



# Annual PERFORMANCE PLAN 2021-2022



**KWAZULU-NATAL PROVINCE**  
OFFICE OF THE PREMIER  
REPUBLIC OF SOUTH AFRICA



## Executive Authority Statement



As we commenced the year 2021, we faced one of our biggest prevailing threats, the COVID-19 pandemic. We acknowledge that during the second wave, many Office of the Premier employees were touched by this virus, either through the loss of a loved one or ill health by contracting the virus. We empathise and sympathise with them for their losses and ensure that as we continue to forge ahead in our delivery of service, the Employee Wellness team safeguards the most important resource of the department through the implementation of the return to work and COVID protocols.

We also note the shift to the new normal has resulted in economic hardships for thousands of the citizens of this province. Hence during the State of the Province Address, it was declared that this year will be marked by “Quickening the Tempo to Economic Recovery and Job Creation”. As we have manoeuvred through this pandemic, we have found new ways in which to ensure service delivery continues for the people of this Province. This includes embracing the fourth industrial revolution and ensuring the implementation of the Nerve Centre Optimisation strategy as well as playing our co-ordination role in the ensuring governance of ICT systems in all departments. The Office of the Premier will continue to strengthen the entrenchment of the District Delivery Model through its integration with Operation Sukuma Sakhe and ensure that the process is supported and monitored.

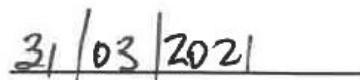
Whilst we have achieved many successes in 2020 despite the challenges we faced, the road ahead is lengthy and littered with obstacles and we will have to work together to ensure that we support the implementation of the Provincial Economic Recovery and Transformation Plan that strives to increase economic activity and decrease unemployment. The successful implementation of the APP must remain the focus of this administration so that we can ensure that the revised Medium Term Strategic Framework (2020 – 2025) and the reviewed Provincial Growth and Development Strategy (2020-2025) is implemented and achieved as we move forward.

Let us “quicken our tempo” and work towards this end.

A handwritten signature in black ink, appearing to be 'Sihle Zikalala', written over a horizontal line.

**Sihle Zikalala**

**Premier of KwaZulu-Natal**

A handwritten date '31/03/2021' written in black ink, positioned above a horizontal line.

**Date**



## Accounting Officer Statement



As we entered 2021, we could not feel victorious for having survived the first wave of the COVID-19 pandemic as we were in the midst of the tsunami of the second wave, which tested our resilience and faith. It is through this destruction that we still need to ensure that we arrive, armoured in bravery and vivacity, ready to take the helm and steer the province towards recovery.

This Annual Performance Plan represents the second plan implementing the five-year Strategic Plan of this department. We are faced with many constraints, but we remain focussed on our aspirations that we had laid out at the beginning of this 5-year term. We will work towards the implementation of the approved KwaZulu-Natal Framework for Consequence Management to ensure that public servants are held accountable for their actions and in some cases inaction as we move to have a Province that is driven by good governance.

We have embraced a technological culture and are utilising fourth industrial revolution principles to assist this office to improve co-ordination, integration and efficiency. The commencement of the development of Social Compacts will see the province cultivating social contracts that will enable increased economic growth and employment through inclusive stakeholder engagements and improved partnerships amongst the various sectors.

The department will continue to ensure that public servants are capacitated through targeted training by the Provincial Training Academy. Whilst face to face group engagements are at a minimum, we will be developing an E-Learning strategy which aims to ensure the building of the capacity of the state utilising technological methods. The development of an ethical provincial administration will continue which will embrace implementation of Lifestyle Audit Framework guided by DPSA.

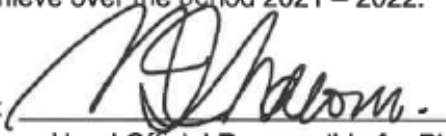
The past year has taught us that even the best plans have to be flexible enough to change to suit the environment in which it is operating. Whilst we have changed plans and have been divested of resources, we have remained focussed on the end results, which is to be of service to the people of this Province. Let us continue, armoured and ready.

  
\_\_\_\_\_  
Dr Nonhlanhla O. Mkhize  
Director-General  
KwaZulu-Natal Province  
Date: 31/03/2021

## Official Sign-Off

It is hereby certified that this Revised 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 2021 – 2022.

Signature:   
Dr NI Ndlovu: Head Official Responsible for Planning.  
Deputy Director-General Provincial Strategic Management


Date: 25/3/2021

Signature: AZMngayi  
Mr Z Mngayi: Deputy Director-General Institutional  
Development and Integrity Management

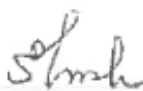
Date: 26/3/2021

Signature:   
Mr S Ngubane: Deputy Director-General  
Corporate Services

Date: 26/3/2021

Signature:   
Mr SW Kubheka: Deputy Director General  
Stakeholder Coordination

Date: 26/3/2021

Signature:   
Mr S Emslie: Acting Chief Financial Officer

Date: 26/3/2021

Signature:   
Dr Nonhlanhla O. Mkhize: Director-General

Date: 31/03/2021

Approved by:

Signature:   
Mr S Zikalala  
Premier: KwaZulu-Natal

Date: 31/03/2021

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## Part A: Our Mandate

### 1. Constitutional Mandate

The mandate of the Office of the Premier remains and the same as outlined in the Revised 20/21 Annual Performance Plan.

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's responsibility is 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:

<b>Constitution of the Republic of South Africa, 1996</b>	
<b>Section</b>	<b>Description</b>
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"><li>• Implementing national and provincial legislation.</li><li>• Administering national legislation falling outside legislative competence assigned to province.</li><li>• Developing and implementing provincial policy.</li><li>• Co-ordinating functions of the provincial administration and its departments.</li><li>• Preparing and initiating provincial legislation; and</li><li>• Performing any other function assigned to the Provincial Executive.</li></ul>
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"><li>• Assenting to and signing Bills.</li><li>• Referring Bill back to legislature for reconsideration of Bill's constitutionality.</li></ul>

<b>Constitution of the Republic of South Africa, 1996</b>	
<b>Section</b>	<b>Description</b>
	<ul style="list-style-type: none"> <li>• Referring Bill to Constitutional Court for a decision on the Bill's constitutionality.</li> <li>• Summoning the legislature to an extraordinary sitting to conduct special business; and</li> <li>• Appointing commissions of inquiry; and Calling a referendum in the province in accordance with national legislation.</li> </ul>
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 the mandates are further enhanced by the legislation that follows. There have been no updates / amendments to the legislative mandate of the OTP.

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

Legislation	Description
	<ul style="list-style-type: none"> <li>- Salaries and conditions of service.</li> <li>- Labour relations.</li> <li>- Information management and technology; and</li> <li>- Transformation and reform.</li> </ul>
<p>Public Finance Management Act, 1999 and Treasury Regulations, 2001, and 2005, as amended in 2007</p>	<p><b>The Premier must:</b></p> <ul style="list-style-type: none"> <li>• Ensure that execution of statutory functions take place within available funds.</li> <li>• Exercise control of public entities to ensure that it complies with the Act; and</li> <li>• Table financial and disciplinary board information to the provincial legislature.</li> </ul> <p><b>The Director-General must:</b></p> <ul style="list-style-type: none"> <li>• Submit measurable objectives to the legislature in regard to each main division of vote.</li> <li>• Ensure and maintain. <ul style="list-style-type: none"> <li>- Systems of financial and risk management and internal control and internal audit and audit committee.</li> <li>- Appropriate procurement system and effective and efficient procurement use and disposal of all resources.</li> <li>- Evaluation system for evaluating all major capital projects prior to a decision on the matter.</li> <li>- Effective, efficient, economical and transparent use of resources of the department.</li> <li>- Reporting responsibilities; Submission of required information to Treasury and the Auditor-General, including motivations for expenditure; and</li> </ul> </li> <li>• Strategic planning; monitoring and evaluation.</li> </ul>
<p>Traditional Leadership and Governance Framework Act No 41 of 2003</p>	<p>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.</p>
<p>KZN Traditional Leadership and Governance Act No. 5 of 2005</p>	<p>This provincial legislation facilitates the transformation of the institution of traditional leadership taking into account the specific provincial requirements.</p>
<p>KwaZulu-Natal Royal House Trust Act, 2018</p>	<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>



<b>Legislation</b>	<b>Description</b>
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.
<b>The following generic legislation also impact on the Office of the Premier:</b>	
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.

<b>Legislation</b>	<b>Description</b>
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 <b>Premier and Executive Council</b> 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, in the context of its role to coordinate, legislate and provide strategic direction. The following areas are significant:

(a) *National Imperatives*

Policy and Description	Relevance to Office of the Premier
<p><b>National Development Plan 2030 (NDP)</b> 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><b>The Medium Terms Strategic Framework (MTSF)</b> 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, the Office is also responsible for co-ordination of the following priorities within the province:</p> <p>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><b>Provincial Growth and Development Strategy (PGDS)</b> 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. The PGDS 2016 is under review, incorporating COVID-19, but will also be informed by National processes unfolding relating to the Medium Terms Strategic Framework 2019-2024, and the Provincial Spatial Development Framework (PSDF) Review.</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><b>Provincial Growth and Development Plan</b></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. Whilst the PGDS Review is underway, the KZN Medium Term Strategic Framework (MTSF) Implementation Plan, adopted at the February 2020 Lekgotla, read with the COVID-19 Recovery Plans of the Clusters, provides the implementation framework and programme of action.</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><b>KZN Medium Term Strategic Framework Implementation Plan</b></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*

<p><b>Provincial Priorities from State of the Province delivered by the Premier of KwaZulu-Natal, Mr. Sihle Zikalala – 26 February 2021 will contribute to the performance of policy and regulatory institutions in the Province</b></p>
<ul style="list-style-type: none"> <li>o Intensifying the fight against the Coronavirus Disease 2019 (COVID-19);</li> <li>o Re-igniting Economic Recovery and Job Creation.</li> <li>o Building Social Cohesion, Fighting Crime and Corruption.</li> <li>o Delivering Basic Services in particular Water;</li> <li>o Building a Capable and Ethical Development State.</li> </ul>

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

(a) *Electoral Mandate included 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 Revised MTSF 2019-2024 priorities & State of the Nation- and Province Addresses (SONA & SOPA 2021*

Following the State of the National Address and State of the Province address of 26 February 2021, an exercise was undertaken to ensure the Strategic Plan remains aligned to the national and provincial priorities and Revised MTSF Implementation Plan 2020-25.

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 youth with skills aligned to the economic growth needs of the province, and Action Workgroup 13 which drives the Information Communication and Technology and Broadband in KZN. Operation Sukuma Sakhe driven as a vehicle to implement the District Development Model remains key to improving the social wage and health. Planning for certain identified priorities will be included in the departmental operational plan, where possible. The emphasis on implementation means a dedicated focus on monitoring and evaluation by the Office of the Premier.



#### *(d) Provincial Growth and Development Strategy*

The draft Provincial Growth and Development Strategy (2020 – 2025) and Plan (KZN MTSF 2021) is aligned to the NDP, Revised MTSF 2019-24 and incorporates the national and provincial policy imperatives. It provides the vision developmental vision for the Province as follows:

*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 coordinates, monitors, evaluates and advises 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 undertook the review of the strategy 2020/2021.

#### *(e) District Development Model as part of the Operation Sukuma Sakhe (OSS)*

**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.

It is within this programme that the District Development Model was launched in KZN on 18 October 2019. EThekweni is a pilot Metro and the programme is being rolled out across all districts in KZN. 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, business and civil society 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 resulting in a single strategically focussed One Plan and One Budget. The Model is very firmly based on the Provincial Operation Sukuma Sakhe wherein developmental change is shaped and owned at local level in partnership with communities, citizens and social partners. The model is integrated with Operation Sukuma Sakhe.

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 report; and
- Facilitate the attendance of National Minister at PCF.

The implementation of the District Development Model seeks to address:

- Lack of coherence in planning, budgeting and implementation which remains a challenge;
- Sector departments involvement in IDP processes which is very weak;
- Constant changes in priorities- No long- term development logic and outcomes agreed to;
- Alignment that has not resulted in joint planning approaches
- Poor use of IGR mechanisms to enable joint work and integration;
- Limited localisation of NDP & MTSF;
- Growth and Development Strategies and SDF which don’t have buy-in from all spheres;
- Integration needed for a performance management structure and Intergovernmental Plan.

<b>DDM Political Structure Functions</b>	<b>DDM Technical Structure Functions</b>
<ul style="list-style-type: none"> <li>a) Ensure that all three spheres of government are operating in planning, budgeting &amp; implementation unison thus enabling coherent, seamless and sustainable service delivery and development with integrated impact on the quality of life and quality of living spaces at municipal level.</li> <li>b) Oversee the development &amp; approval of ONE PLAN &amp; ONE BUDGET</li> <li>c) Promote greater accountability</li> <li>d) Ensure inclusion of community needs and closer monitoring of government by community through active engagement with OSS structures – facilitated by Mayor and DTT chair</li> <li>e) Account to province for DDM functionality and impact</li> </ul>	<ul style="list-style-type: none"> <li>1. Oversee the development and recommendation of the ONE PLAN and ONE BUDGET of the agreed plan, according to district and local strategic objectives, national and provincial priorities and towards district/metro developmental impact;</li> <li>2. Ensure all 3 spheres of government are accountable &amp; participating in the district sphere</li> <li>3. Identify and approve required clusters, sub committees and other IGR forums needed to enable DDM to achieve objectives</li> <li>4. Identify areas requiring shared services and oversee the establishment of such</li> <li>5. Monitor and prepare reports for DDM Political Structure</li> </ul>

## Progress on Development of the One Plan

- The profiles have been drafted for discussion with all sectors and spheres to reach agreement on how everyone understands the opportunities and challenges with socio economic development in the area; and how everyone aligns their respective plans and priorities towards addressing these agreed issues.
- The content for these profiles are drawn from the sectors plans and from municipal IDP's and SDF's and DGDP's etc.
- Drafts have been shared with Sector departments officially through the HOD's and unofficially through COGTA to department DDM contacts or planning sections.
- Each DCC is developing an economic recovery plan.

## Challenges

- District level co-ordination of planning/ planners not consistent and some municipalities and sectors are not taking joint ownership of drafting and guiding the process
- Economic Recovery plans not fully integrated into profile issues and priorities.
- Alignment between IDPs, Treasury MTEF's (ECEs), IRM, Catalytic registered projects, Sector department submitted lists very poor. NO single source of collating this.
- District level approval of DGDP catalytic and of Provincial registered catalytics not completed.
- Relationship between provincial registered catalytic and DDM level approval needs clarity
- Very poor spatial referencing.
- Final clarity on aligned planning and budgeting cycles not finalized by National Treasury and DPME and DCOG

### *(f) KZN Reconstruction and Recovery Plan*

The President, Cyril Ramaphosa presented South Africa's Reconstruction and Recovery Plan to the joint sitting of Parliament on the 15 October 2020 with a view rebuild, repair and restore South Africa in the midst of COVID-19. In line with the national Economic Reconstruction and Recovery Plan, KwaZulu-Natal has developed a KZN Reconstruction and Recovery Plan which has infrastructure development and SMME support at its heart and seeks to ensure that the transformation process includes the participation of Women, Youth and Black People in key sectors of the economy. The plan which is a product of wide-ranging consultation with stakeholders and aims to respond directly to the issues taken from the broad section of the people of this province.

The key objective of the KZN plan is to revitalise, restructure and transform the economy of the province and to achieve sustainable growth and employment creation. This growth will be driven by strategic sectors with potential for growth and job creation and transformation of our economy. The plan is formulated against the need to achieve the following key policy principles:

- Economic transformation;
- Advancement of Rural and Township economies;
- Spatial Economic Transformation;
- Economic Modernization and renewal;
- Localisation of economic value chains;
- Beneficiation and value addition;
- Export focused industrial development;

- Commonality of Purpose/ Goal Congruence;
- Innovation and Fourth Industrial revolution;
- Research and Development;
- Support and develop Black Industrialists;
- Building Robust Public Private Partnerships;
- Investment Promotion; and
- Entrepreneurship development (small business and cooperative development).

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

- ii. **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.
- iii. **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.
- 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. This enables the District Development Model One Plan and One Budget.
- v. **The KZN Provincial Multi-Sectoral HIV and AIDS, TB and STIs:** The Provincial Implementation Plan (PIP) 2017-2022 on HIV and AIDS, TB and STI 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 MidTerm Review of the Strategy was undertaken and informed the focussed approach which includes attention to COVID -19. The Provincial HIV and AIDS, TB and STI 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). Provincial Government therefore resolved that the procurement policy must be amended to empower the historically disadvantaged, Africans 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 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 LGBTQI+).** The Office of the Premier is the core co-ordinator of the development of the consolidated plans 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 the Forums and facilitating capacity building of human rights. This includes the gender-based violence strategy which is being 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 fulfil 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 lifestyle 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. **Provincial International Relations & ODA 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. This strategy aims at enhancing moral values, Ubuntu, nation building, unity and promotion of social cohesion within various communities to ensure peace throughout the country. The Office of the Premier has a role of monitoring the implementation, co-ordinating stakeholders in the implementation of the strategy.
- xv. **Digital Transformation 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.
- Co-ordinating provincial programmes to ensure the rights and empowerment of women and children, youth and people with disabilities

## 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

We are currently in the midst of a global crisis occasioned by the coronavirus pandemic (COVID-19), a challenge that has undermined some of the work of government not only in KwaZulu-Natal but in the whole world. In the midst of COVID-19 KZN has prepared and is in the process of implementing KZN Reconstruction and Recovery Plan. Therefore, the Office of the Premier, must, in terms of its mandate ensure that the center of government in KZN holds, and that we drive the recovery plan and the development of a capable, ethical and developmental state.

During strategic processes held with the OTP Branches, in preparation for the development of key interventions for the coming financial years, the PSDF Webinars & the review of the PGDS it became evident that there were common areas of concern which will be outlined thematically. The areas have also been grouped in terms of the internal & external environments of the OTP.

The following is an overview of issues as noted during the PGDS Review process and is outlined as a summary of key findings that impact on the service delivery environment of OTP

#### MACRO ENVIRONMENT:

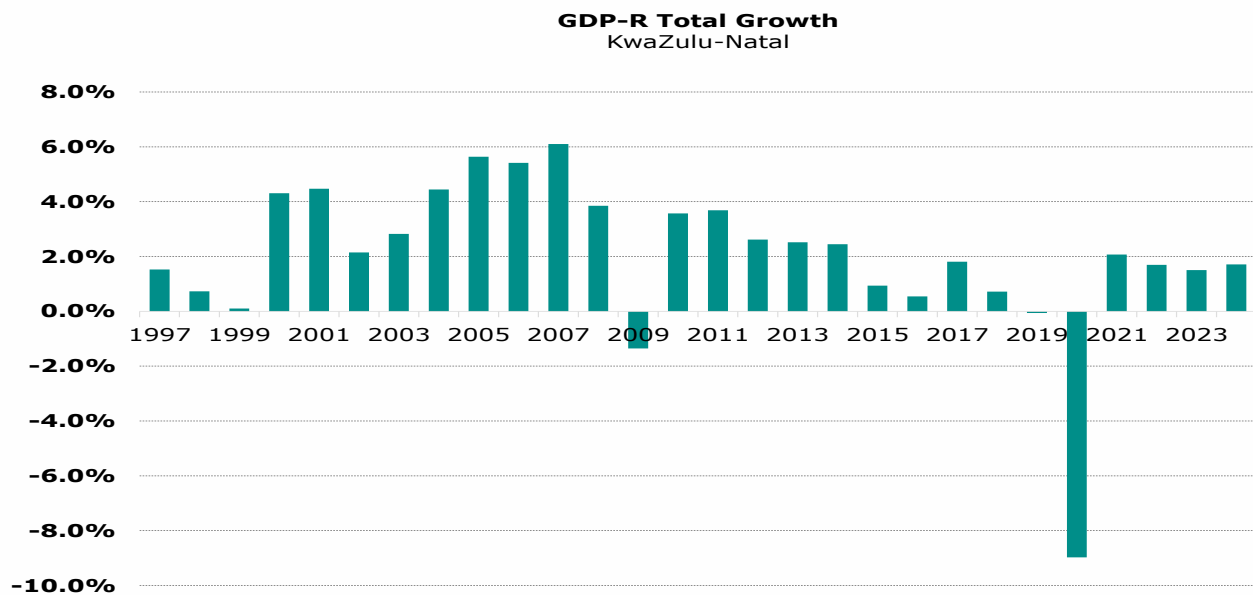
*The issue of the development of a capable, ethical developmental state:*

- Socio-Economic Impact of COVID-19 which is disastrous
- Centre must hold to ensure delivery.
- Social Compacts and stakeholder engagement required to support delivery.
- Strengthening Monitoring and Evaluation systems for continuous improvement
- Fraud and corruption remain a risk.
- Strengthening local government and unpacking DDM to KZN context
- Functionality of social councils in KZN.
- Duality of governance systems.
- Credibility of government and its plans is a concern.
- Audit Outcome.
- Fiscus constraints and having to do more with less

*Building our economy in the current economic climate, concentrating on:*

- Transformation and monitoring of Radical Economic Transformation- Operation Vula, RASET, Job Creation, promotion of local procurement and vulnerable groups.
- Rebuilding comparative advantage across districts (PSEDS finalisation by EDTEA).
- Progress with completion of masterplans for implementation.
- Agriculture with revisiting our markets and crops and the need to move to “greener” and smarter options.
- Entrepreneurship, Innovation and Knowledge economy.
- 4IR which requires deepening access in rural areas, building skills and improving network access across KZN and the Digital Economy.
- COVID-19 and its impact on the province. Dedicated funds created, but issues of fraud; and shrinking pool of resources for other interventions (competing for even more limited pool of funds in the government and private sector).

