description of planned quality improvement measures

To improve service delivery to the clients, the business unit intends to perform the following functions:

- To provide GIS and information management support to Provincial War on Poverty project commencing with the profiling of households within wards;
- Maintain the PSEDs database with Government Departments and SOE's capital projects to improve budgetary alignment of Provincial projects;
- Maintain the cadastral Provincial Register of Properties to support municipalities to implement the MPRA (excluding eThekweni) and;
- To implement Development Information Management Systems at municipalities to improve municipal management and reporting of information.

SUB PROGRAMME: DEVELOPMENT INFORMATION SERVICES

STRATEGIC OBJECTIVE:	• Effective support to Local Government and Traditional Institutions for effective integrated planning									
OBJECTIVE STATEMENTS	PERFORMANCE INDICATOR	LINKAGE	BASELINE	AUDITED / ACTUAL PERFORMANCE		ESTIMATED PERFORMANCE	MEDIUM TERM TARGETS			
				2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015
To provide spatial information management support to Province, department, municipalities and traditional institutions to improve government services.	Number of Municipalities supported with ward profile maps	Provincial Flagship Projects	0	-	New	16	35	51	51	51
	Number of PSEDS system/s maintained updated	PSEDS	0	New	1	1	1	1	1	1
	Number of property registers established and supplied to municipalities on a monthly basis.	Municipal Property Rates Act	0	New	20	49	49	49	49	49
	Number of Development Planning Shared Service established and maintained with GIS and DIMS capacity	KZN Planning and Development Act	0	New	5	10	10	10	10	10

QUARTERLY TARGETS

PROGRAMME ONE : ADMINISTRATION

SUB PROGRAMME : OFFICE OF THE MEC

STRATEGIC OBJECTIVE:	• Improved management and accountability of financial, physical and human resources and systems for the Department and Ministry							
OBJECTIVE STATEMENT	PERFORMANCE INDICATOR	LINKAGE	REPORTING PERIOD	ANNUAL TARGET 2011/2012	QUARTERLY TARGETS			
					1 ST	2 ND	3 RD	4 TH
To provide a client orientated, economical, efficient and effective support service to the MEC and the Department	% compliance with set procedures and standards as per the Procedures Manual and appropriate legislation		Quarterly	100%	100%	100%	100%	100%
	% projects implemented as per the approved Ministerial Strategic Plan		Bi-Annual	100%	-	100%	-	100%
	Number of strategies implemented for effective communication of the Ministry's and the Departmental initiatives		Annual	1	-	-	-	1
	Number of Imbizos held by the MEC, Mayors and Councillors	Standard Treasury Indicator	Quarterly	4	1	1	1	1

SUB PROGRAMME : CORPORATE SERVICES

STRATEGIC OBJECTIVE:	<ul style="list-style-type: none"> Improved management and accountability of financial, physical and human resources and systems for the Department and Ministry 							
OBJECTIVE STATEMENT	PERFORMANCE INDICATOR	LINKAGE	REPORTING PERIOD	ANNUAL TARGET 2011/2012	QUARTERLY TARGETS			
					1 ST	2 ND	3 RD	4 TH
To provide a client orientated, economical, efficient and effective support service to the MEC and the Department	Number of Human Resource Plans developed		Bi-Annually	1 Human Resource Plan	Approved HR Plan	-	-	Draft 2012/13 HR Plan
	% Departmental buildings/ offices that are maintained in terms of Occupational Health Safety Act.		Quarterly	100%	100%	100%	100%	100%
	% vehicles that are roadworthy		Quarterly	80%	80%	80%	80%	80%
	Number of Master System Plans reviewed and implemented annually		Bi-Annually	1 Information Technology Strategy including a Master System Plan updated	1 Information Technology Strategy including a Master System Plan	-	-	1 Information Technology Strategy including a Master System Plan updated
	% legal matters attended to within the agreed norms and standards			100%				

SUB PROGRAMME : FINANCIAL MANAGEMENT

STRATEGIC OBJECTIVE: • Improved management and accountability of financial, physical and human resources and systems for the Department and Ministry								
OBJECTIVE STATEMENT	PERFORMANCE INDICATOR	LINKAGE	REPORTING PERIOD	ANNUAL TARGET 2011/2012	QUARTERLY TARGETS			
					1ST	2ND	3RD	4TH
To provide a client orientated, economical, efficient and effective support service to the MEC and the Department	Number of programmes achieving 2% variance		Quarterly	6	6	6	6	6
	% compliance of AFS submissions by 31 May in terms of Section 40(1)(b) and (c) of the PFMA		Quarterly	100%	100%	-	-	-
	Number of IYMs submitted in terms of Section (40)(4)(c) of the PFMA		Quarterly	12	12	12	12	12
	Number of Preferential Procurement targets implemented		Quarterly	11	-	-	-	11
	Number of Asset Management Strategy implemented		Quarterly	1	-	-	-	1

SUB PROGRAMME : INTERNAL CONTROL

STRATEGIC OBJECTIVE: • Improved management and accountability of financial, physical and human resources and systems for the Department and Ministry								
OBJECTIVE STATEMENT	PERFORMANCE INDICATOR	LINKAGE	REPORTING PERIOD	ANNUAL TARGET 2011/2012	QUARTERLY TARGETS			
					1ST	2ND	3RD	4TH
To provide a client orientated, economical, efficient and effective support service to the MEC and the Department	Number of internal Audit Plans developed and submitted		Quarterly	1	implementation	implementation	implementation	1
	Number of Strategic and Operational Risk Assessments conducted		Quarterly	1	1	implementation	implementation	implementation
	% compliance with high level Strategic and Operational risks		Quarterly	100%	Quarterly assessments	Quarterly assessments	Quarterly assessments	Quarterly assessments
	Number of procedural risk assessment processes conducted		Quarterly	2	-	1	-	1
	% compliance with high level procedural risks		Quarterly	100%	Quarterly assessments	Quarterly assessments	Quarterly assessments	Quarterly assessments
	Number of Fraud Prevention Strategies reviewed		Annual	1	-	-	1	-

