

PART 5: HOW DO WE MOVE FORWARD?

5.1 Introduction to Strategic Management Tools

The focus of implementation at local municipalities in Eden is mainly on eradicating backlogs with regards to basic services. Implementation is mainly hampered by insufficient funds, political inconsistencies and a lack of capacitated human resources.

A district municipality bears the responsibility of promoting the overall development of the district area (s 83(3)). In terms of this responsibility, it must -

- ensure integrated development planning for the district area as a whole;
- promote the bulk infrastructural development and the provision of bulk services for the area;
- where needed, build the capacity of local authorities in its area; and
- promote the even distribution of resources between the local municipalities in its area.

The Act continues with a list of specific functions and powers of a district municipality (s 84(1)). These include, among others, matters such as

- integrated development planning for the district area;
- bulk supply of water and electricity;
- bulk sewage purification works;
- waste disposal sites serving the district area;
- regulation of passenger transport services;
- municipal health services, fire fighting services and municipal airports, serving the district area;
- promotion of local tourism; and
- imposition and collection of taxes, levies and duties as related to these functions.

In order for the Eden district municipality to address these vital implementation mandates, the following issues will be addressed:

5.2 Institutional Arrangements

In the past municipalities (and the other spheres) were characterized by operating within strong functional divisions or departments. It was inevitable that service delivery, career development and performance management developed within the context of functional isolation. However, the solutions to many or all of the socio-economic problems which face government require that it have to be dealt with in a multi disciplinary manner.

Based on the legislative frame work in which municipalities operate, as well as the directives from national and provincial government, Eden District Municipality concluded that it is obliged to reconsider its operational methodologies.

5.2.1 Strategic Management Unit (SMU)

As a result of the new dynamics in Eden, an amended organizational diagram should be developed. The following disciplines, some of which were being performed by

functional line departments will henceforth form the strategic elements of the department of the Municipal Manager:

- IDP,
- Performance Management,
- Project Management, Project Consolidate and PMU,
- Inter Governmental Relations,
- PIMSS,
- Youth Gender and Human Rights,
- Employment Equity,
- LED,
- Communication

The Strategic Management Unit will be tasked to address strategic programs and projects, including the co-ordination of Inter Governmental Relations and rendering assistance with capacitating municipalities in the Eden district. The SMU will also:

- Identify areas of support required by local municipalities
- Develop a program of support
- Render support to local municipalities in accordance with the program of support

5.2.2 Project Management Unit/ Project Teams

The Eden District Municipal Council took a formal resolution that project management be adopted within the organization, and the point was reached where functional silos became subservient to the projects. Integrated governance requires a perpetuation of the matrix mindset across the different spheres of government. At present, it is believed that this will not happen without a concerted and properly managed effort of the Programmatic Approach.

In August 2003 Eden DM accepted and adopted the principle of Project Management which resulted in the establishment of a Project Management Unit which in turn has taken responsibility to manage projects across functional divides. The PMU will also:

- Consult and render support with the identification of generic project structures.
- Capture the generic plans on a computerised project management system.
- Support project leaders in the drafting of specified project plans.
- Update and maintain plans on a centralised database.
- Structure and manipulate planning data to support management views at all levels.
- Deliver informal training on project management principles and methodologies.
- Supply reports to project teams.
- Take minutes of project progress meetings.

5.3 Capacity Building

Within the new dispensation of local government the role of district municipalities is likely to become much more strategic given the intergovernmental and coordinating

role it is tasked with according to the. District municipalities will play a major role in many of the daily affairs of local municipalities, given the need for the development of capacity at that level of municipal governance.

A **Capacity Development Framework** was developed for each local municipality comprising the entire region. This framework was completed with the inputs of all local stakeholders and the provincial government. A Provincial Capacity Development Framework was submitted to National Government, and incorporated in a National Capacity Development Framework. Each local municipality has a **skills development plan** per department wherein training needs are identified by all municipalities on a regular basis. The EDM aims to build on the existing capacity-building initiatives by adding value in the following ways:

- Building a database of existing capacity-building projects and support organisations.
- Identifying gaps and priorities for capacity-building and training and communicating these to stakeholders.
- Bringing people together around key issues or themes to promote networking and learning from each other.
- Highlighting best practices developed by municipalities and sharing these with local government more generally.
- Building a 'knowledge bank' of easy-to-use systems and learning from other projects for municipalities to use in developing their own structures and systems.

5.3.1 PIMSS Centre

The **Eden PIMSS Centre** was established in March 2003 through a section-79 committee known as the Management Committee (MANCOM). The centre is the strategic **capacity building centre** for all the municipalities within the Eden district. It provides support in relation to **district and local level IDP's** (through providing information, data, knowledge requirements etc), establishing **links to other governmental or private business sectors**, and providing professional advice and guidance with clarification of roles and responsibilities between different role players.