- Climate Change and the need to move towards a Green and Blue Economy.



Source: IHS Markit Regional eXplorer version 1991

Graph outlining the economic impact that COVID-19 pandemic has had on the GDP of KZN.

*The Building of the Rural Economy requires:*

- Poverty Eradication Master Plan implementation - integrated into DDM structures.
- Sustainable Land Reform including the protection of the rights of women.
- ITB challenges being experienced which is a uniquely KZN issue.
- RASET implementation and monitoring.
- Finalisation and implementation of the Agricultural Master Plan.
- The unpacking and planning for the Urban-Rural continuum v Urban/Rural Divide (Economy is urban-biased, but 48% of our population outside of the Metro live in rural areas – also need to look at informal economy).
- Looking at interventions to address the decline in agricultural investment due to increased risk profile.
- The development of the Rural Community beyond spatial issues and agriculture.

*Environmental sustainability*

- The extension of climate change beyond disasters which also looks at impact on health and safety.
- Utilising the Green Economy and the environment as an asset beyond ecotourism.
- Exploiting and expanding the Blue Economy.

*Spatial equality and integration*

- Integrated human settlements and project interventions, but affordability of consumers in urban centres is a concern.
- Optimal use of natural resource (land and sea).
- Balance development and environment (environment as a resource not just a constraint).
- Compliance to Land Use Management Plans and Systems (LUMPS).
- Tracking Development against spatial plans.



- Monitoring and coordination of catalytic projects (includes Inkululeko development Projects).

### Basic Services

- Water (for domestic and commercial use particularly agriculture) ; sanitation and refuse removal – found critical in the COVID-19 fight.
- Impact of power outages on digital alternatives.
- Connectivity as a basic service.
- Slow progress with Infrastructure Masterplan

### Social Wage

- Increase in grants and dependency due to COVID-19(job losses and shrinking economy).

	Old Age		War Veterans'		Disability		Grant-in-aid		Care Dependency		Foster Child		Child Support		Total	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Eastern Cape	598 696	16.1	11	18.6	179 847	16.8	31 922	11.9	24 235	15.4	81 408	22.4	1 941 544	15.1	2 857 663	15.5
Free State	214 369	5.8		0.0	76 049	7.1	9 665	3.6	9 045	5.8	26 909	7.4	708 486	5.5	1 044 523	5.7
Gauteng	667 020	18.0	20	33.9	123 386	11.5	8 966	3.3	21 182	13.5	45 015	12.4	1 948 627	15.2	2 814 216	15.3
<b>KwaZulu-Natal</b>	<b>732 492</b>	<b>19.8</b>	<b>6</b>	<b>10.2</b>	<b>229 699</b>	<b>21.5</b>	<b>81 162</b>	<b>30.2</b>	<b>40 806</b>	<b>25.9</b>	<b>68 477</b>	<b>18.9</b>	<b>2 921 811</b>	<b>22.8</b>	<b>4 074 453</b>	<b>22.2</b>
Limpopo	488 242	13.2	2	3.4	99 181	9.3	55 416	20.6	16 789	10.7	43 255	11.9	1 912 156	14.9	2 615 041	14.2
Mpumalanga	266 646	7.2	1	1.7	79 853	7.5	23 580	8.8	12 045	7.7	25 459	7.0	1 139 540	8.9	1 547 124	8.4
Northern Cape	92 544	2.5	1	1.7	49 245	4.6	17 000	6.3	6 163	3.9	11 369	3.1	322 779	2.5	499 101	2.7
North-West	276 730	7.5	1	1.7	66 231	6.2	16 387	6.1	10 216	6.5	29 045	8.0	885 355	6.9	1 283 965	7.0
Western Cape	371 594	10.0	17	28.8	165 174	15.5	24 709	9.2	16 814	10.7	32 017	8.8	1 044 507	8.1	1 654 832	9.0
South Africa	3 708 333	100.0	59	100.0	1 068 665	100.0	268 807	100.0	157 295	100.0	362 954	100.0	12 824 805	100.0	18 390 918	100.0

KZN had the highest number of social grant beneficiaries as at the end of June 2020 on a national scale, with a total number of 4 074 453 recipients. With the exception of the War Veterans Grant which constituted 6 beneficiaries and made up only 10.2% of the total grant allocation, all other grants show allocations between 19 to 30 per cent, namely:

Old Age – 19.8 per cent of the total allocation,

Disability – 21.5 per cent of the allocation,

Child Support – 22.8 per cent of the allocation,

Care Dependency – 25.9 per cent of the allocation, and

Grant-in-aid – 30.2 per cent of the allocation.

- Repositioning social welfare to social development.
- Protecting vulnerable groups.
- Ubuntu. Rekindle the spirit of ubuntu amongst communities

### Education

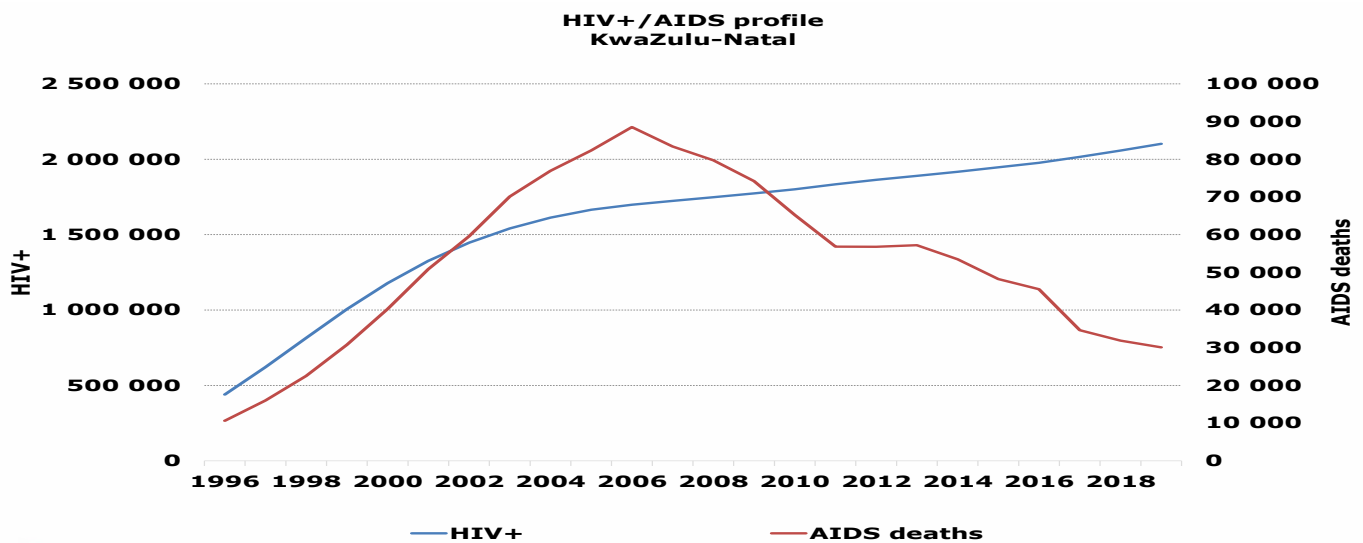
- Skills for growth.
- Impact of access to technology and rural schools and growth (are we widening or closing the equality gap).

## Health

- Holistic approach – preventative and beyond just medicine (services, welfare and its impact, traditional and alternative medicine).
- Mental Health.
- Healthy lifestyles.
- Employee Wellness.

The total number of people living with HIV in the province in 1996 was 43 394, this showed a substantial increase to 1.698 million in 2006, increasing further to 2.103 million in 2019.

Despite a sharp increase in the number of people living with HIV, the number of Aids related deaths decreased substantially from 88 516 in 2006 to 30 099 in 2019.



## Social Cohesion and Safe communities

- Reviving Social Cohesion and moral regeneration.
- GBV interventions and protection of children to be strengthened.
- Cyber Crime and fraud increase as people move towards digital means.
- Destructive protests.
- Role of Councils and their functionality.

## Better Africa and World

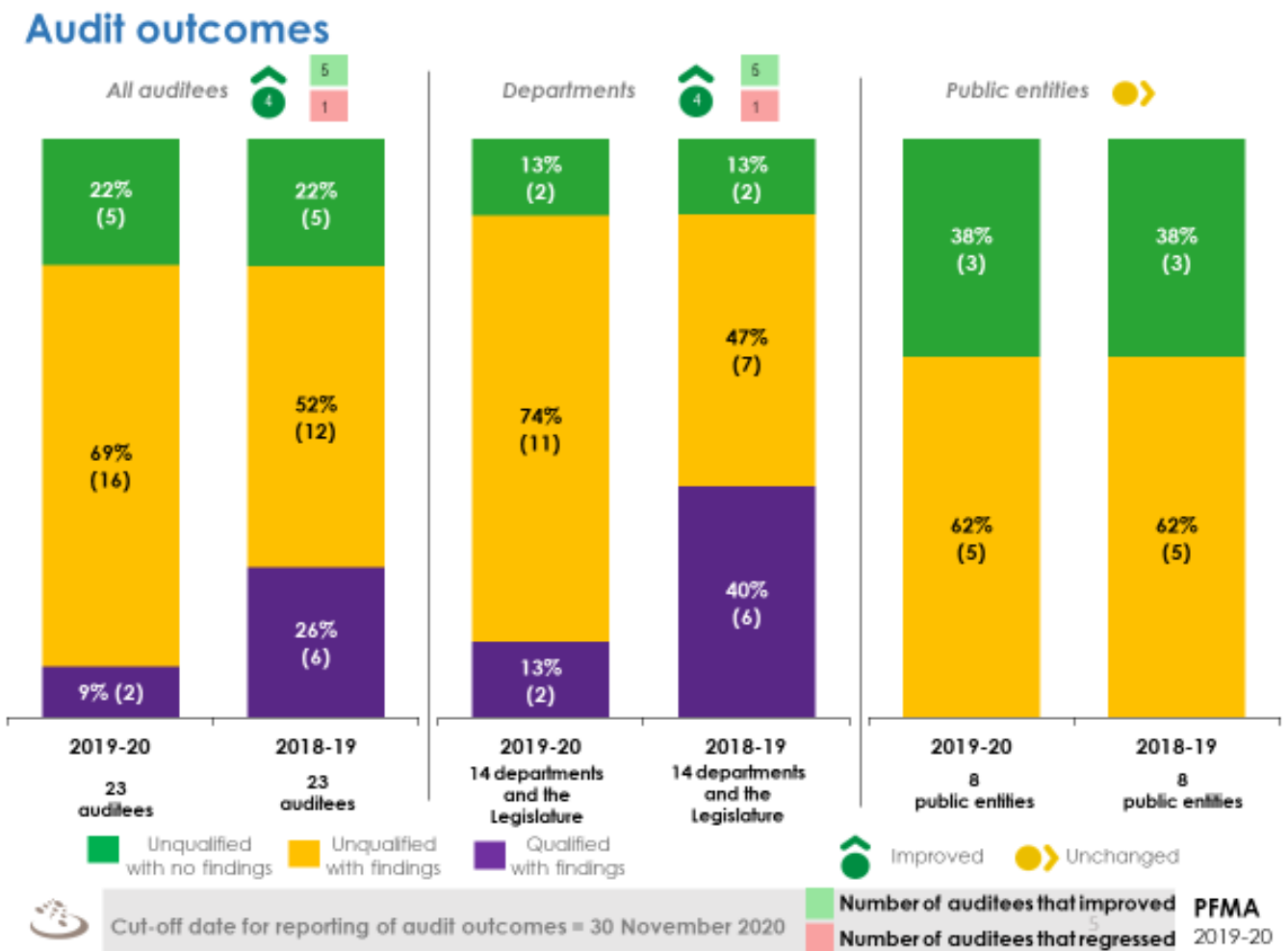
- COVID-19 Impact on engagements especially Tourism and global economic activity.
- But benefits from international lessons learn in combatting the health impact and shortage of equipment and skills.
- DIRCO and ODF interaction and coordination to be strengthened.

(a) Provincial Audit outcomes

The improvement in audit outcomes at five auditees was as a result of the commitment and diligence by leadership and senior management to address internal control deficiencies reported on in the previous year and filling of key vacant posts. Accounting officers and senior management ensured that urgent attention was given to key control breakdowns and risk areas identified during the year. Management also implemented routine reconciliations and reviews as well as improved records management over financial information.

The MEC Finance together with the Premier remain committed to assist departments to improve the audit outcomes sustainably. Provincial Treasury makes use of internal resources as well as consultants to provide support, including transfer of skills to departments in the areas of supply chain management, reduction of irregular expenditure and technical support on past qualification areas. Accounting officers and senior management at most auditees did not effectively implement and monitor progress on action plans.

Despite, the effects of the pandemic, leadership along with management displayed resilience in terms of availability and direction to take the audit process seriously and provide the required support to the audit teams.



Source : AGSA - KZN 2020

## Movement table (from 2018-19 to 2019-20)

Audit outcome	MOVEMENT		
	5 Improved	17 Unchanged	1 Regressed
Unqualified with no findings = 5	<ul style="list-style-type: none"> <li>Corporate Governance and Traditional Affairs</li> </ul>	<ul style="list-style-type: none"> <li>Provincial Treasury</li> <li>Dube Tradeport</li> <li>Housing Fund</li> <li>Traditional Levies and Trust Account</li> </ul>	
Unqualified with findings = 16	<ul style="list-style-type: none"> <li>Agriculture and Rural Development</li> <li>Provincial Legislature</li> <li>Office of the Premier</li> <li>Public Works</li> </ul>	<ul style="list-style-type: none"> <li>Arts and Culture</li> <li>Community Safety and Liaison</li> <li>Economic Development, Environmental Affairs and Tourism</li> <li>Education</li> <li>Human Settlements</li> <li>Ithala Limited</li> <li>Ithala Development Finance Corporation</li> <li>KZN Nature Conservation Board</li> <li>KZN Sharks Board</li> <li>Sport and Recreation</li> <li>Gaming and Betting Board</li> </ul>	<ul style="list-style-type: none"> <li>Social Development</li> </ul>
Qualified with findings = 2		<ul style="list-style-type: none"> <li>Health</li> <li>Transport</li> </ul>	



Colour of the name indicates the audit opinion from which the auditee has moved. 6

PFMA  
2019-20

Source: AGSA - KZN 2020

## Accountability and transparency not enabled through credible financial reporting



### Financial statements

Target	Movement	2019-20	2018-19
Submission of financial statements by legislated date (all auditees)	▶	100%	100%
Quality submission for auditing	▲	70%	52%
Quality of published financial statements	▲	91%	74%

21% achieved unqualified opinions only because they corrected all misstatements identified during the audit.

Impact of poor quality submissions includes pressure on audit and increased audit fees – continued reliance on auditors to identify material misstatements for management to correct is not sustainable.

Accounting officers/ authorities should be proactively addressing risks raised during the audit process to improve the control environment.



7

PFMA  
2019-20

Source: AGSA - KZN 2020

## Annual unauthorised expenditure increased from R30 million to R331 million

The number of departments incurring unauthorised expenditure slightly decreased from 5 to 3



### Breakdown of unauthorised expenditure

Auditee	2019-20	Nature	2018-19
Education	R236 million	Overspending on employee costs and infrastructure	R12 million
Health	R92 million	Overspending on goods and services	R14 million
Human Settlements	R3 million	Overspending on infrastructure	R2 million



8

PFMA  
2019-20

Source: AGSA - KZN 2020

## Compliance with key legislation

### Overall non-compliance



Auditees with material non-compliance findings

Movement	2019-20	2018-19
▲	74%	78%

### Most common non-compliance areas



Quality of financial statements



30%

48%



Prevention of unauthorised, irregular, fruitless and wasteful (UIFW) expenditure



52%

65%



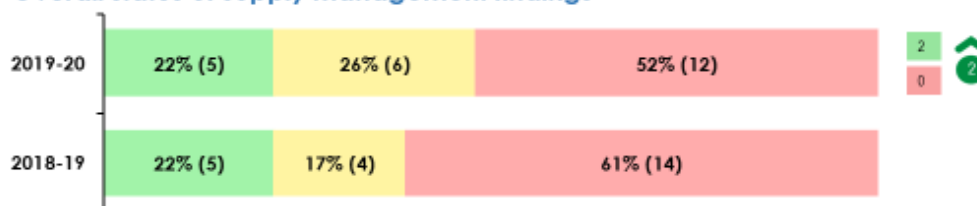
Procurement and contract management



52%

61%

### Overall status of supply management findings



With no findings With findings With material findings  
Number of auditees that improved  
Number of auditees that regressed

PFMA  
2019-20

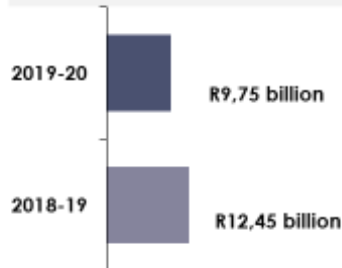
Source: AGSA - KZN 2020



## Supply chain management non-compliance is the main cause of irregular expenditure

### Annual irregular expenditure decreased from R12,45 billion to R9,75 billion

The number of auditees incurring irregular expenditure decreased slightly from 22 to 20



The figure is also not complete because **two auditees (9%)** were qualified on incomplete disclosure of irregular expenditure.

