



**the dplg**

Department:  
Provincial and Local Government  
**REPUBLIC OF SOUTH AFRICA**



# **STRATEGIC PLAN**

## **2007 - 2012**





**the dplg**

Department:  
Provincial and Local Government  
**REPUBLIC OF SOUTH AFRICA**

## Strategic Plan: 2007-2012

2007-2012



the dplg

---

Department:  
Provincial and Local Government  
**REPUBLIC OF SOUTH AFRICA**

# Contents

<b>Foreword by the Minister</b>	01
<b>Statement by the Deputy Minister</b>	05
Acronyms and abbreviations	07
Organisational Structure	09
<b>Introduction by the Director General</b>	11
Terminology used in the plan	16
Mandate	17
Our Vision	18
Our Mission	19
Values	20
Primary Stakeholders	21
Strategic Framework	22
Strategic Objectives	23
High Level Outcomes, Indicators And Milestones	25
Summary Of Strategies By Dplg Strategic Objective	55
Allocation Of Financial Resources And Future Growth	56
Conclusion	57
Associated Institutions	58
Provinces and synopsis of Municipalities	59
Contact details	60





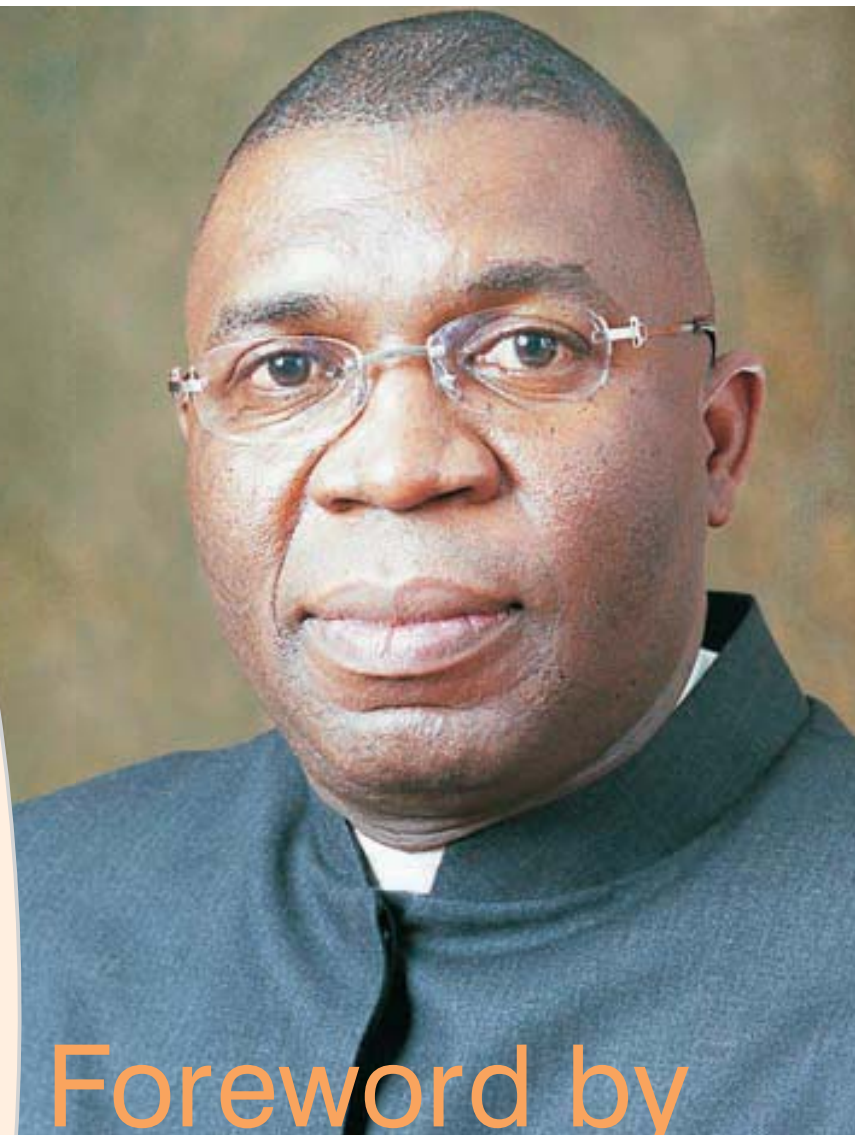
## The dplg Strategic Plan: 2007-2012...

is a product of hard work by senior managers of the Department of Provincial and Local Government. The planning process is a precursor to action, which aims to simultaneously help us address the immediate concerns of our people, and to stay focused on our well signalled intention to universalise access to basic services. We are also mindful of the fact that the creation of conditions, which are conducive to sustainable local economic development, is critical to the project of improving the quality and extending service provision.

Since 2004, the number of people with access to basic services has edged upwards. Access to free basic water by the poor and indigent households increased from 55% in 2004 to 85% in 2006. The number of total national households with access to water between 2004 and 2006 has increased by 540 660 households. The backlog was reduced by 12%. These and other quantitative trends in service delivery attest to a system of government whose performance is improving.

Three major factors have been important in delivering the progress, which we have so far witnessed:

- An upward shift in the fiscal allocation to local government as well as allocations to Provincial and national service - delivery departments.
- More intensive engagement by national and provincial governments with challenges we face within local spaces.
- The harnessing of non - governmental expertise and capabilities to the



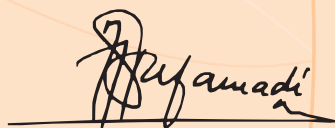
## Foreword by the Minister

Mr Fholisani Sydney Mufamadi

## *foreword by the minister*

national effort, which is directed at removing service - delivery and development bottlenecks.

The clarion call to all of us in government is to move at a pace, which is consonant with the commitments we have made to our country and to our people. This Strategic Plan is a framework, which holds out the promise to enable us to reach our strategic goals.



F.S. MUFAMADI

Minister for Provincial and Local Government.

We are also mindful of the fact that the creation of conditions, which are conducive to sustainable local economic development, is critical to the project of improving the quality and extending service provision.





## Whilst we celebrate...

the achievements of advancing democracy, transforming the local sphere of government, the policy measures we have put in place and implemented to empower municipalities in order to discharge their mandate and bring greater accountability and transparency in their operations; we must continue to map our way forward towards fulfilling the commitments we have made to our people over the past decade.

We must continue to find ways that will enable us to attend to the basic service delivery functions and to extend the coverage of these services. Part of this commitment is our undertaking to re-examine the way in which national, provincial and local government are individually and collectively giving effect to the Constitutional mandate given to municipalities.

In addition to the above commitments, we have introduced a number of projects that are informed by the gains achieved in the local government sector over the past decade together with challenges experienced. This is why this **dplg** Strategic Plan places so much emphasis on the functions and abilities in the institutions of government, primarily at provincial and local government level.

## Gender and Equity

This Strategic Plan lays out exactly how we will continue to firmly place on the national agenda issues of equity and gender as they pertain to the



# Statement by the Deputy Minister

Ms NE Hangana

## statement by the deputy minister

empowerment of women, people with disabilities, and in particular with regards to youth and HIV & AIDS.

When we embarked on the campaign of 16 Days of Activism for No Violence against Women and Children, we called upon all sectors of our society to become partners in our endeavour to fight this scourge. In that regard, we have now embarked on a process of extending the 16 Days Campaign into a sustainable 365 Days of Action, which is more of a programmatic approach aimed at ending gender violence. This programme also requires the participation of all sectors of our society.

### Community Participation

In order to realise these objectives, we will continue to honour our obligation to create enabling mechanisms for communities to participate in issues governing their lives. We will deepen and extend participation by local communities in matters that affect service delivery and the building of communities; as our approach is to plan and work with the people in all municipal activities. The concept of a people's contract confirms this approach and will be implemented in partnership with all the social partners through, amongst other initiatives, the process of Integrated Development Plans (IDPs), Community Development Workers (CDWs), Community Health Workers (CHWs) and Ward Committees which are key to the facilitation of this community participation which is in line with the principle of our young democracy.

### Communicating Successes

It is our people's democratic right to know what progress is being made with regard to the amelioration of their lives. It is equally their right to know about the plans government has in place to address such issues. We will continue to build on the successes and address challenges that accrue in our policy implementation processes. Communicating these efforts, therefore, is critical and Councillors are indeed the catalyst towards narrowing this social gap. The continuous interaction with our communities through Izimbizo also helps us in refining our policies so that they are able to better respond to the needs of our communities.

We commit ourselves to the persistent monitoring and evaluation of our policy implementation process and continue to improve as we advance towards attaining a better life for all our citizens.

We therefore call upon all our people to work with their government and provide constructive criticism and solutions in our quest to bring about a better life for all.



**Ms NE Hangana**

Deputy Minister for Provincial and Local Government

# Acronyms and Abbreviations

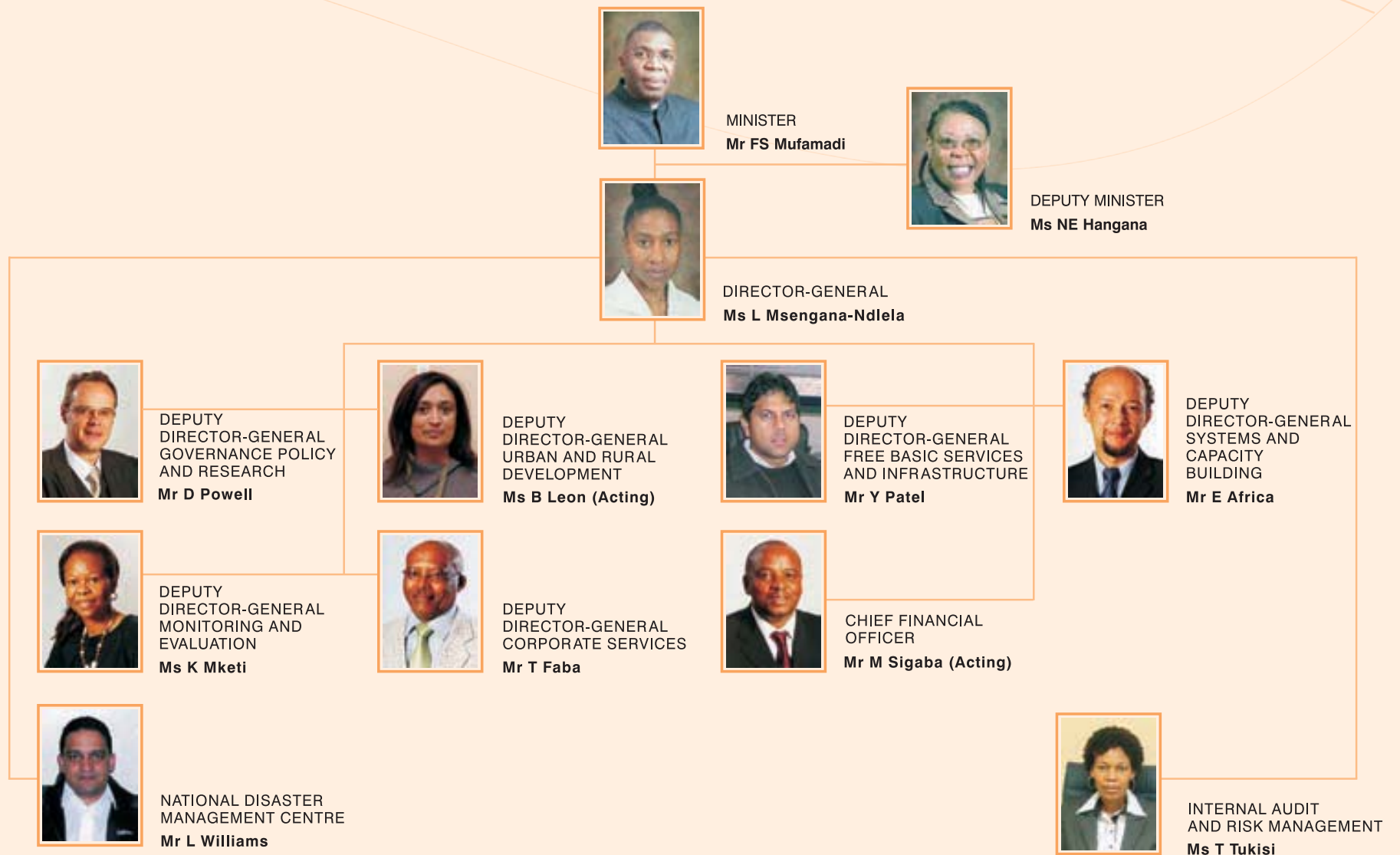
<b>AFS</b>	Annual Financial Statement
<b>CFO</b>	Chief Financial Officer
<b>CS</b>	Corporate Services
<b>dplg</b>	Department of Provincial and Local Government
<b>DDG</b>	Deputy Director-General
<b>DM</b>	Disaster Management
<b>DRC</b>	Democratic Republic of Congo
<b>FBS</b>	Free Basic Services
<b>FBSI</b>	Free Basic Services and Infrastructure
<b>GPR</b>	Governance, Policy and Research
<b>HOS</b>	Hands-on Support
<b>HRIS</b>	Human Resources Information System
<b>HRM&amp;D</b>	Human Resource Management and Development
<b>IDP</b>	Integrated Development Plan
<b>IBSA</b>	India- Brazil- South Africa
<b>ICDM</b>	Intergovernmental Committee on Disaster Management
<b>IGRFA</b>	Intergovernmental Relations Framework Act
<b>IGR</b>	Intergovernmental Relations
<b>IR</b>	International Relations
<b>ISRDP</b>	Integrated Sustainable Rural Development Programme



