

4. SECTOR INVOLVEMENT

1. RELATIONSHIP BETWEEN NATIONAL, PROVINCIAL AND LOCAL GOVERNMENT

While national government's role should be to provide overall guidance, direction, policy support and funding, it also needs to ensure that the projects which it supports are viable and sustainable. Provincial government has a key role to ensure that weak municipalities are supported and encouraged to assist poor communities and to embark on viable projects. In this regard, a dedicated provincial facilitation unit is essential. Local government on the other hand must ensure that their staffs are adequately trained, that partnerships are striven for at all costs with local stakeholders, that funds are accessed and investment sought and that the process avoids petty political or personal squabbles.

2. OVERVIEW OF PROVINCIAL DEPARTMENTS

2.1 KZN DEPARTMENT OF AGRICULTURE, ENVIRONMENT AND RURAL DEVELOPMENT

2.1.1 VISION

Optimum agricultural land use, sustainable food security, sound environmental management and comprehensive, integrated rural development.

2.1.2 MISSION

The Department, together with its partners and communities, champion quality agricultural, environmental and conservation services and drives

integrated comprehensive rural development for all the people of KwaZulu-Natal.

2.1.3 SERVICES RENDERED BY THE DEPARTMENT

- Agricultural extension services
- Agricultural engineering services
- Agricultural technology development
- Veterinary services
- Environmental management services
- Agricultural training
- Agricultural economics and marketing
- Farmer Support Programme

2.1.4 STRATEGIC OUTCOMES OF THE DEPARTMENT

- Globally competitive agricultural production
- Accessible, quality and available food
- Farmer succession (emergent to commercial)
- Sustainable job creation (BEE)
- New markets developed (agricultural and value added)
- New and diverse products developed
- Safe, healthy and sustainable environments
- Sustainable natural resource utilization and community participation
- Improved national and international trade access and competitiveness
- A transformed Department, geared for service excellence and compliance with its legislative mandate

2.2 KZN DEPARTMENT OF COMMUNITY SAFETY AND LIAISON

2.2.1 VISION

'The people of KwaZulu-Natal live in a safe and secure environment.'

2.2.2 MISSION

'Be the lead agency in driving the integration of community safety initiatives, towards a crime-free KwaZulu-Natal.'

2.2.3 STRATEGIC GOALS AND OBJECTIVES

Strategic Goal 1: Promote democratic accountability and transparency in the police service and direct the South African Police Service towards effectively addressing provincial needs and priorities.

Strategic Objectives:-

- ❑ Evaluate police service delivery and compliance with national policy standards and make recommendations for redress where required.
- ❑ Address service delivery complaints against the police to support the raising of service standards.
- ❑ Assess the effectiveness of visible policing in the province.

Strategic Goal 2: To promote good relations and establish partnerships between the police and the communities.

Strategic Objectives:-

- ❑ Oversee the establishment and functioning of community policing forums at all police stations in the province.
- ❑ Enhance the capacity of the community police structures to improve co-operation between the police and the community.
- ❑ Promote community dialogue and participation in support of crime Prevention initiatives and activities.

Strategic Goal 3: To facilitate the development and co-ordination of social crime prevention initiatives.

Strategic Objectives:-

- ❑ Develop and execute social crime prevention programmes at provincial and local level.
- ❑ Research and develop social crime prevention responses to community safety priorities.
- ❑ Consolidate the Community Safety Network Structure.

Strategic Goal 4: To promote and support Victim Empowerment.

Strategic Objectives:-

- ❑ Promote the establishment of a Victim Support Network.
- ❑ Promote special support programmes for victims.
- ❑ Raise the awareness of protective rights among vulnerable groups.

2.3 KZN DEPARTMENT OF CO-OPERATIVE GOVERNANCE AND TRADITIONAL AFFAIRS

2.3.1 VISION

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

2.3.2 MISSION

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

2.3.3 PROGRAMME OVERVIEW

The services rendered by the department are categorized under 6 programmes.

Programme 1: Administration

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

Programme 2: Local Governance

This Branch forms part of the Chief of Operations. This Branch manages service delivery in support of effective local government. The core functions of this branch are as follows:-

- Promote good governance in municipalities
- Manage and co-ordinate municipal finances.
- Facilitate and co-ordinate municipal planning.
- Manage and co-ordinate municipal infrastructure development.
- Provide operational support to the Senior General Manager.

