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Provinsiale Regering: Wes-Kaap
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Department of Local Government
Departement van Plaaslike Regering
ISEbe loRhulumente weeDolophu

Strategic Plan
Strategiese Plan
IsiCwangciso-qhinga
2004/05 - 2006/07



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Foreword

This strategic plan represents our statement of intent in relation to the policy priorities of the Provincial Executive towards its Municipal partners; with the ultimate goal of significantly improving the lives of all of the people of our province. Its development was guided by the Province's overall priorities, as well as the priorities set by the national Department of Provincial and Local Government.



Within this context and framework our emphasis remains on finding the best ways to capacitate and empower local government to be sustainable and effective agents of change and delivery in our communities, so as to fight poverty. The Department will therefore continue being a key role-player in ensuring a viable and sustainable system of local government within a cooperative governance milieu.

I am fully committed to the delivery of the strategies outlined in this Plan. We shall collectively ensure the implementation of this plan as it carries with it the goodwill of a committed team towards delivering practical solutions to the developmental challenges facing our communities.

Cobus Dowry, Minister of Local Government

Voorwoord

Hierdie strategiese plan is as't ware 'n verklaring van voorneme betreffende die Provinsiale Uitvoerende Gesag se beleidsprioriteite aangaande sy munisipale vennote en het die beduidende verbetering van die lewens van al die mense van ons Provinsie as uiteindelijke doel. Die Provinsie se oorhoofse prioriteite, asook die prioriteite wat die nasionale Departement van Provinsiale en Plaaslike Regering gestel het, was rigtinggewend by die uitwerk van die Strategiese Plan.

Binne hierdie konteks en raamwerk bly ons uitgangspunt dat die beste metodes gevind moet word om plaaslike regering se vermoë te bou en dit te bemagtig om volhoubare en doeltreffende agente van verandering en lewering in ons gemeenskappe te wees sodat armoede bekamp word. Die Departement sal derhalwe voortgaan om as 'n sleutelrolspeler op te tree om 'n lewensvatbare en volhoubare stelsel van plaaslike regering binne 'n milieu van samewerkende regeringsbestuur te verseker.

Ek is ten volle verbind tot die implementering van die strategieë wat in hierdie Plan uiteengesit word. Ons sal gesamentlik seker maak dat dit gebeur, want dit word gedra deur die welwillendheid van 'n span wat toegewy is om praktiese oplossings te vind vir die ontwikkelingsuitdagings waarvoor ons gemeenskappe te staan gekom het.

Cobus Dowry, Minister van Plaaslike Regering

Ingabula-zigcawu

Esi sicwangciso-qhinga sichaza injongo yethu ngokunxulumene nezinto ezingxamisekileyo ezikumgaqo-nkqubo woLawulo lwePhondo nezibhekiselele kumahlakani alo angooMasipala; injongo ke ekugqibeleni iyeyokubuphucula nangakumbi ubomi babantu bephondo lethu. Ukuqulunqwa kwaso kukhokelwe zezona zinto zingxamisekileyo iPhondo elijongene nazo, ndawonye nezinto ezingxamisekileyo ezimiselwe liSebe lesizwe lamaPhondo nooRhulumente beeNgingqi.

Ngoko ke, ngokwaloo meko nangokweso sicwangciso siya kusoloko sifuna ezona ndlela zizo zokuxhobisa nokunika oorhulumente beengingqi amandla okuzithwala kananjalo babe zii-arhente ezifanelekileyo nezijongene neenguqu nokuziswa kweenkonzo kuluntu lwakokwethu, ukuze kuliwe ubuhlwempu. Eli Sebe ke ngoko liya kuqhubeka ngokuba ngumthabathi-nxaxheba ophambili ekuqinisekiseni ubukho beenkqubo ezomeleleyo nezizinzileyo zoburhulumente beengingqi, oko kusenziwa phantsi kwemo yolawulo olungenamakhwiniba.

Ndizinikele ngokupheleleyo ekufezekiseni izicwangciso-qhinga ezichazwe kwesi siCwangciso. Sisonke siya kuqinisekisa ukuphunyezwa kwesi sicwangciso njengoko siqulethe inzondelelo yegqiza elizimisele ngokuza nezisombululo eziphathekayo zeengxaki zophuhliso uluntu lwakokwethu elijongene nazo.

UMphathiswa Cobus Dowry

CONTENTS

PART A: STRATEGIC OVERVIEW

- 1 OVERVIEW OF STRATEGIC PLAN
- 2 VISION
- 3 MISSION
- 4 VALUES
- 5 SECTORAL SITUATION ANALYSIS
 - 5.1 Summary of service delivery environment and challenges
 - 5.2 Summary of organisational environment and challenges
- 6 LEGISLATIVE AND OTHER MANDATES
- 7 BROAD POLICIES, PRIORITIES AND STRATEGIC GOALS
- 8 INFORMATION SYSTEMS TO MONITOR PROGRESS
- 9 DESCRIPTION OF STRATEGIC PLANNING PROCESS

PART B: BUDGET PROGRAMME AND SUB-PROGRAMME PLANS

- 10 PROGRAMME 2: LOCAL GOVERNANCE
 - 10.1 SITUATION ANALYSIS
 - 10.2 POLICIES, PRIORITIES AND STRATEGIC OBJECTIVES
 - 10.3 ANALYSIS OF CONSTRAINTS AND MEASURES PLANNED TO OVERCOME THEM
 - 10.4 DESCRIPTION OF PLANNED QUALITY IMPROVEMENT MEASURES
 - 10.5 SPECIFICATION OF MEASURABLE OBJECTIVES AND PERFORMANCE INDICATORS
 - 10.6 RECONCILIATION OF BUDGET WITH PLAN
 - 11 PROGRAMME 3: DEVELOPMENT AND PLANNING
 - 11.1 SITUATION ANALYSIS
 - 11.2 POLICIES, PRIORITIES AND STRATEGIC OBJECTIVES
 - 11.3 ANALYSIS OF CONSTRAINTS AND MEASURES PLANNED TO OVERCOME THEM
 - 11.4 DESCRIPTION OF PLANNED QUALITY IMPROVEMENT MEASURES
 - 11.5 SPECIFICATION OF MEASURABLE OBJECTIVES AND PERFORMANCE INDICATORS
 - 11.6 RECONCILIATION OF BUDGET WITH PLAN
 - 12 MEDIUM-TERM REVENUES
 - 12.1 SUMMARY OF REVENUE
 - 12.2 DEPARTMENTAL REVENUE COLLECTION
 - 12.3 CONDITIONAL GRANTS
 - 13 CO-ORDINATION, CO-OPERATION AND OUTSOURCING PLANS
 - 13.1 INTERDEPARTMENTAL LINKAGES
 - 13.2 LOCAL GOVERNMENT LINKAGES
 - 13.3 PUBLIC ENTITIES
 - 13.4 PUBLIC, PRIVATE PARTNERSHIPS, OUTSOURCING ETC
 - 14 FINANCIAL MANAGEMENT
 - 14.1 STRATEGIES TO ADDRESS AUDIT QUERIES
 - 14.2 IMPLEMENTATION OF PFMA
- APPENDIX A – GLOSSARY OF ACRONYMS

Part A: Strategic Overview

1. Overview by the Accounting Officer: Head of Department

This plan effectively builds on the strategic direction that this newly established department took with regard to the 2003/04 financial year and beyond.