### Highest contributors to irregular expenditure

Auditee	2019-20	Nature	2018-19
Transport	R5,5 billion	Majority related to payments made on expired bus contracts	R4,1 billion
Education	R1,6 billion	Majority related to payments made on month-to-month contracts while new bidding processes are being finalised for the National School Nutrition Programme	R1,9 billion
Health	R1,4 billion	Majority related to payments made on expired contracts	R4,5 billion

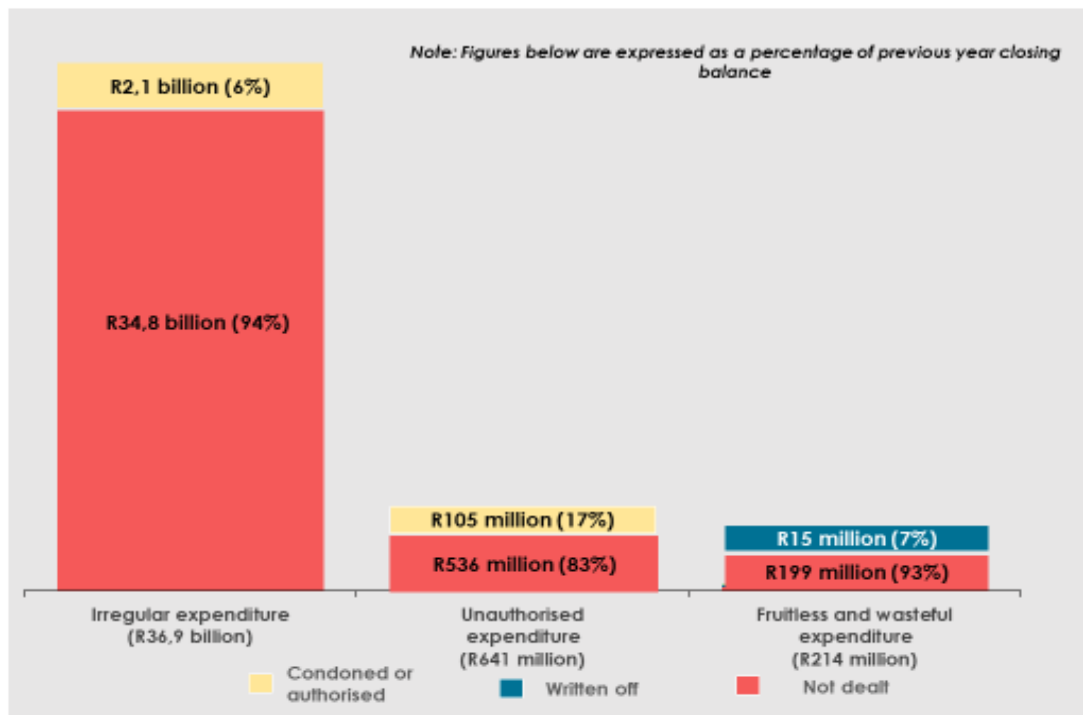


10

PFMA  
2019-20

Source: AGSA - KZN 2020

## How have auditees dealt with all prior year UIFWE to date



1

PFMA  
2019-20

Source:  
AGSA - KZN 2020

## Introduction of material irregularities



.. means any **non-compliance** with, or **contravention** of, legislation, **fraud, theft** or a **breach of a fiduciary duty** identified during an audit performed under this Act that **resulted in or is likely to result in ... a material financial loss, the misuse or loss of a material public resource or substantial harm to a public sector institution or the general public.**

If the accounting officer/ authority do not appropriately deal with material irregularities, our expanded mandate allows us to ...



**Refer material irregularities** to relevant public bodies for further investigations



**Recommend actions** to resolve the material irregularity in the audit report  
**Take binding remedial action** for failure to implement the recommendations



**Issue a certificate of debt** for failure to implement the remedial action if financial loss was involved



12

PFMA  
2019-20

Source: AGSA - KZN 2020

## Why the expanded mandate

Strengthening the accountability mechanisms in the public sector - complementing our respective roles in managing the public resources from administration to oversight to independent reporting.

### Role of the accounting officer and authorities (AO/AA)

AO/AA have a legal obligation to prevent all irregularities and take action if it occurred.

- By identifying material irregularities, we support them in **detecting irregularities that could have a significant impact** on the auditees' finances, resources and delivery.
- Through the notification process we **empower them to take the appropriate steps in terms of legislation timeously**, thereby reducing the negative impact on the auditee and setting the right tone of accountability and the need for consequences.
- We **give space to the AO/AA to take the actions required** to deal with the material irregularities – we use our additional powers only where the AO/AA is not dealing appropriately with the material irregularities.

### Role of oversight and the executive authorities

The **oversight and monitoring roles** of oversight bodies and executive authorities remains the same.

By reporting material irregularities we highlight the **most material matters** affecting the auditee and provide information to assist in the oversight role.



13

PFMA  
2019-20

Source: AGSA - KZN 2020

*(b) 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:

<b>Forensic Cases</b>	<b>2015/2016</b>	<b>2016/2017</b>	<b>2017/2018</b>	<b>2018/2019</b>	<b>2019/2020</b>
Number of cases received during the year	44	17	31	34	32
Number of investigations finalised during the year	35	54	33	58	355

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 backlog with the reviewing of reports. 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.

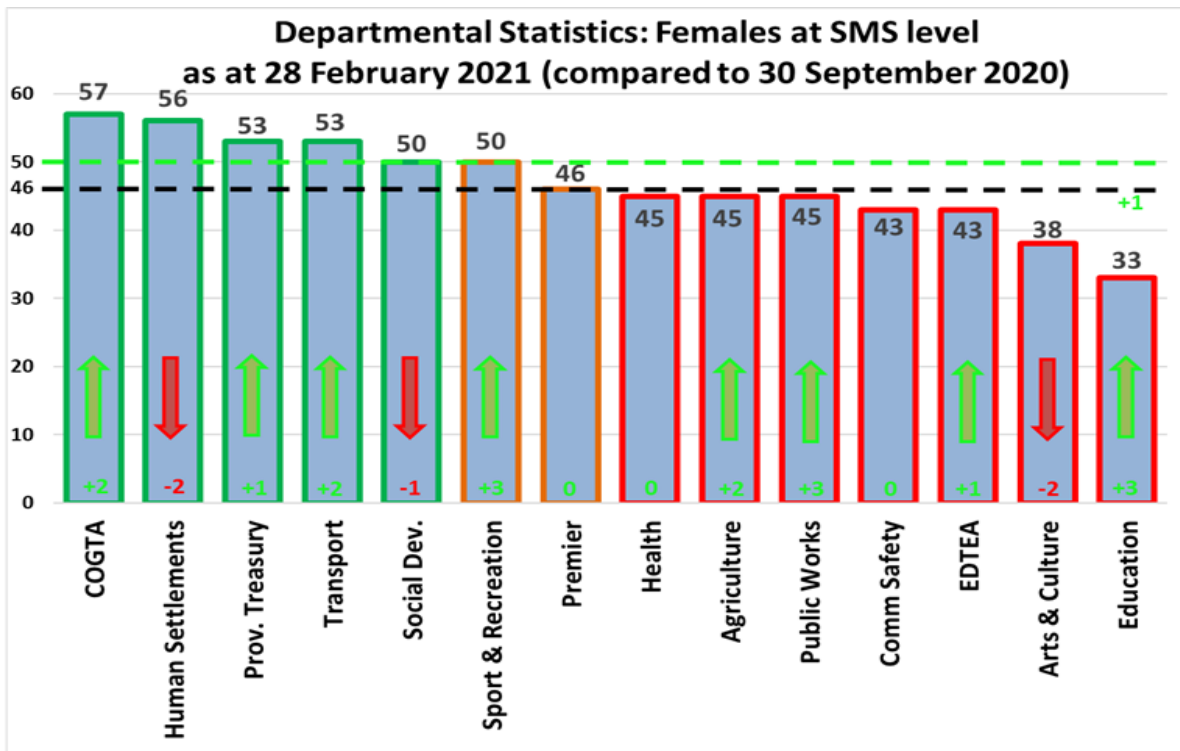
*(c) Evaluations*

The Provincial Evaluation Plan (PEP) is in progress. Office of the Premier takes the leading role in the development of a document summarizing the approach to be undertaken in developing a Provincial Evaluation Plan and system. A Provincial Evaluation Steering Committee (PESC) with representation from all 14 departments, Ethekwini Metro, UKZN and PPC was appointed and TOR approved. A total number of six evaluations are proposed to be in the PEP and all the custodians of the evaluations had to complete the Concept Notes proposals with a motivation on why the studies should be in the PEP. All concept notes were assessed by PESC and are currently with custodians for final refinement. An evaluation audit was conducted and eight evaluation studies were completed in 2019/20 across departments, with four in- progress.

*(d) Equity*

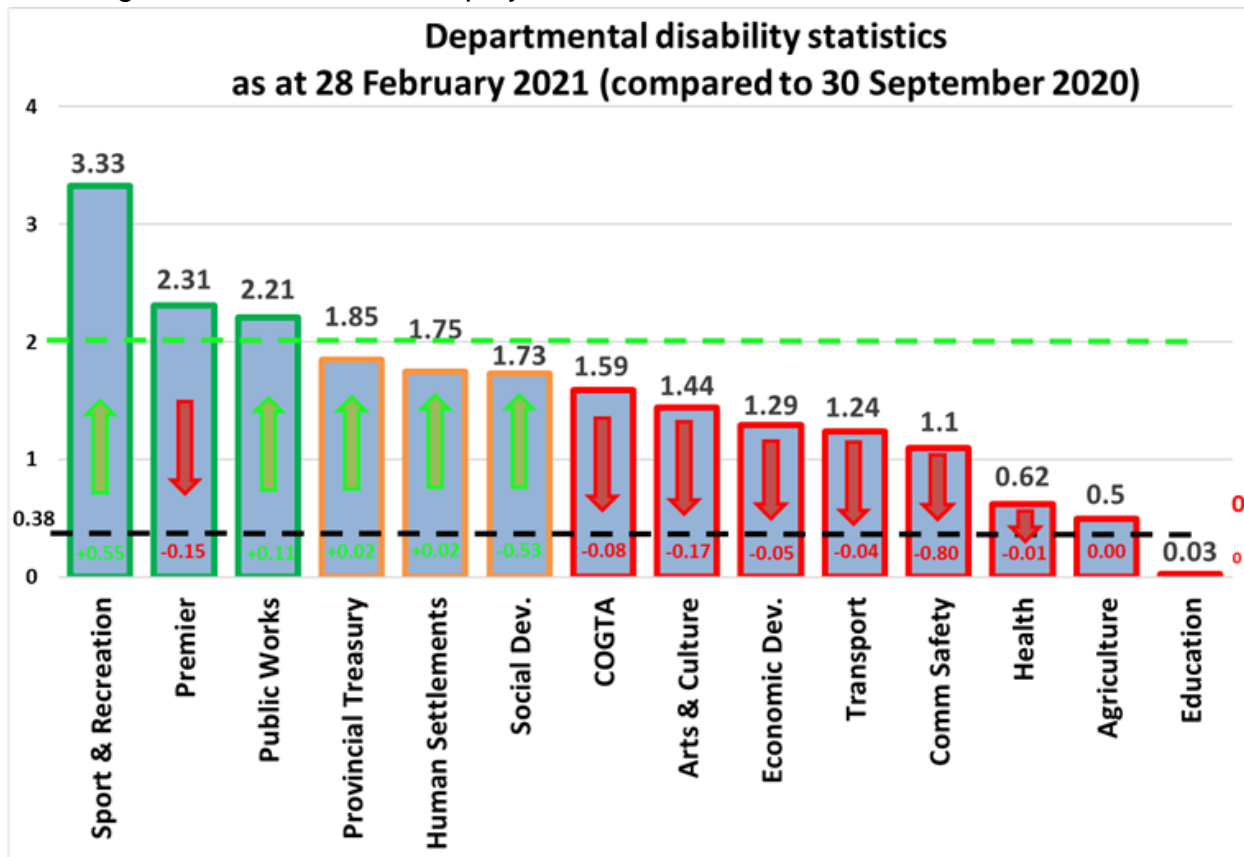
The following table displays the status of the employment of female SMS members in the Province per department. This shows that six of the 14 (43%) departments in KZN have achieved the compliance norm. This means that more than 50% of departments need to ensure that they reach this level. On analysis, it is also noted that in comparing the statistics from a year before, a trend of those departments who had achieved this norm, are improving on their achievement, whilst just one department that fell below the 50% standard has improved their status.



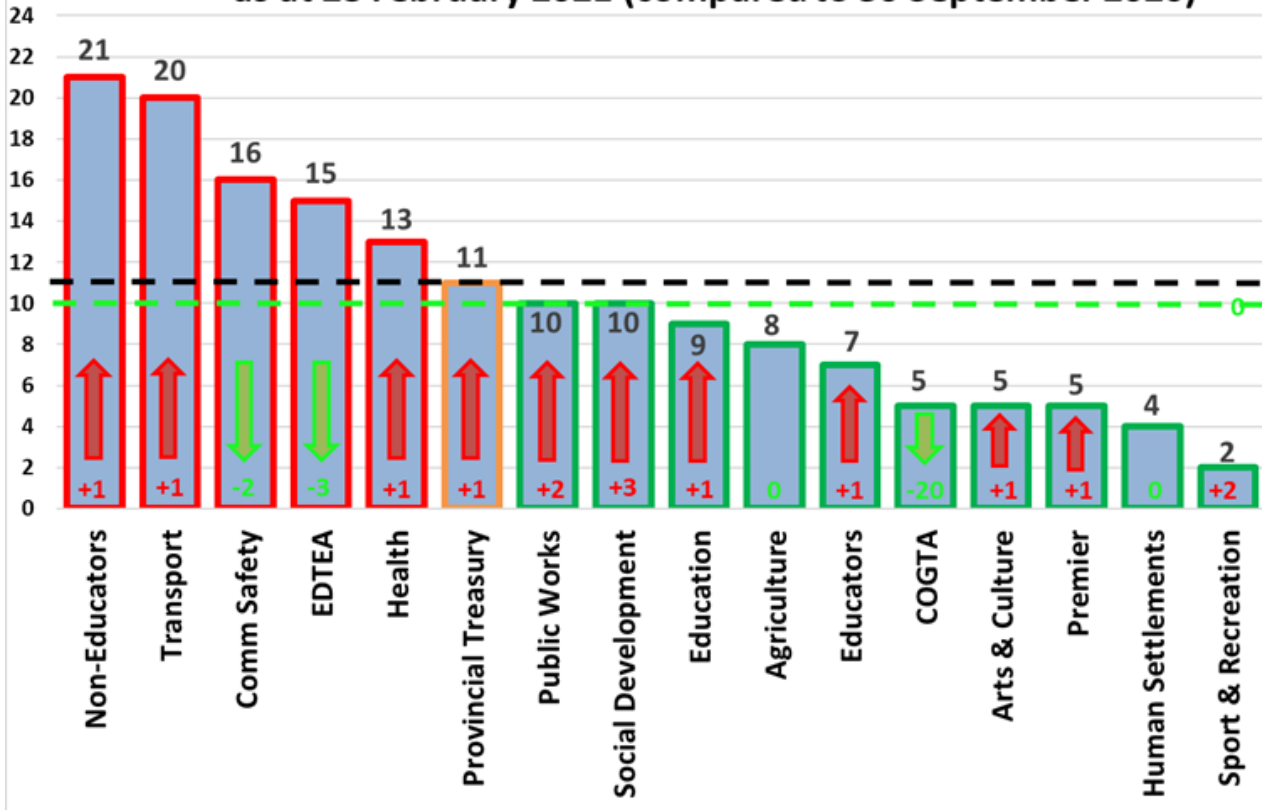


Source: Persal

The employment of the disabled remains a challenge in the Province, with only three departments achieving the 2% standard of employment of the disabled.



## Departmental vacancy rates as at 28 February 2021 (compared to 30 September 2020)



The vacancy rates in the 35% of the departments remain above the norm (norm is 10%). It is anticipated that within the current economic fiscus the vacancy rates will grow, and departments will have to do more with less.

The ffg. table outlines the current statistics in KZN Public Service.

### KWAZULU - NATAL PROVINCIAL ADMINISTRATION A3. Statistics of Race , Gender, Disabled and Vacant posts per Salary Level - February 2021

Table 1 reflects employees appointed on the Persal 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	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE										
01	57	61	34	36	1	1	0	0	1	1	0	0	0	1	1	59	63	35	37	94	0	143	237	60
02	4832	65	2388	32	33	0	12	0	72	1	92	1	6	0	9	4943	66	2501	34	7444	33	1117	8561	13
03	7705	50	7127	46	59	0	47	0	208	1	187	1	30	0	28	8002	52	7389	48	15391	77	3097	18488	17
04	5013	62	2756	34	38	0	20	0	88	1	146	2	42	1	10	5181	64	2932	36	8113	82	1119	9232	12
05	15391	69	5618	25	174	1	57	0	581	3	277	1	135	1	17	16281	73	5969	27	22250	215	3353	25603	13
06	7122	59	3179	27	114	1	47	0	735	6	466	4	282	2	38	8253	69	3730	31	11983	50	1943	13926	14
07	35948	65	13316	24	403	1	74	0	3223	6	852	2	959	2	161	40533	74	14403	26	54936	98	3323	58259	8
08	19763	70	5177	18	241	1	68	0	1723	6	501	2	594	2	136	22321	79	5882	21	28203	47	2286	30489	7
09	11806	59	4726	24	275	1	78	0	1858	9	672	3	429	2	118	14368	72	5594	28	19962	39	2889	22851	13
10	4647	50	2421	26	144	2	35	0	1146	12	626	7	240	3	109	6177	66	3191	34	9368	32	1258	10626	12
11	2080	32	2361	36	84	1	61	1	784	12	671	10	279	4	224	3227	49	3317	51	6544	14	1013	7557	13
12	959	25	1211	32	45	1	42	1	564	15	563	15	166	4	238	6173	46	2054	54	3788	30	656	4444	15
Sub-Tot	115323	61	50314	27	1611	1	541	0	10983	6	5053	3	3162	2	1089	131079	70	56997	30	188076	717	22197	210273	11
13	179	39	188	41	8	2	3	1	30	7	20	4	14	3	3	231	51	225	49	456	4	98	554	18
14	36	30	61	51	0	0	0	0	9	8	8	7	3	3	3	48	40	72	60	120	0	33	153	22
15	9	26	18	53	0	0	0	0	1	3	3	9	0	3	9	10	29	24	71	34	1	8	42	19
16	4	29	9	64	0	0	1	7	0	0	0	0	0	0	0	4	29	10	71	14	0	2	16	13
Sub-Tot	228	37	276	44	8	1	4	1	40	6	31	5	17	3	20	293	47	331	53	624	5	141	765	18
TOTAL	115551	61	50590	27	1619	1	545	0	11023	6	5084	3	3179	2	1109	131372	70	57328	30	188700	722	22338	211038	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	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE										
MINISTER	6	55	4	36	0	0	0	0	0	0	1	9	0	0	0	6	55	5	45	11	0	0	11	0
PERIODIC	4715	59	3019	38	34	0	12	0	109	1	104	1	26	0	21	4884	61	3156	39	8040	0	0	0	0
ABNORMAL	79896	86	12549	13	122	0	26	0	553	1	108	0	100	0	20	80671	86	12703	14	93374	0	0	0	0
TOTAL	84617	83	15572	15	156	0	38	0	662	1	213	0	126	0	41	85561	84	15864	16	101425	0	0	101425	0

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

## *Departmental Response to Vulnerable Groups*

The Office of the Premier has institutionalised progressive affirmative action policies with clear equity targets to ensure representativity and gender equality in the Department. This enabling environment is underpinned by progressive instruments such as the

- Employment Equity Implementation Plan
- The Implementation plan for JobACCESS Strategic Framework
- The Implementation plan for Gender Equality Strategic Framework
- Internship programme

These instruments are aimed at improving the lives of vulnerable groups, women, persons with disabilities and the youth and are integrated into the Department's Human Resource Development Plan in terms of the capacity development initiatives. These enabling instruments are measured and reported on a monthly and quarterly basis to various internal structures.

The Employment Equity Implementation Plan seeks to ensure that the workforce is representative of the demographics of the province, identify and eliminate barriers and promote cultural diversity and social cohesion in the workplace

The Implementation plan for JobACCESS Strategic Framework provides a strategic approach for advancing people with disabilities within the Office of the Premier in terms of recruitment, employment and retention of persons with disabilities. This plan ensures that measures are put in place to ensure that the Office of the Premier is accessible, accommodating and inclusive of persons with disabilities.

The Implementation plan for Gender Equality Strategic Framework institutionalises gender equality, through co-ordinated targeted initiatives which deal with the eradication of gender disparities with respect and access to and benefit from, resources and opportunities, as well as ensuring gender responsive policies. The Public Service Women Management Week (PSWMW), a programme introduced by the Department of Public Service Administration (DPSA) as part of the implementation of the Head of Department's 8-Principle Action Plan for Women's Empowerment and Gender Equality within the Public Service Workplace, provides an opportunity for women managers to discuss pertinent issues such as barriers to advancement, advances made by women and challenges that hinder them.

Youth development is encompassed in the Internship programme for the Office of the Premier. Unemployed graduates are provided with the opportunity to gain practical work experience and skills to enhance their employability.

(e) *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 and AIDS, TB Programmes
- Coordination of Youth Programmes
- Coordination of Provincial and 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
- Co-ordination of Women & Gender, Youth, People with Disabilities, Children, Senior Citizens, Military Veterans and Farm Workers & Farm Dwellers.

(f) *International Relations*

International Relations plays 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.

(g) *COVID-19 (Coronavirus Disease 2019) Pandemic*

On 31 December 2019, China alerted the World Health Organisation to several cases of unusual pneumonia in Wuhan, a city of 11 million people. The virus was unknown. Several of those infected worked at the city's Huanan Seafood Wholesale Market, which was shut down on 1 January 2020. As health experts worked to identify the virus amid growing alarm, the number of infections exceeded 40.