PROGRAMME TWO : LOCAL GOVERNANCE

SUB PROGRAMME: MUNICIPAL GOVERNANCE AND ADMINISTRATION

STRATEGIC OBJECTIVES:	<ul style="list-style-type: none">• Improve co-operative governance between provincial and local spheres for effective service delivery• Effective support to Local Government and Traditional Institutions towards sustained and accelerated service delivery• Improved oversight of local government and traditional institutions in respect of governance and service delivery							
OBJECTIVE STATEMENTS	PERFORMANCE INDICATOR	LINKAGE	REPORTING PERIOD	ANNUAL TARGET 2011/2012	QUARTERLY TARGETS			
					1 ST	2 ND	3 RD	4 TH
To develop and support a municipal council capacity	no of municipalities supported with capacity building initiatives	[NT KPI]	quarterly	61	Quarterly report	Quarterly report	Quarterly report	Annual report
	No of municipal establishment processes supported		Annual	1	-	-	-	Annual
To enhance municipal governance by municipalities applying appropriate frameworks, policies and guidelines	no of municipalities supported with the implementation of MTAS support plans	[NT KPI]	quarterly	36 priority	Quarterly report	Quarterly report	Quarterly report	Annual report
	no of municipalities supported by deploying local administrative and governance experts	[NT KPI]	Bi-Annual	6		Bi –Annual report		Annual report
	number of municipalities supported with functional decision making structures		Bi- Annual	8		Bi –Annual report		Annual report
	no of municipalities supported with implementing Gov and Admin policies, plans and frameworks		Bi - Annual	5		Bi –Annual report		Annual report
	No of municipalities supported with implementing the s57 regulations		Quarterly	5	Quarterly report	Quarterly report	Quarterly report	Annual report
	% of Municipal Governance & Admin matters actioned		Annual	100%	-	-	-	Annual
To improve Councillor Oversight in 61 municipalities	number of municipalities supported with functional oversight structures		Bi- Annual	8		Bi –Annual report		Annual report
To promote effective co-operative governance to improve coordination and communication within the 10 districts	no of municipalities supported with functional District Inter Governmental Relation structures and systems	[outcome 9, outp 7] [NT KPI]	Bi- Annual	4		Bi –Annual report		Annual report

SUB PROGRAMME: MUNICIPAL FINANCE

STRATEGIC OBJECTIVE: <ul style="list-style-type: none"> • Effective Departmental monitoring, evaluation and reporting systems in respect of Local Government and Traditional Institutions • Effective Support to Local Government and Traditional Institutions for clean financial management • Improved oversight of Local Government and Traditional Institutions in respect of governance and service delivery 								
OBJECTIVE STATEMENT	PERFORMANCE INDICATOR	LINKAGE	REPORTING PERIOD	ANNUAL TARGET 2011/2012	QUARTERLY TARGETS			
					1 ST	2 ND	3 RD	4 TH
Ensure sound financial management in all 61 municipalities in KwaZulu-Natal	Number of municipalities that are supported to achieve unqualified reports	6.1.P 6.3 P 6.9 N Treasury indicator 2.2 CL 34.1/34.3	Annual	20 municipalities achieving unqualified audit reports	0	0	0	20
	Number of municipalities that are supported to submit their AFS timeously	Treasury indicator 2.2	Annual	61 municipalities submitting their AFS on time	municipalities supported with Internal Audit Committees	0	61	0
To monitor and report on municipal legislative compliance in all 61 municipalities.	Number of reports submitted on state of municipal finances	Treasury indicator 2.2	Annual	2 Reports prepared in terms of Section 131 of the MFMA and Section 80 of the MPRA	1 report incl municipalities monitored on the implementation of grant funding	0	0	1 report
To combat corruption, promote ethics and ensure accountability in all 61 municipalities in KwaZulu-Natal by 2014	Number of municipalities supported with the implementation of anti-corruption/fraud prevention strategies/plans	6.2 P Treasury indicator 2.2 CL : 34.2	Annual	15 municipalities implementing anti-corruption/fraud prevention strategies/plans	0	0	0	15

SUB PROGRAMME : PUBLIC PARTICIPATION

STRATEGIC OBJECTIVE: <ul style="list-style-type: none"> • Effective support to Local Government and Traditional Institutions for strengthened governance • Empowered stakeholder participation in government programmes at local level. 								
OBJECTIVE STATEMENT	PERFORMANCE INDICATOR	LINKAGE	REPORTING PERIOD	ANNUAL TARGET 2011/2012	QUARTERLY TARGETS			
					1 ST	2 ND	3 RD	4 TH
Provision of support to municipal governance structures to improve community participation and accessibility	no of Provincial Public and Community Participation Implementation Plans developed		Annually	1	-	-	Municipalities supported with the implementation of customer satisfaction surveys	1
	no of municipalities supported with establishing WCs post LG elections		Annually	51	-	-	-	51
	no of reports produced on functionality of WCs in municipalities		Annually	1	-	-	-	1
	No of Community Development Worker Programme enhancement Strategy Developed		Annually	1	-	-	-	1
	No of wards supported by CDWs on the flagship programme		Annually	300	-	-	-	300
	No of community participation interventions supported by CDWs.		Annually	3	-	-	-	3

