

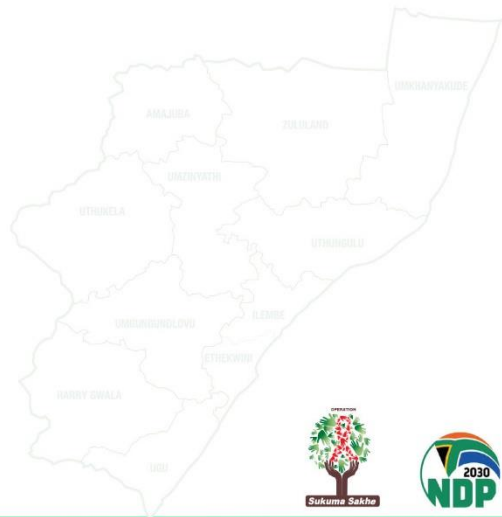


premier

Department:
Office Of The Premier
PROVINCE OF KWAZULU-NATAL



Annual PERFORMANCE PLAN 2020-2021



**GROWING
KWAZULU-NATAL
TOGETHER**



Executive Authority Statement



This Annual Performance Plan (APP) 2020/2021 is an important tool that outlines the actions we must undertake over this financial year in order to drastically reduce poverty, inequality, and unemployment in KwaZulu-Natal.

We present this APP in 2020, a year which marks the beginning of a new, important decade. At the outset we face serious economic challenges that are common to the world and our country, which in KwaZulu-Natal may take a particular form. While the economic threats are well documented, we are yet to factor into our programmes the unfolding reality of a new threat, the Corona Virus or Covid-19. While the worst is clearly yet to come, the Corona Virus has already impacted normal life in our province and touched every corner, every home and every public space. This is a time for collective action. We call for fortified resilience from all our people so that we can emerge victorious on the other side ready to make KwaZulu-Natal an even better, safer place to live.

We present this APP in 2020 a significant milestone in our journey to realise the goals we set in Vision 2030 of the National Development Plan (NDP) and the Provincial Growth and Development Plan. Globally, this is the decade in which collectively we must meet the 2030 United Nations Sustainable Development Goals (SDGs).

In this vein, the State of the Province Address (SOPA) for KwaZulu-Natal delivered on the 4th of March 2020 called for renewed vigour and united action to accelerate the implementation of the NDP and the eight provincial priorities. We are certain that if these are executed with speed and precision, they will contribute to the attainment of the Seventeen Sustainable Development Goals (SDGs) by 2030 and our national and provincial objectives.

We want to see all our municipalities prioritising the delivery of basic services to our people, especially the provision of clean water and sanitation. Through Operation Siyahlola, we seek to identify weakness early in frontline service delivery points and to intervene on time to attend to weaknesses.

Our crime fighting campaign, Operation Vula, will go far in ensuring that we confront and make a dent in violent crime, gender-based violence, and the proliferation of drugs.

This 2020/2021 Plan seeks to strengthen Operation Sukuma Sakhe and integrates it with the new District Delivery Model that national government launched last year. The District Development Model brings all three spheres of government together including State Owned Entities to plan, budget and implement jointly. In this model, the Office of the Premier will provide oversight, coordination, monitoring and evaluation. All these activities require a Mass mobilisation and communication strategy that will engage the minds and souls of all the people behind provincial government.

We therefore also make a special plea to the people of KwaZulu-Natal to become active agents in their own development. We must work together to create a common future and a legacy worth bequeathing to future generations.

Furthermore, at the forefront of the implementation of the APP are the public servants. Government officials are expected to serve our people with selfless dedication and dignity, regardless of affiliation, class or colour. We therefore expect our officials to embrace life-long learning and to constantly improve their skills and ethics. Only this way will they drive our quest for a capable, efficient, and democratic developmental state. At the same time, we are intensifying efforts to improve audit outcomes, root out malfeasance, engender social cohesion and fight crime.

We thank the Director-General in KwaZulu-Natal and all our dedicated public servants who work tirelessly to align the electoral mandate of the governing party with the NDP, the Medium Term Strategic Framework as reflected in this Annual Performance Plan.

Let us unite, innovate, and get to work.

And let us grow KwaZulu-Natal!



Sihle Zikalala

Premier of KwaZulu-Natal

18/03/2020

Date:

Accounting Officer Statement



As we embark on this the first year of implementation of our Strategic Plan (2020 – 2025), we pause with reflection on the last cycle and our achievements and failures and on our role as the centre of governance and leadership in the Province. The role of the Office of the Premier is to ensure that Provincial Government is coordinated, aligned and integrated and is providing sound governance and leadership with a firm focus on poverty eradication, community empowerment and radical economic transformation.

In terms of the alignment to the National Development Plan and Medium Term Strategic Framework (MTSF) 2019-24, this office is aligned to the national and provincial priorities throughout all its plans.

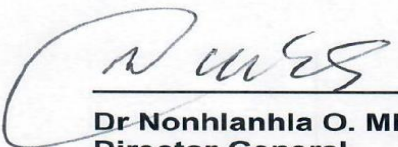
This plan is the first plan of a 5- year implementation period. This year will encapsulate much of the planning and preparation work that is required before the commencement of implementation. The plan builds on and outlines the work that will be done to achieve the outcomes of the Strategic Plan. Key deliverables targeted for the financial year and MTEF in aspiring to achieve the outcomes devedined in the 5-year Strategic plan of the Department are outlined, and should be read with the suite of plans that contribute towards this process, including operational and business plans.

In keeping with the ethos outlined in the high level plan, the annual performance plan operationalises the outcome of improved governance and accountability by working towards a clean audit result for the department, implementing consequence management, ensuring the reduction of fruitless & wasteful expenditure and monitoring the performance of departments.

Improved co-ordination, integration and efficiency in our provincial government will be achieved through the implementation of a Provincial ICT Strategy which supports the fourth industrial revolution and we need to intensify programmatic interventions in the mainstreaming of a culture of human rights through integrated plans for vulnerable groups. Inclusive stakeholder engagement & improved partnerships will be enhanced through spearheading the District Development Model and endorsing the One-District, One-Plan, One-Budget philosophy.

The departmental outcome of a professional & ethical provincial administration will include the development and management of a Provincial Hotline which will allow citizens of the province a platform to access provincial government.

We are mindful that our plans provide us with a roadmap, whilst implementation holds the key to changing the lives of our citizens. We therefore yield to the call in ensuring service delivery is efficient and effective, in support of accelerating the pace of delivery throughout the Province.



Dr Nonhlanhla O. Mkhize
Director-General
KwaZulu-Natal Province
Date: 17/03/2020

Official Sign-Off


It is hereby certified that this Annual Performance Plan:

- Was developed by the management of the Kwa-Zulu Office of the Premier under the guidance of the Honourable Premier: Mr S Zikalala.
- Takes into account all relevant policies, legislation and other mandates for which the Office of the Premier is responsible.
- Accurately reflects the outcomes and outputs which the Office of the Premier will endeavour to achieve over the period 2020 – 2021.

Signature:  _____

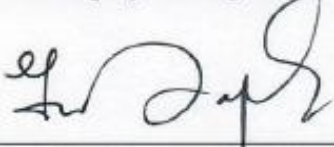
Date: 16-03-2020

Dr NI Ndlovu: Head Official Responsible for Planning ;
Deputy Director-General Strategic Management; and
Acting Deputy Director-General: Stakeholder Coordination

Signature:  _____

Date: 16/03/2020

Mr Z Mnyayi: Deputy Director-General: Institutional
Development and Integrity Management

Signature:  _____

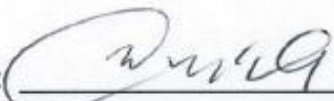
Date: 16/03/2020

Mr FMA Safla: Acting Deputy Director-General:
Corporate Services

Signature:  _____

Date: 16/03/2020

Mr S Emslie: Acting Chief Financial Officer

Signature:  _____

Date: 17/03/2020

Dr Nonhlanhla O. Mkhize: Director-General

Approved by:

Signature:  _____

Date: 18/03/2020

Mr S Zikalala

Premier: KwaZulu-Natal

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Part A: Our Mandate

1. Constitutional Mandate

The Office of the Premier is in the main not a line function department. It has a coordinating function and is the highest office in the Province. It bridges the gap between the provincial departments, DPSA and DPME and provides strategic leadership and direction to provincial departments.

Its core mandate, derived from the Constitution and Public Service Act and in supporting the Premier is to provide strategic leadership, coordinating functions of the provincial administration and supporting the oversight role through monitoring and evaluation.

The Office of the Premier is responsible to lead and coordinate all National and Provincial Priorities applicable to the Province.

The mandates of the Office in its supportive role to the Premier are embodied in the country's Constitution, Public Service Act and other statutory provisions, National and Provincial policy papers and Executive Council Resolutions. The pertinent mandates of the Office of the Premier, with a brief description of what they entail, are as follows:

Chapter 6, Provinces, Constitution of South Africa, 1996, outlines specific functions and responsibilities to the Premier, and the Executive Council, whilst Chapter 10 creates the Public Service and Administration. The following sections are highlighted as key mandatory elements:

Constitution of the Republic of South Africa, 1996	
Section	Description
125. Executive authority of provinces	<p>The executive authority of a province is vested in the Premier of that province. The section provides for the Premier exercising the executive authority, together with the Executive Council, in the Province by:</p> <ul style="list-style-type: none">• Implementing national and provincial legislation;• Administering national legislation falling outside legislative competence assigned to province;• Developing and implementing provincial policy;• Co-ordinating functions of the provincial administration and its departments;• Preparing and initiating provincial legislation; and• Performing any other function assigned to the Provincial Executive.
126. Assignment of functions	<p>A member of the Executive Council of a province may assign any power or function that is to be exercised or performed in terms of an Act of Parliament or a provincial Act, to a Municipal Council.</p>
127. Powers and functions of Premiers	<p>The following functions are assigned to the Premier specifically:</p> <ul style="list-style-type: none">• Assenting to and signing Bills;• Referring Bill back to legislature for reconsideration of Bill's constitutionality;• Referring Bill to Constitutional Court for a decision on the Bill's constitutionality;

Constitution of the Republic of South Africa, 1996	
Section	Description
	<ul style="list-style-type: none"> • Summoning the legislature to an extraordinary sitting to conduct special business; and • Appointing commissions of inquiry; and Calling a referendum in the province in accordance with national legislation.
132. Executive Councils	The Executive Council of a Province consists of the Premier, as head of the Council, no fewer than five and no more than ten Members appointed by the Premier from among Members of the Provincial Legislature. The Premier of a Province appoints Members of the Executive Council (MECs), assigns powers and functions, and may dismiss them.
195. Basic values and principles governing public administration	Defines the values and ethics of the Public administration, including ethical standards, sound resource management, development orientation, impartiality, people centred development and policy making.
197. Public Service	Within public administration, public service Provincial governments are responsible for the recruitment, appointment, promotion, transfer and dismissal of members of the public service in their administrations within a framework of uniform norms and standards applying to the public service.
212. Traditional Leaders	The recognition and continued existence of Traditional Leaders, institutions and customary law.

2. Legislative and Policy Mandates

2.1. Legislative Mandates

Whilst the key mandates are derived directly from the Constitution, and the department is subject to all laws, the mandates are further enhanced by the following legislation:

Legislation	Description
Public Service Act, 1994 and Public Service Regulations, 2001	<p>The Premier has the following functions:</p> <ul style="list-style-type: none"> • Create or abolish departments; • Determines functions of provincial departments; • Appoints and manages HOD's; • As executing authority exercise competencies and responsibilities regarding the internal organization of department; • Establishment of the department; and • Human resource management of officials and employees, which are assigned to him under the Act.
Public Service Act, 1994 and Public Service Regulations, 2001	<p>The Director-General has the following responsibilities:</p> <ul style="list-style-type: none"> • Secretary to the Executive Council (Provincial Cabinet); • Intergovernmental relations between departments, other provincial administrations and national government; • Co-ordinating conduct and legislation; and • Strategic direction to the Provincial Administration, including: <ul style="list-style-type: none"> - Functions and organizational arrangements; - Employment, training, human resource management; - Salaries and conditions of service; - Labour relations; - Information management and technology; and

Legislation	Description
	- Transformation and reform.
Public Finance Management Act, 1999 and Treasury Regulations, 2001, and 2005, as amended in 2007	<p>The Premier must:</p> <ul style="list-style-type: none"> • Ensure that execution of statutory functions take place within available funds; • Exercise control of public entities to ensure that it complies with the Act; and • Table financial and disciplinary board information to the provincial legislature. <p>The Director-General must:</p> <ul style="list-style-type: none"> • Submit measurable objectives to the legislature in regard to each main division of vote. • Ensure and maintain; <ul style="list-style-type: none"> - Systems of financial and risk management and internal control and internal audit and audit committee; - Appropriate procurement system and effective and efficient procurement, use and disposal of all resources; - Evaluation system for evaluating all major capital projects prior to a decision on the matter. - Effective, efficient, economical and transparent use of resources of the department. - Reporting responsibilities; Submission of required information to Treasury and the Auditor-General, including motivations for expenditure; and • Strategic planning; monitoring and evaluation.
Traditional Leadership and Governance Framework Act No 41 of 2003	This National Framework legislation provides for the recognition of traditional communities. It identifies the various positions within the institution of traditional leadership. It further provides a framework for the traditional leadership recognition process. The directive for the passing of provincial legislation accommodates provincial peculiarities and requirements. The Act effectively introduces a transformation process aimed at aligning the traditional leadership institutions with the requirement of a democratic society in terms of the existing Constitution.
KZN Traditional Leadership and Governance Act No. 5 of 2005	This provincial legislation facilitates the transformation of the institution of traditional leadership taking into account the specific provincial requirements.
KwaZulu-Natal Royal House Trust Act, 2018	<p>The Act further strengthens the deliverables envisaged in terms of the oversight of the Trust with one minor amendment of the wording to reflect the intention of the Act as it no longer uses the term “household”, but uses the term “house”. The Act re-emphasizes the roles and responsibilities of the Office of the Premier and the Royal House Trust. Whereas the Office of the Premier is responsible for the support services to His Majesty, it also remains the custodian of staff supporting the House and as such, by extension, still provides support to the House.</p> <p>Whilst the Act was enacted from 1 June 2018, several administrative issues regarding implementation was still being resolved as part of the transition, including financial and asset related matters. The KwaZulu-Natal Zulu Royal House Trust Act was assented to on 2 May 2018.</p>

Legislation	Description
KwaZulu-Natal Commissions Act, 1999 (Act No. 3 of 1999)	This Act provides the framework for the appointment of Commissions of Inquiry by the Premier and the functioning of such commissions.
National Youth Commission Act, 1996 (Act No. 19 of 1996)	Section 7A of the Act provides that the Premier, as the Minister responsible for youth matters, be consulted on procedures and programmes to promote and maintain a sound working relationship between the Commission and the Province.
The following generic legislation also impact on the Office of the Premier:	
Basic Conditions of Employment Act, 1997	This Act establishes and makes provision for the regulation of basic conditions of employment in compliance with the obligations of the Republic as a member state of the International Labour Organisation.
Electronic Communications and Transactions Act, 2002	In terms of section 28 of this Act, the Department may specify by notice in the Gazette the manner and format wherein data messages must be filed, the type of electronic signatures required, the appropriate control processes and procedures to ensure adequate security and confidentiality of data messages or payments.
Employment Equity Act, 1998	This legislation prohibits unfair discrimination in the workplace, provides for affirmative action, the submission of an Employment Equity Plan (EEP) and progress reports on monitoring the implementation of the EEP.
Intergovernmental Relations Framework Act, 2005 (Act No.13 of 2005)	This Act provides for a framework for the national government, provincial governments and local governments to promote and facilitate intergovernmental relations; to provide for mechanisms and procedures to facilitate the settlement of intergovernmental disputes.
Labour Relations Act, 1995	The Act regulates the relationship between the department as employer and officials as employees and stipulates their respective rights and obligations. In particular, it provides for the collective agreements to be concluded in order to regulate matters such as the conduct of employees.
Promotion of Administrative Justice Act, 2000	In terms of this Act, all administrative decisions must be taken in accordance with the procedure prescribed in the Act or an equivalent procedure stipulated in another law. It also provides for judicial review of administrative action and remedies if any administrative action is not taken in accordance with the Act.
Promotion of Access to Information Act, 2000	Provides for access to any information held by the state or any information held by another person and that is required for the exercise or protection of any rights. It further provides for the procedure whereby information may be requested.
Promotion of Equality and Prevention of Unfair Discrimination Act, 2000	This Act binds the Department and prohibits unfair discrimination by it. It also contains a positive obligation on the Department to promote equality.
Skills Development Act, 1998	This Act enjoins the Department to develop a skills development strategy for the department, to implement the strategy and to utilize at least 1% of its payroll for the training and education of its employees with effect from 1 April 2000.
State Information Technology Agency Act, 1999	This law regulates the provision and procurement of goods and services relating to information technology in the Public Service.

Legislation	Description
Occupational Health and Safety Act, 1993 (Act No. 85 of 1993)	This Act provides for the health and safety of persons at work and for the health and safety of persons in connection with the use of plant and machinery; the protection of persons other than persons at work against hazards to health and safety arising out of or in connection with the activities of persons at work.
Broad Based Black Economic Employment Act (Act No. 53 of 2003)	This Act promotes entrepreneurs from previously disadvantaged groups through affirmative procurement and black economic empowerment strategies.
Protected Disclosures Act (Act No. 26 of 2000)	This Act makes provision for procedures to be followed and allows employees to disclose information regarding unlawful or irregular conduct with impunity.
Preferential Procurement Policy Framework Act (Act No. 5 of 2000)	This Act gives effect to section 217(3) of the Constitution by providing a framework for the implementation of the procurement policy contemplated in section 217(2) of the Constitution. Organs of state must determine their preferential procurement policy and implement it within the framework as set out in the Act.
Spatial Planning and Land Use Management (Act No. 16 of 2013)	This Act provides for integrated spatial planning. Chapter 3, section 10 provides for provincial support and monitoring, whilst section 15 sets out requirements for the Premier and Executive Council for the development, and review of a provincial spatial development framework, incorporating the strategy.

2.2. Policy Mandates

Government's priority areas and outcomes have been incorporated in the National Development Plan 2030; the Medium Terms Strategic Framework (MTSF), derived also from the manifesto of the ruling party; the Provincial Growth and Development Strategy and Plan (PGDS/P), and MTSF Implementation Plan. The latter is the provincial implementation tool for the NDP and MTSF and is aligned to the National and Provincial imperatives. The National Development Plan and the Provincial Growth and Development Plan were adopted in 2011. The provisions are transversal to the Office of the Premier by virtue of its Constitutional and Legislative mandates outlined above, and in particular in the context of its role to coordinate, legislate and provide strategic direction. The following areas in particular are significant:

(a) *National Imperatives*

Policy and Description	Relevance to Office of the Premier
<p>National Development Plan 2030 (NDP) Provides a National Framework for government interventions</p>	<p>Transversal in terms of the mandate of the Office of the Premier. Chapter 13 deals with an efficient and effective development orientated state.</p>
<p>The Medium Terms Strategic Framework (MTSF) which incorporates the 5 Year NDP Implementation Plan and which is also derived from the electoral mandate</p>	<p>In terms of the Mandate of the Office of the Premier.</p> <p>The Provincial Administration focus is embedded in but in Priority 1 – A Capable, Ethical and Developmental State, is a key focus area, as well as to some extent Priority 7 – A Better Africa and A Better World.</p> <p>In terms of the Office of the Premier’s transversal co-ordinating function, we are also responsible for co-ordination of the following priorities within the province: Priority 2: Economic transformation and job creation Priority 3: Education, skills and health Priority 4: Consolidating social wage through reliable and basic services Priority 5: Spatial development, human settlements and local government Priority 6: Social cohesion, safer communities The KZN</p>

(b) *Provincial Growth Development Strategy and Plan*

Description	Relevance to Office of the Premier
<p>Provincial Growth and Development Strategy (PGDS) The PGDS was adopted in principle by the Executive Council in August 2011. The PGDS states the KwaZulu-Natal 2030 Vision as: “A prosperous Province with a healthy, secure and skilled population, acting as a gateway to Africa and the World.” It sets a long term (20 year +) vision and direction for development in the province; serves as the overarching strategic framework for development in the Province; and provides the spatial context</p>	<p>The Office of the Premier develops, monitors and reviews the 5 Year Strategic Planning Framework for the Province, which Includes the Spatial Development Framework, as per the requirements of the Spatial Land Use Management Act.</p> <p>Also the provincial implementation tool for the National Development Plan, MTSF and provincial priorities,</p> <p>Mandate of the Director General, in terms of the Public Service Act, 1994 and Public Service Regulations, 2001</p> <p>Must be led by a strong centre and decisive leadership to ensure that the PGDS/P is in all respects the primary plan for the Province.</p>

Description	Relevance to Office of the Premier
<p>Provincial Growth and Development and Plan</p> <p>The aim of the PGDP is to translate the PGDS into a detailed implementation plan, inclusive of a detailed activity level framework with targets and responsibilities assigned to the appropriate government departments. In addition to the more detailed focus on the interventions identified, the PGDP proposes specific milestones that will have to be achieved in priority sectors.</p>	<p>The PGDS implementation is then driven through a Provincial Growth and Development Plan (PGDP) which is reviewed, refined and updated annually, lead and coordinated through the Office of the Premier and would incorporate new priority issues which may have arisen in the previous year and will also have completed interventions and projects removed. The PGDP focusses on implementation through strategic interventions and catalytic projects in pursuance of strategic objectives and measured against targets set for each indicator.</p>
<p>KZN Medium Term Strategic Framework Implementation Plan</p> <p>This is derived from the National MTSF Implementation Plan 2020-2021 and incorporates the annual areas of emphasis derived from SONA and SOPA.</p>	<p>The Plan identifies key areas that need to be incorporated into the provincial plans as the programme of action. Office of the Premier coordinates and monitors the plan.</p>

(c) Premier's Provincial Priorities and key pronouncements

Premier's Priorities from inauguration speech delivered by the Premier of KwaZulu-Natal, Mr. Sihle Zikalala - 27 May 2019 will contribute to the performance of policy and regulatory institutions in the Province	
<p>Priority No.1 – Basic Services</p>	<ul style="list-style-type: none"> • Access to clean portable water. • Progress has been made in many areas on the provision of water. However, due to factors like climate change, environmental degradation, ageing and dilapidated infrastructure, the progress has been reversed. • The provincial government will coordinate with District Councils to assess their status on provision of water and develop a comprehensive plan to ensure this demand as a key and urgent deliverable is met.
<p>Priority No.2 – Job Creation</p>	<ul style="list-style-type: none"> • Strengthening of coordination of all skills development programmes to better equip people with relevant skills. • Development of a dedicated support mechanism and infrastructure to enhance manufacturing, given that most of the manufacturing activities create more jobs. • Development of dedicated support to clothing and textile through exploring possible incentives or establishing a dedicated Special Economic Zone for Textile. • Provision of a comprehensive support package to KZN farmers so that they can become more productive and profitable. This will include a dedicated mechanization plan for small scale and subsistence farmers. • Engagement with National Government in conducting assessment of all farms that have been returned to communities. A process of reactivation of the repatriated farms within a clear framework based on supporting those who work the land.
<p>Priority No 3 – Growing the Economy</p>	<ul style="list-style-type: none"> • Ensuring acceleration of the investment drive that the Province led towards the Presidential Investment Conference. • Ensuring the implementation of all catalytic investment projects by setting up a permanent coordination mechanism which will support project promoters to fast-track implementation.

Premier's Priorities from inauguration speech delivered by the Premier of KwaZulu-Natal, Mr. Sihle Zikalala - 27 May 2019 will contribute to the performance of policy and regulatory institutions in the Province

	<ul style="list-style-type: none"> • Ensuring the implementation of District Industrial Hubs and comprehensive support for industrial parks such as KwaSithebe, Ladysmith and Newcastle. All efforts on industrialization will continue to feed and be linked to the two Special Economic Zones namely Dube Trade Port and Richards Bay Economic Development Zones.
Priority No.4 - Growing SMMEs and Cooperative	<ul style="list-style-type: none"> • Radical economic transformation programme – Operation Vula: Ensuring that government source its required products from local small and micro enterprises and cooperatives. Operation Vula Fund will be launched to provide financial support to feasible SMMEs and Cooperatives. • Focus of the programme will be on the development of rural areas and rebuild local areas as engines of national and provincial economic development.
Priority No. 5 – Education and Skills Development	<ul style="list-style-type: none"> • The provincial government will continue with plans to provide access to education, including ensuring that children at the age of three years attend Early Childhood Development. • Secondary education to fully embrace the provision of technical skills and the evolving technological development which is part of Fourth Industrial Revolution.
Priority No. 6 – Human Settlement and sustainable livelihood	<ul style="list-style-type: none"> • The Province will deliver no less than 125 000 units. • A clear plan to provide houses to all people who stay in temporary houses to be developed and implemented. • A vigorous approach through establishing war-rooms together with affected municipalities to ensure implementation, monitoring and delivery of projects targeting these communities will be used.
Priority No. 7 – Build a Peaceful Province	<ul style="list-style-type: none"> • Implementation of all recommendations of the Moerane Commission which was tasked to investigate factors behind the killing of political leaders and activists. This will also include support by the National Task Team which is investigating cases related to the killing of political leaders. • Functioning of all police stations which have high levels of crime will be monitored and necessary interventions taken.
Priority No. 8 - Build a caring and incorruptible government	<ul style="list-style-type: none"> • All departments are fully functional, effective, and strictly adhere to the public service principles of Batho-Pele. • All government employees serve the citizens of KZN with honesty and diligence. • Legitimate concerns of public servants to be addressed to ensure focus on service delivery. • The Premier's Office will embark on Operation Siyahlolola which will focus on the functioning of the departments, government service centres and monitoring the implementation of government projects. • Safe communities where vulnerable children, disabled persons, and the elderly will live and prosper in an environment free from harm, hunger, and discrimination.

