



cogta

Department:
Cooperative Governance and Traditional Affairs
PROVINCE OF KWAZULU-NATAL



2015-2020

Five Year Strategic Plan

“MOVING FORWARD WITH SPEED. ENSURING A BETTER QUALITY OF LIFE FOR ALL.”

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LIST OF ACRONYMS

ANC	African National Congress
APP	Annual Performance Plan
COGTA	Department of Co-operative Governance and Traditional Affairs
CSC	Community Service Centres
CWP	Community Works Programme
DPME	Department of Performance Monitoring and Evaluation
DWAS	Department of Water Affairs and Sanitation
EPWP	Expanded Public Works Programme
GIS	Geographical Information System
IDP	Integrated Development Plan
IUDF	Integrated Urban Development Framework
IGR:	Intergovernmental Relations
KZN	KwaZulu-Natal
LED	Local Economic Development
LG	Local Government
LUMS	Land Use Management System
M and E	Monitoring and Evaluation
MTSF	Medium Term Strategic Framework
NDP	National Development Plan
NEC	National Executive Committee
OTP	Office of the Premier
OSS	Operation Sukuma Sakhe
PAJA	Promotion of Administrative Justice Act
PAIA,	Promotion of Access to Information Act,
PDA	Planning and Development Act
PGDP	Provincial Growth and Development Plan
SDBIP	Service Delivery Budget Improvement Plan
SDF	Spatial Development Framework
SPLUMA	Spatial Planning and Land Use Management Act
TA	Traditional Authorities
TIS	Traditional Institutional Support
UAP	Universal Access Plan

FOREWORD TO THE FIVE-YEAR COGTA STRATEGIC PLAN BY HONOURABLE NOMUSA DUBE-NCUBE, MEC FOR COOPERATIVE GOVERNANCE AND TRADITIONAL AFFAIRS



I am pleased to introduce the strategic plan document for the Department of Cooperative Governance and Traditional Affairs. This Strategic Plan outlines the strategic initiatives and commitments by the department to protect, guide and direct its unique mandate over the next five years. It is a blueprint that defines our strategic path in our pursuit of a radical developmental agenda which derives from the now sixty-year old Freedom Charter and coincides with the country's fifth democratic administration.

One author once said that ***“planning is bringing the future into the present so that you can do something about it now”***. With this strategic plan document we aim to bring the future into the present and we are doing something about it now. We are convinced that, working together with our stakeholders and working with vigour and tenacity, we will succeed.

The programme of action contained in this plan is informed by our new bible of action in the sphere of local governance, commonly known as the Back to Basics programme. Through the Back to Basics initiative we will seek to:

- Put the people and their concerns first and ensure constant contact with communities through effective public participation platforms;
- Create conditions for decent living by consistently delivering municipal services to the right quality and standard. This includes planning for and delivering infrastructure and amenities, maintenance and upkeep;
- Ensure no failures in services and where there are failures, restore services with urgency;
- Ensure well governed municipalities that demonstrate good governance and administration – cut wastage, spend public funds prudently, hire competent staff, and promote transparency and accountability;
- Ensure prudent management of resources so as to sustainably deliver services and bring development to communities; and
- Build and maintain sound institutional and administrative capabilities, administered and managed by dedicated and skilled personnel at all levels.

These priorities that will guide the delivery targets of the department in the next five years are a clear indication that our uninterrupted march towards a united, democratic, non- sexist, non-racial and prosperous society, as envisioned in the Freedom Charter, is, indeed, on course.

This plan presents a paradigm shift and a breakaway from the traditional way of doing things. It ushers in a period of accelerated change and heightened service delivery. In essence, it is putting a sense of urgency in everything we do. It calls on Cogta and its social partners to do things differently with speed and determination in line with our new mandate of cooperative governance.

As part of our implementation of the NDP goals, we will seek to ensure that all developments, whether social or economic, do not produce outcomes that reinforce the marginalisation of our people, informed by the wise counsel of Amilcar Cabral who said that **“the people are not fighting for ideas, for things in anyone’s head. They are fighting to win the material benefits, to live better and in peace, to see their lives go forward, to guarantee the future of their children”**. We will ensure that the NDP is turned into a living document by our municipalities and traditional leaders so that the lives of our people can move forward and the future of their children is guaranteed.

In this country, we are still living in a divided society characterised by the poor, marginalised townships, informal settlements and rural population on the one hand, and the affluent, rich and urban population on the other. This state of affairs is discomfiting and reminds us of the mammoth task ahead for the bridging of this divide. Through its radical spatial development agenda, Cogta will be at the forefront of the government’s efforts to create conditions for everyone to realise their potential in life regardless of their background or residence. The development opportunities will be harnessed and made available to all with a deliberate bias towards the remote, rural and previously neglected.

The 2014 electoral mandate from the majority of our people presupposes a new approach to the societal challenges facing our country today. It calls for responsive, effective and efficient state machinery to the needs of the poor. It is therefore, within this context, that the strategic thrust of Cogta is repositioned and recontextualised. For this enormous task, we need reliable civil service machinery ready to intervene whenever the need arises. We will therefore ensure that governance systems are streamlined and utilised as a vehicle to change people’s lives.

We will ensure appropriate capacity – administrative, technical and financial – both in our own ranks and in all our municipalities. We will also create a platform that encourages co-ordination and elimination of duplication. Synergies will be leveraged for improved efficiency. Corruption and underperformance will become history, with all wrongdoing met with harsh consequences. We intend distinguishing ourselves by deploying only those employees who have a passion to serve and whose interests remain indebted to those of the communities they serve.

With regard to the Institution of Traditional Leadership the five strategic focus areas will be:

- Stabilisation and strengthening of Traditional Leadership
- Promotion of cultural and customary way of life which conforms to the Bill of Rights, Constitutional and democratic principles
- Implementation of policies, legislation and regulations towards transformation and regulations of the sector.

- Coordinate interfaith to promote social cohesion and nation building
- Revive and activate support of traditional institutions to promote socio-economic program

In line with the 2014 manifesto of the ruling party, our government has resolved to deepen its base and root itself amongst the poor and working class masses of this country. In doing so, deliberate interventions will be spearheaded in all spheres of government in order to stay focused on the common national agenda of creating decent jobs, fighting poverty, combating crime and corruption, improving the delivery of quality services to all, and advancing rural development, agrarian reform and food security. We at Cogta promise to be a catalyst in ensuring that these initiatives are felt on the ground and become a reality in the local communities by the close of the five-year span of this Strategic Plan.

The success of any plan lies in its execution. We will vigorously guard against any execution deficit as we roll-out the plans encapsulated in this document. While performance indicators and timelines will help guide the administrative process of monitoring and evaluating our efforts, it is ultimately about how swiftly and effectively we improve people's lives through service delivery that will help us to gauge the impact of our plan. We have no doubt that this plan as well as those tasked with job of executing it will rise to the occasion to fulfil the promise held by this new era of radical socio-economic transformation.

With this five-year plan we aim to bring the future into the present and we are doing something about it now. We are convinced that, working together with all our stakeholders, we will succeed.



Hon. Nomusa Dube-Ncube, MPL

MEC for Cooperative Governance and Traditional Affairs

KwaZulu-Natal Provincial Government

OFFICIAL SIGN-OFF

It is hereby certified that this Strategic Plan:

- Was developed by the management of the Department of Co-operative Governance and Traditional Affairs (COGTA) under the guidance of MEC Ms. N. Dube-Ncube
- Takes into account all the relevant policies, legislation and other mandates for which the Department is responsible for.
- Accurately reflects the strategic goals and objectives which the Department will endeavour to achieve over the period 2015-2020.



Ms. D. N. Qhobosheane
Accounting Officer



Mr. B. Ndlovu
Chief Financial Officer

Approved by:



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

PART A: STRATEGIC OVERVIEW

1. VISION

COGTA envisages “People centred sustainable co-operative governance”.

2. MISSION

“KZN COGTA will coordinate and foster co-operation amongst governance institutions and build capacity to accelerate delivery of high quality services to communities”.

3. VALUES

The Department seeks to ensure quality service provision of its core mandatory functions through the following core 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 Department’s objectives and provide 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.

4. LEGISLATIVE MANDATES

4.1. **Constitutional Mandate**

The mandates of the Department of Co-operative Governance and Traditional Affairs are embodied in the following sections of the Constitution, 1996:

- (a) **Section 139** provides for provincial intervention in local government. This intervention in municipalities, includes the issuing of directives, and managing interventions by the Provincial Executive Council in accordance with the provisions of section 139(1)(b) and (c);
- (b) **Section 154** determines that provincial governments must provide support and capacity-building to municipalities by legislative and other means, to assist municipalities to manage their own affairs, to exercise their powers and to perform their functions;
- (c) **Section 155(5) and (6)** determines the types of municipalities in KwaZulu-Natal, and establishes municipalities in KwaZulu-Natal, whereafter the Municipalities, by legislative and other measures, must be monitored and supported, in addition to which the Department must promote the development of local government capacity, to enable municipalities to perform their functions and manage their own affairs; and
- (d) **Section 155(7)** stipulates that provincial governments have legislative and executive authority to see to the effective performance by municipalities of their functions in respect of matters listed in Schedules 4 and 5, by regulating the exercise by municipalities of their executive authority referred to in section 156(1).

4.2. **Legislative Mandates**

The following legislation is administered by the Department:

- (a) Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000)
- (b) Local Government: Municipal Structures Act, 1998 (Act No. 117 of 1998)
- (c) Local Government: Municipal Financial Management Act, 2003 (Act No. 53 of 2003)
- (d) Local Government: Municipal Property Rates Act, 2004 (Act No. 6 of 2004)
- (e) Local Government Demarcation Act, 1998 (Act No. 6 of 2004)
- (f) Local Government Municipal Electoral Act, 2000 (Act No. 27 of 2000)
- (g) Traditional Leadership and Governance Framework Act, 2003 (Act No. 41 of 2003)
- (h) Disaster Management Act, 2002 (Act No. 57 of 2002)
- (i) Spatial Planning and Land Use Management Act, 2013: (Act No. 16 of 2013)
- (j) Infrastructure Development Act, 2014 (Act No. 23 of 2014)
- (k) Municipal Fiscal Powers and Functions Act, 2007 (Act No. 12 of 2007)
- (l) Remuneration of Public Office Bearers Act, 1998 (Act No. 20 of 1998)
- (m) KwaZulu-Natal Planning and Development Act, 2008 (Act No. 6 of 2008)
- (n) KwaZulu-Natal Pounds Act, 2006 (Act No. 3 of 2006)
- (o) KwaZulu-Natal Cemeteries and Crematoria Act, 1996 (Act No. 32 of 2000)
- (p) KwaZulu-Natal Determination of Types of Municipalities Act, 2000 (Act No. 7 of 2000)

- (q) KwaZulu-Natal Traditional Leadership and Governance Act, 2005 (Act No. 5 of 2005)
- (r) Fire Brigade Services Act, 1987 (Act No. 99 of 1987)

4.3. Policy Mandates

Policy mandates have in the past created the parameters within which laws have been developed. For example, the White Paper on Developmental Local Government created the policy environment for the development of the Municipal Structures, Systems, Financial Management and Intergovernmental Relations Acts. Policy mandates are also associated with policy pronouncements such as: the National Development Plan (NDP), Medium Term Strategic Framework (MTSF) and the Provincial Growth and Development Plan (PGDP) which then enhance the mandate for Co-operative Governance.

4.3.1. Freedom Charter, 1955

The Freedom Charter is a document that the Congress of the People adopted in 1955 as to what would be a picture of a free South Africa. The Freedom Charter declares that "South Africa belongs to all who live in it, black and white, and no government can justly claim authority unless it is based on the will of all the people" (Freedom Charter, 1955: 1). The will of all people is at the centre, and forms a base for this document. The core principles of the Freedom Charter find manifestation in the SA Constitution. The key opening demand for the Freedom Charter is "The people shall govern". This means that all men and women of all races, sex and colour have a right to vote, and can stand as a candidate for all bodies which make law and are entitled to be part of the administration of the country. Indeed, as COGTA we have witnessed that our government is elected regularly through transparent, free and fair elections as a prerequisite of our democracy demanded by the Freedom Charter. Every South African has the right to elect a government of his or her own choice. Regardless of race, the charter also calls for full equal rights for all citizens including human rights; common ownership of land and industry; equality before law; right to housing, security and comfort; jobs and security; fully-funded education for children and greater access to higher education.

The Freedom Charter remains the platform and vision for South African policies, strategic thinking and aspirations that South Africa seeks to achieve. On the Statement of the National Executive Committee (NEC) of the African National Congress, President Jacob Zuma defines National Development Plan (NDP) as an "overarching plan and a vision to realise the ideals of the Freedom Charter to put in place a South Africa that belongs to all who live in it" (Statement of the NEC of the ANC, 2015: 3). This means that the NDP is our long term vision to attain the objectives of the Freedom Charter.

26 June 2015 marks the 60th anniversary of the adoption of the Freedom Charter. While there has been huge progress, there is still a lot to be done for our people in giving effect to the ideals envisaged by the Freedom Charter. Our role as COGTA is to co-ordinate, lead Integrated Provincial Service Delivery; support ward based

planning; and strengthen Local Government to ensure that it has the necessary capacity to decently house people whilst providing other necessary services such as transport, roads, lighting, playing fields, creches and social centres called for by the Freedom Charter. The Department will also work towards improving consultation, communication and feedback in municipalities and Traditional Councils.

4.3.2. National Development Plan and Medium Term Strategic Framework

The National Development Plan is a plan for South Africa and provides a broad strategic framework to guide key choices and actions in order to eliminate poverty, reduce inequality and unemployment by 2030. The NDP approach draws extensively on the notion of capabilities, active citizenry and inclusive economy, enhancing the capacity of the state, and promoting leadership and partnerships throughout society. As with the Freedom Charter, NDP calls on our people to be part of an active citizenry and to take greater collective responsibility for their own development.

COGTA contributes to the delivery of chapters 4, 5, 6, 8, 13, 14 and 15 of the NDP. **Table 8.2** illustrates the alignment of the COGTA strategic goals and objectives with the NDP, MTSF outcomes and PGDP.

Chapter 4 of the NDP: Economic Infrastructure stipulates that in order for the country to support the long term economic objectives and development goals, South Africa needs to extensively invest in basic services such as electricity, water, sanitation, telecommunications and public transport. The challenge is to maintain and expand the provision of basic services in order to address the demands of the growing economy. Our role as COGTA includes providing support to municipalities in the provision of new infrastructure, as well as operational, maintenance and upgrade of existing infrastructure. In addition, COGTA will strengthen the capacity of municipalities to efficiently deliver infrastructure services to the required standard.

According to **Chapter 5 of the NDP: Environmental Sustainability and Resilience**, developmental challenges must be addressed in a manner that ensures environmental sustainability and builds resilience to the effects of climate change, particularly in poorer communities (NDP, 2011: 197). To this effect, adaptation strategies in conjunction with national development strategies should be implemented, including disaster preparedness, investment in more sustainable technologies and programmes to conserve and rehabilitate ecosystems and biodiversity assets. Consequently, the strategic objective of KZN COGTA is to increase adaptation to Climate Change impacts and improve Disaster Management by identifying and putting into effect appropriate policies and measures.

Chapter 6 of the NDP: An Integrated and Inclusive Rural Economy states that by 2030 South African rural communities must have better opportunities to fully participate in the economic, social and political life of the country. Our people will only achieve this through access to high-quality basic services which will enable

them to seek economic opportunities. COGTA acknowledges the challenges at municipalities and it is then our priority to implement the Back to Basics programme and ensure that all municipalities move from a dysfunctional to functional state.