# acronyms

<b>ICT</b>	Information and Communication Technology	<b>MR&amp;E</b>	Monitoring, Reporting and Evaluation
<b>LED</b>	Local Economic Development	<b>NCBF</b>	National Capacity Building Framework
<b>LGAC</b>	Local Government Anti-Corruption	<b>NDMC</b>	National Disaster Management Centre
<b>KNIS</b>	Knowledge Management and Innovation Strategy	<b>ODA</b>	Official Development Assistance
<b>MDGs</b>	Millennium Development Goals	<b>PC</b>	Project Consolidate
<b>MFMA</b>	Municipal Finance Management Act	<b>PCC</b>	President's Coordinating Council
<b>MIG</b>	Municipal Infrastructure Grant	<b>PFMA</b>	Public Finance Management Act
<b>MIR</b>	Municipal International Relations	<b>PGDS</b>	Provincial Growth and Development Strategy
<b>MIS</b>	Management Information System	<b>PMDS</b>	Performance Management and Development System
<b>MLDP</b>	Municipal Leadership Development Programme	<b>PMU</b>	Project Management Unit
<b>MINMEC</b>	Minister and Members of Executive Council	<b>SADC</b>	Southern African Development Community
<b>MOUs</b>	Memorandums of Understanding	<b>SALGA</b>	South African Local Government Association
<b>MPRA</b>	Municipal Property Rates Act	<b>SCB</b>	Systems and Capacity Building
<b>MSP</b>	Municipal Service Partnerships	<b>SHS</b>	Sustainable Housing Settlement
<b>MTEF</b>	Medium Term Expenditure Framework	<b>SLA</b>	Service Level Agreements
<b>M&amp;E</b>	Monitoring and Evaluation	<b>URD</b>	Urban and Rural Development
		<b>URP</b>	Urban Renewal Programme

# Organisational structure of the dplg





# Introduction

## This Strategic Plan is...

tabled in May 2007, on the occasion of the policy speech by the Minister and Deputy Minister of our Department to Parliament.

As we outline the strategic context of our Plan over the next five years, it is important to place into perspective the financial resource base within which we seek to achieve our performance targets. The **dplg** budgetary allocation from the national fiscus has seen a consistent increase since 2001, and in the 2007/08 financial year, we have been allocated an amount of R28,8 billion. During the current MTEF period from 2007/08 to 2009/10 financial year, our department has been allocated an amount of approximately R100,1 billion.

In broad terms, the allocations from the nationally raised revenue to the provincial and local spheres of government has also been increasing, with provinces and local government receiving 42,4% and 7,2% respectively in the 2007/08 financial year. During the current MTEF period until the 2009/10 financial year, provinces and local government would have been allocated amounts of R686 billion and R121 billion respectively. These amounts are exclusive of the allocations made to the **dplg**.

## The Strategic Context

The **dplg** remains committed to building viable and effective spheres of government that operate within South Africa's Constitutional principles



## Introduction by Director-General

Ms Lindiwe Msengana-Ndlela

## introduction (cont)

and a working framework for intergovernmental relations. Over the period of its existence, our Department has registered significant progress in matters of provincial and local governance. The lessons of the past 13 years continue to inform our conceptualisation of our role as we position ourselves to adapt and respond to emerging challenges and opportunities of the developmental state. Specifically, we have taken into account particular landmarks within the external and internal environment. The year 2009 will mark the end of the third national and provincial government term of office. National and provincial elections will then usher in the new mandate period (2009-2014). Also, the year 2011/12 will mark the start of the third term (2007-2012) of local government. This implies that by 2014, the **dplg** will have to demonstrate that it has progressively implemented relevant strategic measures, which have contributed to South Africa's realisation of the Millennium Development Goals.

### Progress (Mid-term Review: 2004-2006)

Mid-way through the current national government's term of office, we can register progress in the following areas:

#### Project Consolidate

In 2004, Project Consolidate, a hands-on support and engagement programme focussing on targeted municipalities, was launched. This project was informed by a growing concern that, although some municipalities were able to discharge their responsibilities, some required additional technical and institutional support. In the first instance, Project Consolidate assisted the **dplg** to raise the awareness

of different spheres of government and the public at large about the need to address these capacity challenges. Secondly, Project Consolidate resulted in the mobilisation and deployment of technical support, Service Delivery Facilitators, engineers and project managers to the identified municipalities. All in all, this initiative introduced a new culture and method of working by national sector departments, provinces, the private sector and the NGO sector in order to provide direct and sustained support to municipalities.

#### Intergovernmental Relations Framework Act

Our introduction of the Intergovernmental Relations Framework Act in 2005 is starting to demonstrate how intergovernmental relations can be improved. In most provinces, intergovernmental structures have begun to assume a strategic role in forging cooperation between the different spheres of government. These structures also seek to improve development plans and enable government to deliver services effectively and closer to local communities. To this end, our Department is continuing to coordinate an intergovernmental process of engagements that are expected to achieve significant results through Integrated Development Plans (IDPs). This effort is starting to yield results as we see improvements in the adoption rate of municipal plans and budgets, and better integration between capital and operational budgets within these IDPs.

#### Presidential *Izmbizo* Programmes

The Presidential *Izmbizo* Programmes is a unique South African programme whose lessons can be shared with the rest of the developing and developed world. In 2005 and 2006, this programme

has particularly contributed towards strengthening intergovernmental relations by maintaining a collective focus on addressing municipal performance and raising the profile of municipal governance on the national agenda. Over the past two years, 27 District *Izimbizo* were conducted, reaching communities in 158 municipalities.

### Five-Year Local Government Strategic Agenda (2006 – 2011)

Following the Local Government elections that were declared free and fair in 2006, the **dplg** coordinated the implementation of a five-year Local Government Strategic Agenda (LGSA), whose details are set out in this Strategic Plan. The goal of LGSA is to ensure that the three spheres of Government focus on a systematic and co-ordinated local development programme that can be monitored periodically.

### Key focus areas for the Strategic Plan 2007-2012

The **dplg's** areas of focus are informed by those considerations which it deems to be non-negotiable, as it responds to the demands of its mandate and the environment. We are driven by our commitment to shift gear in support of local and provincial government. In this regard we will accelerate, refocus and sharpen programmes of support across all the mandated areas of the **dplg**. The process of shifting gear will also incorporate a winding down or exit from interventions that are driven, more logically, by sector departments and relevant stakeholders. We have chosen to identify the following areas as important in the development of this Strategic Plan:

(i) **Policy** – Experience of the last two terms of government has

highlighted the need for a further review and refinement of legislation pertaining to the provincial and local government. The thrust of this process will be to develop a White Paper that is designed to enhance the policy, regulatory and fiscal environment for local and provincial government spheres. Amongst other things, this policy will pay attention to the clarity, accountability and enforcement measures within the governance system.

- (ii) **Provincial Government** – The capacity of provinces to fulfil their constitutional mandate is important within a framework of an effective governance system. Reviews of provincial capacity have highlighted particular areas of need including spatial development planning, intergovernmental relations, monitoring and evaluation. Through our engagements with provinces, we will develop and implement a targeted programme of support.
- (iii) **Service Delivery and Development Targets** – Accelerating programmes to address historical backlogs and increase access to services and basic infrastructure remains a key priority. Through a programme focussing on service delivery we will coordinate efforts to ensure that targets are met. This will also include a focus on traditional communities in the context of the Traditional Leadership and Governance Framework Act, 2003 (Act No. 41 of 2003).
- (iv) **Capacity-Building and Hands-on Support (HOS)** – Our mandate to support municipalities through interventions that build the municipal institution and its human resources capacity is crucial to ensure that local government is developed as a

## introduction (cont)

viable sphere of government. In this regard the process of HOS will be accelerated in respect of provinces and municipalities. We will also dedicate specific attention in developing a comprehensive HOS framework that will be used by departments and stakeholders to manage their interface and engagement with municipalities. This, in turn, will streamline and sharpen the focus of the dplg in terms of capacity-building. In particular, the focus on capacity-building will be sharpened in two ways: the programmes will be balanced in terms of supply (skills and resources that are available) and demand (based on specific needs of municipalities); and these programmes will also be streamlined and dealt with as centres of excellence.

- (v) **Public Participation** – It is imperative that government introduces programmes that give practical expression to the Constitutional principle of public participation. Our experience through the *Izimbizo* programme has highlighted the power of interaction between government and its citizens. We are, therefore, committed to enhancing the *Izimbizo* approach and developing and implementing broader programmes that focus on public participation.
- (vi) **Stakeholder Mobilisation** – Stakeholder mobilisation has been an implicit and explicit part of the way our organisation does its business. This has, however, not been driven by any systematic approach or institutional mechanism. We will, therefore, develop specific capability to ensure that stakeholder mobilisation is formally incorporated into its model of operation and management.

- (vii) **Monitoring, Reporting and Evaluation (MR&E)** – Accountable governance is a national imperative. Key elements of this process include the capacity to monitor and report on performance, evaluate the results attained through the dplg's programmes, and communicate the successes and challenges in a manner that demonstrates accountability and builds credibility among citizens and stakeholders. We will develop and implement a system of MR&E for local government and a clear communication strategy that is up-to-date and informative.

- (viii) **Knowledge Management and Innovation** – This will entail building a coherent governance framework that supports, enables and empowers the local spheres of government. Accordingly, we will adopt innovative models such as Action Learning, a programme of Research and Innovation that will inform the policy process, and improve service delivery models. Knowledge management and the process of building capacity through shared learning are central to this notion of innovation. The dplg will utilise its international relations and Official Development Assistance (ODA) programme to develop and implement innovative development programmes.

In the light of these focus areas, we have refined our strategic objectives as reflected in this Strategic Plan.

I would like to thank the Ministry for Provincial and Local Government, the Portfolio Committee on Provincial and Local Government in the National Assembly, the Select Committee on Local Government and Administration in the National Council of Provinces, members of the

public and our many stakeholders who have interacted with us and brought valuable insights to this Strategic Plan. We thank our staff members who have contributed to the development of this Strategic Plan and are committed to its implementation. The rallying call is focused on accelerating service delivery, deepening community empowerment and building solid foundations for sustainable development.