Programme 3: Development and Planning

This Chief Directorate forms part of the Branch: Local Governance. This Chief Directorate facilitates and co-ordinates municipal planning. The core functions of this Chief Directorate are as follows:-

- Support Municipal IDP processes.
- Ensure Municipal Performance Management.
- Support the development of spatial development frameworks
- Provide administrative support services to the Business Unit.

Programme 4: Traditional Institutional Management

The purpose of this programme is to support and enhance the capacity of traditional authorities/councils. The programme consists of three sub-programmes, namely Traditional Institutional Administration, Traditional Resource Administration and Traditional Land Administration.

Programme 5: Urban and Rural Development

This Chief Directorate forms part of the Branch: Business Support Services. This Chief Directorate promotes urban and rural development by addressing challenges of poverty, job creation and under development. The core functions of this Chief Directorate are as follows:-

- To develop rural strategic interventions for rural development.
- To develop strategic interventions to address poverty and under-development in urban areas.
- To improve access of government service to communities.
- To facilitate synergistic partnerships between municipalities and institution of traditional leadership.
- Provide administrative support services to the Business Unit

Programme 6: Systems and Institutional Development

Systems and Institutional Development was a newly created programme with effect from 2007/08. The amounts in 2006/07 and prior years represent expenditure which was restated for comparative purposes in respect of the GIS function, previously under Programme 3: Development and Planning.

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

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

2.4 KZN DEPARTMENT OF ECONOMIC DEVELOPMENT AND TOURISM

2.4.1 VISION

For KwaZulu-Natal to become a competitive economy that improves the lives of its people.

2.4.2 MISSION

To develop and implement strategies that encourage participatory sustainable economic development

2.4.3 STRATEGIC GOALS

For the Department to effectively implement its programmes and projects, it identified the following goals that are further pinned down into practical objectives. These are not isolated from the province's socio-economic development priorities that are reflected in the Provincial Growth & Development Strategy as well as Provincial Industrial Development Strategy:

Strategic Goal 1:

To reduce poverty by 50% by 2014

Strategic objectives

- To provide a suitable environment for the creation of sustainable jobs,
- To facilitate and promote skills development,
- To facilitate access to asset base for the poor,

- To promote social enterprises.

Strategic Goal 2:

To grow the economy by 8% by 2014

Strategic objectives

- To facilitate and promote integrated economic development planning,
- To facilitate and support the improvement of global competitiveness of industries,
- To promote the development of SMMEs and Co-operatives,
- To facilitate trade and the inflow of foreign direct investment.

Strategic Goal 3:

To promote good corporate governance

Strategic objectives

- To strengthen compliance with relevant pieces of legislation and government policies,
- To facilitate strategic stakeholder partnership in the development of the provincial economy.

Strategic Goal 4:

To be a centre of excellence

Strategic objectives

- To implement a strategy of operational excellence,
- To promote a culture of good corporate governance.

2.5 KZN DEPARTMENT OF ARTS & CULTURE

2.5.1 VISION

Prosperity and social cohesion through Arts and Culture

2.5.2 MISSION

To provide world class services in arts and culture for the people of KwaZulu-Natal by:

- Developing and promoting arts and culture in the Province and mainstreaming its role in social development
- Developing and promoting the previously marginalized languages and enhancing the linguistic diversity of the province
- Collecting, managing and preserving archival, museum and other forms of information resources
- Integrating and providing seamless art and culture services to the communities of the Province

2.5.3 STRATEGIC OBJECTIVES:

Efficient and transparent delivery of Arts, Culture and Tourism Services through:

Goal 1: The promotion of participation in and development of arts and culture.

Strategic Objectives:

- Create awareness of different art forms on the province
Provide a platform for the development of artistic skills for self-sustainability

- Provision of training and facilities for moral development through cultural participation initiatives which include youth, women and physically challenged
- Provision of access to cultural infrastructure
- Facilitate access to all artistic and cultural programmes for the physically challenged
- Using arts and culture to address the social and health threats brought about by HIV/AIDS and other social ills, incorporating programmes for HDI's

Goal 2: The promotion of tourism and provision of support to public entities.