3. Institutional Policies and Strategies over the Five Year Planning Period

(a) *Electoral Mandate includes the following priorities:*

- Transform the economy to serve all people;
- Advance social transformation;
- Build safer communities;
- Fight corruption and promote integrity;
- Strengthen governance and public institutions;
- Build National unity and embrace our diversity;
- South Africa, Africa and the world.

(b) *National Government Focus Areas - MTSF*

In alignment and integration of these, the five-year Medium Terms Strategic Framework, which includes the 5 year Implementation Plan for the NDP and M&E Framework), as well as the priorities derived from the electoral mandate, implementation plan of the **National Development Plan** focuses on the following priority areas:

- Priority 1: Capable, ethical and developmental state
- Priority 2: Economic transformation and job creation
- Priority 3: Education, skills and health
- Priority 4: Consolidating social wage through reliable and basic services
- Priority 5: Spatial development, human settlements and local government
- Priority 6: Social cohesion and safe communities
- Priority 7: A better Africa and a better world

(c) *Alignment to the MTSF 2019-24 priorities & State of the Nation- and Province Addresses (SONA & SOPA 2020)*

Following the State of the National Address and State of the Province address of 4 March 2020, an exercise was undertaken to ensure the Strategic Plan remains aligned to the national and provincial priorities and MTSF Implementation Plan 2020-21.

The Office of the Premier has a central role in leading the Provincial Administration in relation to Priority 1, Capable, Ethical and Developmental State, whilst also contributing to other priorities through its coordination and monitoring role. This also includes the work coordinated through PGDP Action Workgroup 7 and the Human Resource Development Council and Youth Chief Directorate in preparing our youth with skills aligned to the economic growth needs of the province, and Action Workgroup 13 which drives the ICT and Broadband in KZN. Our Operation Sukuma Sakhe remains key to improving the social wage and health. Where possible, planning for certain identified priorities will be included in the departmental operational plan.

(d) Provincial Growth and Development Strategy

The Provincial Growth and Development Strategy and Plan (PGDS/P) is aligned to the NDP, MTSF2019-24 and incorporates the national and provincial policy imperatives. It provides the vision developmental vision for the Province as follows:

By 2030 KwaZulu-Natal will be a prosperous Province with a healthy, secure and skilled population, living in dignity and harmony, acting as a gateway to Africa and the World.

The Office of the Premier as the centre of governance in the Province is responsible to coordinate, monitor and evaluate and advise on matters relating to the implementation of the PGDS/P. It has a transversal function in the planning, monitoring and evaluation of the plan and provides the secretariat support services to the Provincial Planning Commission which will be undertaking the review of the strategy in this term.

(e) District Development Model

This model, also known as *Khawuleza* was launched in KZN on 18 October 2019. Ethekewini is a pilot Metro, and the programme is expected to be rolled out across all districts in KZN and the Office of the Premier is required to provide oversight, coordinate through the Premiers Coordinating Forums and to receive and coordinate monitoring and evaluation reports. The District Development Model is a practical Intergovernmental Relations (IGR) mechanism for all three spheres of government including its State Owned Entities to work jointly and to plan and act in unison. The model consists of a process by which joint collaborative planning and implementation is undertaken at district and metropolitan level together by all three spheres of government resulting in a single strategically focussed District Development Model. The Model is very firmly based on analysis of previous and current initiatives to improve developmental Local Government and IGR wherein developmental change is shaped and owned at district level in partnership with communities, citizens and social partners. The model will be implemented along the lines of Operation Sukuma Sakhe (OSS) and District Shared Services.

The role of the Office of the Premier is as follows:

- Monitor the effective implementation of District Development Model within the province;
- Oversee provincial policy and provincial sector planning and budgeting coherence according to national priorities and towards district/metro developmental impact;
- Ensure provincial sector alignment in district/metro Intergovernmental Working sessions and approving and adopting District Development Model, capacity building plans and shared resourcing initiatives;
- Facilitate the stakeholder sector organisation and representation in the District Technical Hub and clusters;
- Convene Premier's Coordinating Forum (PCF) Council and provide feedback and strategic guidance to municipalities;

- Receive and engage on-going reports via COGTA and PCF from the District/Metro Coordination Hubs packaged per district/metro;
- Receive and engage with impact monitoring reports.
- Facilitate the attendance of National Minister at PCF.

(f) *Sector transversal strategies and plans driven by OTP*

- i. **Siyahlola** was announced by the Premier as a critical initiative conducting unexpected visits to improve service delivery interventions, and to provide feedback to communities on progress and development initiatives. The Office of the Premier leads the process.
- ii. **Poverty Eradication Master Plan (PEMP)** introduced a framework for a provincial programme of action that targets the poorest households in the poorest wards of this Province. The Poverty Eradication programme lends technical support in the facilitation and coordination of game changing interventions as identified in the Master Plan. The Office of the Premier coordinates and monitors interventions. In 2019, the Executive Council resolved that the PEMP programme be extended to all districts in KZN.
- iii. **Operation Sukuma Sakhe (OSS)** is a service delivery model established to achieve, amongst others the following key objectives:
 - a. Facilitation of improved interaction between the Executive Council Members and Districts Municipal Areas (Deployment of MECs in the District Municipalities);
 - b. Promotion and enhancement of provision of integrated services to the people;
 - c. Support mechanism and approach in addressing high levels of disease;
 - d. Poverty reduction and addressing inequalities in our Province;
 - e. Mobilization of all stakeholders and sectors in the fight against disease and poverty;
 - f. Promote ward-based planning that ensures citizenry participation in the programmes of government; and
 - g. Collective and pooled response to poverty and disease as a necessity.
- iv. **Inkululeko Development** is an approach designed to move into a predetermined area as one Government, plan and deliver with the full involvement of the local stakeholders, capacitate them to take over and continue the process when government has delivered and has to move on.
- v. **The KZN Provincial Multi-Sectoral HIV/AIDS, TB and STIs:** The Provincial Implementation Plan (PIP) 2017-2022 on HIV, STIs and TB have guided the provincial response. In order to facilitate and drive tailored implementation at the local level, Multi-Sectoral District Implementation Plans were developed aligned to the PIP 2017-2022. The Provincial HIV/AIDS Programme is driven through the Provincial Council on HIV and AIDS (PCA) which is responsible for coordinating the multi-sectoral HIV, Sexually Transmitted Infections (STIs) and Tuberculosis (TB) response in the Province. In addition to the PCA, AIDS Councils at the District, Local and Ward level have been established.

- vi. **Operation Vula** was adopted to facilitate the utilisation of public procurement process to address deep seated and persistent racial inequalities still prevalent in our economy, thus also linking with Radical Economic Transformation (RET) for Inclusive Economic Growth. Provincial Government therefore resolved that the procurement policy must be amended to empower the historically disadvantaged, Africans in particular, within the ethos of a Developmental State, pro-inclusive economic growth and non-racialism. This Programme is managed by the Department of Economic Development, Tourism and Environmental Affairs, in partnership with Provincial Treasury, but the principles apply to all provincial government departments and entities.
- vii. **Provincial Communication Strategy** has been reviewed to more effective in the coordination of provincial government communication services through directing coherent government messaging. This will be done through the provision of media liaison and communication service to the Premier, corporate and marketing communication services, the formulation of a provincial communication strategy and plan and communication research services. The strategy aims to achieve the enhanced reputation and increased recognition of the province, improved stakeholder relations and the improved utilisation of resources by provincial government through the sharing of technical and financial resources within the sphere of communications.
- viii. **Strategies supporting vulnerable groups (gender, women, people with disability, elderly, children and LGBT+).** The Democracy Support Directorate is the core co-ordinator of the development of the consolidated plan for the province that focuses on the development and monitoring of the mainstreaming of human rights into government programmes and co-ordinating the establishment of GDCSC forums & joint forums and facilitating capacity building of human rights. This includes the gender based violence strategy which is being developed & implemented to combat the rising GBV in the province.
- ix. **Human Resource Development Strategy (HRD) Strategy:** The strategic focus taken in crafting the Provincial HRD Strategy is that of ensuring an appropriate strategic fit with other strategic developments in the Province and maximizing policy relevance to the developmental needs and priorities. In this regard, the HRD Strategy is aligned with the strategic direction and policy sentiments in associated policy thrusts, and it seeks to fulfill its role as a keystone and catalyst on the agenda of social and economic development. The purpose of the HRD Strategy for the Province, is to develop, on the basis of contextual realities and policy priorities, a comprehensive set of initiatives which could be undertaken by the Province to build, sustain and properly utilize the capacity of people in creating a better life for all – through citizenship and commitment to social responsibilities, and through peoples' ready contribution to the social and economic development agenda of the Province.
- x. **Human Resource Management (HRM) Turn-Around Strategy** outlines the intentions of the Province in relation to how it should manage its human capital. It deals with the following:
- a. Sets the tone for the repositioning of HR as a Strategic Partner to the PGDS.
 - b. Develops guidelines to strengthen leadership and offer quality HR services.
 - c. Develops guidelines to improve effectiveness and efficiencies in all HR components.

- d. Provides a framework to unlock the economic potential of the Province by utilising the available human capital.
 - e. Ensures that all initiatives of the Province in the form of programmes, are adequately staffed with the right number of people with the relevant requisite skills.
 - f. Ensures that the strategic objectives of HR are fully aligned with those of the Province.
 - g. Clarifies the role of line function managers vis-a-vis the role of HR practitioners in managing people.
- xi. **The Youth Development Strategy** is in place and it is based on the Youth Policy. The strategy is underpinned by five pillars which are.
- a. Economic Participation and Transformation: aimed to promote the participation of youth and integration into mainstream economy through employment or business opportunities.
 - b. Education, Skills and Second Chances: aimed at promoting skills development that is in line with the labour market for easy absorption, also promoting the matric rewrites program for unsuccessful matriculants.
 - c. Health Care and Combating Substance Abuse: intends to promote a healthy life style amongst youth and to raise awareness on the substance abuse.
 - d. Social Cohesion and Nation Building: promotes the patronage amongst youth and promote voluntarism and nation building.
 - e. Optimising the Youth Development Machinery: youth development machinery to be intensified in order to champion youth development in the province.
- xii. **The Provincial Stakeholder Co-ordination Strategy** is a strategic framework that guides formal engagements of provincial government with the external stakeholder with the view to forge partnerships and collaborations in shared areas of responsibilities and amongst partners. The substantive content of the Provincial Stakeholder Coordination Strategy includes stakeholders' coordination strategies that are deployed by government interaction, interrelations and engagements with the external stakeholders.
- xiii. **Intergovernmental Strategy:** Provincial International Relations Strategy: This strategy intends to contribute to an enhanced understanding of KwaZulu-Natal's International Relations and how best it could be conducted to achieve optimal impact in support of achieving our shared goal of the KwaZulu-Natal Provincial Growth Development Plan as well as the National Development Plan. KwaZulu-Natal is committed to the effective and efficient implementation of international exchanges to assist in the huge task of creating a healthy, educated and skilled population as well as boosting economic growth and addressing various social challenges. Specifically, the strategy aims to empower stakeholders and practitioners in the quest to establish KwaZulu-Natal led International Co-operation partnerships, as a prerequisite for International Relations to fully support the Provincial and National priorities. Further, the strategy renders direction to our partners in the international community for their investments in KwaZulu-Natal's future to be managed in a coherent, transparent and efficient manner.

- xiv. **Social Cohesion and Moral Regeneration Strategy:** This strategy has been developed by the Department of Arts and Culture but it is jointly driven by the Office of the Premier in partnership with the department. This is a programme which aims at enhancing moral values, Ubuntu, nation building, unity and promotion of social cohesion within various communities to ensure peace throughout the country.

- xv. **ICT Strategy:** The purpose of this citizen centric strategy is to guide the digital transformation of the KZN Provincial Government into an all-inclusive digital Province where all citizens can benefit from the opportunities offered by technology. The development of this strategy is a result of the 4th Industrial Revolution, and how the KZN Provincial Government can become a Digitally Transformed Citizen Centric Province. This will be done through the close partnerships with all Government departments within the Province.

4. Relevant Court Rulings

There are no specific Court Rulings that have a significant impact on the operations and service delivery obligations of the Department.

Part B: Our Strategic Focus

1. Vision

The Office of the Premier will be the centre of governance, providing leadership towards achieving KZN Vision 2030.

2. Mission

To support the Premier in carrying out his Constitutional mandate through:

- Enhancing good and cooperative governance within the Province;
- Promoting an integrated service delivery model;
- Effective stakeholder management and communication; and
- Enhancing performance management and accountability through monitoring and evaluation.

3. Values

In addition to the Batho Pele principles, the Office of the Premier will embrace the values of:

- Integrity
- Professionalism
- Accountability
- Ubuntu.

4. Situational Analysis

4.1. External Environment Analysis

The vision of the Provincial Growth and Development Strategy (PGDS) which is, “By 2030 KwaZulu-Natal will be a prosperous Province with a healthy, secure and skilled population, living in dignity and harmony, acting as a gateway to Africa and the World”, emphasizes the need to promote social cohesion and mutual respect amongst all citizens of the Province as we strive to eradicate poverty, inequality and unemployment. The PGDS does not only set the overall Vision for the Province, but it also sketches the anticipated outcomes in respect of each of the 7 Goals and each of the 31 Strategic Objectives of the PGDS. This was then further supported by setting specific targets to be achieved within each of the five-year intervals of the 20-year Vision. Specific interventions have been adopted and these have formed the basis of the Provincial Programme of Action assigned to the respective Clusters of the Executive Council, as well as key departments and non-government stakeholder clustered together in PGDS Action Work Groups.

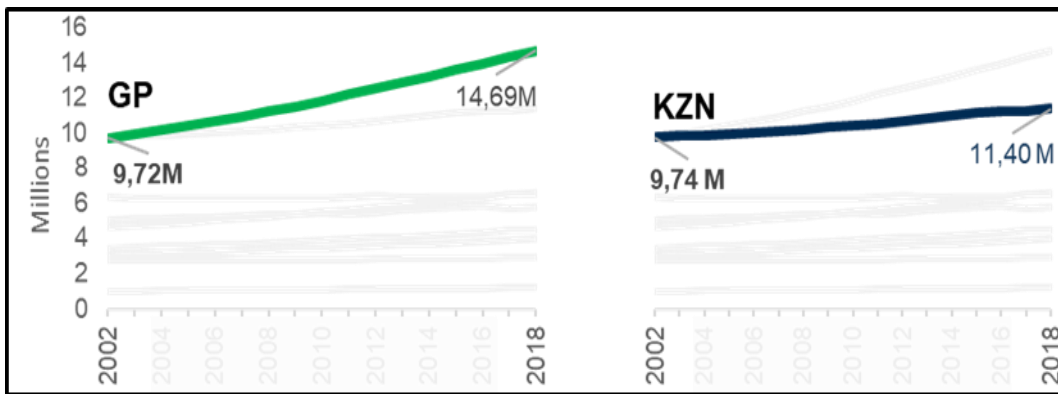
(a) *Observations from Kwazulu-Natal Provincial Government 5 Year Review Report for the 2014 to 2019 term*

In preparation for the 2020 – 2025 cycle, an analysis in review of the past planning & electoral cycle is required to ensure that the work that has commenced can be used as foundation to build on for future plans. The purpose of the five (5) year review report was to provide a high level overview of the background and context of salient issues the 2014/19 Term of Office. This included provincial governance structures related to the structuring of the Provincial Executive, transversal programmes, departments and entities, stakeholder engagement structures, commissions of enquiry and special investigations; municipal and traditional governance matters and landscapes, significant achievements, challenges and observations that may be taken into consideration in forward planning.

Some of the macro-environmental considerations, reflecting on statistics and the reporting against the implementation of the Provincial Growth and Development Strategy and Plan, in summary, reflected on:

(i) Macro-environment

- Poor economic growth has impacted on deliver. In order for the Province to achieve the lower expenditure ceiling and to improve efficiency, certain strategies had to be implemented, which included a process to rationalise Provincial Public Entities. The declining investment in infrastructure development is having a wide ranging impact on social and economic development prospects and job creation.
- In the case of the KwaZulu-Natal Province there has been a continued decline in this population ratio over the last decade. This has already resulted in a decrease of the percentage National allocation to this Province and if this rate is to endure, it will most certainly lead to further reductions in National allocations.



Gauteng and KwaZulu-Natal Population Growth Trends (Stats SA)

- There are many contributing factors which underpin this trend. Significant factors driving this trend are directly related to the rural nature of our Province, high levels of unemployment, in particular youth unemployment, linked to a rapid urbanisation rate, which was intensified in recent times as a result of the drought situation. This has resulted in the migration and urbanisation of a significant portion of the KZN population, either migrating permanently or in many cases partially to Gauteng urban centres. This movement was also reported in the 2019 mid-year population statistics conducted by Stats SA.
- The last five years were also marred by violent and destructive service delivery protests, outbreaks of xenophobia and political intolerance, which in some instances escalated to political killings.
- Drought and floods have resulted in a need for funds to be redirected to provide relief to affected communities, damaged infrastructure and protect food security.
- Energy security and the negative impacts of the current constraints on our electricity grid has impacted negatively on investment confidence, business interests as well as social service.
- Youth unemployment is a major challenge.
- Educational output alignment to economic development needs is still a challenge.
- Literacy and numeracy international benchmarks are not being met.
- Statistics SA - population dynamics have an impact as lower population figures in KZN has reduced the equitable share (fortunately social grants were protected in that our poverty ration in KZN is still high).
- Statistics SA Household survey indicates that households are smaller but there are more of them, thus impacting on the ability to meet basic service needs and connectivity.
- KZN Province is responsible for the second largest contribution to the growth of the economy of our Country and we are home to the second largest share of our Country's population.
- The number of grant dependent persons and households are increasing.

- Life expectancy is starting to decline again which is largely due to unnatural deaths and non-communicable or lifestyle diseases.
- New HIV infections are spiralling out of control.
- The housing backlog is slowly declining but the percentage of households with registrable form of land tenure is still very low.
- Drug related crimes and murder is on the rise.
- Spatial integration is critical to facilitate equity.

(ii) Successes

Some positive highlights identified include:

- Headcount poverty has reduced, but the intensity of how persons experience poverty has increased.
- OSS Service Delivery Model has National and International recognition.
- Inkululeko Project at Ndumo has reconfigured the area to progress towards a Rural Service Centre.
- PEMP had several projects which yielded results with 43 projects identified and packaged and over 3000 beneficiaries linked to game changer interventions.
- HIV and AIDS has had several success stories related to research and increased and improved interventions, thus also contributing to a 22% reduction in new HIV infections; and a 45% reduction in mother-to-child transmission of HIV.

(iii) Governance Challenges

A high level overview of the most significant governance challenges experienced during the 2014/19 term and possible considerations in relation thereto are:

- Improve the status of intergovernmental relations to promote improved alignment in service delivery between the respective sphere of government;
- Improve stakeholder and in particular community engagement and participation processes to ensure that this takes place in a structured manner where engagements will produce tangible outcomes;
- Maintain a delicate balance between allocation of scarce resources to capacitate Provincial Departments at the risk of having to redirect resources from service delivery;

- Audit outcomes and Management Performance Assessments (MPAT) provide a clear indication of the state of governance in the Province, and also highlight areas requiring urgent attention;
- Stricter consequence management to ensure that accountability principles are enforced;
- The appropriateness and application of systems, processes and structures aimed at the transformation of government machinery and its ability to deliver effectively and efficiently;
- Continues capacity and skills development programmes for government officials to ensure that the best use is made of the existing workforce;
- Improve professionalism, work ethic (poor discipline and work ethic) and management of employees and resources (including time management) and impact on effective delivery; and
- Improve information management and systems to enhance the credibility and usefulness of intelligence and information gathered. This implies the strengthening of monitoring and evaluation to move beyond compliance reporting to qualitative reporting.

(b) *Citizen Satisfaction Survey (Stats SA) 2018*

- Citizen Satisfaction Survey 2018, compared to the 2015 results indicated areas of concern in how citizens perceived the level of satisfaction with overall performance of provincial government (from 36% to 39% outright dissatisfied and outright satisfaction from 33% to 29,1%).
- Outright satisfaction reduced from 33% to 28.8%. In terms of the Batho Pele principle – “Value for money” the outright agree category declined from 34% to 22%. The rating on the response of provincial government to addressing fraud and corruption, was a rating of poor and showed a regression with 49% to 52,8%. The promotion of accountable government regressed from 34% to 39%.
- Services with the highest rating of satisfaction were education at 86%, health care at 80% and maintenance of provincial roads at 70% of the respondents being overall satisfied with the rendering of these services.
- Services with the highest rating of dissatisfactions were fighting fraud and corruption at 53% enhancing entrepreneurial development and SMME’s at 41% and promoting accountable governance at 39% of the respondents being outright dissatisfied with our performance in these areas.
- Job creation is still rated as the highest priority our citizens expect us to attend to, followed by a need for housing and thirdly a need for enhanced and quality education and skills development.

The Mid-Year population estimates 2019 conducted by Statistics South Africa indicated that whereas KwaZulu-Natal was the most populated Province in South Africa in 2011 it has been overtaken by the Gauteng Province. KZN population in 2011 was 10.27million and now stands at 11.3 million, while the Gauteng population now stands on 15.2 million. This proportional decline in the Province's population was already given rise to, and may still lead to further reduction of the Province's equitable share.

Whilst the level of poverty has decreased the intensity thereof has increased, thus continued support in the coordination of the Poverty Eradication Master Plan (PEMP) and monitoring of the implementation thereof through the office of the Premier need to consider areas being priorities for the roll out of the subsequent phases of the programmes as well as intensifying the coordination and reporting aspects (OTP Annual Report 2018/2019:15).

(c) PGDS/P Implementation

Drawing on statistics (Stats SA and other key indicators) and linked to the M&E Framework of the PGDS/P, key observations on the report (as at the end of 2018), include:

- Goal 1: Inclusive Economic Growth

- Targets set were initially based on an assumption of an average annual GDP growth rate of 5%, however it became evident that three growth scenarios had to be developed for realistic reporting. An optimistic scenario of 6%, a moderate scenario of 3% and a low scenario of 1% was subsequently developed;
- Poor performance of KZN key growth sectors such as agriculture, manufacturing and tourism is of serious concern;
- Rising unemployment, and in particular youth employment poses serious risks for socio-economic stability;
- Slow delivery of appropriately serviced and zoned land for industrial development outside SEZs is delaying and limiting uptake of investment interest;
- Poor performance and inefficiencies in management of government led job creation programmes;
- Slow progress with Techno-hubs is limiting opportunities to explore and exploit 4th Industrial Revolution opportunities;
- Unlawful business intimidation is negatively affecting investment confidence; and
- Greater emphasis on and support for catalytic projects is required.

- Goal 2: Human resource development

- There has been no significant progress in reading skills;
- 78% of South African Grade 4 learners do not reach the international benchmarks and therefore do not have basic reading skills by the end of the Grade 4 school year;
- universal access to primary and secondary education has been achieved but universal access to quality education remains a challenge;
- There is an unacceptably high dropout rate from Grade 1 – 12;
- Poor performance in maths and science; and;

- The Education outcomes are struggling to bridge the skills gap.
 - However, the matric pass rate in KwaZulu Natal increased to 81.3% for 2019,
- Goal 3: Human and community development
 - Although absolute poverty is decreasing, it is at a slow rate;
 - The number of grant dependent persons and households are increasing;
 - Life expectancy is starting to decline again which is largely due to unnatural deaths and non-communicable or lifestyle diseases;
 - New HIV infections is spiraling out of control;
 - There is a huge shortage of medical professionals;
 - The housing backlog is slowly declining but the percentage of households with registrable form of land tenure is still very low;
 - Drug related crimes and murder is on the rise; and
 - The Social cohesion and moral regeneration objectives are not being achieved.
 - Goal 4: Strategic infrastructure
 - The declining investment in infrastructure development is having a wide ranging impact on economic development prospects and job creation;
 - Air and sea freight volumes are down so infrastructure development is being delayed. This could lead to serious capacity constraints as and when the economy recovers;
 - Road to rail ratio, in particular on the N3 Corridor remains a serious cause for concern, therefore emphasising the need for multi-modal facilities on this corridor to improve efficiencies;
 - Water infrastructure is declining rapidly and the aftereffects of recent drought is still lingering;
 - Shortage of bulk infrastructure due to high capital cost and poor maintenance is slowing down the rate of household connections; and
 - ICT connectivity and speed are still very poor and expensive, stifling participation in 4th Industrial Revolution opportunities.
 - Goal 5: Environmental sustainability
 - Delays in concluding environmental impact assessments and monitoring compliance with environmental standards has a negative impact on the pace and sustainability of development;
 - There is slow progress in improving waste management services and exploiting recycling opportunities;
 - The declining Green Drop Rating is a cause of concern for the sustainability of water resources which is already under pressure; and
 - The slow progress with renewable energy projects and the persistent reliance of old technology fossil fuels energy generation is contributing to negative carbon footprint.

- Goal 6: Governance and policy

- The intergovernmental relations and the lack of alignment and coordination across the spheres of government remains a serious cause for concern;
- The slow progress with the District Growth and Development Plans is symptomatic of a lack of commitment to improve inter-sphere alignment and integration;
- A high vacancy rate of funded posts is an indication of high staff turnover and loss of continuity following municipal elections, resulting in weakening of capacity to deliver services;
- Good governance is compromised by mismanagement and maladministration with resultant fraud and corruption as well as poor audit outcomes (provincial and municipal),; and
- Lack of consequence management where there is clear evidence of non-compliance with regulatory requirements.