One of the key objectives of the NDP is to ensure a **transformed Human Settlement (Chapter 8)**. To have a strong and efficient spatial planning system well integrated across the spheres of government. Among other things this will require:

- Reforms to the current planning system for improved co-ordination;
- Develop a strategy for densification of cities and resource allocation to promote better located housing and settlements;
- Introduce spatial development framework and norms, including improving the balance between location of jobs and people; and
- Provide incentives for citizen activity for local planning and development of spatial compacts.

Chapter 13 of the NDP: Building a Capable and Developmental State places emphasis on building a capable state to eliminate poverty, reduce inequality and unemployment by 2030. Our determination is to ensure that Local Government has committed people with appropriate skills and is capable of being transformative and developmental state to achieve NDP goals. Building a capable state necessitates the following:

- Stabilisation of the political administrative interface;
- Making the public service and local government careers of choice;
- Development of technical and specialist professional skills;
- Improving relationships between the spheres of government, and
- Reforming the state owned enterprises.

Chapter 14 of the NDP: Fighting Corruption states that corruption frustrates the country's ability of operating fairly and efficiently, and hinders the country's ability to deliver on its development mandate. A no "corruption country" will be realised through:

- Enforcement of law, procedures and policies that will ensure that anti-corruption agencies have requisite resources and independence;
- Prevention which focuses on the effectiveness of the available systems, institutional arrangements and accountability in the organisation; and
- Education in society which is about the society understanding the social dimensions of corruption and reporting it.

Operation Clean Audit, good governance, sound financial management and accountability remain the priority for COGTA.

The National Development Plan is the collective future of people of South Africa regardless of gender and race and it is our responsibility to make it work.

Chapter 15 of the NDP: Transforming Society and Uniting the Country emphasises that people must unite around a vision of a better South Africa. This

indicates that citizens have an important role to play in bringing about transformation and holding government accountable for the services they deliver. Participation in Local Government is a key principle of post-apartheid legislation. White Paper on Local Government (1998) encourages municipalities to find ways of structuring participation to enhance service delivery. COGTA will work towards strengthening the functionality of oversight structures; Ward Based Planning; Ward Committees; improve timeous consultation, communication and feedback in municipalities and Traditional Councils. It will also enhance the participation of Traditional Leaders in municipalities and improve IGR Structures.

The MTSF is the short term strategy that gives effect to the NDP. The NDP and MTSF identify the following priorities that are particularly important to improve Local Government performance and ensure quality service delivery:

- a) Members of society have sustainable and reliable access to basic services.
(Outcome 9: Sub Outcome 1).
- b) Intergovernmental and democratic governance arrangements for a functional system of co-operative governance strengthened
(Outcome 9: Sub Outcome 2).
- c) Sound financial and administrative management.
(Outcome 9: Sub Outcome 3).
- d) Promotion of social and economic development.
(Outcome 9: Sub Outcome 4)
- e) Local public employment programmes expanded through the Community Work Programme. **(Outcome 9: Sub Outcome 5).**

4.3.3. ANC Manifesto 2014

In line with the NDP, the ANC manifesto aims to move South Africa forward in addressing the challenges of **poverty, unemployment and inequality** over the next five years through:

- Building an inclusive economy that creates jobs;
- Transforming rural areas;
- Ensure decent living conditions and sustainable human settlements;
- Improve and expand education and training;
- Ensure quality health care for all;
- Expand comprehensive social security;
- Fight corruption and crime; and
- Build a united nation and promote social cohesion.

Within the context of the Manifesto, the ruling party has pronounced on the following commitments and imperatives of Local Government (ANC Today, 20 February 2015):

- Implement free basic services for indigent households and support municipalities where they lack capacity;
- Guide municipalities to ensure compliance with legislative requirements in respect of municipal revenue, financial management and sustainability;

- Ensure that infrastructure grants are utilised optimally and used for their intended purpose;
- Deal with prevalence of corruption;
- Include Back to Basics document to our commitments (Strategic Plans);
- Connect and interact with communities, reports back regularly and ensure public participation;
- Eradicate the culture of entitlement in our communities;
- Ensure that Local Government is responsive, accountable, effective and efficient; and
- Provide support to poor municipalities so they are able to implement infrastructure capital and maintenance plans.

4.3.4. Provincial Growth and Development Plan

The KwaZulu-Natal Provincial Growth and Development Plan (PGDP) is a comprehensive document that addresses the enormous triple challenge of poverty, inequality and unemployment. This is a long-term plan which sets ambitious but achievable targets that will be realised by the year 2030. The PGDP espouses the Provincial vision that: KwaZulu-Natal will be a prosperous Province with a healthy, secure and skilled population, acting as a gateway to Africa and the World. The PGDP is aligned to the National Development Plan. The Department's operations are guided by the National Development Plan, 2030 which is expressed in the Provincial Growth and Development Plan.

The Strategic Goals and Objectives of the PGDP are as follows:

STRATEGIC GOALS	OBJECTIVES
Job Creation	<ul style="list-style-type: none"> • Enhance Industrial Development through Trade, Investment & Exports • Expansion of Government-led Job Creation Programmes • Promoting SMME, Entrepreneurial and Youth Development • Enhance the Knowledge Economy
Human Resource Development	<ul style="list-style-type: none"> • Improve Early Childhood Development, Primary and Secondary Education • Support Skills alignment to Economic Growth • Promote enhanced Youth Skills Development & Life-Long Learning
Human And Community Development	<ul style="list-style-type: none"> • Poverty Alleviation & Social Welfare • Enhancing Health of Communities and Citizens • Safeguard Sustainable Livelihoods & Food Security • Sustainable Human Settlements • Enhancing Safety & Security • Advance Social Cohesion • Promote Youth, Gender and Disability Advocacy & the Advancement of Women

STRATEGIC GOALS	OBJECTIVES
Strategic Infrastructure	<ul style="list-style-type: none"> • Development of Ports and Harbours • Development of Road & Rail Networks • Development of ICT Infrastructure • Improve Water Resource Management • Develop Energy Production Capacity
Responses to Climate Change	<ul style="list-style-type: none"> • Increase Productive Use of Land • Advance Alternative Energy Generation • Manage pressures on Biodiversity • Disaster Management
Governance and Policy	<ul style="list-style-type: none"> • Strengthen Policy, Strategy Co-ordination and IGR Building Government Capacity • Eradicating Fraud & Corruption • Promote Participative, Facilitative & Accountable Governance
Spatial Equity	<ul style="list-style-type: none"> • Actively Promoting Spatial Concentration • Facilitate Integrated Land Management & Spatial Planning

4.3.5 National Department of Co-operative Governance and Traditional Affairs priorities

The priorities of Co-operative Governance are as follows:-

- Responding vigorously to immediate crises;
There shall be targeted and vigorous response to corruption and fraud, and zero tolerance.
- Going back to basics;
After the classification of municipalities into three categories namely: doing well, middle path and dysfunctional, the municipalities will be supported to ensure effective public participation; good governance and accountability; sound financial management; sound institutional and administrative capabilities; and deliver basic services.
- Continuing to build resilient local government institutions;
As per NDP, in order to achieve transformation, it is the role of Co-operative Governance to ensure that municipalities are functional in order to create safe, healthy, and economically sustainable areas where citizens and people can work, live and socialise. Municipalities will be supported to progress to the higher path.
- Understanding and responding to structural challenges;
The functionality and viability of municipalities indicate that the boundaries of a number of municipalities should be re-determined to ensure a transformed human settlement (Chapter 8 of the NDP). Also, the Integrated Urban Development Framework will guide the development of inclusive, resilient and liveable urban settlements.
- Improving intergovernmental systems.
COGTA acknowledges the significant role that all three spheres of government have to play in ensuring well-functioning municipalities. One of the priorities

of COGTA Ministry during this medium term is to harmonize the relations between the municipalities and the Traditional Institution, as part of implementing the Back to Basics Approach. In keeping with this approach the municipal and traditional structures will establish strong collaborative working relationships to create decent living conditions. Existing intergovernmental platforms will be used to monitor and review progress of service delivery.

Traditional Affairs has identified the following five priorities over the medium term period:

- Stabilisation and strengthening of Traditional Leadership;
- Promotion of cultural and customary way of life which conforms to the Bill of Rights, Constitutional and democratic principles;
- Implementation of policies, legislation and regulations towards transformation and regulation of the sector;
- Coordinate interfaith to promote social cohesion and nation building; and
- Revive and activate support of Traditional Institution to promote socio-economic programmes

4.3.6 Integrated Urban Development Framework (IUDF)

The Integrated Urban Development Framework is the policy framework which aims to guide the development of inclusive, resilient and liveable urban settlements, whilst addressing the unique conditions and challenges facing South African cities and towns. The vision of the policy is: 'Liveable, safe, resource-efficient cities and towns that are socially integrated, economically inclusive and globally competitive, where residents actively participate in urban life' (UIDF, 2014: 6).

The rationale is that apartheid spatial patterns still persist in our towns and cities and most municipalities cannot deal with these challenges themselves. This policy will assist municipalities to effectively manage urbanisation hence; reduce poverty, unemployment and inequality.

The Integrated Urban Development Framework is the policy response to Chapter 8 of the NDP as well as chapter 3, 4, 15 and 13. Below are the seven policy pillars of IUDF:

- Integrated transport and mobility;
- Integrated sustainable human settlements;
- Integrated infrastructure planning;
- Inclusive economic development;
- Efficient land governance and management;
- Empowered active communities; and
- Effective urban governance.

4.4 Relevant Court rulings.

The Department has no relevant court ruling that have a bearing on service delivery.

5. PRINCIPLES

- (a) The Strategic Plan needs to be action oriented. This means that the deliverables giving effect to the Strategic Objectives must be clearly defined, measurable and performance orientated. These deliverables must provide a clear indication of the expected change at community level. This can then be monitored and evaluated in order to track the progress made. The deliverables must further be performance orientated which means that the deliverables must show a movement from the current state to an improved state.
- (b) In order for the Strategic Plan to be effectively implemented, the issue of accountability from the top-down needs to be enforced. The Performance Agreements of all staff must be linked to the Strategic Plan and Annual Performance Plan (APP) of the Department. The process is outlined in the Performance Monitoring and Evaluation Guideline which was adopted by EXCO in March 2014. In addition, the subject of poor performance will need to be dealt with in accordance with the Department's Human Resource (HR) Policy more rigorously.
- (c) Issues reflected in the, NDP, MTSF and more particularly the delivery agreement on Outcome 9 need to be applied and contextualised within the provincial context by specifying the Departments commitment to the outputs and targets. COGTA has to play a pivotal role in practically ensuring that national and provincial priorities are aligned with local objectives. It is then expected that the principles proposed have to lead to effective targeting, sequencing, trading off, resourcing and consultation with communities and delivery partners.
- (d) The new approach of "business unusual" and moving to action oriented service delivery, dictates that the implementation of Batho Pele principles (White paper on Transforming Public Service (1997), is of vital importance. This requires an action oriented approach in delivering services which places citizens at the centre of service delivery. The implementation of the Batho Pele principles should not be seen as add-on functions but as integral to our daily planning, implementation and monitoring of service delivery projects.

6. NEW APPROACH FOR COGTA

6.1. Background

Intergovernmental Relations (IGR) and Co-operative Governance are described in the White Paper on Developmental Local Government (1999) as a process of co-operative decision making to coordinate priorities, budgets, policies and activities across sectors, information dissemination and the prevention and resolution of conflicts.

This involves harnessing of all public resources behind common goals and within a framework of mutual support; developing a cohesive and multi-sectoral perspective in the interests of the country; co-ordinating activities to avoid wasteful competition and duplication, settling disputes constructively and rationally and clearly defining the roles and responsibilities of government. In line with this, the NDP clearly articulates that Local Government is at the centre of development and to achieve the

aspiration of a transformed and effective Local Government system will require strong leadership and clear direction through a clear and consistent, long-term strategy. This requires a proactive approach to managing the intergovernmental system, in order to address specific weaknesses in coordination and capacity and a differentiated approach in the delivery of services in less well-resourced municipalities.

Further, national and provincial departments and entities impacting on Local Government will have to co-operate better and act with greater synergy in providing oversight and support to the local sphere. Moreover, provincial departments of Local Government will need to improve the way they monitor and support local government.

Achievement of the objectives will also depend on the co-operation from external stakeholders; hence the limitations have been clearly identified.

6.2. The Approach for COGTA

- (a) While a lot has been done and the Province being a better place than before, Local Government is still faced with problems and our people are dissatisfied. The situation needs a change of paradigm that focuses on serving the people at the most basic level. It is the priority of this current government that the “Back to Basics approach” in Local Government and Traditional Affairs be enforced vigorously. The number one priority is to ensure that all dysfunctional municipalities become functional. Going back to basics means municipalities will begin with providing a basket of services; clear policies and frameworks; sound financial management; responsive administration; functional municipal council structures and oversight bodies; have and attract competent and capable people; and regular community involvement and participation including traditional leadership. The strategy emphasises enforcement of legislation and regulation.
- (b) It is within this context that a fundamental paradigm shift is needed in KZN COGTA to move from the current approach of providing usual support and building capacity to municipalities and take its solid role of co-operative governance. The Department would need to have a strong role in coordinating sector departments and municipalities in order to direct service delivery in the Province. This includes development and maintenance of strategic partnerships with the private sector. This would require a strengthening of IGR capacity in the Province and coordinating the IDPs so that they encapsulate the municipal priorities, projects and budget in a coordinated manner that responds to the PGDP priorities.
- (c) In order for COGTA to deliver on its mandate there needs to be acknowledgement and commitment for internal integration and co-ordination within the Department. The Department needs to adopt a less hierarchical approach to coordination. High level co-ordination is needed on strategic issues between branches, chief directorates and directorates to facilitate a holistic approach for implementation needs.
- (d) It has been recognised that while municipalities are supported by different stakeholders, the impact of such support is most often not yielding the required

benefits. Part of the challenge is that such support is not coordinated. In order to address this, the Department, in terms of output 7 of outcome 9, needs to drive the coordination of support and capacity building aimed at municipalities. The Department needs to develop a long-term strategy on capacity building. This strategy will need to be done in conjunction with all stakeholders involved in capacity building in municipalities. Capacity building needs to be treated as an ongoing process both internally and externally to deliver on basic services.

- (e) A coherent differentiated approach is needed in terms of the support provided by the Department in relation to the responsibility and capacity of both the Department and Local Government. Support to municipalities cannot be a one-size-fits-all approach. Dynamics of each municipality must be taken into account.
- (f) The severe lack of a co-ordinated approach in managing and reporting on municipal performance information is an aspect that is overdue. Going forward, as a key strategic issue, this matter will need to be addressed and there must be a coordinated and functional municipal performance measurement and reporting tool operating in the Department.

6.3. Key Success Factors to implementation

- (a) Management needs to be clear and decisive in their direction. This means that Management in the Department needs to internalise their work in line with the legislative mandate of co-operative governance. Management would also need to have a clear concept upfront of how they will undertake their functions over the next five years in order to give effect to their mandate.
- (b) Buy-in into this new approach is critical. Buy-in will need to occur in two parts namely:
 - Buy-in from the Senior Management in the Department. This must be seen as a process and involve change management.
 - Buy-in from the Departments clients, municipalities and Traditional Institutions is important as well as the recognition from National and Provincial Departments to understand the Department's mandate with regard to co-operative governance. A process to communicate this approach to the clients will need to be undertaken. The Strategic Plan will also need to be presented to Cabinet to concretise this.
- (c) COGTA shall strengthen the alignment and integration of National MTSF, delivery outcomes, NDP, PGDP with Local Government deliverables, IDP and SDBIP. There also needs to be a clear link between the Strategic Plan, APP and Performance Agreements within the Department in order to ensure accountability.
- (d) The Department shall develop and maintain strategic partnerships with provincial departments and the private sector.