Strategic Objectives:

- Provide support to the public entities, ensure compliance and play oversight role.
- Ensure development and implementation of Provincial Tourism policy.
- Ensure integrated multi-sectoral participation on the tourism industry.
- Ensure availability of diverse tourism opportunities to promote the province as a tourism destination, locally, nationally, continentally and internationally.

Goal 3: The promotion of multi-lingualism and development of history marginalized languages

- Develop, implement and maintain a language policy in the province
- Coordinate terminology development
- Provide translation, editing and interpretation services
- Facilitate literacy development
- Provide administrative support to strategic language bodies

Goal 4: The provision of public library and information services, resources and support to municipalities and the promotion of library development and usage.

Strategic Objectives:

- ❑ Improve public library access in all communities by building, upgrading, equipment and automating public libraries.
- ❑ Develop and sustain a reading culture by acquiring and processing appropriate library material in all forms.
- ❑ Ensure the equitable provision of access to information by all communities.
- ❑ Improve service delivery through promotion, training and professional support.

Goal 5: The promotion, management and preservation of public records;

Strategic Objectives:

- ❑ To provide archival service and promote the use of, and enable access to archives.
- ❑ To ensure proper management and care of records on government bodies.
- ❑ Development upgrading and maintenance of facilities and other infrastructure to increase access.
- ❑ To improve and promote the provision and access to information
- ❑ To acquire and preserve public records.

2.6 KZN DEPARTMENT OF EDUCATION

2.6.1 VISION

A well educated, skilled and highly developed citizenry.

2.6.2 MISSION STATEMENT

To provide equitable access to quality education for the people of KwaZulu-Natal.

2.6.3 STRATEGIC GOALS

- ❑ Provide high quality, relevant education to all learners, regardless of age, which will equip them with knowledge, skills, values and attitudes to meet the challenges of the 21st century;
- ❑ Transform the department into a 21st century learning organisation, with the focus on results, high performance, effective communication and quality service delivery;
- ❑ Transform schools and colleges into self-reliant and effective learning institutions that are also community centres for life long learning;
- ❑ Develop the department’s human resource capacity to meet the highest standards of professionalism in line with the requirements of the Employment Equity Act and other transformation targets;
- ❑ Provide and utilise resources to achieve redress and equity, and to eliminate conditions of physical degradation in institutions;
- ❑ Eliminate fraud, corruption and mal-administration; and
- ❑ Deal urgently and purposefully with the impact of the HIV and AIDS pandemic, as part of an integrated provincial response.

While the higher-level strategic goals remain constant, a key question has arisen as to the department’s role in mitigating conditions of under-development. The strategy of the department therefore becomes the provision of access to quality education and skills for all and, in particular, the poor. All programmes are continually assessed in terms of how effectively they contribute to addressing issues of physical, epistemological and socio-cultural access of the population of this province.

2.7 KZN DEPARTMENT OF HEALTH

2.7.1 VISION

Optimal health status for all persons in KwaZulu-Natal

2.7.2 MISSION

To develop a sustainable, co-ordinated, integrated and comprehensive health system at all levels, based on the primary health care approach through the district health system.

2.7.3 STRATEGIC GOALS AND OBJECTIVES

- Enhancing the productive capacity of the economy and investing in economic and social infrastructure to accelerate growth through strengthened and increased collaboration with external stakeholders and service providers involved in the health sector, and through the acceleration of infrastructure development and acquisition of medical equipment;
- Enhancing job creation by supporting labour intensive industries and expanding employment creating government programmes by ensuring that Supply Chain Management effectively supports the service delivery needs of all health institutions through developmentally oriented processes, as well as through ensuring that appropriate financial, procurement and human resource delegations are in place;
- Investing in human development and maintaining a progressive social security net by sustaining and expanding the health work force through the implementation of innovative human resource management strategies and implementing performance management and coaching programmes, as well as by ensuring the effective implementation of programmes to reduce non-communicable diseases and diseases of lifestyle;
- Improving the quality of education, health and other social services and intensifying targeted antipoverty initiatives and identifying new ones where necessary. This entails mainstreaming of primary health care services, ensuring integrated planning for the provision of health services, continuing to implement the Tuberculosis Crisis Management Plan, continuing to accelerate and sustain the implementation of the National Strategic Plan for Comprehensive HIV and AIDS, as well as decreasing preventable causes of maternal child and women's health morbidity and mortality, and by accelerating and sustaining the