SUB PROGRAMME : MUNICIPAL INFRASTRUCTURE

STRATEGIC OBJECTIVE: • Effective support to Local Government and Traditional Institutions towards sustained and accelerated service delivery								
OBJECTIVE STATEMENT	PERFORMANCE INDICATOR	LINKAGE	REPORTING PERIOD	ANNUAL TARGET 2011/2012	QUARTERLY TARGETS			
					1 ST	2 ND	3 RD	4 TH
To manage and co-ordinate municipal infrastructure development through facilitating municipal infrastructure investment planning, infrastructure development programme implementation and appropriate operation and maintenance in 61 municipalities	no of municipalities supported in the development of UAP		annually	1	-	-	-	1
	no of municipalities supported in developing infrastructure implementation plans	National Treasury Indicators	quarterly	23	-	Monitor and report on MIG performance and spending Monitor and report on the projects on MIIS	Monitor and report on MIG performance and spending	Report on MIG performance and spending 23 municipalities supported with infrastructure development planning

STRATEGIC OBJECTIVE: • Effective support to Local Government and Traditional Institutions towards sustained and accelerated service delivery								
OBJECTIVE STATEMENT	PERFORMANCE INDICATOR	LINKAGE	REPORTING PERIOD	ANNUAL TARGET 2011/2012	QUARTERLY TARGETS			
					1 ST	2 ND	3 RD	4 TH
To monitor and evaluate municipal performance in respect of infrastructure development and delivery of basic services.	no of reports produced on infrastructure development and service delivery	National Treasury Indicator And Outcome 9	annually	1	-	-	-	1 reporting on - % hh with access to water, sanitation, refuse and electricity - no of municipalities meeting % on SD benchmark specifically on O&M and FBS

SUB PROGRAMME : DISASTER MANAGEMENT

STRATEGIC OBJECTIVE:								
<ul style="list-style-type: none"> Improve cooperative governance between Provincial and Local spheres for effective service delivery Effective support to Local Government and Traditional Institutions for strengthened governance 								
OBJECTIVE STATEMENT	PERFORMANCE INDICATOR	LINKAGE	REPORTING PERIOD	ANNUAL TARGET 2011/2012	QUARTERLY TARGETS			
					1 ST	2 ND	3 RD	4 TH
To co-ordinate and manage the development and effective functioning of provincial disaster management institutions.	Number of Provincial Disaster Management Framework developed, implemented and reviewed.	Outcome 9	April 2011 to March 2012	1	meeting of the Intergovernmental DM structures	meeting of the Intergovernmental DM structures	meeting of the Intergovernmental DM structures	meeting of the Intergovernmental DM structures
	Number of Provincial Disaster Management Plan developed, implemented and reviewed	Outcome 9	April 2011 to March 2012	1	Consultative Forums held to develop the plan	Draft Disaster Management Plan in place	Disaster Management Plan approved & rolled out to 4 districts	Disaster Management Plan rolled out to 6 districts + 1 Metro
	Number of Provincial Disaster Management Centre established, enhanced and maintained .	Outcome 9	April 2011 to March 2012	1	Communication system installed in the centre and users trained	Renovations to the centre finalised		
	Number of Municipalities supported with the preparation and review of Disaster Management Plans aligned to IDPs	Outcome 9 & National Treasury	April 2011 to March 2012	11	Participate in the IDP review sessions	DM Plans received for reviewing and alignment	Aligning IDP's with DM Plans and developing analysis reports	District Disaster Management Plans reviewed ensuring that they are aligned with IDP's

STRATEGIC OBJECTIVE: <ul style="list-style-type: none"> • Improve cooperative governance between Provincial and Local spheres for effective service delivery • Effective support to Local Government and Traditional Institutions for strengthened governance 								
OBJECTIVE STATEMENT	PERFORMANCE INDICATOR	LINKAGE	REPORTING PERIOD	ANNUAL TARGET 2011/2012	QUARTERLY TARGETS			
					1 ST	2 ND	3 RD	4 TH
To co-ordinate and manage the development and effective functioning of provincial disaster management institutions.	Number of districts disaster management centres supported	Outcome 9	April 2011 to March 2012	11	Reviewing of the needs analysis per districts + Participate at the District Forums on a quarterly basis + Approval letters disseminated to municipalities benefiting from grant transfer + MoA's for grant transfers signed by both parties and transfers done to beneficiaries	District Advisory Forum members audited + Grants gazetted for transfers + Transfers done + Confirmation list of mandated and eligible members	Audit of membership conducted + Consolidated attendance registers' compiled.	
	Number of awareness campaigns conducted	Outcome 9	April 2011 to March 2012	4	Winter Season community awareness conducted in all districts + Meetings held with other stakeholders to enforce the programme	Community Awareness workshops held + Pamphlets on awareness distributed to communities + Awareness messages communicated through MEC's radio slots	Summer Season Community Awareness conducted with pamphlets on floods rolled out to districts + Awareness messages communicated through MEC's radio slots	Awareness messages communicated through MEC's radio slots + Awareness done in schools

STRATEGIC OBJECTIVE: <ul style="list-style-type: none"> • Improve cooperative governance between Provincial and Local spheres for effective service delivery • Effective support to Local Government and Traditional Institutions for strengthened governance 								
OBJECTIVE STATEMENT	PERFORMANCE INDICATOR	LINKAGE	REPORTING PERIOD	ANNUAL TARGET 2011/2012	QUARTERLY TARGETS			
					1 ST	2 ND	3 RD	4 TH
To co-ordinate and manage the development and effective functioning of provincial disaster management institutions.	Number of municipalities supported in disaster management volunteer programme	Outcome 9	April 2011 to March 2012	3	Workshops held with district municipalities to discuss the programme (held per district)	Volunteer database updated	Volunteer training conducted in all targeted municipalities	11 Disaster Management Plans aligned with IDP
	Number of Provincial fire preparedness reports compiled	National Indicator	April 2011 to March 2012	1	Assessment on fire related incidents conducted + Schedule of municipalities vulnerable to fire incidents compiled	Fire Seasonal report and critical needs assessment report developed	Draft report of Provincial Fire Preparedness compiled	Report on provincial fire preparedness approved and submitted to NDMC
	Number of people accredited (investigated) in terms of the Fire Brigade Services Act	National Indicator	April 2011 to March 2012	10	Schedule of municipalities that do not have Chief Fire Officers compiled + List of people to be trained consolidated	Facilitate the registration processes and the requirements + Registrations done for people to be trained	Ten people conducted the first phase of the training	Ten people conducted the second phase of the training