On Thursday March 5, the National Institute for Communicable Diseases confirmed that a suspected case of COVID-19 had tested positive. The patient who hailed from KwaZulu-Natal was a 38-year-old male who travelled to Italy with his wife. They were part of a group of 10 people and they arrived back in South Africa on 1 March 2020.

On 23 March 2020, President Cyril Ramaphosa announced a new measure to combat the spread of the COVID-19 in South Africa – a three-week nationwide lockdown with severe restrictions on travel and movement, supported by the South African National Defence Force – from midnight on Thursday, 26 March, to midnight on Thursday, 16 April. The President said more needed to be done to avoid “an enormous catastrophe” among the population. KwaZulu-Natal recorded 332 094 total cases as at the 17/3/2021. The province contributed 22% of the new cases reported nationally and is currently the second highest countrywide. The Sisonke vaccine roll out programme has also seen 157 286 health care workers vaccinated.

The Provincial Employee Wellness Unit in the OTP leads the response in COVID- 19 by ensuring that health and safety parameters (people, buildings and equipment) where prioritised by all

provincial departments and state owned entities through the implementation of COVID-19 approved plans in line with the Employee Health and Wellness Strategy. The Office of the Premier as the coordinating department has reviewed the Provincial Employee Health and Wellness Strategy to take into account COVID-19 pandemic. The Departmental Employee Health and Wellness Policy has also been updated. As at 10 February 2021, the Provincial COVID-19 cases in the Public Sector were as follows:

	<b>Positive Cases</b>	<b>Active Cases</b>	<b>Recoveries</b>	<b>Deaths</b>
<b>OTP</b>	<b>46</b>	<b>0</b>	<b>45</b>	<b>1</b>
<b>PROVINCIAL DEPARTMENTS</b>	<b>19978</b>	<b>1409</b>	<b>17967</b>	<b>603</b>
<b>PUBLIC ENTITIES</b>	<b>299</b>	<b>58</b>	<b>230</b>	<b>14</b>
<b>MUNICIPALITIES</b>	<b>4311</b>	<b>1398</b>	<b>2804</b>	<b>108</b>

*(h) KZN Provincial Consequence Management Framework*

The Provincial Consequence Management Framework has been approved by the Executive Council. The Executive Council has approved the Operation “MBO” as an integrated strategy to deal with the precautionary suspensions in the province.

Under this framework cases of corruption and fraud will be expedited and finalised within the set time frames. The framework also seeks to ensure the protection of investigating and presiding officers against undue influence or threats, victimization and other acts of intimidation. The framework prescribes that recommendations and findings by investigating units are implemented within 30 days of their release by the relevant departments. Long pending cases of fraud and corruption will also be finalised within 90 days. The framework will be linked to Performance Agreements, Assessment and rewards in respect of all public servants in the province.

The following table outlines the statistics as received from the South African Police Services regarding a summary of Serious Fraud within Government Departments in Kwazulu-Natal for the period 2020 - 2021 – April to end October 2020.

Source: Serious Commercial Crime Investigation - KwaZulu-Natal Province (SAPS)

Month	Dockets Rec	Value	Cases to Court	Value	Arrests	Value	Declined to Prosecute	Convictions		Value	No of years suspended imprisonment with options	Total No of cases finalised
								Pub	Priv			
Apr	0	R 0	0	R 0	0	R 0	1	0	0	R 148 000	0	1
May	1	R 3 125 549	0	R 0	0	R 0	0	0	0	R 0	0	0
Jun	0	R 0	1	R 100 000	1	R 100 000	0	0	0	R 0	0	0
Jul	1	Unknown	0	R 0	0	R 0	0	0	0	R 0	0	0
Aug	1	R 550 477	0	R 0	0	R 0	0	0	0	R 0	0	0
Sep	1	R 10 667 704	1	R 10 600 000	7	R 10 600 000	0	0	1	R 290 321	5	1
Oct	2	R 24 789 379	0	R 0	0	R 0	0	0	0	R 0	0	0
Nov	0	R 0	0	R 0	0	R 0	0	0	0	R 0	0	0
Dec	3	R 8 464 485	0	R 0	0	R 0	0	0	0	R 0	0	0
Jan	0	R 0	0	R 0	0	R 0	0	0	0	R 0	0	0
Feb												
Mar												
<b>TOTAL</b>	<b>9</b>	<b>R 47 597 594</b>	<b>2</b>	<b>R 10 700 000</b>	<b>8</b>	<b>R 10 700 000</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>R 438 321</b>	<b>5</b>	<b>2</b>

Total number of cases on hand at the end of the reporting period:

42

## 4.2. Internal Environment Analysis

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

(i) Human Resources

As of 28 February 2021, the vacancy rate at senior management level was 8%, while the vacancy rate for all other levels was 4%. The overall vacancy rate of the department is 5 % which is within the acceptable norms for vacancies which is 10%. However, the vacancy rate 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 2019/20 Annual Report of the OTP outlined the improved 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 and strengthens the risk management unit. The post of Director: Internal Control and Deputy Director: Internal Control have been filled. The department intends to further improve its overall organisational capability by implementing its proposed realigned organisational structure and reduce the current vacancy rate further. Such realignment includes the reorganisation of units through regrouping units targeting similar deliverables.

The Office of the Premier has a total number of 24 internal bursary holders. The number includes employees from the previous financial year, and those that were previously awarded. The department is also undertaken an internal Skills Audit which is 100% complete. Subsequent to that another project is underway which involves addressing the issue of bloated structure within the OTP, matching and placing exercise.

The OTP Skills Audit has been completed and subsequent to that another project is underway which involves addressing the issue of bloated structure within the OTP, matching and placing exercise.

The SHRM Strategy has been approved by the Executive Council and the process of implementing the strategy is being consulted with departments through the integrated HR Forum.







(iii) Financial Resources

The Department is Budget Vote 1. However, the current economic climate and pressures to reprioritise budgets resulting from fiscal constraints and COVID-19 means that the department must re-consider critical posts and delivery priorities.

The Office of the Premier anticipates to spend 100% of the appropriated budget of R 640,094 million at the financial year end. The table below reflects the appropriation of funds and spending against each Programme. The financial close-out report for the 2019/20 financial year is summarised as follows:

Appropriation per programme									
	2020/21							2019/20	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
<b>Programme</b>									
<b>1. ADMINISTRATION</b>	110 155	-	-	110 155	110 155	-	100%	138 392	131 886
<b>2. INSTITUTIONAL DEVELOPMENT</b>	381 838	-	-	381 838	381 838	-	100%	341 326	311 512
<b>3. POLICY AND GOVERNANCE</b>	148 101	-	-	148 101	148 101	-	100%	235 254	230 202
<b>Subtotal</b>	<b>640 094</b>	<b>-</b>	<b>-</b>	<b>640 094</b>	<b>640 094</b>	<b>-</b>	<b>100%</b>	<b>714 972</b>	<b>673 600</b>
<b>TOTAL</b>	<b>640 094</b>	<b>-</b>	<b>-</b>	<b>640 094</b>	<b>640 094</b>	<b>-</b>	<b>100%</b>	<b>714 972</b>	<b>673 600</b>

(iv) Office Accommodation

The Office of the Premier has approached the Department of Public Works and submitted a needs analysis for office space for the Department at the Government Precinct.

The Department of Public Works further advised that the project plan has been commissioned for the development of the Government Precinct by March 2022 and that office space will be prioritised for the Office of the Premier once the precinct is completed.

*b) Other internal factors that affect the OTP*

(i) Audit outcomes

The 2019/20 Audit Outcome was an Unqualified opinion with material findings on non-compliance. The key findings as per the report were:

- Three quotes not obtained

- Deviations on awards > R500 000
- Local content not advertised
- Tax non-compliant suppliers
- Contract extensions exceeding 15 %
- Prevention of irregular expenditure
- Payments not made within 30 days
- Disciplinary on officials – F&W expenditure and Irregular Expenditure

High level Improvement measures that have been adopted by the department includes the development of an Audit Improvement plan to adequately address all non-compliance relating to SCM, contract management and any other issues that gave rise to irregular expenditure.

(ii) Performance Information

There was a reduction in the achievement of APP targets in 2019/20 (70%) compared to 2018/19 (79%). There was great emphasis on the provision of approved strategies and plans to guide implementation, the absence of which resulted in reduced output for the year.

To ensure completeness of information, OTP implemented the Operational Plan linked to the APP for 2021/22. This is to ensure implementation and accountability for activities undertaken to achieve outputs and outcomes of the Department. Where under-performance is recorded, QPR action plans will be monitored on a quarterly basis to track implementation of corrective action on areas of under-performance.

In 2021/22, the assessment of performance will be expanded beyond implementation of the APP and Operational Plans to include resolutions, audit outcomes, risk management and COVID-19 interventions. This is for the Office of the Premier (internal) and provincial Departments (external).

(iii) Internal Control

The lack of internal controls was 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 are being implemented to improve the overall control environment and avoid the recurrence of audit findings with the appointment of the Director and Deputy Director to the unit.

(iv) Service Delivery Improvement Plan (SDIP)

The department's SDIP focuses on the improvement of IGR in the department which will in turn lead to improvement of IGR in the province. The focus of the department's SDIP is 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.

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

Regarding the employment equity, the department aims to implement internal programmes that will improve the representation of women at senior management and that of People with Disabilities (PWDs). It will continue to fill posts in line with the Employment Equity targets to improve on the

current 46.00% representation of women at SMS to the acceptable 50%. Furthermore, the department has reached the acceptable target of 2% representation of PWDs, there are plans to continue improve the current situation and employee more individuals with disabilities. The plans 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

#### *d) Stakeholder Analysis for the OTP*

The department during its strategic deliberations confirmed that the stakeholders of the institution remain the same. However, based on challenges raised by the various Branches, it was realised that strengthening of relationships is required with the following stakeholders:

- *The Presidency* within the context of Policy and Research coordination Function and revival of SEIAS.
- *Legislature* for Oversight, Policy, legislative drafting, M&E and Research matters.
- *DPISA* in terms of Governance.
- *DPME* for Macro & Micro Planning and M&E.
- *National Department of Women and Youth and Persons with Disability* for Mainstreaming of vulnerable Groups.
- *SIU, SARS and HAWKS* within the context of extending Forensic Capacity and Life Style Audits.
- *NSG and Training Academy* for Training and Tertiary Institutions Engagements.
- *National Youth Development Agency* to ensure a co-ordinated response to the Youth issues.
- *Growth Coalition, Social Councils, Private Sector and Tertiary Institutions* to strengthen strategic management interventions, integration and capacity.
- *EDTEA and DSD* for the Economic Policy, Social Councils and Entities.
- *COGTA* with regard to SPLUMA Forum and AWG 18 in terms of Spatial Planning. And further for matters related to DDM Planning and Treasury in terms of budget requirement.
- *Treasury* in terms of Governance, Internal Audit and Provincial Risk Coordination.
- *Public Works* in relation to Catalytic Projects and Infrastructure coordination.
- *OSS Structures* for Service Delivery Planning and monitoring and active citizenry.
- Evaluation of *Social Councils* as social partners
- *Private Sector Anti-Fraud Combatting*

(i) 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.
- 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 planning, 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 optimised to strengthen partnerships for inclusive growth and nation building.

(ii) Management of COVID-19 (Coronavirus Disease-19) in KwaZulu-Natal

In line with the Constitution of the Republic of South Africa and the Disaster Management Act, South Africa implemented a 21-day lockdown country-wide in order to prevent the COVID-19 from decimating its population or overwhelming its health services.

This required a radical shift in the Provincial Administration's approach to service delivery, evoking emergencies responses and structures, coordinated by the Office of the Premier. The Provincial Command Council was constituted co-ordinating the Provincial Response to COVID-19 and is chaired by the Premier. This is supported through the Clusters. The Provincial Command Council Response is through the Operation Sukuma Sakhe and District Development Model Approach. The Province developed the Provincial Plan on COVID-19.

The OTP Employee Wellness Unit led the response in COVID-19 by ensuring that health and safety parameters (people, buildings and equipment) were prioritised in the department through the implementation of a COVID-19 approved plan in line with the Employee Health and Wellness Strategy.

(iii) Micro Challenges in the OTP

During the course of the engagements with business units in the OTP, the following thematic areas of challenges were raised:

- **Capacity (vacant posts):** The issue of capacity requirements was raised in all engagements. The challenge will be the prioritisation & filling of posts versus the available funding. The department had to consider how else to address the issue of capacity constraints as the reality may be that there may be further budget constraints over the MTEF. This issue also touches on the organisational structure of the OTP and its transversal role.
- **Capability (skills):** The issue of a skilled workforce was raised sharply. The issue is not only of skills capacitation but the application thereof. This will be dealt with via the:
  - Organisation Skills Audit which is currently underway.
  - The Re-positioning of the Provincial Planning Academy.
  - The Mentorship programme for high achieving employees.
  - Creative and critical thinking using logic, reasoning, resourcefulness, imagination and innovation in areas of work.
  - Being Responsive.
- **Symptoms pointing to internal capacity and capability challenges are evident as follows:**
  - Quality of inputs and understanding of strategic planning, linked to APP, operational plans and auditor general findings. Forward thinking and link between Operational Plan and APP.
  - Compliance planning without detailed analysis and limited reliable data/information collection to improve planning, policy and programme development.
  - Innovative thinking around contributions the OTP can make to improve service delivery (post box syndrome, without interrogating reports – e.g. OTP's role as a catalyst to improve responses by departments and municipalities to address service delivery complaints and challenges).
  - Slow progress in completing strategic enablers (stakeholder coordination strategy, late completion strategic sector plans for children and persons with disabilities, gender and senior citizens – also linked to limited policy management understanding). Similarly, slow progress with HRD Strategy and skills audit. These as critical enablers have now been finalized and will take the Office of the Premier forward.
  - Poor coordination and support in terms of policy coordination and systems, underpinned by extremely limited skills in policy and programme development.
  - Inability to track and follow through on programme implementation - monitoring, including the work of clusters.
  - Poor Monitoring and Evaluation – including by units responsible for coordinating and monitoring sector departments.
  - Compliance reporting resulting in poor evidence informed improvement and, inappropriate responses.
  - Poor research coordination and monitoring

- Slow progress with producing evaluation reports and different type evaluations to inform policy and programme improvements (e.g. diagnostic and design evaluations as early warning diagnostics).
  - Budget alignment to clear plans and projects.
  - Status of Social Councils not monitored.
  - Progress with social compact.
  - Quality of inputs and understanding of strategic planning, linked to APP, operational plans and auditor general findings.
  - Compliance planning without detailed analysis, and limited reliable data/information collection to improve planning, policy and programme development
  - Innovative thinking around contributions the OTP can make to improve service delivery (post box syndrome, without interrogating reports – e.g. OTP's role as a catalyst to improve responses by departments and municipalities to address service delivery complaints and challenges.
- **Reliable automated systems and processes:** Challenges remain challenges with regards to systems and processes in the OTP. The systems issues are partly addressed via the implementation of the OTP ICT Strategy. What will be required is the strengthening of processes for various business process e.g. the entire SCM process from request to payment of goods, etc.
  - **IT and Tools of Trade: These issues were brought to the forefront due to COVID-19.** These are being addressed and officials have been provided with the required tool. Some of the issues i.e. network coverage and strength of wi-fi signals etc. are to be addressed with external stakeholders.
  - **OTP Organisational Structure vs Functional Structure:** The structure and alignment of human resources to the budget structure has caused challenges and requires finalisation.
    - Reflection on staff compliments, and correction of vacancy rate and core focus of OTP (OTP's mandate has strong governance focus – including leading planning, policy, M&E at the forefront).
    - Recruiting youth to learn from experienced team members as audit confirms limited skills in strategic management areas (policy, planning, research and M&E)
  - **The Alignment of Planning and Budgeting:** The misalignment has been noted and as part of the remedial action, Finance has been requested to be part of planning processes as well as Managers who have been requested to ensure that they reflect on budget requirements for projects from the beginning (planning) of a process and not at the end.
  - **Organisational Culture & Change Management:** There is a need to review the culture of the OTP with a view to ensuring that some issues are addressed especially in line with the values of the organisation
    - Induction of new staff;
    - Morale of team members
  - **Transversal Role of the OTP:** The capacity and capability of the OTP to deliver on its mandate and the impact of this delivery on the institutions and the departments and entities. Internal capacity and capability is diluting ability to maximise the transversal functions. This issue also touches on the issue of vacant posts as well as the capacity in terms of skills and the capability of those who are occupying the posts, and the issue of the OTP functional structure vs the organisation structure.

- **Focus – observed mainly and internal focus – need to shift towards an external focus –** what it is we need to do for our citizens – capacity and capability to be informed by this – not by vacancies on the structure.
- **Operations appear to be weak –** hence becoming a strategic focus, hence we are at risk of being operationally driven. Also observed that appears that some units are not meeting to address operational matters, monitor progress and solve problems.
- **Lack of ownership and accountability** is a threat to improving service delivery. Understanding Mandate: The capacity and capability of focus and understanding of mandate and role in terms of the support to and building of a Capable, Ethical and Developmental State is weak and requires strengthening.
- **Response to COVID-19:** Unpacking COVID-19 and how OTP needs to respond, including its role in terms of leading the recovery in the Province. The reality of the new normal and gaining from lessons learnt requires analysis and formalisation.
- **Customer satisfaction:** As the OTP, we need to understand what do our Stakeholders expect and how do they view the performance of the OTP? This can be done by Branches / units through customer satisfaction surveys.
- **District Development Model:** The common understanding of the role that the OTP is important, and guidelines have been developed. The local government elections (also in terms of protests and OSS Structures) needs to be prepared for led by COGTA. .
- **Accountability and Ethics:** Recent events point to the urgency of this issue and the magnitude of the challenge that we are faced with. The question is how do we renew our focus?
- **Prioritisation of vulnerable groups:** As a co-ordinating department, there is still inadequate implementation, therefore this prioritisation is being given due focus. Poor targeted interventions for vulnerable groups across programmes requires strengthening throughout government. The mainstreaming has been driven via all processes including MTSF implementation plans and implementation of strategic plans.
- **Service Delivery Challenges:** These are challenges that are re-emerging and are highlighted through COVID. How will OTP fulfil its mandate with regard to this issue.

These deliberations led to certain priority areas that the OTP will be required to take forward:

- Strengthen and deepen understanding of stakeholders and their involvement in processes (including forms of participation in all OTP processes).
- Implementation of Social Compact
- Maintenance of databases and involvement in shaping plans and processes.
- Meaningful engagement and knowing stakeholders and value of partnerships.
- Leading by example in terms of targeting vulnerable groups, including OTP Equity Targets and interventions across programmes and gender responsive budgeting.
- Reduction of waste (OTP and across government) as there are no additional funds (lessons learnt that virtual engagements have saved costs and should continue where possible as the organisation has invested in capital infrastructure to enable this).
- Extension of participation beyond physical means.
- Systems and process enhancements to streamline work (the implementation of the IT strategy).
- Alignment of plans and resources.

# 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. The Directorate Financial Accounting manages the provision of Accounting and Reporting Services and departmental Creditors Management support services. Management Accounting 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. The Office Support and Auxiliary Services Directorate is responsible for Contract Management, Asset Management, Facilities Management, Fleet Management and Records 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 2020/21	Medium Term Targets		
			2017/18	2018/19	2019/20		2021/2022	2022/23	2023/24
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	19	20	21	14	12	12	12
	Audit Improvement	Sub-Programme: Financial Management							
		2. Percentage of invoices paid within 30 days	88%	100%	92.7%	90%	90%	90%	90%
3. Percentage reduction of wasteful and fruitless expenditure	New	R4171.25	*99% from 2018/19	25% from 2019 baseline	25% from 2020 baseline	100%	100%		
4. Percentage reduction of irregular expenditure	New	R174 689.00 irregular exp)	**47% Reduction 2018/19 (approx. R93 351.00)	22.5% from 2019 baseline	20% from 2020 baseline	20% from 2021 baseline	20% from 2022 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	4	5	4	4	4	4
		6. Number of COHOD meeting decision matrices implementation reports	10	12	13	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	Strategy Approved	1	2	2	2
		8. Number of Twinning Agreements reviewed in line with the South African Foreign policy	New	New	18	10	8	8	8

\*the previous year's fruitless & wasteful expenditure was R4171.25 & the 2019/20 figure is R51.03.