Consequently, our approach remains one of forming partnerships with local government and taking co-responsibility for ensuring successful local government. We therefore seek to add value in a proactive way in disposing of our constitutional obligation to regulate, monitor, support and co-ordinate. Our strategy begins to outline Provincial initiatives we believe will assist municipalities in maintaining their current momentum with service delivery, whilst building their capacity to fulfil their developmental obligations. Our strategy further seeks to strengthen the financial and institutional sustainability of municipalities by means of a sound and constructive system of intergovernmental relations.

The main challenge ahead of us, is to fulfill the big expectations spelled out in the Constitution and relevant legislation on local government, about a developmental approach. Our efforts in this regard will be to use a sound base of good intergovernmental relations to concretise the content of developmental local government, to achieve full commitment and to assist in building capacity to deliver. A key pillar of the Provincial Growth and Development Strategy, iKapa Elihlumayo, is to build local government capacity to deliver in terms of an integrated approach. In order to fulfill our obligations in this regard, the first priority will be to build the necessary skills internally in order to play a leadership role.

Strategically, the provincial government should not allow the loss of an existing ability through a conditional grant, to pro-actively influence the efficient governance ability of municipalities. If provincial funds are not committed in 2005/06 to at least partly replace this ability, our management options will be reduced to a very expensive “after the event” exercise.

Our strategic plan is focused on a number of strategic goals/objectives falling within two categories. Our first category of strategic goals/objectives are externally focused and addresses the delivery of our strategic mandate:

- Accountable and sustainable local governance;
- Integrated development and planning;
- Shaping Provincial strategy in respect of local government;
- Providing leadership in building developmental local government;
- Ensuring local government sustainability;
- Facilitating excellent intergovernmental relations;
- Enabling legislative clarity;
- Facilitating constructive management of the political dynamics; and

- Facilitating and supporting the creation of an effective Disaster Management system.

Our internally focused strategic goals are:

- Providing sound administration;
- Building appropriate organizational skills and capabilities; and
- Creating effective human resources and financial management capacity for the department.

I would like to thank my staff for their participation and ongoing support in the development and implementation of this Strategic Plan.

Carel Du Preez

Head of Department

1. Oorsig deur die Rekenpligtige Beampte: Departementshoof

Met hierdie plan word effektief voortgebou op die strategierigting wat hierdie pas ingestelde departement vir die 2003/04-boekjaar en daarna ingeslaan het.

Gevolgtik hou ons by ons benadering om vennootskappe met plaaslike regering aan te gaan en medeverantwoordelikheid vir die sukses van plaaslike regering te aanvaar. Ons streef dus daarna om by die nakoming van ons grondwetlike verpligting om te reguleer, te monitor, te steun en te koördineer, proaktief waardetoevoeging te bewerkstellig. Ons strategie begin met 'n beskrywing in breë trekke van provinsiale inisiatiewe wat na ons mening munisipaliteite sal help om hul huidige momentum met dienslewering te handhaaf en tegelyk vermoë sal bou om ontwikkelingsgerigte verpligtinge na te kom. Ons strategie trag voorts om die finansiële en institusionele volhoubaarheid van munisipaliteite by wyse van 'n gesonde en konstruktiewe stelsel van interregeringsbetrekkinge te versterk.

Die belangrikste uitdaging wat op ons wag is om te voldoen aan die groot verwagtinge ten opsigte van 'n ontwikkelingsgerigte benadering, soos in die Grondwet en tersaaklike wetgewing oor plaaslike regering uitgespel. Ons pogings in hierdie verband sal behels dat daar op 'n gesonde grondslag van interregeringsbetrekkinge beslag gegee word aan die inhoud van ontwikkelingsgerigte plaaslike regering, dat volle verbintenis verkry word en dat hulp met vermoëbou vir die doel van lewering verleen word. 'n Sleutelpilaar van die Provinsiale Groei- en Ontwikkelingstrategie, iKapa Elihlumayo, is om plaaslike regering se vermoë om te lewer volgens 'n geïntegreerde benadering uit te bou. Ten einde ons verpligtinge in hierdie verband na te kom sal ons eerste prioriteit wees om die nodige vaardighede vir die vervulling van 'n leierskapsrol binne die Departement te bou.

Strategies behoort die Provinsiale Regering nie die verlies van 'n voorwaardelike toekenning, wat dit tans moontlik maak om die doeltreffende bestuursvermoë van munisipaliteite proaktief te beïnvloed, toe te laat nie. As provinsiale fondse nie in 2005/06 verplig word vir die gedeeltelike vervanging van hierdie vermoë nie, sal ons bestuursopsies verskraal tot 'n baie duur "agterna"-oefening.

Ons strategiese plan is toegespits op 'n aantal strategiese doelstellings/doelwitte wat in twee kategorieë ingedeel kan word. Ons eerste kategorie van strategiese doelstellings/doelwitte is na buite gerig en fokus op die uitvoering van ons strategiese mandaat:

- Verantwoordbare en volhoubare plaaslike regeringsbestuur;
- Geïntegreerde ontwikkeling en beplanning;
- Uitwerk van provinsiale strategie vir sover dit plaaslike regering betref;
- Voorsiening van leierskap om ontwikkelingsgerigte plaaslike regering te bou;
- Toesien dat plaaslike regering volhoubaar is;

- Fasilitering van voortreflike interregeringsbetrekkings;
- Bewerkstelling van wetgewende helderheid;
- Fasilitering van die konstruktiewe bestuur van die politieke dinamiek; en
- Fasilitering van en steun vir die skepping van 'n effektiewe rampbestuurstelsel.

Ons strategiese doelstellings wat na binne gerig is, is:

- Voorsiening van gesonde administrasie;
- Bou van toepaslike organisatoriese vaardighede en vermoëns; en
- Skepping van effektiewe menslike hulpbronne en finansiële bestuursvermoë vir die Departement.

Graag bedank ek my personeel vir hul deelname en voortgesette steun by die ontwikkeling en implementering van hierdie strategiese plan.

Carel du Preez

Departementshoof

1. INgxelo yeGosa loBalo-mali: INTloko yeSebe

Esi sicwangciso sokhelwe ngokufanelekileyo kwikhondo elibalulekileyo nelilandelwe leli sebe litsha lisanda kusekwa ngokubhekiselele kunyaka-mali ka-2003/04 nakwelandelayo.