PROGRAMME THREE : DEVELOPMENT AND PLANNING

SUB PROGRAMME : MUNICIPAL STRATEGIC PLANNING

STRATEGIC OBJECTIVE:	• Effective support to Local Government and Traditional Institutions for effective integrated planning							
OBJECTIVE STATEMENT	PERFORMANCE INDICATOR	LINKAGE	REPORTING PERIOD	ANNUAL TARGET 2011/2012	QUARTERLY TARGETS			
					1 ST	2 ND	3 RD	4 TH
To promote improved alignment through implementation of a Provincial IDP assessment framework and annual support and assessment plan in order to improve the credibility rating of 61 municipal IDPs and improved service delivery	Number of Provincial IDP Management and Support Plan adopted	1.10. P	Annually	1		1		
	Number of municipal IDPs supported with capacity building initiatives		Annually	5				5
	Number of Sector Departments supported with Integrated Dev Planning capacity building initiatives		Bi-Annually	6		3	3	
	Number of reports produced iro IDP Credibility Framework	1.13. P	Annually	1			1	

SUB PROGRAMME : SPATIAL PLANNING

STRATEGIC OBJECTIVE:		• Effective support to Local Government and Traditional Institutions for effective integrated planning						
OBJECTIVE STATEMENT	PERFORMANCE INDICATOR	LINKAGE	REPORTING PERIOD	ANNUAL TARGET 2010/2011	QUARTERLY TARGETS			
					1 ST	2 ND	3 RD	4 TH
To provide a Provincial Spatial Development framework for improved and aligned Municipal Spatial Development Frameworks and Land Use Management Systems, so as to promote orderly development and investment confidence in 61 municipalities	Number of municipalities supported to produce legally compliant Spatial Development Frameworks (SDFs)		Annually	6	-	-	6	-
	Number of reports produced in respect Spatial Development Framework compliance		Annually	1	-	-	-	1
	Number of municipalities supported to produce legally compliant schemes		Annually	6	-	-	-	6
	Number of reports produced in respect of Provincial scheme compliance framework		Annually	1	-	-	-	1

SUB PROGRAMME : DEVELOPMENT ADMINISTRATION

STRATEGIC OBJECTIVE:		<ul style="list-style-type: none"> Effective support to Local Government and Traditional Institutions towards sustained and accelerated service delivery Improved Co-operative Governance between provincial and local spheres for effective Service delivery 						
OBJECTIVE STATEMENT	PERFORMANCE INDICATOR	LINKAGE	REPORTING PERIOD	ANNUAL TARGET 2011/2012	QUARTERLY TARGETS			
					1 ST	2 ND	3 RD	4 TH
To implement the Planning and Development Act efficiently and effectively within the province of KZN	Number of reports produced on the Development Administration Benchmark?		Quarterly	1	Develop Development Administration Benchmark	–	-	Annual report on the Development Administration Benchmark
To implement and monitor the effective implementation of provincial Norms and Standards in development planning applications and approvals	Number of Provincial Norms and Standards developed?		Annually	3	–	–	–	3
To build the development planning capacity of municipalities to facilitate improved municipal strategic planning, spatial planning and performance management through the establishment of 10 District Wide Development Planning Shared Services	Number of Municipalities supported by the Development Administration Municipal Support Programme?		Annually	7	-	-	-	7

SUB PROGRAMME : MUNICIPAL PERFORMANCE

STRATEGIC OBJECTIVE: • Improved service delivery, accountability and transparency								
OBJECTIVE STATEMENT	PERFORMANCE INDICATOR	LINKAGE	REPORTING PERIOD	ANNUAL TARGET 2011/2012	QUARTERLY TARGETS			
					1 ST	2 ND	3 RD	4 TH
Establishment and support of functional municipal organisational performance management systems	Number of municipalities supported to develop functional PMS systems	Linkage to outcome 6: Sub out 6: Improved Administrative and Human Resource Management	Quarterly	10	Municipalities supported to align Section 57 Individual Performance Agreements to Municipalities scorecards	Performance Audit committees supported to attain functionality	Municipalities supported to develop and submit quarterly performance reports	Municipalities supported to develop and submit quarterly performance reports
	Number of municipalities supported to develop and submit annual performance reports	Linkage to outcome 6: Sub out 1: Improved audit outcomes	Annually	10	-	-	-	10
	Number of Consolidated Annual municipal Performance Reports prepared	Linkage to outcome 6: Sub out 1: Improved audit outcomes	Annually	1	-	-	-	1 report including monitoring of municipalities monitored with regard to legal compliance