\*\*the previous year's irregular expenditure was R174 689.00 for 2018/2019. The 2019/20 audited amount is R93 351.00. The percentage reduction is 47%.

## Indicators, Annual and Quarterly Targets

<b>Output Indicators</b>	<b>Annual Target</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
1. Number of Executive Council decision matrix implementation progress reports submitted to the Executive Council	12	3	3	3	3
2. Percentage of invoices paid within 30 days	90%	90%	90%	90%	90%
3. Percentage reduction of wasteful and fruitless expenditure	25% from 2020 baseline	0	0	0	25% from 2020 baseline
4. Percentage reduction of irregular expenditure	20% from 2020 baseline	0	0	0	20% from 2020 baseline
5. Number of PCF decision matrix implementation reports	4	1	1	1	1
6. Number of COHOD meeting decision matrices implementation reports	12	3	3	3	3
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	8	0	0	0	8

## Programme Resource Considerations

**Table 7.1.3 : Summary of payments and estimates by sub-programme: Administration**

R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
	2017/18	2018/19	2019/20				2020/21	2021/22	2022/23
1. Premier Support	25 102	27 589	33 411	30 809	26 045	26 045	33 107	33 567	30 131
2. Executive Council Support	9 792	8 478	14 772	9 154	12 140	12 140	10 311	10 348	10 422
3. Director-General Support	13 534	20 870	17 116	15 851	19 277	19 277	22 309	22 524	22 964
4. Financial Management	87 690	87 061	86 103	55 155	36 169	36 107	104 773	108 759	113 171
5. Intergovernmental Relations	17 638	64 760	34 080	25 162	16 524	16 586	18 868	19 107	19 282
<b>Total</b>	<b>153 756</b>	<b>208 758</b>	<b>185 482</b>	<b>136 131</b>	<b>110 155</b>	<b>110 155</b>	<b>189 368</b>	<b>194 305</b>	<b>195 970</b>

**Table 7.1.4 : Summary of payments and estimates by economic classification: Administration**

R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
	2017/18	2018/19	2019/20				2020/21	2021/22	2022/23
<b>Current payments</b>	<b>147 131</b>	<b>200 829</b>	<b>177 838</b>	<b>133 273</b>	<b>107 807</b>	<b>107 700</b>	<b>183 249</b>	<b>187 871</b>	<b>189 251</b>
Compensation of employees	75 821	79 142	87 528	90 115	78 058	77 982	102 509	103 493	102 700
Goods and services	71 310	121 687	90 310	43 158	29 749	29 718	80 740	84 378	86 551
Interest and rent on land	-	-	-	-	-	-	-	-	-
<b>Transfers and subsidies to:</b>	<b>1 111</b>	<b>1 454</b>	<b>4 490</b>	<b>1 317</b>	<b>1 338</b>	<b>1 414</b>	<b>1 459</b>	<b>1 529</b>	<b>1 597</b>
Provinces and municipalities	80	164	103	-	-	-	70	73	76
Departmental agencies and accounts	-	-	-	-	-	-	-	-	-
Higher education institutions	-	-	-	-	-	-	-	-	-
Foreign governments and international organisations	-	-	-	-	-	-	-	-	-
Public corporations and private enterprises	-	-	-	-	-	-	-	-	-
Non-profit institutions	-	-	-	-	-	-	-	-	-
Households	1 031	1 290	4 387	1 317	1 338	1 414	1 389	1 456	1 521
<b>Payments for capital assets</b>	<b>5 514</b>	<b>6 411</b>	<b>3 154</b>	<b>1 541</b>	<b>1 010</b>	<b>1 010</b>	<b>4 660</b>	<b>4 905</b>	<b>5 122</b>
Buildings and other fixed structures	333	2 854	1 378	-	-	-	1 817	1 877	1 960
Machinery and equipment	5 181	3 557	1 776	1 541	1 010	1 010	2 843	3 028	3 162
Heritage assets	-	-	-	-	-	-	-	-	-
Specialised military assets	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-
Land and sub-soil assets	-	-	-	-	-	-	-	-	-
Software and other intangible assets	-	-	-	-	-	-	-	-	-
<b>Payments for financial assets</b>	<b>-</b>	<b>64</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>31</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total</b>	<b>153 756</b>	<b>208 758</b>	<b>185 482</b>	<b>136 131</b>	<b>110 155</b>	<b>110 155</b>	<b>189 368</b>	<b>194 305</b>	<b>195 970</b>

## **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 2020/21	Medium Term Targets		
			2017/18	2018/98	2019/20		2021/2022	2022/23	2023/24
1. Improved governance & accountability	Strengthened Labour Relations <i>(Note this Output also links to the Outcome Ethical Professional &amp; 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	1	2	4	4	4
	Transversal Provincial HR Policies <i>(Note this Output also links to the Outcome Ethical Professional &amp; ethical provincial administration)</i>	10. Number of reports on Technical HR support services on KZN HR policy matters	4	4	4	4	4	4	4
		11. Number of Human Resource compliance monitoring reports	15	15	15	15	15	15	15
	ICT Governance	Sub-Programme: ICT 12. Number of annual provincial departments ICT Governance assessment reports	2	2	1	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 &amp; ethical provincial administration)</i>	Sub-Programme: Strategic Human Resource Management 13. Number of reports on the implementation of the Operations Management Framework	New	New	New	3	4	4	4
	Compliance with COVID-19 measures and other occupational diseases	14. Number of COVID-19 Occupational Health and Safety Compliance Reports	New	New	New	3	4	4	4
	Implementation of HR Turn Around Strategy	15. Number of Reports on the implementation of the HR Turnaround Strategy	New	New	New	Strategy Approved	4	4	4
	Digital Transformation (ICT Strategy)	Sub-Programme: ICT 16. Number of Nerve Centre Strategy implementation reports	New	New	New	New (Strategy developed)	2	2	2

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance			Estimated Performance 2020/21	Medium Term Targets		
			2017/18	2018/19	2019/20		2021/2022	2022/23	2023/24
3. Inclusive stakeholder engagement & improved partnerships	Annual Provincial & Departmental Communication support initiatives	Sub-Programme: Communication Services							
		17. Number of monitoring reports on implementation of the Provincial Communication Strategy	New	3	0	4	4	4	4
		18. Number of reports on provincial communication campaigns supported	New	New	0	4	4	4	4
4. Professional & ethical provincial administration	Public Service Development: Public Service Training Academy Revitalisation Strategy	Sub-Programme: Strategic Human Resource Management							
		19. Number of reports on the implementation of the PPSTA revitalization plan	New	New	Draft Concept	1 plan developed	4	4	4
	Public Service Development: Mentorship Programme	20. Number of E-learning strategies developed	New	New	New	New	1	Implementation and monitoring	Implementation and monitoring
	Public Service Development: Public Service training sessions responding to the capacity needs of the public service	21. Number of training sessions	217	200	88	90	100	120	140
		22. Number of structured partnerships established with institutions of higher learning	New	New	1	2	2	3	2
	Public Service Development: HRD Council meetings	23. Number of reports on the implementation of the HRD Council resolutions	New	New	1	2	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 Professional & ethical provincial administration) - See No. 10 and 11 above.								
	Operations management productivity assessment reports & Number of reports on the implementation of the Operations Management Framework (Note this Output and targets also links to the Outcome Ethical Professional & ethical provincial administration) - See No 13 &14 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 departments ICT Governance assessment reports	1	0	0	0	1
13. Number of reports on the implementation of the Operations Management Framework	4	1	1	1	1
14. Number of COVID-19 Occupational Health and Safety Compliance Reports	4	1	1	1	1
15. Number of reports on the implementation of the HR Turnaround Strategy	4	1	1	1	1
16. Number of Nerve Centre Strategy implementation reports	2	0	1	0	1
17. Number of monitoring reports on implementation of the Provincial Communication Strategy	4	1	1	1	1
18. Number of reports on provincial communication campaigns supported	4	1	1	1	1
19. Number of reports on the implementation of the PPSTA revitalization plan	4	1	1	1	1
20. Number of E-Learning strategies developed	1	0	0	1	0
21. Number of training sessions	100	30	30	20	20
22. Number of structured partnerships established with institutions of higher learning	2	0	1	0	1
23. Number of reports on the implementation of the HRD Council resolutions	3	0	1	1	1



## Programme Resource Considerations

**Table 7.1.5 : Summary of payments and estimates by sub-programme: Institutional Development**

R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
	2017/18	2018/19	2019/20				2020/21	2021/22	2022/23
1. Strategic Human Resources	84 474	72 188	72 415	97 629	74 911	74 911	88 073	89 978	90 888
2. Information Communication Technology (ICT)	26 674	18 428	29 256	93 593	143 489	143 489	67 356	69 768	72 584
3. Legal Services	15 166	13 568	12 209	13 462	12 234	12 234	12 302	12 362	12 456
4. Communication Services	57 062	56 127	51 551	67 507	51 272	51 272	73 818	76 681	79 408
5. Special Programmes	54 372	90 474	83 582	165 341	67 590	99 932	140 431	90 815	90 018
6. Forensic Investigations & Integrity Management	42 119	39 098	40 273	-	32 342	-	45 968	44 589	44 943
<b>Total</b>	<b>279 867</b>	<b>289 883</b>	<b>289 286</b>	<b>437 532</b>	<b>381 838</b>	<b>381 838</b>	<b>427 948</b>	<b>384 193</b>	<b>390 297</b>

**Table 7.1.6 : Summary of payments and estimates by economic classification: Institutional Development**

R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
	2017/18	2018/19	2019/20				2020/21	2021/22	2022/23
<b>Current payments</b>	<b>253 785</b>	<b>261 322</b>	<b>263 861</b>	<b>374 640</b>	<b>331 110</b>	<b>331 037</b>	<b>344 837</b>	<b>352 548</b>	<b>357 260</b>
Compensation of employees	117 645	130 311	136 544	163 453	146 857	146 857	158 653	159 637	159 903
Goods and services	136 140	131 011	127 317	211 187	184 253	184 180	186 184	192 911	197 357
Interest and rent on land	-	-	-	-	-	-	-	-	-
<b>Transfers and subsidies to:</b>	<b>25 017</b>	<b>23 368</b>	<b>24 812</b>	<b>50 069</b>	<b>27 104</b>	<b>27 121</b>	<b>76 461</b>	<b>26 464</b>	<b>27 629</b>
Provinces and municipalities	-	11	-	66	136	136	-	-	-
Departmental agencies and accounts	-	-	-	-	-	-	-	-	-
Higher education institutions	-	-	-	-	-	-	-	-	-
Foreign governments and international organisations	-	-	-	-	-	-	-	-	-
Public corporations and private enterprises	-	-	-	-	-	-	-	-	-
Non-profit institutions	-	-	-	50 000	-	-	50 000	-	-
Households	25 017	23 357	24 812	3	26 968	26 985	26 461	26 464	27 629
<b>Payments for capital assets</b>	<b>1 064</b>	<b>5 034</b>	<b>405</b>	<b>12 823</b>	<b>23 624</b>	<b>23 624</b>	<b>6 650</b>	<b>5 181</b>	<b>5 408</b>
Buildings and other fixed structures	-	-	-	8 650	6 550	6 550	-	-	-
Machinery and equipment	1 064	5 034	405	4 173	17 074	17 074	6 650	5 181	5 408
Heritage assets	-	-	-	-	-	-	-	-	-
Specialised military assets	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-
Land and sub-soil assets	-	-	-	-	-	-	-	-	-
Software and other intangible assets	-	-	-	-	-	-	-	-	-
<b>Payments for financial assets</b>	<b>1</b>	<b>159</b>	<b>208</b>	<b>-</b>	<b>-</b>	<b>56</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total</b>	<b>279 867</b>	<b>289 883</b>	<b>289 286</b>	<b>437 532</b>	<b>381 838</b>	<b>381 838</b>	<b>427 948</b>	<b>384 193</b>	<b>390 297</b>

## **PROGRAMME 2: INSTITUTIONAL DEVELOPMENT**

### **BRANCH: INSTITUTIONAL DEVELOPMENT AND INTEGRITY MANAGEMENT**

This Branch 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 Forensic Investigations, 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 the Youth Chief Directorate, Security Services Chief Directorate & Democracy Support unit.

The purpose of the Youth Chief Directorate is to co-ordinate the activities related to the upliftment of the Youth in the Province by engaging with all relevant stakeholders in the public and private spheres.

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. Special Programmes (Democracy Support) will be linked to Programme 3: Policy and Governance – Branch Stakeholder Coordination as part of the re-organisation process.

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

## **Sub-Programme 6: Forensic Investigations and Integrity Management**

The Programme supports Forensics Chief Directorate and the units under Integrity Management (Service Delivery Improvement, Integrity Management & Complaints Management).

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

The unit Service Delivery Improvement and the Complaints Management Unit seek to address issues of service delivery with a view to unblocking challenge areas and co-ordinating the efforts from each department / municipality to ensure improved public service delivery to the citizens of the Province.

## Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output Indicators	Annual Targets							
			Audited /Actual Performance			Estimated Performance 2020/21	Medium Term Targets			
			2017/18	2018/19	2019/20		2021/2022	2022/23	2023/24	
1. Improved governance & accountability	Appropriate and constitutionally compliant Provincial Legislation	Sub Programme: Legal Services								
		24. Number of quarterly reports on Provincial Legislative programme	4	4	4	4	4	4	4	
	Report on Provincial Forensic Investigations	25. Number of Premier's Reports on the status of Provincial Investigations	New	New	New	3	4	4	4	
	Provincial Security Co-ordination Framework	Sub-Programme: Special Programmes (Security Services and Protocol)								
		26. Number of Provincial Security Co-ordination Frameworks submitted to Executive Council for approval	New	New	Draft Concept	1 Framework Developed	1 Framework approved	Implementation and monitoring	Implementation and monitoring	
	27. 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	28. Number of intervention reports on the resolution of service delivery complaints	4	4	1	4	4	4	4	
	SDIP reports	29. Number of Service Delivery Improvement Plans (SDIP) implementation monitoring reports.	2	4	2	2	1	2	2	
	Siyahlola Reports	30. Number of Siyahlola reports	New	New	New	4	4	4	4	
	Ombudsperson Coordination	31. Number of OTP Ombudsperson reports	2	4	2	4	2	2	2	
	Mainstreaming a culture of human rights through integrated plans for vulnerable groups (Note this output also links with Outcome yielding Inclusive stakeholder engagement & improved partnerships)	Sub-Programme: Special Programmes (Democracy Support) - These will be linked to Programme 3B: Branch Stakeholder Coordination as part of the Re-Organisation process								
			32. Number of progress reports compiled on the interventions coordinated for Senior Citizens	New	New	New	New	4	4	4
	33. Number of progress reports compiled on the interventions coordinated for People with Disabilities	New	New	New	New	4	4	4		

Outcome	Outputs	Output Indicators	Annual Targets							
			Audited /Actual Performance			Estimated Performance 2020/21	Medium Term Targets			
			2017/18	2018/19	2019/20		2021/2022	2022/23	2023/24	
2. Improved co-ordination, integration and efficiency in government	Mainstreaming a culture of human rights through integrated plans for vulnerable groups	34. Number of monitoring reports on the implementation of the Provincial Gender Based Violence and Femicide Strategic Implementation Plan	New	New	Plan Developed	4	4	4	4	
		35. Number of progress reports compiled on the interventions coordinated for Women and Gender	New	New	New	New	4	4	4	
		36. Number of progress reports compiled on the interventions coordinated for Children	New	New	New	New	4	4	4	
		37. Number of consolidated human rights monitoring reports	2	2	4	4	4	4	4	
	Youth Programmes Coordination (Note this output also links to the Outcome Inclusive stakeholder engagement & improved partnerships)	Sub-Programme: Special Programmes (Youth)								
		38. Number of Integrated Provincial Youth Development Strategy Implementation plans	New	New	0	1	1	1	1	
		39. Number of coordination reports on the implementation of the provincial youth development plan	New	New	0	4	4	4	4	
	40. Number of progress reports on the rollout of the Youth Empowerment Fund	New	New	1	4	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 fraud and ethics”- <i>Note this Output, its indicator and targets also link to the Outcome Professional &amp; ethical provincial administration- See No. 44, 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 indicators and targets also link to the Outcome Improved co-ordination, integration and efficiency in government – See Nos. 33 to 38 above. These will also be linked to Programme 3B: Branch Stakeholder Coordination as part of the Re-Organisation process. Budget lies within Prog 2B and responsibility lies with Prog 3b.</i>									
	Youth Programmes Coordination and its indicators also link to this outcome. <i>Note this Output, its indicator and targets also link to the Outcome Improved co-ordination, integration and efficiency in government – See No. 39 to 41 above.</i>									

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance			Estimated Performance 2020/21	Medium Term Targets		
			2017/18	2018/19	2019/20		2021/2022	2022/23	2023/24
4. Professional & ethical provincial administration	Sub-Programme: Special Programmes (Integrity)								
	Ethics and Integrity campaign (I Do Right)	41. Number of reports on the "I Do Right Even When No-one is Looking" campaign	New	New	1	3	4	4	4
		42. Number of quarterly progress reports (National Anti-Corruption Hotline KZN cases)	4	4	4	4	4	4	4
		43. Number of departmental awareness workshops on fraud and ethics	New	New	2	10	14	14	14
		44. Number of Fraud and Corruption reports	4	4	4	4	4	4	4
		45. Number of progress reports on implementation of Lifestyle Audits as per DPSA guidelines	New	New	New	3	2	2	2
	Security Managers capacitated	46. Number of capacity building sessions conducted for security managers in provincial departments	New	New	1	4	4	4	4
	Batho Pele compliance reports	47. Number of reports on level of compliance with Batho Pele principles.	4	2	2	2	2	2	2

## Indicators, Annual and Quarterly Targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
24. Number of quarterly reports on Provincial Legislative programme	4	1	1	1	1
25. Number of Premier's Reports on the status of Provincial Investigations	4	1	1	1	1
26. Number of Provincial Security Co-ordination Frameworks submitted to Executive Council for approval	1	0	0	0	1
27. Number of quarterly Minimum Physical Security Standards (MPSS) monitoring coordination reports	4	1	1	1	1
28. Number of intervention reports on the resolution of service delivery complaints	4	1	1	1	1
29. Number of Service Delivery Improvement Plans (SDIP) implementation monitoring reports	1	0	0	0	1
30. Number of Siyahloa reports	4	1	1	1	1
31. Number of OTP Ombudsperson reports	2	0	1	0	1
32. Number of progress reports compiled on the interventions coordinated for Senior Citizens	4	1	1	1	1
33. Number of progress reports compiled on the interventions coordinated for People with Disabilities	4	1	1	1	1
34. Number of monitoring reports on the implementation of the Provincial Gender Based Violence and Femicide Strategic Implementation Plan	4	1	1	1	1
35. Number of progress reports compiled on the interventions coordinated for Women and Gender	4	1	1	1	1
36. Number of progress reports compiled on the interventions coordinated for Children	4	1	1	1	1
37. Number of consolidated human rights monitoring reports	4	1	1	1	1
38. Number of Integrated Provincial Youth Development Strategy Implementation plans	1	1	0	0	0
39. Number of coordination reports on the implementation of the provincial youth development plan	4	1	1	1	1
40. Number of progress reports on the rollout of the Youth Empowerment Fund	4	1	1	1	1
41. Number of reports on the "I Do Right Even When No-one is Looking" campaign	4	1	1	1	1
42. Number of quarterly progress reports (National Anti-Corruption Hotline KZN cases)	4	1	1	1	1
43. Number of departmental awareness workshops on fraud and ethics	14	4	4	3	3
44. Number of Fraud and Corruption reports	4	1	1	1	1
45. Number of progress reports on implementation of Lifestyle Audits as per DPSA guidelines	2	0	1	0	1
46. Number of capacity building sessions conducted for security managers in Provincial Departments	4	1	1	1	1
47. Number of reports on level of compliance with Batho Pele principles	2	0	1	0	1