7. SITUATIONAL ANALYSIS

7.1. Performance Delivery Environment

(a) Local Governance

Local Government is the “crucible in which complex processes of development, governance, transformation of life and living conditions is taking place daily” (COGTA National Assembly, 2014). This indicates that Local Government should be capable to deliver on development and transformation. At the same time capability and poor performance in municipalities is a serious concern which requires strategic interventions. This has been proven by the number of service delivery protests that are taking place in our communities. Some of the key challenges experienced include:

- Lack of response to service delivery challenges by municipalities;
- Inadequate public participation and dysfunctional ward committees;
- Poor financial viability of municipalities and its impact on service delivery;
- Lack of skilled staff at municipal level; and
- High level of fraud and corruption within local government.

As per NDP, meeting the transformation agenda for Local Government requires a much higher and more focused intergovernmental commitment towards the creation of more functional municipalities and capable machinery at a local level. In responding to these challenges, the Department supports the implementation of the Back to Basic programme which reminds us that our people come first. The priority for CoGTA on Back to Basics is to get all 26 identified municipalities out of a dysfunctional state; support all municipalities on the middle path to progress to the top path and stay there; and support and incentivise all municipalities on the top path to remain there. The following pillars are the priorities of Local Government and are the thrust of Back to Basics:

- Good Governance;
- Institutional Capacity;
- Financial Management;
- Public Participation; and
- Basic Services.

In assisting the municipalities in progressing from one level to another, COGTA will focus on the above pillars as the entry point. In terms of governance, municipalities will be supported to have functional municipal structures. The Department will intensify and support councils meetings where there is evidence of dysfunctionality, and facilitate political engagements to manage political tensions. All oversight committees shall be in place and be able to perform their duties without any interference.

Support to municipalities in key areas of institutional management and development is important. Support will be provided in filling the vacant posts with competent staff; develop a plan to attract scarce skills in rural areas and explore shared services at a district level in respect of scarce skills; and implement and manage a performance

management system. Capacity building and enhancing the capability of councillors and municipal officials to perform their functions will be promoted in order to sustain stability in Local Government.

Operation Clean Audit remains a key programme in ensuring that all municipalities display good financial management and accountability. COGTA will support municipalities in implementing procurement plans; revenue raising strategies; debt collection; developing and implementing Audit and post Audit action plans and act decisively against fraud and corruption. The Department will also focus on revenue management and enhancement through support in the second cycle of general valuation rolls in preparation by municipalities in terms of the Municipal Property Rates Act.

In order to ensure that the communities are effectively engaged, the functionality of Ward Committees and War Rooms will remain the priority for the Department. Support programmes will be provided through the establishment of community based structures and support in the development of community participation plans. These programmes aim to strengthen public participation and enhance governance, accountability and service delivery. In addition, supporting inter-governmental relations and improving co-ordination within Local Government across spheres of government and amongst stakeholders will be a key focus of the plan in order to enhance effectiveness of Local Government as the sphere of government close to the communities. Managing inter-governmental relations in different spheres is one of the key pillars of this Strategic Plan and certainly the role of co-operative governance.

(b) Development and Planning

The KZN Province is positioning itself as a gateway to Africa and the world. This will require practical interventions in the use of provincial human and natural resources to create a safe, healthy and sustainable living environment. Development and Planning is critical in addressing abject poverty, inequality, unemployment and lack of basic services.

The provincial vision stipulates that people shall have options on where and how they opt to live, work and play. The recent Summits on Regional and Local Economic Development has called for a concerted effort by all stakeholders to work together to determine the economic growth trajectory in the local spaces and reduce inequality and poverty. The recent world economic crisis has resulted in the need to implement interventions that suit specific regional dynamics informed by local needs. This therefore means municipalities have a bigger role to play in determining what works for their Regions to reduce migration of skills and money to other regions and the creation of decent sustainable jobs. Amongst other things we need to:

- Invest in strategic infrastructure that unlocks economic opportunities and creates jobs;
- Increase support for small enterprises and co-operatives;
- Expand public works programmes;

- Produce more, cleaner energy and promote energy self-sufficiency;
- Expand access to water for commercial, social and agricultural use;
- Provide job placements and internship schemes for youth;
- Step up education and training opportunities for youth;
- Increase the number of young people in public works schemes;
- Review our approach on land use management; and
- Work with the private sector to expand the intake of young people

The Department has therefore customised its support to municipalities to align with the ever changing economic development environment. The function of local economic development is premised on municipal local economic development, capacity building and project implementation support aligned to priority sectors in the PGDP. The Department is supporting municipal capacity for effective development planning, policy making and strategy implementation. The capacity building interventions are aimed at responding to the capacity constraints experienced in most municipalities. Two main Programmes have been introduced to address capacity, namely; the university entry level qualification in LED and the district development agencies programme.

To address the lack of investment in the various nodes and corridors and to compliment the work that is being done by other sectors in the LED space, the Department is rolling out the Small Town and Corridor Development Programmes with a special focus on addressing the infrastructure needs for investors to create a more conducive environment for job creation and strengthen the response to the ever changing economic development environment.

In addressing economic development holistically, the Department will support Traditional Institution in order to promote socio-economic programmes. Traditional Leaders have a definitive role to play in development and job creation in the rural economy. The Department shall therefore support traditional communities by facilitating the establishment of vital development partnerships.

In terms of the Back to Basics approach, the planning, implementation and maintenance of basic infrastructure is critical for sustaining basic standards of living and economic activity in municipalities. All municipalities will therefore need to:

- Develop fundable consolidated infrastructure plans;
- Ensure infrastructure maintenance and repairs to reduce losses; and
- Ensure the provision of Free Basic Services and the maintenance of Indigent Register.

With regard to this the Department will need to support the implementation of operation and maintenance plans and ensure a systematic approach to service delivery. The Department will also need to ensure that municipalities acquire the necessary skills required for infrastructure management.

In terms of climate change, disaster risk and management are both significant as they address municipalities' vulnerability to climate change. Disaster management at a municipal level needs to act proactively and be able to respond to disasters.

Fragmented and unsustainable settlement patterns are a key challenge in the Province. This is compounded by inability to introduce progressive Land Use Management Schemes and Systems to areas that are under jurisdiction of the Subdivision of Agricultural Land Act as well as the Ingonyama Trust Act. The NDP highlights the importance of spatial planning and equity linked to development. Spatial concentration through densification is a tool being promoted to create more sustainable settlements. Further the identification of nodes is also an attempt to concentrate development and focus investment in that space.

(c) Traditional Institutional Management

National Development Plan (NDP) recognises the importance of social cohesion, the role of traditional leadership in governance, administration of justice, socio-economic and cultural development. It is therefore important to highlight the role of Traditional Leaders in taking Local Government forward. Traditional Affairs has also adopted the Back to Basics Approach to ensure that all Traditional Councils are functional. The following are the Back to Basics priorities for Traditional Affairs:

- Putting people and their concerns first-listening and communication (people's needs articulated in government planning and implementation);
- To harmonise the relations between traditional leadership and local government to improve service delivery and development within municipalities;
- Participate in the IDPs and community consultation processes including land use schemes;
- Facilitate access to land for development purposes; and
- Good governance and sound administration (Traditional Councils accountable).

The Department will focus its support in terms of five key areas:

- **Stabilisation and strengthening of Traditional Leadership**

The Department to strengthen the institution of Traditional Leadership in order to ensure that Traditional Leaders become part of the country's transformation processes. The Department will capacitate Traditional Institution in accordance with the Provincial Capacity Building Strategy. COGTA shall support municipalities in improving participation of Traditional Leaders at municipal level (Section 81) to improve service delivery and development. Establishment of IGR Structures on Traditional Affairs and partnerships in Traditional communities to enable development. Also, Amakhosi should work with government to re-instil the values of Ubuntu, respect and morality. These are the values that Amakhosi have represented over the years that are now greatly needed in government's ongoing efforts at rebuilding communities.

- **Promotion of cultural and customary way of life which conforms to the Bill of Rights, Constitutional and democratic principles**

Culture is the totality of the way of life evolved by people in their attempts to meet the challenges of living in their environment which gives order and meaning to their social, political, economic, aesthetic and religious norms and modes of organisation. Culture should not be interpreted merely as a return to the customs of the past. It embodies the attitude of a people to the future of their traditional values faced with the demands of modern technology, which is essential for development and progress.

Our traditions and cultures will be lost if they are not passed on. The challenge that the Department needs to address is to preserve our cultures by practicing and making them part of our lives. Promote speaking of mother tongue, teaching about traditional foods, dances, folklore, songs and fashion. The Department will work towards enhancing the traditional institutional governance by supporting Traditional Institution in the application of appropriate legislation, policies and frameworks; and develop a plan towards the establishment of a learning institute for Traditional Leaders.

- **Implementation of policies, legislation and regulations towards transformation and regulation of the sector**

In order to ensure the implementation of policies, legislation and regulations, the Department requires an inter-governmental relation system. In the South African context, this relates to the interaction of the different spheres of government as defined in Chapter 3 of the Constitution of the Republic of South Africa, 1996. In terms of section 40(1) government is constituted as national, provincial and local spheres of government. COGTA seek to improve and monitor compliance and regulatory effectiveness in terms of land allocations, and also to develop and monitor effective financial management systems.

- **Coordinate interfaith to promote social cohesion and nation building**

The mandate of the Traditional Affairs branch is derived from the following provisions of the Constitution:

- Section 6 – Rights to use own languages
- Section 15 – Right to religion, belief and opinion
- Section 30 – Language and culture
- Section 31 – Rights of the cultural, religious and linguistic communities
- Section 34 – Access to justice and the courts
- Chapter 12 – Recognition of traditional leadership and customary law

The majority of South Africans belong to one religion or another. Traditional and interfaith leadership forums at each district shall be used to promote social cohesion and nation building campaigns and programmes which will culminate into positive self-esteem and ultimately ensure community re-generation, trust,

self-confidence and ultimate morality, thereby promoting culture and eradicating divisions and social ills among communities.

- **Revive and activate support of traditional institutions to promote socio-economic programmes**

Traditional leaders' functions include among other things; land administration, agriculture, health, welfare services and economic development. Traditional Leaders have a definitive role to play in development and job creation in the rural economy. The Department shall therefore support Traditional communities by facilitating the establishment of vital development partnerships.

7.2. Organisational Environment

The Department is structured around four programmes. Programme 1 is Administration and is the support service for the other three Programmes which ensures that they are capacitated to perform their functions. Programme 2 is responsible for supporting Local Government structures. Programme 3 is Development and Planning and it includes Disaster Management, Municipal Infrastructure and Local Economic Development. This programme provides planning and development support to the local governance structures in KwaZulu-Natal. Programme 4 supports the leadership of Traditional Institution.

As of 31 January 2015 COGTA had a total of 1641 permanent posts in its employ. Males constitute 41.74% (685) while females constitute 58.26% (956) of the workforce. At the senior management level, males constitute 49.06% (26) and females are 50.94% (27). The recruitment and selection processes of the Department will be categorically focused towards achieving the employment levels in accordance with the DPSA Transformation Targets.

In the next five years the Department will focus on the following areas of employment policy or practice barriers, to drive the achievement of our employment equity targets as stipulated in the Employment Equity Plan; recruitment procedures, appointments, training and development, promotions, succession and experience planning, and retention of designated personnel.

Table 1: Group employment equity statistics for the year ended 31 January 2015.

Salary Level	Total No' of posts	Filled Posts	Vacant & Acting	Male				Female				People with disabilities
				A	C	I	W	A	C	I	W	
16	1	1	0	0	0	0	0	1	0	0	0	0
15	5	4	1	3	0	0	0	1	0	0	0	0
14	20	16	4	8	0	0	1	6	0	1	0	0
13	49	37	12	9	0	1	7	14	0	4	2	1
12	112	97	15	34	1	7	11	31	1	10	2	2
11	78	59	19	21	0	5	3	23	1	4	2	0
10	94	81	13	19	0	5	7	37	2	8	3	2
9	74	60	14	17	0	3	1	30	4	4	1	1
8	161	152	9	54	1	5	5	58	6	9	14	3
7	223	178	45	46	0	4	0	105	2	10	11	6
6	622	603	19	235	0	2	2	351	1	1	11	2
5	225	204	21	77	1	2	2	115	0	5	2	4
4	29	26	3	20	0	1	0	5	0	0	0	0
3	68	66	2	48	0	0	0	18	0	0	0	0
2	61	57	4	17	0	0	0	40	0	0	0	0
Total	1822	1641	181	608	3	35	39	835	17	56	48	21
Total %	100.00	90.07	9.93	33.37	0.16	1.92	2.14	45.83	0.93	3.07	2.63	1.15
EAP KZNP %				40.8%	0.9%	5.9%	3.5%	40.1%	0.9%	4.4%	3.1%	2%
GAP's %				-7.4%	-0.7%	-4.0%	-1.4%	5.7%	0.0%	-1.3%	-0.5%	-0.85%
GAP's in No'				-135	-13	-73	-25	104	1	-24	-9	-15

Provincial	Blacks	Whites	Indians	Coloureds	PWD
EAP KZNP	80.9	6.58	10.31	1.8	2
KZN CoGTA	79.2	4.8	5.0	1.1	1.2

It is the responsibility of the Department to organise itself in a manner that will maximise service delivery whilst fulfilling its mandate. The Department has examined its internal organisational environment and agrees that it needs to reconfigure its working arrangement to enhance the responsibility of co-ordination within and outside the Department. This environmental change will have a very significant impact in the next five years. With the new reconfigured arrangement, the Department anticipates becoming more vigorously responsive to the needs of its clients. In addition, filling of critical posts remains critical for COGTA. Continuous capacitating of employees as per Personal Development Plan will work towards improving the service delivery at COGTA.

7.3. Description of the Strategic Planning Process

The Department initiated the Strategic Planning process in December 2013. Sessions were held with each programme as well as the Department as a whole in January 2014 to review the vision, mission and strategies in view of the current performance and support of the Department to its clients. The Department undertook detailed planning to ensure that the priorities outlined in the NDP, MTSF, SONA, SOPA and

PGDP were incorporated in the Department key strategies and interventions. Furthermore, key policy pronouncements impacting on local government were taken cognisance of. High level objectives were “unpacked” into 5 year targets and performance measures. Commitment towards co-ordination and joint accountability was agreed on, resulting in the need to change the strategic direction of the Department. Role-players were identified for each intervention. The Executive Authority was engaged at all stages in the preparation of the plan for strategic direction and input.

7.4. Implementation of the Strategic Plan

In order to move away from a silo system of doing business, the strategic plan has been structured to ensure that in most instances more than one role-player will be required to achieve a strategic intervention.

In designing and planning such joint strategic interventions, cognisance must be taken of the roles and responsibilities of each role-player. A lead (most likely at directorate level) is identified in order to ensure that there is proper co-ordination and management of the departmental actions towards achieving the strategic interventions. The lead will be responsible for ensuring that the collaborating role-players: internal (partners) and external (stakeholders) properly plan, implement and deliver the planned actions of the strategic intervention. The responsibility of achieving the departmental strategic interventions will be at chief directorate level. The implementation of the strategic intervention must be included in all respective business and individual plans at all levels in the respective operational units and be reported on accordingly.

7.5. Monitoring and evaluation

The Department shall strengthen the structures in place and ensure a co-ordinated reporting system to monitor organisational performance which begins with employee performance management as referred by the Employee Performance Management Development System (EPMDS).