Ms Lindiwe Msengana-Ndlela  
DIRECTOR-GENERAL



# Terminology used in the plan

## Mandate

The accountability and responsibility allocated to the **dplg** by Government, in terms of the Constitution of the Republic of South Africa, 1996, is to co-ordinate and support policy development, policy implementation and provide support to service delivery within and between the spheres and tiers of government.

## Vision

The vision is a picture of ultimate success. This is what the **dplg** aspires to achieve in the future as it successfully implements its strategies and concretise government strategy. Our vision articulates the “ideal” state that we aim to achieve.

## Mission

The mission statement identifies who we are, what we do and identifies the critical stakeholders who are the recipients of the services we deliver, based on the major strategic objectives and strategies identified by the department.

## Strategic Objective

The term “*strategic objective*” refers to an organisation's articulated aims or responses to address major change or improvement, competitiveness or social issues, and business advantages. Broadly stated, they are what an organisation must achieve to remain or become competitive and ensure the organisation's long-term sustainability. *Strategic objectives* set out an organisation's longer-term direction and guide resource allocations and redistributions.

## Strategies

Strategies relate to how strategic objectives and targets will be achieved in the dynamic context and external macro-environment with available resources. The strategies must be tested against the outcome.

## Project

A project is the implementation of a strategy, in a certain scheduled timeframe, with certain identified resources managed in the following phases: initiation, planning, execution, control (M&E) and closure.

## Milestone

A milestone is a target or level of performance representing the performance level that the **dplg** expects to meet or exceed during a given period or at the end of that period. It relates to the outcome and is defined in annual terms.

## Indicator

This is a measurement tool used to ensure that we are achieving the desired outcome and relates to effectiveness, efficiency and economy.

## Outcome

This is what we are going to deliver as specified in our contract. It is an executive accountability and describes the result of our activities, programmes and projects.

## 1. Mandate

Our mandate is derived from chapters 3 and 7 of the Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996). As a department within our national system of government, our functions are to develop national policies and legislation with regard to provinces and local government, to support and monitor the implementation of and compliance with the following regulatory framework, inter alia:

- White Paper on Local Government (1998)
- Local Government: Municipal Demarcation Act, 1998 (Act No.27 of 1998)
- Local Government: Municipal Structures Act, 1998 (Act No.117 of 1998)
- Local Government: Municipal Systems Act, 2000 (Act No.32 of 2000)
- Disaster Management Act, 2002 (Act No.57 of 2002)
- Traditional Leadership and Governance Framework Act, 2003 (Act No.41 of 2003)
- Local Government: Municipal Finance Management Act, 2003 (Act No.27 of 2003)
- Municipal Property Rates Act, 2004 (Act No.6 of 2004)
- Intergovernmental Relations Framework Act, 2005 (Act No.13 of 2005)

## 2. Our Vision

A capable and well integrated system of government working together to achieve sustainable development and enhanced service delivery in a developmental state.

### 3. Our Mission

Our mission is to provide professional and technical support to Government by:

- Developing appropriate policies and legislation to promote integration in government's development programmes and service delivery;
- Providing strategic interventions, support and partnerships to facilitate policy implementation by the Provinces and Local Government; and
- Creating enabling mechanisms for communities to participate in governance.



## 4. Values

We have adopted a set of values that are informed by the Batho Pele (People First) principles of the South African Public Service and, as an organisation, our specific focus is on the following:

- Dedication to professional development and service delivery.
- Professionalism in the conduct of all employees.
- Leading and participating in service delivery.
- Goal orientated in undertaking our mandate.

## 5. Primary Stakeholders

Our primary stakeholders are:

- Local Communities.
- Local Sphere of Government.
- Provincial Sphere of Government.
- National Sphere of Government.
- Organised Local Government.
- Traditional Leaders and their Institutions.
- National Assembly.
- National Council of Provinces.
- Organised Labour and Organised Business.

## 6. Strategic Framework

Our Strategic Plan has been developed through the consideration of a range of contextual issues as enunciated below.

- a) Alignment to National strategic issues such as Government's 2014 Vision, the Medium Term Strategic Framework (MTSF): 2006 - 2009, as updated in 2005 and 2006, the 2007 State of the Nation Address (SONA), the 2007 Government's Programme of Action (GPoA) and the National Spatial Development Perspective (NSDP).
- b) From an external perspective macro challenges exist in terms of social inequality and the need for poverty eradication. Legacy issues regarding infrastructural provision persist in terms of water, sanitation and electricity as well as a lack of basic services, such as health and housing.
- c) Other external challenges relate to global climate changes and its effect on communities.
- d) From an internal perspective, the current strategic context has included an internal review of past performance in terms of achievements, lessons learnt and a review of challenges external and internal to our organization. The critical challenges which we must respond to is how to align our strategy, structure, systems, processes, etc., in order to ensure a coherent and accountable governance system that is well coordinated across the spheres and tiers of government.
- e) Accordingly, in terms of this strategic framework, the levers available to achieve the **dplg's** strategic objectives are therefore: policy development and implementation support for core municipal systems, mainstreaming HOS, as well as Monitoring, Reporting and Evaluation aimed at ensuring public participation and stakeholder mobilisation as well as strengthening our internal organisational capability

# Strategic Objectives



## 7. Strategic Objectives

We have adopted the following five strategic objectives, which have guided the development of the strategies and the setting of the performance indicators and milestones:

- To build and enhance the governance system in order to enable sustainable development and service delivery.
- To oversee the implementation of the intergovernmental programme of support to the Institution of Traditional Leadership to perform their constitutional mandate.
- To build and strengthen the capability and accountability of Provinces and Municipalities to implement their constitutional mandate.
- To monitor, evaluate and communicate the impact of government programmes in municipal areas in order to enhance performance, accountability and public confidence.
- To strengthen the dplg's organisational capability and performance to deliver on its mandate.

## 7.1 Strategic Objective 1

To build and enhance the governance system in order to enable sustainable development and service delivery

Within the framework of this objective, the strategies will focus on developing and refining a revised policy and regulatory framework for provincial and local government. This will ensure that current policy is implemented and provides guidelines that will enhance service delivery and development. However, the concept of the governance system needs to be emphasised since it is the inter-operability and co-ordination within and between spheres and tiers of government that are essential to ensure sustainable development, including the need to address issues of traditional leadership.

The enactment of legislation during the period 2007-2012 will support all three spheres of government in ensuring that local government is dealt with in a coherent manner. The legislation will tackle matters relating to powers and functions, national development planning, traditional leadership, provincial governance and municipal governance. During this five-year period we will continue to consolidate the implementation of legislation pertaining to IGR and traditional leadership, as this is crucial to the broader strategy of the department.

A comprehensive framework for HOS will be developed and implemented to guide the support processes provided to municipalities. This will result in better management of the HOS processes, encourage a focused engagement from sector departments and ensure that municipalities are prepared to direct, manage and support the capacity that is provided to them.

South Africa's crucial role in governance within the region will be strengthened through a focus on the SADC Local Government Desk, post-conflict resolution and capacity-building initiatives. Resources also need to be marshalled, particularly from external donors and funders, to focal points of intervention. Official Development Assistance (ODA) management will enable tactical support to key capacity building initiatives for local government within SADC, as part of South Africa's bilateral agreements.

## 7.2 Strategic Objective 2

To oversee the implementation of the intergovernmental programme of support to the Institutions of Traditional Leadership to perform their constitutional mandate

The Constitution recognises the role of Traditional Leaders and related institutions. Based on lessons learned in the last decade, the policy framework and legislation regulating Traditional Leadership Institutions needs to be refined in order to enhance the developmental role that these institutions can play.

This objective is addressed through two strategies, first to oversee a comprehensive national programme of support for the Institution over the next five years and secondly to manage the progress to assign

functions to the Institution.

These strategies are implemented through various projects that aim, amongst other things, to (1) develop the capacity of the state to support and engage the Institution as a partner in development, (2) refining policy & legislation where needed and (3) managing the outcomes of the work of the Commission on Traditional Leadership Disputes and Claims.

## 7.3 Strategic Objective 3

To build and strengthen the capability and accountability of Provinces and Municipalities to implement their constitutional mandate

We will dedicate significant effort, during the next five years, to ensure that the provinces are appropriately capacitated to support local government. These programmes will focus on policy development matters such as the White Paper on Provincial Government, and on capacity building. Consolidating IGR structures and support programmes remains a key focus for our organisation (e.g. administrative support models for IGR structures will be implemented). This capacity-building approach will include assessment processes to ensure that support provided to provinces is demand-driven and addresses crucial weaknesses. Tactics such as deployment of skills, stakeholder mobilisation and training will be utilised to support provinces through a targeted HOS programme. Institutionally, we will shift gear to ensure that it has the institutional mechanisms and capacity that are directed at a provincial support programme.

Building capacity of local government to implement local government policy in the context of delivering services and promoting development remains a huge task. During this period, we will accelerate, refocus and sharpen the nature of our interventions, to ensure that capacity-building through HOS delivers tangible value-add for local government in key areas of need. The development and implementation of a HOS Framework is therefore a priority. Even more

significant is ensuring that the HOS approach is institutionalised as a basis for how government does its work. The HOS provided to municipalities will continue to focus on critical areas such as IDPs, LED, financial management, service delivery and public participation. This five-year period will also witness a significant focus on innovation as a basis for solving some of the challenges and barriers to service delivery and development at a local level. Research, knowledge management, development of intellectual property and development of skills will thus be high priorities.

Ensuring that stakeholders, particularly the private sector and labour, are mobilised to become active in the local government domain, is a key priority for the **dplg**. We will facilitate and implement approaches that move beyond advocacy to a scenario of real partnership. The rallying call will be for intensified action: accelerating stakeholder participation in local government service delivery and development.

Improving capacity and strengthening capability and accountability in this context also positions us to ensure that the national service delivery targets and commitments are met within the stated time-frames on a progressive implementation basis. Accordingly, efforts surrounding service delivery can be consolidated and intensified.

## 7.4 Strategic Objective 4

To monitor, evaluate and communicate the impact of government programmes in municipal areas in order to enhance performance, accountability and public confidence

Developing a local government monitoring, reporting and evaluation system will be a flagship initiative for the **dplg**. This system will span all spheres of government with elements residing at national, provincial and local levels. We will place the emphasis on accountability for identifiable and measurable outcomes. Implicit in this emphasis is the pivotal role of planning within and between the spheres and tiers of government, nationally, provincially and locally. Communicating progress and results to stakeholders is envisaged as an important mechanism to build public confidence.

Defining an indicator map for local government will represent an important milestone in committing government to a measurement framework against which accountability and performance can be tracked. Within this framework, progress can be more meaningfully assessed and reported in a manner that builds credibility around government efforts to meet its mandate. We will ensure that the system

is formally adopted and embraced by all spheres and stakeholders, and is fully operationalised and utilised.

The implementation of the system will require significant effort in terms of implementation and capacity-building at all levels. In this regard, we will strengthen internal capacity and implement a specific project that involves stakeholders to ensure that the system is effectively rolled out. These and other programmes and projects will be communicated through an integrated communication strategy that will ensure that service delivery and development initiatives are exposed and communicated to all of our stakeholders. In order to promote two-way communication, we will, inter alia, utilise the *Izimbizo* process, and surveys of the community, municipalities and stakeholders, to ensure that feedback is provided that can shape and inform their thinking and action. Information and Communication Technology will be utilised to make our relevant information available and accessible.

## 7.5 Strategic Objective 5

To strengthen the dplg's organisational capability and performance to deliver on its mandate

A review of the current strategies and developing a five-year plan invariably requires a re-examination of the extent to which our organisation is geared up to deliver on its strategy. In line with this review, we will implement a realignment exercise to ensure that the organisation has the appropriate people, systems, processes and structural capability in place.