Ngako oko, sijolise ekudaleni ubambiswano phakathi kwethu noorhulumente beengqingqi kananjalo sibambisane nabo ngoxanduva lokuqinisekisa impumelelo yoorhulumente beengqingqi. Ke ngoko sinqwenela ukuba negalelo elilo, singaqhutywanga bani, lokufezekisa esikuyalelwa ngumgaqo-siseko; ukulawula, ukubeka iliso nokulungelelanisa. Isicwangciso-qhinga sethu siqala ngokuchaza amalinge ePhondo esikholelwa ukuba aza kunceda oomasipala ekuqhubekeni ngendlela ababonelela ngayo ngeenkonzokwangoku, ngelo xesha sikwabaxhobisela ukufezekisa izinyanzeliso zabo zophuhliso. Isicwangciso-qhinga sethu ngaphezu koko sinqwenela ukomeleleza ukuma kakuhle kwamaziko noomasipala ngokwezimali, oko kusenziwa ngobudlelwane obububo nobakhayo phakathi kweenkqubo zoorhulumente.

Owona mngeni sijongene nawo kukuphumeza iminqweno emikhulu echazwe kuMgaqo-siseko nakwimithetho eyayamene noorhulumente beengqingqi, ngokubhekiselele kwiinkqubo ezijolise kuphuhliso. Iinzame zethu ngokubhekiselele kulo mcimbi ziya kuba zezokusebenzisa ubudlelwane obububo phakathi koorhulumente ukuze kufezekiswe okuqulethwe buburhulumente beengqingqi obujolise kuphuhliso, ukuze kubekho ukuzinikela ngokupheleleyo nasekuncediseni ekwakhiweni kwesakhono sokubonelela ngeenkonzokwangoku. Intsika ephambili yesiCwangciso-qhinga sokuHluma nokuPhuhlisa sePhondo, iKapa eliHlumayo, kukwakha izakhono zoorhulumente beengqingqi ukuze babe nokubonelela ngeenkonzokwangoku ngendlela edityanelweyo. Ukuze sibe nokufezekisa izinyanzeliso zethu ngokubhekiselele kulo mcimbi, eyona nto yokuqala ebalulekileyo iya kuba kukwakha izakhono eziyimfuneko, sizakha kwalapha ngaphakathi ukuze sibe nendima esiyidalayo kwezokukhokela.

Ubuchule buthi, urhulumente wephondo akafanelanga akuvumele ukulahleka kwesakhono esikhoyo ngenxa yegranti emiselwe imiqathango, ukuze abe nokuphemelela indlela eyiyo yolawulo loomasipala, ekwenza oko engaqhutywanga. Ukuba iimali zephondo zithe azabotshelwa kuhlahlo lwabiwo-mali lowama-2005/06 ngenjongo yokuba zingenise esinye isakhono endaweni yeso silahlekileyo, iindlela esinokuzisebenzisa njengabalawuli ziya kusikhama kakhulu ngexabiso.

Isicwangciso-qhinga sethu sigxininisa kwiqela leenjongo eziphambili neziphantsi kweentlelo ezimbini. Iinjongo zethu eziphambili ezikuhlelo lokuqala zijolise ngaphandle kwaye zijongene nokufezekiswa kwamagunya ethu apha:

- Ulawulo lweengqingqi olunenkathalo noluzinzileyo;
- Uphuhliso nocwangciso oludityanelweyo;

- Ukuqulunqwa kwesicwangciso-qhinga sePhondo ngokubhekiselele koorhulumente beengingqi;
- Ukukhokela ukwakhiwa koorhulumente beengingqi abajolise kuphuhliso;
- Ukuqinisekisa ukuzinza koorhulumente beengingqi;
- Ukumisela ubudlelwane obubalaseleyo phakathi koorhulumente;
- Ukucacisa imithetho;
- Ukumisela ulawulo olwakhayo lweenguqu zepolitiki; kunye
- nokumisela nokuxhasa ukdalwa kwenkqubo enempumelelo yokuLawula iiNtlekele.

linjongo zethu eziphambili nezijolise ngaphakathi zezi:

- Ukubonelela ngolawulo olululo;
- Ukwakha izakhono zesebe ezifanelekileyo; kunye
- nokwakhela isebe ulawulo olulo lwemicimbi yabasebenzi nolawulo lwezimali.

Ndiphosa ilizwi lombulelo kubasebenzi bam ngenxaxheba yabo nenkxaso yabo engaphelendawo ekuqulunqweni nasekusungulweni kwesi siCwangciso-qhinga.

Carel Du Preez

INtloko yeSebe

2. Our Vision

Successful municipalities.

3. Our Mission

To ensure municipal success and sustainability.

4. Our Values

Our values are based upon the principles of Batho Pele but we want to also base our values upon:

- Honesty
- Fairness
- Dedication
- Diligence
- Accountability
- Efficiency
- Friendliness
- Participative decision-making
- Transparency
- Maximal autonomy
- Discipline
- Professionalism
- Service delivery
- Responsibility
- Ongoing personal growth and dedication to a culture of learning.

5. Sectoral situation analysis

5.1 Summary of service delivery environment and challenges

Several ongoing change processes influence the content of strategy and strategic positioning of the Department. Key amongst these contextual issues are:

- a) The ongoing ***refinement and evolvement of the new order local government legislative framework*** in the form of the Municipal Systems and Structures Acts; guiding the role, powers and value addition strategy of the Department in relation to Municipalities. A major matter to be resolved is the legislative scope, strategy and approach of the Province in formulating its own legislative agenda;
- b) The ***completion and promulgation of key new legislation outlining new responsibilities to the provinces in relation to local government***. The Municipal Property Rates and Finance

Management Bills are the most prominent of a series of new legislation in the pipeline with significant implications facing the Department;

- c) The ***evolving nature of the intergovernmental interface between the Province and Municipalities*** in the Western Cape. The establishment of District-based and Provincial co-ordination, advisory and consultative structures alongside organised local government unlocked some concern with regard to the respective roles, responsibilities and political influence associated with the various inter-governmental structures. The proposed reorganisation of SALGA adds further complexity to the nature of the relationship with Municipalities and the role of the Provincial Minister within these;
- d) The ***different nature of the City of Cape Town and its demands of Province in relation to district and local Municipalities*** is a further key issue. The political dominance of the City and the interface with the Provincial Cabinet is a related inter-governmental dynamic influencing the manner in which the Department responds strategically;
- e) The ***functional and financial interface between Municipalities performing services on behalf of the Province*** is a further area of complexity. The causes of the current (ill defined and unresolved) service relationship between the Province and Municipalities are well documented and do not require expansion here. The urgent need to formalise the current contractual relationship and management of the financial risk for the Province has become a key focus area of the Department in leading the trilateral task team within Province. The creation of a sustainable and disruption free resolution of the intergovernmental services and financial interface presents extremely complex challenges requiring strong leadership, co-ordination of Provincial decision-making, and possibly, a legislative response;
- f) ***Political Environment***: We view coalition politics as a reality in the Western Cape political landscape. We do therefore not believe that the lack of a single majoritarian rule dispensation represents uncertainty. We thus plan with the view to best understand the dynamics of our political environment and serve the processes required by successful cooperative and coalition governments.
- g) ***Legislative Context***: Most of the new generation framework legislation is either in place or in the latter stages of development. It is therefore our conclusion that sufficient clarity is currently in place to allow us to plan effectively. The key outstanding legislation that may have a material impact on the work of the Department are:

- Municipal Finance Management Bill insofar as it defines a monitoring and oversight role on the Province;
- Property Rating Bill insofar as it places a monitoring and quality control obligation to the Province; and

5.2 Summary of organisational environment and challenges

The initiating and completing of the necessary steps for the creation of a new Department was one of the key activities for 2003/04. Although the Department was rooted in some existing administrative entities, it required a restructuring of its organizational design so as to strengthen its municipal oversight functions. The placement and appointment of staff onto the new structure will commence from July 2004.

A cryptic SWOT analysis revealed the following:

Constraints

- We have very little own financial resources to give direct financial support to municipalities.
- We have a lack of capacity to play a leadership role in general.
- Our legislative mandate is restricted.
- We have a lack of capacity with regard to support services (HR and Finance).

Strengths

- We have a strong mandate to co-ordinate the provincial developmental effort *vis a vis* municipalities.
- We have a strong capacity to provide technical support regarding infrastructure issues.
- We have a strong legislative mandate to monitor and support local government.
- We have a strong legislative mandate and obligation to intervene when necessary.
- We have good standing and networking ability with municipalities.

Critical support areas for municipalities to be successful (demand side)

Institutional (executive)
 Financial (management)
 Development planning (IDP) and infrastructure investment
 Disaster management

Underlying approach to internal restructuring

- We should earn leadership status and indispensability through the establishment and maintenance of highly competent bureau services in core areas of support to municipalities.
- Support to municipalities will be mainly in the form of support in kind and not by throwing money around.
- Using a municipality's own resources and any grants or other external funding sources which may be available.
- Capacity building in all areas.
- To be pro-active.

6. Legislative and other mandates

6.1 Introduction

The Constitution rests on three principles in outlining the architecture of intergovernmental relations. These are:

- Distinctiveness* : by separating the degree of legislative and executive authority of each sphere of government (resulting in a **regulative role** for each sphere);
- Interdependence*: Referring to the degree of dependence between spheres of government to fulfill their respective Constitutional obligation. There are two aspects to this; the first relating to the entitlement of provincial and local assistance from the national sphere (the **supportive role**), and secondly the respective supervision of the provincial and local spheres by national and provincial government (the **monitoring role**);
- Interrelatedness*: The duty of each sphere to cooperate with each other in good faith and mutual trust (the **coordination role**).

The substance of the provincial/municipal interface rests on the practical expression of the above three Constitutional principles into regulation, monitoring, support and coordination activities in the PGWC.

National legislation sets out specific functions, powers and duties for the Provincial Minister responsible for Local Government and hence also the Department of Local Government (DLG). How the Minister and the DLG exercise these powers and perform these functions and whether other additional functions are performed, is determined by strategic choices. These choices are informed by the following contextual considerations:

- The broad constitutional context of provincial-local government relations
- The multi-departmental relations with municipalities
- The national government context of provincial-local relations

- The structure of local government.

6.2 The legal context of Department of Local Government Relations with Municipalities

6.2.1 Constitutional context – the three elements of decentralization

In order to appreciate the place and role of the Department of Local Government it is necessary to sketch the broad picture of the interface between the Province and local government. The PGWC as a sphere of government interacts with municipalities in the province in the context of the three elements of decentralization that constitutes South Africa's system of government. These elements - autonomy, supervision and cooperation - make the spheres, in the words of the Constitution, "distinctive, interdependent and interrelated".

6.2.2 Multi-departmental relations with municipalities

The DLG is not the only department that interacts with local government. Most of the other provincial departments deal to a greater or lesser degree with municipalities. This occurs largely in an uncoordinated manner. If sound provincial-local intergovernmental relations require, as it should, a consistent provincial policy and approach to municipalities, the major challenge is how to develop coherence and coordination among departments.

In general, the task of coordination falls on the Premier acting with his or her cabinet and, consequently, on the Director-General responsible for the Premier's Office. While the Premier exercises executive authority together with the Cabinet, by "coordinating the functions of the provincial administration and its departments", the Director-General, as head of the provincial administration, is responsible "for the intra-governmental cooperation between the relevant provincial administration and its various provincial departments, including co-ordination of their actions and legislation".

6.2.3 National context of provincial / local interface

The interface between the Province and local government takes place within a national legislative, policy and administrative context which often adds complexity to the relationship.

Concurrency of interactions

Running concurrent with the Province's interface with local government, are the efforts of the national government to define the contours and scope of local government powers and to supervise municipalities. This often results in a duplication of effort and may even eclipse the role of the Province.

The department will fulfill a facilitative role in ensuring greater co-ordination between national and provincial supervision of local government.

Sectoral national-provincial relations

Despite an effort by the national government to cluster its departments, it still relates along sectoral lines with provincial line departments. The sectoral approach often results in inconsistent and conflicting positions and policies that provincial line departments adopt. Where the policies that impact on local government may be inconsistent with national policies, then these may be relayed by the provincial departments to municipalities. The issue is thus how integration of provincial policy relating to local government can be achieved.

The Department will play a facilitative role via the IGR- structures and IDP processes in integrating provincial policies relating to local government.

Local government context

The interaction that the Province has with local government is not with a uniform institution; the three categories of municipalities place their own complexities on the relations.

o Metro

With 75% of the province's population living in the metropolitan area and the metro's budget approximating that of the Province's, the interface with this municipality is of a different order. It impacts fundamentally on how powers and functions are distributed between the province and the metro, how supervision takes place and places special demands on effective cooperation.

Special structures should be created to mediate the relationship with the metro and the Department has to play a leadership role with regard to such structures. More time and resources should be devoted to fulfil our constitutional mandate *vis a vis* the City of Cape Town.

o District municipalities

In the areas outside the metropolitan area, the Province's primary relationship is with the district municipalities, which in turn, coordinate and communicate with local municipalities. This arrangement will work adequately if the district municipalities perform their coordination and communication functions effectively. The health and well-being of district-local relations is thus an important issue for the Province. Already the DLG seeks to manage these relations through the District Advisory Forums.

- o **Local Municipalities**

Interaction with local municipalities is either in a one on one situation around specific (localized issues) or collectively via a provincial advisory forum, which includes a technical forum as well.