The COGTA monitoring and evaluation shall provide progress, early warning systems and make recommendations for informed decision making towards the achievement of the commitments in the Strategic Plan. This also includes keeping track of progress on performance against implementation of the NDP and PGDP. Co-operation between the Departments and partners on other sectors will be important to assess progress and identify blockages. As per the NDP, the Department provides great emphasis on evidence-based monitoring and evaluation in which the submitted evidence is analysed.

8. STRATEGIC OUTCOMES ORIENTED GOALS

8.1 Department 's Goals, Strategic Objectives and indicators

COGTA strategic goals and objectives were conceptualised from the priorities in the NDP and PGDP. The PGDP was analysed and issues relevant to the Department were identified and developed into 6 strategic goals and a number of strategic objectives to support each goal. The following goals and objectives will be implemented over five years through each strategic intervention.

NUMBER	DEPARTMENT 'S GOALS	DEPARTMENT 'S STRATEGIC OBJECTIVES	STRATEGIC OBJECTIVES' INDICATORS
1	Improved Co-operative Governance	1.1. Improved functionality of Inter-Governmental Relations	<ul style="list-style-type: none"> Number of municipalities with functional IGR Structures Number of functional IGR structures
2	Strengthened Governance	2.1. Improved capacity of political and administrative governance (Local Government and Traditional Institution)	<ul style="list-style-type: none"> Number of municipalities with improved political governance Number of municipalities with improved capacity of administrative governance Number of Traditional Councils with improved capacity of political governance Number of Traditional Councils with improved capacity of administrative governance Number of programmes with improved capacity of administrative governance Number of programmes with improved capacity of political governance
		2.2. Strengthened accountability of governance institutions (Local Government and Traditional Institution)	<ul style="list-style-type: none"> Number of municipalities with strengthened accountability Number of Traditional Councils with strengthened accountability Number of PH and LH with strengthened accountability
		2.3. Improved decision making through citizen participation	<ul style="list-style-type: none"> Number of municipalities with improved decision making through citizens participation
3	Increased Economic Opportunities	3.1. Strengthened sectoral development	<ul style="list-style-type: none"> Number of Agencies strengthened to drive LED
		3.2. Improved government led job creation programmes	<ul style="list-style-type: none"> Number of municipalities with improved government LED job creation programmes

4	Strengthened Delivery of Basic Services	4.1. Improved co-ordination of service delivery	<ul style="list-style-type: none"> • Number of municipalities with improved co-ordination of service delivery
5	Well Integrated Spatial Planning System	5.1. Improved spatial hierarchy of services	<ul style="list-style-type: none"> • Number of municipalities with improved spatial hierarchy of services • Number of municipalities with improved spatial location of services in line with Provincial Spatial Planning
6	Adaptation to Climate Change	6.1. Increased adaptation to climate change impacts.	<ul style="list-style-type: none"> • Number of municipalities with increased adaptation to climate change impacts
		6.2. Improved disaster management	<ul style="list-style-type: none"> • Reduction in the average time taken to respond to disaster events

8.2 Alignment of Provincial Strategic Objectives and Sector Priorities to Government Outcomes

The COGTA Strategic Goals and Objectives have been clearly aligned with the National Development Plan, Government Outcomes and Provincial Growth and Development Plan as illustrated by the following table.

National Development Plan	Government Outcomes	PDGP Goals and Strategic Objectives	COGTA goals	COGTA Strategic Objectives
<p>Chapter 3: Economy and employment</p>	<p>Outcome 4: Decent employment through inclusive growth</p>	<p>Goal 1: Job creation</p> <p>Strategic objective 1.2: Enhance sectoral development through trade and investment</p> <p>Strategic objective 1.3: Expansion of government-led job creation programmes</p> <p>Strategic objective 1.4: Promote SMME and entrepreneurial development</p> <p>Goal 3: Human and Community Development</p> <p>Strategic objective 3.3 Enhance sustainable household food security in KZN.</p>	<p>Goal 3: Increased economic opportunities</p>	<p>3.1. Strengthened sectoral development</p> <p>3.2. Improved government led job creation programmes</p>
<p>Chapter 5: Environmental Sustainability and resilience.</p>	<p>Outcome 10: Environmental assets and natural resources that are well protected continually enhanced.</p>	<p>Goal 5: Environmental Sustainability.</p> <p>Strategic Objective 5.4: Adaptation to Climate change</p>	<p>Goal 6: Adaptation to Climate Change</p>	<p>6.1. Increased adaptation to Climate Change impacts.</p> <p>1.2. Improved Disaster Management.</p>

National Development Plan	Government Outcomes	PDGP Goals and Strategic Objectives	COGTA goals	COGTA Strategic Objectives
<p>Chapter 6: An Integrated and Inclusive rural economy. Chapter 4: Economic Infrastructure.</p>	<p>Outcome 9: A Responsive, accountable, effective and efficient local government system</p>	<p>Goal 4: Strategic Infrastructure Strategic Objective 4.5: Improve water resource management and supply Strategic Objective 4.6: Improve energy production and supply</p>	<p>Goal 4: Strengthened delivery of Basic services</p>	<p>4.1. Improved co-ordination of service delivery</p>
<p>Chapter 8: Transforming Human Settlements.</p>	<p>Outcome 8: Sustainable human settlement and improved quality of household life</p>	<p>Goal 3: Human and Community Development Strategic objective 3.4 Sustainable human settlements Goal 7: Spatial Equity Strategic Objective 7.1: Actively promote spatial concentration and co-ordination of development interventions. Strategic Objective 7.2: Facilitate integrated land management and spatial planning</p>	<p>Goal 5: Well Integrated Spatial Planning System</p>	<p>5.1. Improved spatial hierarchy of services</p>
<p>Chapter 13: Building a capable and developmental state Chapter 14: Fighting corruption. Chapter 15: Transforming</p>	<p>Outcome 9: A Responsive, accountable, effective and efficient local government system. Outcome 12: An efficient, effective and</p>	<p>GOAL 6: Governance and Policy Strategic objectives 6.1: Strengthen policy, strategy co-ordination and IGR. Strategic objectives 6.2: Building government Capacity. Strategic objectives 6.3: Eradicating Fraud and Corruption.</p>	<p>Goal 1: Improved Co-operative Governance Goal 2: Strengthened Governance</p>	<p>1.1. Improved functionality of Inter-Governmental Relations 2.1. Improved capacity of political and administrative governance 2.2. Strengthened accountability</p>

National Development Plan	Government Outcomes	PDGP Goals and Strategic Objectives	COGTA goals	COGTA Strategic Objectives
Society and Uniting the Country.	<p>development oriented public service and an empowered, fair and inclusive citizenship</p> <p>Outcome 15: A diverse, socially cohesive society with a common national identity.</p>	<p>Strategic objectives 6.4: Promote participative, facilitative and accountable governance.</p>		<p>2.3. Improved decision making through citizen participation</p>

9. **OUTCOMES AND GOAL STATEMENTS**

Strategic Outcome Oriented Goal 1	Co-operative Governance
Goal Statement	Improved Co-operative Governance
Strategic Outcome Oriented Goal 2	Strengthening Governance
Goal Statement	Strengthened Governance
Strategic Outcome Oriented Goal 3	Economic Opportunities
Goal Statement	Increased Economic Opportunities
Strategic Outcome Oriented Goal 4	Basic Services
Goal Statement	Strengthened Delivery of Basic Services
Strategic Outcome Oriented Goal 5	Spatial Equity
Goal Statement	Well Integrated Spatial Planning System
Strategic Outcome Oriented Goal 6	Climate Change
Goal Statement	Adaptation to Climate Change

10. RISK MANAGEMENT

The following risks have been identified per Strategic Objective:

DEPARTMENT 'S GOALS	DEPARTMENT 'S STRATEGIC OBJECTIVES	RISKS	MITIGATION FACTORS
<p>1. Improved Co- operative Governance</p>	<p>1.1. Improved functionality of Inter-Governmental Relations</p>	<ul style="list-style-type: none"> • Ineffective co-ordinated service delivery among the three spheres of Government. • Incorrect decision making by the different sectors of Government. 	<ul style="list-style-type: none"> • COGTA will strongly engage in joint planning with other sector Departments to ensure meaningful co-ordinated government wide support to our clients and integrated inter-sphere plans. This will include development and maintenance of the strategic partnership with private sector.
<p>2. Strengthened Governance</p>	<p>2.1. Improved capacity of political and administrative governance</p> <p>2.2. Strengthened accountability of governance institutions</p>	<ul style="list-style-type: none"> • Inadequate skills and capacity for administrative management of municipalities and Traditional Institution. • Ineffective monitoring by oversight structures to ensure accountability. 	<ul style="list-style-type: none"> • The Department will facilitate the development of the long term capacity building strategy in response to the traditional institutions and municipal needs. • COGTA will partner with key relevant stakeholders in the implementation of this long term capacity building strategy. • One of the priorities of government is to strengthen the functionality of oversight structure to ensure that they perform their expected duties. Capacity building of oversight structures will be intensified to promote the responsibility of

			responsiveness and accountability.
3. Increased Economic Opportunities	2.3. Improved decision making through citizen participation	<ul style="list-style-type: none"> Ineffective communication with the public. Lack of participation by the public in community decision making structures. 	<ul style="list-style-type: none"> COGTA will work towards Improving timeous consultation, communication and feedback in municipalities and Traditional Councils Participation of Traditional Leaders in municipal and IGR Structures will be improved. Strengthen IGR structures.
	3.1. Strengthened sectoral development 3.2. Improved government led job creation programmes	<ul style="list-style-type: none"> Ineffective job creation programmes. Ineffective economic improvement programmes. 	<ul style="list-style-type: none"> Economic development is a collective responsibility of government, private sector and NGOs and as per NDP COGTA recognises the important role that traditional leadership can play in governance, administration of justice, socio-economic and cultural development. COGTA shall support municipalities in improving participation of Traditional Leaders at municipal level. It will also support co-ordination of public and private stakeholders to drive economic potential in each district.
4. Strengthened Delivery of Basic Services	4.1. Improved co-ordination of service delivery	<ul style="list-style-type: none"> Ineffective co-ordinated service delivery among the three spheres of Government. Incorrect decision making by the different sectors of Government. Lack of skills at municipal level to implement projects. 	<ul style="list-style-type: none"> COGTA will strongly engage in joint planning with other sector Departments to ensure meaningful co-ordinated government wide support to our clients and integrated inter-sphere plans.

<p>5. Well Integrated Spatial Planning System</p> <p>6. Adaptation to Climate Change</p>	<p>5.1. Improved spatial hierarchy of services</p>	<ul style="list-style-type: none"> Lack of co-ordinated planning and development. 	<ul style="list-style-type: none"> Capacity Building Strategy. COGTA will co-ordinate service delivery through IGR Forums. Support will then be provided to ensure functionality of IGR Forums.
	<p>6.1. Increased adaptation to climate change impacts.</p>	<ul style="list-style-type: none"> Inability to reduce the impact of disasters. 	<ul style="list-style-type: none"> COGTA will disseminate early warning systems, impact, frequency and response plan.
	<p>6.2. Improved disaster management</p>	<ul style="list-style-type: none"> Unpreparedness for disasters 	<ul style="list-style-type: none"> Early warning systems, impact, frequency and response plan will be disseminated. Municipalities will be capacitated on disaster risk management.

PART B: STRATEGIC OBJECTIVES

11. ALIGNMENT WITH THE KZN PROVINCIAL GROWTH AND DEVELOPMENT PLAN

The COGTA interventions, indicators and targets have been aligned with the Provincial Growth and Development Plan.

GOAL 1: IMPROVED CO-OPERATIVE GOVERNANCE				
DEPARTMENT 'S STRATEGIC OBJECTIVES	LINKAGE TO PGDP			DEPARTMENTAL INTERVENTIONS
	GOAL	STRATEGIC OBJECTIVE	INTERVENTIONS	
1.1. Improved functionality of Inter-Governmental Relations	Goal 6 : Governance And Policy	6.1. Strengthen policy, strategy coordination and IGR	6.1.a. Develop an Integrated Funding and Implementation Management Framework	<ul style="list-style-type: none"> Co-ordinate and lead Integrated Provincial Service Delivery Plan utilising the IDP as the single window of coordination.
			6.1.b. Create a single window of co-ordination between the Provincial Government, Municipalities and Non-Governmental forums	
				<ul style="list-style-type: none"> Integrated and sustainable support to Municipalities

GOAL 2: STRENGTHENED GOVERNANCE			
DEPARTMENT'S STRATEGIC OBJECTIVES	LINKAGE TO PGDP		
	GOAL	STRATEGIC OBJECTIVE	INTERVENTIONS
2.1. Improved capacity of political and administrative governance	Goal 6 : Governance And Policy	6.2. Build government capacity	<p>6.2.a. Develop an integrated public sector HRD and professional support programme</p> <p>6.2.b. Promote shared services amongst municipalities</p>
			<ul style="list-style-type: none"> • Implement a provincial capacity building strategy for local government and Traditional Institution (include programmes within the Department as well as sector departments) • Build the capacity of district municipalities to build resilient local municipalities • Enforcement of legislation and policy in local government. • Implement programmes to support financial viability and management in local government and Traditional Institution. (billing, overspending and underspending) • Build the capacity and capability of the Department to promote clean, effective and efficient governance • Ensure sound financial management within the Department • Improve organisational proficiency • Ensure Intra-Departmental co-ordination • Improve the response time for processing of development applications. • Stabilisation and strengthening of Traditional Leadership. • Promotion of cultural and customary way of life which conforms to the Bill of Rights, Constitutional and democratic principles

GOAL 2: STRENGTHENED GOVERNANCE			
DEPARTMENT'S STRATEGIC OBJECTIVES	LINKAGE TO PGDP		
	GOAL	STRATEGIC OBJECTIVE	INTERVENTIONS
2.2. Strengthened accountability of governance institutions	Goal 6 : Governance And Policy	6.3. Eradicate fraud and corruption	6.3.a. Provincial Operation Clean Audit 6.3.c. Implement proactive integrity management programmes
			<p>DEPARTMENTAL INTERVENTIONS</p> <ul style="list-style-type: none"> • Support municipalities to achieve clean audits • Implement integrity management programmes in municipalities • Strengthen functionality of Oversight Structures • Create a culture within the Department , where all employees and stakeholders continuously behave ethically in dealing with the or on behalf of the Department • Promote a culture of integrated planning, transparency and accountability that enhances the efficient and effective performance of the Department • The Department is fully compliant with regard to legal prescripts • Monitoring, Evaluation & Reporting • Coherent, responsive and effective communication services for all Departmental programmes. • Implementation of policies, legislation and regulations towards transformation and regulation of the sector.