As an organisation, we recognise that excellence in internal support services requires the building of a robust and resilient institution that is a learning organisation with a high performance culture. In particular, emphasis will be focused on: business process improvement, systems improvement in terms of Information Technology, Knowledge Management and Communication, Supply Chain Management and a Strategic Human Resources Development and Management Strategy. In order to improve branch co-ordination, a specialised project management capability will be developed within dplg in order to enhance implementation of relevant programmes and projects by individual branches, as well as in the context of inter-sectoral co-ordination.



High level strategies, outcomes,  
indicators and milestones



## 8.1 High level strategies, outcomes, performance indicators and milestones

### Strategic Objective 1:

To build and enhance the governance system in order to enable sustainable development and service delivery

Building a governance system fundamentally involves building an institutional framework, based on flexibility and consistency of practice that is aligned to policies and programmes to promote sustainable development. To date, our government has developed a policy framework that establishes the platform for a governance system. However, the extent to which this policy framework has led to operationalising, cohesiveness and consistency remains a challenge at a time when there is focus on integrated service delivery. There is a need for the development of a more comprehensive policy framework and a

more rigorous implementation of existing legislation to overcome this challenge. This will be achieved through the following strategies:

- Produce White Papers on Provincial and Local Government.
- Implement IGR legislation.

It is anticipated that these dual strategies will move our country closer to institutionalising a governance system that aligns the focus and actions of all spheres of government.

Strategies	Outcomes	Projects	Performance indicators	Responsibility	Milestones: 2007/08	Milestones: 2008/09	Milestones: 2009/10	Milestones: 2010/11	Milestones: 2011/12
1.1 Produce White Papers on provincial and local government	Refined policy and regulatory framework for provincial and local government	1.1.1 Manage national policy development process	Green Paper White Paper	<b>GPR</b> , SCB, FBS, ISRDP, M&E	Cabinet adopts Green Paper	Cabinet adopts White Paper	Plan to implement policy developed	Legislation amended	Policy and legislation implement
	Communities benefitting from municipal performance in terms of the revised regulatory framework	1.1.2 Local Government Laws Amendment Bill	Draft legislation introduced into Parliament	<b>GPR</b> , SCB	Local Government Laws Amendment Act enacted	Local Government Laws Amendment Act implemented and monitored	Consequential amendments arising from the Review of the Local Government White Paper Process prepared	Consequential amendments enacted arising from the Review of the Local Government White Paper Process	Additional or revised municipal legislation implemented and monitored
1.2 Implement IGR legislation	Greater cohesion within the state	1.2.1 Annual IGR report	Annual IGR report published	<b>GPR</b> , SCB	Annual IGR Report submitted to Parliament	Annual IGR Report submitted to Parliament	Annual IGR report submitted to Parliament	Annual IGR report submitted to Parliament	Annual IGR report submitted to Parliament
		1.2.2 Guidelines and regulations on aligning planning in terms of IGR Act	Guidelines and regulations issued	<b>GPR</b> , M&E	Guidelines gazetted	Regulations gazetted	Impact monitored	Impact monitored	Impact monitored
	Knowledge Sharing and Technical Development support on SA IGR experiences	1.2.3 Provincial and Municipal International Relations policy	Policy adopted	<b>GPR</b> , SCB, URD, CS	Research practice on P&MIR	Local capacity building and training planned	Territorial and local infrastructural and capability development supported	Promotion of Provincial and Local twinning with India and Brazil to promote LED	Impact monitored

Strategies	Outcomes	Projects	Performance indicators	Responsibility	Milestones: 2007/08	Milestones: 2008/09	Milestones: 2009/10	Milestones: 2010/11	Milestones: 2011/12
1.2 Implement IGR legislation	Greater cohesion within the state  Knowledge Sharing and Technical Development support on SA IGR experiences			<b>GPR,</b> SCB, URD, CS	International Partner Alignment Improved  Focused Exchanges with India and Brazil counterparts on SA White Paper Process	White Paper Processes enriched and India and Brazil liaisons learnt while sharing	Promotion of Provincial and Local twinning With India and Brazil to promote LED	DRC and IBSA Project Review	Impact monitored
					District Feasibility Studies Planned and Initiated	Explore Areas of Sectoral Cooperation LED			

## Strategic Objective 2:

To oversee the implementation of the intergovernmental programme of support to the Institution of Traditional Leadership to perform their constitutional mandate

Traditional leadership has been constitutionally recognised as an important part of our governance system. The capacity and resources of Government to support the Institution will be enhanced. Consequently a Government-wide approach and programme to support the Institution of Traditional Leadership, to discharge its statutory mandate, as a partner

with Government in governance and development, is required.

This will be achieved through the following strategies:

- A programme of support to institutions of Traditional Leadership.
- Coordinating the process to assign sector functions to Traditional Leadership.

Strategies	Outcomes	Projects	Performance indicators	Responsibility	Milestones: 2007/08	Milestones: 2008/09	Milestones: 2009/10	Milestones: 2010/11	Milestones: 2011/12
2.1 A programme to support institutions of Traditional Leadership	Enhanced Traditional Leadership participation in Provincial and Local Government	2.1.1 National programme of support adopted	National programme of support introduced	GPR SCB	Programme to support institutions of Traditional Leadership adopted	Programme to support institutions of Traditional Leadership Implemented	Programme to support institutions of Traditional Leadership implemented	Programme to support institutions of Traditional Leadership implemented	Outcomes of programme to support Institutions of Traditional Leadership assessed
		2.1.2 Co-ordinate capacity-building programme of traditional leadership	Number of traditional leadership institutions capacitated	GPR SCB M&E	Effective training and capacity building programmes for traditional leadership developed	Effective training and capacity building programmes for traditional leadership developed	Effective training and capacity building programmes for traditional leadership implemented	Effective training and capacity building programmes for traditional leadership implemented	Impact of capacity building programmes assessed
		2.1.3 Support the entering into partnerships between traditional leadership and government to promote service delivery and development	Number of partnerships entered into	GPR SCB M&E	Partnership model for adaptation by Traditional Councils (TC's) and municipalities, TC's and other role players	Assist with the implementation of partnerships	Assist with the implementation of partnerships	Assist with the implementation of partnerships	Impact of partnership on service delivery assessed

Strategies	Outcomes	Projects	Performance indicators	Responsibility	Milestones: 2007/08	Milestones: 2008/09	Milestones: 2009/10	Milestones: 2010/11	Milestones: 2011/12
	Enhance	2.1.4 Policy and legislation on Khoisan developed and implemented	Policy on Khoisan finalised and legislation promulgated	<b>GPR</b> M&E	Policy on Khoisan finalised	Legislation promulgated and implemented	Legislation on Khoisan implemented	Legislation on Khoisan reviewed	Policy and legislation on Khoisan reviewed
	Support the Independent Commission on Traditional Leadership Disputes and Claims	2.1.5 Co-ordination of the implementation of the decisions of the Commission	Number of decisions implemented	<b>GPR</b> M&E	Implementation of decisions coordinated	Implementation of decisions coordinated	Implementation of decisions coordinated	Implementation of decisions coordinated	Implementation of decisions coordinated and reviewed
	Support national departments, provinces and municipalities to develop capacity to engage traditional leadership	2.1.6 Develop an information sharing programme on traditional leadership	Number of departments, provinces and municipalities sharing the programme	<b>GPR</b> SCB M&E	Information sharing programme developed	Implementation of the programme coordinated	Engagement of traditional leadership by national departments, provinces and municipalities coordinated	Engagement of traditional leadership by national departments, provinces and municipalities coordinated	Impact of programme assessed
2.2 Coordinate the assignment of sector functions to traditional leadership	Assigned functions and roles to traditional leadership	2.2.1 Assignment of roles and functions by affected departments	Establishment of inter-ministerial committee  Programme of assignment of roles and functions by departments	<b>GPR</b> M&E	Roles and functions to be assigned and assignment instruments identified	The assignment of roles and functions, training and capacity-building programmes implemented	Roles and functions performed by traditional leadership	Roles and functions performed by traditional leadership	Impact of the assignment of roles and functions assessed

## Strategic Objective 3:

To build and strengthen the capability and accountability of Provinces and Municipalities to implement their constitutional mandate

The capacity of government institutions to implement their constitutional mandate is a defining characteristic of sustainable development. In the current scenario, National, Provincial and Local government institutions face numerous challenges in fulfilling their mandate. The identified gaps and weaknesses point to the implementation of strategies that are geared towards enhancing the capacity and capability of these institutions. These challenges include provinces and municipalities not fully implementing their mandate in core areas of service delivery due to weaknesses in management as well as technical capacity and capability. This has been exacerbated by poor coordination of capacity building and support provided to provincial and local government. Hence, there is a dedicated focus to continue to support targeted municipalities (e.g. Project Consolidate Municipalities), to extend and accelerate this support to all of local government, engage in focused support of provinces and continue to engage with national departments in a way that enhances their capacity to deliver programmes focused on local communities. Ultimately, these support initiatives will translate intergovernmental relations into action that impacts on service delivery and development.

This will be achieved through the following strategies:

- Strengthen national capacity to support provinces and municipalities and to deepen the delivery of national programmes in local areas.
- Strengthen provincial capacity to support municipalities and to deepen the delivery of provincial programmes in local areas.
- Enhance Municipal Transformation & Institutional Development.
- Support the acceleration of integrated service delivery to meet national targets.
- Support the development of sustainable local economies and anti-poverty initiatives.
- Enhance financial viability and financial management.
- Strengthen good governance and community participation.
- Support implementation capacity and facilitate enhanced state of readiness for Disaster Management in Provincial and Local Government.

Strategies	Outcomes	Projects	Performance indicators	Responsibility	Milestones: 2007/08	Milestones: 2008/09	Milestones: 2009/10	Milestones: 2010/11	Milestones: 2011/12
3.1 Strengthen national capacity to support provinces and municipalities and to deepen delivery of national programmes in local areas	Enhanced integrated planning at local level	3.1.1 Development of credible IDP	Number of municipalities with credible IDPs  Number of IDPs that incorporate Master Sectors Plans of Sector Departments	GPR, SCB, FBSI URD, M&E	IDPs reviewed and re-aligned with planning benchmarks and priority sectoral projects	IDPs reviewed and realigned with planning benchmarks and priority sectoral projects	IDPs reviewed and realigned with planning benchmarks and priority sectoral projects	IDPs reviewed and realigned with planning benchmarks and priority sectoral projects	IDPs reviewed and realigned with planning benchmarks and priority sectoral projects



Strategies	Outcomes	Projects	Performance indicators	Responsibility	Milestones: 2007/08	Milestones: 2008/09	Milestones: 2009/10	Milestones: 2010/11	Milestones: 2011/12
3.1 Strengthen national capacity to support provinces and municipalities and to deepen delivery of national programmes in local areas	Enhanced integrated planning at local level	3.1.2 Implement IGR systems	Number of Provincial, District and Local IGR structures that are operational  Number of operational IGR structures that are focused on the Nodes	<b>GPR</b> SCB URD	Support provided to Provinces and Districts  Annual Report on IGR Structures  Support provided to IGR forums in rural and urban nodes	Support provided to Provinces and Districts  Annual Report on IGR Structures  Support provided to IGR forums in rural and urban nodes	Support provided to Provinces and Districts  Annual Report on IGR Structures  Support provided to IGR forums in rural and urban nodes	Support provided to Provinces and Districts  Annual Report on IGR Structures  Support provided to IGR forums in rural and urban nodes	Support provided to Provinces and Districts  Annual Report on IGR Structures  Support provided to IGR forums in rural and urban nodes
		3.1.3 Implementation of the revised LG National Capacity Building Framework (NCBF) and Integrated HOS Programme	National and provincial government providing support in terms of the NCBF	<b>SCB</b> All Branches	The refined NCBF, that also provides for targeted support to the provincial Departments of Local Government finalised	Implementation of NCBF	Implementation of NCBF	Implementation of NCBF	NCBF reviewed
		3.1.4 Resource mobilisation	Number of external partners mobilized to support Provinces and Sector...	<b>URD</b> SCB	MOUs / SLA signed with partners per node	MOUs / SLA signed with partners per node	MOUs / SLA signed with partners per node	MOUs / SLA signed with partners per node	MOUs / SLA signed with partners per node