6.2.4 The legislative mandate

- a) ***Mandate in terms of national legislation and policy***

National legislation demarcates the following focus areas for the Provincial Minister for local government:

- o General regulation, monitoring, support of and coordination with, local government in terms of the Structures and Systems Acts.
- o Within the overall supervisory role, the regulation and monitoring of the financial management of municipalities. This will take place in terms of the Municipal Financial Management Bill and the Municipal Property Rates Bill.
- o Within the overall coordination role, integrated planning in terms of the Systems Act.

b) *Mandate in terms of provincial legislation and policy*

o Provincial legislation

Limited mandates appear in provincial legislation. The Development Act of 1999 and the Health Facility Board Act of 2002 provide for consultation with the PROVINCIAL MINISTER for local government.

o Provincial policy

In terms of provincial policy, further mandates have been imposed on the DLG.

The Provincial Cabinet identified the DLG as the technical champion for the Urban Renewal Programme and Integrated Sustainable Rural Development Programme. These programmes are initiated by the national Department of Provincial and Local Government (DPLG). The DLG also coordinates and monitors the Local Economic Development programme (LED) and Consolidated Municipal Infrastructure Programme (CMIP), which is initiated by the DPLG.

The DLG is responsible for Disaster Management.

The DLG is a member of the Trilateral Task Team investigating assignments of functions to municipalities by the different provincial departments. This team sees its role as a conduit between the municipalities, organised local government and the provincial departments. Through this process the DLG endeavors to identify a legislative inventory of provincial functions currently performed by municipalities and to investigate the possible devolution of functions to municipalities.

7. Broad policies, priorities and strategic goals

A critical review of our environment and an evaluation of the way in which we have responded previously convinced us that we need to focus on the following Departmental strategic goals/objectives:

Goal I: Providing sound administrative support to an effective Department

Goal II: Building appropriate organizational skills and capabilities.

Establishing an institution fit for its purpose, staffed with appropriately qualified, skilled, re-skilled and motivated people. Applying recruitment, selection, training and career development processes that are both in line with legislative imperatives and departmental objectives.

Goal III: Creating effective human resource and financial management capacity for the Department

Establishing an efficient human resource- and financial management capacity and to continuously review and improve human resource and financial management systems and processes internal to the department. To ensure compliance with all relevant legislative and administrative requirements and equip departmental staff with the capabilities required to maintain all human resource and financial management systems in support of departmental functioning.

Goal IV: Accountable and sustainable local governance

See objectives I and III to VII below.

Goal V: Integrated development and planning

See objective II below.

Objective I: Shaping Provincial strategy in respect of local government.

Fulfilling a leading role in the development of a Provincial strategy in respect of local government. Such a strategy needs to feed into and form part of a broader Provincial plan that outlines objectives and desired outcomes and must indicate the roles and responsibilities of municipalities in pursuing these objectives and achieving such outcomes.

Objective II: Providing leadership in building developmental local government:

Providing a package of policies, projects and interventions to enable the Department and the Province to actively support the building of developmental local government.

Objective III: Ensuring local government sustainability

Monitoring progress, building the analytical, interpretive and evaluative capabilities of the Province to understand issues and trends in local government performance and enable the Province to proactively intervene and support municipalities with appropriate programmes of action.

Objective IV: Facilitating co-operative government

Shaping the agenda, influencing the strategy and facilitating the creation and maintenance of structures to facilitate a system of intergovernmental relations with:

- The City of Cape Town;
- District and local municipalities through the Provincial Advisory Forum;
- Organised Local Government through SALGA/Weclogo;
- Provincial line departments; and
- The National Department of Provincial and Local Government.

Objective V: Enabling legislative clarity

Providing an expert advisory service to municipalities, influencing the national legislative programme, performing the full mandate of statutory responsibilities and creating an appropriate provincial legislative agenda.

Objective VI: Facilitating a constructive political process

Providing decision-making support, and assistance in process facilitation to enable political processes to function optimally.

Objective VII: Facilitate and support the creation of an effective Disaster Management system

Support the implementation of the Disaster Management Act.

8. Information systems to monitor progress

Performance will be assessed on a quarterly basis by means of the evaluation of individual performance agreements inclusive of work plans derived from the objectives and outputs contained in this Strategic Plan. Continuous monitoring will be done through bi-weekly management meetings and meetings with the Executive Authority. A strategic planning feedback session will be held at least once a year to ascertain progress with implementation.

9. Description of the Strategic Planning Process

The Minister of Local Government confirmed his policy priorities for the 2004/05 to 2006/07 financial years, thereby setting the planning framework of the department.

Two strategic planning sessions, involving all middle and senior managers from the Department were held on 14/15 August 2003 and 30/31 October 2003. The planning sessions were preceded by various planning sessions at directorate level involving staff at various levels. A top down, bottom up planning process was thus followed.

The final stage of the planning process will involve the preparation of detailed operational plans per directorate in support of the departmental Strategic Plan.

Part B: Budget Programme and Sub-Programme Plans

10. Programme 2: Local Governance

10.1 Situation analysis

Municipal Administration

Institutional services

In the context of giving optimal effect to the legislative role of Provincial Government and in view of the extensive requirements of municipalities, this programme has an obligation to ensure legislative clarity. Such legislation must, amongst others, give substance to and guidance on the constitutional and legislative powers of both Province and municipalities and must also address the day-to-day need for guidance on a range of operational and functional matters of municipalities.

Further there is need for the repeal of outdated legislation and for the revision and suitable amendment of provincial legislation to remove those sections and parts that may be obsolete or in conflict with the Constitution.

Where it is also the responsibility of this programme to maintain the institutional integrity of municipalities, it contributed to the amendment of the Municipal Structures Act, 1998 to change the type of municipalities during the terms of council and was responsible for the implementation of the mayoral executive system and the ward participatory system.

A key challenge is to revise and suitably amend provincial legislation, which is crucial in the day-to-day functioning of municipalities. A further challenge relates to the implementation of the proposed Property Rating Act.

Co-operative governance

The constitution creates and prescribes mechanisms and safeguards to maintain three distinctive spheres of Government. These distinctive spheres however are interrelated and the sum of the parts forms the Government of the Republic of South Africa.

A constitutional imperative is placed on all spheres of Government to develop, foster and maintain sound intersphere relationships and co-operative governance. The paradigm shift from the autonomous silo type of governance on three different levels to co-operative governance has still not been made. The existence of this programme is to nurture sound inter-governmental relations and co-operative governance.

During the past year in general terms the programme succeeded in maintaining particularly good relationships with Municipalities and the National Department of Provincial and Local Government. In the arena of co-operative governance areas of policy planning and budget alignment still pose a challenge.

Key challenges which must be met in the coming year are:

Closer co-operation on the setting of common goals between at least the Province and Municipalities.

Closer co-operation between the Province and at least the Department of Provincial and Local Government on the formulation of policies which impact on local government and the implementation of national programmes and projects.