SUB PROGRAMME : SPECIAL INITIATIVES

STRATEGIC OBJECTIVE: • Effective support to Local Government and Traditional Institution for effective Integrated Planning								
OBJECTIVE STATEMENT	PERFORMANCE INDICATOR	LINKAGE	REPORTING PERIOD	ANNUAL TARGET 2011/2012	QUARTERLY TARGETS			
					1 ST	2 ND	3 RD	4 TH
Create decent employment opportunities through municipal local economic development initiatives in support of the Corridor Development Programme	Number of new corridor development projects facilitated to attract private sector developments			10 new corridor projects packaged to open up private sector investment amended to 15	Identify & package 10/11 projects	Submit projects for approval & ensure approval of 10 projects	Transfer all funds to municipalities	Assist municipalities to develop implementation plans Monitor implementation
	Number of corridor projects supported to successful completion in line with business plan objectives			10 projects successfully closed-out	Receive and file updated implementation plans for multi-year funded interventions	Monitor projects implementation and attend PSC meetings as and when required	5 projects successfully completed and close-out reports verified	5 additional projects successfully completed and close-out reports verified
	Number of direct employment opportunities secured			500 direct employment opportunities secured amended to 250	Identify and package projects with the potential to create jobs Assess the potential employment opportunities in the interventions	Develop a schedule and confirm potential employment opportunities to be created	100 additional employment opportunities created	150 additional employment opportunities created
	% counter funding mobilised on Corridor Development Projects in the MTEF cycle budget			30% counter funding mobilised on Corridor Development budget	Identify & develop a schedule of new projects with potential for counter-funding	Set up meetings with relevant stakeholders to facilitate co-funding opportunities for packaged projects	20% counter-funding secured	10% additional counter-funding secured

STRATEGIC OBJECTIVE:		• Effective support to Local Government and Traditional Institution for effective Integrated Planning						
OBJECTIVE STATEMENT	PERFORMANCE INDICATOR	LINKAGE	REPORTING PERIOD	ANNUAL TARGET 2011/2012	QUARTERLY TARGETS			
					1 ST	2 ND	3 RD	4 TH
Support economic development infrastructure through small town rehabilitation	Number of small town revitalisation projects packaged and implemented.			8 packaged projects implemented in support of the initial priority small towns amended to 10	Update implementation plans for ongoing projects	Identify and package projects for implementation in the 2011/2012 financial year Schedule of approved projects	Transfer grant for the implementation of 5 projects	Transfer grant for the implementation of 5 additional projects
	Number of direct employment opportunities secured.			200	Identify projects with the potential to create employment opportunities	Develop schedule of projects with the potential to create employment opportunities	100 employment opportunities created	100 additional employment opportunities created
	Number of small town rehabilitation projects supported to successful completion in line with business plan objectives,			10 projects successfully closed out	Receive and file updated implementation plans for projects approved in the previous financial year.	Monitor projects implementation	5 projects successfully completed with close-out reports verified	5 additional projects successfully completed with close-out reports verified
	Number of PSEDS tertiary nodes supported for revitalisation			6 additional tertiary nodes approved for support	Identify towns for support	Prepare and submit a submission for the approval of 6 additional towns Workshop new town on the small town rehabilitation programme	Identify and package projects for implementation in the 2011/2012 financial year Schedule of approved projects	Transfer grant for the implementation of projects

STRATEGIC OBJECTIVE:	<ul style="list-style-type: none"> Effective support to Local Government and Traditional Institution for effective Integrated Planning 							
OBJECTIVE STATEMENT	PERFORMANCE INDICATOR	LINKAGE	REPORTING PERIOD	ANNUAL TARGET 2011/2012	QUARTERLY TARGETS			
					1 ST	2 ND	3 RD	4 TH
	Number of Local Economic Development projects packaged in municipalities			11 LED projects packaged and approved for support	Identify municipalities for support in the 2011/12 financial year	Identify and package projects for implementation in the 2011/2012 financial year Schedule of approved projects	Transfer grant for the implementation of projects	Monitor and evaluate projects implementation
	Number of Provincial Growth & Development Summits facilitated			Conduct 1 growth and development Summit			Conduct the growth and development Summit	Identify potential projects emanating from the Summit

PROGRAMME FOUR : TRADITIONAL INSTITUTIONAL MANAGEMENT

SUB PROGRAMME : TRADITIONAL GOVERNANCE AND FINANCE

STRATEGIC OBJECTIVE: <ul style="list-style-type: none"> Effective Support to Local Government and Traditional Institutions for strengthened governance Effective Departmental monitoring, evaluation and reporting systems in respect of Local Government and Traditional Institutions 								
OBJECTIVE STATEMENT	PERFORMANCE INDICATOR	LINKAGE	REPORTING PERIOD	ANNUAL TARGET 2011/2012	QUARTERLY TARGETS			
					1 ST	2 ND	3 RD	4 TH
To implement financial management tools aimed at improving financial management of 300 traditional institutions (including uMzimkulu)	Number of Traditional Council Asset Inventories compiled and maintained		Annual	257	50	50	100	57
To implement Practice Notes & Policy on collection of taxes and levies to enhance financial accountability in 300 traditional institutions.	Number of Traditional Councils supported to implement the financial management practice notes	5.5.P	Annual	100	25	25	25	25
	Number of policy frameworks finalised and implemented to guide the collection of taxes and levies in traditional councils		Annual	1	Draft policy developed	Draft policy consulted on	Draft policy submitted to MEC	Draft Policy submitted to Cabinet for approval
To develop a database and maintain of uBukhosi and Izinduna in terms of the Provincial Directive	Number of uBukhosi and Izinduna databases developed and maintained	5.10.P	Annual	1	first report submitted	Terms of reference for electronic database finalised	service provider appointed	Database developed
To enhance traditional institutional governance by supporting 300 traditional institutions in the application of appropriate legislation, policies and frameworks	Number of policies developed on the position of the status of Headmen/Traditional Leaders of uMzimkhulu		Annual	1	Submission of full report and briefing with MEC	Submission and presentation to Cabinet	drafting of Bill and setting up of support mechanism for Umzimkhulu	finalisation of legal framework and a plan for reconstitution of TCs
	Number of compliance frameworks developed and implemented to achieve successful smooth transition of traditional councils		Annual	1	election timetable finalised, MOU with IEC finalised	election plan adopted and Provincial House briefed	logistical arrangements finalised and elections held	new TC members briefed on their roles
	Number of Governance Manuals implemented		Annual	1	management tool on TCs and Houses developed	tool consulted on	tool adopted by provincial House and local houses	tool piloted