GOAL 2: STRENGTHENED GOVERNANCE			
DEPARTMENT'S STRATEGIC OBJECTIVES	LINKAGE TO PGDP		
	GOAL	STRATEGIC OBJECTIVE	INTERVENTIONS
2.3. Improved decision making through citizen participation	6.4. Promote participative, facilitative and accountable governance	6.4.a. Improve relationship between Traditional Councils, Municipalities and Provincial Departments	<ul style="list-style-type: none"> • Improve consultation, communication and feedback in municipalities and Traditional Councils. • Co-ordination of interfaith to promote social cohesion and nation building.
		6.4.c. Develop advocacy programmes to strengthen the ward committee system	<ul style="list-style-type: none"> • Strengthen functionality of Ward Committees • Strengthen Ward Based Planning.
			<ul style="list-style-type: none"> • Improve Local Government Communication and co-ordinate a LGC system that ensures the public is informed of government programmes and policies. • Early warning systems –service delivery protests

GOAL 3: INCREASED ECONOMIC OPPORTUNITIES				
DEPARTMENT'S STRATEGIC OBJECTIVES	LINKAGE TO PGDP			DEPARTMENTAL INTERVENTIONS
	GOAL	STRATEGIC OBJECTIVE	INTERVENTIONS	
3.1. Strengthened sectoral development	Goal 1: Job Creation	1.2. Enhance sectoral development through trade and investment	1.2.f. Establish District Agencies to drive LED and Investment	<ul style="list-style-type: none"> Co-ordination of public and private stakeholders to drive economic potential in each district
			1.2.g. Review the Funding Framework to Improve Access to LED Funding	
3.2. Improved government led job creation programmes	Goal 1: Job Creation	1.3. Expansion of government-led job creation programmes	1.3.a. Support enhanced implementation of the EPWP (incl CWP) Programme	<ul style="list-style-type: none"> Create employment opportunities through: <ul style="list-style-type: none"> Corridor Development Small Town Rehabilitation
			3.3.f. 100 Hectare Programme by Traditional Councils	
	Goal 3: Human and Community Development	3.3. Enhance sustainable household food security in KZN		<ul style="list-style-type: none"> Revive and activate support of Traditional Institution to promote socio-economic programmes

GOAL 4: STRENGTHENED DELIVERY OF BASIC SERVICES				
DEPARTMENT'S STRATEGIC OBJECTIVES	LINKAGE TO PGDP			DEPARTMENTAL INTERVENTIONS
	GOAL	STRATEGIC OBJECTIVE	INTERVENTIONS	
4.1. Improved co-ordination of service delivery	Goal 4: Strategic Infrastructures	4.5. Improve water resource management and supply	4.5.g. Water Conservation and Demand Management Programme in all the WSAs	<ul style="list-style-type: none"> Co-ordinate service delivery utilising IGR Fora.
			4.5.h. Establish policy and design standards for the provision of 75 litres of water per person per day	<ul style="list-style-type: none"> Co-ordinate with DWA for the roll out of 75 litres of water per person per day.
		4.6. Improve energy production and supply	4.6.c. Programme and funding for operations and maintenance	<ul style="list-style-type: none"> Adopt a holistic approach to service delivery to address provision of new as well as the operation, maintenance and upgrade of existing infrastructure (through the development of UAPs). Support municipalities with improvement in the production and supply of energy (including alternative energy).

GOAL 5: WELL INTEGRATED SPATIAL PLANNING SYSTEM				
DEPARTMENT'S STRATEGIC OBJECTIVES	LINKAGE TO PGDP			DEPARTMENTAL INTERVENTIONS
	GOAL	STRATEGIC OBJECTIVE	INTERVENTIONS	
5.1. Improved spatial hierarchy of services	Goal 3: Human And Community Development	3.4. Sustainable human settlements	3.4.a. Establishment of a joint provincial forum addressing integrated development planning	<ul style="list-style-type: none"> Support municipalities to improve spatial location of services (government, social and basic) in line with Provincial Spatial Planning (guidelines/ frameworks & regulatory framework). Co-ordinate service delivery through the Joint Provincial Forum.
			3.4.b. Densification of settlement patterns	
Goal 7: Spatial Equity	7.1. Actively promote spatial concentration and co-ordination of development interventions.	7.1. Actively promote spatial concentration and co-ordination of development interventions.	7.1.a. Establish Provincial Nodes with clearly defined functions and intervention per node	
			7.1.b. Development of specific Corridor Plans to co-ordinate interventions along provincial corridors	
		7.2. Facilitate integrated land management and spatial planning	7.2.a. Implementation of a suite of plans	<ul style="list-style-type: none"> Implementation of SPLUMA and PDA.

GOAL 6: ADAPTATION TO CLIMATE CHANGE				
DEPARTMENT'S STRATEGIC OBJECTIVES	LINKAGE TO PGDP			
	GOAL	STRATEGIC OBJECTIVE	INTERVENTIONS	DEPARTMENTAL INTERVENTIONS
6.1. Increased adaptation to Climate Change impacts.	Goal 5: Environmental Sustainability	5.4. Adaptation to climate change	5.4.a. Climate change policy, planning and monitoring	<ul style="list-style-type: none"> Climate change factored into planning and development processes (Disaster Sector Plans with budgeted programmes) Policy frameworks, plans and strategies to reduce risks Early Warning systems Disaster Monitoring (GIS to plot early warning and effectiveness thereof, response, impact, frequency of disasters)
			5.4.b. Disaster management planning and monitoring	<ul style="list-style-type: none"> Co-ordinate interventions and support through Disaster Management Institutional Structures Improve preparedness through Capacity Building Programmes
6.2. Improved Disaster Management				

12. PROGRAMME ONE: ADMINISTRATION

Programme Purpose

The programme consists of two sub-programmes, namely Office of the MEC and Corporate Services.

The purpose of this programme is supporting the Ministry and providing all other support services rendered in the Department, including the financial management of the Department. Corporate Services is responsible to render the following key functions:-

- Human Resource Administration encompassing Recruitment and Selection, Conditions of Service and Remuneration;
- Provision of Human Capital Development including the Departmental Wellness Programme;
- Labour Relations;
- Provision of Organisational Development and Efficiency Services encompassing Human Resource Planning and practices, Organisation Design, Work Study and Job Design and Evaluation;
- Provision of Auxiliary Services encompassing Transport, Security, Office Services and Occupational Health and Safety;
- Provision of an Information Communication Technology Service including the provision of information system, management of service level agreements with service providers and the provision of IT related resources;
- Provision of Financial Management support to the Department;
- Provision of Policy and Research support to the Department;
- Provision of Legal Services support to the Department; and
- Provision of Strategic Planning, Monitoring and Evaluation support to the Department.

2. Strengthened Governance				
STRATEGIC GOAL	2.1. Improved capacity of political and administrative governance			
STRATEGIC OBJECTIVE	DEPARTMENTAL ACTIONS	FIVE YEAR TARGET	LEAD CO-ORDINATORS, PARTNERS & EXTERNAL STAKEHOLDERS	LIMITATIONS
Build the capacity and capability of the Department to promote clean, effective and efficient governance	<p>Implement the Human Resource Plan to address the following:</p> <ul style="list-style-type: none"> Internal capacity of the Department to be developed through a targeted recruitment process especially with regard to scarce skills (not limited to OSD) Capability of existing staff to be augmented to respond externally to municipalities and Traditional Institution. <ul style="list-style-type: none"> Undertake a skills audit including qualifications. Align training to Municipal and Traditional Institutions training Training of staff needs to address their capability to perform their function within a municipal context. Structured orientation of new staff- overview of the Department Review organisational structure to be designed and aligned to the 	<p>Department 100% functional in accordance with the approved organisational structure</p> <p>100% staff capable to perform their function within a municipal context</p>	<p>Lead: Human Resource Management and Development</p> <p>Partners: Departmental Branches, M and E</p> <p>External Stakeholders: DPISA and OTP</p>	<ul style="list-style-type: none"> Approval delays by external stakeholders (OTP and DPISA). Lack of communication amongst stakeholders.

2. Strengthened Governance				
STRATEGIC GOAL	2.1. Improved capacity of political and administrative governance			
STRATEGIC OBJECTIVE	DEPARTMENTAL ACTIONS	FIVE YEAR TARGET	LEAD CO-ORDINATORS, PARTNERS & EXTERNAL STAKEHOLDERS	LIMITATIONS
	<p>Strategic Plans in order to ensure that the Department delivers on its mandate</p> <ul style="list-style-type: none"> • Align Performance Management with the Strategic Plans (Strategic Plan and APP) of the Department. <ul style="list-style-type: none"> ○ Stringent probation period • Strengthen the disciplinary practice in the Department: <ul style="list-style-type: none"> ○ Measures to be put in place to expedite finalisation of disciplinary cases ○ Measures to be put in place to accelerate disciplinary processes ○ Measures to be put in place to deal with criminal cases in the Department • Manage transformation Programmes- through determining service standards in accordance with the Batho Pele principles 	<p>100% of staff Performance Agreements aligned to the Strategic Plans</p> <p>All disciplinary cases to be concluded within the statutory timeframe</p>	<p>Lead: Human Resource Management and Development</p> <p>Partners: Departmental Branches, M and E</p> <p>Lead: Human Resource Management</p> <p>Partners: Departmental Branches, Internal Control</p> <p>Lead: Strategic Planning and Service Delivery</p>	<ul style="list-style-type: none"> • None • None • None

STRATEGIC GOAL		2. Strengthened Governance		
STRATEGIC OBJECTIVE		2.1. Improved capacity of political and administrative governance		
STRATEGIC INTERVENTIONS	DEPARTMENTAL ACTIONS	FIVE YEAR TARGET	LEAD CO-ORDINATORS, PARTNERS & EXTERNAL STAKEHOLDERS	LIMITATIONS
	<ul style="list-style-type: none"> ○ Develop a Service Delivery Improvement Plan <p>Improve the delivery of IT Services within the Department through:</p> <ul style="list-style-type: none"> ● Uninterrupted and responsive IT system. ● Appropriately skilled staff ● Security of information ● Business Continuity and storage of information ● Upgrading of technology 	Fully functional IT Service	<p>Partners: Departmental Programmes</p> <p>Lead: Information Technology</p> <p>Partners: Departmental Programmes</p> <p>External Stakeholders: SITA</p>	<ul style="list-style-type: none"> ● Reliance on external stakeholders. ● Lack of communication amongst stakeholders.
	<ul style="list-style-type: none"> ● Provide a functional working environment for Departmental programmes in line with the Occupational Health and Safety Act <ul style="list-style-type: none"> ○ Provide a functional working environment aligned to the organisational structure and recruitment process <ul style="list-style-type: none"> ○ Context specific- <ul style="list-style-type: none"> ▪ Identify needs and develop uniform standards. ▪ Cost effectiveness 	100% of Departmental buildings compliant with the Occupational Health and Safety Act	<p>Lead: Auxiliary Services</p> <p>Partners: Departmental Programmes, IT, Security Services, Internal Control</p> <p>External Stakeholders: Department of Transport, Department of Public Works and municipalities</p>	<ul style="list-style-type: none"> ● Reliance on external stakeholders. ● Lack of communication amongst stakeholders.

2. Strengthened Governance					
2.1. Improved capacity of political and administrative governance					
STRATEGIC GOAL	STRATEGIC OBJECTIVE	DEPARTMENTAL ACTIONS	FIVE YEAR TARGET	LEAD CO-ORDINATORS, PARTNERS & EXTERNAL STAKEHOLDERS	LIMITATIONS
Ensure sound financial management		<ul style="list-style-type: none"> • Effective and efficient management of fleet <ul style="list-style-type: none"> ○ Enforcement of transport policies ○ Fuel efficiency ○ Tracking system 	100% of fleet efficiently managed		
		<ul style="list-style-type: none"> • Clean Audit <ul style="list-style-type: none"> ○ AG Action Plan to address audit outcomes ○ Compiled and submitted all statutory reports timeously. ○ Effective and efficient expenditure management • Ensure an efficient SCM <ul style="list-style-type: none"> ○ The Department will procure goods and services based on the needs assessment and specification of goods and services linked to the Departmental budget (Procurement Plan) ○ The Department will implement effective and efficient management of the acquisition processes 	Clean Audit achieved for the Department	Lead: Financial Management Partners: Departmental Programmes, External Stakeholders: Provincial Treasury, Auditor General	<ul style="list-style-type: none"> • None

2. Strengthened Governance					
2.1. Improved capacity of political and administrative governance					
STRATEGIC GOAL	STRATEGIC OBJECTIVE	DEPARTMENTAL ACTIONS	FIVE YEAR TARGET	LEAD CO-ORDINATORS, PARTNERS & EXTERNAL STAKEHOLDERS	LIMITATIONS
		<ul style="list-style-type: none"> ○ The Department will implement efficient processes for management of logistics ○ The Department will implement processes to effectively dispose unserviceable, redundant or obsolete goods 			
		<ul style="list-style-type: none"> ● Develop and monitor effective traditional financial management systems <ul style="list-style-type: none"> ○ Traditional Administrative Centres with updated Movable Asset Registers ○ Traditional Councils supported to implement the financial management practice notes 	<p>All Traditional Administrative Centres with updated Movable Asset Registers</p> <p>All Traditional Councils are implementing the financial management practice notes</p>	<p>Lead: Traditional Finance</p> <p>Partners: Departmental Programmes, External</p> <p>Stakeholders: Provincial Treasury, Auditor General</p>	<ul style="list-style-type: none"> ● None

2. Strengthened Governance					
2.1. Improved capacity of political and administrative governance					
STRATEGIC GOAL	STRATEGIC OBJECTIVE	DEPARTMENTAL ACTIONS	FIVE YEAR TARGET	LEAD CO-ORDINATORS, PARTNERS & EXTERNAL STAKEHOLDERS	LIMITATIONS
Improve organisational proficiency		<p>Support the Department with policy and research development</p> <ul style="list-style-type: none"> Determining trends and highlighting cutting edge information that impacts on the Department Database of municipal and traditional institution statistical information. Research to inform and be aligned to the Capacity Building Strategy. Research on trends in Sector Departments' and its impact on municipalities Knowledge Management Support the Department to review certified policies annually (inward looking and outward looking) 	Research informs the preparation of Strategic Plans and policies	<p>Lead: Policy and Research</p> <p>Partners: M and E, Departmental Programmes</p>	<ul style="list-style-type: none"> Reliance on external stakeholders when conducting research. Lack of communication amongst stakeholders.
Ensure Intra-Departmental co-ordination		<ul style="list-style-type: none"> Co-ordinate service delivery- ensure that the affected sector departments and entities are fully represented in the multi sectoral task teams (Operation Sukuma Sakhe) 	10 Districts and 1 Metro supported on OSS	<p>LEAD: HOD</p> <p>Partners: All Departmental Programmes</p>	<ul style="list-style-type: none"> None

2. Strengthened Governance					
2.2. Strengthened accountability of governance institutions					
STRATEGIC GOAL	STRATEGIC OBJECTIVE	DEPARTMENTAL ACTIONS	FIVE YEAR TARGET	LEAD CO-ORDINATORS, PARTNERS & EXTERNAL STAKEHOLDERS	LIMITATIONS
	Create a culture within the Department where all employees and stakeholders continuously behave ethically in dealing with the or on behalf of the Department	<p>Eradicate the incidences of fraud within the Department through the following:</p> <ul style="list-style-type: none"> • Measures to act as a deterrent- <ul style="list-style-type: none"> ○ Strengthen disciplinary action in the Department (see link with HR above) • Measures to prevent fraud <ul style="list-style-type: none"> ○ Systems and controls put in place for early detection of fraud • Education- <ul style="list-style-type: none"> ○ Creating awareness within the Department • Encourage employees and stakeholders to report alleged fraudulent activity without fear of reprisals or recriminations • Report criminal cases 	No incidences of fraud within the Department	<p>Lead: Internal Control</p> <p>Partners: Departmental Programmes</p> <p>External Stakeholders: Provincial Treasury, SAPS, Auditor General.</p>	<ul style="list-style-type: none"> • Reliance on external stakeholders • Lack of communication amongst stakeholders.
	Promote a culture of integrated planning, transparency and accountability that enhances the efficient and effective performance of the Department	<ul style="list-style-type: none"> • Strengthen internal control measures to minimise risk and act as an early warning system: <ul style="list-style-type: none"> ○ Internal Audit Plan ○ Risk Management Plan ○ Compliance Auditing ○ AG Management Action Plan 	Enhanced Internal Control measures in place for all Business processes	<p>Lead: Internal Control</p> <p>Partners: Departmental Programmes</p> <p>External Stakeholders:</p>	