Management of the impact of the coming general election on service delivery at municipal level.

Municipal Finance

A constitutional imperative is placed on Provincial Government to by legislative or other measures provide for the monitoring and support of local government in the province and to develop the capacity of local government to enable them to perform their function and manage their own affairs. Accordingly, this province supports and assists struggling municipalities focusing on the enhancement of their financial and administrative capacity for sustainable service delivery, through funds allocated by the National Department of Provincial and Local Government to provinces.

The department's ultimate objective through the implementation of the Management Support Programme is to assist municipalities to become and remain financially viable entities through the appointment of dedicated, professional service providers and to ensure that effective sustainable skills transfer does indeed take place. A total of 9 management support programmes were implemented during the 2003/04 financial year that were identified through regular monitoring of key predetermined indicators and also through interactions with various role-players.

Depending on the level of support that is needed, assistance was given to fund specific projects over a period of one financial year or a "multi-year turn around strategy" is followed to ensure that the municipality addresses all its needs over the medium term. The Department has come a long way in

stabilizing municipalities through the implementation of the management support programme and have achieved success through the stabilization of municipalities that experienced serious financial and administrative problems. The reason for the successes achieved at these municipalities can, inter alia, be attributed to the implementation of multi-year turn around plans, dedicated work by the services providers, buy-in from the officials and Councillors, constant monitoring by the department and municipal steering committees and the proper transfer of skills thus ensuring that capacity is retained and augmented.

Although all the planned management support programmes were implemented, a huge part of the allocated funds was not spent due to the late approval by the national Department of Provincial and Local Government of the provincial business plan in respect of the national conditional Local Government Support Grant, which is utilised for these programmes. Although the provincial business plan was submitted early in March 2003, approval was only received at the end of July 2003. What must be remembered is that municipalities still have to go out on tender to appoint service providers after approval is received, which is also time consuming and the Department only pays over the funds on the receipt of certified claims once actual delivery of services takes place.

Although great successes were achieved in the Province with the implementation of these Management Support Programmes, the funds with which they were financed will only be available until the 2004/05 financial year. Thereafter the funds will be channeled direct from national via the district municipalities as part of one big capacity building allocation. The Province not only loses these important funds, but its role is being totally disregarded. At this stage the chances of Provincial own funds being made available for this purpose looks very slim to support municipalities if they are facing financial and/or administrative crises.

The Department is also concerned that if the funds are paid directly to the municipalities it will hamper the current strategic intervention from the department. Concerns are also raised about the commitment of municipalities to take responsibility for supporting themselves once the payments flow directly to them.

Disaster Management

A new era in disaster management dawned in South Africa with the promulgation of the Disaster Management Act, 2002 (Act 57 of 2002). This Act will take disaster management from the current re-active approach embedded in civil protection to the new approach of pro-active disaster management through prevention, reduction, mitigation, preparedness, rapid and effective response and recovery. An investigation into the current status of municipal fire fighting services in the Province outlined the backlog in bringing this service to an acceptable standard.

Until the Disaster Management Act is made operational by the State President, this programme will continue to implement the prescripts of the

Civil Protection Act and the Civil Protection Ordinance of providing an integrated and coordinated approach towards disaster management, whilst preparing for the implementation of the new Act.

During the past year the programme succeeded in maintaining sound and effective disaster management structures and coordinated many disaster and fire fighting incidents in the Province, whilst laying the foundation for the implementation of the new Act through certain ground-breaking initiatives, such as the development of an information technology based disaster management system and the conduct of research into the risks and vulnerability indicative of the Western Cape Province.

Key challenges that must be met in the coming year are:

Preparing for the implementation of the Disaster Management Act, 2002 (Act 57 of 2002), and

Addressing the backlogs in municipal fire fighting structures in the Province through the provisioning of sound advice.

10.2 Policies, priorities and strategic objectives

This programme links to the Presidential Co-ordinating Council's strategic intervention priorities which are formulated as follows:

"Building stable institutional and administrative systems in local government."

"Building a strong local government sphere and enhancing its status within a stable co-operative governance framework."

"Building financially viable local government."

"Service delivery, economic development and poverty alleviation"

This programme also links to the provincial strategic framework where it aims at improving the capacity of local government, the creation of a safe and healthy environment and providing quality, equitable and accessible services to all its people.

Table 1: Strategic objectives for Programme 2 – Local Governance

<p>STRATEGIC GOAL 1: Accountable and sustainable local governance</p> <p>STRATEGIC OBJECTIVES:</p> <ul style="list-style-type: none">To provide management and support services to local government within a regulatory frameworkEnabling legislative clarity and maintaining the institutional integrity of municipalitiesEnsuring provincial and municipal compliance with existing and future property tax legislationShape/focus on provincial strategy re local governmentFacilitating co-operative governmentFacilitating constructive management of the political dynamicsMonitor and support municipalities to ensure financially viable and sustainable municipalitiesTo monitor and support with the implementation of free basic servicesFacilitate and monitor infrastructural development within municipalities to ensure sustainable municipal infrastructural developmentManage disaster management at provincial level to ensure the establishment of effective and efficient disaster management mechanismsMonitor and promote the development of an acceptable fire brigade service

10.3 Constraints in implementing the above policies and objectives and measures planned to overcome them

As mentioned earlier, although the planned management support programmes are implemented, a huge part of the allocated funds are not spent due to the late approval by the national Department of Provincial and Local Government of the provincial business plan in respect of the national conditional Local Government Support Grant, which is utilised for these programmes. Although the provincial business plans are submitted early in March annually, approval is normally received only at the end of July. What must be remembered is that municipalities still have to go out on tender to appoint service providers after approval is received, which is also time consuming and the Department only pays over the funds on the receipt of certified claims once actual delivery of services took place. The Head of the Department took up this issue with the national Director-General to speed up this approval process.

Legal uncertainty regarding the performance of the disaster management function between the three spheres of government.

Obtaining funding for the establishment and running costs of the provincial disaster management centre.

10.4 Planned interventions to improve the quality of the services the programme provides

The quality of service will be improved through the following interventions: implementation of various aspects of the Disaster Management Act, and the creation of sufficient personnel capacity to advise municipalities regarding fire fighting services.