- Goal 7: Spatial equity

- Lack of appropriately serviced and zoned land outside of the SEZs is hampering regional development and is contributing to rapid urbanisation to primary and secondary cities;
- Tensions between municipalities and traditional leadership regarding land management responsibilities is impacting negatively on spatial planning;
- Slow progress in concluding land reform projects and resultant negative impact on commercial farming is exacerbating urbanisation trends; and
- Pre 1994 land ownership and tenure practices are perpetuating discrimination and marginalisation of rural communities.

The Office of the Premier will continue to coordinate the AWGs and reporting will be monitored through the Provincial Planning Commission (PPC) and as part of the monitoring reports. Although OTP is not the lead department, it is actively participating in the Social cohesion initiatives through the task teams and interdepartmental forums, and participates in the Action Workgroup responsible for implementing the PGDP.

The National Spatial Development Framework is in draft stage. OTP has established a working relationship with COGTA to review the Provincial Spatial Development Framework and District Spatial Development Framework to promote alignment and strengthen delivery on the District Development Model. Further, the OTP provides secretariat support services to the Provincial Planning Commission who will assist to drive the process. The Nerve Centre at the OTP is also be re-positioned with strengthened GIS to improve co-ordination of spatial plans and to monitor interventions. Structures are in place to monitor this through AWG 18 which OTP will continue to monitor and support.

(d) HIV and AIDS AND TB

The impact of HIV and AIDS and TB cuts across most sectors hence the multisectoral response is crucial. The Province has a Multisectoral Provincial Implementation Plan for HIV, TB and STI 2017-2022 and a Provincial Council on AIDS which is fully functional and coordinates and monitors the response. All Districts AIDS Councils are submitting quarterly reports and the advocacy for the response at ward level through Operation Sukuma Sakhe continues. Progress has been made in

the fight against HIV and AIDS and TB e.g. more than 1 million patients on ART contributing to increase life expectancy. More than 1 million circumcisions have been conducted. The Province has succeeded in keeping the PCR positivity rate below 1% at 6-10 weeks over the last 5 years (2014/2015-2017/2018). The province is still concerned with high rate of new HIV infections especially among girls and young women.

KwaZulu-Natal remains the epicentre of HIV and TB in South Africa hosting 25% of 7.9 million people living with HIV in South Africa. The HIV prevalence is 27% among adults 15-49 years. Overall, new HIV infections have been on the decline since 2010. The mobilisation of resources is a key pillar in the response. Through Global Fund programmes, 92 707 Adolescent Girls and Young Women (AGYW) have been reached with HIV prevention programmes (HTS) at King Cetshwayo and Zululand districts over the last 3 years (2016/17-2018/19). PEPFAR also supported the Province. The Office of the Premier will continue to coordinate the Provincial Council on Aids.

(e) *Women, Children, Youth and People With Disabilities*

There are few dedicated GDCSC Focal persons / points that are resourced. There are no mechanisms to deal with non-compliance. It is hoped that this will be dealt with through incentives for HoDs, MMs and the entire management in these institutions or the application of consequence management where necessary.

Policies and legislations related to women, children, youth and people with disabilities that inform the strategy of the institution are:

- Gender and Disability Strategic Plans (DPSA)
- National Gender Policy Framework 2000: page (vii) institutional arrangement
- Disability White Paper Strategic Pillar 7: Building a Disability Equitable State Machinery
- National Development Plan 2012: “Disability must be integrated into all facets of planning, recognizing that there is no one-size-fits-all approach”.
- Older Persons Act 13 of 1996 : Chapter 6, Delegation and Supplementary Provisions

(f) *Audit outcomes*

Provincial Departments				
Findings	2015/16	2016/17	2017/18	2018/19
Unqualified with no findings (clean)	1	2	1	2
Unqualified with findings	11	10	10	7
Qualified	3	3	3	5 (excl. Legislature)
Adverse	0	0	0	0
Disclaimed	0	0	0	0
Departmental Public Entities				
Finding	2015/16	2016/17	2017/18	2018/19
Unqualified with no findings (clean)	10	7	2	3
Unqualified with findings	5	7	5	3
Qualified	1	2	1	
Adverse	1	0		
Disclaimed	0	0		
Departmental outcomes showed a slight regression , whilst there has been an improvement in the audit outcomes for entities for the 2018/19 cycle				2 entity audits still outstanding as at 2 Sept

- The AG findings for 2018/19 show that whilst one more department received a clean audit (2 in total), the qualified audits for departments increased from 4 to 6 (26% to 40%).
- There was one improvement from unqualified to clean and 2 regressions from unqualified to qualified.
- There has been an increase in findings relating to the management of procurement management and consequence management and a decline in performance information.
- Expenditure management and quality of reports improved.
- Irregular expenditure has increased from R251 million to R1,7 billion (3% increase to 14%). With regard to internal controls governance has regressed from 81% to 57% and leadership has also regressed from 48% to 38%.

(g) *Internal audits*

Between 41 to 50% of audits (internal) were rated either unsatisfactory or weak. Steps have been taken to address this. A fully capacitated Audit & Risk Committee has been established as a critical governance structure in the Province. The capacity of the Internal Audit Unit needs to be reviewed to further enhance the delivery of an effective and efficient internal audit service to the province.

(h) Issues related to Forensic Investigations in the Province

The Table below provides a breakdown of investigations received, finalized and in-progress per year for the past 5 years:

Forensic Cases	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019
Number of cases received during the year	46	44	17	31	34
Number of investigations finalised during the year	25	35	54	33	58

A number of challenges in the timeous finalisation of forensic investigations are being experienced relating to capacity, capability and cumbersome processes, hence there is still currently a back-log with the reviewing of reports. The 2019/24 MTSF directs the strengthening of capacity of the Judiciary. In OTP, the Integrity Management Unit has been rolling out provincial workshops on ethics and integrity in a preventative approach. This will continue in the new planning cycle. The Labour Relations unit also held workshops to train presiding officers in order to increase the pool of capacitated individuals who can deal with disciplinary cases.

(i) Evaluations

Rapid evaluations have been conducted with no evidence of recommendations implemented. There has been an institutional weakness in terms of evaluations due to a lack of capacity in the unit. The Provincial Evaluation Manager post has since been filled. The Provincial Evaluation Plan will be reviewed and monitored so that we can better inform strategies moving forward.

KWAZULU - NATAL PROVINCIAL ADMINISTRATION
A3. Statistics of Race ,Gender, Disabled and Vacant posts per Salary Level - January 2020

Table 1 reflects employees appointed on the Peral system

POST/ SALARY LEVEL	HUMAN RESOURCES															ESTABLISHMENT									
	AFRICAN				COLOURED				INDIAN				WHITE			TOTAL	Employees with a disability	No. of VACANT Posts	Total No. of Posts	% VACANT Posts					
	FEMALE		MALE		FEMALE		MALE		FEMALE		MALE		FEMALE		MALE										
No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%								
01	796	64	412	33	2	0	2	0	10	1	14	1	1	0	2	0	809	65	430	35	1239	9	254	1493	17
02	4973	64	2453	32	40	1	18	0	116	2	109	1	8	0	13	0	5137	66	2593	34	7730	40	950	8680	11
03	6736	47	6899	49	86	0	43	0	200	1	183	1	45	0	29	0	7047	50	7154	50	14201	74	2732	16933	16
04	4918	62	2705	34	34	0	21	0	85	1	152	2	24	0	8	0	5061	64	2886	36	7947	75	880	8827	10
05	14196	67	5581	26	166	1	59	0	614	3	301	1	149	1	19	0	15125	72	5960	28	21085	208	2528	23613	11
06	7438	59	3307	26	143	1	51	0	828	7	516	4	320	3	47	0	8729	69	3921	31	12650	55	2371	15021	16
07	33139	65	12663	25	383	1	75	0	3102	6	835	2	941	2	165	0	37565	73	13738	27	51303	88	4286	55589	8
08	20694	69	5593	19	252	1	75	0	1937	6	557	2	655	2	145	0	23538	79	6370	21	29908	44	2552	32460	8
09	11360	59	4517	23	273	1	77	0	1747	9	703	4	452	2	127	1	13832	72	5424	28	19256	33	3150	22406	14
10	4781	49	2473	25	136	1	36	0	1217	13	698	7	272	3	118	1	6406	66	3325	34	9731	30	1269	11000	12
11	1953	31	2265	36	76	1	61	1	759	12	644	10	279	4	245	4	3067	49	3215	51	6282	16	1211	7493	16
12	928	26	1130	31	42	1	39	1	554	15	558	15	161	4	225	6	1685	46	1952	54	3637	29	802	4439	18
Sub-Tot	111912	61	49998	27	1613	1	557	0	11169	6	5270	3	3307	2	1143	1	128001	69	56968	31	184969	701	22985	207954	11
13	163	36	194	43	7	2	2	0	32	7	22	5	15	3	19	4	217	48	237	52	454	5	153	607	25
14	36	30	60	50	0	0	0	0	8	7	9	7	3	2	5	4	47	39	74	61	121	1	53	174	30
15	8	24	19	56	0	0	0	0	1	3	2	6	0	0	4	12	9	26	25	74	34	0	14	48	29
16	4	29	9	64	0	0	1	7	0	0	0	0	0	0	0	4	29	10	71	14	0	0	3	17	18
Sub-Tot	211	34	282	45	7	1	3	0	41	7	33	5	18	3	28	4	277	44	346	56	623	6	223	846	26
TOTAL	112123	60	50280	27	1620	1	560	0	11210	6	5303	3	3325	2	1171	1	128278	69	57314	31	185592	707	23208	208800	11

Table 2, for statistical purposes, reflects employees / officials not counted as part of the fixed establishment

	HUMAN RESOURCES															ESTABLISHMENT										
	AFRICAN				COLOURED				INDIAN				WHITE			TOTAL	Employees with a disability	No. of VACANT Posts	Total No. of Posts	% VACANT Posts						
	FEMALE		MALE		FEMALE		MALE		FEMALE		MALE		FEMALE		MALE											
No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%									
MINISTER	3	27	6	55	0	0	0	0	0	0	1	9	1	9	0	0	4	36	7	64	11	0	0	0	11	0
PERIODIC	4287	65	2176	33	13	0	2	0	43	1	41	1	17	0	21	0	4360	66	2240	34	6600	0	0	0	0	0
ABNORMAL	62203	88	8090	11	71	0	6	0	388	1	26	0	83	0	10	0	62745	89	8132	11	70877	0	0	0	0	0
TOTAL	66493	86	10272	13	84	0	8	0	431	1	68	0	101	0	31	0	67109	87	10379	13	77488	0	0	77488	0	

KEY:

PERIODIC PERIODICAL APPOINTMENT (NATURE OF APPOINTMENT 17)
 ABNORMAL ABNORMAL APPOINTMENT (NATURE OF APPOINTMENT 32)

The tables display that KZN provincially is not meeting equity targets for female SMS women appointed at 44% and the disabled at 0,4%.

(j) Demand for Services

The demand for services as determined by the analysis above, is provided by the Office of the Premier through the following programmes:

- Public Service Training offered by the KZN Training Academy
- Coordination of HIV/AIDS Programmes
- Coordination of Youth Programmes
- Coordination of Provincial & Departmental Strategic Planning
- Coordination of Provincial Monitoring and Evaluation
- Coordination of Customer Complaints through the Service delivery complaints hotline
- Coordination of Inter-governmental relations in the province
- Coordination of integrity awareness through provincial ethics workshops

(k) Factors which informs the development of the Strategic Plan

The contents of the following documents form factors that informs development of the Strategic plan:

- Constitution of the RSA and other Legislations
- National Development Plan and Provincial Growth and Development Strategy and Plan
- MTSF 2019-2024 / NDP Five Year Implementation Plan 2019-2024
- Provincial Priorities pronounced by the Premier
- Adopted Manifesto Resolutions

- National/Provincial Lekgotla Resolutions
- SONA/SOPA/Budget and Premier inauguration speech
- Budget Allocated

(l) *International Relations:*

International Relations play a strategic role in the growth and development of an economy. Some of the Province's major benefits of International Relations are access to markets, advantages of cost, economies of scale, technology and skills transfer, training and educational opportunities, exchanges, sharing of best practices as well as promoting people to people relations.

Although the scope of KwaZulu-Natal's international relations is global, our concrete efforts are focused on emerging economies, which can boost our economy as well as on regions where KwaZulu-Natal can make a difference on the African Agenda.

Over the past few years, there has been unprecedented growth in international relations for the Province of KwaZulu-Natal. There are currently 18 cooperation arrangements spanning the globe since 2005. With every cooperation arrangement there are on average 4 focus areas, mainly in the trade and investment, tourism, education and agricultural sectors.

It is worth mentioning that through the support of the provincial government (Office of the Premier), the following impactful projects to date:

- Participation of local students in the annual student exchange programme in Shanghai.
- The opening of the Dongguan Commodity South Africa Display Centre in Anton Lembede Street in central Durban in July 2016. In total, an initial investment of US\$ 5 million was made. The centre serves as a hub for niche products coming in from China to South Africa. Products like high-end office furniture, ceramic tiles and wallpaper produced in China, is displayed and sold. It will also acts as an Export hub into the SADC region. The Dongguan Commodity South Africa Display Centre is not only a commodity display centre for Chinese products but also the conduit through which issues related to Agriculture, Cultural Exchange and Education between Guangdong and KZN Province can be pursued.
- South African Police Services in the province have drastically reduced the cross border crime statistics through their collaboration with the Maputo Authorities.
- The East 3 Route, an initiative with Mozambique, Swaziland and Seychelles have promoted and boosted tourism between KwaZulu-Natal and these regions.
- Through participation in various exhibition platforms Angola, DRC, China, Europe and United States of America, the province has been placed on the map as the preferred destination for trade and tourism. This has opened up business opportunities for several our local business enterprises.
- Stimulation of the economy by airlines that introduced new flight routes from Durban ie: Emirates Airlines, Turkish Airlines, British Airways, Qatar Airways, Air Mauritius and Air Namibia.
- The Province is also a signatory and active participant in the Under2Coalition. The Under2Coalition is a global community of state and regional governments who are committed to ambitious climate action. Signatories commit to keeping global temperature rises to well below 2°C with efforts to reach 1.5°C. Although not legally binding, the Under2 MOU demonstrates a clear and lasting commitment from signatories to reduce emissions in the decades to come. The Premier of KwaZulu-Natal is the chairperson for the African region and

this therefore holds the Province in good stead through representation at the Global Climate Forums.

4.2. Internal Environment Analysis

a) *The capacity of the institution to deliver on the mandate includes:*

(i) Human Resources

As at 31 January 2020 the vacancy rate at senior management level was 8.45%, while the vacancy rate for all other levels was **7.3%**. The overall vacancy rate of the department is 7% which is within the acceptable norms for vacancies which is 10%. The attrition rate as at the end of January 2020 was 1% which is also within an acceptable level. However, the vacancy rates is calculated based on funded posts. Unfunded posts are not included in this calculation. Due to cost containment measures and strict austerity measures, the process of filling of vacancies means that the department is unable to fill all attrition posts and as a result the human resources gap is increasing.

The 2018/19 Annual Report of the OTP outlined the audit report findings and recommendations. One of the major challenges identified was the issue of the absence of an Internal Audit unit and poorly capacitated risk management unit. The new departmental structure provides for an Internal Control unit in the Office of the CFO, and also strengthens the risk management unit. The process has been initiated to seek Provincial Treasury's approval for identified posts. The department currently relies on Provincial Internal Audit Services to assess the adequacy and effectiveness of internal controls, and to provide advice where deficiencies are detected. An audit improvement plan is maintained by Provincial Internal Audit Services and the department has to monitor the implementation of recommendations.

The organisational structure was also reviewed to include a unit that will deal specifically with vetting. Currently, the organisational structure is being realigned to ensure efficiencies by putting together similar specialties to ease the coordination of services delivery and enhancing the role of the Office of the Premier (OTP) within the provincial administration. In addition, what elicits the realignment of the organisational structure is to ensure that the department focuses on its core mandate. The realignment process commenced after consultation with the Minister for Department of Public Service and Administration (MPSA). The realignment of the structure effectively will result in a new service delivery model that will give operational expression to political, legal, policy and strategic mandates.

The department intends to improve its overall organisational capability by implementing its proposed realigned organisational structure and reduce the current vacancy rate to the acceptable 10% by ensuring that all posts approved by the Premier are advertised promptly and selection panels adhere to confirmed short listing and interview dates. Such realignment includes the reorganisation of units through regrouping units targeting similar deliverables, e.g.:

- Functions relating to service delivery complaints management, monitoring and improvement of service delivery initiatives to be housed in the Branch responsible for institutional development and integrity;
- Nerve Centre as an ICT system to be moved to the unit responsible for ICT;

- Functions related to vulnerable groups to the Branch responsible for stakeholder engagement, management and coordination; and
- Strengthening audit and risk under the DG and CFO.

OFFICE OF THE PREMIER

A3. Statistics of Race ,Gender, Disabled and Vacant posts per Salary Level - January 2020

Table 1 reflects employees appointed on the Persal system

POST/ SALARY LEVEL	HUMAN RESOURCES												TOTAL	Employees with a disability	ESTABLISHMENT										
	AFRICAN				COLOURED				INDIAN						WHITE				No. of VACANT Posts	Total No. of Posts	% VACANT Posts				
	FEMALE		MALE		FEMALE		MALE		FEMALE		MALE				FEMALE		MALE								
No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%								
01	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
02	11	31	24	69	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
03	37	59	26	41	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
04	6	40	9	60	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
05	26	43	33	54	0	0	2	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
06	23	62	13	35	0	0	0	0	0	0	0	0	0	1	3	0	0	0	0	0	0	0	0	0	
07	66	67	28	28	3	3	0	0	1	1	1	1	0	0	0	0	0	0	0	0	0	0	0	0	
08	20	47	12	28	1	2	0	0	5	12	3	7	2	5	0	0	0	0	0	0	0	0	0	0	
09	20	51	11	28	4	10	0	0	3	8	1	3	0	0	0	0	0	0	0	0	0	0	0	0	
10	4	27	9	60	0	0	0	0	0	1	7	1	7	0	0	0	0	0	0	0	0	0	0	0	
11	13	48	8	30	0	0	0	0	0	3	11	0	0	1	4	2	7	17	63	10	37	27	3	7	
12	16	34	16	34	0	0	0	0	0	6	13	3	6	4	9	2	4	26	55	21	45	47	2	6	
Sub-Tot	242	50	189	39	8	2	2	0	19	4	9	2	8	2	4	1	277	58	204	42	481	9	38	519	7
13	17	40	19	44	0	0	0	0	4	9	1	2	1	2	1	2	22	51	21	49	43	2	2	45	4
14	2	13	9	60	0	0	0	0	1	7	1	7	1	7	1	7	4	27	11	73	15	0	2	17	12
15	1	20	4	80	0	0	0	0	0	0	0	0	0	0	0	0	1	20	4	80	5	0	2	7	29
16	2	67	1	33	0	0	0	0	0	0	0	0	0	0	0	0	2	67	1	33	3	0	0	3	0
Sub-Tot	22	33	33	50	0	0	0	0	5	8	2	3	2	3	2	3	29	44	37	56	66	2	6	72	8
TOTAL	264	48	222	41	8	1	2	0	24	4	11	2	10	2	6	1	306	56	241	44	547	11	44	591	7

Table 2, for statistical purposes, reflects employees not counted as part of the fixed establishment

	HUMAN RESOURCES												TOTAL	Employees with a disability	ESTABLISHMENT										
	AFRICAN				COLOURED				INDIAN						WHITE				No. of VACANT Posts	Total No. of Posts	% VACANT Posts				
	FEMALE		MALE		FEMALE		MALE		FEMALE		MALE				FEMALE		MALE								
No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%								
MINISTER	0	0	1	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	100	1	0	0	1	0
PERIODIC	1	33	0	0	0	0	1	33	0	0	0	0	0	0	0	1	33	1	33	2	67	3	0	0	0
ABNORMAL	0	0	1	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	100	1	0	0	0	0
TOTAL	1	0	2	0	0	0	1	0	0	0	0	0	0	0	1	0	1	18	4	457	5	0	0	5	0

KEY:
 PERIODIC PERIODICAL APPOINTMENT (NATURE OF APPOINTMENT 17)
 ABNORMAL ABNORMAL APPOINTMENT (NATURE OF APPOINTMENT 32)

The

current staff establishment of the Office of the Premier indicated per salary level and respective demographics.

The Office of the Premier has a total number of 22 internal bursary holders. The number includes employees who have been awarded this year (2020). The department is also undertaking an internal Skills Audit which is currently in progress and is about 80% complete. Analysis of the questionnaires will commence shortly. Once this completed, the Departmental Skills development plan will be finalised.

(ii) Information Technology

The Minister of Telecommunications and Postal Services has directed that a Provincial Broadband Steering Committees should be established in each province. As a result, it was decided that this function be moved to Office of the Premier - Provincial Information Technology where a Provincial Broadband Steering Committee has now been formed. The Information Technology within the OTP is currently busy developing the Broadband Strategy.

Through the Nerve Centre, an initiative has been launched to improve and consolidate business processes on all OTP data access layers onto a single, integrated data warehouse for the purpose of single year reporting and to develop a web-enabled portal that is accessible anywhere and

available at any time. As a result, a decision was therefore taken to migrate the Nerve Centre to Dube Trade Port for hosting outside the OTP domain in order to ensure unencumbered universal access to the Nerve Centre web-portal.

The department plans to automate leave and recruitment systems and processes with a view to improving the management thereof. It is envisaged that system will be implemented from 2020/21 financial year onwards. Research is underway on the feasibility of implementing an online recruitment system in the department. Due to the resource constraints, alternative approaches to improving systems (payments SCM and leave management) are being explored to find cost effective and efficient solutions.

The lack of an electronic case management system makes it difficult for the Provincial Government to follow up on reported allegations of fraud and corruption. Therefore, through Integrity Management unit the Provincial Treasury will be engaged to seek approval regarding the procurement of the Electronic Case Management System. There is also a need for the department to secure the ITSM & System (complaints management system) in order to be able to log and track cases. To this end, discussions are underway between the department, The Presidency and SITA. The OTP is in the process of developing an IT Strategy that will address this issue amongst others.

The purpose of this citizen centric strategy is to guide the digital transformation of the KZN Provincial Government into an all-inclusive digital Province where all citizens can benefit from the opportunities offered by technology. The development of this strategy is a result of the 4th Industrial Revolution, and how the KZN Provincial Government can become a Digitally Transformed Citizen Centric Province. This will be done through the close partnerships with all government departments within the Province.

This new approach and programme of action will require the KZN Provincial Government to unlock any challenges relating to institutional arrangements and request buy-in from respective public sector stakeholders, and information and communication technology industry participation to provide the requisite skills, technology and related investments to implement and support the digital transformation solutions.

The initiative invites comments from various departments for further debate in the discussion and present recommendations that will lead the KZN Provincial Government services through the use of ICT's performance and practices within and across the different spheres of Government.

As a result of the move towards a central model and systems centric approach, the Nerve Centre will be managed by ICT. Within this model, IT will have a platform that will enable provincial departments to have an end-to-end solution that will enhance strategic reporting.

(iii) Financial Resources

The Department is Budget Vote 1. However, the current economic climate and pressures to reprioritise budgets resulting from fiscal constraints impact on service delivery such that the department has to reconsider critical posts and delivery priorities.

The financial close-out report for the 2018/19 financial year is summarised as follows:

Programmes	Final Budget 2018/19	Expenditure as at 31 March 2019	Variance	% Spent
	R'000	R'000	R'000	%
P1: Administration	95 030	93 132	1 898	98%
P2: Institutional Development	479 433	421 324	58 109	88%
P3: Policy and Governance	279 829	274 559	5 270	98%
Total	854 292	789 015	65 277	92%

Reasons for underspending is summarised as follows:

- Compensation of Employees attributed to the filling of posts later than originally anticipated as a result of stricter control measures for the approval to fill posts via the Premier and Provincial Treasury. A number of staff exits as a result of resignations and promotional transfers also contributed to the underspending. The underspending also includes an amount of R506 thousand for vacated posts that were not filled and was specifically and exclusively appropriated under the Poverty Eradication unit.
- Goods and Services were underspent as a result of cost containment measures implemented on administrative items.
- Payments for Capital Assets that was not undertaken as a result of the additional office accommodation being put on hold. The leaking roof repair at the Moses Mabhida Building has commenced in terms of site inspections and quotations, and the expenses are anticipated to be incurred in 2019/20. Furthermore, furniture and equipment (R904 thousand) was not purchased due to the additional office accommodation at Pietermaritz Street being put on hold. A rollover of funds will be requested for the furniture and equipment that will be required according to specification for the alternate office accommodation.
- Transfers and Subsidies was underspent by R50,327 million due to overpayments for bursary recipients (R326 thousand) as well as R50 million that was treated as an advance payment to the KZN Growth Fund.
- Heritage Assets: An amount of R2,129 million was underspent due to challenges experienced with reaching consensus amongst the various stakeholders on the design and layout of monuments. The statues of the former iconic figures of Fatima Meer and Solomon Linda were therefore not undertaken.

(iv) Office Accommodation

In August 2019 the Office of the Premier was advised that the refurbishment of the Mayors Walk facility, which was to be used to accommodate departmental staff, would cost the department an amount of R187 million. Department of Public Works submitted a proposal for a R187 million construction project for new offices and parking facilities at the Mayors Walk state facility to accommodate departmental staff. In view of the exorbitant refurbishment cost, the Office of the Premier decided to instead look at utilising space at the Government Precinct for office accommodation. In this regard, the Department of Public Works is putting together a project plan to

develop the Government Precinct by March 2022. In the interim the Department of Public Works will be going to tender for office accommodation to house the officials based at the Invesco Centre when the lease expires, until such time as the Government Precinct accommodation becomes available.

b) Other internal factors that have informed the development of the Strategic Plan

(i) Audit outcomes 2018/19

In 2018/19 audit, the Office of the Premier has obtained a qualified audit opinion and this was noted with great concern by the Governance & Administration Cluster Audit & Risk Committee (G&A CARC). Material misstatements in the Annual Report submitted for auditing were identified. These were on reported performance for Programme 3 (Policy and Governance). All misstatements were related to the Heritage programme, which has since moved to the Department of Arts and Culture. These were corrected and subsequently removed.