Strategies	Outcomes	Projects	Performance indicators	Responsibility	Milestones: 2007/08	Milestones: 2008/09	Milestones: 2009/10	Milestones: 2010/11	Milestones: 2011/12
3.1 Strengthen national capacity to support provinces and municipalities and to deepen delivery of national programmes in local areas	Enhanced integrated planning at local level	Resource mobilisation	...Departments Number of external partners mobilised to support the nodes						
		3.1.5 Roll-out Hands On Support	Increased number of municipalities receiving technical support; lessons arising from HOS and the number of issues successfully addressed from the Imbizo programme	<b>SCB</b> All Branches	A resource pool of specialists and increase deployments established  A Deployment Management Framework developed  Management support for the Imbizo Programme	Implementation of the Deployment / HOS Management Framework  Management support for the Imbizo Programme	Implementation of the Deployment / HOS Management Framework  Management support for the Imbizo Programme	Implementation of the Deployment / HOS Management Framework  Management support for the Imbizo Programme	Review of the HOS approach and the management framework  Management support for the Imbizo Programme
	Social, economic and municipal governance legacy from 2010	3.1.6 Local Government 2010 Project	Technical capacity and support provided to Host Cities	<b>SCB</b> GPR DM M&E	"LG 2010 Implementation Plan" finalised and implemented	LG 2010 Implementation Plan Rolled out	LG 2010 Implementation Plan Rolled out	LG 2010 Implementation Plan Rolled out	A 2010 Best Practice Report developed and reviewed
	Communities benefiting from Gender Equity, Youth development, Disability and HIV and AIDS programmes	3.1.7 Mainstreaming of Gender Equity, Youth development, Disability, HIV and AIDS interventions in provincial and local government	Number of municipalities and provinces implementing and mainstreaming Gender Equity, Youth Development, Disability and HIV and AIDS programmes	<b>SCB</b> All Branches	Progressive mainstreaming and implementation of Gender Equity and HIV and AIDS interventions	Implementation of Gender Equity, Youth Development, Disability and HIV and AIDS interventions by Provinces and Municipalities supported and monitored	Implementation of Gender Equity, Youth Development, Disability and HIV and AIDS interventions by Provinces and Municipalities supported and monitored	Implementation of Gender Equity, Youth Development, Disability and HIV and AIDS interventions by Provinces and Municipalities supported and monitored	Mainstreaming and the implementation and interventions of Gender Equity, Youth Development, Disability and HIV and AIDS interventions and levels of...

Strategies	Outcomes	Projects	Performance indicators	Responsibility	Milestones: 2007/08	Milestones: 2008/09	Milestones: 2009/10	Milestones: 2010/11	Milestones: 2011/12
3.1 Strengthen national capacity to support provinces and municipalities and to deepen delivery of national programmes in local areas					Framework and implementation plan for Youth development and Disability developed				compliance by Provinces and Municipalities reviewed
	Women and children enjoy social freedom	3.1.8 16 Days of Activism Campaign and 365 days of action for no violence against women and children	Number of provinces and municipalities rolling out the 16 Days of Activism Campaign and 365 days of action for no violence against women and children	SCB All Branches	Implementation of the National programme and provinces and municipalities supported	Implementation of the National programme and provinces and municipalities supported	Implementation of the National programme and provinces and municipalities reviewed	Implementation of the National programme and provinces and municipalities, informed by the review supported	Implementation of the National programme and provinces and municipalities, informed by the review supported
	Citizens satisfied with Local Government service	3.1.9 Roll out of Local Government Batho Pele programme	Number of people and citizens satisfied with local government services	SCB All Branches	LG Batho Pele strategy and programme of action framework completed	LG Batho Pele Framework Rolled-out and monitored	LG Batho Pele Framework Rolled-out and monitored	LG Batho Pele Framework Rolled-out and monitored	LG Batho Pele Framework reviewed
3.2 Strengthen provincial capacity to support municipalities and to accelerate delivery of provincial programmes in local areas	Strengthened capability for policy development, programme management, coordination of implementation and monitoring, reporting and evaluation	3.2.1 Implementation of the White Paper on Provincial Government	Establishment and functioning of core systems in provincial government	SCB	Process of developing a White Paper on Provincial Government support	Process of developing a White Paper on Provincial Government support	Provide hands-on support in establishing the core systems identified in the White Paper on Provincial Government	Provide hands-on support in establishing the core systems identified in the White Paper on Provincial Government	Provide hands-on support in establishing the core systems identified in the White Paper on Provincial Government

Strategies	Outcomes	Projects	Performance indicators	Responsibility	Milestones: 2007/08	Milestones: 2008/09	Milestones: 2009/10	Milestones: 2010/11	Milestones: 2011/12
3.2 Strengthen provincial capacity to support municipalities and to accelerate delivery of provincial programmes in local areas	Strengthened capability for policy development, programme management, coordination of implementation and monitoring, reporting and evaluation	3.2.2 Support to the Offices of the Premier	Dedicated programme management and monitoring and oversight capability in place; and  Alignment of Pads with IDPs and LED programmes	SCB GPR M&E	Finalisation of the national review of the Offices of the Premier and implementation of recommendations  IDPs and district LED strategies assessed	Ongoing and dedicated support to the Offices of the Premier in identified areas  IDPs and district LED strategies assessed	Ongoing and dedicated support to the Offices of the Premier in identified areas  IDPs and district LED strategies assessed	Ongoing and dedicated support to the Offices of the Premier in identified areas  IDPs and district LED strategies assessed	Performance and capability of the Offices of the Premier reviewed  IDPs and district LED strategies assessed
		3.2.3 Support to the provincial Departments of Local Government	Refinement of organograms in the Departments of Local Government  Provision of systematic HOS to municipalities	SCB GPR	Finalisation of the national review of the Provincial Departments of Local Government and implementation of recommendations	Ongoing and dedicated support to the Provincial Departments of Local Government in identified areas	Ongoing and dedicated support to the Provincial Departments of Local Government in identified areas	Ongoing and dedicated support to the Provincial Departments of Local Government in identified areas	Performance and capability of the provincial Departments of Local Government reviewed
3.3 Support the development of sustainable local economies and anti-poverty initiatives	Economic base of municipalities enhanced, financial viability and service delivery improved and levels of indigence reduced	3.3.1 Implementation of the National Framework for LED and the Indigent Policy	Level of LED capacity and skills in municipalities  Community awareness and education on LED and enterprise opportunities  Access to basic services including Free Basic Services as part of comprehensive social security...	GPR, FBSI URD SCB	Credible LED programmes in place in all municipalities, informed by IDP/PGDS/NSDP alignment	Public and market confidence in municipalities improved	Local access to national and provincial enterprise support programmes improved	Community investment programmes including establishment of community development trusts rolled out	Rate of growth in indigent households on downward trend

Strategies	Outcomes	Projects	Performance indicators	Responsibility	Milestones: 2007/08	Milestones: 2008/09	Milestones: 2009/10	Milestones: 2010/11	Milestones: 2011/12
3.3 Support the development of sustainable local economies and anti-poverty initiatives			...and sustainable livelihoods approach						
	Accelerated economic development in the nodes	3.3.2 Improved LED information for municipalities	Number of districts' economic profiles produced  Number of nodal economic profiles produced	<b>URD</b> <b>GPR</b> <b>SCB</b>	Economic profiles produced for all rural and urban nodes	Economic profiles reviewed for all rural and urban nodes	Report on state of nodal economies	Report on state of nodal economies	Report on state of nodal economies
		3.3.3 Improved economic planning skills	Number of municipalities & targeted nodes supported with development of economic planning skills	<b>URD</b> <b>SCB</b>	Design of skills support programme	Skills support programmes for the urban and rural nodes implemented	Skills support programmes for the urban and rural nodes implemented	Skills support programmes for the urban and rural nodes implemented	Skills support programmes for the urban and rural nodes implemented
3.4 Enhance Municipal Transformation and Institutional Development	Capable and competent municipal political and administrative Leadership	3.4.1 HR recruitment and resource strategy and framework	Number of municipalities, where identified critical vacancies, exist	<b>SCB</b> GPR FBSI URD M&E	Research Report on critical vacancies at municipal level	Support Programme to improve Recruitment and Selection at municipal level developed and implemented  Consolidated Report on Critical Skills Gap	Support programme to improve Recruitment and Selection at municipal level developed and implemented  Consolidated Report on Critical Skills Gap	Support programme to improve Recruitment and Selection at municipal level developed and implemented  Consolidated Report on Critical Skills Gap	Support programme to improve Recruitment and Selection at municipal level developed and implemented  Consolidated Report on Critical Skills Gap

Strategies	Outcomes	Projects	Performance indicators	Responsibility	Milestones: 2007/08	Milestones: 2008/09	Milestones: 2009/10	Milestones: 2010/11	Milestones: 2011/12
3.4 Enhance Municipal Transformation and Institutional Development	Improved local government performance in all key areas	3.4.2 LG Performance Management Excellence and Systems	Increased number of municipalities with adopted Performance Management Systems (PMS)  Best practices identified  Improvement in the quality of services rendered by municipalities	SCB GPR URD M&E CS	Legislative review completed;  National Reports on LG Performance developed  LG benchmarks on municipal performance excellence developed and Municipal performance excellence (Vuna) awards successful convened	Refined PMS Roll-out  Annual national LG Performance Report developed  Municipal performance excellence (Vuna) awards successful convened	Refined PMS Rollout  Annual national LG Performance Report developed  Municipal performance excellence (Vuna) awards successful convened	Refined PMS Rollout  Annual national LG Performance Report developed  Municipal performance excellence (Vuna) awards successful convened	LG Performance Management System reviewed; Annual national LG Performance Report developed  Municipal performance excellence (Vuna) awards successful convened
		3.4.3 Professionalisation of the Local Government sector	Increase in the pool and quality of LG professionals; and level of compliance with the Professionalisation Framework	SCB, GPR, M&E, CS	Professionalisation Framework developed	Progressive implementation of the Professionalisation Framework	Progressive implementation of the Framework	Progressive implementation of the Framework	Progressive implementation and review of the Framework
		3.4.4 Roll-out the Municipal Leadership Development Programme (MLDP)	Number of political and administrative leadership cadres that have undergone leadership development	SCB GPR FBSI URD M&E	MLDP Programme developed and pilot implemented;  Initial phases of the Local Government Skills Audit; and Local Government Competency Framework finalised	Roll-out MLDP; Finalise Local Government Skills Audit; and  National training and development strategy for Local Government finalised	Roll-out refined MLDP, informed by the LG skills audit,  National training and development strategy for local government implemented	Rollout of the refined MLDP  National training and development strategy for local government implemented	Performance Review of the MLDP  National training and development strategy for local government implemented