provision of nutritional support through the integrated Nutrition Programme; and

- Improving the capacity and effectiveness of the state to deliver services and enhancing safety and security by improving clinical governance, including quality of care and infection prevention and control, ensuring that key support services are effectively provided, ensuring that Geographical Information Systems (GIS) for health planning and service delivery are in place, improving the quality and use of health data, implementing an appropriate monitoring and evaluation system and ensuring equitable and appropriate distribution of Tele-health and information technology (IT) resources.

2.8 KZN DEPARTMENT OF HUMAN SETTLEMENTS

2.8.1 VISION

Enabling all people to house themselves by engaging various institutions and stakeholders in the provision of a conducive and enabling environment.

2.8.2 MISSION

To effectively and efficiently manage the implementation of National and Provincial Housing Programmes in partnership with the relevant role players, by developing sustainable human settlements characterized by affordable and adequate shelter for qualifying citizens in KwaZulu-Natal.

2.8.3 STRATEGIC OBJECTIVES

- Eradicate slums in KwaZulu-Natal by 2014;
- Strengthen governance and service delivery;
- Ensure job creation through housing delivery;
- Accelerate housing delivery in rural areas;
- Accelerate the Hostels Redevelopment and Upgrade Programme;

- Complete all blocked projects by 2007;
- Create rental/social housing opportunities;
- Build the capacity of housing stakeholders (especially municipalities);
- Promote home-ownership;
- Provide housing for vulnerable groups including those affected by HIV and AIDS;
- Ensure the provision of incremental housing; and
- Implement a Financial Services Market Programme.

2.8.4 CORE FUNCTIONS

- To promote the provision of housing development;
- To promote the provision of affordable housing and essential services;
- To manage, control and maintain the immovable assets of the department;
- To administer and manage housing subsidies to targeted groups;
- To research, establish, monitor and implement policies within the National Housing Policy framework;
- To formulate a provincial housing development plan for the province;
- To facilitate and create housing institutions;
- To provide legal advice on land and environmental issues;
- To rehabilitate existing houses for victims affected by political unrest and correct the previous dysfunctions of the Housing Resettlement Programme;
- To administer and co-ordinate the Hostels Redevelopment and Upgrade Programme; and
- To administer the clearance of slums in the Province of KwaZulu-Natal.

2.9 KZN DEPARTMENT OF SPORT AND RECREATION

2.9.1 VISION

United and healthy communities through sport and recreation.

2.9.2 MISSION

We will maximize opportunities through the promotion, development and transformation of sport and recreation to create cohesive and sustainable communities and enhance the quality of life of the citizens of KwaZulu-Natal.

2.9.3 STRATEGIC OBJECTIVES

- Render an efficient and effective administration support service to the MEC;
- Provide Parliamentary support to the MEC;
- Promote accountability at all managerial levels and ensure the proper delegation of responsibilities to the relevant levels in the Department;
- Ensure sound financial accounting processes;
- Ensure compliance with the PFMA through the implementation of relevant financial management procedures;
- Promote financial control through internal inspectorate and control;
- Render human resource management and development;
- Ensure human resource planning, development, training and policy formulation;
- Manage labour relations and discipline;
- Provide auxiliary support services;
- Render communication and marketing services;
- Render administrative support to districts and clusters;
- Promote participation and development in junior sport;
- Promote participation and development in sport in communities;
- Promote participation and development in recreation;
- Co-ordinate the provision and development of sport and recreational facilities;
- Provide a research and information service.

2.10 KZN DEPARTMENT OF TRANSPORT

2.10.1 VISION

"Prosperity Through Mobility"

This means that all activities of the Department and the manner in which the Department delivers services to communities will increase the wealth and quality of life to all citizens of the province.

2.10.2 MISSION STATEMENT

"We will provide the public with a safe, integrated, regulated, affordable and accessible transportation system, and ensure that, in delivering on our mandate, we meet the developmental needs of our province."