## Programme Resource Considerations

**Table 7.1.5 : Summary of payments and estimates by sub-programme: Institutional Development**

R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
	2017/18	2018/19	2019/20	2020/21			2021/22	2022/23	2023/24
1. Strategic Human Resources	84 474	72 188	72 415	97 629	74 911	74 911	88 073	89 978	90 888
2. Information Communication Technology (ICT)	26 674	18 428	29 256	93 593	143 489	143 489	67 356	69 768	72 584
3. Legal Services	15 166	13 568	12 209	13 462	12 234	12 234	12 302	12 362	12 456
4. Communication Services	57 062	56 127	51 551	67 507	51 272	51 272	73 818	76 681	79 408
5. Special Programmes	54 372	90 474	83 582	165 341	67 590	99 932	140 431	90 815	90 018
6. Forensic Investigations & Integrity Management	42 119	39 098	40 273	-	32 342	-	45 968	44 589	44 943
<b>Total</b>	<b>279 867</b>	<b>289 883</b>	<b>289 286</b>	<b>437 532</b>	<b>381 838</b>	<b>381 838</b>	<b>427 948</b>	<b>384 193</b>	<b>390 297</b>

**Table 7.1.6 : Summary of payments and estimates by economic classification: Institutional Development**

R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
	2017/18	2018/19	2019/20	2020/21			2021/22	2022/23	2023/24
<b>Current payments</b>	<b>253 785</b>	<b>261 322</b>	<b>263 861</b>	<b>374 640</b>	<b>331 110</b>	<b>331 037</b>	<b>344 837</b>	<b>352 548</b>	<b>357 260</b>
Compensation of employees	117 645	130 311	136 544	163 453	146 857	146 857	158 653	159 637	159 903
Goods and services	136 140	131 011	127 317	211 187	184 253	184 180	186 184	192 911	197 357
Interest and rent on land	-	-	-	-	-	-	-	-	-
<b>Transfers and subsidies to:</b>	<b>25 017</b>	<b>23 368</b>	<b>24 812</b>	<b>50 069</b>	<b>27 104</b>	<b>27 121</b>	<b>76 461</b>	<b>26 464</b>	<b>27 629</b>
Provinces and municipalities	-	11	-	66	136	136	-	-	-
Departmental agencies and accounts	-	-	-	-	-	-	-	-	-
Higher education institutions	-	-	-	-	-	-	-	-	-
Foreign governments and international organisations	-	-	-	-	-	-	-	-	-
Public corporations and private enterprises	-	-	-	-	-	-	-	-	-
Non-profit institutions	-	-	-	50 000	-	-	50 000	-	-
Households	25 017	23 357	24 812	3	26 968	26 985	26 461	26 464	27 629
<b>Payments for capital assets</b>	<b>1 064</b>	<b>5 034</b>	<b>405</b>	<b>12 823</b>	<b>23 624</b>	<b>23 624</b>	<b>6 650</b>	<b>5 181</b>	<b>5 408</b>
Buildings and other fixed structures	-	-	-	8 650	6 550	6 550	-	-	-
Machinery and equipment	1 064	5 034	405	4 173	17 074	17 074	6 650	5 181	5 408
Heritage assets	-	-	-	-	-	-	-	-	-
Specialised military assets	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-
Land and sub-soil assets	-	-	-	-	-	-	-	-	-
Software and other intangible assets	-	-	-	-	-	-	-	-	-
<b>Payments for financial assets</b>	<b>1</b>	<b>159</b>	<b>208</b>	<b>-</b>	<b>-</b>	<b>56</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total</b>	<b>279 867</b>	<b>289 883</b>	<b>289 286</b>	<b>437 532</b>	<b>381 838</b>	<b>381 838</b>	<b>427 948</b>	<b>384 193</b>	<b>390 297</b>



## **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 and the Provincial Nerve Centre. The Nerve Centre & indicators will be linked to Programme 2a: Information Technology Chief Directorate as part of the re-organisation process.

## Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance			Estimated Performance 2020/2021	Medium Term Targets		
			2017/18	2018/19	2019/20		2021/22	2022/23	2023/24
1. Improved governance and accountability	Performance Reports of Departments	Sub-Programme: Provincial Policy Management – Monitoring and Evaluation 48. Number of Performance Reports on departments	New	New	New	4	2	4	4
	Priority Programmes Monitoring reports	49. Number of reports on Provincial Priority Programmes	New	New	New	4	2	4	4
2. Improved co-ordination, integration and efficiency in government	Co-ordination of Provincial Evaluation	Sub-Programme: Provincial Policy Management – Monitoring and Evaluation 50. Number of reports on the Provincial Evaluation plan	New	New	2	2	2	2	2
	Integrated MTSF report	51. Number of MTSF reports	New	New	1	1	1	1	1
	District Development Model reports	Sub-Programme: Provincial Policy Management – Monitoring and Evaluation 52. Number of oversight reports on the District Development Model / OSS	New	New	New	4	4	4	4
	Policy and Research Coordination: Macro Policy & Research inventory	Sub-Programme: Provincial Policy Management – Strategic Planning, Policy and Research Co-ordination 53. Number of macro policy & research inventory reports	2	2	2	2	1	1	1
	Integrated Planning System: Consolidated planning alignment report	54. Number of consolidated provincial strategic planning alignment reports	1	1	1	1	1	1	1
	<i>Integrated Planning System:</i> Functional Planning Commission	55. Number of reports on the implementation of the Provincial Planning Commission business plan	New	New	3	4	1	1	1

## Indicators, Annual and Quarterly Targets

<b>Output Indicators</b>	<b>Annual Target</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
48. Number of Performance Reports on departments	2	0	1	0	1
49. Number of reports on Provincial Priority Programmes	2	1	0	1	0
50. Number of reports on the Provincial Evaluation plan	2	0	1	0	1
51. Number of MTSF reports	1	1	0	0	0
52. Number of oversight reports on the District Development Model /OSS	4	1	1	1	1
53. Number of macro policy & research inventory reports	1	0	0	1	0
54. Number of consolidated provincial strategic planning alignment reports.	1	0	0	0	1
55. Number of reports on the implementation of the Provincial Planning Commission business plan.	1	1	0	0	0

## Programme Resource Considerations

**Table 7.1.7 : Summary of payments and estimates by sub-programme: Policy and Governance**

R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
	2017/18	2018/19	2019/20				2020/21	2021/22	2022/23
1. Provincial Policy Management	42 375	39 026	48 073	57 575	39 686	39 686	37 640	39 647	39 960
2. Premier's Priority Programmes	119 555	115 633	106 689	97 616	42 608	39 847	81 210	81 471	78 959
3. Royal Household	72 168	68 863	75 440	71 344	65 807	68 568	66 074	67 935	70 325
<b>Total</b>	<b>234 098</b>	<b>223 522</b>	<b>230 202</b>	<b>226 535</b>	<b>148 101</b>	<b>148 101</b>	<b>184 924</b>	<b>189 053</b>	<b>189 244</b>

**Table 7.1.8 : Summary of payments and estimates by economic classification: Policy and Governance**

R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
	2017/18	2018/19	2019/20				2020/21	2021/22	2022/23
<b>Current payments</b>	<b>206 567</b>	<b>202 085</b>	<b>204 465</b>	<b>198 875</b>	<b>122 731</b>	<b>119 832</b>	<b>152 601</b>	<b>156 773</b>	<b>155 544</b>
Compensation of employees	91 225	88 244	88 601	95 820	94 420	91 549	88 329	89 312	90 642
Goods and services	115 342	113 841	115 864	103 055	28 311	28 283	64 272	67 461	64 902
Interest and rent on land	-	-	-	-	-	-	-	-	-
<b>Transfers and subsidies to:</b>	<b>21 570</b>	<b>20 729</b>	<b>23 430</b>	<b>20 136</b>	<b>21 536</b>	<b>24 407</b>	<b>23 748</b>	<b>24 888</b>	<b>25 983</b>
Provinces and municipalities	-	-	9	-	-	-	-	-	-
Departmental agencies and accounts	21 246	19 600	22 586	20 136	20 136	22 897	23 748	24 888	25 983
Higher education institutions	-	-	-	-	-	-	-	-	-
Foreign governments and international organisations	-	-	-	-	-	-	-	-	-
Public corporations and private enterprises	-	-	-	-	-	-	-	-	-
Non-profit institutions	-	-	-	-	-	-	-	-	-
Households	324	1 129	835	-	1 400	1 510	-	-	-
<b>Payments for capital assets</b>	<b>5 875</b>	<b>704</b>	<b>2 306</b>	<b>7 524</b>	<b>3 834</b>	<b>3 834</b>	<b>8 575</b>	<b>7 392</b>	<b>7 717</b>
Buildings and other fixed structures	-	-	-	2 350	2 350	2 350	-	-	-
Machinery and equipment	5 875	704	2 306	5 174	1 484	1 484	8 575	7 392	7 717
Heritage assets	-	-	-	-	-	-	-	-	-
Specialised military assets	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-
Land and sub-soil assets	-	-	-	-	-	-	-	-	-
Software and other intangible assets	-	-	-	-	-	-	-	-	-
<b>Payments for financial assets</b>	<b>86</b>	<b>4</b>	<b>1</b>	<b>-</b>	<b>-</b>	<b>28</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total</b>	<b>234 098</b>	<b>223 522</b>	<b>230 202</b>	<b>226 535</b>	<b>148 101</b>	<b>148 101</b>	<b>184 924</b>	<b>189 053</b>	<b>189 244</b>

## **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. The sub-programme Democracy Support from Programme 2b will be linked to this sub-programme as part of the re-organisation process.

### **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 2020/2021	Medium Term Targets		
			2017/18	2018/19	2019/20		2021/22	2022/23	2023/24
1. Improved governance & accountability	Sub-Programme 3: King's Support and Royal Household								
	<i>Entity Oversight:</i> Support Plan to the Zulu Monarch developed & linked to the budget	56. Number of reports compiled on the implementation of the KZN Government Service Support Plan to the Zulu Monarch	New	New	New	1	4	4	4
	<i>Entity Oversight:</i> KZN Zulu Royal House Trust Annual Performance Plan Assessment report	57. Number of monitoring reports compiled on the performance of the KZN Zulu Royal House Trust	1	1	1	1	4	4	4
2. Improved co-ordination, integration and efficiency in government	Sub-Programme 2: Premier's Priority Programmes								
	Implementation of Poverty Eradication Plans monitored	58. Number of Progress Reports on the implementation of poverty eradication interventions in all districts	4	4	4	4	4	4	4
	Reviewed OSS implemented	59. Number of quarterly reports compiled on the implementation of OSS Revitalisation Strategy	4	4	4	4	4	4	4

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance			Estimated Performance 2020/2021	Medium Term Targets		
			2017/18	2018/19	2019/20		2021/22	2022/23	2023/24
3. Inclusive stakeholder engagement & improved partnerships	Priority Programmes Co-ordinated	60. Number of multi-sectorial intervention coordination reports on HIV and AIDS, STIs and TB	4	4	4	4	4	4	4
		61. Number of progress reports on Inkululeko Development Projects	New	New	New	4	4	4	4
		62. Number of consolidated reports compiled on the implementation of KZN Stakeholders Social Compacts	New	New	New	New	4	4	4
		63. Number of Rapid Response interventions coordination reports'	New	New	4	4	4	4	4
		64. Number of progress reports compiled on the interventions coordinated for Military Veterans	4	4	4	4	4	4	4
	Strategic Partnership co-ordination reports	65. Number of progress reports compiled on the interventions coordinated for farm dwellers and farm workers	New	4	2	4	4	4	4
		66. Number of MRM and Social Cohesion coordination reports	4	4	4	4	4	4	4
	<p><i>Note that Democracy Support Services, its outputs, its indicators and targets also link to Programme 3B: Branch Stakeholder Coordination as part of the Re-Organisation process – see indicators nos. 33 to 38. The budget lies within Prog 2B and responsibility for these lies with Prog 3B.</i></p>								

## Indicators, Annual and Quarterly Targets

<b>Output Indicators</b>	<b>Annual Target</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
56. Number of reports compiled on the implementation of the KZN Government Service Support Plan to the Zulu Monarch	4	1	1	1	1
57. Number of monitoring reports compiled on the performance of the KZN Zulu Royal House Trust	4	1	1	1	1
58. Number of Progress Reports on the implementation of poverty eradication interventions in all districts	4	1	1	1	1
59. Number of quarterly reports compiled on the implementation of the OSS Revitalisation Strategy	4	1	1	1	1
60. Number of multi-sectorial intervention coordination reports on HIV and AIDS, STIs and TB	4	1	1	1	1
61. Number of progress reports on Inkululeko Development projects	4	1	1	1	1
62. Number of consolidated reports compiled on the implementation of KZN Stakeholders Social Compacts	4	1	1	1	1
63. Number of Rapid Response Interventions Coordination Report	4	1	1	1	1
64. Number of progress reports compiled on the interventions coordinated for Military Veterans	4	1	1	1	1
65. Number of progress reports compiled on the interventions coordinated for Farm Dwellers and Farm Workers	4	1	1	1	1
66. Number of MRM and Social Cohesion coordination reports	4	1	1	1	1



## Programme Resource Considerations

Table 7.1.7 : Summary of payments and estimates by sub-programme: Policy and Governance

R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
	2017/18	2018/19	2019/20				2020/21	2021/22	2022/23
1. Provincial Policy Management	42 375	39 026	48 073	57 575	39 686	39 686	37 640	39 647	39 960
2. Premier's Priority Programmes	119 555	115 633	106 689	97 616	42 608	39 847	81 210	81 471	78 959
3. Royal Household	72 168	68 863	75 440	71 344	65 807	68 568	66 074	67 935	70 325
<b>Total</b>	<b>234 098</b>	<b>223 522</b>	<b>230 202</b>	<b>226 535</b>	<b>148 101</b>	<b>148 101</b>	<b>184 924</b>	<b>189 053</b>	<b>189 244</b>

Table 7.1.8 : Summary of payments and estimates by economic classification: Policy and Governance

R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
	2017/18	2018/19	2019/20				2020/21	2021/22	2022/23
<b>Current payments</b>	<b>206 567</b>	<b>202 085</b>	<b>204 465</b>	<b>198 875</b>	<b>122 731</b>	<b>119 832</b>	<b>152 601</b>	<b>156 773</b>	<b>155 544</b>
Compensation of employees	91 225	88 244	88 601	95 820	94 420	91 549	88 329	89 312	90 642
Goods and services	115 342	113 841	115 864	103 055	28 311	28 283	64 272	67 461	64 902
Interest and rent on land	-	-	-	-	-	-	-	-	-
<b>Transfers and subsidies to:</b>	<b>21 570</b>	<b>20 729</b>	<b>23 430</b>	<b>20 136</b>	<b>21 536</b>	<b>24 407</b>	<b>23 748</b>	<b>24 888</b>	<b>25 983</b>
Provinces and municipalities	-	-	9	-	-	-	-	-	-
Departmental agencies and accounts	21 246	19 600	22 586	20 136	20 136	22 897	23 748	24 888	25 983
Higher education institutions	-	-	-	-	-	-	-	-	-
Foreign governments and international organisations	-	-	-	-	-	-	-	-	-
Public corporations and private enterprises	-	-	-	-	-	-	-	-	-
Non-profit institutions	-	-	-	-	-	-	-	-	-
Households	324	1 129	835	-	1 400	1 510	-	-	-
<b>Payments for capital assets</b>	<b>5 875</b>	<b>704</b>	<b>2 306</b>	<b>7 524</b>	<b>3 834</b>	<b>3 834</b>	<b>8 575</b>	<b>7 392</b>	<b>7 717</b>
Buildings and other fixed structures	-	-	-	2 350	2 350	2 350	-	-	-
Machinery and equipment	5 875	704	2 306	5 174	1 484	1 484	8 575	7 392	7 717
Heritage assets	-	-	-	-	-	-	-	-	-
Specialised military assets	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-
Land and sub-soil assets	-	-	-	-	-	-	-	-	-
Software and other intangible assets	-	-	-	-	-	-	-	-	-
<b>Payments for financial assets</b>	<b>86</b>	<b>4</b>	<b>1</b>	<b>-</b>	<b>-</b>	<b>28</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total</b>	<b>234 098</b>	<b>223 522</b>	<b>230 202</b>	<b>226 535</b>	<b>148 101</b>	<b>148 101</b>	<b>184 924</b>	<b>189 053</b>	<b>189 244</b>

## **6. Explanation of planned performance over the medium-term period**

The development of the Department's Impact and Outcome is addressed in the Strategic Plan 2020-2025. The document outlines the 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 Guidelines from the Department of Planning, Monitoring and Evaluation (DPME), these plans are also informed by the processes that unfolded as part of the planning processes within the department and the budget reductions due to the COVID-19 pandemic. Annual Performance Plans (and by implication the strategic plans) were aligned to the National Draft Revised 2019-2024 MTSF and provincial priorities, as also informed by the electoral mandate.

The department also considered the logic model as developed at the commencement of the 5-year planning cycle and ensured alignment of outputs to the model to ensure the achievement of outcomes as indicated in the Strategic Plan 2020-2025.

## 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. The current economic climate and pressures to reprioritise budgets resulting from fiscal constraints and COVID-19 impacts on service delivery such that the department has to reconsider critical posts and delivery priorities.

The budget and MTEF projections are as follows:

**Table 7.1.1 : Summary of payments and estimates by programme: Office of the Premier**

R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
	2017/18	2018/19	2019/20				2020/21	2021/22	2022/23
1. Administration	153 756	208 758	185 482	136 131	110 155	110 155	189 368	194 305	195 970
2. Institutional Development	279 867	289 883	289 286	437 532	381 838	381 838	427 948	384 193	390 297
3. Policy and Governance	234 098	223 522	230 202	226 535	148 101	148 101	184 924	189 053	189 244
<b>Total</b>	<b>667 721</b>	<b>722 163</b>	<b>704 970</b>	<b>800 198</b>	<b>640 094</b>	<b>640 094</b>	<b>802 240</b>	<b>767 551</b>	<b>775 511</b>

**Table 7.1.2 : 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		
	2017/18	2018/19	2019/20				2020/21	2021/22	2022/23
<b>Current payments</b>	<b>607 483</b>	<b>664 236</b>	<b>646 164</b>	<b>706 788</b>	<b>561 648</b>	<b>558 569</b>	<b>680 687</b>	<b>697 192</b>	<b>702 055</b>
Compensation of employees	284 691	297 697	312 673	349 388	319 335	316 388	349 491	352 442	353 245
Goods and services	322 792	366 539	333 491	357 400	242 313	242 181	331 196	344 750	348 810
Interest and rent on land	-	-	-	-	-	-	-	-	-
<b>Transfers and subsidies to:</b>	<b>47 698</b>	<b>45 551</b>	<b>52 732</b>	<b>71 522</b>	<b>49 978</b>	<b>52 942</b>	<b>101 668</b>	<b>52 881</b>	<b>55 209</b>
Provinces and municipalities	80	175	112	66	136	136	70	73	76
Departmental agencies and accounts	21 246	19 600	22 586	20 136	20 136	22 897	23 748	24 888	25 983
Higher education institutions	-	-	-	-	-	-	-	-	-
Foreign governments and international organisations	-	-	-	-	-	-	-	-	-
Public corporations and private enterprises	-	-	-	-	-	-	-	-	-
Non-profit institutions	-	-	-	50 000	-	-	50 000	-	-
Households	26 372	25 776	30 034	1 320	29 706	29 909	27 850	27 920	29 150
<b>Payments for capital assets</b>	<b>12 453</b>	<b>12 149</b>	<b>5 865</b>	<b>21 888</b>	<b>28 468</b>	<b>28 468</b>	<b>19 885</b>	<b>17 478</b>	<b>18 247</b>
Buildings and other fixed structures	333	2 854	1 378	11 000	8 900	8 900	1 817	1 877	1 960
Machinery and equipment	12 120	9 295	4 487	10 888	19 568	19 568	18 068	15 601	16 287
Heritage assets	-	-	-	-	-	-	-	-	-
Specialised military assets	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-
Land and sub-soil assets	-	-	-	-	-	-	-	-	-
Software and other intangible assets	-	-	-	-	-	-	-	-	-
<b>Payments for financial assets</b>	<b>87</b>	<b>227</b>	<b>209</b>	<b>-</b>	<b>-</b>	<b>115</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total</b>	<b>667 721</b>	<b>722 163</b>	<b>704 970</b>	<b>800 198</b>	<b>640 094</b>	<b>640 094</b>	<b>802 240</b>	<b>767 551</b>	<b>775 511</b>

## 7.2. Human Resources

The department intends to improve its overall organisational capability by implementing its proposed realigned organisational structure.

Regarding employment equity the department will develop and implement internal programmes that aim at improving representation of Women, People with Disability and Youth in the Office of the Premier at all levels. It will fill posts in line with the Employment Equity targets to improve on the current 46.00% representation of women at SMS to the acceptable 50%. Furthermore, although the department has reached the acceptable target of 2% representation of PWDs, there are plans to improve the current situation.