STRATEGIC OBJECTIVE: <ul style="list-style-type: none"> Effective Support to Local Government and Traditional Institutions for strengthened governance Effective Departmental monitoring, evaluation and reporting systems in respect of Local Government and Traditional Institutions 								
OBJECTIVE STATEMENT	PERFORMANCE INDICATOR	LINKAGE	REPORTING PERIOD	ANNUAL TARGET 2011/2012	QUARTERLY TARGETS			
					1 ST	2 ND	3 RD	4 TH
To enhance traditional institutional governance by supporting 300 traditional institutions in the application of appropriate legislation, policies and frameworks	Number of Bills piloted through parliament		Annual	1	1 st Draft of Bill developed	Bill submitted to MEC for directive	Consultation on Bill conducted	Bill submitted to Cabinet
	Number of management tools developed and implemented to support the functioning of traditional councils and houses		Annual	1	1 st Management tool drafted	Management tool consulted on	Tool finalised and adopted	Tool workshopped in all local houses and the Provincial House

STRATEGIC OBJECTIVE: <ul style="list-style-type: none"> Effective Support to Local Government and Traditional Institutions for strengthened governance Effective Departmental monitoring, evaluation and reporting systems in respect of Local Government and Traditional Institutions 								
OBJECTIVE STATEMENT	PERFORMANCE INDICATOR	LINKAGE	REPORTING PERIOD	ANNUAL TARGET 2011/2012	QUARTERLY TARGETS			
					1 ST	2 ND	3 RD	4 TH
To implement a Performance Management System to enhance good governance in 300 traditional institutions.	Number of Performance Management Systems adopted and implemented for Traditional Councils and House of Traditional Leaders	5.6.P.	Annual	1	PMS document refined	PMS document consulted on	PMS document adopted	PMS Piloted in Local Houses
To transform outstanding traditional communities(43 identified in 2009/2010) and reconstitute the traditional councils in compliance with the KZN Traditional Leadership and Governance Act No. 5 of 2005	Number of induction manuals developed		Annual	1	Draft Manual developed	Manual consulted on	Manual finalised	Manual piloted
To establish structures for the completion of the transformation of the institution of traditional leadership	Number of Commissions established to deal with claims and disputes		Annual	1	Framework to recruit Commission staff developed	Office infrastructure sourced for the Commission	Members of Commission appointed	Commission supported to function

SUB PROGRAMME : TRADITIONAL INSTITUTIONAL SUPPORT

STRATEGIC OBJECTIVE:		<ul style="list-style-type: none"> Effective Support to Local Government and Traditional Institutions for strengthened governance Effective Departmental monitoring, evaluation and reporting systems in respect of Local Government and Traditional Institutions 						
OBJECTIVE STATEMENT	PERFORMANCE INDICATOR	LINKAGE	REPORTING PERIOD	ANNUAL TARGET 2011/2012	QUARTERLY TARGETS			
					1 ST	2 ND	3 RD	4 TH
To develop and implement a skills capacity building programme for 300 traditional institutions	Number of Capacity Building Programmes implemented for Amakhosi and Traditional Council Secretaries		Annual	1	Audit on programmes to be implemented	Identification of a service provider	Identification of a service provide	Implementation of the programme
	Number of Amakhosi undertaking the leadership and development programme		Annual	50	10	10	15	15
To undertake dispute resolution	Number of dispute resolution and conflict management framework developed			1	Dispute resolution and conflict management framework developed	Implementation	Implementation	Implementation of a framework
	Number of Electronic database developed and maintained			1	Data base developed	Database maintained	Data maintained and updated	Developed and maintained data base
	Number of panels of experts established to assist the department in resolving disputes			1	Preparation of a brief and submission	Advertisement of the brief	Appointment of the experts	Panel established and functional
Develop and co-ordinate Ondlunkulu Programme	No of co-operatives established			11	Facilitate training of Ondlunkulu	Facilitate the establishment of co-operatives	Establishment of co-operatives in various wards	Co-operatives established
	No of capacity building programmes undertaken for Ondlunkulu			8	Identify needs for capacity building	Engagement of a service provider	Training undertaken	Finalisation of training
	No of TAC's provided with office equipment		No of Imizi Yezizwe constructed	12	3	3	3	3

STRATEGIC OBJECTIVE: <ul style="list-style-type: none"> Effective Support to Local Government and Traditional Institutions for strengthened governance Effective Departmental monitoring, evaluation and reporting systems in respect of Local Government and Traditional Institutions 								
OBJECTIVE STATEMENT	PERFORMANCE INDICATOR	LINKAGE	REPORTING PERIOD	ANNUAL TARGET 2011/2012	QUARTERLY TARGETS			
					1 ST	2 ND	3 RD	4 TH
Facilitate the provision of infrastructural support to the Traditional institutions	No of Imizi Yezizwe constructed		April 2011 to March 2012	4	Appointment of Project manager	75% completion (Roof level)	75% completion (Roof level)	75% completion (Roof level)
	No of training/ capacity building programmes undertaken for the Provincial, Local Houses and TC's			11	3	3	3	2

SUB PROGRAMME : TRADITIONAL LAND ADMINISTRATION

STRATEGIC OBJECTIVE: <ul style="list-style-type: none"> Effective Support to Local Government and Traditional Institutions for strengthened governance Effective Departmental monitoring, evaluation and reporting systems in respect of Local Government and Traditional Institutions 								
OBJECTIVE STATEMENT	PERFORMANCE INDICATOR	LINKAGE	REPORTING PERIOD	ANNUAL TARGET 2011/2012	QUARTERLY TARGETS			
					1 ST	2 ND	3 RD	4 TH
To enhance traditional institutional governance by supporting 300 traditional institutions in the application of appropriate legislation, policies and frameworks	Number of TCs capacitated and supported with alignment of land allocation processes to Municipal LUMs.	POA (priority 1)	Annually	251	63	63	63	62
	Number of TCs supported with establishment and maintenance of land database.	New	Annually	232	58	58	58	58
	Number of land rights applications processed and demarcated for various developments in communal land.	POA (priority 2)	Annually	1600	400	400	400	400
	Number of land boundary disputes resolved .	POA (priority 4)	Annually	44 TC boundary disputes resolved	11	11	11	11