Strategies	Outcomes	Projects	Performance indicators	Responsibility	Milestones: 2007/08	Milestones: 2008/09	Milestones: 2009/10	Milestones: 2010/11	Milestones: 2011/12
3.5 Enhance Financial viability and financial management	Increased municipal own revenues contributing to municipal viability	3.5.1 Municipal Property Rates Act (MPRA) implementation	Increased number of municipalities complying with the MPRA and having increased own revenue	SCB	MPRA regulations gazetted	Implementation and monitoring of the implementation of the MPRA	Implementation and monitoring of the implementation of the MPRA	Implementation and monitoring of the implementation of the MPRA	Implementation and monitoring of implementation of the MPRA Compliance Reviewed
	Improved municipal financial management capacity, and accountability for public resources	3.5.2 Municipal Finance Management Act (MFMA) Municipal Systems Act (MSA) Compliance Project; and Annual Financial Statements (AFS) Project	Municipalities submit AFS on time; and Increased number of municipalities with unqualified audit reports	SCB	AFS Support Programme Finalised and rolled-out	AFS Support Programme rolled-out	AFS Support Programme rolled-out	AFS Support Programme rolled-out	MFMA Compliance Review regarding the AFS project
	Financially viable and sustainable LG	3.5.3 Municipal Viability and Sustainability Project	Increased number of viable and sustainable municipalities	SCB GPR FBSI URD M&E	Develop municipal viability model	Municipal viability model adopted and municipalities assessed in terms of the viability model	Implementation of and support provided in terms of the viability model	LG financial viability and sustainability reviewed	Financially viable and sustainable LG
3.6 Support the acceleration of integrated service delivery to meet national targets	Access to basic services by all households	3.6.1 Institute a national project management approach outlining the activities of all three spheres of government in meeting the national service delivery targets per municipality	% MIG funding spent on infrastructure  % of municipalities with infrastructure roll-out plans	FBSI SCB	Bucket eradication in established communities  Support programme adopted to accelerate MIG spending by municipalities	Full access to potable water achieved  Infrastructure plans and funding requirements revised to achieve national targets	Infrastructure plans and funding requirements revised to achieve national targets  Support Programme implemented to accelerate MIG spending by municipalities	Full access to sanitation services achieved  Support Programme implemented to accelerate MIG spending by municipalities	Universal access to electricity achieved  Support Programme implemented to accelerate MIG spending by municipalities

Strategies	Outcomes	Projects	Performance indicators	Responsibility	Milestones: 2007/08	Milestones: 2008/09	Milestones: 2009/10	Milestones: 2010/11	Milestones: 2011/12
			Input into effective configuration of the MIG and Equitable Share to address funding and capacity gaps  Deployment and communication plan, adopted and implemented			Support Programme implemented to accelerate MIG spending by municipalities			
	Sustainable Housing Settlement (SHS) Project per Province completed	3.6.2 Implement SHS Pilot Projects, jointly with the Department of Housing	% of the pilot projects completed by target dates, per project plan and per province	<b>FBSI</b>	Conceptual framework developed and adopted by Joint Housing / LG MINMEC	Full procurement process completed and contract (s) awarded	Construction initiated and in progress	Construction completed	Handover and occupation process completed
3.7 Strengthen good governance and community participation	Improved municipal governance	3.7.1 Local Government Anti-Corruption Strategy and Campaign	Number of municipalities with Anti-Corruption Policies and programmes; and  Number of effective local government anti-corruption support programmes from national government and provinces	<b>SCB</b> M&E	Implementation of the support programme for the National Anti-Corruption Strategy on Local Government	Implementation of the support programme for the National Anti-Corruption Strategy on Local Government	Implementation of the support programme for the National Anti-Corruption Strategy on Local Government	Implementation of the support programme for the National Anti-Corruption Strategy on Local Government	Local Government Anti-Corruption Strategy and Campaign reviewed



Strategies	Outcomes	Projects	Performance indicators	Responsibility	Milestones: 2007/08	Milestones: 2008/09	Milestones: 2009/10	Milestones: 2010/11	Milestones: 2011/12
3.8 Build pro-active and responsive disaster management capacity and capability across all spheres of government.	Enhanced Disaster Management (DM) across all spheres of government.	3.8.1 Support the establishment of relevant DM structures, such as ICDM, DM Advisory Forums, DM Centres, TA Committee and Task Teams, Fire Brigade Board, and Fire Services Task Teams	% of DM structures established in the three spheres of government by target date as per the baseline profiles / standards.	<b>NDMC</b> SCB GPR M&E FBSI URD	Implementation support programme developed to assist structures to conform to baseline profiles / standards.	Implementation support programme rolled out	Progress report on DM structures	Monitor and evaluate the implementation Support Programme rolled out to assist structures to conform to baseline profiles / standards.	Consolidated report on the state of DM structures completed

## Strategic Objective 4:

To monitor, evaluate and communicate the impact of government programmes in municipal areas in order to enhance performance, accountability and public confidence

It is a national priority for our government to report on its programmes and achievements in a coherent and transparent manner. In this regard, it is incumbent on us to communicate and engage stakeholders and local communities in a manner that articulates our achievements, lessons learnt and future plans to consolidate gains and address weaknesses. The reporting process should ultimately enhance our accountability and translate into an innovative programme of knowledge sharing and development for all concerned. Accordingly,

this will be achieved through the following strategies:

- To support accelerated municipal infrastructure provision and service delivery.
- Enhance quality of reporting on the five Year Local Government Strategic Agenda.
- Develop Monitoring, Reporting and Evaluating (MR&E) capacity, systems and processes for LG.
- Institutionalise a standardised communication policy protocol to convey progress and successes.
- Implementation of the Knowledge Management and Innovation Strategy.

Strategies	Outcomes	Projects	Performance indicators	Responsibility	Milestones: 2007/08	Milestones: 2008/09	Milestones: 2009/10	Milestones: 2010/11	Milestones: 2011/12
4.1 To support accelerated municipal infrastructure provision and service delivery	National targets are met	4.1.1 Infrastructure roll out and provision of Free Basic Services (FBS)	% access to FBS by municipality based on indigent registers	<b>FBSI</b> M&E	Monitoring Report on Infrastructure roll-out and FBS targets	Monitoring Report with recommendations on Infrastructure roll-out and FBS targets	Monitoring Report with recommendations on Infrastructure roll-out and FBS targets	Monitoring Report with recommendations on Infrastructure roll-out and FBS targets	Evaluation Report on Infrastructure roll-out and FBS targets completed
4.2 Enhance quality of reporting on the 5 Year Local Government Strategic Agenda	Improved reporting on service delivery by provinces	4.2.1 Reporting and feedback on the 5-Year Local Government Strategic Agenda	Reporting framework and system developed by target date  Number of sector departments and provinces meeting minimum reporting requirements	<b>M&amp;E</b> URD FBSI NDMC GPR SCB	Reporting framework developed  Data-collection tools for reporting and verification developed	National analytical reports on local government service delivery completed  Data-collection tools for reporting and verification developed	National analytical reports on local government service delivery completed  Data collection tools reviewed	National analytical reports on local government service delivery completed  Data collection tools reviewed	National analytical reports on local government service delivery completed

Strategies	Outcomes	Projects	Performance indicators	Responsibility	Milestones: 2007/08	Milestones: 2008/09	Milestones: 2009/10	Milestones: 2010/11	Milestones: 2011/12
4.2 Enhance quality of reporting on the 5 Year Local Government Strategic Agenda	Improved reporting on service delivery by provinces	Reporting and feedback on the 5-Year Local Government Strategic Agenda	Feedback to sector departments and provinces by target date	M&E URD FBSI NDMC GPR SCB	Capacity-building on reporting frameworks and tools developed  Quarterly feedback to sector departments and provinces	Capacity- building on reporting frameworks and tools Implemented  Quarterly feed-back to sector departments and provinces	Capacity-building on reporting frameworks and tools Implemented  Quarterly feedback to sector departments and provinces	Quarterly feedback to sector departments and provinces	Quarterly feedback to sector departments and provinces
4.3 Develop Monitoring, Reporting and Evaluation (MR&E) capacity, systems and processes for local government	Standardised automation of MR&E system	4.3.1 An MR&E policy for local government	Finalised MR&E policy for local government	M&E URD NDMC	MR&E policy for local government develop and implement	MR&E policy for local government Implemented	MR&E policy for local government reviewed and implemented	MR&E policy for local government Implemented	MR&E policy for local government reviewed and implemented
	A functional MR&E System for local government developed	4.3.2 An MR&E system for local government to report on service delivery	Development of an operational MR&E system by target date	M&E URD NDMC	Core LG indicators	MR&E system operational at Provinces and selected Districts	MR&E System operational at Districts and selected Municipalities	MR&E System operational at Districts and selected Municipalities MR&E operational system evaluated and enhanced	MR&E operational system refined and enhanced
	Enhanced disaster management responsiveness across spheres	4.3.4 Monitor compliance externally of all relevant DM legislation by all 3 spheres of government	% compliance with relevant legislation by all 3 spheres of government by target date	NDMC M&E	Baseline compliance model developed and adopted National Implementation Support	National Implementation Support Programme for Compliance implemented	Progress Report on the state of Compliance within all 3 spheres	National Implementation Support Programme for Compliance rolled out	Consolidated Report on the state of National Compliance completed

Strategies	Outcomes	Projects	Performance indicators	Responsibility	Milestones: 2007/08	Milestones: 2008/09	Milestones: 2009/10	Milestones: 2010/11	Milestones: 2011/12
4.3 Develop Monitoring, Reporting and Evaluation (MR&E) capacity, systems and processes for local government					Programme for Compliance developed and adopted				
	All functionaries capacitated to monitor, report and evaluate service delivery at local government	4.3.5 Develop planning, monitoring, evaluation and reporting capacity at all levels	Number of the staff capacitated in MR&E	<b>M&amp;E</b> All branches	MR&E capacity-building strategy developed	MR&E capacity-building for officials implemented in provinces and municipalities	MR&E capacity-building for officials implemented in provinces and municipalities	MR&E capacity-building for officials implemented in provinces and municipalities	MR&E capacity-building for officials implemented in provinces and municipalities
	Fully-automated MR&E system for LG service delivery	4.3.6 Automation of MR&E system	MR&E prototype developed by target date	<b>M&amp;E</b> All branches	Proposed integrated MR&E system design	Automated system implemented	System enhancements. Automated system implemented	Maintenance of the MR&E System	MR&E System reviewed
	Development of an Evaluation and Learning Agenda	4.3.7 Guidelines for conducting programme evaluations	Use of evaluation results to improve programme performance and policy review	<b>M&amp;E</b> All branches	Develop guidelines for policy, programme and project evaluations	Conduct policy, programme or project performance evaluations in line with the guidelines	Refine evaluation guidelines	Conduct policy, programme or project performance evaluations in line with the guidelines	Refine evaluation guidelines
4.4 Institutionalise standardised communication policy, protocol, to convey progress and successes	Public confidence in LG improved through communication	4.4.1 Finalisation of corporate communication policies and strategy	Approved policies and communication strategy	<b>CS</b> All Branches	Communication strategy approved and implemented	Quarterly and Annual Report produced	Quarterly and Annual Report produced	Quarterly and Annual Report produced	Quarterly and Annual Report produced

Strategies	Outcomes	Projects	Performance indicators	Responsibility	Milestones: 2007/08	Milestones: 2008/09	Milestones: 2009/10	Milestones: 2010/11	Milestones: 2011/12
4.4 Institutionalise standardised communication policy, protocol, to convey progress and successes	Perception index  Informed dplg media profile	4.4.2 Development of a Communication frame-work for the 5-year Local Government Strategic Agenda	Audit findings available  Media profile analysis  Tracked perception index	<b>M&amp;E</b> SCB CS	Perception surveys and other analysis reports conducted	Modified communication strategy implementation based on audit findings	Trends audit conducted	Modified communication strategy implementation based on trends audit findings	Communication strategy implemented based on trends audit findings
4.5 Strengthen municipalities through knowledge sharing and learning across municipalities and government	Knowledge sharing and learning across government is accessible and efficient	4.5.1 Local Government Knowledge Management Programme	Extent of utilisation of the knowledge exchange portal  LG best practices documented across the 5 KPAs of LG and structured and regular sharing of lessons learnt / best practices	<b>SCB</b> M&E CS  <b>SCB</b> CS	Develop knowledge exchange portal;  Regular publication of lessons on progress arising from hands-on support	Effective Management of the knowledge exchange portal;  LG best practices developed  Regular publication of lessons on progress arising from hands-on support	Effective Management of the knowledge exchange portal;  LG best practices developed  Regular publication of lessons on progress arising from hands-on support	Effective Management of the knowledge exchange portal;  LG best practices developed  Regular publication of lessons on progress arising from hands-on support	LG Knowledge Management Programme and Portal reviewed

## Strategic Objective 5:

To strengthen the dplg's organisational capability, capacity and performance to deliver on its mandate

Through this strategic objective, we aim to build a vibrant and resilient institution that is a learning organisation with a high performance culture. This will be achieved through the following strategies:

- Develop and implement an integrated and comprehensive HRM and D strategy to enhance effectiveness and efficiency.