10.5 Specification of measurable objectives (KMO's) and performance indicators

Table 2 : Programme 2 – Local Governance: Measurable objectives, performance indicators and targets

S u b- P r o g r a m m e	Key Measurable Objective	Performance Measure	Year – 1 2002/03 (actual)	Base year 2003/04 (estimate)	Year 1 2004/05 (target)	Year 2 2005/06 (target)	Year 3 2006/07 (target)
2.1	To provide support and facilitate the implementation of a legislative and policy framework in respect of local government	No of policies, guidelines and legislation formulated			1 act (Provincial mandate) 1 Provincial act (To review the Municipal Ordinance 20 of 1974; Divisional Councils Ordinance 18 Of 1976)	1 framework for further development of the mandate of the Province 1 ordinance/ act (To amend, repeal and re-enact Provincial ordinances in order to comply with new local government dispensation)	
	To facilitate the development of a coherent provincial strategy in respect of local government	No of provincial summits		1	1	1	1
	To establish and promote the Department as principal provincial liaison structure in relation to intergovernmental relations with local government	Functioning structure for regular political and technical interaction with the City of Cape Town			Structure implemented and maintained	Structure maintained	Structure maintained
		No of conferences with all three spheres of government		1	1	1	1

S u b- P r o g r a m m e	Key Measurable Objective	Performance Measure	Year – 1 2002/03 (actual)	Base year 2003/04 (estimate)	Year 1 2004/05 (target)	Year 2 2005/06 (target)	Year 3 2006/07 (target)
2.2	To monitor and support municipalities to achieve and maintain financial viability	No of policies, guidelines formulated					
		No of capacity building programmes implemented					
		% progress made in respect of the development and maintenance of a flexible monitoring tool	0	50	100	100	100
		No of municipalities captured on monitoring system	30	30	30	30	30
		Maintained database	1	1	1	1	1
		No of reports to HOD, Minister and other directorates	4	4	4	4	4
		No of management support programmes (capacity building programmes) implemented	11	9	9		
		No of functioning municipal steering committees	11	9	9		
		No of provincial steering committee meetings	4	4	4		
	To do quarterly monitoring with regard to the implementation of free basic services and compile quarterly reports to HOD and Minister as part of monitoring report	Number of quarterly reports	4	4	4	4	4
		Number of maintained databases	1	1	1	1	1
	To support municipalities with the implementation of free basic services	Number of provincial workshops		3	3	3	3

<i>S u b- P r o g r a m m e</i>	<i>Key Measurable Objective</i>	<i>Performance Measure</i>	<i>Year – 1 2002/03 (actual)</i>	<i>Base year 2003/04 (estimate)</i>	<i>Year 1 2004/05 (target)</i>	<i>Year 2 2005/06 (target)</i>	<i>Year 3 2006/07 (target)</i>
2.3	To monitor and facilitate sustainable municipal infrastructural development	No of policies, guidelines formulated					
		No of CMIP capacity building programmes implemented	9 provincial workshops 131 training courses	4 provincial workshops 120 training courses	4 provincial workshops 120 training courses		
		No of capacitated provincial and municipal officials	1 892	1 500	1 500		
		No of municipal infrastructure assessments (business and master plans) facilitated		15	15	15	15
		Number of district municipalities assisted with CMIP	5	5	5	5	5
		Number of CMIP progress reports	12	12	12	12	12
		Number of district business plans evaluated (CMIP)	5	5	5	5	5
		Number of provincial CMIP monitoring meetings	12	12	12	12	12
		No of provincial workshops on Municipal Service Partnerships to market the concept			5	1	1

Sub-Programme	Key Measurable Objective	Performance Measure	Year – 1 2002/03 (actual)	Base year 2003/04 (estimate)	Year 1 2004/05 (target)	Year 2 2005/06 (target)	Year 3 2006/07 (target)
2.4	To facilitate effective and efficient disaster management mechanisms at provincial and local level	The development of a provincial disaster management framework and institutional structures	Risk and vulnerability assessment IT System	Commence work on framework	Finalised framework	Establish Advisory Forum Operational Advisory Forum	Operational Provincial Disaster Centre
		No of district disaster management plans and operational institutional structures established			Commence work on Provincial Disaster Centre Appoint Head of Centre	Finalise Provincial Disaster Centre	Operational Provincial Disaster Centre
		No of capacity building programmes			5	5	5
	To advise municipalities on the establishment of effective Fire Fighting Services	No of municipal fire brigade development plans			6	30	30

10.6 Reconciliation of budget with plan

Table 3: Programme 2- Local Governance: Programme budget by sub-programme (R'000)

Sub-programme	Year –3 2000/01 (actual)	Year - 2 2001/02 (actual)	Year - 1 2002/03 (actual)	Base year 2003/04 (estimate)	Year 1 2004/05 (budget)	Annual Growth (%)**	Year 2 2005/06 (MTEF projection)	Year 3 2006/07 (MTEF projection)	Average annual change (%) ^{££}
1. Municipal Administration	2 212	2 384	3 013	4 427	5 972	34.90	5 877	6 096	11.25
2. Municipal Finance	9 363	14 322	18 406	30 338	19 216	(36.66)	5 646	5 792	(42.42)
3. Municipal Infrastructure	1 500	1 600	10 422	10 545	13 624	29.20	7 870	8 232	(7.92)
4 Disaster Management		2 733	5 544	5 213	9 877	89.47	5 680	5 808	3.67
Total programme	13 075	21 039	37 385	50 523	48 689	(3.63)	25 073	25 928	(19.94)

** Annual change between base year and year 1

££ Projected average annual change between base year and year 3

11. Programme 3: Development and Planning

11.1 Situation analysis

The constitutional objective of developmental local government placed on the municipal sphere, requires a change in mindset and capacity to promote economic and social development. During the past year (2003/04) this Programme has been strengthening the arm of local government in addressing this constitutional objective through excellent performance in the Central Karoo ISRDP Node, laying the foundation for further development in the URP Nodes of Khayelithsa and Mitchell's Plain, conceptualizing developmental local government, reviewing the 30 municipal IDP's, the development and presentation of various training courses, the conduct of developmental research and the funding of local economic development projects.

Key challenges that must be met in the coming year are:

- Obtain clarity on the functional division between the provincial and local government spheres;
- Align the planning and budgeting process of the provincial and local government spheres;
- Improved contents of the municipal IDP's;
- Strengthen developmental local government in the provincial and local spheres.

11.2 Policies, priorities and strategic objectives

This programme links to the following Presidential Coordinating Council's strategic intervention priorities:

“Building a strong local government sphere and enhancing its status within a stable co-operative governance framework”

“Building financially viable local government”

“Building stable institutional and administrative systems in local government”

“Service delivery, economic development and poverty alleviation”

“Deepening democracy and accountability”

This programme also links to the provincial strategic framework where it aims at developing the capacity of local government to ensure the rapid and comprehensive implementation of integrated development plans (IDP's), stimulate economic growth, providing quality, equitable and accessible services to all its people.

Table 4: Strategic objectives for Programme 3 – Development and Planning

STRATEGIC GOAL 2: Integrated development and planning

STRATEGIC OBJECTIVES:

Providing leadership in building developmental local government

To obtain clarity on the functional division between the provincial and local spheres

Successful implementation of developmental local government

To promote effective and efficient integrated development planning

Effective implementation of municipal Integrated Development Plans

Effective co-ordination of the Provincial input towards the ISRDP and the URP

Effective development and co-ordination of departmental training initiatives

Constructive management of community focused matters

Research to complement the Departmental Strategic Plan

11.3 Constraints in implementing the above policies and objectives and measures planned to overcome them

A well developed and effective personnel corps will have to be established in terms of the Department of Local Government's restructuring programme, to realize the strategic objectives of the Programme.