2. Strengthened Governance				
STRATEGIC GOAL	2.2. Strengthened accountability of governance institutions			
STRATEGIC OBJECTIVE	DEPARTMENTAL ACTIONS	FIVE YEAR TARGET	LEAD CO-ORDINATORS, PARTNERS & EXTERNAL STAKEHOLDERS	LIMITATIONS
	<ul style="list-style-type: none"> • Utilise a sound and responsive strategic planning processes that: <ul style="list-style-type: none"> ○ Ensures alignment of National and Provincial legislative and policy imperatives (including Departmental mandate) ○ Promotes consultation, participation and consensus ○ Client oriented -ensure that citizens are at the centre of service delivery ○ Links Departmental performance to individual performance 	<p>Strategic Plans aligned to National and Provincial imperatives</p> <p>Business Plans and Performance Agreements of staff aligned to Strategic Plans</p>	<p>Provincial Treasury, Auditor General.</p> <p>Lead: Strategic Planning Partners: Departmental Programmes, HRM and D External Stakeholders: Provincial Treasury, Auditor General, Office of the Premier.</p>	<ul style="list-style-type: none"> • None
	<p>Implement a transparent and accountable monitoring system that will enhance programme performance through:</p> <ul style="list-style-type: none"> ○ Reliable and valid performance information for decision making. ○ Maintain and encourage use of the performance information knowledge base 	<p>Clean Audit on performance information</p> <p>Monitoring performance information informs the preparation of Strategic Plans</p>	<p>Lead: Monitoring Partners: Head of Department, Departmental Programmes External Stakeholders: SITA, municipalities</p>	

2. Strengthened Governance				
2.2. Strengthened accountability of governance institutions				
STRATEGIC GOAL	DEPARTMENTAL ACTIONS	FIVE YEAR TARGET	LEAD CO-ORDINATORS, PARTNERS & EXTERNAL STAKEHOLDERS	LIMITATIONS
The Department is fully compliant with regard to legal prescripts.	<ul style="list-style-type: none"> o An early warning system <p>Implement a transparent and accountable evaluation system that will enhance programme performance and inform decision making:</p> <ul style="list-style-type: none"> o Efficient use of Departmental resources o Effectiveness of Departmental programmes o Maintain and encourage use of the performance information knowledge base o An early warning system. 	<p>Recommendations of evaluations implemented</p> <p>Evaluation information informs the preparation of Strategic Plans</p>	<p>Lead: Evaluation Department, Departmental Programmes</p> <p>External Stakeholders: SITA, municipalities</p>	
	<ul style="list-style-type: none"> • Facilitate a process whereby the Department is fully compliant in terms of line function legislation (Municipal Systems Act, Planning and Development Act, IGR Framework Act, etc.) • Put procedures and processes in place for compliance with transversal legislation (Promotion of Access to Information Act, PAIA and Promotion of Administrative Justice Act, PAJA etc.) 	<p>100% compliance with all line function legislation</p> <p>100% compliance with all transversal legislation</p>	<p>Lead: Legal Services Departmental Programmes</p> <p>External Stakeholders: SITA and external service providers</p>	<ul style="list-style-type: none"> • Reliance on external stakeholders.

2. Strengthened Governance					
2.2. Strengthened accountability of governance institutions					
STRATEGIC GOAL	STRATEGIC OBJECTIVE	DEPARTMENTAL ACTIONS	FIVE YEAR TARGET	LEAD CO-ORDINATORS, PARTNERS & EXTERNAL STAKEHOLDERS	LIMITATIONS
Ensure coherent, responsive and effective communication services for all Departmental programmes	<ul style="list-style-type: none"> • Monitor compliance and take corrective action if required (transversal and line function legislation) • Implement Department Communication Plan (internal) <ul style="list-style-type: none"> ○ Develop and maintain relations with the media ○ Develop and maintain platforms to communicate Departmental programmes both internally and externally ○ Put mechanisms in place to ensure the strength of the Department as a brand ○ Promote a positive image of the MEC and the Department ○ To increase the public/stakeholders understanding on KZN COGTA policies, programmes and services 	100% communication on Departmental programmes and events	Lead: Communication Partners: Departmental Programmes External Stakeholders: SITA and external service providers	<ul style="list-style-type: none"> • Reliance on external stakeholders. 	

2. Strengthened Governance					
2.2. Strengthened accountability of governance institutions					
STRATEGIC GOAL	STRATEGIC OBJECTIVE	DEPARTMENTAL ACTIONS	FIVE YEAR TARGET	LEAD CO-ORDINATORS, PARTNERS & EXTERNAL STAKEHOLDERS	LIMITATIONS
Improve Local Government Communication (LGC) and co-ordinate a LGC system that ensures the public is informed of government programmes and policies.	<ul style="list-style-type: none"> o To profile KZN COGTA as a driver for socio-economic development o To strengthen Local Government communication. o Setting the agenda for communication; implement a proactive media management system o Manage the communication implications of Parliamentary Questions o Support campaigns on the national and provincial Government priorities o Enhance the corporate identity for government 	<ul style="list-style-type: none"> • Implement the Back to Basics Communications Plan • Support the Municipalities to develop and implement measures to effectively engage with communities 	Communities informed of progress on Departmental programmes	<p>Lead: Communication</p> <p>Partners: Departmental Programmes</p> <p>External Stakeholders: SITA, municipalities</p>	<ul style="list-style-type: none"> • Reliance on external stakeholders.

13. PROGRAMME TWO: LOCAL GOVERNANCE

Programme Purpose

The programme consists of five sub-programmes namely Municipal Administration, Municipal Finance, Public Participation, Capacity Development and Municipal Performance Monitoring, Reporting and Evaluation. The purpose of this programme is to co-ordinate, support, promote and enhance governance administration and public participation in local government.

The services under this programme are as follows:

- To promote community development and enhance governance through public participation;
- To promote good governance in municipalities;
- To manage municipal financial support; and
- To manage and co-ordinate municipal development.

1. Improved Co-operative Governance					
1.1. Improved functionality of Inter-Governmental Relations					
STRATEGIC GOAL	STRATEGIC INTERVENTIONS	DEPARTMENTAL ACTIONS	FIVE YEAR TARGET	LEAD CO-ORDINATORS, PARTNERS & EXTERNAL STAKEHOLDERS	LIMITATIONS
	Co-ordinate and lead an Integrated Provincial Service Delivery Plan utilising the IDP as the single window of coordination.	<ul style="list-style-type: none"> Implement an Integrated Provincial Service Delivery Plan based on MTEF of Provincial and National Departments and Municipal IDPs <ul style="list-style-type: none"> Alignment of MTSF, PGDP and other government priorities with IDP Alignment of IDP and the budgets of Sector Departments Alignment of IDP with municipal budget Alignment of cross border issues Monitor public sector capital expenditure within KZN in line with the identified/aligned projects in the PGDS Monitor public sector expenditure in line with the municipal IDP 	<p>1 Integrated Provincial Service Delivery Plan implemented</p>	<p>Lead: IDP Co-ordination Partners: Municipal Finance, DIS, Municipal Infrastructure External Stakeholders: sector departments, municipalities</p> <p>Lead: Municipal Finance Partners: Municipal Infrastructure, IDP External Stakeholders: Sector departments</p> <p>Lead: Municipal Finance Partners: IDP Co-ordination External Stakeholders:</p>	<ul style="list-style-type: none"> Poor co-operation from sector departments.

1. Improved Co-operative Governance			
1.1. Improved functionality of Inter-Governmental Relations			
STRATEGIC GOAL	STRATEGIC OBJECTIVE	DEPARTMENTAL ACTIONS	FIVE YEAR TARGET
STRATEGIC INTERVENTIONS			LEAD CO-ORDINATORS, PARTNERS & EXTERNAL STAKEHOLDERS
			LIMITATIONS
Strengthen oversight and functionality of IGR structures (such as Minmec, MuniMEC, PCF, Municipal IGR fora.)		<ul style="list-style-type: none"> • Improve functionality of IGR Structures and systems <ul style="list-style-type: none"> ○ Co-operative decision making (including inter-municipal) ○ Co-ordinate and align budget priorities and policies ○ Co-ordination of service delivery issues outlined in the Integrated Provincial Service Delivery Plan ○ Flow of information within and between government and communities ○ Prevention and resolution of conflict and disputes ○ Co-ordination of the implementation of decisions taken ○ Separation of executive and legislative functions (long term) 	<p>All IGR Structures are fully functional in accordance with the IGR Framework</p>
			<p>Sector departments</p> <p>Lead: IGR External Stakeholders: Sector departments, municipalities</p>
			<ul style="list-style-type: none"> • Poor co-operation from external stakeholders. • Instability in local government. • Poor implementation of the IGR policy by external stakeholders.

1. Improved Co-operative Governance					
1.1. Improved functionality of Inter-Governmental Relations					
STRATEGIC GOAL	STRATEGIC OBJECTIVE	DEPARTMENTAL ACTIONS	FIVE YEAR TARGET	LEAD CO-ORDINATORS, PARTNERS & EXTERNAL STAKEHOLDERS	LIMITATIONS
		<ul style="list-style-type: none"> Support municipalities to enhance the functionality of oversight structures Co-ordinate the establishment of a joint provincial forum addressing integrated development planning 	<p>All municipalities with functional oversight structures</p> <p>1 joint provincial service delivery forum supported</p>	<p>Lead: IDP</p> <p>External Stakeholders: Department of Human Settlements, municipalities</p>	<ul style="list-style-type: none"> Poor co-operation by stakeholders.
	Co-ordinate service delivery through the Joint Provincial Forum	<ul style="list-style-type: none"> Capacitate municipalities on single reporting mechanism Monitor the compliance of the municipalities with the reporting system Develop an electronic dashboard that reflects the current status of municipalities 	<p>All municipalities are complying with the single reporting mechanism</p> <p>Electronic system reflecting current status of functionality of municipalities</p>	<p>Lead: Municipal Performance</p> <p>External Stakeholders: Municipalities</p>	<ul style="list-style-type: none"> Inaccurate data received from municipalities. Non-compliance with the norms and standards of the reporting system. Poor cooperation by stakeholders.
	Integrated and sustainable support to Municipalities.	<ul style="list-style-type: none"> Implementation of Back to Basics programmes through a functional Nerve Centre Develop an early warning system: <ul style="list-style-type: none"> Development of District and Municipal Profiles 	<p>All municipalities are categorised as functional</p>	<p>Lead: Municipal Performance</p> <p>Partners: All Departmental Programmes</p>	<ul style="list-style-type: none"> Inaccurate data received from municipalities. Non-compliance with the norms and standards by municipalities.

1. Improved Co-operative Governance					
1.1. Improved functionality of Inter-Governmental Relations					
STRATEGIC GOAL	STRATEGIC OBJECTIVE	DEPARTMENTAL ACTIONS	FIVE YEAR TARGET	LEAD CO-ORDINATORS, PARTNERS & EXTERNAL STAKEHOLDERS	LIMITATIONS
		<ul style="list-style-type: none"> ○ Classification of municipalities and support ○ Identification of challenges and co-ordination of support of key stakeholders (multi-disciplinary team) ● Co-ordinate basket of services to support Municipalities: <ul style="list-style-type: none"> ○ Assessment of municipalities ○ Consolidated support and implementation ○ Monitoring Performance to ensure sustainability 		External Stakeholders: Sector departments, municipalities	<ul style="list-style-type: none"> ● Poor co-operation by stakeholders.

2. Strengthened Governance				
STRATEGIC GOAL	2.1. Improved capacity of political and administrative governance in municipalities			
STRATEGIC OBJECTIVE	DEPARTMENTAL ACTIONS	FIVE YEAR TARGET	CO-ORDINATORS, PARTNERS & EXTERNAL STAKEHOLDERS	LIMITATIONS
Implement a Provincial Capacity Building Strategy for Local Government and Traditional Institutions (include programmes within the Department as well as sector departments).	<ul style="list-style-type: none"> Capacitate municipalities in accordance to the capacity building strategy (In the context of the Back to Basics Approach) 	All municipalities capacitated in line with the provincial capacity building strategy	Lead: Capacity Building External Stakeholders: Sector departments, municipalities.	<ul style="list-style-type: none"> Poor co-operation from all stakeholders.
	<ul style="list-style-type: none"> Monitor the implementation of the integrated capacity building strategy. (Internal and external) 			
Build the capacity of district municipalities to build resilient in local municipalities.	<ul style="list-style-type: none"> Build the capacity of critical skills in District Municipalities (pool of skills) Extend shared services to include Local Government 	All Districts capacitated (people) with critical skills	Lead: Municipal Governance and Administration and IDP External Stakeholders: Municipalities	<ul style="list-style-type: none"> Poor co-operation from stakeholders.
	<ul style="list-style-type: none"> Strengthen the institutional capacity of municipalities by monitoring compliance with Local Government legislation and policies 			
Enforcement of legislation and policies in Local Government.		All municipalities comply with Local Government legislation and policies	Lead: Municipal Governance and Administration. Partners: Legal Services. External Stakeholders: Municipalities	<ul style="list-style-type: none"> Lack of capacity at municipalities. Lack of stability at municipalities. Poor co-operation from all stakeholders. Poor monitoring of policy implementation.

2. Strengthened Governance				
STRATEGIC GOAL	2.1. Improved capacity of political and administrative governance in municipalities			
STRATEGIC OBJECTIVE	DEPARTMENTAL ACTIONS	FIVE YEAR TARGET	LEAD CO-ORDINATORS, PARTNERS & EXTERNAL STAKEHOLDERS	LIMITATIONS
Implement programmes to support financial viability and management in Local Government and Traditional Institution. (Billing, overspending and underspending).	<ul style="list-style-type: none"> Capacitate municipalities with expenditure on capital infrastructure Monitor municipal expenditure on capital infrastructure Monitor the 8% expenditure on Operations and Maintenance 	<p>All municipalities with 30% expenditure on capital infrastructure</p> <p>All municipalities with 8% expenditure on Operations and Maintenance</p>	<p>Lead: Municipal Finance</p> <p>Partner: Municipal Infrastructure</p> <p>External Stakeholders: Municipalities</p>	<ul style="list-style-type: none"> Lack of capacity at municipalities. Lack of stability at municipalities. Poor co-operation from all stakeholders.
	<ul style="list-style-type: none"> Assist municipalities to implement Revenue Raising Strategy Monitor municipal revenue management (tariffs, billing system, debt collection etc.) Support municipalities to reduce debt 	<p>All municipalities with revenue raised</p> <p>All municipalities with debt reduced</p>	<p>Lead: Municipal Finance</p> <p>External Stakeholders: Municipalities</p> <p>Lead: Municipal Finance</p> <p>External Stakeholders: Municipalities</p> <p>Lead: Municipal Finance</p> <p>External Stakeholders: Municipalities</p>	<ul style="list-style-type: none"> Lack of capacity at municipalities. Lack of stability at municipalities. Poor co-operation from all stakeholders
	<ul style="list-style-type: none"> Source, produce and disseminate updated municipal property registers (i.e. cadastral layer with ownership information); and analysis municipal rate data for revenue gaps (where applicable) 	<p>All municipalities with supported with implementation of MPRA</p>		

2. Strengthened Governance					
2.2. Strengthened accountability of governance institutions					
STRATEGIC GOAL	STRATEGIC OBJECTIVE	DEPARTMENTAL ACTIONS	FIVE YEAR TARGET	LEAD CO-ORDINATORS, PARTNERS & EXTERNAL STAKEHOLDERS	LIMITATIONS
Support municipalities to achieve clean audits	<ul style="list-style-type: none"> Ensure that municipalities address all issues highlighted in the audit outcomes Specialisation of support staff to municipalities e.g. SCM, MPRA, and Audits. <ul style="list-style-type: none"> Aligning skills of staff to municipal functions 	All municipalities with clean audits	<p>Lead: Municipal Finance</p> <p>External Stakeholders: Provincial Treasury, Auditor General, Municipalities</p>	<ul style="list-style-type: none"> Lack of capacity at municipalities. Lack of stability at municipalities. Poor co-operation from all stakeholders. 	
Implement integrity management programmes in municipalities	<p>In order to eradicate the incidences of fraud within Municipalities the following needs to occur:</p> <ul style="list-style-type: none"> Measures to act as a deterrent- <ul style="list-style-type: none"> Strengthen disciplinary action in municipalities Measures to prevent fraud <ul style="list-style-type: none"> Systems and controls put in place for early detection of fraud Education- <ul style="list-style-type: none"> Creating awareness within municipalities 	No incidence of fraud in municipalities	<p>Lead: Municipal Finance</p> <p>External Stakeholders: Municipalities</p>	<ul style="list-style-type: none"> Inadequate reporting on maladministration, fraud and corruption by stakeholders. Political interference. 	
Monitoring, Evaluation & Reporting	<ul style="list-style-type: none"> Support municipalities to establish an effective performance management system to ensure value for money 	All municipalities have effective performance	<p>Lead: Municipal Performance</p>	<ul style="list-style-type: none"> Lack of capacity at municipalities. 	