- Enhance organisational culture and performance.
- Develop an integrated ICT System for the dplg.
- Ensure efficient and effective use of organisational resources.
- Improve programme management capability within the organization to support branch projects on a cross functional team basis.

Strategies	Outcomes	Projects	Performance indicators	Responsibility	Milestones: 2007/08	Milestones: 2008/09	Milestones: 2009/10	Milestones: 2010/11	Milestones: 2011/12
5.1 Enhance organisational culture and performance	Enhanced customer service, and service delivery	5.1.1 Customer service and service delivery enhancement	% of service standards developed as per service offering  % of needs analysis reports per CS client register  % of service level agreements in place per CS client register	<b>CS</b> All branches	Customer satisfaction survey of CS clients  Report on service delivery improvement initiatives  Service standard developed and adopted  Report on client needs analysis	Signed service level agreements  Annual customer satisfaction survey  Quarterly and annual reports on service delivery and customer service	Signed service level agreements  Annual customer satisfaction survey  Quarterly and annual reports on service delivery and customer service	Signed service level agreements  Annual customer satisfaction survey  Quarterly and annual reports on service delivery and customer service	Signed service level agreements  Annual customer satisfaction survey  Quarterly and annual reports on service delivery and customer service
	Enhanced corporate governance	5.1.2 Financial Reporting and production of Annual Financial Statements (AFS)	Prepare AFS for financial year-end (31 March) and signed off by Accounting Officer (AO) by 31 May	<b>CFO</b> All branches	Annual Financial Statements (AFS) approved  Unqualified audit report	AFS approved  Unqualified audit report	AFS approved  Unqualified audit report	AFS approved  Unqualified audit report	AFS approved  Unqualified audit report



Strategies	Outcomes	Projects	Performance indicators	Responsibility	Milestones: 2007/08	Milestones: 2008/09	Milestones: 2009/10	Milestones: 2010/11	Milestones: 2011/12
5.1 Enhance organisational culture and performance	Enhanced management, coordination and service delivery	5.1.3 Organisational development and change management	<p>Development and approval of organisational structure by target date</p> <p>% increase staff motivation levels</p> <p>% compliance with implementation of Performance Management and Development System (PMDS)</p> <p>Development and implementation of a Human Resources Information System (HRIS) by target date</p>	CS M&E	<p>Design and implement new organisational structure</p> <p>Interventions for staff motivation implemented and reported on</p> <p>Review and enhancement of the implementation of the PMDS</p> <p>Batho Pele training and campaign rolled out and reported on</p> <p>HRIS blueprint</p>	<p>Report on the PMDS</p> <p>Organisational culture audit and staff perception survey conducted</p> <p>Implementation of PMDS and continuous improvement initiative</p> <p>Customer satisfaction survey</p> <p>Implementation of HRIS</p>	<p>Report on the PMDS</p> <p>Report on continuous improvement initiative</p> <p>Customer satisfaction Survey report</p>	Implementation of the intervention	Implementation of interventions and impact assessment conducted

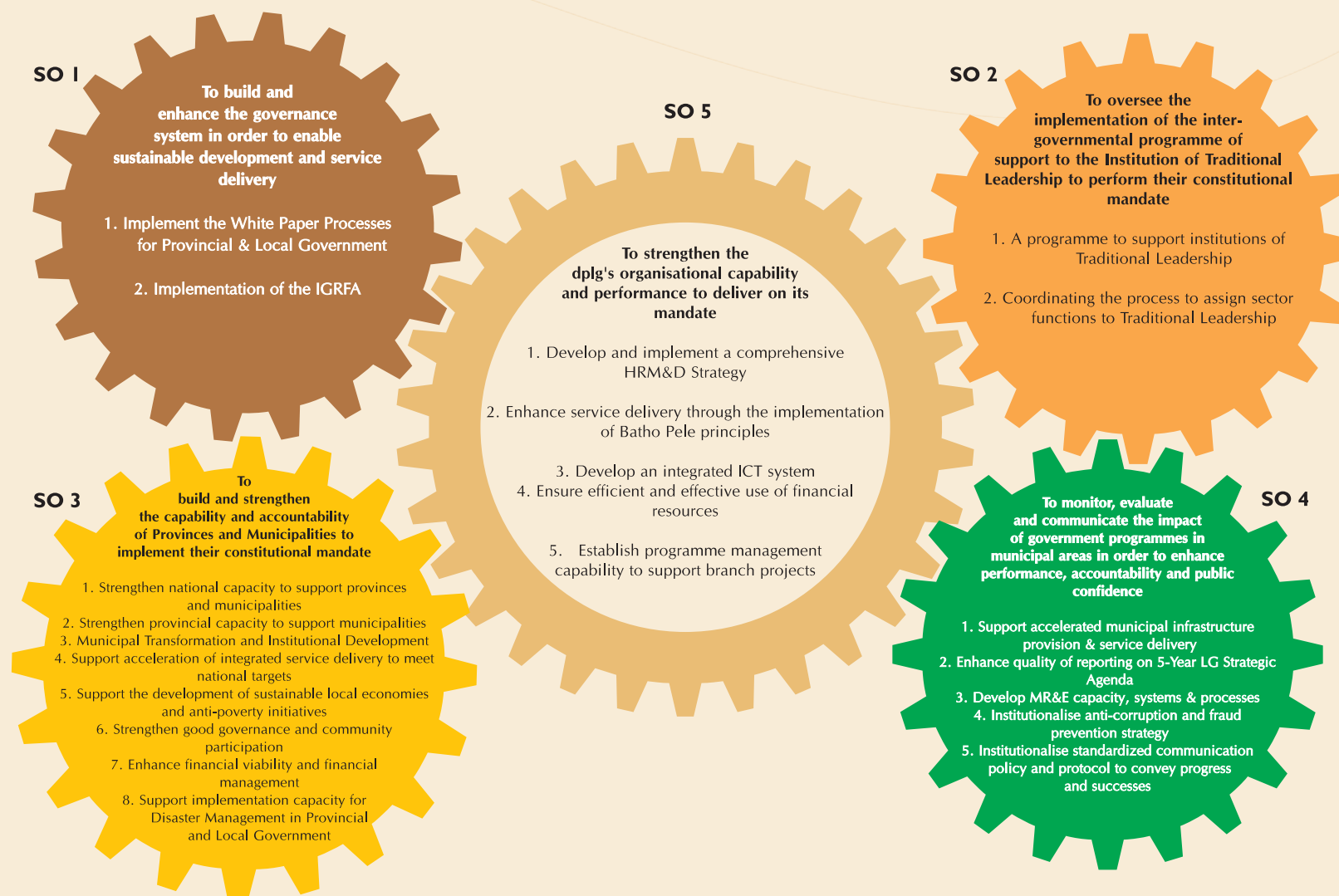
Strategies	Outcomes	Projects	Performance indicators	Responsibility	Milestones: 2007/08	Milestones: 2008/09	Milestones: 2009/10	Milestones: 2010/11	Milestones: 2011/12
	Enhanced systems of corporate governance through risk management	5.1.4 Facilitate and support risk management processes	Departmental Risk management report completed by target date	M&E CS	Risk register approved, implemented and monitored	Risk register approved, implemented and monitored	Risk register approved, implemented and monitored	Risk register approved, implemented and monitored	Risk register approved, implemented and monitored
	Enhanced ethical culture within the <b>dplg</b>	5.1.5 Roll-out Anti-corruption and fraud prevention strategy for <b>dplg</b>	Approved anti-corruption and fraud prevention strategy by target date	CS SCB M&E	Anti-corruption and fraud prevention strategy developed and implemented  Awareness initiatives developed and rolled out	Anti-corruption and fraud prevention procedures and tools developed  Awareness initiatives rolled out	Progress report on implementation of strategy completed  Awareness initiatives rolled out	Progress report on implementation of strategy completed  Awareness initiatives rolled out	Anti-Corruption and Fraud Prevention Programme of Action developed for 2012-2017  Awareness initiatives rolled out
5.2 Develop and implement an integrated and comprehensive HRM& D strategy to enhance effectiveness and efficiency	Enhanced capacity, retention and management of the dplg human resources	5.2.1 HRM&D strategy development, policy review and alignment	% of staff trained in alignment with departmental workplace skills plan % of staff retained  % levels of staffing within dplg  Number of staff with career management plans in place  Number of staff with Mentors and / or Coaches Completion of	CS All branches	HRM&D Strategy developed and adopted  Quarterly and annual report on strategy implementation  Realigned policy and procedures e.g. recruitment and selection; Career management and succession planning Five-Year HR plan developed and adopted	Quarterly and annual report on strategy and policy implementation  Audit of policy compliance  Implementation of HR plan	Review of HRM&D strategy to re-align to new developments and requirements of the department  Quarterly and annual report on strategy and policy implementation  Implementation and review of HR plan	Quarterly and annual report on strategy and policy implementation  Implementation of HR plan	Quarterly and annual report on strategy and policy implementation  Implementation of HR plan

Strategies	Outcomes	Projects	Performance indicators	Responsibility	Milestones: 2007/08	Milestones: 2008/09	Milestones: 2009/10	Milestones: 2010/11	Milestones: 2011/12
			five-year HR plan by target date % of policies as per HR best practice and legal requirements						
5.3 Development of an integrated ICT System	A regulated functional & well-coordinated ICT system for LG	5.3.1 Develop an ICT governance framework  5.3.2 Coordination of the 5-year Local Government Strategic Agenda in relation to ICTs	% compliance with service standards  No. of LG Forums attended  No. of Municipalities connected and trained	CS	Governance framework completed and rolled out  Draft of an ISO20000/ Cobit implementation plan.	Monitor the implementation of policies  Implementation of ISO20000/ Cobit standards	Review ICT policies  Implementation of ISO20000/ Cobit standards	Monitor the implementation of policies  Implementation of ISO20000/ Cobit standards	Review ICT policies Monitor & Evaluate the Implementation of ISO20000/ Cobit standards
5.4 Ensure efficient and effective use of organisational resources	Completed Budget submitted to National Treasury by 31 December	5.4.1 Preparation of departmental annual budgets	% of budget completed by target date	CFO All branches	National Treasury approved budget	National Treasury approved budget	National Treasury approved budget	National Treasury approved budget	National Treasury approved budget
	Enhanced financial planning	5.4.2 Finalise MTEF plan	% of MTEF planning completed by target date	CFO All branches	MTEF submission completed	MTEF submission completed	MTEF submission completed	MTEF submission completed	MTEF submission completed
	Improved efficiency and effectiveness in regard to supply chain management	5.4.3 Implementation of Supply Chain Management policies and procedures	% of the demand management plan developed by target date	CFO All branches	Supply chain management policies and practices developed and implemented	Supply chain management policies and practices developed and implemented	Supply chain management policies and practices implemented	Supply chain policies and practices implemented	Supply chain policies and practices implemented

Strategies	Outcomes	Projects	Performance indicators	Responsibility	Milestones: 2007/08	Milestones: 2008/09	Milestones: 2009/10	Milestones: 2010/11	Milestones: 2011/12
			% improvement in turn-around times  % Auditor General (AG) queries regarding procurement						
	Enhanced service delivery due to improved resource allocation	5.4.4 Input into Conditional Grant Framework	% of Final Draft Conditional Framework completed by 30 November	<b>CFO</b>	Conditional Grant Framework approved by National Treasury and implemented	Conditional Grant Framework approved by National Treasury and implemented	Conditional Grant Framework approved by National Treasury and implemented	Conditional Grant Framework approved by National Treasury and implemented	Conditional Grant Framework approved by National Treasury and implemented
5.5 To improve an integrated programme management capability within <b>dplg</b>	Enhanced design and implementation of programme management system	5.5.1 Design and implement a Programme Management System	Programme management system designed and implemented by target date	<b>M&amp;E CS</b>	Programme management framework completed  MIS platform for programme management designed and implemented	Staff capacitated to use the new management systems	Review and report on programme management systems	Systems improvement programme developed and adopted	Consolidated report on systems implementation

## 9. Summary of strategies by dplg strategic objective

In summary there are a total of 22 strategies that support the strategic objectives



## 10. Allocation of Financial Resources and future growth

The following table indicates the financial resources allocated according to the Estimates of National Expenditure (vote 5).