11.4 Planned interventions to improve the quality of the services the programme provides

The main intervention will be the establishment of a well developed and effective personnel corps.

11.5 Specification of measurable objectives (KMO's) and performance indicators

Table 5 : Programme 3 – Development and Planning: Measurable objectives, performance indicators and targets

S u b - P r o g r a m m e	<i>Key Measurable Objective</i>	<i>Performance Measure</i>	<i>Year – 1 2002/03 (actual)</i>	<i>Base year 2003/04 (estimate)</i>	<i>Year 1 2004/05 (target)</i>	<i>Year 2 2005/06 (target)</i>	<i>Year 3 2006/07 (target)</i>
3.1	To promote effective and efficient integrated development planning	No of policies, and guidelines formulated		Policy on public participation	Powers and Functions framework		
		No of capacity building programmes implemented	2	Develop 3 programmes	Present 5 programmes		
		No of reviewed municipal IDP'S assessed annually		30	30	30	30
		No of aligned provincial budgets			Protocol developed and implemented		
		No of municipal performance management system facilitated		30	30	30	30
		Annual report on municipal performance (S47 of Municipal Systems Act) submitted by the MEC timeously	None	Timeously	Timeously	Timeously	Timeously
		No of co-ordinated programmes			Establish institutional capacity		
		Successful Provincial Funding Conferences on the URP & ISRDP respectively			2	2	2
		No of research projects identified or completed		5	5	5	5

11.6 Reconciliation of budget with plan

Table 6: Programme 3- Development and Planning: Programme budget by sub-programme (R'000)

Sub-programme	Year -3 2000/01 (actual)	Year - 2 2001/02 (actual)	Year - 1 2002/03 (actual)	Base year 2003/04 (estimate)	Year 1 2004/05 (budget)	Annual Growth (%)**	Year 2 2005/06 (MTEF projection)	Year 3 2006/07 (MTEF projection)	Average annual change (%) ^{££}
Integrated Development and Planning	6 547	7 311	6 656	5 118	7 274	42.13	7 993	8 309	17.53
Total programme	6 547	7 311	6 656	5 118	7 274	42.13	7 993	8 309	17.53

** Annual change between base year and year 1

££ Projected average annual change between base year and year 3

12. Medium-term revenues

12.1 Summary of revenue:

R 000	2001/02 Actual	2002/03 Actual	2003/04 Estimate	2004/05 VOTED	2005/06 MTEF	2006/07 MTEF
Equitable share	25 289	23 403	30 487	47 903	50 509	51 808
Conditional grants	5 890	25 343	38 904	23 558	3 738	3 962
Other		292	484	4 913*		
Total revenue	31 179	49 038	69 875	76 374	54 247	55 770

* Includes provincial financing of R4,9 million.

12.2 Departmental revenue collection:

R 000	2001/02 Actual	2002/03 Actual	2003/04 Estimate	2004/05 VOTED	2005/06 MTEF	2006/07 MTEF
Current revenue						
Tax revenues						
Non- tax revenue		11	10	13		
Capital revenue						
Other revenue		281	474			
Departmental revenue		292	484	13		

12.3 Conditional grants

The department receives two conditional grants, the Local Government Capacity Building Fund Grant and the Consolidated Municipal Infrastructure Programme Grant from the national Department of Provincial and Local Government. The Local Government Capacity Building Fund Grant is now a partly consolidated grant and includes the former local government support grant as well as the CMIP capacity building portion, which previously formed part of the CMIP grant. The CMIP grant, now on its own, is to cover the administrative

costs of the Department relating to the management of the CMIP. The Local Government Capacity Building Fund Grant must be utilised to implement management support programmes at identified municipalities and to initiate training programmes with regard to CMIP infrastructure. For both these grants the Department must submit business plans to the national Department of Provincial and Local Government.

13 Co-ordination, co-operation and outsourcing plans

13.1 Interdepartmental linkages

The Department is delivering programmes on behalf of the national Department of Provincial and Local Government, some in relation to schedule 5 grants (in terms of the Division of Revenue Act); including the local government capacity building fund grant, CMIP and LED funds, as well as other programmes such as URP and ISRDP.

The Department has links with every Provincial Department in relation to their municipal interface. Particularly strong links exist in relation to those departments that have agency/contractual service relationships with local government. The Department leads the process towards regularizing and resolving service relations with municipalities.

The Department also co-ordinated the IDP interface between Provincial Departments and Municipalities and leads a multi-Departmental team in IDP reviews.

No direct financial linkages do however exist, with the notable exception of cooperation between the Provincial Treasury and the Department in relation to the monitoring of Municipal Finances.

13.2 Local Government linkages

13.2.1 City of Cape Town

A key element of this Plan is the establishment/maintenance of a formal and regular interface with the City of Cape Town to strengthen the current technical and political measures already in place. The key financial link over and above the distribution support of scheduled grants relates to the resolution of payment for and finalizing of contracts for the rendering of services on behalf of the Province by municipalities

13.2.2 District and Local Municipalities

Through notices in terms of the Municipal Structures Act a series of structures has been created at both a district level for inter-municipal coordination and provincial level for regular inter-governmental contact with municipalities. These structures are mirrored by technical committees that function in support. These structures are respectively called District Advisory Forums (DAF) and the Provincial Advisory Forum (PAF). The key financial link over and above the distribution support of scheduled grants relates to the resolution of payment for and finalizing of contracts for the rendering of services on behalf of the Province by municipalities

13.3 Public entities

None

13.4 Public, private partnerships, outsourcing etc

None

14 Financial Management

14.1 Strategies to address audit queries

Audit queries are addressed within 14 days of receipt.

14.2 Implementation of PFMA

A Chief Financial Officer (CFO) for the Department has been appointed on 1 July 2003 to assist the Accounting Officer in his responsibilities as set out in part 2 of Chapter 5 of the PFMA. The Department of Housing is rendering an agency service in respect of the support functions until such time as the necessary critical mass has been attained.

APPENDIX A

Glossary of acronyms

IDP	Integrated Development Planning
LED	Local Economic Development
URP	Urban Renewal Programme
ISRDP	Integrated Sustainable Rural Development Programme
MSP	Management Support Programme
CMIP	Consolidated Municipal Infrastructure Programme
IGR	Intergovernmental Relations
PGWC	Provincial Government Western Cape
DLG	Department of Local Government
DPLG	Department of Provincial and Local Government
MIG	Municipal Infrastructure Grant
PAF	Provincial Advisory Forum
PAFTECH	Provincial Advisory Forum Technical Committee
DAF	District Advisory Forum