As a corrective action or measure, the department has developed an audit improvement plan to ensure that the issues raised by the Auditor General are reversed going forward. The audit improvement plan will be monitored through MANCO, EXCO, departmental Risk Committee and CARC to ensure progress and accountability.

The department has drafted an audit improvement plan that will address such instances and avoid a qualification. The department has already commenced with the implementation of the audit improvement plan in order to improve the outcomes of the current and future financial years.

The Performance Agreements of all senior managers include risk management as a key performance indicator and well as the improvement of audit outcomes

The Accounting Officer has appointed an Audit Task Team which will ensure the effective implementation of the audit improvement plan and report progress to the Accounting Officer.

The Accounting Officer has also appointed the Irregular Expenditure Committee whose main function is to investigate all irregular expenditure cases from 2013/14 and make recommendations to the Accounting Officer for appropriate action to be taken.

In view of the capacity challenges within the department, the Accounting Officer appointed a professional firm of consultants to provide support to the Irregular Expenditure Committee and clear the backlog while the department is filling the vacant posts in the Internal Control Unit.

(ii) Performance Information

The 2018/19 report shows steady progress with the achievement of targets against the APP (79%)

In 2019/20, Business Units will focus on reporting on the operational plans to ensure that key activities and projects (building up to the APP indicators) are being undertaken to achieve targeted outputs and outcomes of the Department.

QPR action plans will be monitored on a quarterly basis to track implementation of corrective action on areas of under-performance.

(iii) Internal Control

The lack of internal controls has been noted in the following areas: supply chain management, procurement and contract management, budget and expenditure management, asset management, high staff vacancy rate, and failure to prevent irregular expenditure. However, interventions have been planned to improve the overall control environment and avoid the recurrence of audit findings.

(iv) Service Delivery Improvement Plan (SDIP)

In 2017/18, the department identified four main services that it would want to improve, i.e. supply chain management (SCM), inter-governmental relations (IGR), security and youth. Noting that 1 to 3 services can be included in the SDIP and that the IGR services had not improved as expected between 2015/16 to 2017/18 period, the department decided to continue focusing on the improvement of IGR services. As a result, the department completed the SDIP on the service “facilitation and coordination services of integrated planning, implementation and resource mobilisation through functional IGR structures” for 2018/19 to 2020/21 MTEF period. Going forward, the remaining key services will be considered for the next MTEF.

c) *The status of the institution regarding women and people with disabilities*

With regard to employment equity and other group representation, the department will develop and implement internal programmes that aim at improving or maintaining representation of women at senior management and all other levels as well as that of People with Disabilities (PWDs). It will continue to fill posts in line with the Employment Equity targets to improve on the current 43.94% representation of women at SMS to the acceptable 50%. Furthermore, although the department has not reached the acceptable target of 2% representation of PWDs, there are plans to improve the current situation. The Department is in the process of finalising the Employment Equity Implementation Plan. This plan represents the critical link between the current workforce profile and possible barriers in employment policies and procedures, and the implementation of remedial steps to ultimately result in employment equity in the workplace. The plan seeks to implement EE related strategies and initiatives within the Office of the Premier with such strategies and initiatives that will include, but are not limited to the following:

- Recruitment, selection and placement
- Training and development of members of the designated groups
- Mentorship programmes
- Bursaries, scholarships, internships
- Retention of people from designated groups
- Diversity management initiatives
- Reasonable accommodation for people with disabilities

(i) Achievements:

- The Provincial Public Service Training Academy won the National Skills Gold Award for the Best AET Programme in the Country run by a Provincial Department in 2017; and Best Public Service Training Institution in 2015.
- The Moerane Commission was established on 28 October 2016 following a spate of politically related killings that escalated rapidly during 2016 and recommendations are being implemented.
- Ethics and Fraud prevention programmes initiated, including Integrity Leadership Summit and I DO RIGHT campaign.
- Three Councils have been established and led by the Office of the Premier:
 - 1) Provincial Council on Moral Regeneration and Social Cohesion was established to address challenges in the Province relating to xenophobia, racism, and social ills.
 - 2) Provincial Council on HIV and AIDS (PCA) is fully functional and is responsible for coordinating the multi-sectoral HIV, Sexually Transmitted Infections (STIs) and Tuberculosis (TB) response in the province. AIDS Councils at the District, Local and Ward level have been established.
 - 3) KwaZulu-Natal was the first Province after the establishment of the National HRD Council to establish a Human Resource Development Council (HRDC).
- Youth Development and Coordination Unit was established and the bursary programme was centralized. The Province has provided bursaries to 16 089 students from 2014 to 2018 at a total cost of R1.8 billion.
- Women Economic Empowerment plan to support women to work towards improving livelihoods of women, their families and communities has been developed and implemented by all government Departments. Partnerships with ASIME Women of Economic Liberty yielded positive results in transforming the agriculture and agri-products value chain, e.g. the Wonder-bag has been listed as one of Time Magazine's Top 50 genius products in 2018
- The Anti-Gender Based Violence Campaign Programme was rolled-out in 2015 and 2016. This included the Women in Media Breakfast and Provincial Summit, prevention and awareness raising through billboards, radio promotional messages, video messages and television (SABC 404), and Response and Care and Support: picketing and provision of care and support to victims of sexual violence and gender-based violence victims.
- The Anti- Gender Based Violence Implementation Plan was implemented across departments in partnership with community and civil society organisations and mainstreamed in all provincial events.

- Several commemoration / celebration campaigns have been held to raise awareness, including: Human Rights Day (March); Child Protection Week (May); Youth Day (June); Pan African Women's Day (July); National Women's Day (August); International Rural Women's Day (October); Sixteen Days of Activism Against Gender Based Violence (November to December); World Aids Day (December); and International Day for Disabled People.
- Operation Sukuma Sakhe (OSS) service delivery model was reconfigured. The model is considered to be a best practice in the country with several provinces and other countries having come to learn from the Province.
- Poverty Eradication Master Plan (PEMP) facilitated a number of ward-based projects in the fields of Enterprise Development, Agriculture Development, Skills and Work Creation. There are 43 projects identified and package with over 3000 beneficiaries that have been linked to the following game changer interventions:
 - 1) The Nkandla Essential Oils project comprised of eleven (11) cooperatives, which was the major out-grower scheme in the area and the second largest producer of geranium oil in the Province.
 - 2) The Digital Terrestrial Television programme which is the migration of the South Africa from analogue to digital television broadcasting has trained 465 unemployed youth from the poor municipalities.
 - 3) Artisan Development: 410 identified unemployed youth have been trained in bricklaying, plastering and carpentry, they have been linked to housing projects within their local municipalities e.g. Maphumulo (Mkhonto Rural Housing project, Umdoni (Vulamehlo Wards 5&7 Rural Housing project and Umzumbe (Ifafa Rural Housing project) etc.
 - 4) Food Handlers: 90 unemployed youth from the most deprived wards have been recruited for Schools Nutrition Programme (Dept. of Education).
- Several stakeholder engagement initiatives were conducted to promote active citizenry, e.g.: Forums established at a District level (uMkhanyakude, uThukela, uGu and Harry Gwala) with a clear-cut programme on Multi-sectorial stakeholder coordination & engagement with various sectors (e. Business, Labour, Religious, Traditional, Academics and Civil Society), engagement with the youth and Scout movement aimed at developing young boys, girls and young adults in achieving their full potential as individuals, as responsible citizens and as members of their local, national and international communities, engagement with community of uMkhanyakude on car theft, cross boarder and illegal immigrant concerns, and Community Dialogue in the Harry Gwala District in December 2017 to address challenges regarding killing of people living with albinism, political intolerance, woman abuse, corruption, lack of service delivery and lack of ethical leadership.
- Institutionalisation of short, medium- and long-term planning including the establishment and institutionalization of the Provincial Planning Commission (KZN is still the only Province to have institutionalised this) and Provincial Growth and Development Strategy and Plan (PGDS/P) are examples of leading planning in the Province. Several benchmarking engagements from other Provinces have been hosted (Eastern Cape, Western Cape, Gauteng, Mpumalanga, North West, Free State). This KZN Strategy, plan and implementation

framework is also being used as a benchmark in other Provinces and National Departments, including the DPME, to inform long terms planning.

- Citizen Satisfaction Survey (CSS) 2015 and 2018. KZN is still the only Province that have engaged with its citizens at a large scale to solicit feedback on how well we are performing in meeting the expectations and aspirations of our people.

(ii) Macro Challenges requiring OTP intervention:

- Levels of gender-based violence in the province of KwaZulu-Natal remain unacceptably high, requiring a change in strategy and greater collaboration between all stakeholders in our province to address and eradicate this scourge.
- Functionality of OSS war rooms in certain wards (War Rooms) are problematic.
- The domestic economy is under severe pressure as a result of subdued global economic performance. The combination of factors like high debt service costs, high costs of compensation of employees and contracting tax base, places a severe strain on the fiscus.
- Launching of the Premier's Hotline was committed to but experienced challenges. A new Call Centre is still to be procured as the previous one was not properly functioning.
- Moral decay remains a challenge and the violent and destructive nature of protests is a concern.
- Fragmented and/or poor responses to service delivery and slow progress with addressing service delivery complaints must be eradicated.
- The Internship Programme has not been as successful as hoped, as the absorption of the youth into formal employment is low.
- Optimal policy, research and monitoring and evaluation capacity in the Office of the Premier, as well as in all Departments and Entities is required.
- Communication, IGR and Stakeholder engagement has not been optimized to strengthen partnerships for inclusive growth and nation building.

Part C: Measuring Our Performance

5. Institutional Programme Performance Information

PROGRAMME 1: ADMINISTRATION

The objective of Programme 1 is to provide administrative support to the Premier, Executive Council and the Director-General in fulfilling their legislative and oversight function and in promoting good corporate governance. The programme consists of the following sub-programmes:

Sub-Programme 1: Premier Support

The objective of this sub-programme is to provide technical, administrative and advisory support to the Premier in executing the constitutional mandate.

Sub-Programme 2: Executive Council Support

The objective of this sub-programme is to render secretariat support services to the Executive Council, clusters and key provincial committees.

Sub-Programme 3: Director-General Support

The objective of this sub-programme is to provide operational support to the Director-General in strategically managing the province. The Internal Control and Organisational Risk Management Directorate is part of this sub-programme.

Sub-Programme 4: Financial Management

The objective of this sub-programme is to provide financial management support and advisory services to the Premier and the Director-General in fulfilling their legislative and oversight functions and in promoting good corporate governance.

This sub-programme is responsible for presenting the main budget aggregates both to the Provincial Treasury and the Department, highlighting spending trends within the Medium Term Expenditure Framework (MTEF). The sub-programme is also responsible for implementing financial and accounting policies and controls that are driven by strategic goals and objectives of the Department in order to formulate the budget. The Chief Financial Officer heads the financial management units and is responsible to ensure overall economic, effective and efficient application of government resources, internal control and compliance with all government financial and supply chain prescripts,

and the Public Finance Management Act. The Financial Accounting and Management Accounting Services directorates ensure effective, efficient and transparent financial management support to the Department. These Directorates monitor expenditure, cash flows and ensures efficient revenue generation. These directorates ensure accurate reporting to the Provincial Treasury. The Supply Chain Management directorate ensures compliance with procurement, legislative requirements, policies, delegations and processes. The directorate is responsible for demand management, acquisition and logistics management and contract management.

Sub-Programme 5: Inter-Governmental Relations

Purpose: To improve inter- and intragovernmental relations and promote effective cooperative governance through implementation of the Intergovernmental Framework Relations Act, 13 of 2005). The Act provides within the principle of co-operative government set out in Chapter 3 of the Constitution a framework for the national government, provincial governments and local governments, and all organs of state within those governments, to facilitate co-ordination in the implementation of policy and legislation. The unit coordinates with all departments to ensure effective delivery of all National and Provincial priorities.

Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance			Estimated Performance 2019/20	Medium Term Targets		
			2016/17	2017/18	2018/19		2020/2021	2021/22	2022/23
1. Improved governance & accountability	Functional Executive Council	Sub-Programme : Executive Council Support							
		1. Number of Executive Council decision matrix implementation progress reports submitted to the Executive Council	13	19	20	20	20	20	20
	Audit Improvement	Sub-Programme : Financial Management							
		2. Percentage of invoices paid within 30 days	New	88%	100%	90%	90%	100%	100%
		3. Percentage reduction of wasteful and fruitless expenditure	New	New	R4000	50% from 2018/19	25% from 2019 baseline	25% from 2020 baseline	100%
4. Percentage reduction of irregular expenditure	New	New	R137.9 million rands (irregular exp)	10%	25% from 2019 baseline	25% from 2020 baseline	25% from 2021 baseline		
2. Improved co-ordination, integration and efficiency in government	Strengthening IGR Structures	Sub-Programme : Intergovernmental Relations							
		5. Number of PCF decision matrix implementation reports	5	5	4	4	4	4	4
		6. Number of COHOD meeting decision matrixes implementation reports	7	10	12	12	12	12	12
3. Inclusive stakeholder engagement & improved partnerships	International Relations strategy implementation	Sub-Programme : Intergovernmental Relations							
		7. Number of International Relations and ODA Strategy implementation monitoring reports	New	New	New	Strategy Approved	2	4	4
		8. Number of Twinning Agreements reviewed in line with the South African Foreign policy	New	New	New	20	10	10	10

Indicators, Annual and Quarterly Targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
1. Number of Executive Council decision matrix implementation progress reports submitted to the Executive Council	20	5	5	5	5
2. Percentage of invoices paid within 30 days	90%	90%	90%	90%	90%
3. Percentage reduction of wasteful and fruitless expenditure	25% from 2019 baseline	0	0	0	25% from 2019 baseline
4. Percentage reduction of irregular expenditure	25% from 2019 baseline	0	0	0	25% from 2019 baseline
5. Number of PCF decision matrix implementation reports	4	1	1	1	1
6. Number of COHOD meeting decision matrixes implementation reports	12	4	4	4	4
7. Number of International Relations and ODA Strategy implementation monitoring reports	2	0	1	0	1
8. Number of Twinning Agreements reviewed in line with the South African Foreign policy	10	0	0	0	10

PROGRAMME 2: INSTITUTIONAL DEVELOPMENT

BRANCH: CORPORATE SERVICES

The purpose of this programme is to coordinate the transformation of the public service and provide institutional development and support to the KwaZulu-Natal Provincial Government. It comprises of the following sub-programmes:

- Strategic Human Resources
- Information Technology
- Communication Services

Sub-Programme 1: Strategic Human Resources

The purpose of the sub-programme is to facilitate, coordinate, monitor and promote Strategic Human Resource Management and Development Services within the Provincial Government and the Office of the Premier. The sub-programme includes the Human Resource Management and Human Resource Development (Provincial Public Service Training Academy) units.

Sub-Programme 2: Information Technology

The purpose of this sub-programme is to coordinate provincial Government Information and Communication Technology (ICT) in the Province and render internal ICT support and auxiliary services to the Office of the Premier.

Sub-Programme 3: Communication Services

The Communication Services sub-programme provides an integrated and coordinated government communication service within the Provincial Government and the Office of the Premier. It is responsible for the creation of a vibrant dialogue between the Office of the Premier and the community by promoting a citizenship with positive moral values and enhancing synergy with other Government Departments in service delivery.

Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance			Estimated Performance 2019/20	Medium Term Targets		
			2016/17	2017/18	2018/19		2020/2021	2021/22	2022/23
1. Improved governance & accountability	Strengthened Labour Relations <i>(Note this Output also links to the Outcome Ethical Professional & ethical provincial administration)</i>	Sub-Programme : Strategic Human Resource Management							
		9. Number of quarterly reports on labour and disciplinary cases submitted to the Executive Council	New	New	New	3	4	4	4
		10. Number of reports on Technical HR support services on KZN HR policy matters	3	4	4	4	4	4	4
	Transversal Provincial HR Policies <i>(Note this Output also links to the Outcome Ethical Professional & ethical provincial administration)</i>	11. Number of Human Resource compliance monitoring reports	22	15	15	15	15	15	15
	ICT Governance	Sub-Programme : ICT							
	12. Number of annual provincial ICT Governance assessment reports	1	2	2	1	1	1	1	
2. Improved co-ordination, integration and efficiency in government	Operations management productivity assessment reports <i>(Note this Output also links to the Outcome Ethical Professional & ethical provincial administration)</i>	Sub-Programme : Strategic Human Resource Management							
		13. Number of reports on productivity assessments	New	New	New	Concept development	4	4	4
	Digital Transformation (ICT Strategy)	Sub-Programme : ICT							
		14. Number of ICT Strategy Implementation monitoring reports	New	New	New	Draft Concept	2	4	4
	15. Strategy for Optimisation and Utilisation of Nerve Centre	New	New	New	Draft Concept	1 Strategy Developed	Implementation and monitoring	Implementation and monitoring	

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance			Estimated Performance 2019/20	Medium Term Targets		
			2016/17	2017/18	2018/19		2020/2021	2021/22	2022/23
3. Inclusive stakeholder engagement & improved partnerships	Annual Provincial & Departmental Communication support initiatives	Sub-Programme : Communication Services							
		16. Number of monitoring reports on implementation of Provincial Communication Plan	New	New	New	3	3	4	4
		17. Number of reports on provincial campaigns communicated	New	New	New	New	4	4	4
4. Professional & ethical provincial administration	Public Service Development: Public Service Training Academy Revitalisation Strategy	Sub-Programme : Strategic Human Resource Management							
		18. Number of Public Service Training Academy Revitalisation Plan's developed	New	New	New	Draft Concept	1 plan developed	Implementation and monitoring	Implementation and monitoring
	Public Service Development: Mentorship Programme	19. Number of mentorship Programme developed	New	New	New	Draft Concept	1	Implementation and monitoring	Implementation and monitoring
	Public Service Development: Public Service training sessions responding to the capacity needs of the public service	20. Number of training sessions	190	217	200	100	160	180	200
		21. Number of structured partnerships established with institutions of higher learning	New	New	New	5	7	10	10
	Public Service Development: HRD Council meetings	22. Number of reports on the implementation of the HRD Council resolutions	New	New	New	3	3	3	3
	Strengthened Labour Relations (Note this Output, its indicators and targets also link to the Outcome Governance and Accountability) - See No. 9 above.								
Transversal Provincial HR Policies (Note this Output and targets also links to the Outcome Ethical Professional & ethical provincial administration) - See No. 10 and 11 above.									
Operations management productivity assessment reports (Note this Output and targets also links to the Outcome Ethical Professional & ethical provincial administration) - See No 13 above.									

Indicators, Annual and Quarterly Targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
9. Number of quarterly reports on labour and disciplinary cases submitted to the Executive Council	4	1	1	1	1
10. Number of reports on Technical HR support services on KZN HR policy matters	4	1	1	1	1
11. Number of Human Resource compliance monitoring reports	15	4	4	4	3
12. Number of annual provincial ICT Governance assessment reports	1	0	0	0	1
13. Number of reports on productivity assessments	4	1	1	1	1
14. Number of ICT Strategy Implementation monitoring reports	2	0	0	1	1
15. Strategy for Optimisation and Utilisation of Nerve Centre	1	0	0	0	1
16. Number of monitoring reports on implementation of Provincial Communication Plan	3	0	1	1	1
17. Number of reports on provincial campaigns communicated	4	1	1	1	1
18. Number of Public Service Training Academy Revitalisation plan's developed	1	0	0	1	0
19. Number of mentorship programmes developed	1	0	1	0	0
20. Number of training sessions	160	40	40	40	40
21. Number of structured partnerships established with institutions of higher learning	7	1	2	2	2
22. Number of reports on the implementation of the HRD Council resolutions	3	0	1	1	1

PROGRAMME 2: INSTITUTIONAL DEVELOPMENT

BRANCH: INSTITUTIONAL DEVELOPMENT AND INTEGRITY MANAGEMENT

This Branch also coordinates transformation and focusses on constitutional compliance, democracy support and sound integrity management and service delivery complaints handling. It comprises of the following sub-programmes:

- Legal Services; and
- Special Programmes (including Integrity Management, Democracy Support Services, Youth Development & Security Services & Protocol).

Sub-Programme 4: Legal Services

The role and responsibility of the Chief Directorate: State Law Advisory Services is to provide a comprehensive and professional internal legal support service to the Office of the Premier; and to provide a comprehensive, professional, inter-departmental, transversal state law advisory service to the respective provincial line function Departments protecting the interests of the entire Province. In pursuance of Strategic Goal 6 of the PGDP and Strategic Objective 6.4 thereof (to promote participative, facilitative and accountable governance), the Chief Directorate: State Law Advisory Services, strives to –

- (i) promote good governance and adherence to the principles of constitutionalism and the Rule of Law;
- (ii) ensure that constitutionally compliant Provincial Laws (Bills, Regulations and Proclamations) which reflect policy are drafted and certified;
- (iii) ensure a well-regulated legislative environment in the Province;
- (iv) establish the most appropriate legal framework for service delivery; and
- (v) establish the legal basis and authority for every structure, function and activity of the Provincial Government.

Sub-Programme 5: Special Programmes

The Programme supports two (2) units, namely, Integrity Management and Democracy Support Services.

The purpose of the Integrity Management unit is to mitigate and eliminate incidence of unethical conduct by government officials with a view to improving good governance. This unit strives to inculcate the culture of high moral standards and integrity through the demonstration of best practice by all government officials.

The purpose of the Democracy Support Services unit is to ensure that government translates its constitutional, political and global commitments into measurable and meaningful programmes.

The sub-programme also includes the responsibility of Security and Protocol.

Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance			Estimated Performance 2019/20	Medium Term Targets		
			2016/17	2017/18	2018/19		2020/2021	2021/22	2022/23
1. Improved governance & accountability	Appropriate and constitutionally compliant Provincial Legislation	Sub Programme : Legal Services							
		23. Number of quarterly reports on Provincial Legislative programme	4	4	4	4	4	4	4
	Provincial Security Co-ordination Framework	Sub-Programme : Special Programmes (Security Services and Protocol)							
		24. Number of Provincial Security Co-ordination Framework developed	New	New	New	Draft Concept	1 Framework Developed	Implementation and monitoring	Implementation and monitoring
		25. Number of quarterly Minimum Physical Security Standards (MPSS) monitoring coordination reports	4	4	4	4	4	4	4
2. Improved co-ordination, integration and efficiency in government	Sub-Programme : Special Programmes (Integrity)								
	Service delivery monitoring	26. Number of quarterly intervention reports on the resolution of service delivery complaints	4	4	4	4	4	4	4
	Ombudsperson Coordination	27. Number of OTP Ombudsperson reports	2	2	4	2	4	4	4
	Mainstreaming a culture of human rights through integrated plans for vulnerable groups <i>(Note this output also links with Outcome yielding Inclusive stakeholder engagement & improved partnerships)</i>	Sub-Programme : Special Programmes (Democracy Support) - These will be linked to Programme 3 : Policy and Governance – Branch Stakeholder Coordination as part of the Re-Organisation process							
			28. Number of updated 5 year strategic plans for each target group: 1 x gender equality; 1 x disability, 1 x children; and 1 x senior citizens	1 per group, 4 total	1 per group, 4 total	1 per group, 4 total	1 per group, 4 total	1 per group, 4 total	1 per group, 4 total
		29. Number of coordination reports on the protection and empowerment of designated groups (1 x Women, 1 x Senior Citizens, 1 x Children and 1 x People with disabilities).	New	New	New	12	16	16	16

Outcome	Outputs	Output Indicators	Annual Targets							
			Audited /Actual Performance			Estimated Performance 2019/20	Medium Term Targets			
			2016/17	2017/18	2018/19		2020/2021	2021/22	2022/23	
2. Improved co-ordination, integration and efficiency in government	Mainstreaming a culture of human rights through integrated plans for vulnerable groups	30. Number of monitoring reports on the implementation of 365 days visible campaigns against GBV as part of the Provincial anti GBV and Femicide Plan	New	New	New	Plan Developed	4	4	4	
		31. Number of consolidated human rights violation monitoring reports	2	2	2	4	4	4	4	
	Youth Programmes Coordination <i>(Note this output also links to the Outcome Inclusive stakeholder engagement & improved partnerships)</i>	Sub-Programme : Special Programmes (Youth)								
		32. Number of Integrated Provincial Youth Development Strategy Implementation plans	New	New	New	1	1	1	1	
		33. Number of coordination reports on the implementation of provincial youth development plan	New	New	New	3	4	4	4	
		34. Number of progress reports on the rollout of the Youth Empowerment Fund	New	New	New	3	4	4	4	
	Provincial Security Coordination	Sub-Programme : Special Programmes (Security Services and Protocol)								
		35. Number of Provincial Security Coordination Forum engagement reports	New	New	New	Terms of Reference Formalised	4	4	4	
	3. Inclusive stakeholder engagement & improved partnerships	Sub-Programme 5 Special Programmes (Integrity) Ethics and Integrity Campaign – “Number of departmental awareness workshops on anti-fraud and anti-corruption” <i>Note this Output, its indicator and targets also link to the Outcome Professional & ethical provincial administration- See No. 42 , below.</i>								
		Sub-Programme : Special Programmes (Democracy Support) Mainstreaming a culture of human rights through integrated plans for vulnerable groups <i>Note this Output, its indicator and targets also link to the Outcome Improved co-ordination, integration and efficiency in government – See No. 29 to 32 above. These will be linked to Programme 3 : Policy and Governance – Branch Stakeholder Coordination as part of the Re-Organisation process</i>								
Youth Programmes Coordination and its indicators link to this outcome also <i>Note this Output, its indicator and targets also link to the Outcome Improved co-ordination, integration and efficiency in government – See No. 33 to 35 above.</i>										

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance			Estimated Performance 2019/20	Medium Term Targets		
			2016/17	2017/18	2018/19	2019/20	2020/2021	2021/22	2022/23
4. Professional & ethical provincial administration	Sub-Programme : Special Programmes (Integrity)								
	Ethics and Integrity campaign (I Do Right)	36. Number of quarterly progress reports (National Anti-Corruption Hotline KZN cases)	4	4	4	4	4	4	4
		37. Percentage of provincial cases resolved from the National Anti-Corruption hotline (PSC)	New	New	New	80%	80%	80%	80%
		38. Provincial Hotline established (linked to re-positioning of the Nerve Centre)	New	New	New	New	1	Implementation & reporting	Implementation & reporting
		39. Number of ethics workshops	4	4	4	4	4	4	4
		40. Number of departmental awareness workshops on anti-fraud and anti-corruption	New	New	New	6	14	14	14
		41. Number of Fraud and Corruption reports	3	4	4	4	4	4	4
		42. Number of capacity building sessions conducted for security managers in provincial departments	New	New	New	3	4	4	4
	43. Number of Lifestyle Audit reports	New	New	New	New	3	4	4	

Indicators, Annual and Quarterly Targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
23. Number of quarterly reports on Provincial Legislative programme	4	1	1	1	1
24. Number of Provincial Security Framework developed	1	0	0	0	1
25. Number of quarterly Minimum Physical Security Standards (MPSS) monitoring coordination reports	4	1	1	1	1
26. Number of intervention reports on the resolution of service delivery complaints	4	1	1	1	1
27. Number of OTP Ombudsperson reports	4	1	1	1	1
28. Number of updated 5-year strategic plans for each target group: 1 x gender equality; 1 x disability, 1 x children; and 1 x senior citizens	4	4	0	0	0
29. Number of coordination reports on the protection and empowerment of designated groups (1 x Women, 1 x Senior Citizens, 1 x Children and 1 x People with disabilities).	16	4	4	4	4
30. Number of monitoring reports on the implementation of 365 days visible campaigns against GBV as part of the Provincial anti GBV and Femicide Plan	4	1	1	1	1
31. Number of consolidated human rights monitoring reports	4	1	1	1	1
32. Number of Integrated Provincial Youth Development Strategy Implementation plans	1	1	0	0	0
33. Number of coordination reports on the implementation of provincial youth development plan	4	1	1	1	1
34. Number of progress reports on the rollout of the Youth Empowerment Fund	4	1	1	1	1
35. Number of Provincial Security Coordination Forum engagement reports	4	1	1	1	1
36. Number of quarterly progress reports (National Anti-Corruption Hotline KZN cases)	4	1	1	1	1
37. Percentage of provincial cases resolved from the National Anti-Corruption hotline (PSC)	80%	80%	80%	80%	80%
38. Provincial Hotline established	1	0	0	0	1
39. Number of ethics workshops	4	1	1	1	1
40. Number of departmental awareness workshops on anti-fraud and anti-corruption	14	3	4	4	3
41. Number of Fraud and Corruption reports	4	1	1	1	1
42. Number of capacity building sessions conducted for security managers in Provincial Departments	4	1	1	1	1
43. Number of Lifestyle Audit reports	3	0	1	1	1

PROGRAMME 3: POLICY AND GOVERNANCE

BRANCH: MACRO POLICY & STRATEGIC PLANNING

The purpose of this programme is to improve and facilitate the coordination and alignment of the transversal policies, strategies, short and long term plans and programmes as well as the reporting and monitoring of these for the Provincial Government. The programme also provides a co-ordinating role for all provincial stakeholders.