PROGRAMME FIVE : URBAN AND RURAL DEVELOPMENT

SUB PROGRAMME : RURAL CONNECTIVITY

STRATEGIC OBJECTIVE:	• Effective support to Local Government and Traditional Institutions towards sustained and accelerated service delivery							
OBJECTIVE STATEMENT	PERFORMANCE INDICATOR	LINKAGE	REPORTING PERIOD	ANNUAL TARGET 2011/2012	QUARTERLY TARGETS			
					1 ST	2 ND	3 RD	4 TH
To support Municipalities with the establishment of Thusong Service Centres within previously disadvantaged communities	Number of Thusong Service Centres constructed	NO9 & PP2	April 2011 to March 2012	1	Council resolution & Business Plan	HOD approval and Gazette Transfer Funding	Monitor project Implementation	Monitor project implementation
	Number of Thusong Service Centres refurbished	NO9 & PP2	April 2011 to March 2012	7	Appointment of quantity surveyors	Architectural drawings & bills of quantities Advertise and appoint contractors	3 TSCs refurbished	4 TSCs refurbished
	Number of Thusong Service Centres aligned with 6 Block Services model	NO9 & PP2	April 2011 to March 2012	3	Facilitate and chair PISSC Prioritise Municipalities for Operational support Council resolution Business Plan	Facilitate and chair PISSC Hod approval , MOA and gazette	Facilitate and chair PISSC Transfer funding	Facilitate and chair PISSC Appointment of Centre Managers 3 TSC's with service provision in terms of services model

STRATEGIC OBJECTIVE:		• Effective support to Local Government and Traditional Institutions towards sustained and accelerated service delivery						
OBJECTIVE STATEMENT	PERFORMANCE INDICATOR	LINKAGE	REPORTING PERIOD	ANNUAL TARGET 2011/2012	QUARTERLY TARGETS			
					1 ST	2 ND	3 RD	4 TH
To support Traditional Institutions with the establishment of conducive working headquarters and official residences	Number of Traditional Administrative Centres refurbished and maintained	NO9 & PP2	April 2011 to March 2012	88	Appointment of quantity surveyors	Eighty eight Bills of quantities prepared Advertise and appoint contractors for 88 projects	Thirty five completed projects	Fifty three completed projects
	Number of Traditional Administrative Centres constructed	NO9 & PP2	April 2011 to March 2012	1	Appointment of Project manager 100% completion of Empangisweni TAC	Architectural drawings & bills of quantities Advertise and appoint contractor	50% completion (Window level)	75% completion (Roof level)
	Number of TAC's providing government services	NO9 & PP2	April 2011 to March 2012	10	Prioritise TAC's in accordance with PIMD Prepare programme plan for mobile service delivery	3 TAC's with mobile service provision	3 TAC's with mobile service provision	4 TAC's with mobile service provision
	Number of constructed Imizi yeZizwe	NO9 & PP2	April 2011 to March 2012	1	Appointment of Project manager	Architectural drawings & bills of quantities Advertise and appoint contractors	50% completion (Window level)	75% completion (Roof level)

SUB PROGRAMME : SYNERGISTIC PARTNERSHIPS

STRATEGIC OBJECTIVE:		• Improve participation of Traditional Institutions into the governance system						
OBJECTIVE STATEMENT	PERFORMANCE INDICATOR	LINKAGE	REPORTING PERIOD	ANNUAL TARGET 2011/2012	QUARTERLY TARGETS			
					1 ST	2 ND	3 RD	4 TH
To formalise and strengthen synergistic partnerships between Local Houses and District Municipalities	Number of synergistic partnerships formalised	NO 9	April 2011 to March 2012	2	Review and amend protocol agreement	Identify priority District Municipalities	2 Preparatory workshops conducted	2 Synergistic Partnerships Formalised
	Number of Joint Coordinating Committees established and maintained	NO 9	April 2011 to March 2012	2	Affirm technical support to JCCs	Identify Secretariat support for JCC's	Prepare Action plans for JCC's	2 JCCs established and maintained
	Number of JCCs supported through capacity building programme	NO 9	April 2011 to March 2012	2	Prepare needs analysis as per resolutions of summit	Prepare specifications and project brief	Appointment of service provider	Implementation of capacity building in 2 JCC's

SUB PROGRAMME : RURAL DEVELOPMENT

STRATEGIC OBJECTIVE:		• Effective support to Local Government and Traditional Institutions towards sustained and accelerated service delivery						
OBJECTIVE STATEMENT	PERFORMANCE INDICATOR	LINKAGE	REPORTING PERIOD	ANNUAL TARGET 2011/2012	QUARTERLY TARGETS			
					1 ST	2 ND	3 RD	4 TH
To support rural development in KwaZulu-Natal in line with the national comprehensive rural development programme and the provincial integrated rural development strategy	Number of Provincial CWP plans developed and implemented	NO9 (Output 3)	April 2011 to March 2012	0	0	0	0	0
	Number of Municipalities supported with implementation of CWP in at least 2 wards per municipality	NO9 (Output 3)	April 2011 to March 2012	33	3	5	6	8
	Number of work opportunities created through CWP	NO9 (Output 3)	April 2011 to March 2012	33 000	3000	5000	6000	8000
	% of CWP work opportunities associated with functional co-operatives	NO9 (Output 3)	April 2011 to March 2012	10% (3300)	300	500	600	800
	Number of municipalities assisted in developing functional co-operatives	NO9 (Output 3)	April 2011 to March 2012	8	1	2	2	3
	Number of new Community development projects facilitated to promote Rural Development	Outcome NO 7	April 2011 to March 2012	3	0	1	1	1