**Table: Provincial and Local Government**

Programme	Adjusted appropriation	Medium-term expenditure estimate		
		2007/08	2008/09	2009/10
R thousand	2006/07			
1. Administration	119 788	130 569	136 876	141 682
2. Governance, Policy and Research	36 239	30 649	32 181	36 096
3. Urban and Rural Development	8 460	11 280	11 844	12 395
4. Systems and Capacity Building	107 301	126 176	137 405	151 121
5. Free Basic Services and Infrastructure	37 870	42 053	44 156	47 794
6. Provincial and Local Government Transfers	25 014 088	28 424 184	32 027 857	38 774 374
7. Fiscal Transfers	68 542	79 264	87 627	98 651
<b>Total</b>	<b>25 392 288</b>	<b>28 844 175</b>	<b>32 477 946</b>	<b>39 262 113</b>
Change to 2006 Budget estimate	488 848	1 019 730	1 024 900	
<b>Economic classification</b>				
<b>Current payments</b>	<b>318 754</b>	<b>352 077</b>	<b>375 451</b>	<b>400 991</b>
Compensation of employees	118 294	149 295	156 758	164 597
Goods and services	200 460	202 782	218 693	236 394
<b>Transfers and subsidies</b>	<b>25 065 918</b>	<b>28 486 832</b>	<b>32 096 935</b>	<b>38 855 262</b>
Provinces and municipalities	25 014 200	28 425 779	32 029 553	38 776 240
Departmental agencies and accounts	49 724	56 572	62 597	74 119
Public corporations and private enterprises	-	81	85	88
Foreign governments and international organisations	-	-	-	-
Non-profit institutions	1 590	4 400	4 700	4 815
Households	404			
<b>Payments for capital assets</b>	<b>7 616</b>	<b>5 266</b>	<b>5 560</b>	<b>5 860</b>
Machinery and equipment	7 616	5 266	5 560	5 860
Software and other intangible assets	-	-	-	-
<b>Total</b>	<b>25 392 288</b>	<b>28 844 175</b>	<b>32 477 946</b>	<b>39 262 113</b>

## Expenditure Trends

Expenditure increased at an average annual rate of 39 % between 2003/04 and 2006/07, and is expected to rise further over the Medium-Term Expenditure Framework (MTEF) period, reaching R39,3 billion in 2009/10. This represents an average annual increase of 15,6%, and includes an additional allocation of R5,5 billion to the 2006 Budget baseline.

The growth is mainly due to the provisions for the Local Government Equitable Share and the Municipal Infrastructure Grant. Transfers increase by R28,6 billion over the seven-year period, growing at average annual rates of 39,4% between 2003/04 and 2006/07 and 15,7% between 2007/08 and 2009/10. Growth in current expenditure between 2003/04 and 2006/07 is 18,7%, and 8% between 2007/08 and 2009/10.

## 11. Conclusion

This Strategic Plan is being supported by a systematic strategy of allocating financial resources in the medium term to enable implementation. The identified strategies will be executed through the implementation of business plans and operational plans with annual and quarterly targets for the various financial years. The **dplg** branches have formulated their business plans for the financial year 2007/08. The efficacy and effectiveness of the implementation of the business plans by the branches will be evaluated and monitored through quarterly review meetings and individual performance agreements.

The **dplg** strategic plan had taken several priorities and targets into account. The most imperative of these priorities are the Millennium Development Goals and targets set by Government to be achieved by 2014 as well as the priorities and performance indicators set in the Local Government Strategic Agenda (LGSA). A monitoring plan will monitor the priorities and targets set in the MDGs, LGSA and milestones in this strategic plan in order to evaluate the outcomes and results achieved in the implementation. The assessment of progress against goals and targets through quarterly reviews of the business plans will facilitate the evaluation of the effectiveness of current strategies employed and may result in the formulation of new strategies and the identification of other projects.

## 12. Associated Institutions

### **Municipal Demarcation Board**

The Board is a constitutional institution established by the Local Government: Municipal Demarcation Act 1998 (Act No. 27 of 1998). The main function of the Board is to determine municipal boundaries in accordance with the Act and other related legislation, and to render an advisory in respect of demarcation matters. In addition, the Board has been tasked with the delimitation of wards in metropolitan and local municipalities.

### **Commission for the Promotion and Protection of the Rights of Cultural, Religious and Linguistic Communities**

The Commission is a constitutional institution provided for in the Commission for the Promotion and Protection of the Rights of Cultural, Religious and Linguistic Communities Act, 2002 (Act No. 19 of 2002).

The objectives of the Commission are to promote respect for the rights of cultural, religious and linguistic communities and to develop peace, friendship, humanity, tolerance and national unity among and within cultural, religious and linguistic communities, as well as to promote the right of communities to develop their historically diminished heritage.

### **South African Local Government Association (SALGA)**

SALGA is a listed public entity established in terms of section 21 of the Companies Act, 1973 and recognised by the Minister in terms of the Organised Local Government Act, 1997 (Act No. 52 of 1997). SALGA

represents local government on numerous intergovernmental fora such as the President's Coordinating Council, MINMECS and the Budget Forum as well as being represented in the National Council of Provinces and the Financial and Fiscal Commission.

### **National House of Traditional Leaders**

The National House is established in terms of the National House of Traditional Leaders Act, 1997 (Act No. 10 of 1997). The objective and functions centre on the promotion of the role of traditional leadership within a democratic constitutional dispensation to enhance unity and understanding among traditional communities and to advise the national government.

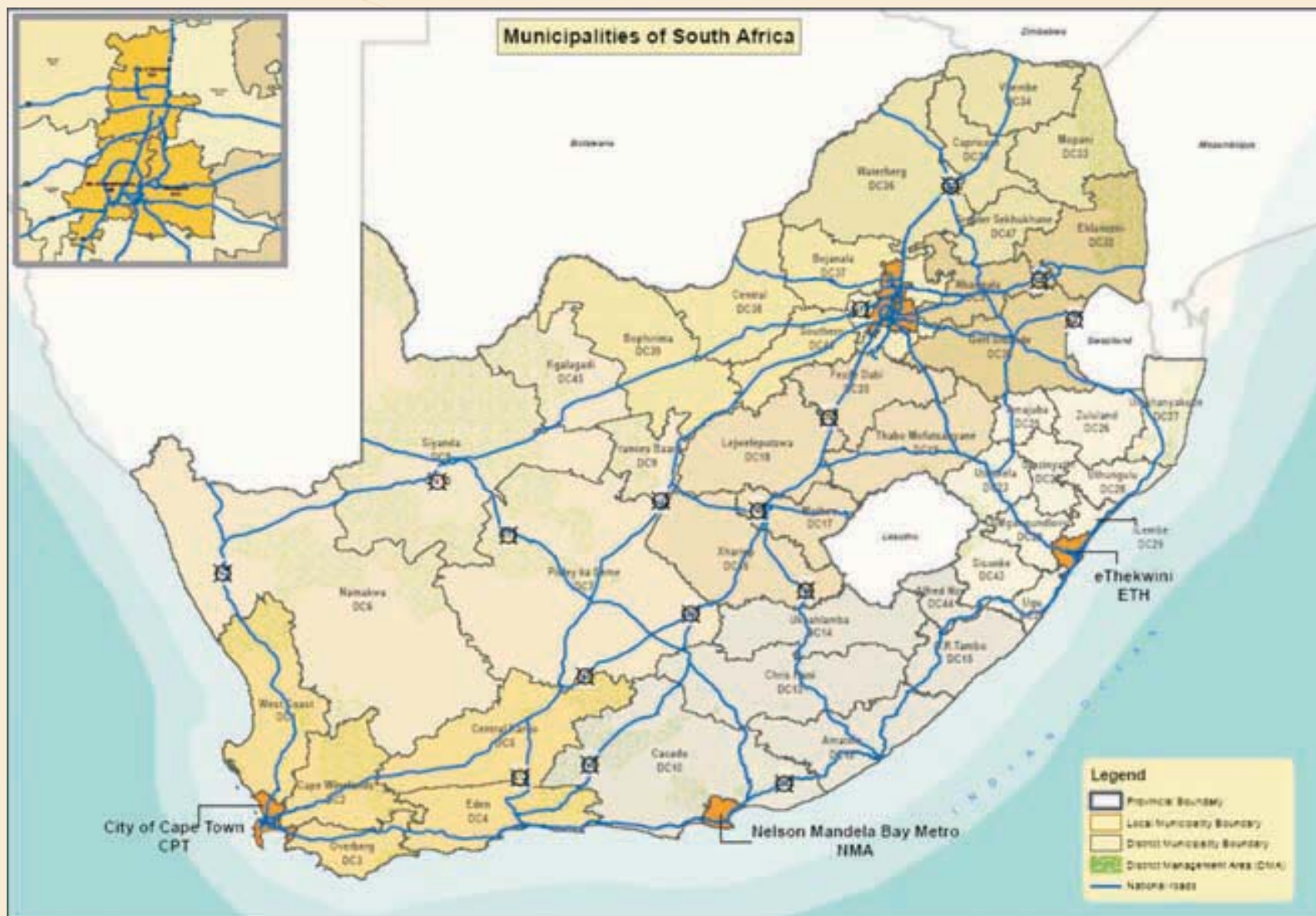
### **Commission on Traditional Leadership Disputes and Claims**

The Commission was established in terms of section 22(1) of the Traditional Leadership and Governance Framework Act, 2003 (no. 41 of 2003). The main objective of the Commission is to investigate and make findings on traditional leadership disputes and claims.

### **South African Cities Network**

The Network officially registered as a 'not for profit' organisation in 2002 and comprises seven cities and two municipalities. Its objectives are to promote good governance and management of South African Cities, analyse strategic challenges facing South African Cities and to promote a shared Learning partnership between the three spheres of government.

### 13. Provinces and synopsis of Municipalities



## Contact Details

### **PUBLISHED BY THE DEPARTMENT OF PROVINCIAL AND LOCAL GOVERNMENT STRATEGIC PLAN**

#### **Content Enquires:**

Tumi Mketi

Tel: +27 12 395 4622

Fax +27 12 395 4670

e-mail: [tumi@dplg.gov.za](mailto:tumi@dplg.gov.za)

#### **Contact Details**

The Communications Chief Directorate

Attention Jeanny Morulane

Private Bag x 804

Pretoria

0001

South Africa

Tel: +27 12 395 4605

Fax: +27 12 395 4676

e-mail: [jeannym@dplg.gov.za](mailto:jeannym@dplg.gov.za)

Editorial: Published by the Department of Provincial and Local Government Communications Chief Directorate

Design & Layout: Puisano Business Development Group (Pty) Ltd.

Photographs: Department of Provincial and Local Government

Printing & Binding: Business Print

ISBN number: 978-0-620-38839-9

RP number: 29/2007





the dplg

Department:  
Provincial and Local Government  
REPUBLIC OF SOUTH AFRICA

**Enquiries: Communication Directorate**

Attention: Ms Jeanny Morulane

Private Bag X804, Pretoria, 0001

Telephone: +27 12 395 4605

Facsimile: +27 12 395 4676

e-mail: [jeannym@dplg.gov.za](mailto:jeannym@dplg.gov.za)

Website: [www.dplg.gov.za](http://www.dplg.gov.za)