Sub-Programme 1: Provincial Policy Management

The purpose of this sub-programme is to improve the Public Policy & Research Management System and Planning Coordination in the province and within the organisation. Further the sub-programme seeks to improve and facilitate the coordination and alignment of the transversal policies, strategies, short and long term plans and programmes as well as the reporting and monitoring of these for the Provincial Government. The sub-programme also oversees the implementation of the government wide monitoring and evaluation framework in the province through the Monitoring & Evaluation programmes, Provincial Performance Reporting, the Provincial Nerve Centre and the Service Delivery Improvement units.

Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance			Estimated Performance 2019/2020	Medium Term Targets		
			2016/17	2017/18	2018/19		2020/21	2021/22	2022/23
1. Improved governance and accountability	Performance Reports of Departments	Sub-Programme : Provincial Policy Management – Monitoring and Evaluation							
		44. Number of Performance Reports on departments	New	New	New	New	4	4	4
	Priority Programmes Monitoring reports	45. Number of reports on Provincial Priority Programmes	New	New	New	New	4	4	4
2. Improved co-ordination, integration and efficiency in government	SDIP reports	Sub-Programme : Provincial Policy Management – Monitoring and Evaluation							
		46. Number of quarterly Service Delivery Improvement Plans (SDIP) implementation monitoring reports.	4	2	4	4	4	4	4
	Siyahlola Reports	47. Number of Siyahlola reports	New	New	New	New	4	4	4
	Co-ordination of Provincial Evaluation	48. Number of reports on the Provincial Evaluation plan	New	New	New	2	2	2	2
	Integrated MTSF report	49. Number of MTSF reports	New	New	New	1	1	1	1
	District Development Model reports	Sub-Programme : Provincial Policy Management – Monitoring and Evaluation							
		50. Number of oversight reports on the District Development Model /OSS	New	New	New	New	4	4	4
	Policy and Research Coordination : Macro Policy & Research inventory	Sub-Programme : Provincial Policy Management – Strategic Planning, Policy and Research Co-ordination							
51. Number of macro policy & research inventory reports	2	2	2	2	2	2	2		
Integrated Planning System : Consolidated planning alignment report	52. Number of consolidated provincial strategic planning alignment reports	1	1	1	1	1	1	1	

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance			Estimated Performance 2019/2020	Medium Term Targets		
			2016/17	2017/18	2018/19		2020/21	2021/22	2022/23
	<i>Integrated Planning System : Functional Planning Commission</i>	53. Number of reports on the implementation of the Provincial Planning Commission business plan	New	New	New	3	4	4	4
	<i>Integrated Planning System : Reviewed Provincial Growth & development Strategy</i>	54. PGDS reviewed	PGDS 2011 Reviewed 2016 - Annual Review of PGDP thereafter	Annual Review of PGDP	Annual Review of PGDP	Annual Review of PGDP and Situational Analysis Update	1	Annual Review of PGDP	Annual Review of PGDP
4. Professional & ethical provincial administration	Batho Pele compliance reports	Sub-Programme : Provincial Policy Management – Monitoring and Evaluation							
		55. Number of reports on level of compliance with Batho Pele principles.	4	4	2	2	2	2	2
<i>Note : “SDIP Reports” & “Siyahola Reports” & “Batho Pele Compliance Reports”, 48 and 49 & 57. will be linked to Programme 2: Institutional Development and Integrity Management : Special Programmes as part of the Re-Organisation process.</i>									

Indicators, Annual and Quarterly Targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
44. Number of Performance Reports on departments	4	1	1	1	1
45. Number of reports on Provincial Priority Programmes	4	1	1	1	1
46. Number of quarterly Service Delivery Improvement Plans (SDIP) implementation monitoring reports.	4	1	1	1	1
47. Number of Siyahloa reports	4	1	1	1	1
48. Number of reports on the Provincial Evaluation plan	2	0	1	0	1
49. Number of MTSF reports	1	0	0	0	1
50. Number of oversight reports on the District Development Model / OSS	4	1	1	1	1
51. Number of macro policy & research inventory reports	2	1	0	1	0
52. Number of consolidated provincial strategic planning alignment reports.	1	0	0	0	1
53. Number of reports on the implementation of the Provincial Planning Commission business plan.	4	1	1	1	1
54. PGDS reviewed.	1	0	0	0	1
55. Number of reports on level of compliance with Batho Pele principles.	2	0	1	0	1

BRANCH: STAKEHOLDER COORDINATION (Sub-programmes 2 & 3)

Sub-Programme 2: Premier's Priority Programmes

The purpose of this sub-programme is to promote the culture of engagement, by coordinating stakeholder participation, and priority programmes.

Sub-Programme 3: King's Support and Royal Household

The purpose of the Sub-Programme is to promote inclusive and synergistic governance by providing support services to his Majesty and the Royal Household. This function was transferred to the department in 2015 following the disestablishment of the former Department of Royal Household (Vote 10).

Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance			Estimated Performance 2019/2020	Medium Term Targets		
			2016/17	2017/18	2018/19		2020/21	2021/22	2022/23
1. Improved governance & accountability	Sub-Programme 3: King's Support and Royal Household								
	<i>Entity Oversight:</i> KZN Zulu Royal House Trust quarterly monitoring reports	56. Number of KZN Zulu Royal House Trust quarterly monitoring reports	1	4	4	4	4	4	4
	<i>Entity Oversight:</i> KZN Zulu Royal House Trust Annual Performance Plan Assessment report	57. KZN Zulu Royal House Trust Annual Performance Plan assessment report	1	1	1	1	1	1	1
	<i>Entity Oversight:</i> Support Plan to His Majesty developed & linked to the budget	58. Number of KZN Zulu Royal House Trust support plans developed	New	New	New	1	1	1	1
2. Improved co-ordination, integration and efficiency in government	Sub-Programme 2: Premier's Priority Programmes								
	PEMP Co-ordination	59. Number of annual Implementation report on Phase IV of the PEMP Master Plan	New	New	New	Quarterly reports on PEMP implementation	1	1	1
		60. Number of quarterly coordination reports on progress with PEMP implementation by departments	4	4	4	4	4	4	4
Reviewed OSS implemented	61. Number of quarterly reports on the implementation of the revitalisation strategy of OSS	4	4	4	4	4	4	4	

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance			Estimated Performance 2019/2020	Medium Term Targets		
			2016/17	2017/18	2018/19		2020/21	2021/22	2022/23
3. Inclusive stakeholder engagement & improved partnerships	Priority Programmes Co-ordinated	62. Number of consolidated multi-sectorial intervention monitoring and coordination reports on HIV, Aids & TB	4	4	4	4	4	4	4
		63. Number of quarterly coordination reports on Inkululeko Development projects	New	New	New	New	4	4	4
		64. Number of Veteran support services coordination reports	4	4	4	4	4	4	4
		65. Number of Rapid Response (RR) programmes coordinated	0	0	0	1	1	1	1
		66. Number of reports on the interventions of the Rapid Response programme	0	0	0	4	4	4	4
	Strategic Partnership co-ordination reports	67. Number of quarterly reports of District Multi-Sectoral Stakeholder engagements	4	4	4	16	4	4	4
		68. Number of reports on strategic engagements held with farm workers and farm dwellers	New	New	4	4	4	4	4
		69. Number of MRM coordination reports	4	4	4	4	4	4	4
	Izimbizo co-ordinated	70. Number of Izimbizo co-ordination reports	New	3	4	4	4	4	4

Indicators, Annual and Quarterly Targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
56. Number of KZN Zulu Royal House Trust quarterly monitoring reports	4	1	1	1	1
57. KZN Zulu Royal House Trust Annual Performance Plan assessment reports	1	0	0	0	1
58. Number of KZN Zulu Royal House Trust support plans developed	1	1	0	0	0
59. Number of annual Implementation report on Phase IV of the PEMP Master Plan	1	0	0	0	1
60. Number of quarterly coordination reports on progress with PEMP implementation by departments	4	1	1	1	1
61. Number of quarterly reports on the implementation of the revitalisation strategy of OSS	4	1	1	1	1
62. Number of consolidated multi-sectorial intervention monitoring and coordination reports on HIV and Aids and TB	4	1	1	1	1
63. Number of quarterly coordination reports on Inkululeko Development projects	4	1	1	1	1
64. Number of Veteran support services coordination reports	4	1	1	1	1
65. Number of Rapid Response (RR) programmes coordinated	1	0	0	0	1
66. Number of reports on the interventions of the Rapid Response programme	4	1	1	1	1
67. Number of quarterly reports of District Multi-Sectoral Stakeholder engagements	4	1	1	1	1
68. Number of reports on strategic engagements held with farm workers and farm dwellers	4	1	1	1	1
69. Number of MRM coordination reports	4	1	1	1	1
70. Number of Izimbizo co-ordination reports	4	1	1	1	1

6. Explanation of planned performance over the medium term period

The following key issues must be covered in the narrative per programme:

- *The contribution of outputs towards achieving the outcomes and impact in the Strategic Plan aligned to the mandate of the institution; as well as the achievement of priorities of women, children and people with disabilities.*
- *Explanation of planned performance in relation to outputs must be discussed within budget programmes. The rationale for the choice of the outcome indicators relevant to the respective outcomes.*
- *Explanation of the outputs contribution to the achievement of the outcomes.*

The development of the Department's Impact and Outcome is addressed in the Strategic Plan 2020-2025. The document outlines the particular interventions and the methodology that was applied. This Annual Performance Plan further unpacks the interventions identified in developing the strategic plan.

Whilst the plans have been prepared based on the directive and Draft Guidelines from the Department of Planning, Monitoring and Evaluation (DPME), these plans are also informed by the processes that unfolded as part of the transitional arrangements post elections. Annual Performance Plans (and by implication the strategic plans) were realigned post elections to the new national and provincial priorities, as also informed by the electoral mandate. New outputs were incorporated in the post elections Annual Performance Plans that were tabled in the Legislature during July and August. The relevance of these have been interrogated and where appropriate, have been retained in the 2020/2021 Annual Performance Plan.

7. Programme Recourse Considerations

Table: Budget Allocation for programme and sub programmes as per the ENE and / or EPRE.

Narrative: Explanation of the contribution of resources towards achievement of outputs.

7.1. Financial Resources

The Department is Budget Vote 1. However, the current economic climate and pressures to reprioritise budgets resulting from fiscal constraints impact on service delivery such that the department has to reconsider critical posts and delivery priorities.

The budget and MTEF projections are as follows:

Table 1.6 : Summary of payments and estimates by programme: Office of the Premier

R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
	2016/17	2017/18	2018/19				2019/20	2020/21	2021/22
1. Administration	98 883	107 807	157 892	138 137	144 426	144 426	136 131	142 043	149 436
2. Institutional Development	298 227	292 579	309 642	362 365	350 562	350 562	437 532	401 534	422 157
3. Policy and Governance	214 259	234 098	223 522	213 502	219 984	219 984	226 535	231 811	240 697
Total	611 369	634 484	691 056	714 004	714 972	714 972	800 198	775 388	812 290
Unauth. Exp. (1st charge) not available for spending	(2 194)	-	-	-	-	-	-	-	-
Baseline available for spending after 1st charge	609 175	634 484	691 056	714 004	714 972	714 972	800 198	775 388	812 290

Table 1.7 : Summary of payments and estimates by economic classification: Office of the Premier

R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
	2016/17	2017/18	2018/19				2019/20	2020/21	2021/22
Current payments	519 106	574 867	634 252	650 084	670 804	670 070	706 788	736 836	771 887
Compensation of employees	248 647	268 766	280 962	326 671	301 099	300 443	349 388	368 635	390 397
Goods and services	270 459	306 101	353 290	323 413	369 705	369 627	357 400	368 201	381 490
Interest and rent on land	-	-	-	-	-	-	-	-	-
Transfers and subsidies to:	59 022	46 176	43 131	42 616	23 481	24 171	71 522	22 705	23 795
Provinces and municipalities	136	80	175	63	86	93	66	70	73
Departmental agencies and accounts	22 977	19 869	18 040	19 086	19 086	19 086	20 136	21 243	22 263
Higher education institutions	-	-	-	-	-	-	-	-	-
Foreign governments and international organisations	-	-	-	-	-	-	-	-	-
Public corporations and private enterprises	-	-	-	-	-	-	-	-	-
Non-profit institutions	27	-	-	-	-	-	50 000	-	-
Households	35 882	26 227	24 916	23 467	4 309	4 992	1 320	1 392	1 459
Payments for capital assets	31 001	13 354	13 446	21 304	20 515	20 545	21 888	15 847	16 608
Buildings and other fixed structures	16 823	1 710	4 414	9 796	7 864	7 864	11 000	4 322	4 529
Machinery and equipment	14 178	11 644	9 032	11 508	12 651	12 681	10 888	11 525	12 079
Heritage assets	-	-	-	-	-	-	-	-	-
Specialised military assets	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-
Land and sub-soil assets	-	-	-	-	-	-	-	-	-
Software and other intangible assets	-	-	-	-	-	-	-	-	-
Payments for financial assets	2 240	87	227	-	172	186	-	-	-
Total	611 369	634 484	691 056	714 004	714 972	714 972	800 198	775 388	812 290
Unauth. Exp. (1st charge) not available for spending	(2 194)	-	-	-	-	-	-	-	-
Baseline available for spending after 1st charge	609 175	634 484	691 056	714 004	714 972	714 972	800 198	775 388	812 290

Table 1.11 : Summary of payments and estimates by sub-programme: Administration

R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
	2016/17	2017/18	2018/19				2019/20	2020/21	2021/22
1. Premier Support	35 866	25 102	27 589	28 570	35 670	35 670	30 809	32 532	34 097
2. Executive Council Support	9 546	9 792	8 478	8 482	15 655	15 655	9 154	9 657	10 123
3. Director-General Support	9 743	13 534	20 870	15 171	17 652	17 652	15 851	16 750	17 558
4. Financial Management	29 712	41 741	36 195	53 562	42 059	42 059	55 155	58 160	62 295
5. Intergovernmental Relations	14 016	17 638	64 760	32 352	33 390	33 390	25 162	24 944	25 363
Total	98 883	107 807	157 892	138 137	144 426	144 426	136 131	142 043	149 436

Table 1.12 : Summary of payments and estimates by economic classification: Administration

R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
	2016/17	2017/18	2018/19				2019/20	2020/21	2021/22
Current payments	94 963	106 245	155 852	135 028	137 682	137 682	133 273	139 028	146 275
Compensation of employees	64 383	64 772	67 023	86 148	80 624	80 624	90 115	95 098	101 015
Goods and services	30 580	41 473	88 829	48 880	57 058	57 058	43 158	43 930	45 260
Interest and rent on land	-	-	-	-	-	-	-	-	-
Transfers and subsidies to:	2 486	1 024	1 290	1 248	3 829	3 829	1 317	1 389	1 456
Provinces and municipalities	-	-	-	-	-	-	-	-	-
Departmental agencies and accounts	-	-	-	-	-	-	-	-	-
Higher education institutions	-	-	-	-	-	-	-	-	-
Foreign governments and international organisations	-	-	-	-	-	-	-	-	-
Public corporations and private enterprises	-	-	-	-	-	-	-	-	-
Non-profit institutions	-	-	-	-	-	-	-	-	-
Households	2 486	1 024	1 290	1 248	3 829	3 829	1 317	1 389	1 456
Payments for capital assets	1 434	538	686	1 861	2 915	2 915	1 541	1 626	1 705
Buildings and other fixed structures	-	-	-	-	-	-	-	-	-
Machinery and equipment	1 434	538	686	1 861	2 915	2 915	1 541	1 626	1 705
Heritage assets	-	-	-	-	-	-	-	-	-
Specialised military assets	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-
Land and sub-soil assets	-	-	-	-	-	-	-	-	-
Software and other intangible assets	-	-	-	-	-	-	-	-	-
Payments for financial assets	-	-	64	-	-	-	-	-	-
Total	98 883	107 807	157 892	138 137	144 426	144 426	136 131	142 043	149 436

Table 1.14 : Summary of payments and estimates by sub-programme: Institutional Development

R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
	2016/17	2017/18	2018/19	2019/20			2020/21	2021/22	2022/23
1. Strategic Human Resources	93 542	84 474	72 188	90 754	81 332	81 332	97 629	102 997	109 295
2. Information Communication Technology (ICT)	74 542	72 623	69 294	87 454	86 392	86 392	93 593	91 427	95 812
3. Legal Services	10 478	15 166	13 568	12 439	12 439	12 439	13 462	14 202	14 883
4. Communication Services	47 626	57 062	56 127	63 699	69 010	69 010	67 507	71 221	74 639
5. Special Programmes	72 039	63 254	98 465	108 019	101 389	101 389	165 341	121 687	127 528
Total	298 227	292 579	309 642	362 365	350 562	350 562	437 532	401 534	422 157

Table 1.15 : Summary of payments and estimates by economic classification: Institutional Development

R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
	2016/17	2017/18	2018/19	2019/20			2020/21	2021/22	2022/23
Current payments	247 802	262 055	276 315	327 772	343 070	342 992	374 640	395 177	415 497
Compensation of employees	103 207	112 769	125 695	150 920	137 385	137 385	163 453	172 443	182 077
Goods and services	144 595	149 286	150 620	176 852	205 685	205 607	211 187	222 734	233 420
Interest and rent on land	-	-	-	-	-	-	-	-	-
Transfers and subsidies to:	33 350	24 959	22 672	22 282	453	487	50 069	73	76
Provinces and municipalities	136	80	175	63	86	93	66	70	73
Departmental agencies and accounts	-	-	-	-	-	-	-	-	-
Higher education institutions	-	-	-	-	-	-	-	-	-
Foreign governments and international organisations	-	-	-	-	-	-	-	-	-
Public corporations and private enterprises	-	-	-	-	-	-	-	-	-
Non-profit institutions	27	-	-	-	-	-	50 000	-	-
Households	33 187	24 879	22 497	22 219	367	394	3	3	3
Payments for capital assets	17 074	5 564	10 496	12 311	6 868	6 898	12 823	6 284	6 584
Buildings and other fixed structures	10 905	333	2 854	8 293	2 361	2 361	8 650	1 817	1 904
Machinery and equipment	6 169	5 231	7 642	4 018	4 507	4 537	4 173	4 467	4 680
Heritage assets	-	-	-	-	-	-	-	-	-
Specialised military assets	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-
Land and sub-soil assets	-	-	-	-	-	-	-	-	-
Software and other intangible assets	-	-	-	-	-	-	-	-	-
Payments for financial assets	1	1	159	-	171	185	-	-	-
Total	298 227	292 579	309 642	362 365	350 562	350 562	437 532	401 534	422 157

Table 1.17 : Summary of payments and estimates by sub-programme: Policy and Governance

R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
	2016/17	2017/18	2018/19	2019/20			2020/21	2021/22	2022/23
1. Provincial Policy Management	40 746	42 375	39 026	54 928	48 219	48 219	57 575	58 745	62 919
2. Premier's Priority Programmes	100 179	119 555	115 633	91 855	99 979	99 979	97 616	97 800	98 901
3. Royal Household	73 334	72 168	68 863	66 719	71 786	71 786	71 344	75 266	78 877
Total	214 259	234 098	223 522	213 502	219 984	219 984	226 535	231 811	240 697
Unauth. Exp. (1st charge) not available for spending	(2 194)	-	-	-	-	-	-	-	-
Baseline available for spending after 1st charge	212 065	234 098	223 522	213 502	219 984	219 984	226 535	231 811	240 697

Table 1.18 : Summary of payments and estimates by economic classification: Policy and Governance

R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
	2016/17	2017/18	2018/19	2019/20			2020/21	2021/22	2022/23
Current payments	176 341	206 567	202 085	187 284	190 052	189 396	198 875	202 631	210 115
Compensation of employees	81 057	91 225	88 244	89 603	83 090	82 434	95 820	101 094	107 305
Goods and services	95 284	115 342	113 841	97 681	106 962	106 962	103 055	101 537	102 810
Interest and rent on land	-	-	-	-	-	-	-	-	-
Transfers and subsidies to:	23 186	20 193	19 169	19 086	19 199	19 855	20 136	21 243	22 263
Provinces and municipalities	-	-	-	-	-	-	-	-	-
Departmental agencies and accounts	22 977	19 869	18 040	19 086	19 086	19 086	20 136	21 243	22 263
Higher education institutions	-	-	-	-	-	-	-	-	-
Foreign governments and international organisations	-	-	-	-	-	-	-	-	-
Public corporations and private enterprises	-	-	-	-	-	-	-	-	-
Non-profit institutions	-	-	-	-	-	-	-	-	-
Households	209	324	1 129	-	113	769	-	-	-
Payments for capital assets	12 493	7 252	2 264	7 132	10 732	10 732	7 524	7 937	8 319
Buildings and other fixed structures	5 918	1 377	1 560	1 503	5 503	5 503	2 350	2 505	2 625
Machinery and equipment	6 575	5 875	704	5 629	5 229	5 229	5 174	5 432	5 694
Heritage assets	-	-	-	-	-	-	-	-	-
Specialised military assets	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-
Land and sub-soil assets	-	-	-	-	-	-	-	-	-
Software and other intangible assets	-	-	-	-	-	-	-	-	-
Payments for financial assets	2 239	86	4	-	1	1	-	-	-
Total	214 259	234 098	223 522	213 502	219 984	219 984	226 535	231 811	240 697
Unauth. Exp. (1st charge) not available for spending	(2 194)	-	-	-	-	-	-	-	-
Baseline available for spending after 1st charge	212 065	234 098	223 522	213 502	219 984	219 984	226 535	231 811	240 697

7.2. Human Resources

The department intends to improve its overall organisational capability by implementing its proposed realigned organisational structure and reduce the current vacancy rate to the acceptable 10% by ensuring that all posts approved by the Premier are advertised promptly and selection panels adhere to confirmed short listing and interview dates. Such realignment includes the reorganisation of units through regrouping units targeting similar deliverables, e.g:

- Functions relating to service delivery complaints management, monitoring and improvement of service delivery initiatives to be housed in the Branch responsible for institutional development and integrity;
- Nerve Centre as an ITC system to be moved to the unit responsible for ITC;
- Functions related to vulnerable groups to the Branch responsible for stakeholder engagement, management and coordination; and
- Strengthening audit and risk under the DG and CFO.