5.3.2 E-government & management of information

Certain regional programs for e.g. the Archiving and workflow programs including a Customer Care system will be implemented for the region as a whole. The development and implementation of a regional data bank (Management Information System) is planned to enable and assist municipalities in their planning and reporting activities.

5.3.3 Research and Development Unit

The objective to establish a Research and Development Unit (RDU) at the Eden District Municipality is to develop operational effective business processes, to research and develop best practices, policies and strategies that will contribute to effectiveness of the organisation in its entirety.

The unit will analyze all the existing business processes of Eden and from there develop more operational effective (OE) processes & strategies to be documented in best practice operational manuals. Modern management tools and techniques for OE such as total quality management, benchmarking, and reengineering, partnering,

outsourcing and change management will be considered for application at a local authority.

5.3.4 Intergovernmental relations (IGR)

Intergovernmental relations and cooperative governance in the South African context are entrenched in the different spheres of government as defined in Chapter 3 of the Constitution. The Constitution emphasizes the principle of '*cooperative governance*', obliging the three spheres of government to cooperate and to negotiate political and budgeting issues between them.

The practice of intergovernmental relations (IGR) as it applied to the South African Local Government Association (SALGA) was examined and stock was taken of the impact the organisation had on inter-governmental processes both at national and provincial levels. They concluded that the process of consultation must be based on a common understanding of the following three issues;

- Firstly, the practice of consultation between the spheres of government should not be reliant upon the existence of legislative instruments regulating the matter.
- Secondly, there is a need for a more formal mechanism to involve provincial local government associations in the deliberations of the provincial legislatures, and
- Thirdly, the constitutional obligation on both national and provincial governments to support local government means, within an IGR context, that there is an obligation also to capacitate organised local government to perform its representative function.

In line with the establishment of a Premier's Intergovernmental Forum, the Eden District is considering the establishment of a District Intergovernmental Forum comprising of all the critical stakeholders in the Region and contributing to the presidents' call for a seamless and integrated form of governance that will speak to the harmonisation and alignment of all our strategies and objectives.

5.4 SOCIAL DIALOGUE STRUCTURES

5.4.1 Ward Committees

Ward Committees provide a mechanism for members of the public to become involved in the decisions that affect their neighborhoods. The main objective of the Ward Committees is to develop the capacity of local government stakeholders such as the community, the council and officials to engage with each other through effective measures and representative structures. Various communication structures exist on district level, whereby local municipalities and representatives of the community are involved.

The status in respect of the implementation of ward committees in the district can be summarised as follows:

- Functional ward committees
 - Bitou Municipality
 - Mossel Bay Municipality
 - Langeberg Municipality
 - Oudtshoorn Municipality

- Ward committees in process of being established
 - Knysna Municipality
 - George Municipality
 - Kannaland Municipality

Recently Eden approved a comprehensive Councilor training program for the region, which will include members of the Ward Committees.

- *One stop shop located at the Eden district municipality*

A “One stop shop” is envisaged to be established on regional level where inter-governmental services can be rendered under one roof.

- *Regional Liaison and Information Officer*

The appointment of a Regional Liaison and Information Officer is on the agenda of the Eden district municipality.

5.3.2 Community Development Workers (CDW'S)

The Community Development Worker's Programme was announced by the President in his State of Nation Address in February 2003. He stated that:

Government will create a public service echelon of multi-skilled community development workers(CDW's) who will maintain direct contact with the people where the masses live. We are determined to ensure that government goes to the people so that we sharply improve the quality of the outcomes of public expenditures intended to raise the standards of living of our people. It is wrong that government should oblige people to come to government even in circumstances in which people do not know what services the government offers and have no means to pay for the transport to reach government offices.

The program was officially launched in Eden on 29 April 2005 in George. The Eden District has a total of 63 CDW Learners, which are dispersed as follows:

- Eden DM (DMA): 2
- George: 8
- Mossel Bay: 10
- Bitou: 8
- Knysna: 6
- Oudtshoorn: 10
- Kannaland: 11
- Langeberg: 8

CDW's in the district can be utilized for the following:

- Projects/programs identified in the District-, as well as local IDP's, i.e. youth development processes, sports development, HIV/AIDS etc.
- Collection and disbursement of data and information within the communities;
- Organizing of special events relating to community development;
- Do referrals with regard to Government services available;

- The enhancement and promotion of community involvement in Local Government issues.

5.3.3 Partnerships

- Knowledge partnerships

Within the revised IDP Council will accept the principle of entering into a memorandum of understanding with the local Municipalities and the following Knowledge Partners:

- Nelson Mandela Metropolitan University in George,
- University of Stellenbosch Graduate School of Business and School of Public Management and Planning, and
- University of the Western Cape.

It is believed that within the Eden district adequate knowledge is available to make a substantial contribution towards improving the level of skills of our staff and communities.