SUB PROGRAMME : URBAN DEVELOPMENT

STRATEGIC OBJECTIVE: • Effective support to Local Government and Traditional Institutions towards sustained and accelerated service delivery								
OBJECTIVE STATEMENT	PERFORMANCE INDICATOR	LINKAGE	REPORTING PERIOD	ANNUAL TARGET 2011/2012	QUARTERLY TARGETS			
					1 ST	2 ND	3 RD	4 TH
Support the development and revitalisation of secondary cities.	Number of municipalities supported with implementation of urban development projects.	NO9 & PP7	April 2011 to March 2012	2	Affirm Municipalities to be supported 2 Projects packaged in line with UDF	2 Projects packaged in each identified municipality	Transfer funds to 2 municipalities	Urban Development projects implemented

PROGRAMME SIX : SYSTEMS AND INSTITUTIONAL DEVELOPMENT

SUB PROGRAMME : MONITORING AND EVALUATION

STRATEGIC OBJECTIVE:	• Improved management and accountability of financial, physical and human resources and systems for the Department and Ministry							
OBJECTIVE STATEMENT	PERFORMANCE INDICATOR	LINKAGE	REPORTING PERIOD	ANNUAL TARGET 2011/2012	QUARTERLY TARGETS			
					1 ST	2 ND	3 RD	4 TH
To improve quarterly and annual performance reporting of the Department and conduct periodic and systematic evaluation on the result of programme support as per the Departmental Monitoring and Evaluation Framework	Number of Quarterly Reports produced in line with the M & E Framework		Quarterly	4	1	1	1 Mid Year Performance Report	1
	Number of Departmental Annual Performance Reports produced in line with the M & E Framework		Annual	1	1 010/11 Annual Performance Report			
	Number of evaluation Reports on Departmental support for the LGTAS		Annual	1				1
	Number of Mid Term Evaluation Reports on Departmental Programmes		Quarterly				1 Mid Year Evaluation Report	

SUB PROGRAMME : DEVELOPMENT INFORMATION SERVICES

STRATEGIC OBJECTIVE: • Improved management and accountability of financial, physical and human resources and systems for the Department and Ministry								
OBJECTIVE STATEMENT	PERFORMANCE INDICATOR	LINKAGE	REPORTING PERIOD	ANNUAL TARGET 2011/2012	QUARTERLY TARGETS			
					1 ST	2 ND	3 RD	4 TH
To provide spatial information management support to Provincial, Departmental and municipal projects as per project timeframes to improve the provision of government services to the communities	Number of Municipalities supported with updated ward profile maps	Provincial Flagship Projects (War on Poverty)	Annually	35	1 GIS WoP implementation strategy aligned to Provincial WoP strategy. (Data and system requirements identified)	35 municipalities with updated ward profile maps. (ILembe, Ugu, eThekweni, Sisonke, uMgungundlovu, uThukela, Umzinyathi, Amajuba)	GIS profiles compiled post profiling as per received questionnaires	Datasets, mapping and applications reviewed (1 report) to support WoP profiling
	Number of property registers established and supplied to municipalities on a monthly basis.	Municipal Property Rates Act	Quarterly	49 property registers maintained	1 annual agreement extended with the SGO and Deeds Office to provide monthly cadastral and weekly transfers data 49 QA reports produced Review process as per QA reports Strategy to transfer function to DPSS	Implement strategy to transfer function skills to DPSS. 49 participating municipalities provided with updated ownership information and registered cadastral layers on a monthly basis.	M & E of skills transfer of function. 49 participating municipalities provided with updated ownership information and registered cadastral layers on a monthly basis	Closeout of skills transfer of function. 49 participating municipalities provided with updated ownership information and registered cadastral layers on a monthly basis

STRATEGIC OBJECTIVE:		<ul style="list-style-type: none"> Improved management and accountability of financial, physical and human resources and systems for the Department and Ministry 						
OBJECTIVE STATEMENT	PERFORMANCE INDICATOR	LINKAGE	REPORTING PERIOD	ANNUAL TARGET 2011/2012	QUARTERLY TARGETS			
					1 ST	2 ND	3 RD	4 TH
To provide spatial information management support to Provincial, Departmental and municipal projects as per project timeframes to improve the provision of government services to the communities	Number of PSEDS system/s updated	PSEDS	Quarterly	1	Update PSEDS database and web application (Technical update).	4 Organs of State (DED, DOT, DOHUMAN SETTLEMENT S and Umgeni Water) contributing to PSEDS Database	9 Organs of State (DED, DOT, DOHUMAN Settlements, DAEARD, COGTA, DOWORKS & DRDLR, Umgeni Water and uMhlatuze Water) contributing to PSEDS Database.	15 Organs of State (DED, DOT, DAEARD, DACT, DOH DOHUMAN SETTLEMENT S, DOWORKS, DOH, COGTA, DRDLR, DOE, DWAF uMhlatuze Water, Sazi Water, uThukela Water and Umgeni Water) contributing to PSEDS Database
	Number of Development Planning Shared Service established and maintained with GIS and DIMS capacity	KZN Planning and Development Act	Annually	10	1 GIS Implementation plan aligned with municipal SS business plans 10 DPSSs functional and operational with GIS and DIMS capacity.	M & E of 10 DPSSs operational with GIS and DIMS capacity.	M & E of 10 DPSSs operational with GIS and DIMS capacity.	M & E of 10 DPSSs operational with GIS and DIMS capacity. 1 Workshop with DMs to compile closeout report on functioning of DPSS and update plan for 12-13