With regard to employment equity and other group representation, the department will develop and implement internal programmes that aim at improving or maintaining representation of women at senior management and all other levels as well as that of People with Disabilities (PWDs). It will continue to fill posts in line with the Employment Equity targets to improve on the current 42.00% representation of women at SMS to the acceptable 50%. Furthermore, although the department has not reached the acceptable target of 2% representation of PWDs, there are plans to improve the current situation.

BUDGET STRUCTURE AND PROPOSED HR STRUCTURE REORGANISATION			
Programme 1: Administration			
	SP: PREMIER SUPPORT	Office Of The Chief Of Staff	REORGANISAITON
	SP: EXECUTIVE COUNCIL SUPPORT	Cabinet Office	
	SP: DIRECTOR GENERAL	Office Of The DG	
		Internal Control and Organisational Risk Management	To be strengthened to deal with audit improvement
	SP: FINANCIAL MANAGEMENT	Chief Financial Officer	
		Financial Accounting	
		Management Accounting	
		Supply Chain Management	
	SP: INTERGOVERNMENTAL RELATIONS:	Intergovernmental Relations	
Programme 2: Institutional Development			
BRANCH: CORPORATE MGT:	SP: STRATEGIC HUMAN RESOURCES	HR Policies And Practices	
		Labour Relations	
		Prov Organisation Dev	
		Persal Management	
		HR Support	
		Prov Employee, Health & Wellness	
		Corporate Mgt	
		Provincial Public Service Training Academy	
		Security Services And Protocol	
		Programme Support - Institutional Development	
		SP: INFORMATION COM. TECH.(ICT)	PGITO (ITC)
		Office Supp & Auxiliary Services	Function to move from Programme to Programme 1, under the CFO, SP Financial Management

BUDGET STRUCTURE AND PROPOSED HR STRUCTURE REORGANISATION			
BRANCH: INST DEV & INTEGRITY:	SP: LEGAL SERVICES	State Law Advisory Services	
	SP: COMMUNICATION SERVICES	Provincial Government Communications	
	SP: SPECIAL PROGRAMMES	Integrity Management	Function for SDIP and Batho Pele move from Programme 3, Branch Strategic Management; CD: M&E
		Democracy Support Services	Function to move to Programme 3, Branch Stakeholder Coordination, under Priority Programmes
	Youth Development		
Programme 3: Policy And Governance			
BRANCH: MACRO POL & STRAT PLANNING	SP: PROVINCIAL POLICY MANAGEMENT	Strat Planning, Research & Policy Co-Ord	
		Monitoring And Evaluation	Nerve Centre function moves to ITC, Under Programme 2 SDIP function moves to Programme 2, under Integrity
BRANCH: STAKEHOLDER COORDINATION :	SP: PREMIER'S PRIORITY PROGRAMMES	Stakeholder Mgt	Name change< Includes stakeholder, strategic partnerships, Comm Outreach
		Priority Programmes	NEW. Includes HIV & Aids, Climate Change, OSS budgets plus some new unfunded units e.g. Veterans supp , co-ord and strategy implementation,
		Poverty Eradication	To be Institutionalised
	SP: ROYAL HOUSEHOLD	King's Support And Royal Household	

7.3. Information Technology

Through the Nerve Centre, an initiative has been launched to improve and consolidate business processes on all OTP data access layers onto a single, integrated data warehouse for the purpose of single view reporting and to develop a web-enabled portal that is accessible anywhere and available at any time. As a result, a decision was therefore taken to migrate the Nerve Centre to Dube Trade Port for hosting outside the OTP domain in order to ensure unencumbered universal access to the Nerve Centre web-portal.

The department plans to automate leave and recruitment systems and processes with a view to improving the management thereof. It is envisaged that system will be implemented from 2019/20 financial year onwards. The research is underway on the feasibility of implementing an online recruitment system in the department. Due to the resource constraints, alternative approaches to improving systems (payments SCM and leave management) are being explored to find cost effective and efficient solutions.

The lack of electronic case management system makes it difficult for the Provincial Government to follow up on reported allegations of fraud and corruption. Therefore, through Integrity Management unit the Provincial Treasury will be engaged to seek approval regarding the procurement of the Electronic Case Management System. There is also a need for the department to secure the ITSM 8 System (complaints management system) in order to be able to log and track cases. To this end, discussions are underway between the department, The Presidency and SITA.

8. Updated Key Risks

Outcome	Programme	Key Risks	Risk Mitigation
1. Improved governance and accountability	1: Administration	Non-compliance to the Executive Council manual	Training and workshops with all staff in Ministries and HOD Offices, as well as training in Departments.
		Non-compliance with relevant prescripts	Implementation of Audit Improvement Plan to be monitored by Audit Task Team
	2b: Institutional development and integrity management	Compliance to Security Standards	Monitoring reports through Cluster
2. Improved coordination, integration and efficiency	2a: Corporate Services	Availability of skilled facilitators for training at the Training Academy	Implement a trainer development model
	2b: Institutional development and integrity management	Effective integrated monitoring tool for service delivery challenges	Repositioning the nerve centre and IT Strategy
		Lack of coordination of youth interventions	Revitalise Youth Coordinating Forum
	3a: Policy Co-ordination	Limited capacity in departments on policy development and analysis	SHRM through the DPSA to provide a generic structure for policy units in departments.
		Lack of understanding & correct implementation of the new provincial planning framework	Workshopping of stakeholders by DPME through the Academy
3b: Stakeholder Co-ordination	Non-alignment of government programmes to the identified vulnerable communities	Alignment of government programmes and resources to vulnerable communities	

Outcome	Programme	Key Risks	Risk Mitigation	
3. Inclusive stakeholder engagement and improved partnerships	2b: Institutional development and integrity management	Lack of involvement/participation of stakeholders (departments, municipalities, partners) in the development, implementation and monitoring of interventions	Stakeholder Engagement Strategy Implementation, and monitoring of compacts and partnership agreements, - reports through DG to COHOD where required.	
		Limited resources due to fiscal constraints	Strengthen and partnerships and create new Reprioritisation of projects	
	3b: Stakeholder Co-ordination	Lack of institutionalisation of OSS	Strengthening of OSS at all levels	
		Polarisation of communities due to local politics which results in non-participation in the programmes	Strengthening of consultation and community engagement	
		Lack of human capacity against the increase in social ills & ineffective social cohesion	Filling critical vacant posts & strengthening of wellness programmes.	
		Austerity measures	Re-prioritise projects and improve monitoring	
	4. Professional and ethical provincial administration	2b: Institutional development and integrity management	Fraud and corruption programmes and interventions inefficiencies	Implementation of reviewed anti- fraud and corruption strategy "Evaluation of I Do Right Campaign"
				Implement consequence management

9. Public Entities

Name of Public Entity	Mandate	Outcomes	2019/2020 Budget
KZN Zulu Royal House Trust	<p>Objectives of the Trust:</p> <ol style="list-style-type: none"> 1. The Trust must, in a manner, within the provisions of the Act and within the available budget and resources – <ol style="list-style-type: none"> a. Be administered for the benefit of the Royal Monarch and the other members of the Zulu Royal House, including their – <ol style="list-style-type: none"> i. Material welfare; ii. Educational needs; iii. Aspirations and; iv. Social well-being, Benefitting their status and; b. Provide for the administration, maintenance and management of the assets of the Trust, including the Royal Palaces and the Royal Farms. 2. The Trust may by any lawful means – <ol style="list-style-type: none"> a. Generate: <ol style="list-style-type: none"> i. Revenue ii. Income iii. Business, and; iv. Goodwill; and b. Acquire Assets For the Trust 	Improved governance & accountability	R 19 086 000
<p>Links to Office of the Premier Outcome : Improved governance & accountability; Output relates to Entity Oversight through: KZN Zulu Royal House Trust quarterly monitoring reports; KZN Zulu Royal House Trust Annual Performance Plan Assessment report; and Support Plan to His Majesty developed & linked to the budget</p>			

Table 1.9 : Summary of departmental transfers to public entities (listed i.t.o. Schedule 3 of the PFMA) and other entities

R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
	2016/17	2017/18	2018/19				2019/20	2020/21	2021/22
Transfers to public entities	22 977	19 869	18 040	19 086	19 086	19 086	20 136	21 243	22 263
Zulu Royal House Trust Prog. 3.3: Royal Household	22 977	19 869	18 040	19 086	19 086	19 086	20 136	21 243	22 263
Transfers to other entities	27	-	-	-	-	-	50 000	-	-
KZN Law Society Prog. 2.4: Legal Services	27	-	-	-	-	-	-	-	-
KZN Growth Fund Trust Prog. 2.5: Special Programmes	-	-	-	-	-	-	50 000	-	-
Total	23 004	19 869	18 040	19 086	19 086	19 086	70 136	21 243	22 263

10. Infrastructure Projects

The Office of the Premier is not an implementing department. Capital budget is set aside for the office accommodation. This will be driven through the Department of Public Works and this is in relation to:

- The Government precinct (Msunduzi Municipality); and
- Renovations to existing offices (Msunduzi Municipality).

Table 1.8 : Summary of infrastructure payments and estimates by category

R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
	2016/17	2017/18	2018/19				2019/20	2020/21	2021/22
Existing infrastructure assets	7 284	3 339	5 465	13 521	7 589	7 589	14 468	7 244	8 829
Maintenance and repair: Current	1 366	1 629	1 051	3 725	3 725	3 725	3 468	2 922	4 300
Upgrades and additions: Capital	-	-	2 104	503	503	503	-	-	-
Refurbishment and rehabilitation: Capital	5 918	1 710	2 310	9 293	3 361	3 361	11 000	4 322	4 529
New infrastructure assets	10 905	-	-	-	4 000	4 000	-	-	-
Infrastructure transfers	-	-	-	-	-	-	-	-	-
Infrastructure transfers: Current	-	-	-	-	-	-	-	-	-
Infrastructure transfers: Capital	-	-	-	-	-	-	-	-	-
Infrastructure: Payments for financial assets	-	-	-	-	-	-	-	-	-
Infrastructure: Leases	2 013	7 285	8 033	12 169	12 169	12 169	8 395	9 233	9 676
Non infrastructure¹	-	-	-	-	-	-	-	-	-
Total	20 202	10 624	13 498	25 690	23 758	23 758	22 863	16 477	18 505
<i>Capital infrastructure</i>	<i>16 823</i>	<i>1 710</i>	<i>4 414</i>	<i>9 796</i>	<i>7 864</i>	<i>7 864</i>	<i>11 000</i>	<i>4 322</i>	<i>4 529</i>
<i>Current infrastructure</i>	<i>3 379</i>	<i>8 914</i>	<i>9 084</i>	<i>15 894</i>	<i>15 894</i>	<i>15 894</i>	<i>11 863</i>	<i>12 155</i>	<i>13 976</i>

1. *Non infrastructure* is a stand-alone item, and is therefore excluded from *Capital infrastructure* and *Current infrastructure*, but it is included in the overall total

11. Public Private Partnerships

N/A

12. Technical Indicator Descriptors

Programme 1

Indicator Title	1. Number of Executive Council decision matrix implementation progress reports submitted to the Executive Council
Definition	Executive Council matrices implementation reports circulated at least 3 working days prior to the next meeting.
Source of data	Copies of implementation reports from Secretariat
Method of Calculation / Assessment	Count of each type of report per quarter
Means of verification	Copies of implementation reports, and proof of circulation (proof of circulation can include proof of electronic distribution (e-mail; and/or register signed by recipients)
Assumptions	Executive Council meetings are held.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Non-cumulative
Reporting Cycle	Quarterly
Desired performance	Timely reports
Indicator Responsibility	Head of Executive Council Secretariat
Indicator Title	2. Percentage of invoices paid within 30 days
Definition	The number of valid invoices paid within 30 days of receipt by the institution against the total number of valid invoices received by the institution.
Source of data	BAS and Emapp
Method of Calculation / Assessment	4 reports per year on percentage of invoices paid within 30 days. Note the target is informed by the principle that all invoices should be paid within 30 Days.
Means of verification	Quarterly 30 day report signed by CFO (information for report obtained from BAS and Emapp) and content to be screened for compliance to desired standard and submitted to the Director-General. Report to include percentage of invoices paid within 30 days.
Assumptions	Suppliers submit valid and accurate invoices to the institution.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative and non-cumulative
Reporting Cycle	Quarterly
Desired performance	100% Compliance with S38 of the PFMA. The aim is to ensure that there 30 day payment period is improved to reach 100% compliance
Indicator Responsibility	Chief Financial Officer

Indicator Title	3. Percentage reduction of wasteful and fruitless expenditure
Definition	In terms of Section 1 of the PFMA, wasteful and fruitless expenditure refers to the expenditure which could have been avoided had reasonable care been taken. The report on reduction of wasteful and fruitless expenditure will suggest that the department is in compliance with the relevant government prescripts including PFMA, Treasury Regulations, Practice Notes, Circulars, Instruction Notes and other prescripts
Source of data	Wasteful and fruitless expenditure register, payment invoices and supplier statements.
Method of Calculation / Assessment	The percentage will be calculated by taking actual expenditure incurred in the current financial year over the actual wasteful and fruitless expenditure incurred in the previous financial year. The amount incurred in 2018/19 financial year will be used as a base.
Means of verification	The report which will be derived from the register of wasteful and fruitless expenditure compiled on a monthly basis and reported quarterly to oversight committees especially CARC, (Cluster on Audit Risk). Report to include percentage reduction of wasteful and fruitless expenditure.
Assumptions	Invoices received from suppliers timeously.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative
Reporting Cycle	Annually
Desired performance	100% reduction of wasteful and fruitless expenditure by 31 March 2019. Investigate and implement consequence management on all wasteful and fruitless expenditure cases reported in prior years.
Indicator Responsibility	Chief Financial Officer
Indicator Title	4. Percentage reduction of irregular expenditure
Definition	In terms of Section 1 of the PFMA, Irregular expenditure refers to the expenditure incurred in violation of the prevailing prescripts. The report on reduction of irregular expenditure will suggest that the department is in compliance with the relevant government prescripts including PFMA, Treasury Regulations, Practice Notes, Circulars, Instruction Notes and other prescripts.
Source of data	Irregular expenditure register, payment invoices, register of contracts and deviation register.
Method of Calculation / Assessment	The percentage will be calculated by looking at actual expenditure incurred in the current financial year over the actual irregular expenditure incurred in the previous financial year. The financial year 2018/2019 will be used as a base year.
Means of verification	The report will be derived from the register of irregular expenditure compiled on a monthly basis and submitted to DG and reported quarterly to CARC. Reports to include percentage reduction of irregular expenditure
Assumptions	Late pronouncements of events which impact on compliance on SCM processes.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative
Reporting Cycle	Annually
Desired performance	100% reduction by 31 March 2019. Investigate and implement consequence management on all irregular expenditure cases reported in previous years.
Indicator Responsibility	Chief Financial Officer

Indicator Title	5. Number of PCF decision matrix implementation reports
Definition	Premier's Coordinating Forum meetings at least quarterly. At these meetings strategic decisions are taken that require implementation. This report will be on the progress made with regard to the implementation of those decisions.
Source of data	Copies of implementation reports from Secretariat; decision matrix of meetings, minutes of meetings, progress reports as received from departments and municipalities.
Method of Calculation / Assessment	Simple count of each type of report per quarter
Means of verification	Copies of implementation reports, and proof of circulation (proof of circulation can include proof of electronic distribution (e-mail; and/or register signed by recipients. Implementation report submitted to DG prior to next meeting. Implementation report to include all decisions as per previous meetings which are still outstanding, current progress, intervention if any are required and recommendations.
Assumptions	Departments and municipalities provide progress on decisions made for consolidation of report to DG.
Disaggregation of Beneficiaries (where applicable)	n/a
Spatial Transformation (where applicable)	n/a
Calculation Type	Non-cumulative
Reporting Cycle	Quarterly
Desired performance	Implementation reports on decision matrices submitted to DG within 30 days after meeting is held.
Indicator Responsibility	Director: Cooperative Governance
Indicator Title	6. Number of COHOD Meeting decision matrices implementation reports
Definition	COHOD meetings are scheduled for at least one per month. At these meetings HODs and the DG make strategic decisions which guide the implementation of interventions for the Province. Decision matrices are produced after each meeting. This report will service to advise the DG on the progress being made with each resolution of COHOD.
Source of data	Decisions making matrix (summary of key resolutions from agenda) and minutes (draft) – and final signed minutes to be available after ratification from Cooperative Governance. Progress reports from departments and municipalities.
Method of Calculation / Assessment	Simple count
Means of verification	Implementation report on decision matrix submitted to DG prior to next meeting. Implementation report to include all decisions as per previous meetings which are still outstanding, current progress, interventions if any are required and recommendations.
Assumptions	Progress reports received timeously from COHOD members.
Disaggregation of Beneficiaries (where applicable)	n/a
Spatial Transformation (where applicable)	n/a
Calculation Type	Cumulative
Reporting Cycle	Quarterly
Desired performance	Implementation reports on decision matrices submitted to DG within 10 days after meeting is held.
Indicator Responsibility	Director: Cooperative Governance

Indicator Title	7. International Relations & ODA Strategy implementation monitoring reports
Definition	The International Relations Strategy (including matters related to Overseas Donor Assistance) has been developed to serve as a blue print in conducting Provincial International Relations. The strategy contain a number of key outcomes which require implementation of key activities. This report provides progress that is being made in terms of the implementation of the strategy.
Source of data	Reports, Media Coverage, Invitations, the International Relations Strategy Implementation Plan.
Method of Calculation / Assessment	Simple count of Reports
Means of verification	Report on the progress being made with implementation to the strategy through the International Relation Strategy implementation plan. The report to cover the following issues: <ul style="list-style-type: none"> - International Relations strategy implementation plan - Progress report against implementation plan - Challenges - Proposed interventions - Recommendations Proof of submission of comprehensive report to be submitted to DG.
Assumptions	International Relations Strategy approved by Executive Council
Disaggregation of Beneficiaries (where applicable)	n/a
Spatial Transformation (where applicable)	n/a
Calculation Type	Cumulative
Reporting Cycle	Bi-Annual
Desired performance	Quarterly reports submitted on progress made with implementation of International Relations Strategy.
Indicator Responsibility	Director: International Relations
Indicator Title	8. Number of Twinning Agreements reviewed in line with the South African Foreign policy
Definition	To ensure that all International Twinning Agreement in KZN are reviewed to ensure alignment to South African foreign policy.
Source of data	KZN International Agreements, South African Foreign Policy
Method of Calculation / Assessment	Simple count
Means of verification	A report on the KZN international twinning agreements that have been analysed and aligned to the SA Foreign policy. Report to include number of twinning agreements reviewed in line with the South African Foreign Policy. Report tabled to the Sub-Committee on International Relations.
Assumptions	South African Foreign policy available to utilize to review twinning agreements.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Non-cumulative
Reporting Cycle	Annual
Desired performance	To review the agreements within a month or by end of second/third quarter
Indicator Responsibility	Director: International Relations

Programme 2a

Indicator Title	9. Number of quarterly reports on labour and disciplinary cases submitted to the Executive Council
Definition	Reports submitted to the Executive Council to provide updates on labour and disciplinary cases in KZN provincial departments.
Source of data	Quarterly reports from departments and own HR records
Method of calculation	Simple count of reports submitted to Executive Council
Means of verification	Copy of the Labour Relations reports (Discipline, grievances and disputes), proof of submission to the Executive Council Secretariat.
Assumptions	Report received from departments by the 15th of the month following the end of the Quarter
Disaggregation of Beneficiaries(where applicable)	N/A
Spatial Transformation(where applicable)	N/A
Calculation type	Cumulative year end
Reporting cycle	Quarterly
Desired performance	Analyse the trends of misconduct cases in the Province and provide interventions. Compliance reports to be submitted to the relevant structure within 10 working days of the end of the quarter that the report is prepared.
Indicator responsibility	Director: Labour Relations
Indicator Title	10. Number of reports on Technical HR support services on KZN HR policy matters
Definition	Number of quarterly reports on technical support services provided to all HR units in the provincial government of KZN on HR policy interpretation, development and review matters.
Source of data	Quarterly reports from HRM on policies developed (if any), written responses to departments on policy advice and related technical input requests, memoranda relating to technical advice services.
Method of calculation	Simple count of quarterly reports.
Means of verification	Quarterly report signed by Chief Director, and content to be screened for compliance to desired standard and submitted to the Deputy Director-General, Corporate Management Services. Report to include requests received, response rate, trends and need for policy intervention.
Assumptions	Demand driven - departments request assistance from the Office of the Premier on HR Policy related issues.
Disaggregation of Beneficiaries(where applicable)	N/A
Spatial Transformation(where applicable)	N/A
Calculation type	Cumulative year end
Reporting cycle	Quarterly
Desired performance	Reports to be completed within 7 working days after the end of each quarter, and reflect progress on matters on the previous quarter.
Indicator responsibility	Chief Director: Strategic Human Resource Management

Indicator Title	11. Number of Human Resource compliance reports
Definition	Number of Human Resource compliance reports submitted to COHOD.
Source of data	Quarterly reports on compliance analysis.
Method of calculation	Simple count of reports submitted
Means of verification	Copy of report/s, proof of submission to COHOD Secretariat. Number of Human Resource compliance reports submitted to relevant structures = 15, broken down as follows: Provincial Organisation Development: 4 Organisation Design compliance reports Labour Relations: 4 Labour Relations Reports (Discipline, Grievances, Suspensions and Disputes) HR Policy and Practices: 4 Provincial Plan of Action compliance reports and 1 Annual HR Plan report. Persal Management: 1 Provincial Persal Policy Compliance report (based on individual Departmental reports) Employee Wellness: 1 Annual Employee Health and Wellness Compliance Report
Assumptions	Dependent on provincial departments submitting compliance reports to the Office of the Premier within the given timeframes.
Disaggregation of Beneficiaries(where applicable)	N/A
Spatial Transformation(where applicable)	N/A
Calculation type	Cumulative year end
Reporting cycle	Quarterly
Desired performance	All quarterly reports to be relate to matters on the preceding quarter, within 7 working days of the end of the quarter.
Indicator responsibility	Chief Director: Strategic Human Resource Management
Indicator Title	12. Number of annual provincial departments ICT governance assessment reports
Definition	Reports to GSCID Cluster on compliance with IT governance requirements and frameworks, based on the standard template.
Source of data	Reports and records from Chief Director: Provincial Information Technology & completed templates from departments as per DPSA Corporate Governance of Information Communication Technology assessment standard.
Method of calculation	Simple count.
Means of verification	Summative report on findings on the templates as completed by departments submitted to the secretariat of the GSCID Cluster.
Assumptions	The receipt of completed templates from provincial departments.
Disaggregation of Beneficiaries(where applicable)	N/A
Spatial Transformation(where applicable)	N/A
Calculation type	Non-cumulative
Reporting cycle	Annual
Desired performance	2 x reports (6 monthly) indicating progress on compliance on key aspects measured by the standard template.
Indicator responsibility	Chief Director: Provincial Information Technology

Indicator Title	13. Number of reports on productivity assessments
Definition	The indicator measures the number of monitoring reports on the implementation of the Operations Management Framework.
Source of data	Quarterly reporting templates received from Provincial Departments
Method of calculation	Simple count of one consolidated report per quarter
Means of verification	Copy of consolidated reports based on the previous quarter from provincial departments on the progress being made with the implementation of the Operations Management Framework and proof of submission to COHOD Secretariat.
Assumptions	Reports received from departments by the 1st of the month following the end of the quarter
Disaggregation of Beneficiaries(where applicable)	N/A
Spatial Transformation(where applicable)	N/A
Calculation type	Cumulative year end
Reporting cycle	Quarterly
Desired performance	Copy of consolidated reports and proof of submission to COHOD Secretariat within 10 working days of the end of the quarter.
Indicator responsibility	Director: Provincial Organisational Development
Indicator Title	14. Number of ICT Strategy implementation monitoring reports
Definition	Digital Transformation Strategy Roadmap is an implementation plan to create an information technology capability for maximum and sustainable value for the Province. The implementation reports indicate the percentage complete for the initiatives detailed in the plan.
Source of data	Roadmap implementation reports of the Digital Transformation Strategy submitted by Provincial Departments.
Method of calculation	Simple count
Means of verification	Bi-annual consolidated monitoring reports and proof of submission to the GSCID Cluster secretariat quarterly. Report to include progress being made with respect to implementation of strategy, roadblocks, interventions and recommendations.
Assumptions	Progress implementation reports received from provincial departments
Disaggregation of Beneficiaries(where applicable)	N/A
Spatial Transformation(where applicable)	N/A
Calculation type	Cumulative year end
Reporting cycle	Bi-annual
Desired performance	1 consolidated annual report completed in addition to 4 quarterly reports, indicating progress on the implementation of the Digital Transformation Strategy Roadmap for the Province.
Indicator responsibility	Chief Director: Provincial Information Technology
Indicator Title	15. Strategy for Optimisation and Utilisation of Nerve Centre
Definition	Nerve Centre strategy is a roadmap to repurpose and reposition the Nerve Centre functioning to facilitate monitoring and reporting on service delivery issues in the Province within the context of the wider Provincial ICT framework.
Source of data	Provincial ICT Strategy.
Method of Calculation	Simple count
Means of verification	Proof of submission of final Strategy for Optimisation & Utilisation of the Nerve Centre to Departmental EXCO for approval.
Assumptions	Provincial ICT Strategy approved. Nerve Centre transferred to ICT Chief Directorate.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Non-cumulative
Reporting Cycle	Annual
Desired performance	1 Nerve Centre strategy approved to guide the repositioning and repurposing the functioning of the Nerve Centre in order to facilitate integration and efficiency in service delivery by the Provincial Government by the end of the first quarter.
Indicator Responsibility	Chief Director: Provincial Information Technology