<b>BUDGET STRUCTURE AND PROPOSED HR STRUCTURE REORGANISATION</b>			
<b>Programme 1: Administration</b>			
	SP: PREMIER SUPPORT	Office of The Chief of Staff	REORGANISATION
	SP: EXECUTIVE COUNCIL SUPPORT	Cabinet Office	
	SP: DIRECTOR GENERAL	Office of the DG	
		Internal Control and Organisational Risk Management	
	SP: FINANCIAL MANAGEMENT	Chief Financial Officer	
		Financial Accounting	
Management Accounting			
Supply Chain Management			
	Office Supp & Auxiliary Services	Moved here from Prog 2a: Corporate Management	
SP: INTERGOVERNMENTAL RELATIONS:	Intergovernmental Relations		
<b>Programme 2: Institutional Development</b>			
BRANCH: CORPORATE MGT: (2a)	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)	Nerve Centre moved here from Prog 3a Prov Policy Management
	SP: COMMUNICATION SERVICES	Provincial Government Communications	
BRANCH: INST DEV & INTEGRITY: (2b)	SP: LEGAL SERVICES	State Law Advisory Services	
	FORENSIC INVESTIGATIONS AND INTEGRITY MANAGEMENT	Forensic Investigations & Integrity Management	SDIP moved here from Prog 3a Prov Policy Management
	SP: SPECIAL PROGRAMMES	Security Services & Protocol	
		Democracy Support Services	Move to Prog 3b: Stakeholder Co-ordination pending
	Youth Development		
<b>Programme 3: Policy and Governance</b>			
BRANCH: MACRO POL & STRAT PLANNING (3a)	SP: PROVINCIAL POLICY MANAGEMENT	Strat Planning, Research & Policy Co-Ord	
		Monitoring and Evaluation	

<b>BUDGET STRUCTURE AND PROPOSED HR STRUCTURE REORGANISATION</b>			
<i>BRANCH: STAKEHOLDER COORDINATION: (3b)</i>	SP: PREMIER'S PRIORITY PROGRAMMES	Stakeholder Mgt	
		Priority Programmes (Incl. Poverty Eradication)	
	SP: ROYAL HOUSEHOLD	King's Support and Royal Household	

### **7.3. Information Technology**

The Office of the Premier will continue to co-ordinate the implementation of the Provincial Digital Transformation Strategy and Implementation Plan. The Office of the Premier will reposition the Nerve Centre which will play its role of being a data centre for the Province. The potential offered by the Fourth Industrial revolution to be able to use artificial intelligence to analyse the large amount of data will assist in improving efficiency, effectiveness of government whilst being a responsive government. Building a capable, ethical and developmental state requires an Office of the Premier that is able to use the available tools such as deep learning, machine learning, artificial intelligence, internet of things provided by the Fourth Industrial Revolution.

## 8. Updated Key Risks

Outcome	Key Risks	Risk Mitigation
1. Improved governance and accountability	Organizational resistance to change.	Develop and implement change management plan.
	Inadequate support from unions.	Continuous consultation through relevant structures.
2. Improved coordination, integration and efficiency	Budget constraints to implement automated systems.	Implementation of approved Provincial Digital Transformation Strategy.
	Business interruptions due to high dependence on automated systems.	Implementation of OTP Business Continuity Plan and Disaster Recovery Plan reviewed and approved.
	Constitutional & legislative roles & responsibilities with co-ordination of the District Development Model.	Implement and monitor One District One Plan Guideline.
	Resistance to planning initiatives from local municipalities and traditional authorities e.g. the District development model & Spatial planning, etc.	Strengthened stakeholder co-ordination with traditional authorities and COGTA through the implementation of the approved KZN Provincial Stakeholder Co-ordination and Engagement Strategy.  Implement and monitor One District One Plan Guideline.
	Understanding & application of MTSF 19-24.	Ongoing engagements on implementation of MTSF.

Outcome	Key Risks	Risk Mitigation
3. Inclusive stakeholder engagement and improved partnerships	Communications (budget, social media, etc.)	Approved Provincial Communication Strategy implemented through Annual Implementation Plan.
	Resistance to planning initiatives from local municipalities and traditional authorities e.g. the District development model & Spatial planning, etc.	Strengthened stakeholder co-ordination with traditional authorities and COGTA through the implementation of the approved KZN Provincial Stakeholder Co-ordination and Engagement Strategy.  Implement and monitor One District One Plan Guideline.
	Inadequate engagement & management of stakeholders.	Approved KZN Provincial Stakeholder Co-ordination and Engagement Strategy implemented.
4. Professional and ethical provincial administration	Non-alignment of organisational structure and budget structure.	Align organisational structure to budget structure.
	Capacity of the PPSTA to effectively provide training and development service in the province	Develop and roll out Public Service HRD Strategy implementation plan.
		Reposition & re-engineering of the Training Academy & Revitalisation Plan.
		Expand training capacity through partnerships (e.g. NSG) and training contractors.
		Finalise E-learning Strategy
		Filling of critical posts for the PPSTA
Finalize Skills Audit for the Province and develop aligned training interventions.		

Outcome	Key Risks	Risk Mitigation
4. Professional and ethical provincial administration	Ineffective Fraud and corruption programmes and interventions	<p data-bbox="1314 193 2143 349">Develop KZN Provincial Implementation Plan based on the National Anti-Corruption Strategy.</p> <p data-bbox="1314 349 2143 509">Implement KwaZulu-Natal Framework for Consequence Management.</p>



## 9. Public Entities

Name of Public Entity	Mandate	Outcomes	2021/2022 Budget
KZN Zulu Royal House Trust	<p>Objectives of the Trust:</p> <ol style="list-style-type: none"> <li>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"> <li>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"> <li>i. Material welfare;</li> <li>ii. Educational needs;</li> <li>iii. Aspirations and;</li> <li>iv. Social well-being, Benefitting their status and;</li> </ol> </li> <li>b. Provide for the administration, maintenance and management of the assets of the Trust, including the Royal Palaces and the Royal Farms.</li> </ol> </li> <li>2. The Trust may by any lawful means –               <ol style="list-style-type: none"> <li>a. Generate:                   <ol style="list-style-type: none"> <li>i. Revenue</li> <li>ii. Income</li> <li>iii. Business, and;</li> <li>iv. Goodwill; and</li> </ol> </li> <li>b. Acquire Assets For the Trust</li> </ol> </li> </ol>	Improved governance & accountability	R 23 748 M
<p>Links to Office of the Premier Outcome : Improved governance and 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 &amp; linked to the budget</p>			

**Table 9.1 : Summary of departmental transfers to public entities (listed i.t.o. Schedule 3 of the PFMA) and other entities**

	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
	2017/18	2018/19	2019/20				2020/21	2021/22	2022/23
<b>R thousand</b>									
<b>Transfers to public entities</b>	<b>21 246</b>	<b>19 600</b>	<b>22 586</b>	<b>20 136</b>	<b>20 136</b>	<b>22 897</b>	<b>23 748</b>	<b>24 888</b>	<b>25 983</b>
Royal Household Trust	21 246	19 600	22 586	20 136	20 136	22 897	23 748	24 888	25 983
<b>Transfers to other entities</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>50 000</b>	<b>-</b>	<b>-</b>	<b>50 000</b>	<b>-</b>	<b>-</b>
KZN Growth Fund Trust 2.5: Special Programmes	-	-	-	50 000	-	-	50 000	-	-
<b>Total</b>	<b>21 246</b>	<b>19 600</b>	<b>22 586</b>	<b>20 136</b>	<b>20 136</b>	<b>22 897</b>	<b>23 748</b>	<b>24 888</b>	<b>25 983</b>

## 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 in relation to:

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

**Table 10.1 : Summary of infrastructure payments and estimates by category**

R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
	2017/18	2018/19	2019/20				2020/21	2021/22	2022/23
<b>Existing infrastructure assets</b>	<b>3 339</b>	<b>5 465</b>	<b>8 033</b>	<b>14 468</b>	<b>12 368</b>	<b>12 368</b>	<b>4 739</b>	<b>6 707</b>	<b>7 002</b>
Maintenance and repair: Current	1 629	1 051	3 155	3 468	3 468	3 468	2 922	4 300	4 489
Upgrades and additions: Capital	-	2 104	2 517	-	-	-	-	-	-
Refurbishment and rehabilitation: Capital	1 710	2 310	2 361	11 000	8 900	8 900	1 817	2 407	2 513
<b>New infrastructure assets</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Infrastructure transfers</b>	<b>1 377</b>	<b>1 560</b>	<b>3 500</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2 505</b>	<b>2 095</b>	<b>2 187</b>
Infrastructure transfers: Current	-	-	-	-	-	-	-	-	-
Infrastructure transfers: Capital	1 377	1 560	3 500	-	-	-	2 505	2 095	2 187
<b>Infrastructure payments for financial assets</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Infrastructure: Leases</b>	<b>7 285</b>	<b>8 033</b>	<b>14 215</b>	<b>8 395</b>	<b>8 395</b>	<b>8 395</b>	<b>9 233</b>	<b>9 676</b>	<b>10 102</b>
<b>Non infrastructure<sup>1</sup></b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total</b>	<b>12 001</b>	<b>15 058</b>	<b>25 748</b>	<b>22 863</b>	<b>20 763</b>	<b>20 763</b>	<b>16 477</b>	<b>18 478</b>	<b>19 291</b>
<i>Capital infrastructure</i>	<i>3 087</i>	<i>5 974</i>	<i>8 378</i>	<i>11 000</i>	<i>8 900</i>	<i>8 900</i>	<i>4 322</i>	<i>4 502</i>	<i>4 700</i>
<i>Current infrastructure</i>	<i>8 914</i>	<i>9 084</i>	<i>17 370</i>	<i>11 863</i>	<i>11 863</i>	<i>11 863</i>	<i>12 155</i>	<i>13 976</i>	<i>14 591</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

# Part D: Technical Indicator Descriptors

## Programme 1

<b>Indicator Title</b>	<b>1. Number of Executive Council decision matrix implementation progress reports submitted to the Executive Council</b>
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	Cumulative year end
Reporting Cycle	Quarterly
Desired performance	Timely reports
<b>Indicator Responsibility</b>	<b>Head of Executive Council Secretariat</b>
<b>Indicator Title</b>	<b>2. Percentage of invoices paid within 30 days</b>
Definition	The number of valid invoices paid within 30 days of receipt by the institution against the total number of valid invoices paid by the institution.
Source of data	Treasury Report
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 Treasury Report) 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	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
<b>Indicator Responsibility</b>	<b>Chief Financial Officer</b>

<b>Indicator Title</b>	<b>3. Percentage reduction of wasteful and fruitless expenditure</b>
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
Method of Calculation / Assessment	The percentage will be calculated by taking actual fruitless & wasteful expenditure incurred in the current financial year over the actual wasteful and fruitless expenditure incurred in the previous financial year. The amount incurred in 2020/21 financial year will be used as a base. (To be noted that on an annual basis this figure will fluctuate, but will be calculated at the end of the MTSF cycle (2024) against the total average reduction measured against the 2018/19 audited baseline)
Means of verification	The report which will be derived from the register of wasteful and fruitless expenditure compiled on a quarterly 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	Non-cumulative
Reporting Cycle	Annually
Desired performance	100% reduction of wasteful and fruitless expenditure. Investigate and implement consequence management on all wasteful and fruitless expenditure cases reported in prior years.
<b>Indicator Responsibility</b>	<b>Chief Financial Officer</b>
<b>Indicator Title</b>	<b>4. Percentage reduction of irregular expenditure</b>
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
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 2020/21 will be used as a base year.
Means of verification	The report will be derived from the register of irregular expenditure compiled on a quarterly basis 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	Non-cumulative
Reporting Cycle	Annually
Desired performance	100% reduction of irregular expenditure. Investigate and implement consequence management on all irregular expenditure cases reported in the previous years.
<b>Indicator Responsibility</b>	<b>Chief Financial Officer</b>

<b>Indicator Title</b>	<b>5. Number of PCF decision matrix implementation reports</b>
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 to the implementation of those decisions including all COVID-19 related issues.
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	Cumulative year end
Reporting Cycle	Quarterly
Desired performance	Implementation reports on decision matrices submitted to DG within 30 days after meeting is held.
<b>Indicator Responsibility</b>	<b>Director: Cooperative Governance</b>
<b>Indicator Title</b>	<b>6. Number of COHOD Meeting decision matrices implementation reports</b>
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 year end
Reporting Cycle	Quarterly
Desired performance	Implementation reports on decision matrices submitted to DG within 30 days after meeting is held.
<b>Indicator Responsibility</b>	<b>Director: Cooperative Governance</b>

<b>Indicator Title</b>	<b>7. Number of International Relations &amp; ODA Strategy implementation monitoring reports</b>
Definition	The International Relations Strategy (including matters related to Overseas Donor Assistance) has been developed to serve as a blueprint in conducting Provincial International Relations. The strategy contains 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"> <li>- International Relations strategy implementation plan</li> <li>- International Donor Funding plan monitoring and reporting on the funding.</li> <li>- Progress report against implementation plan</li> <li>- Challenges</li> <li>- Proposed interventions</li> <li>- Recommendations</li> </ul> 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 year end
Reporting Cycle	Bi-Annual
Desired performance	Quarterly reports submitted on progress made with implementation of International Relations Strategy.
<b>Indicator Responsibility</b>	<b>Director: International Relations</b>
<b>Indicator Title</b>	<b>8. Number of Twinning Agreements reviewed in line with the South African Foreign policy</b>
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
<b>Indicator Responsibility</b>	<b>Director: International Relations</b>

## Programme 2a

<b>Indicator Title</b>	<b>9. Number of quarterly reports on labour and disciplinary cases submitted to the Executive Council</b>
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 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.
<b>Indicator responsibility</b>	<b>Director: Labour Relations</b>
<b>Indicator Title</b>	<b>10. Number of reports on Technical HR support services on KZN HR policy matters</b>
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.
<b>Indicator responsibility</b>	<b>Chief Director: Strategic Human Resource Management</b>

<b>Indicator Title</b>	<b>11. Number of Human Resource compliance monitoring reports</b>
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 related to matters of the preceding quarter, within 7 working days of the end of the quarter.
<b>Indicator responsibility</b>	<b>Chief Director: Strategic Human Resource Management</b>
<b>Indicator Title</b>	<b>12. Number of annual provincial departments ICT governance assessment reports</b>
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.
<b>Indicator responsibility</b>	<b>Chief Director: Provincial Information Technology</b>



<b>Indicator Title</b>	<b>13. Number of reports on the implementation of the Operations Management Framework</b>
<b>Definition</b>	The indicator measures the number of monitoring reports on the implementation of the Operations Management Framework by departments in the Province.
<b>Source of data</b>	Quarterly reporting templates received from Provincial Departments
<b>Method of calculation</b>	Simple count of one consolidated report per quarter
<b>Means of verification</b>	Report on the progress being made with implementation of the Operations Management Framework in the Province. The report to cover the following issues: <ul style="list-style-type: none"> <li>- Progress report of each department</li> <li>- Challenges</li> <li>- Proposed interventions</li> <li>- Recommendations</li> </ul> Proof of submission of comprehensive quarterly report to be submitted to DG.
<b>Assumptions</b>	Reports received from departments by the 1st of the month following the end of the quarter
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation type</b>	Cumulative year end
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	Copy of consolidated reports and proof of submission to DG's office within 10 working days of the end of the quarter.
<b>Indicator responsibility</b>	<b>Director: Provincial Organisational Development</b>
<b>Indicator Title</b>	<b>14. Number of COVID-19 Occupational Health and Safety Compliance Reports</b>
<b>Definition</b>	Number of COVID-19 Compliance reports submitted to GSCID Cluster secretariat quarterly. Departments are required to implement COVID-19 Recovery and Mitigation Plans based on Regulation 16.6.b issued in terms of the National Disaster Management Act focusing on occupational health and safety measures.
<b>Source of data</b>	Quarterly reports on compliance analysis.
<b>Method of calculation</b>	Simple count of reports submitted.
<b>Means of verification</b>	Copy of consolidated report/s on the provincial departments' compliance with COVID-19 measures, proof of submission to GSCID Secretariat.
<b>Assumptions</b>	Dependent on provincial departments submitting compliance reports to the Office of the Premier within the given timeframes.
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation type</b>	Cumulative year end
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	All quarterly reports to be related to matters on the preceding quarter, within 15 working days of the end of the quarter.
<b>Indicator responsibility</b>	<b>Director: Employee Health and Wellness</b>

<b>Indicator Title</b>	<b>15. Number of reports on the implementation of the HR Turn Around Strategy</b>
Definition	In order to improve the delivery of Human Resource Services within the Provincial Administration the KZN HR Turnaround Strategy was developed. The Executive Council has approved the strategy which has to be implemented. The report will focus on the strategic objectives and related targets in the strategy. This indicator seeks to assess & monitor progress on the implementation of the Strategy.
Source of data	Reports from Departments and own information
Method of calculation	Count of each report per quarter
Means of verification	Copy of Human Resource compliance report for the previous quarter and proof of submission to the COHOD secretariat. Compliance in terms of the implementation of human resource plans; employment equity; vacancy rate and human resource policy and practices.
Assumptions	Departments will submit quarterly reports timeously based on desired performance and the availability of own data/information
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation type	Cumulative year end
Reporting cycle	Quarterly
Desired performance	OTP SHRM putting in place proactive control measures to ensure that all Provincial Departments submit quarterly reports within 5 working days of the end of the quarter, that is, in terms of the Service Level Agreement entered into with each Department.
<b>Indicator responsibility</b>	<b>Chief Director: Strategic Human Resources Management</b>
<b>Indicator Title</b>	<b>16. Number of Nerve Centre Strategy implementation reports</b>
Definition	Reports on the progress made with regards to the implementation of the Nerve Centre optimization and utilization strategy
Source of data	Nerve Centre repositioning project implementation meetings and project manager's reports. Provincial Digital Transformation Strategy implementation reports
Method of Calculation	Simple count
Means of verification	Implementation progress reports submitted to EXCO secretariat for noting by the EXCO via the DDG: Corporate Services two weeks prior to the end of the second quarter (first report) and the two weeks prior to the end of the fourth quarter (second report).
Assumptions	Nerve Centre optimization and utilization strategy submitted and endorsed by EXCO
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative year end
Reporting Cycle	Bi-annual
Desired performance	Quarterly reports to be submitted to the DDG 's office.
<b>Indicator Responsibility</b>	<b>Director: Nerve Centre</b>

<b>Indicator Title</b>	<b>17. Number of monitoring reports on implementation of the Provincial Communication Strategy</b>
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 year end
Reporting cycle	Quarterly
Desired performance	Quarterly reports submitted within 5 days of end of quarter.
<b>Indicator responsibility</b>	<b>Chief Director: Communications</b>
<b>Indicator Title</b>	<b>18. Number of reports on provincial communication campaigns supported</b>
Definition	The indicator refers to provincial communication 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 year end
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
<b>Indicator responsibility</b>	<b>Chief Director: Communications</b>

<b>Indicator</b>	<b>19. Number of reports on the implementation of the PPSTA Revitalisation plan</b>
Definition	The indicator refers to the reports to monitor the implementation of the PPSTA Revitalisation plan resulting from the repositioning exercise.
Source of data	Implementation and consultation meetings with relevant stakeholders
Method of calculation	Count of each report per quarter
Means of verification	Copy of reports submitted to the DG indicating progress per quarter
Assumptions	Necessary resources will be allocated for the implementation of the Revitalisation plan
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation type	Cumulative year end
Reporting cycle	Quarterly
Desired performance	A quarterly report produced to show progress being made against the PPSTA Revitalisation Plan. The report to be completed within 7 days of end of quarter submitted to the DG
<b>Indicator responsibility</b>	<b>Chief Director: Provincial Public Service Training Academy</b>
<b>Indicator Title</b>	<b>20. Number of E-Learning Strategies developed</b>
Definition	The indicator refers to the development of the PPSTA E-Learning Strategy to enable the PPSTA to conduct online learning in line 4 <sup>th</sup> Industrial Revolution
Source of data	As per strategy development process. The development of the strategy is outsourced to MKI
Method of calculation	Count of one per year end
Means of verification	An approved E-Learning Strategy signed by the delegated authority
Assumptions	The Strategy will be finalised timeously by MKI
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation type	Non-cumulative
Reporting cycle	Annually
Desired performance	The approved E-Learning strategy that will enable PPSTA to conduct online learning
<b>Indicator responsibility</b>	<b>Chief Director: Provincial Public Service Training Academy</b>