2. Strengthened Governance			
STRATEGIC GOAL	2.2. Strengthened accountability of governance institutions		
STRATEGIC OBJECTIVE	2.2. Strengthened accountability of governance institutions		
STRATEGIC INTERVENTIONS	DEPARTMENTAL ACTIONS	FIVE YEAR TARGET	LEAD CO-ORDINATORS, PARTNERS & EXTERNAL STAKEHOLDERS
	<ul style="list-style-type: none"> Support municipalities to enhance the oversight role of councillors in assessing the performance of administration 	<p>management systems</p> <p>All municipalities evaluated on administrative performance and recommendation implemented</p>	<p>External Stakeholders: Municipalities</p> <p>Lead: Municipal Performance</p> <p>External Stakeholders: Municipalities</p>
			LIMITATIONS
			<ul style="list-style-type: none"> Lack of stability at municipalities. Poor co-operation from stakeholders.

2. Strengthened Governance			
STRATEGIC GOAL	2.3. Improved decision making of municipalities through citizen participation		
STRATEGIC OBJECTIVE	2.3. Improved decision making of municipalities through citizen participation		
STRATEGIC INTERVENTIONS	DEPARTMENTAL ACTIONS	FIVE YEAR TARGET	LEAD CO-ORDINATORS, PARTNERS & EXTERNAL STAKEHOLDERS
Improve consultation, communication and feedback in municipalities and Traditional Councils.	<ul style="list-style-type: none"> Assist municipalities to enhance community engagement processes/plans (including hotspots). Monitor Councillors reporting back to their constituents 	<p>All municipalities reports back to their communities (1 per quarter)</p>	<p>Lead: Public Participation</p> <p>Partners: Municipal Governance and Administration</p>
			LIMITATIONS
			<ul style="list-style-type: none"> Lack of stability at municipalities. Lack of capacity at municipalities with regard to the development of Ward Based Plans.

2. Strengthened Governance					
2.3. Improved decision making of municipalities through citizen participation					
STRATEGIC GOAL	STRATEGIC OBJECTIVE	DEPARTMENTAL ACTIONS	FIVE YEAR TARGET	LEAD CO-ORDINATORS, PARTNERS & EXTERNAL STAKEHOLDERS	LIMITATIONS
				External Stakeholders: Municipalities Lead: Public Participation External Stakeholders: Municipalities	<ul style="list-style-type: none"> Poor co-operation from all stakeholders. Political interference.
	Strengthen functionality of Ward Committees.	<ul style="list-style-type: none"> Support municipalities in improving the functionality of Ward Committees as per Municipal Structures/Systems Act 	All municipalities with functional Ward Committees	Lead: Public Participation Partners: IDP Co-ordination External Stakeholders: Municipalities	
	Strengthen Ward Based Planning.	<ul style="list-style-type: none"> Assist municipalities to align budget with the community needs 	All municipalities with Ward Based Plans aligned to the IDP	Lead: Public Participation Partners: IDP Co-ordination External Stakeholders: Municipalities	
	Early warning systems to reduce service delivery protests.	<ul style="list-style-type: none"> Assist municipalities to enhance engagement of stakeholders and to provide constant feedback in order to reduce service delivery protests 	All municipalities are without service delivery protests	Lead: Public Participation Partners: Municipal Governance and Administration External Stakeholders: Municipalities	

14. PROGRAMME THREE: DEVELOPMENT AND PLANNING

Programme Purpose

The purpose of this Programme is to support infrastructure development, economic growth and informed planning; and to manage, co-ordinate and support disaster- prevention and mitigation.

It consists of seven sub-programmes namely; Spatial Planning, Local Economic Development, Integrated Development Plan, Land Use Management, Development Information Services, Municipal Infrastructure and Disaster Management.

The services under this programme are as follows:

- To support the development of spatial development frameworks;
- To manage and coordinate municipal infrastructure development;
- To coordinate provincial disaster management;
- To coordinate local economic development within Local Governance Institutions; and
- To coordinate municipal IDP process.

2. Strengthened Governance					
2.1. Improved capacity of political and administrative governance in municipalities					
STRATEGIC GOAL	STRATEGIC OBJECTIVE	DEPARTMENTAL ACTIONS	FIVE YEAR TARGET	LEAD CO-ORDINATORS, PARTNERS & EXTERNAL STAKEHOLDERS	LIMITATIONS
Improve the response time for processing of development applications	<ul style="list-style-type: none"> Support municipalities to meet the time norms for processing of development applications 	80% of development applications processed within time norms	<p>Lead: Land Use Management</p> <p>External Stakeholders: Municipalities</p>	<ul style="list-style-type: none"> Ineffective management of dispute on land boundaries Lack of skilled personnel at municipalities. 	
Revive and activate support of Traditional Institution to promote socio-economic programmes	<ul style="list-style-type: none"> Support Traditional Councils with the survey of 100 hectares of land for agricultural use 	All Traditional Councils have 100 hectares of land surveyed for agricultural use	<p>Lead: Land Use Management</p> <p>Partners: Traditional Land Administration</p> <p>External Stakeholders: Traditional Councils, Provincial House, Local Houses</p>		

2. Strengthened Governance					
2.3. Improved decision making of municipalities through citizen participation					
STRATEGIC GOAL	STRATEGIC OBJECTIVE	DEPARTMENTAL ACTIONS	FIVE YEAR TARGET	LEAD CO-ORDINATORS, PARTNERS & EXTERNAL STAKEHOLDERS	LIMITATIONS
Co-ordination of interfaith to promote social cohesion and nation building	<ul style="list-style-type: none"> Establish and support Traditional and Interfaith Leadership Forums at District levels <ul style="list-style-type: none"> An inaugural District Interfaith Forum launch/summit would be staged to explore the spiritual and traditional diversity of the District and open a dialogue on the questions of belief, meaning and values. Participants would be Amakhosi, Izinduna, Traditional Healers, Osonkondlo (izinyosi), maskandi artists, gospel singers and other artists who make and sell artworks. Interfaith calendar to be implemented and monitored at a district level 	All District Forums functional	<p>Lead: LED</p> <p>Partner: Departmental Programmes</p> <p>External Stakeholders: Traditional Councils, Provincial House, Local Houses, Municipalities</p>	<ul style="list-style-type: none"> Budgetary constraints. 	

3. Increased economic opportunities			
3.1. Strengthened sectoral development			
STRATEGIC GOAL	3. Increased economic opportunities		
STRATEGIC OBJECTIVE	3.1. Strengthened sectoral development		
STRATEGIC INTERVENTIONS	DEPARTMENTAL ACTIONS	FIVE YEAR TARGET	LEAD CO-ORDINATORS, PARTNERS & EXTERNAL STAKEHOLDERS
Co-ordination of public and private stakeholders to drive economic potential in each district	<ul style="list-style-type: none"> Establish District Agencies to drive LED and Investment Provide Support to informal economy 	10 District Agencies established to drive LED	Lead: LED External Stakeholders: Municipalities and District Agencies
			LIMITATIONS
			<ul style="list-style-type: none"> Lack of co-operation from stakeholders.

3. Increased economic opportunities			
3.2. Improved government led job creation programmes			
STRATEGIC GOAL	3. Increased economic opportunities		
STRATEGIC OBJECTIVE	3.2. Improved government led job creation programmes		
STRATEGIC INTERVENTIONS	DEPARTMENTAL ACTIONS	FIVE YEAR TARGET	LEAD CO-ORDINATORS, PARTNERS & EXTERNAL STAKEHOLDERS
Create employment opportunities through: <ul style="list-style-type: none"> Corridor Development Small Town Rehabilitation 	<ul style="list-style-type: none"> Maintain EPWP and CWP employment opportunities 	4000 employment opportunities created through EPWP inclusive of all sectors 30 500 employment opportunities maintained through	Lead: EPWP External Stakeholders: Municipalities and implementing agents Lead: CWP External Stakeholders:
			LIMITATIONS
			<ul style="list-style-type: none"> CWP budget underspent by the implementing agents. Poor performance of targeted municipalities due to lack of capacity. Inadequate budget.

3. Increased economic opportunities					
3.2. Improved government led job creation programmes					
STRATEGIC GOAL	STRATEGIC OBJECTIVE	DEPARTMENTAL ACTIONS	FIVE YEAR TARGET	LEAD CO-ORDINATORS, PARTNERS & EXTERNAL STAKEHOLDERS	LIMITATIONS
		<ul style="list-style-type: none"> • Implement a strategy for new town development e.g. Ndumo, Emadlangeni <ul style="list-style-type: none"> ○ Urban Development Frameworks <ul style="list-style-type: none"> ▪ Shape and design ▪ Targeted public/private sector investment ▪ Phased development approach ▪ Increased population density • Development and implementation of key corridor development plans • Establish agri-hubs/fresh produce market facilities aligned to the institutional market (schools, hospitals and prisons) 	<p>CWP inclusive of all sectors</p> <p>Corridor development plans and new town development strategies Implemented</p>	<p>Municipalities and implementing agents</p> <p>Lead: LED</p> <p>Partner: Spatial, LUMS</p> <p>Stakeholders: RDLR</p>	<ul style="list-style-type: none"> • Poor expenditure of financial resource allocation by municipalities. • Non-cooperation and commitment of stakeholders • Poor planning by stakeholders • Inability to implement
			<p>10 Districts with agri-hubs/fresh produce market facilities aligned to the institutional market (schools, hospitals and prisons)</p>	<p>Lead: LED</p> <p>External Stakeholders: Municipalities</p>	

3. Increased economic opportunities					
3.2. Improved government led job creation programmes					
STRATEGIC GOAL	STRATEGIC OBJECTIVE	DEPARTMENTAL ACTIONS	FIVE YEAR TARGET	LEAD CO-ORDINATORS, PARTNERS & EXTERNAL STAKEHOLDERS	LIMITATIONS
		<ul style="list-style-type: none"> Implement the Local Economic Development projects in line with municipal LED strategies <ul style="list-style-type: none"> Formal and informal sector Establish development support initiatives in traditional communities to enable development 	<p>50 municipalities implementing LED plans.</p> <p>Traditional Institution supported to promote socio-economic programmes</p>	<p>Lead: LED External Stakeholders: Municipalities</p> <p>Lead: LED Partner: Traditional Land Administration, RDF External Stakeholders: Traditional Councils, Provincial House, Local Houses</p>	<ul style="list-style-type: none"> Lack of co-operation from stakeholders.
Revive and activate support of Traditional Institution to promote socio-economic programmes.					

4. Strengthened delivery of Basic services				
4.1. Improved co-ordination of service delivery				
STRATEGIC GOAL				
STRATEGIC OBJECTIVE				
STRATEGIC INTERVENTIONS	DEPARTMENTAL ACTIONS	FIVE YEAR TARGET	LEAD CO-ORDINATORS, PARTNERS & EXTERNAL STAKEHOLDERS	LIMITATIONS
Co-ordinate service delivery utilising IGR Fora	<ul style="list-style-type: none"> Functionality of IGR Fora to promote co-ordination of service delivery 	Coordinated planning for service delivery	Lead: Municipal Infrastructure Partner: IGR External Stakeholders: Department of Water Affairs, Eskom, municipalities	<ul style="list-style-type: none"> Non-functional Project Management Unit's Inadequate Finances Lack of participation between stakeholders. Business plans not in line with project completion programme. Incompetent contractors.
Co-ordinate with Department of Water Affairs and Sanitation for the roll out of 75 litres of water per person per day	<ul style="list-style-type: none"> Co-ordinate with DWAS for the roll out of 75 litres of water per person per day. Monitor the implementation of 75 litres of water per person per day 	1000 Cubic metres per capita per year available 60% water service systems in balance (supply and demand balance) R750 million value of development/rezonin g applications not approved due to bulk water and effluent constraints	Lead: Municipal Infrastructure External Stakeholders: Department of Water Affairs, municipalities Lead: Municipal Infrastructure External Stakeholders: Department of Water Affairs, municipalities Lead: Municipal Infrastructure External Stakeholders: Department of Water Affairs, municipalities	<ul style="list-style-type: none"> Poor co-operation from all stakeholders. The delivery of these services is dependent on external stakeholders.

4. Strengthened delivery of Basic services					
4.1. Improved co-ordination of service delivery					
STRATEGIC GOAL	STRATEGIC OBJECTIVE	DEPARTMENTAL ACTIONS	FIVE YEAR TARGET	LEAD CO-ORDINATORS, PARTNERS & EXTERNAL STAKEHOLDERS	LIMITATIONS
		<ul style="list-style-type: none"> Strengthen the capacity of municipalities to efficiently deliver infrastructure services as per required standards Establish and maintain appropriate technical capacity at municipal level Improve Departmental technical capacity to respond to provincial and municipal service delivery matters 	capital budgets (incl MIG)	Partners: All Departmental Programmes External Stakeholders: Sector departments	<ul style="list-style-type: none"> Business plans not in line with project completion programme. Incompetent contractors.
Support municipalities with improvement in the production and supply of energy (including alternate energy).		<ul style="list-style-type: none"> Support municipalities to provide infrastructure for the supply of energy. 	89% of households with a source of electrical supply.	Lead: Municipal Infrastructure External Stakeholders: Municipalities	

5. Well Integrated Spatial Planning System				
5.1. Improved spatial hierarchy of services				
STRATEGIC GOAL	5. Well Integrated Spatial Planning System			
STRATEGIC OBJECTIVE	5.1. Improved spatial hierarchy of services			
STRATEGIC INTERVENTIONS	DEPARTMENTAL ACTIONS	FIVE YEAR TARGET	LEAD CO-ORDINATORS, PARTNERS & EXTERNAL STAKEHOLDERS	LIMITATIONS
Support municipalities to improve spatial location of services (government, social and basic) in line with Provincial Spatial Planning (guidelines/frameworks & regulatory framework)	<ul style="list-style-type: none"> • Align SDFs of municipalities with Provincial Spatial Planning Guidelines and Integrated Urban Development Framework (IUDF) <ul style="list-style-type: none"> ○ Reforms to the current planning system for improved co-ordination ○ Develop a strategy for densification of cities and resource allocation to promote better located housing and settlements ○ Introduce spatial development framework and norms, including improving the balance between location of jobs and people; and ○ Provide incentives for citizen activity for local planning and development of spatial compacts ○ Support the review of the Provincial SDF ○ Assist and monitor municipal implementation of Projects 	<p>All municipal SDFs aligned with Provincial Spatial Planning Guidelines and IUDF</p> <p>Investment of public funds responding to Municipal SDFs</p> <p>7 households/ha</p> <p>Increase in the population density within designated development areas</p> <p>60% Spatial Distribution of Human Development Index (HDI) at provincial scale</p>	<p>Lead: Spatial Planning External Stakeholders: Municipalities</p> <p>Lead: Spatial Planning External Stakeholders: Municipalities.</p> <p>Lead: Spatial Planning External Stakeholders: Municipalities</p> <p>Lead: Spatial Planning External Stakeholders: Municipalities</p>	<ul style="list-style-type: none"> • Lack of co-operation from stakeholders.