Indicator Title	16. Number of monitoring reports on implementation of Provincial Communication Plan
Definition	The indicator refers to the monitoring of the Annual Provincial Communication Plan produced to highlight government's focus on essential monthly thematic and catalytic activities across departments.
Source of data	Data is collected and collated through the Provincial Communicators' Forum (PCF) and reviewed against the Provincial Communication Plan.
Method of calculation	Simple count
Means of verification	A quarterly report produced to show progress being made against the set Annual Plan submitted to the DG. Contents of the report to include plan, progress made against each activity, interventions for challenge areas and recommendations and media monitoring reports.
Assumptions	Information will be provided from Departmental Communicators timeously.
Disaggregation of Beneficiaries(where applicable)	N/A
Spatial Transformation(where applicable)	N/A
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	Quarterly reports submitted within 5 days of end of quarter.
Indicator responsibility	Chief Director: Communications
Indicator Title	17. Number of reports on provincial campaigns communicated
Definition	The indicator refers to provincial campaigns coordinated by the Communications Unit to communicate the plans and work of government in order to have an informed citizenry.
Source of data	Individual campaign reports
Method of calculation	Cumulative
Means of verification	A quarterly report produced to report on provincial campaigns completed submitted to the DG.
Assumptions	The provincial campaigns take place as planned.
Disaggregation of Beneficiaries(where applicable)	n/a
Spatial Transformation(where applicable)	n/a
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	A quarterly report produced to show progress being made against the set Annual Plan. The report to be completed within 5 days of end of quarter submitted to the DG
Indicator responsibility	Chief Director: Communications

Indicator	18. Number of Public Service Training Academy Revitalisation plan's developed.
Definition	Improving the competencies and skills of public servants for the enhancement of service delivery in the Province. The HRD strategy for the Province is a broad based plan for all sectors. A targeted Public Service Plan is to be developed to ensure courses offered respond to the imperatives of the 6th Administration, needs to be identified through a skills gap and results of the skills audit exercise, rather than a purely demand driven approach. The need has been identified to train public servants to increase the effectiveness in the areas of generic and transversal skills (leadership, management, development and adult education). There is a strong emphasis on management and leadership development through compulsory and mandatory training programmes to ensure effective implementation of the MTSF. These would also enhance delivery of sound governance. This is done through a structured skills development programme for the public service.
Source of data	Updated drafts and reports
Method of calculation	Simple count
Means of verification	Verification of activities achieved against the revitalisation plan approved by the Director-General.
Assumptions	Inputs from departments and buy-in from COHOD. The plan to be informed by the outcomes of PPSTA Repositioning
Disaggregation of Beneficiaries(where applicable)	N/A
Spatial Transformation(where applicable)	N/A
Calculation type	Non-cumulative
Reporting cycle	Annual
Desired performance	Public Service Training Academy Revitalisation Plan developed and implemented.
Indicator responsibility	Chief Director: Provincial Public Service Training Academy
Indicator Title	19. Number of Mentorship Programmes developed
Definition	Mentorship Programme developed for Public Servants in the Province of KZN
Source of data	Information from research and benchmarking with other mentorship programmes
Method of calculation	Simple count
Means of verification	Copy of the approved Mentorship Programme and implementation plan submitted to DDG: Corporate Services.
Assumptions	Accurate information from research and benchmarking
Disaggregation of Beneficiaries(where applicable)	N/A
Spatial Transformation(where applicable)	Province wide
Calculation type	Non-cumulative
Reporting cycle	Annual
Desired performance	Approved mentorship programme and implementation
Indicator responsibility	Chief Director: Provincial Public Service Training Academy

Indicator Title	20. Number of training sessions
Short definition	Number of training sessions for the development of public servants. Counts the courses delivered for the development of public servants
Source of data	Class registers
Method of calculation	Simple count
Means of verification	Course register for each session.
Assumptions	Attendance by Departments. Insufficient attendance might render courses not to be cost effective.
Disaggregation of Beneficiaries(where applicable)	N/A
Spatial Transformation(where applicable)	Province wide
Calculation type	Cumulative year end
Reporting cycle	Quarterly
Desired performance	To increase the scope of training programmes by including strategic training programmes that respond to the 6th Administration
Indicator responsibility	Chief Director: Provincial Public Service Training Academy
Indicator Title	21. Number of structured partnerships established with institutions of higher learning
Definition	The Provincial Training Academy to develop structured partnerships with Higher Education Institutions to ensure a co-ordinated effort towards ensuring that demands for skills meets supply and the building of a capable developmental state.
Source of data	Copy of Partnership Agreements/MOUs
Method of calculation	Simple count
Means of verification	Signed Partnership Agreements/MOUs with HEIs.
Assumptions	Buy in by the institutions of high learning to enter in to the partnership with OTP
Disaggregation of Beneficiaries(where applicable)	N/A
Spatial Transformation(where applicable)	Province wide
Calculation type	Cumulative year end
Reporting cycle	Quarterly
Desired performance	Partnerships in place
Indicator responsibility	Chief Director: Provincial Public Service Training Academy
Indicator Title	22. Number of reports on the implementation of the HRD Council resolutions
Definition	Counts the number of reports on the implementation of HRD Council Resolutions. The reports will comprise of decisions taken at HRDC Council meetings and provide reports on the progress with implementing the resolutions. Reports to be circulated to council 3 day before a council meeting
Source of data	Minutes of meetings, decision matrix, progress reports received stakeholders regarding implementation of resolutions.
Means of verification	Copies of implementation reports on progress on the implementation of HRDC resolution emanating from HRDC Decision matrix. Reports submitted by Director: HRDC to Chief Director: Provincial Public Service Training Academy.
Method of calculation	Simple count
Assumptions	Late or non-submission of progress reports from stakeholders
Disaggregation of Beneficiaries(where applicable)	N/A
Spatial Transformation(where applicable)	N/A
Calculation type	Cumulative year end
Reporting cycle	Quarterly
Desired performance	4 reports annually
Indicator responsibility	Chief Director: Provincial Public Service Training Academy

Programme 2b

Indicator Title	23. Number of Quarterly Reports on Provincial Legislative Programme
Definition	Quarterly Reports on Provincial Legislative Programme on the preceding Quarter, submitted within 10 working days of the end of each Quarter to the Cluster Secretariat to be placed on the Agenda of the Government State Capacity & Institutional Development (GSCID) Technical Cluster.
Source of data	Records and Reports from CD: SLAS.
Method of calculation	Simple count
Means of verification	Copy of Quarterly Report which incorporates information on the number of Provincial Laws (Bills, Regulations and Proclamations) drafted, legally edited and certified and reports on progress with, and status of, the legislation. Proof of submission to the GSCID Technical Cluster Secretariat e.g. email or signed document tracking register submitted.
Assumptions	Reports are available and stored electronically and in hard copy format.
Disaggregation of Beneficiaries(where applicable)	N/A
Spatial Transformation(where applicable)	N/A
Calculation type	Cumulative year-end.
Reporting cycle	Quarterly
Desired performance	Monthly reports submitted which incorporates information on the number of Provincial Laws (Bills, Regulations and Proclamations) drafted, legally edited and certified and reports on progress with, and status of, the legislation.
Indicator responsibility	Chief State Law Advisor: Chief Directorate: SLAS
Indicator Title	24. Number of Provincial Security Co-ordination Frameworks developed
Definition	The OTP as the centre of governance in the Province also has a responsibility to co-ordinate security services. Part of this co-ordination is to ensure the availability of a Provincial Security Framework.
Source/collection of data	National Security Framework / policy. Provincial Security framework concept.
Method of calculation	Simple count
Means of verification	Draft Provincial Security Framework submitted to Executive Council for approval.
Assumptions	Executive Council will approve Provincial Security Framework.
Disaggregation of Beneficiaries(where applicable)	N/A
Spatial Transformation(where applicable)	N/A
Calculation type	Non-cumulative
Reporting cycle	Annual
Desired performance	Provincial Security Framework approved and implemented.
Indicator responsibility	Chief Director: Security Services
Indicator Title	25. Number of quarterly Minimum Physical Security Standards (MPSS) monitoring coordination reports
Definition	Quarterly Minimum Physical Security Services (MPSS) monitoring coordination reports completed to monitor and coordinate security services in the province.
Source of data	Reports from various units, government sources as well as internally generated reports.
Method of calculation	Simple count of reports per quarter
Means of verification	Physical verification security standards reports submitted to Chief Director: Security Services detailing progress, challenges, recommendations and progress on implementation. Due to the nature of security reports, these would highlight trends rather than details per department. 1 report per quarter, relating to matters on the preceding quarter.
Assumptions	Compliance by Departments – in terms of timeous(quarterly) submission of reports and availability of security managers within departments
Disaggregation of Beneficiaries(where applicable)	N/A
Spatial Transformation(where applicable)	N/A
Calculation type	Cumulative year- end
Reporting cycle	Quarterly
Desired performance	Monthly minimum physical security standards monitoring reports submitted.
Indicator responsibility	Chief Director: Security Services Unit

Indicator Title	26. Number of intervention reports on the resolution of service delivery complaints
Definition	Receipt and resolution of complaints are demand driven. Some interventions take longer than others, depending on the nature of the complaint (Birth certificates documents v Housing, e.g.). OTP is a conduit for service delivery complaints through different media (hotlines, walk-ins, letters, etc.) and coordinates referrals and interventions by departments. Progress reports on the receipt and resolution of complaints is the most practical means of monitoring intervention progress and effectiveness.
Source of data	Copy of reports, and Reports to include Complaints register and intervention reports
Method of calculation	Simple count
Means of verification	Consolidated report supported by the complaints register and interventions. Report to include complaints received, referral to department / municipality, progress on resolution of complaint, challenges experienced, intervention required & recommendations. Retrospective reporting (quarter starts a month before the beginning of the quarter and ends a month before the end of the quarter. Report submitted to Chief Director: Integrity Management.
Assumptions	Compliance by departments and municipalities in terms of timeous submission of intervention reports.
Disaggregation of Beneficiaries(where applicable)	N/A
Spatial Transformation(where applicable)	Province wide
Calculation type	Cumulative year-end
Reporting cycle	Quarterly
Desired performance	Consolidated quarterly reports within 10 working days of the end of each quarter to ensure timely response to complaints through referrals to line function departments. Reports to include Complaints register and intervention reports. 1 report per quarter, relating to matters on the preceding quarter, within 10 working days of the end of the quarter.
Indicator responsibility	Director: Service Delivery Complaints Management
Indicator Title	27. Number of OTP Ombudsperson reports
Definition	OTP Ombudspersons' reports submitted on complaints received and investigated, with recommendations.
Source of data	Complaints received, reports collated from departments and state owned enterprises
Method of calculation	Simple count
Means of verification	Copy of quarterly report submitted to the DDG of the Branch. Report to include complaints received, referral to, progress made, challenges, interventions and recommendations.
Assumptions	Complaints are received (demand driven)
Disaggregation of Beneficiaries(where applicable)	N/A
Spatial Transformation(where applicable)	Province-wide
Calculation type	Cumulative year-end
Reporting cycle	Quarterly
Desired performance	1 report per quarter, relating to matters on the preceding quarter, within 5 working days of the end of the quarter.
Indicator responsibility	Chief Director Democracy Support

Indicator Title	28. Number of updated 5 year strategic plans for each target group: 1 x gender equality; 1 x disability, 1 x children; and 1 x senior citizens
Definition	The Office of the Premier is responsible for the co-ordination of programmes targeting vulnerable members of society. These include women, children, disabled and senior citizens. Strategic plans aimed at provision of support for each of these vulnerable groups are developed every 5 years (as per planning cycle). These strategic plans are reviewed annually. Number of strategic plans for each target group = 1 per group which is 4 in total.
Source of data	Copies of plans Director: Human Rights, inputs from each relevant department / sector.
Method of calculation	Simple count
Means of verification	Copies of each Five year Strategic Plan each Target Group (Gender equality; Disability, Children; and Senior citizens, i.e. 4 Strategic Plans per year submitted to the DDG: Institutional Development.
Assumptions	Departments / sectors will provide the necessary information / inputs required for the development of the plans.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	Province wide
Calculation type	Non-cumulative
Reporting cycle	Annual
Desired performance	Strategic Plans developed before commencement of financial year for implementation at beginning of financial year.
Indicator responsibility	Chief Director Democracy Support
Indicator Title	29. Number of coordination reports on the protection and empowerment of designated groups (1 x Women, 1 x Senior Citizens, 1 x Children and 1 x People with disabilities).
Definition	Quarterly reports on the progress of implementation of Women (Gender Equality), Disability, Children & Senior Citizens (GDCSC) plans with specific focus on the protection & empowerment of the designated groups
Source of data	Quarterly Reports on the implementation of the GDCSC Plans for each sector and from each department / sector: 1 report on Women (Gender Equality) 1 report on Disabled 1 report on Children 1 report on Senior Citizens i.e. 4 reports in total per quarter Reports received from stakeholders.
Method of calculation	Simple count
Means of verification	Consolidated report on each designated group as indicated below, highlighting trends & the progress being made with regard to protection and empowerment of rights of designated groups, submitted to DDG: Institutional Development and Integrity Management: 1 report on Women (Gender Equality) 1 report on Disabled 1 report on Children 1 report on Senior Citizens i.e. 4 reports in total per quarter.
Assumptions	Late or non-submission of reports from sectors, departments and municipalities
Disaggregation of Beneficiaries (where applicable)	Disaggregated – sector specific reports: 1 report on Gender 1 report on Disabled 1 report on Children 1 report on Senior Citizens
Spatial Transformation (where applicable)	Province wide
Calculation type	Cumulative year-end
Reporting cycle	Quarterly
Desired performance	4 quarterly reports highlighting trends per sector provided to DG within 10 days after each quarter.
Indicator responsibility	Chief Director: Democracy Support Services

Indicator Title	30. Number of monitoring reports on the implementation of 365 days visible campaigns against GBV as part of the Provincial Anti GBV and Femicide Plan
Definition	The Office of the Premier is responsible for the co-ordination of programmes targeting vulnerable members of society. One of these national programmes is the visible campaign against GBV as part of the Provincial anti GBV and Femicide Plan.
Source of data	Provincial Anti GBV and Femicide Plan, progress from departments /sectors on visible campaign against GBV.
Method of calculation	Simple count
Means of verification	Consolidated quarterly report submitted to DDG: Institutional Development and Integrity Management: Report to include campaigns planned, held, progress made and challenges with recommendations.
Assumptions	Late or non-submission of reports from sectors, departments and municipalities
Disaggregation of Beneficiaries(where applicable)	N/A
Spatial Transformation(where applicable)	Province wide
Calculation type	Cumulative year-end
Reporting cycle	Quarterly
Desired performance	4 quarterly reports highlighting trends per sector provided to DG within 10 days after each quarter.
Indicator responsibility	Chief Director: Democracy Support Services
Indicator Title	31. Number of consolidated human rights violation monitoring reports
Definition	Measures progress on investigations undertaken on receipt of complaints of human rights violations.
Source of data	Complaints received, progress report form departments / municipalities.
Method of calculation	Simple count
Means of verification	Quarterly report submitted to DDG: Institutional Development outlining human rights violations cases received, the current status of the investigation, progress and challenges.
Assumptions	Cases reported and received for investigation on human rights violations (demand driven).
Disaggregation of Beneficiaries(where applicable)	N/A
Spatial Transformation(where applicable)	Province wide
Calculation type	Cumulative year-end
Reporting cycle	Quarterly
Desired performance	Monthly report on consolidated human rights violation monitoring submitted to DDG: Institutional Development.
Indicator responsibility	Chief Director: Democracy Support
Indicator Title	32. Number of integrated Provincial Youth Development implementation plans
Definition	Integrated Provincial Youth Development implementation plan developed annually to ensure co-ordination of the implementation of youth programmes in the Province.
Source of data	Stats SA, Reports from departments, National Youth Framework, etc.
Method of calculation	Simple count of an approved plan
Means of verification	Integrated Provincial Youth Development Plan approved by DDG: Institutional Development. Plan to include consolidated activities of all departments broken down to a monthly / quarterly level, timeframes, responsibility and budget.
Assumptions	Compliance by departments to prepare annual youth development plans and submit these timeously to OTP for consolidation.
Disaggregation of Beneficiaries(where applicable)	N/A
Spatial Transformation(where applicable)	Province wide
Calculation type	Non-cumulative
Reporting cycle	Annual
Desired performance	Plan is ready for implementation before the beginning of the financial year.
Indicator responsibility	Chief Director: Youth Development

Indicator Title	33. Number of coordination reports on the implementation of provincial youth development plan
Definition	To provide a progress report on the implementation of the Integrated Provincial Youth Development Plan.
Source of data	Provincial Youth Plan, progress reports from various implementing stakeholders.
Method of calculation	Simple count
Means of verification	Quarterly consolidated progress report submitted to the DDG: Institutional Development on progress made against the annual Integrated Provincial Youth Development Plan. Report to include progress made against outlined activities of the plan, challenges, interventions and recommendations.
Assumptions	Submission of information from departments
Disaggregation of Beneficiaries(where applicable)	N/A
Spatial Transformation(where applicable)	Province wide
Calculation type	Cumulative year-end
Reporting cycle	Quarterly
Desired performance	Monthly progress reports provided.
Indicator responsibility	Chief Director: Youth Development
Indicator Title	34. Number of progress reports on the rollout of the Youth Empowerment Fund
Definition	Quarterly progress reports on the roll-out of the 19/20 Youth Empowerment Fund and the 2020/21 rollout of the Youth Empowerment Fund in the province, to promote economic growth and reduce poverty.
Source of data	Reports from stakeholders outside of OTP on the utilisation of the Fund e.g. the youth recipients, EDTEA and Growth Fund. Applications received for 20/21 fund.
Method of calculation	Simple count
Means of verification	Quarterly consolidated progress report submitted to the secretariats of the Economic Cluster. Report to include progress on the progress being made by recipients of the 19/20 Youth Empowerment Fund and the 2020/21 rollout of the Youth Empowerment Fund, in the province. Report to include progress, challenges, interventions and recommendations.
Assumptions	Compliance of submission of information from stakeholders with respect to information required to consolidate reports.
Disaggregation of Beneficiaries(where applicable)	N/A
Spatial Transformation(where applicable)	Province wide
Calculation type	Cumulative year-end
Reporting cycle	Quarterly
Desired performance	Reports provided within 10 days of end of quarter
Indicator responsibility	Chief Director: Youth Development
Indicator Title	35. Number of Provincial Security Managers Coordination Forum engagement reports
Definition	As the co-ordinators of strategic functions in the Province, the OTP has the responsibility to provide support to the Provincial Security Managers. Part of this support is the meetings held quarterly with the security managers.
Source of data	Security forum managers meeting minutes, workshops held, engagements with Provincial Security Managers.
Method of calculation	Simple count
Means of verification	Report on engagements held with Provincial Security Managers submitted to DDG: Institutional Development. Report to include any issues that require escalation and intervention of the DDG / DG.
Assumptions	Provincial Security Managers will engage on issues.
Disaggregation of Beneficiaries(where applicable)	N/A
Spatial Transformation(where applicable)	N/A
Calculation type	Cumulative year-end
Reporting cycle	Quarterly
Desired performance	Monthly reports provided on engagements with Provincial Security Managers.
Indicator responsibility	Chief Director: Security Services

Indicator Title	36. Number of quarterly progress reports (National Anti-Corruption Hotline KZN cases)
Definition	Monitoring and coordination progress reports (National Anti-Corruption Hotline cases) on service delivery complaints and the resolution of the complaints.
Source of data	Hotline Complaints register and intervention reports from departments
Method of calculation	Simple count of progress reports
Means of verification	Quarterly reports relating to matters on the preceding quarter, submitted to DDG: Institutional Management. Progress reports to include complaints received and progress on interventions, challenges experienced, and recommendations as well as monitoring of response times.
Assumptions	Timeous responses from departments. PSC to give limited access to the departments on their system in order to provide responses and updates
Disaggregation of Beneficiaries(where applicable)	N/A
Spatial Transformation(where applicable)	Province wide
Calculation type	Cumulative year-end
Reporting cycle	Quarterly
Desired performance	Monthly progress reports provided on progress made on National Anti-Corruption Hotline cases
Indicator responsibility	Chief Director: Integrity Management
Indicator Title	37. Percentage of provincial cases resolved from the National Anti-Corruption hotline (PSC)
Definition	The number of cases received via the National Anti-Corruption hotline that are resolved within the specific compliance timeframe. All provincial fraud cases from the national hotline are sent to the Province which then sent to the HODs to investigate. The province response rate and closure rate is then compared to other provinces and presented to Cabinet by the Public Service Commissioner.
Source of data	National Anti-Corruption Hotline cases received per month, reports received from departments and other stakeholders on progress of cases, Public Service Commission report.
Method of calculation	Calculation done by PSC – actual measures will be contained within report from PSC
Means of verification	Quarterly report on the number of cases received from the National Anti-Corruption hotline that are resolved, including percentage of provincial case resolution, submitted to the DDG: Institutional Development and Integrity Management.
Assumptions	Submission of list of complaints and closure rate from PSC.
Disaggregation of Beneficiaries(where applicable)	N/A
Spatial Transformation(where applicable)	Province wide
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	Quarterly reports within 10 working days of the end of each quarter to report on the response to complaints through referrals to line function departments. 1 report per quarter, relating to matters on the preceding quarter, within 10 working days of the end of the quarter.
Indicator responsibility	Chief Director Integrity Management
Indicator Title	38. Provincial Hotline established
Definition	Establish a functional Provincial Hotline for the lodging of Service Delivery Complaints. The members of the public to lodge complaints and the OTP to follow up with departments on complaints lodged to enhance improvement on Service Delivery in all Provincial Department & Municipalities
Source of data	Issues received from the Hotline. Progress reports from departments and municipalities.
Method of calculation	Simple count
Means of verification	Signing of the SITA proposal on the establishment of the Provincial Hotline and/or proof of payment of the SITA invoice.
Assumptions	SITA delivers the system on time
Disaggregation of Beneficiaries(where applicable)	N/A
Spatial Transformation(where applicable)	Province wide
Calculation type	Cumulative
Reporting cycle	Annual
Desired performance	Provincial Hotline established and functional.
Indicator responsibility	Director: Service Delivery Complaints Management

Indicator Title	39. Number of ethics workshops
Definition	Workshops held to build capacity on ethics issues in order to enhance ethical behaviour and integrity in the public service.
Source of data	Agenda and attendance registers, training material
Method of calculation	Count of workshops
Means of verification	Agenda and attendance registers; agenda to demonstrate ethics related content
Assumptions	Stakeholders outside of OTP will attend as invited and participate in workshops.
Disaggregation of Beneficiaries(where applicable)	N/A
Spatial Transformation(where applicable)	N/A
Calculation type	Cumulative year-end
Reporting cycle	Quarterly
Desired performance	More than 1 workshop per quarter held per quarter.
Indicator responsibility	Chief Director: Integrity Management
Indicator Title	40. Number of departmental awareness workshops on anti-fraud and anti-corruption
Definition	Empowerment workshops are aimed at creating awareness of fraud and corruption and ethics in order to improve the understanding of public servants on fraud and corruption and encourage them to report incidents of fraud and corruption utilising the correct channels whenever they come across these.
Source of data	Training material, workshop attendance registers,
Method of calculation	Simple count
Means of verification	Copy of report on the workshop held. Report to include: Date and venue of workshop (which district / municipal area), when, who attended. It will also cover matters raised, challenges and proposed interventions and timeframes, as well as where matters were referred to line function departments. It will also cover other forms of media used. The report will be for the Unit's use to assist in preparing for other workshops, QPR reporting and to track matters which will be referred to other departments. Report to be submitted to DDG: Institutional Development and Integrity Management.
Assumptions	Departments are willing and commit to hosting the workshops.
Disaggregation of Beneficiaries(where applicable)	N/A
Spatial Transformation(where applicable)	Province wide
Calculation type	Cumulative year-end
Reporting cycle	Quarterly
Desired performance	1 consolidated report within 10 working days of the end of each quarter.
Indicator responsibility	Chief Director: Integrity Management
Indicator Title	41. Number of Fraud and Corruption reports
Definition	Summarised table of statistics released by SAPS on fraud and corruption, detailing amounts involved, convictions, whether public servants or private sector individuals were involved, and resultant financial recoveries.
Source of data	Report from SAP
Method of calculation	Simple count of reports
Means of verification	Consolidated report on fraud and corruption in KZN submitted to the DDG: Institutional Development and Integrity Management. Report to include statistics as received from SAPS, analysis of these and recommendations.
Assumptions	SAPS will provide fraud statistics timeously
Disaggregation of Beneficiaries(where applicable)	n/a
Spatial Transformation(where applicable)	Province wide
Calculation type	Cumulative year-end
Reporting cycle	Quarterly
Desired performance	1 report per quarter, relating to matters on the preceding quarter, within 10 working days of the end of the quarter.
Indicator responsibility	Chief Director : Integrity Management

