

## AN OVERVIEW OF THE FUNCTION ASSIGNMENT PROJECT

### What is it?

The function assignment project aims to document for each sector, in a matrix format, the different responsibilities of National, Provincial and local level governments.

Sectors covered will include: agriculture, health, HIV/AIDS, infrastructure, education, village courts, community development, conservation, environment, emergency services, non-renewable resources, forestry, fisheries, land management, business development and some clarification on areas that since 1999 have been national functions with some provincial funding component, such as the National Broadcasting Commission (NBC), Correctional Institutional Services (CIS) and the police.

An example of matrix is provided below. This is an extract from the health responsibility matrix. Typically, a sector will have a matrix that is one or two A4 pages long.

Area	National responsibility	Provincial responsibility	LLG responsibility
Health policy and planning	<ul style="list-style-type: none"> <li>➤ Development of national health policy, plans and standards</li> <li>➤ National Health Board</li> <li>➤ Approval of provincial plans</li> </ul>	<ul style="list-style-type: none"> <li>➤ Development of provincial implementation plans</li> <li>➤ Provincial Health Boards and district health management committees</li> </ul>	
Monitoring	<ul style="list-style-type: none"> <li>➤ Defining health indicators and distributing reporting formats to provinces</li> </ul>	<ul style="list-style-type: none"> <li>➤ Monitoring and reporting re: provincial health indicators</li> <li>➤ Maintaining records at all health facilities</li> </ul>	
Health facility operations and outreach	<ul style="list-style-type: none"> <li>➤ All provincial, referral and public hospitals</li> <li>➤ Supervision of staff training at rural health facilities</li> <li>➤ Construction standards for all health facilities</li> <li>➤ Initial provision, replacement and repair of radios</li> <li>➤ Patient referrals between hospitals</li> </ul>	<ul style="list-style-type: none"> <li>➤ All district hospitals, health centres, health sub-centres, aid posts and urban day clinics</li> <li>➤ District staff operate rural health facilities and train/supervise aid post staff</li> <li>➤ Travel and transport costs associated with medical patrols of rural health facilities</li> <li>➤ Maintaining rural hospitals and health centres and districts maintain health centres, aid posts and health centre staff housing</li> <li>➤ License fees, identifying radios that aren't working and transport to POM for repairs</li> <li>➤ Patient transfers to hospitals</li> </ul>	<ul style="list-style-type: none"> <li>➤ Additional funding of urban clinics and rural aid posts</li> <li>➤ Preventative maintenance of aid posts and health worker housing</li> </ul>

### Why are these matrices being developed?

Ultimately, these matrices will improve service delivery by:

- a) making it explicit which level of government is responsible for each function in a sector; and
- b) providing a basis for the National Economic Fiscal Commission (NEFC) and Treasury to determine which level of government should receive funding for that function.

The matrices will also reduce duplication, improve governance and accountability and assist the Provincial and Local Level Service and Monitoring Authority (PLLSMA) and the Provincial Coordination and Monitoring Committees (PCMCs) coordinate and monitor service delivery.

### Who is responsible for developing these matrices?

The development of the responsibilities matrices is a joint responsibility between a small project team (involving officers from both the NEFC and the PLLSMA Secretariat) and relevant National departments. Project officers include Mr Hohora Suve (Deputy Director, Policy – ph. 3232690) and Mr Erue Morea (Policy Analyst, Cost and Services – ph. 3232690) from the NEFC and Colin Iru (Audit Inspector, ph. 3011009) from the PLLSMA Secretariat. Advisers supporting these team members include Wayne Trappett (ph. 6378756) and Ricky Kumming (ph. 686 3864).

## What is the process for developing responsibility matrices?

Typically, the development of a responsibility matrix for each sector involves the following process.

1. A draft responsibility matrix is prepared for each sector by project officers in NEFC / PLLSMA Secretariat.
  - This matrix builds on the work carried out in the responsibility specification exercise (RSE) project between 2002 and 2007.
  - The RSE project involved reviewing legislation and government policy documents and lengthy discussions with national agencies and provincial administrations.
2. Project officers consult with relevant National Departments to refine the responsibility matrix
  - relevant National Departments should nominate a designated officer as a principle contact.
  - the consultation process may reveal issues that may need to be discussed other forums (eg. Sector Sub-committees, PLLSMA) or resolved at a higher level (eg. Secretary, NEC).
3. Project officers consult with some provincial officers on the refined responsibility matrix for further amendments, if necessary.
4. The responsibility matrix is then presented to the PLLSMA Steering Committee on Function Assignment (Chaired by Dr Nau Badu, Chairman NEFC) for endorsement.
5. The responsibility matrix is then presented to PLLSMA for ratification.

## Timing

ACTIVITY	TIMING
Ratification by PLLSMA of responsibility matrices for Health, HIV/AIDS, Agriculture	Completed - 15 May 2008
Ratification by PLLSMA of responsibility matrices for remaining Sectors	Some to be ratified in PPLSMA meeting in Sept 2008 with the remainder to be ratified in the PLLSMA meeting in Nov 2008
Cabinet Submission to NEC on ratified responsibility matrices for National Executive Council (NEC) consideration.	Dec 2008
Following a determination by the Governor-General, responsibility matrices will be gazetted.	Early 2009
Implementation begins.	Early 2009

## Review of responsibility matrices

There will be periodic reviews of the responsibility matrices to allow any new responsibilities to be added to the matrix, no longer continuing responsibilities to be removed, or for existing responsibilities to be changed from one level of government to another, where this is perceived as appropriate.

It has not yet been decided how this review mechanism will be carried out but it would probably occur once a year with any amended matrices requiring NEC approval, and be linked to the budget cycle.