AND

We will promote transparent and accountable government, plan in accordance with the needs of our customers, and ensure effective, efficient and transparent delivery of services through the appropriate involvement of the public and through regular and accurate reporting."

2.10.3 STRATEGIC OBJECTIVES

- Improving and ensuring road and public transport safety;
- Developing the people, the economy and the infrastructure of KwaZulu-Natal;
- Institutionalising public participation and strengthening democratic governance;
- Facilitating rural development, reducing poverty and inequality and ensuring an infrastructure balance;
- Facilitating the growth and development of the road construction industry in KwaZulu-Natal, so as to be fully representative of the demographic profile of the province; and

- Ensuring financial accountability, value based resource management and development of integrated management systems.

2.10.4 CORE FUNCTIONS

Turning the vision of the department into reality can only be achieved by focusing the attention and energy of all employees and relevant stakeholders on the performance of core functions that are to produce results. The core functions are:

Road Infrastructure

To construct and maintain a balanced road network that complies with the Provincial Growth and Development Strategy.

- Public and Freight Transport

The planning and provision of urban and rural public transport facilities, conducting transport studies, the control of road transportation, provision of transport planning frameworks, and the management of public transport services and the public road network.

- Road Traffic

The registration and licensing of vehicles and drivers, the regulation of traffic on public roads, the maintenance and provision of visible road traffic signs and the implementation of road safety campaigns and awareness programmes.

- Support Functions

To effectively perform these core functions and to effectively deliver and provide services to the public, the Department needs technical and / or professional support in the following areas:

- Human Resources Management and Development;
- Financial Management;
- Communication;
- Monitoring and Evaluation;
- Procurement; and
- Legal Services.

2.11 KZN DEPARTMENT OF PUBLIC WORKS

2.11.1 VISION

"A thriving economy through infrastructure development and property management"

2.11.2 MISSION

"We will lead in infrastructure development and property management in KwaZulu-Natal"

2.11.3 STRATEGIC OBJECTIVES

- Strategic objectives are areas of organisational performance that are critical to the achievement of its mission. They are areas that describe the strategic direction of the organisation. They directly influence the outcomes of the organisation.
- In its determination of its relevant strategic objectives, the Department has taken into account the Provincial 2020 Vision and the Department's Mandates. The Department has discussed the Provincial Priority Areas and will emphasize specific functions where these can positively impact upon these priorities. For ease of reference, the priority areas are listed as -
- Eradication of poverty and inequality;
- Managing the impact of HIV/AIDS and reducing its spread;

- Re-engineering and enhancing integrated service delivery in government;
- Investing in infrastructure;
- Strengthening of governance; and
- Human capability development.

The strategic objectives listed herewith were identified and adopted by the Department. The attainment of these objectives must be ensured by management (led by the Head of the Department) in developing the operational-plans of the organisation.

2.11.4 PROGRAMMES

Programme 1: Administration:

Management

- Objective 1: To improve service delivery,
- Objective 2: To continuously improve the procurement process,
- Objective 3: To ensure effective communication,
- Objective 4: To ensure accountability,
- Objective 5: To improve financial management,
- Objective 6: To develop and manage a human resource strategy

Ministry

- Objective 1: To provide overall policy direction (both strategic and political)
- Objective 2: To monitor and reduce security threats and risks within the department,
- Objective 3: To achieve high level of beneficiary satisfaction and employment opportunities,
- Objective 4: To drive the Department's participation in the alleviation of poverty in KwaZulu-Natal,

- ❑ Objective 5: To improve the public image and the manner in which the Department is perceived,
- ❑ Objective 6: To provide response and quick services on cabinet and parliamentary matters.

Programme 2: Real Estate:

- ❑ Objective 1: To develop an asset management strategy,
- ❑ Objective 2: To develop, review and implement standard operating procedures,
- ❑ Objective 3: To institute a Provincial preventative maintenance plan,
- ❑ Objective 4: To develop, review and implement policies of the department,
- ❑ Objective 5: To manage the roster for the appointment of Consultants,
- ❑ Objective 6: To develop norms and standards for external contractors.