Indicator Title	42. Number of capacity building sessions conducted for security managers in Provincial Departments
Definition	Threat and risk capacity building sessions held outlining TRA's, counter measures implemented to the Institution and to the entire KZN Government's security managers.
Source of data	Workshop invites, attendance registers, evaluation forms completed by attendees
Method of calculation	Simple count of training sessions held
Means of verification	Attendance registers, invitations, workshop material. Copy of report on the capacity building sessions held. Report to include: Date and venue of capacity building workshop & workshop attendees. It will also cover matters raised, challenges and proposed interventions and timeframes, It will also cover other forms of media used. Report to be submitted to DDG: Institutional Development and Integrity Management.
Assumptions	State Security and other stakeholders (SAPS) available to conduct workshops.
Disaggregation of Beneficiaries(where applicable)	N/A
Spatial Transformation(where applicable)	N/A
Calculation type	Cumulative year-end
Reporting cycle	Quarterly
Desired performance	Monthly capacity building workshops held.
Indicator responsibility	Chief Director: Security Services Unit
Indicator Title	43. Number Lifestyle Audit reports
Definition	Lifestyle audits conducted on officials as a way to curb corruption. However the actual implementation of Lifestyle Audits is still under discussion by DPSA with respect to possible violation of Human Rights.
Source of data	Reports from DPSA
Method of calculation	Simple count
Means of verification	Quarterly reports on the progress of lifestyle audits submitted to DDG: Integrity Management within 10 days of end of each quarter.
Assumptions	The DPSA regulations will be finalised and approved within 2020/ 2021 financial year
Disaggregation of Beneficiaries(where applicable)	N/A
Spatial Transformation(where applicable)	N/A
Calculation type	Cumulative year end
Reporting cycle	Quarterly
Desired performance	1 consolidated report on actual lifestyle audits conducted rather than a progress report on the regulations.
Indicator responsibility	Chief Director: Integrity Management

Programme 3a

Indicator Title	44. Number of Performance Reports on departments
Definition	The extent to which departments are implementing interventions, programmes and projects in line with approved plans. This includes implementation of the MTSF, POA and APP deliverables. Audit outcomes form part of the assessment.
Source of data	AWG reports, AG reports, QPR reports
Method of calculation	Qualitative
Means of verification	Submission of report to the Director General within 60 days after the end of every quarter
Assumptions	Verified information submitted by departments within the required time frames.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative
Reporting Cycle	Quarterly
Desired performance	Reports submitted within 15 days after the end of each quarter for reporting
Indicator Responsibility	Director: Performance Reporting
Indicator Title	45. Number of reports on Provincial Priority programmes
Definition	Consolidated report on provincial priority programmes.
Source of data	Quarterly Reports submitted by Departments
Method of Calculation / Assessment	Qualitative
Means of verification	Submission of reports to Branch Head within 60 days of the end of the quarter.
Assumptions	Verified reports submitted within the required timeframes.
Disaggregation of Beneficiaries (where applicable)	Where applicable
Spatial Transformation (where applicable)	Where applicable
Calculation Type	Cumulative
Reporting Cycle	Quarterly
Desired performance	Presentation to COHOD to highlight successes and key areas for improvement
Indicator Responsibility	Director: Monitoring and Evaluation Programmes
Indicator Title	46. Number of quarterly Service Delivery Improvement Plans (SDIP) implementation monitoring reports
Definition	Monitoring reports on the implementation of the Service Delivery Improvement Plans (SDIP)
Source of data	Reports from departments and DPSA on implementation of Departmental SDIPs.
Method of calculation	Simple Count
Means of verification	Submission of report to the DDG within 60 days after the end of the each quarter.
Assumptions	All provincial departments have submitted their 3 year SDIPs to both OTP and DPSA.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative
Reporting Cycle	Quarterly
Desired performance	Submission of monitoring report to COHOD secretariat within 30 days of end of quarter.
Indicator Responsibility	Director: Service Delivery Improvement

Indicator Title	47. Number of Siyahlola reports
Definition	Monitoring reports on the identified projects being implemented within KZN.
Source of data	Site visits (announced and unannounced) conducted by OTP specific projects identified and assessment tool utilized during these visits.
Method of calculation	Simple count
Means of verification	Submission of report to the DDG within 60 days after the end of each quarter. Report to outline the site visits undertaken, findings during visits, required interventions, progress, recommendations.
Assumptions	Staff availability and reports submitted by departments within the required timeframes for reporting.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative
Reporting Cycle	Quarterly
Desired performance	Submission of progress report to DDG within 30 days of end of quarter.
Indicator Responsibility	Director: Service Delivery Improvement
Indicator Title	48. Number of reports on the Provincial Evaluation Plan
Definition	Progress report on Provincial Evaluation Plan (PEP).
Source of data	Reports from departments on implementation of the Provincial Evaluation Plan
Method of calculation	Simple count
Means of verification	Submission of report to the Branch Head within 30 days after the end of second and fourth quarters.
Assumptions	Reports submitted within the required timeframes for reporting.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative
Reporting Cycle	Bi-annual
Desired performance	Quarterly report on Provincial Evaluation plan submitted to Branch Head.
Indicator Responsibility	Director: Monitoring & Evaluation Programmes.
Indicator Title	49. Number of MTSF reports
Definition	Consolidated report on progress made in the implementation of programmes and interventions towards the achievement of MTSF programme of action.
Source of data	Reports from Action Work groups
Method of Calculation / Assessment	Qualitative
Means of verification	Proof of submission of consolidated MTSF Outcomes progress report to the Branch Head by the end of June.
Assumptions	Reports submitted from departments and AWGs within the required timeframes for reporting.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	As per identified geographical area.
Calculation Type	Cumulative
Reporting Cycle	Annual
Desired performance	Presentation to COHOD to highlight successes and key areas for improvement by end of July.
Indicator Responsibility	Director: Monitoring & Evaluation Programmes.

Indicator Title	50. Number of oversight reports on the District Development Model / OSS
Definition	Analysis of Progress Reports on the implementation of DDM.
Source of data	Reports from COGTA
Method of calculation	Qualitative
Means of verification	Proof of submission of DDM progress report to Branch Head within 60 days of end of quarter
Assumptions	Submission of report by COGTA timeously.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative
Reporting Cycle	Quarterly
Desired performance	Presentation to COHOD to highlight successes and key areas for improvement.
Indicator Responsibility	Director: Monitoring & Evaluation Programmes.
Indicator Title	51. Number of macro policy and research inventory reports
Definition	Measures policy and research coordination through updated inventories and monitoring of progress to facilitate effective review and gap analysis indicated in the reporting on the status of macro policies (and policy instruments), relating to provincial public policies and research in response to the PGDP situational analysis of 2011, as updated in 2016. The focus here is on reporting against an initiative (process of determining what policies are out there, when were they approved, when were they last reviewed, how do they align to key priorities of the Provincial Government (e.g PGDS and MTSF as defined in the policy audit framework. This stems directly from the PGDP situational analysis of 2011 in which the need was identified to conduct an audit to determine which public policies are in the Provincial domain and what the status is. The audit is performed against a framework developed with the policy and research forums, communicated to HOD's, and serves as a tool for collecting data that informs the report.
Source of data	Summative report on policy and research inventory, and progress from the policy analyst responsible for governance. Data drawn from Departments through populating the inventory templates.
Method of Calculation / Assessment	Simple count of one summative progress report on status of policy and research (public policies).
Means of verification	Updated reports and/or, electronic copies of policies submitted to the DDG: Planning Branch – copy of email and reports signed off by the Policy analyst and / or Chief Director. Proof of submission to the DDG (email or document register). 1 st report to be submitted within the first 6 months of the year. Updated report to be submitted before 31 March.
Assumptions	Timely and accurate reporting by Departments and line function units.
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Non-cumulative
Reporting Cycle	6 monthly
Desired performance	Updated schedule of policies by 31 March, 2 reports per year, outlining progress against the framework and the status of public policies and policy instruments in the Province. It seeks to provide an update of Service Delivery orientated policies relating to the core business of the Department that directs service delivery in the KwaZulu-Natal. These could be in the form of policies, programmes, strategies or other frameworks, e.g. but not limited to initiatives such as Small Towns Rehabilitation Programme (COGTA); sustainable Human Settlement Strategy (Human Settlements); KZN Informal Economic Policy ; KwaZulu-Natal Beach Tourism Policy; KwaZulu-Natal Tourism Master Plan. Copy of report to PPC.
Indicator Responsibility	Director : Policy and Research

Indicator Title	52. Number of consolidated provincial strategic planning alignment reports
Definition	Technical analysis reports on strategic plans for provincial departments and entities (5 year Strategic Plan and APP) submitted for support and/or analysis. In this regard, the strategic plans are compiled once in 5 years, unless a department is re-tabling in terms of the Framework for Strategic Plans and Annual Performance Plans. Annual Performance Plans, however are reviewed annually. Plans are assessed for alignment to the national priorities (MTSF) and provincial priorities (KZN MTSF [POA]).
Source of data	Departmental draft Strategic and Annual Performance Plans submitted by departments. The National MTSF plan and KZN MTSF Implementation plan for analysis and assessment purposes.
Method of calculation	Simple count.
Means of verification	Summative report on plans analysed supported by analysis memorandum/correspondence submitted to DDG: Strategic Management before end March of each year.
Assumptions	Departments submit draft strategic planning documents (SP if necessary and APP) by due date, which reflect alignment to the provincial priorities.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Non-cumulative
Reporting Cycle	Annual
Desired performance	To conduct analysis on alignment of 100% of all plans received (new and revisions) before end of December each year (3 rd quarter).
Indicator Responsibility	Director: Departmental Strategic Planning
Indicator Title	53. Number of reports on the implementation of the Provincial Planning Commission business plan
Definition	To measure functionality of the KwaZulu-Natal Provincial Planning Commission (KZN PPC) and progress being made in terms of its Mandate.
Source of data	Approved Terms of Reference for the PPC (2017); PPC Business Plan; Minutes of PPC meetings, Reports received from Commissioners.
Method of Calculation / Assessment	Simple count and content of report to reflect on the Progress with the implementation of the Business Plan with recommendations.
Means of verification	Proof of submission to the Chairperson of the Provincial Planning Commission (e-mail) and submission to the Deputy Director-General as the Head of the Secretariat (email and/or document tracking record). Report submitted before the end of the quarter, on progress against the previous quarter.
Assumptions	PPC members appointed and attending meetings and commitments PPC members reporting on engagements Quorum of meetings.
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Non-cumulative
Reporting Cycle	Quarterly
Desired performance	Reports submitted to the Director-General within a 30 days after the end of the quarter, at least one report per quarter (on the preceding quarter) reflecting on PPC engagements and progress.
Indicator Responsibility	Director: Provincial Planning

Indicator Title	54. PGDS reviewed
Definition	The Provincial Growth and Development Strategy (PGDS) is a strategic Macro Planning Instrument which drives the implementation of the NDP and the MTSF at a Provincial Level. The Implementation of the Plan is driven through the Provincial Growth and Development Plan and/or MTSF Implementation Plan. The PGDS is reviewed every 5 years – last review was undertaken in 2015-2016. These reviews are undertaken to ensure delivery remains responsive to the contextual changes in the delivery environment against the long term Vision for 2030.
Source of data	Reports from the PGDP Tech Committee Meetings (steering committee) regarding process and progress; Minutes of PPC meetings with recommendations to the Executive Council
Method of Calculation / Assessment	Simple count (one plan reviewed) and progress monitoring in the development of the strategy
Means of verification	Copies of minutes and final draft reviewed strategy submitted to the Provincial Planning Commission by 31 March.
Assumptions	Participation and inputs by departments, and external stakeholders. Buy-in into the review process and support through Cluster system.
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Non-cumulative. Qualitative and Simple count. (Completion of report) and progress reflected in PPC and/or PGDP Tech Committee Minutes.
Reporting Cycle	Quarterly
Desired performance	PGDS Reviewed by 31 March 2021
Indicator Responsibility	Chief Director: Provincial Planning, Research and Policy Coordination
Indicator Title	55. Number of reports on level of compliance with Batho Pele principles
Definition	Reports on level of compliance with Batho Pele principles across provincial departments.
Source of data	Reporting Tool
Method of Calculation	Simple Count
Means of verification	Submission of summative reports reflecting findings on departments monitored, compliance findings, challenges, interventions and recommendations, to the DDG within 60 days after the end of the second and fourth quarters.
Assumptions	Submission of reports from Batho Pele Coordinators in departments within the required reporting requirements.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative
Reporting Cycle	Bi-annual
Desired performance	Quarterly reports on levels of Batho Pele compliance submitted.
Indicator Responsibility	Director: Service Delivery Improvement

Programme 3b

Indicator Title	56. Number of KwaZulu-Natal Zulu Royal House Trust quarterly monitoring reports.
Definition	This is a monitoring report by the Chief Directorate to assess and evaluate whether activities of the Trust as a departmental entity are delivering on its mandate
Source of data	Progress reports, photos, agendas and attendance registers.
Method of calculation	Simple count
Means of verification	Monitoring report submitted to the DDG Stakeholder Coordination. The report to include progress being made by the Trust against operational plan indicators and on budget requirements for the next quarter and the budget expenditure for the previous month as well as cash flow projections for the month following.
Assumptions	Validated progress reports received from the entity.
Disaggregation of beneficiaries (where applicable)	n/a
Spatial transformation (where applicable)	n/a
Calculation type	Cumulative year end.
Reporting cycle	Quarterly
Desired performance	Report submitted within 10 day of end of each quarter.
Indicator responsibility	Chief Director King's Support and Royal Household.
Indicator Title	57. KwaZulu-Natal Zulu Royal House Trust Annual Performance Plan assessment report.
Definition	This is assessment report by the Chief Directorate to assess and evaluate whether the Trust as a departmental entity is achieving its set APP targets.
Source of data	Annual Performance and Operational Plans from the Zulu Royal House Trust Performance reports, and photos.
Method of calculation	Simple Count
Means of verification	Assessment report submitted to the DDG Stakeholder Coordination. The report to include an assessment of the entity's plan with respect to the agreement between the OTP and the entity and its achievement of its mandate.
Assumptions	Receipt of Annual Performance Plan from the KZN Zulu Royal House Trust.
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Calculation type	Non-cumulative
Reporting cycle	Annual
Desired performance	Report submitted in the 3rd quarter to allow the entity to make the necessary refinements in their plan.
Indicator responsibility	Chief Director King's Support and Royal Household
Indicator Title	58. Number of KZN Zulu Royal House Trust support plans developed
Definition	This relates to the development and implementation of a plan of support services provided by the Chief Directorate to the King.
Source of data	Meetings, plans, agendas, and attendance registers, plan of support signed as approved by the DDG: Stakeholder Management and co-signed by the KwaZulu-Natal Zulu Royal House Trust seven days before the beginning of the new financial year.
Method of calculation	Simple Count
Means of verification	Reports on the progress made per quarter with the implementation of the approved support plan. Report to be submitted to DDG and to include high level activities that were implemented as per support plan, challenges and recommendations.
Assumptions	The Trust will agree with contents of the support plan and provide sign off.
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Calculation type	Non-cumulative
Reporting cycle	Annual
Desired performance	Monitoring reports on the implementation of the plan provided quarterly within 7 days of end of quarter to the DDG.
Indicator responsibility	Chief Director King's Support and Royal Household

Indicator Title	59. Number of annual implementation reports on Phase IV of the PEMP Master Plan
Definition	Annual Cumulative Report consolidating the implementation of Phase 4 of PEMP rollout includes challenges experience success etc.
Source of data	Quarterly Reports developed for PEMP AND from Departments Municipalities and other Stakeholders
Method of calculation	Simple Count
Means of verification	Annual Report to the DDG of the Branch before the end of the first quarter of the new financial year on implementation of Phase 4 of PEMP rollout includes challenges experience success etc.
Assumptions	Lack of cooperation from Government Departments Municipalities and other Stakeholder
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	Province Wide
Calculation type	Non-Cumulative
Reporting cycle	Annual
Desired performance	Quarterly reports consolidating the implementation of Phase 4 of PEMP rollout includes challenges experience success etc.
Indicator responsibility	Chief Director Poverty Eradication Programme
Indicator Title	60. Number of quarterly coordination reports on progress with PEMP implementation by departments
Definition	These reports provide progress of the phase iv on the implementation of the Poverty Eradication Master Plan. The operationalisation of this plan is being facilitated by the Office of the Premier under Programme 3- Stakeholder Coordination.
Source of data	Information collated from Departments and Municipalities on Poverty Eradiation Projects/Programmes and Interventions/challenges.
Method of calculation	Simple count
Means of verification	1 report per quarter to be submitted to the Branch Head on the implementation of the PEMP programme by departments. Report to include projects progress against project/programmes milestones, challenges and interventions. These reports will also record progress on land reform support.
Assumptions	Commitment and cooperation of departments and stakeholders
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	Province wide.
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	1 report on progress per quarter, the report to be submitted to the Branch Head within 10 days of the end of the quarter. Report to include progress against project milestones and business plan, challenges, interventions and recommendations, meetings, resolutions and decision matrices.
Indicator responsibility	Chief Director Poverty Eradication Programme
Indicator Title	61. Number of quarterly reports on the implementation of the revitalisation strategy of OSS
Definition	Report on the progress being made with the implementation of the Revitalisation Strategy of Operation Sukuma Sakhe
Source of data	Quarterly Reports from the District Task Teams on progress being made on the implementation of the Revitalisation Strategy OSS
Method of calculation	Simple Count
Means of verification	Consolidated Quarterly Reports submitted to the DDG: Stakeholder Branch. Content of the report to include progress, challenges, achievements and recommendations.
Assumptions	District Task Teams submit reports on time with correct information.
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	Province Wide.
Calculation type	Cumulative year end.
Reporting cycle	Quarterly
Desired performance	Report to be submitted within a month of end of quarter
Indicator responsibility	Director: Special Projects

Indicator Title	62. Number of consolidated multi-sectoral intervention monitoring and coordination reports on HIV and AIDS and TB
Definition	Consolidated multi-sectoral intervention monitoring and coordination report on HIV and AIDS (note: reports are done on the preceding year and / or quarter)
Source of data	Quarterly reports and records from 11 District AIDS Councils, Development Partners and Civil Society Forum
Method of calculation	Simple count of summative reports
Means of verification	Provincial Synthesis Report on progress against targets for selected core indicators of the HIV and AIDS, STIs and TB Provincial Implementation Plan 2017 -2022, submitted to the MANCO at the end of two months after the end of preceding quarter.
Assumptions	Information required from the District AIDS Councils, Development Partnership and Civil Society Forum is provided timeously.
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Calculation type	Cumulative (Year End)
Reporting cycle	Quarterly
Desired performance	Submission of Report within one month after the end of the quarter.
Indicator responsibility	Chief Director Priority Programmes
Indicator Title	63. Number of quarterly coordination reports on Inkululeko Development projects
Definition	Reports on the progress of Inkululeko Projects
Source of data	Quarterly reports from the implementing agents i.e. PUBLIC Works and COGTA
Method of calculation	Simple Count
Means of verification	Quarterly Reports including progress against project plan, achievements, and challenges submitted to the DDG: Stakeholder Branch.
Assumptions	Reports from each department that has projects within Inkululeko Development Projects, received timeously.
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	uMkhanyakude and uMzinyathi Districts
Calculation type	Simple Count
Reporting cycle	Quarterly
Desired performance	Report submitted to DDG within one month before the end of the quarter.
Indicator responsibility	Director: Special Projects
Indicator Title	64. Number of Veteran Support Services Coordination Reports
Definition	Quarterly monitoring and coordination reports on sector departments and municipalities support to the military veterans.
Source of data	Quarterly reports of the unit and the reports coordinated from departments and municipalities.
Method of calculation	Simple count of summative reports
Means of verification	Quarterly reports submitted to CD: Priority Programmes by the end of each quarter. Report to include the progress on the implementation plan of the Military Veterans.
Assumptions	Reports submitted timeously by Departments and municipalities
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Calculation type	Non-Cumulative
Reporting cycle	Quarterly
Desired performance	Monthly reports on Veteran Support Services provided to the Chief Director.
Indicator responsibility	Chief Director: Priority Programmes

Indicator Title	65. Number of Rapid Response (RR) programmes coordinated.
Definition	This is an initiative by both government and the private sector responding to the economic instability created by disturbances coming from various groups due to high unemployment and unscrupulous individuals.
Source of data	Minutes of meeting, agenda, decision matrix, and progress reports tabled at meeting.
Method of calculation	Simple count
Means of verification	An annual consolidated report on the co-ordination of interventions of the IRR Programme submitted to the DDG: Stakeholder Coordination Branch. The report should entail list of current Rapid Response matters, a progress on each and challenges where encountered and possible recommended interventions.
Assumptions	Frequency of meetings due to various other interested parties / stakeholders e.g. municipalities, Provincial and National Departments participating in the structure, which may lead to meetings not taking place. This kind of work is demand driven and varies in nature and scope.
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	Province Wide.
Calculation type	Non-cumulative
Reporting cycle	Annual
Desired performance	Report submitted by end of 3rd quarter on the Rapid Response programme.
Indicator responsibility	Chief Director Stakeholder Management.
Indicator Title	66. Number of reports on the Interventions of the Rapid Response Programme
Definition	This is an initiative by both government and the private sector responding to the economic instability created by disturbances coming from various groups due to high unemployment and unscrupulous individuals.
Source of data	Attendance Registers, completed template for Service Delivery Challenges & Recommendations
Method of calculation	Simple count
Means of verification	Consolidated quarterly reports on the Interventions of the Rapid Response Programme. Reports to include current / new issues and past interventions with current progress reported to the Branch Head with updates on all interventions, successes, challenges and where necessary way forward requested and recommendation.
Assumptions	Participation & inputs by relevant (affected) stakeholders outside of OTP.
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	Province Wide.
Calculation type	Cumulative Year
Reporting cycle	Quarterly
Desired performance	Report submitted within 10 day of end of quarter to Branch Head.
Indicator responsibility	Chief Director: Stakeholder Management

Indicator Title	67. Number of quarterly reports of District Multi-Sectoral Stakeholder engagements
Definition	Reports on Strategic District Multi-Sectoral Stakeholder Dialogues and Engagements with Business, Labour, Academia, Faith Based Organisations, CBOs, and NGOs in an integrated approach with District Task Teams.
Source of data	Manager's Report on dialogues and engagements on Multi-Sectoral Stakeholders dialogues and engagements which may include Faith Based Organisations, Labour and Academia, CBOs and NGOs. Minutes of DTT meetings.
Method of calculation	Simple count.
Means of verification	One Consolidated Report for District Multi-Sectoral Stakeholder Dialogue and Engagements which may include Faith Based, Traditional Leadership & Business, Labour, Academics, NGOs & CBOs (depending on their availability) to be submitted to the DDG Stakeholder Coordination. Report to include issues discussed, recommendations and interventions.
Assumptions	Attendance and full participation by Multi-Sectoral Stakeholders and relevant Departments and Municipalities.
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	Province wide
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	Monthly Reports on engagements submitted to DDG: Stakeholder Branch within 10 days of end of each month.
Indicator responsibility	Director: Strategic Partnerships
Indicator Title	68. Number of reports on strategic engagements held with farm workers and farm dwellers
Definition	To provide support to farm dwellers and farm workers (labour tenants on farms and land beneficiaries from land reform farms including issues of service delivery.
Source of data	Regular Meetings and Engagements accumulated into a quarterly report. This may include intervention meetings and service delivery meetings. Minutes of meetings, agendas, attendance registers.
Method of calculation	Simple count
Means of verification	Report on the provision of support to farm workers and farm dwellers submitted to the DDG: Stakeholder Co-ordination within 30 days of end of quarter. Report to include: nature of support required, support provided & challenges & recommendations. Nature of support could be varied given the complexity of the issues and the vulnerability of the farm workers and farm dwellers encountered, .e.g. protection of rights, lack of services, unfair practices.
Assumptions	Access to farms and access to data in the Department of Rural Development and Land Reform. Availability of support at the time that farm workers and farm dwellers are available to receive support.
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	Province wide.
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	Report submitted to DDG within 10 days of end of quarter.
Indicator responsibility	Chief Director: Stakeholder Management

Indicator Title	69. Number of MRM coordination reports
Definition	This is a programme, which aims at enhancing moral values, Ubuntu, nation building, unity and promotion of social cohesion within various communities to ensure peace throughout the country.
Source of data	Written reports with relevant minutes/agendas/reports and attendance registers (where relevant) signed off by the Chief Director Stakeholder Engagement. Records, agenda's and/or reports from the Chief Director Stakeholder Engagement.
Method of calculation	Simple count of reports
Means of verification	Summative coordinated reports on Moral Regeneration Movement structures and activities, including summits. Report to include sectors, nature of interventions, structures, venue, date, attendees, significant value of engagement, challenges and interventions (if applicable). Quarterly reports to be submitted to the DDG: Stakeholder Co-ordination.
Assumptions	Inputs from stakeholders outside of OTP (Community driven as per moral decay prevalence in specific areas
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Province wide
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	4 Quarterly reports per year which will be submitted to the DDG: Stakeholder Co-ordination within 10 working days at the end of each quarter.
Indicator responsibility	Chief Director: Stakeholder Management
Indicator Title	70. Number of Izimbizo co-ordination reports
Definition	Number of Izimbizo coordination reports on all the activities of Izimbizo such Premier's Izimbizo which can take the form of a Sectoral Izimbizo, Service Delivery Izimbizo and Stakeholder engagements held by the Premier.
Source of data	Consolidated report on Izimbizo and programme initiatives.
Method of calculation	Simple count of reports
Means of verification	Izimbizo reports and other reports generated from the public intervention. These are quarterly generated reports on Premier's/Presidential Izimbizo new matters received for intervention, progress reports on all matters at hand and update on interventions by departments and sectors that are tracked. Report would include Imbizo matters raised by the community, responses and action plan in dealing with matters as would be directed by the Premier. Responses from relevant departments either as committed on site of Imbizo or in response to Imbizo report which gets compiled and sent to all Departments through OSS for action and follow up on progress. Consolidated report submitted to the DDG: Stakeholder Co-ordination.
Assumptions	Timeous inputs from Provincial, National and Local Government departments.
Disaggregation of Beneficiaries(where applicable)	N/A
Spatial Transformation(where applicable)	N/A
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	4 Quarterly reports per year. 1 report per quarter, relating to matters on the preceding quarter, within 7 working days of the end of the quarter.
Indicator responsibility	Chief Director: Stakeholder Management

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