5. Well Integrated Spatial Planning System					
5.1. Improved spatial hierarchy of services					
STRATEGIC GOAL	STRATEGIC OBJECTIVE	DEPARTMENTAL ACTIONS	FIVE YEAR TARGET	LEAD CO-ORDINATORS, PARTNERS & EXTERNAL STAKEHOLDERS	LIMITATIONS
Implementation of SPLUMA and PDA		identified in the Densification Frameworks			
		<ul style="list-style-type: none"> Establishment of Community Service Centres (CSC) in Key Nodes aligned to Provincial Framework 	All established CSCs functional	Lead: CSC Partner: Spatial External Stakeholders: Municipalities	<ul style="list-style-type: none"> Poor performance by the Implementing Agent for Infrastructure Development
		<ul style="list-style-type: none"> Assist municipalities in implementing Land Use Management Schemes and systems 	100% of total provincial geographical area with Land Use Management Systems	Lead: Spatial Planning External Stakeholders: Municipalities	<ul style="list-style-type: none"> Lack of co-operation from stakeholders.
		<ul style="list-style-type: none"> Development of a suite of plans 	All municipalities are implementing the suite of plans	Lead: Spatial Planning External Stakeholders: Municipalities	

6. Adaptation to climate change					
6.1. Increased adaptation to Climate Change impacts.					
STRATEGIC GOAL	STRATEGIC OBJECTIVE	DEPARTMENTAL ACTIONS	FIVE YEAR TARGET	LEAD CO-ORDINATORS, PARTNERS & EXTERNAL STAKEHOLDERS	LIMITATIONS
Climate change to be factored into planning and development processes (Disaster Sector Plans with budgeted programmes)	<ul style="list-style-type: none"> Internalise Disaster Management planning in relevant structures (Mainstream disaster management function within relevant stakeholders) <ul style="list-style-type: none"> Facilitate and assist municipalities to factor disaster management in the municipal IDP together with budget. Implementation of Disaster Risk Reduction Plans by sector Departments and stakeholders 	<ul style="list-style-type: none"> All municipalities with disaster management featured in the IDP 100% Share of development applications addressing disaster risk management (where applicable) 	<p>Lead : Disaster Management</p> <p>External Stakeholders: Municipalities and sector departments</p>	<ul style="list-style-type: none"> Lack of co-operation from stakeholders. 	
Policy frameworks, plans and strategies to reduce risks	<ul style="list-style-type: none"> Implement Seasonal Awareness Programmes (including risk reduction measures for climate change) - <i>Communities made aware of potential risks, hazards and vulnerability</i> Capacitate municipalities on Disaster Risk Management 	<ul style="list-style-type: none"> 10 Districts and 1 metro monitored on the implementation of Disaster Risk Management Strategy 	<p>Lead: Disaster Management</p> <p>External Stakeholders: Municipalities and sector departments</p>	<ul style="list-style-type: none"> Lack of co-operation from external stakeholders (e.g. sector departments) implementing projects 	
Early Warning systems	<ul style="list-style-type: none"> Disseminate early warning systems, impact, frequency and response plan 	<ul style="list-style-type: none"> 100% Regular forecast of anticipated impacts of climate change and response plan 	<p>Lead: Disaster Management</p> <p>External Stakeholders:</p>	<ul style="list-style-type: none"> Lack of information management. Lack of co-ordination & commitment by all related stakeholders. 	

6. Adaptation to climate change			
6.1. Increased adaptation to Climate Change impacts.			
STRATEGIC GOAL	DEPARTMENTAL ACTIONS	FIVE YEAR TARGET	LEAD CO-ORDINATORS, PARTNERS & EXTERNAL STAKEHOLDERS
STRATEGIC OBJECTIVE			Municipalities and sector departments
	<ul style="list-style-type: none"> Disaster Monitoring (GIS to record events and disasters with early warning and effectiveness thereof, response, impact, frequency of disasters) 	Share of events with early warning systems, where affected parties received prior warning (100%)	Lead: Disaster Management, Partner: DIS External Stakeholders: Municipalities and sector departments
			<ul style="list-style-type: none"> Lack of information management Lack of co-ordination & commitment by all related stakeholders.

6. Adaptation to climate change			
6.2. Improved Disaster Management			
STRATEGIC GOAL	DEPARTMENTAL ACTIONS	FIVE YEAR TARGET	LEAD CO-ORDINATORS, PARTNERS & EXTERNAL STAKEHOLDERS
STRATEGIC OBJECTIVE			
Co-ordinate interventions and support through Disaster Management Institutional Structures	<ul style="list-style-type: none"> Ensure that the Provincial and District Disaster Management Centres are operational 	Average time taken to respond to disaster events (72 hours co-ordination from the Department)	Lead : Disaster Management External Stakeholders: Municipalities and sector departments
			<ul style="list-style-type: none"> Lack of information management Lack of co-ordination & commitment by all related stakeholders

15. PROGRAMME FOUR: TRADITIONAL INSTITUTIONAL MANAGEMENT

Programme Purpose

The programme consists of four sub-programmes, namely; Traditional Institutional Administration, Traditional Resource Administration, Rural Development Facilitation and Traditional Land Administration.

The purpose of the programme is to:

- Restore the dignity of the Institution of Traditional Leadership in KZN Province by providing establishment, functionality and development support to the Institution; and to,
- Provide establishment, functionality and development support to the Institution of Traditional Leadership in KZN province, with the aim of restoring its dignity.

The services under this programme are as follows:

- To provide institutional support to Traditional Institutions
- Coordinate administrative and operational support to Traditional Houses and Councils
- To manage and co-ordinate Traditional Institutional development.

2. Strengthened Governance				
STRATEGIC GOAL	2.1. Improved capacity of political and administrative governance in municipalities			
STRATEGIC OBJECTIVE	DEPARTMENTAL ACTIONS	FIVE YEAR TARGET	CO-ORDINATORS, PARTNERS & EXTERNAL STAKEHOLDERS	LIMITATIONS
Stabilisation and strengthening of Traditional Leadership	<ul style="list-style-type: none"> Audit skills levels of Traditional Leadership Institution Capacitate Traditional Institution in accordance with the Provincial Capacity Building Strategy for Traditional Leadership 	<p>One Provincial House and eleven Local Houses capacitated in line with the capacity building strategy</p>	<p>Lead: Traditional Resource Administration External Stakeholders: Traditional Councils, Provincial House, Local Houses</p>	<ul style="list-style-type: none"> Increased number of succession disputes. Court cases. Budgetary constraints. Inadequate provision of infrastructure. Inadequate co-operation between stakeholders.
	<ul style="list-style-type: none"> Create platforms for sharing traditional cultures and indigenous knowledge at provincial and district levels 	<p>100% of approved cultural platforms supported</p>		
	<ul style="list-style-type: none"> Strengthen the functionality of Traditional Councils (Back to Basics programme) 	<p>All Traditional Councils are categorised as functional</p>	<p>Lead: Traditional Institutional Administration Partner: Traditional Resource Administration, Rural Development Facilitation and Traditional Finance External Stakeholders: Traditional Councils, Provincial House, Local Houses</p>	

2. Strengthened Governance				
STRATEGIC GOAL	2.1. Improved capacity of political and administrative governance in municipalities			
STRATEGIC OBJECTIVE	DEPARTMENTAL ACTIONS	FIVE YEAR TARGET	LEAD CO-ORDINATORS, PARTNERS & EXTERNAL STAKEHOLDERS	LIMITATIONS
Promotion of cultural and customary way of life which conforms to the Bill of Rights, Constitutional and democratic principles	<ul style="list-style-type: none"> Support municipalities in improving participation of Traditional Leaders at municipal level (Section 81) Establishment of IGR Structures on Traditional Affairs Establish partnerships in traditional communities to enable development 	<p>Traditional Leaders are participating in 58 municipalities</p> <p>11 Local Houses supported on the establishment of partnerships</p>	<p>Lead: Rural Development Facilitation</p> <p>Partner: IGR</p> <p>External Stakeholders: Traditional Councils, Provincial House, Local Houses, Municipalities</p>	
	<ul style="list-style-type: none"> To enhance traditional institutional governance by supporting Traditional Institution in the application of appropriate legislation, policies and frameworks Develop a plan towards the establishment of a learning institute for Traditional Leaders. 	<p>Cultural and customary programmes promoted in the Institution of Traditional Leadership and in our communities</p> <p>Learning institute for Traditional Leaders established</p>	<p>Lead: Traditional Institutional Administration</p> <p>External Stakeholders: Traditional Councils, Provincial House, Local Houses</p>	

2. Strengthened Governance					
2.1. Improved capacity of political and administrative governance in municipalities					
STRATEGIC GOAL	STRATEGIC OBJECTIVE	DEPARTMENTAL ACTIONS	FIVE YEAR TARGET	LEAD CO-ORDINATORS, PARTNERS & EXTERNAL STAKEHOLDERS	LIMITATIONS
	Implementation of policies, legislation and regulations towards transformation and regulation of the sector.	<ul style="list-style-type: none"> To enhance traditional institutional governance by supporting Traditional Institution in the application of appropriate legislation, policies and frameworks 	Implementation of the Traditional Leadership Act	Lead: Traditional Institutional Administration External Stakeholders: Traditional Councils, Provincial House, Local Houses	<ul style="list-style-type: none"> Resistance from the Institution of Traditional Leadership.

17. CONDITIONAL GRANTS

Name of grant	GIS and business intelligence integration and maintenance
Purpose	Supporting UMgungundlovu District Municipality to undertake spatial data verification and modelling of water reticulation database
Performance indicator	Water reticulation assets verified and translated into an intelligent spatial database which is integrated with UMgungundlovu District Municipality Water Department business operations – consumers, billing, asset maintenance and repairs.
Continuation	2014/2015 & 2015/2016
Motivation	UMgungundlovu District Municipality is co-funding this project in 2014/2015 and due to limited financial resources this project will be predominantly a desktop exercise as oppose to field data verification throughout the municipal jurisdiction. In view of the limitation, more comprehensive field verification may be undertaking in 2015/2016.

Name of grant	New establishment and operational support for Community Service Centres (CSCs)
Purpose	To support municipalities with the construction and operational functionality of CSCs
Performance indicator	<ol style="list-style-type: none"> 1. Number of CSCs with improved functionality 2. Number of CSCs constructed
Continuation	Continued
Motivation	<ol style="list-style-type: none"> 1. Municipalities currently face financial challenges towards adequately financing the operations and maintenance of CSCs due to budgets in the main being used for basic infrastructure. In addition the finalisation of lease agreements with government tenants at CSCs is a long winded process which negatively affects municipal revenue collection. 2. To inculcate a sense of ownership of CSCs by Municipalities, which contributes to the functional sustainability of such centres, the Department will provide grant funding to Municipalities for the construction of new CSCs guided by the PGDS and CSC Spatial Establishment Frameworks. CSCs will form part of municipal assets. In addition it should be noted that current and future MIG funding is directed in the main to Bulk and Basic Infrastructure.

Name of grant	Massification programme
Purpose	Accelerate municipal infrastructure service delivery by funding short term and high impact projects, which in turn address backlogs within the KZN province.
Performance indicator	1.Number of municipalities with a reduction in infrastructure services backlogs 2.Percentage of households with sanitation to MIG standards 3.Percentage of households with a source of electrical supply 4.Percentage of households with yard water connections
Continuation	It is recommended that the grant programme be continued
Motivation	There continues to be a high demand for financial support from municipalities in addressing service delivery backlogs especially in areas of greatest need. KZN cabinet has since identified priority hotspot municipalities that would need funding to accelerate access to water, sanitation and electricity- the Massification grant would be for this purpose.

Name of grant	Development Planning Shared Services
Purpose	The DPSS was initiated in order to build and sustain the development planning capacity in municipalities, which would then result in an enhanced implementation of the Planning and Development Act, 2008 (Act 6 of 2008) (PDA)
Performance indicator	Give at least one performance indicator that measures performance in relation to the above purpose – this indicator statement must be SMART
Continuation	6 years : 2011 - 2016
Motivation	State the motivation for continuing or discontinuing the grant programme

Name of grant	Small Town Rehabilitation programme
Purpose	To support municipalities in the implementation of business expansion and retention strategies through rehabilitation of critical rural nodes to make the towns more conducive for local economic development
Performance indicator	Number of new businesses established Number of building plans approved for new business and expansion of existing business
Continuation	The support to municipalities will continue in the MTEF
Motivation	The rehabilitation requirements for infrastructure in the small rural nodes has not yet been fulfilled and more funding is required to implement ongoing programmes as well as commencing with new towns where plans have been finalised informing the long term vision of the towns

Name of grant	Corridor Development programme
Purpose	The Corridor Development Programme is the vehicle of ensuring service delivery whilst activating the economies of the identified areas. On the other hand due to its labour intensity, the programme is used as a means of creating jobs. It is currently used to create both short and long term job opportunities.
Performance indicator	Number of Corridor plans prepared Number of catalytic projects supported to successful implementation. Number of strategic infrastructure projects facilitated for implementation in priority nodes and corridors Number of urban renewal framework plans supported for implementation Number of green initiative projects facilitated in response to climatic change Number of districts supported to establish agri-hubs/ fresh produce market facilities aligned to the school nutrition programme
Continuation	The support to municipalities will continue in the MTEF
Motivation	The nodes that have been identified for support still require funding for the successful completion of the projects. These projects are in the with the SIP2 and N3 Corridor development plans which are aimed at long term growth and development of the nodes, in order to facilitate economic activity.

Name of grant	Disaster Management
Purpose	To support the District Disaster Management Centres for proper co-ordination of disaster management at a municipal level. Through grant transfers, we monitor grant usage and ensure that business plan deliverables are met
Performance indicator	Number of district disaster management centres supported with establishment
Continuation	The grant programme to continue throughout the Strategic Plan period
Motivation	The PDMC is responsible for ensuring that there is proper co-ordination of disaster management in the province. As part of this coordination, it has to ensure that all municipalities to adhere to Section 43 (1) and (2) of the Disaster Management Act 57 of 2002 relating to the establishment of functional municipal Disaster Management Centres. Having functional disaster management centres ensures that there is coordination of resources especially during incidents and / disasters as the centres serve as the JOC (Joint Operations Centres) for prompt response and coordination of immediate relief measures.

Name of grant	Sustainable Living
Purpose	To establish partnerships with various stakeholders for the identification, development, and promotion of Adaptation and Mitigation of Climate Change (AMCC) Projects
Performance indicator	Percentage of IDPs incorporating adaptation and mitigation.
Continuation	Ongoing
Motivation	Adaptation to climate change

Name of grant	uMhlathuze Water
Purpose	To provide capital finance for the provision of water and sanitation services.
Performance indicator	Percentage of households with access to water and sanitation.
Continuation	Ongoing
Motivation	To support the improvement in the production and supply of water and sanitation

18. PUBLIC ENTITIES

The Department does not have any public entities under its control.

19. PUBLIC-PRIVATE PARTNERSHIPS

The Department has not entered into any public-private partnerships.