Programme 3: Provision, Structures And Equipment:

- ❑ Objective 1: To provide buildings, structures and equipment to client departments timeously and according to their specifications,
 - ❑ Objective 2: To improve service delivery methodology,
 - ❑ Objective 3: To create an enabling environment for Affirmable Business Enterprises to do business with the Department,
 - ❑ Objective 4: To initiate and coordinate strategic partnerships,
 - ❑ Objective 5: To align and coordinate operational activities of the Regions in line with the Departmental strategic objectives.
- ROLE OF THE DISTRICT MUNICIPALITY**

In terms of the Constitution, the White Paper and the legislation flowing from it, the district is required to structure and manage its administration, budgeting and planning processes to give priority to the basic needs of the community, to promote the social and economic development of the district as a whole and to participate in national and provincial development programmes. The role of the district municipality also lies in facilitating

integrated development planning, including land-use planning, economic planning and development, and transport planning. The role of district municipality as infrastructural development agents is administered through levies and should also provide bulk-services where required. The district municipality has the responsibility of stepping-in where local municipalities fail whereby it must provide and maintain appropriate levels of municipal services where the local municipalities fail.

3. SECTOR DEPARTMENT INVOLVEMENT IN THE IDP PROCESS

Sector Departments were invited, in writing, to provide the following information to ZDM. However, none of the Departments provided the requested information.

- ❑ Project Timeframes;
- ❑ 3-Year Budget Projections;
- ❑ Co-operation / contribution required from any municipality in DC 26 in terms of the above; and
- ❑ Any information that may be deemed useful by the Municipality.

4. ROLE OF THE LOCAL MUNICIPALITY

The developmental role of the Zululand District Municipality requires it to work together with local communities to find sustainable ways to meet the community's needs and improve their quality of life. The municipality must provide a vision and leadership for all those who have a role to play in achieving local prosperity. It must also exercise its powers and functions in a way that has a maximum impact on the social development of communities and on the growth of the local economy, in a sustainable manner.

5. ROLE OF COUNCILLORS, THE INGONYAMA TRUST BOARD AND TRADITIONAL AUTHORITIES

5.1 COUNCILLORS

- Take responsibility for providing access to basic services including administration, planning and evaluation, local roads, refuse and sewerage removal, water and sanitation, electricity, storm water drainage, primary health services, protection and emergency services, security, transport, cemeteries, libraries and museums, and recreation facilities;
- Take responsibility for development through interaction with all stakeholders in setting priorities for access to affordable services; infrastructure development; and local economic development;
- Identify local needs and motivate for funding to meet those needs, from the District Councils and other sources.

5.2 THE INGONYAMA TRUST BOARD

5.2.1 BACKGROUND

The Ingonyama Trust was established in terms of the KwaZulu-Natal Ingonyama Trust Act, (Act 3 of 1994). This Act was amended by the National Act 9 of 1997. Among other things, the KwaZulu-Natal Ingonyama Trust Amendment Act provided for the establishment of the Ingonyama Trust Board. The primary objective of the Board is to function as landowner-in-law of Ingonyama Trust land, which is in extent of some 2.7 million hectares spread throughout KwaZulu-Natal.

The legislation provides for His Majesty the King to be the sole trustee but in terms of the 1997 amendments the Board came into operation on the 2 October 1998 to actually administer the affairs of the Trust. The Chairperson of the Board is His Majesty the King of his nominee. The members are appointed by the Minister, subject to consultative procedures laid down in the Act.

The core business of the Trust is to manage the land for the “material benefit and social well being of the individual members of the tribes”. However, no alienation or burdening of the land may occur without the written permission of the relevant traditional or community authority.

5.2.2 VISION

The Board’s vision is to improve the quality of life of the people living on Ingonyama Trust land by ensuring that land usage is to their benefit and in accordance with the laws of the land.

5.2.3 OBJECTIVES

The objectives of the Board are:

- To formulate and implement policy;
- To provide an effective land administration system;
- To create a climate which encourages development and
- To extend security of tenure in accordance with both customary and statutory law always subject to the Constitution Act, 1996.

5.2.4 THE BOARD

The Ingonyama Trust Board, “the Board” is a schedule 3A Public Entity reporting to the National Minister for Rural Development and Land Reform “the Minister” as Executive Authority. The Board is the Accounting Authority and derives its mandate from the KwaZulu-Natal Ingonyama Trust Act (Act 3 of 1994) as amended by National Act 9 of 1997 read in conjunction with the Public Finance Management Act (Act 1 of 1999). In addition the Board is also guided by the King Report on Corporate Governance.

In line with its statutory mandate the Board is responsible for:

- the formulation and implementation of policy;
- the provision of effective land administration and real estate management systems;
- the creation of a climate to encourage development; and

- the extension of security of tenure in accordance with both customary and statutory law always subject to the Constitution Act (Act 108 of 1996).

In terms of Act 3 of 1994 (as amended) the Minister appoints members of the Board subject to consultation with His Majesty, the Premier and the Chairperson of the KwaZulu House of Traditional Leaders. Act 3 of 1994 as amended provides for His Majesty to be the sole Trustee and Chairperson of the Board and for the appointment of eight other Board members.

The duties and objectives of the Board are:

- to provide strategic leadership;
- to monitor operational performance of management;
- to protect the Trust's financial position;
- to ensure that the Trust adheres to high standards of ethics and corporate behaviour;
- to review and adopt appropriate risk management and regulatory compliance policies; and
- to set policy, standards and objectives and ensure implementation.

The Executive Committee of the Board is responsible, *inter alia*, for the following:

- Advising and recommending to the Board
- the issuing of tenure rights including leases, servitudes, land availability agreements and development rights agreements; and
- the optimisation of revenue from commercial activities;
- developing frameworks, policies, guidelines and an environment to ensure that the Trust employs, rewards and retains dedicated efficient and loyal employees.
- ensuring adherence to all financial and administrative policies and procedures adopted by the Board;
- ensuring adherence to the provisions of the Public Finance Management Act (Act of 1999) and its Regulations;

- developing and maintaining effective systems of control and monitoring to ensure cost effectiveness of funds controlled by the Trust.
- ensuring that any income generated is efficiently collected and disbursed;
- ensuring that procurement procedures support Board Based Black Economic Empowerment Policies; and
- the submission to the Board of annual budgetary allocations and undertaking monthly reviews.

5.3 TRADITIONAL AUTHORITIES

The following is a list of Traditional Councils in the Zululand District Municipality:

- Mthethwa
- Mavuso
- Msibi
- Ndlangamandla
- Ntshangase
- Simelane
- Hlahlindlela
- Matheni
- Usuthu
- Buthelezi
- Mbatha
- Mlaba
- Ndebele
- Nobamba
- Sibiya
- Ndlangamandla Ext
- Disputed Area
- Khambi
- Khambi Ext
- Mandhlakazi

🗘 Zungu

According to the Traditional Leadership and Governance Framework Act (2003), a Traditional Council (which must be established by all traditional communities) has the following functions:

- 🗘 Facilitating the involvement of the traditional community in the development or amendment of the integrated development plan of a municipality in whose area that community resides;
- 🗘 Supporting municipalities in the identification of community needs;
- 🗘 Recommending appropriate interventions to government that will contribute to the development and service delivery within the area of jurisdiction of the traditional council;
- 🗘 Participating in development programmes of municipalities and of the provincial and national spheres of government;
- 🗘 Promoting indigenous knowledge systems for sustainable development;
- 🗘 Administering the affairs of the traditional community in accordance with custom and tradition;
- 🗘 Assisting, supporting and guiding traditional leaders in the performance of their functions;
- 🗘 Participating in the development of policy and legislation at local level;
- 🗘 Promoting the ideals of co-operative governance, integrated development planning, sustainable development and service delivery;
- 🗘 Alerting any relevant municipality to any hazard or calamity that threatens the area of jurisdiction of the traditional council in question, or the wellbeing of the people living in such area of jurisdiction;
- 🗘 Performing functions conferred by customary law, customs and statutory law consistent with the Constitution.

The Act therefore suggests that traditional leaders primarily play a supportive role to the municipality and is, in turn, one of the key stakeholders that municipalities should consult in accordance with the principles of integrated development planning. Community development is one of the key functions for traditional leaders and this could include

economic development, social development through the support of customs and social cohesion as well as improved service delivery.