<b>Indicator Title</b>	<b>21. Number of training sessions</b>
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 and proof of online registration
Method of calculation	Simple count
Means of verification	Course register for each session, course register from NSG and online learning monitoring reports from Departments
Assumptions	Attendance by Departments. Insufficient attendance might render courses not to be cost effective or even cancelled. Willingness to enrol for online courses.
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 and online learning
<b>Indicator responsibility</b>	<b>Chief Director: Provincial Public Service Training Academy</b>
<b>Indicator Title</b>	<b>22. Number of structured partnerships established with institutions of higher learning</b>
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/Cooperation Agreements
Method of calculation	Simple count
Means of verification	Signed Partnership Agreements/MOUs/Cooperation Agreements with HEIs.
Assumptions	Buy in by the institutions of high learning to enter into the partnership/cooperation agreement 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	Signed Partnerships in place & implemented.
<b>Indicator responsibility</b>	<b>Chief Director: Provincial Public Service Training Academy</b>
<b>Indicator Title</b>	<b>23. Number of reports on the implementation of the HRD Council resolutions</b>
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
<b>Indicator responsibility</b>	<b>Chief Director: Provincial Public Service Training Academy</b>

## Programme 2b

<b>Indicator Title</b>	<b>24. Number of Quarterly Reports on Provincial Legislative Programme</b>
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.
<b>Indicator responsibility</b>	<b>Chief State Law Advisor: Chief Directorate: SLAS</b>
<b>Indicator Title</b>	<b>25. Number of Premier's Reports on the status of Provincial Investigations</b>
Definition	The Premier report is a consolidated report on all forensic investigations in the province. The report outlines forensic cases per department and provides progress, current status and recommendations.
Source of data	Forensic investigators forensic reports. Allegations received from various sources. Response on follow-up letters sent to AOs. Follow-ups conducted with SAPS
Method of Calculation / Assessment	Simple count of reports
Means of verification	Proof of submission of report to the Premier (first page of memo) and last page showing signature/s at the end of each quarter. Due to the sensitivity of the issues raised in the report, the contents of the report cannot be used for verification.
Assumptions	Forensic investigations proceed without any challenges.
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Cumulative year end
Reporting Cycle	Quarterly
Desired performance	Provincial department reports sent to Executive Authorities
<b>Indicator Responsibility</b>	<b>Chief Director: Forensic Investigations</b>

<b>Indicator Title</b>	<b>26. Number of Provincial Security Co-ordination Frameworks submitted to Executive Council for approval</b>
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.
<b>Indicator responsibility</b>	<b>Chief Director: Security Services</b>
<b>Indicator Title</b>	<b>27. Number of quarterly Minimum Physical Security Standards (MPSS) monitoring coordination reports</b>
Definition	Quarterly Minimum Physical Security Services (MPSS) (name of report) 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 report received from each department (to be noted that the OTP does not conduct the physical verifications for the report) submitted to Chief Director: Security Services detailing progress, challenges, recommendations and progress on implementation. Due to the nature of security reports, the consolidated report submitted by Security Services (OTP) would highlight trends rather than details per department. It will be one report per quarter, relating to matters from 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.
<b>Indicator responsibility</b>	<b>Chief Director: Security Services Unit</b>

<b>Indicator Title</b>	<b>28. Number of intervention reports on the resolution of service delivery complaints</b>
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.
<b>Indicator responsibility</b>	<b>Director: Service Delivery Complaints Management</b>
<b>Indicator Title</b>	<b>29. Number of Service Delivery Improvement Plans (SDIP) implementation monitoring reports</b>
Definition	Monitoring reports on the implementation of the Service Delivery Improvement Plans (SDIP) by departments.
Source of data	Reports from departments and DPSA on implementation of Departmental SDIPs.
Method of calculation	Simple Count
Means of verification	Submission of an annual report to the DDG: Institutional Development and Integrity Management, based on the Annual Reports on implementation of SDIP as received from departments.
Assumptions	All provincial departments have submitted their 3-year SDIPs as well as their Annual Reports based on the progress made with regard to implementation of the SDIP, to both OTP and DPSA.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Non- Cumulative
Reporting Cycle	Annual
Desired performance	Submission of monitoring report to COHOD secretariat by the end of the 4 <sup>th</sup> quarter.
<b>Indicator Responsibility</b>	<b>Director: Service Delivery Improvement</b>



<b>Indicator Title</b>	<b>30. Number of Siyahlola reports</b>
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: Institutional Development and Integrity Management. Report to outline the site visits undertaken, findings during visits, required interventions, progress, recommendations. Reporting is retrospective - the quarterly report is based on the previous quarters.
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 year end
Reporting Cycle	Quarterly
Desired performance	Submission of progress report to DDG within 30 days of end of quarter.
<b>Indicator Responsibility</b>	<b>Director: Service Delivery Improvement</b>
<b>Indicator Title</b>	<b>31. Number of OTP Ombudsperson reports</b>
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 bi-annual reports 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	Bi-annual
Desired performance	1 report every 2 <sup>nd</sup> quarter, relating to matters on the preceding quarter, within 5 working days of the end of the quarter.
<b>Indicator responsibility</b>	<b>Chief Director: Integrity Management</b>

<b>Indicator Title</b>	<b>32. Number of progress reports compiled on the interventions coordinated for Senior Citizens.</b>
Definition	Quarterly reports on the progress of implementation of the Annual KZN Senior Citizens Plan which is a multi-sectoral and overarching plan that is designed to guide and coordinate all policies, programs, projects, and campaigns for Senior Citizens in KwaZulu-Natal.
Source of data	Quarterly reports on the implementation of the Annual KZN Senior Citizens Plan from government departments.
Method of calculation	Simple Count
Means of verification	A consolidated report based on the quarterly reports from departments which reflect the implementation of the Annual KZN Senior Citizens plan submitted based on progress made in the preceding quarter to the DDG: Stakeholder Coordination (retrospective reporting).
Assumptions	Departments have planned senior citizens programmes in alignment to and will implement their responsibilities as per the KZN Senior Citizens Plan.
Disaggregation of beneficiaries (where applicable)	Senior Citizens
Spatial transformation (where applicable)	Province Wide.
Calculation type	Cumulative year end
Reporting cycle	Quarterly
Desired performance	Quarterly reports on implementation of the Provincial Senior Citizens Plan by all government departments, municipalities, civil society i.e. women empowerment and gender submitted to the DDG: Stakeholder Co-ordination within one month after the beginning of each quarter.
<b>Indicator responsibility</b>	<b>Director: Human Rights</b>
<b>Indicator Title</b>	<b>33. Number of progress reports compiled on the interventions coordinated for People with Disabilities.</b>
Definition	Quarterly reports on the progress of implementation of the Annual KZN People with Disabilities Plan which is a multi-sectoral and overarching plan that is designed to guide and coordinate all policies, programs, projects, and campaigns for Persons with Disabilities in KwaZulu-Natal.
Source of data	Quarterly reports on the implementation of the Annual KZN Persons with Disabilities Plan from government departments.
Method of calculation	Simple Count
Means of verification	A consolidated report based on the quarterly reports from departments which reflect the implementation of the Annual KZN People with Disabilities plan submitted based on progress made in the preceding quarter to the DDG: Stakeholder Coordination (retrospective reporting).
Assumptions	Departments have planned Persons with Disabilities programmes in alignment to and will implement their responsibilities as per the KZN Persons with Disabilities Plan.
Disaggregation of beneficiaries (where applicable)	Persons with Disabilities
Spatial transformation (where applicable)	Province Wide.
Calculation type	Cumulative year end
Reporting cycle	Quarterly
Desired performance	Quarterly reports on implementation of the Provincial Persons with Disabilities Plan by all government departments, municipalities, civil society i.e. women empowerment and gender submitted to the DDG: Stakeholder Co-ordination within one month after the beginning of each quarter.
<b>Indicator responsibility</b>	<b>Director: Human Rights</b>

<b>Indicator Title</b>	<b>34. Number of monitoring reports on the implementation of the Provincial Gender Based Violence and Femicide Strategic Implementation Plan</b>
Definition	The Office of the Premier is responsible for the co-ordination of programmes targeting vulnerable members of society. The Provincial Gender Based Violence and Femicide Strategic Implementation Plan aims to provide a multi-sectoral, coherent strategic policy and programming framework to strengthen a coordinated and integrated provincial response to the high levels of gender-based violence and femicide.  The plan is implemented by government departments and municipalities. Monitoring reports therefore refer to oversight information on the implementation of the Provincial Gender Based Violence and Femicide Plan by Departments and municipalities.
Source of data	Quarterly reports from government departments and municipalities on the implementation of the Annual GBVF Plan.
Method of calculation	Simple count
Means of verification	Consolidated quarterly report submitted to DDG: Stakeholder Coordination. Note: reports are done for the preceding quarter. Report to include progress made against planned interventions by Departments and municipalities, challenges noted, trend analysis per district and recommendations by OTP.
Assumptions	Existence of a uniform GBVF reporting template for Departments and municipalities.
Disaggregation of Beneficiaries (where applicable)	All
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 DDG within one month after each quarter.
<b>Indicator responsibility</b>	<b>Director: Office of the Status of Women</b>
<b>Indicator Title</b>	<b>35. Number of progress reports compiled on the interventions coordinated for Women and Gender.</b>
Definition	Quarterly reports on the progress of implementation of the Annual KZN Gender Equality Plan which is a multi-sectoral and overarching plan that is designed to guide and coordinate all women empowerment and gender equality policies, programs, projects, and campaigns in KwaZulu-Natal
Source of data	Quarterly reports on the implementation of the Annual KZN Gender Equality Plan from government departments.
Method of calculation	Simple Count
Means of verification	A consolidated report based on the quarterly reports from Departments which reflect the implementation of the Annual KZN Gender plan submitted based on progress made in the preceding quarter to the DDG: Stakeholder Coordination (retrospective reporting).
Assumptions	Departments have planned women and gender programmes in alignment to and will implement their responsibilities as per the KZN Gender Equality Plan.
Disaggregation of beneficiaries (where applicable)	All
Spatial transformation (where applicable)	Province Wide.
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	Quarterly reports on implementation of the Provincial Gender Equality Plan by all government departments, municipalities, civil society i.e. women empowerment and gender submitted to the DDG within one month after the beginning of each quarter.
<b>Indicator responsibility</b>	<b>Director: Office of the Status of Women and Children</b>

<b>Indicator Title</b>	<b>36. Number of progress reports compiled on the interventions coordinated for Children</b>
Definition	Quarterly reports on the progress of implementation of the Annual KZN Children's Plan which is a multi-sectoral and overarching plan that is designed to guide and coordinate all child empowerment and protection the policies, programs, projects, and campaigns in KwaZulu-Natal.
Source of data	Quarterly reports on the implementation of the Annual Children's Plan from government departments.
Method of calculation	Simple Count
Means of verification	A consolidated report based on the quarterly reports from Departments which reflect the implementation of the Annual KZN Children's Plan submitted based on progress made in the preceding quarter to the DDG: Stakeholder Coordination (retrospective reporting).
Assumptions	Departments have planned Children's programmes in alignment to and will implement their responsibilities as per the Annual KZN Children's Plan
Disaggregation of beneficiaries (where applicable)	Children
Spatial transformation (where applicable)	Province Wide.
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	Quarterly reports on implementation of the Annual KZN Children's Plan by all government departments, municipalities, civil society i.e. child empowerment and protection reports submitted to the DDG within one month after the beginning of each quarter.
<b>Indicator responsibility</b>	<b>Director: Office of the Status of Women and Children</b>
<b>Indicator Title</b>	<b>37. Number of consolidated human rights monitoring reports</b>
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: Stakeholder Co-ordination outlining human rights violations cases received, the current status of the investigation, progress and challenges. Reporting is retrospective (report based on previous quarters cases received and investigated).
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.
<b>Indicator responsibility</b>	<b>Director: Human Rights</b>

<b>Indicator Title</b>	<b>38. Number of Integrated Provincial Youth Development Strategy Implementation plans</b>
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.
<b>Indicator responsibility</b>	<b>Chief Director: Youth Development</b>
<b>Indicator Title</b>	<b>39. Number of coordination reports on the implementation of the provincial youth development plan</b>
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.
<b>Indicator responsibility</b>	<b>Chief Director: Youth Development</b>
<b>Indicator Title</b>	<b>40. Number of progress reports on the rollout of the Youth Empowerment Fund</b>
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 DDG: Institutional Development & Integrity Management. 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
<b>Indicator responsibility</b>	<b>Chief Director: Youth Development</b>

<b>Indicator Title</b>	<b>41. Number of reports on the I Do Right, Even When Nobody is Looking Campaign</b>
Definition	The report on the “I do right campaign” which encompasses a number of programmes to be implemented by the provincial government to encourage ethical behaviour.
Source of data	Reports, implementation plan, Inputs from relevant stakeholders
Method of calculation	Simple count of reports
Means of verification	Report on I do right campaign”, undertaken to promote ethical behaviour in the province, outlining progress against the implementation plan, challenges and recommendations, submitted to the CD: Forensic Investigations The report will be based on retrospective reporting.
Assumptions	Relevant external stakeholders to be consulted will cooperate.
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 of programmes implemented within 10 working days of the end of each quarter.
<b>Indicator responsibility</b>	<b>Director: Integrity Management</b>
<b>Indicator Title</b>	<b>42. Number of quarterly progress reports (National Anti-Corruption Hotline KZN cases)</b>
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
<b>Indicator responsibility</b>	<b>Director: Integrity Management</b>

<b>Indicator Title</b>	<b>43. Number of departmental awareness workshops on fraud and ethics.</b>
Definition	Empowerment workshops are aimed at creating awareness of fraud and corruption and ethics in order to improve the understanding of public servants in provincial departments 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 workshops 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 government institutions. 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 government institutions. Report to be submitted to DDG: Institutional Development and Integrity Management.
Assumptions	Government institutions 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.
<b>Indicator responsibility</b>	<b>Director: Integrity Management</b>
<b>Indicator Title</b>	<b>44. Number of Fraud and Corruption reports</b>
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.
<b>Indicator responsibility</b>	<b>Chief Director: Integrity Management</b>

<b>Indicator Title</b>	<b>45. Number of progress reports on implementation of Lifestyle Audits as per DPSA guidelines.</b>
Definition	There will be three processes to be undertaken which are; lifestyle review, lifestyle investigation and lifestyle audits. The lifestyle review process will be initiated by the Ethics Officers of departments after the financial disclosure process is finalised. In this process the assessment will be done from the database reports (internal and external) on the employee's lifestyle compared with the remuneration/ income. If the results points to something amiss the process of lifestyle investigation will be undertaken by the investigators in departments supported by DPSA Technical Assistance Unit. This will include determination of e.g. any criminal records, debts, hidden assets, undeclared income with the assistance of law enforcement agencies to check whether the employee is living beyond means. The outcome of the investigation will be shared with DPSA who will work with a multi-agency task team to determine whether the report has merit or not. The implementation plan on the DPSA framework ends on lifestyle investigations and does not indicate the process on lifestyle audit process but that the guide will be issued.
Source of data	Reports from Ethics Officers of Departments on progress with implementation Framework for Lifestyle audits from DPSA.
Method of calculation	Simple count
Means of verification	Bi-annual consolidated progress report on lifestyle review reports received from Ethics Officers in Departments submitted to DDG: Institutional Development and Integrity Management ( <b>NOTE:</b> Report will contain retrospective information i.e. First report will contain information on Q1 and Q2 up to 31 August to allow for consolidation & submission in September and second report will contain information for September, Q3 and Q4 up to February to allow for consolidation and submission by end of March).
Assumptions	The lifestyle audit guide will be issued and the DPSA framework will be implemented within 2021/ 2022 financial year
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation type	Cumulative year end
Reporting cycle	Bi-annually
Desired performance	Quarterly reports on the number of Lifestyle Audits undertaken and the outcomes of these.
<b>Indicator responsibility</b>	<b>Chief Director: Integrity Management and Forensic Investigations</b>
<b>Indicator Title</b>	<b>46. Number of capacity building sessions conducted for security managers in Provincial Departments</b>
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.
<b>Indicator responsibility</b>	<b>Chief Director: Security Services Unit</b>



<b>Indicator Title</b>	<b>47. Number of reports on level of compliance with Batho Pele principles</b>
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 report to the DDG: Institutional Development and Integrity Management. Report to reflect findings on departments monitored, compliance findings, challenges, interventions and recommendations. Reporting is retrospective i.e. the bi-annual report is based on the previous quarters i.e. Q2 report will reflect on Q1 findings.
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 year end
Reporting Cycle	Bi-annual
Desired performance	Quarterly reports on levels of Batho Pele compliance submitted.
<b>Indicator Responsibility</b>	<b>Director: Service Delivery Improvement</b>

### Programme 3a

<b>Indicator Title</b>	<b>48. Number of Performance Reports on departments</b>
Definition	The extent to which departments are implementing interventions, programmes and projects in line with approved plans. This includes implementation of the MTSF, POA, SOPA, Lekgotla Resolutions, One on One with Premier and APP deliverables. Audit outcomes form part of the assessment.
Source of data	AWG reports, AG reports, QPR reports
Method of calculation	Simple count of progress report on status of performance of Departments
Means of verification	Proof of submission to the Deputy Director-General as the Branch Head (email and/or document tracking record). Report submitted on cumulative progress against the previous quarters.
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 year end
Reporting Cycle	Bi-annual
Desired performance	Reports submitted within 30 days after the end of each quarter for reporting.
<b>Indicator Responsibility</b>	<b>Director: Provincial Performance Reporting</b>
<b>Indicator Title</b>	<b>49. Number of reports on Provincial Priority programmes</b>
Definition	Report on provincial priority programmes. These may include COVID-19, RASET, RET, Operation Vula and other high-impact provincial programmes.
Source of data	Quarterly Reports submitted by Departments /Clusters or Sub Committees
Method of Calculation / Assessment	Simple count of progress report on status of Provincial Priority Programmes
Means of verification	Proof of submission to the Deputy Director-General as the Branch Head (email and/or document tracking record). Report submitted for the previous quarter on cumulative progress in the implementation of respective Programme Plans.
Assumptions	Verified reports submitted within the required timeframes.
Disaggregation of Beneficiaries (where applicable)	Where applicable
Spatial Transformation (where applicable)	Where applicable
Calculation Type	Cumulative year end
Reporting Cycle	Bi-annual
Desired performance	Presentation to COHOD to highlight successes and key areas for improvement.
<b>Indicator Responsibility</b>	<b>Director: Provincial Performance Reporting</b>

<b>Indicator Title</b>	<b>50. Number of reports on the Provincial Evaluation Plan</b>
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 of report on the Evaluation Plan.
Means of verification	Proof of submission to the Deputy Director-General as the Branch Head (email and/or document tracking record). Report submitted on progress against the previous quarter.
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 year end
Reporting Cycle	Bi-annual
Desired performance	Quarterly report on Provincial Evaluation plan submitted to Branch Head.
<b>Indicator Responsibility</b>	<b>Director: Monitoring &amp; Evaluation Programmes.</b>
<b>Indicator Title</b>	<b>51. Number of MTSF reports</b>
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	Simple count of one summative report on status of MTSF.
Means of verification	Proof of submission to the Deputy Director-General as the Branch Head (email and/or document tracking record). Report submitted for the previous year.
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	Non-Cumulative
Reporting Cycle	Annual
Desired performance	Presentation to COHOD to highlight successes and key areas for improvement by end of July.
<b>Indicator Responsibility</b>	<b>Director: Monitoring &amp; Evaluation Programmes.</b>
<b>Indicator Title</b>	<b>52. Number of oversight reports on the District Development Model / OSS</b>
Definition	Analysis of Progress Reports on the implementation of DDM / OSS.
Source of data	Reports from COGTA and OTP
Method of calculation	Simple count of oversight report on District Development Model.
Means of verification	Proof of submission to the Deputy Director-General as the Branch Head (email and/or document tracking record). Report submitted on progress against the previous quarter.
Assumptions	Submission of report by COGTA timeously.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative year end
Reporting Cycle	Quarterly
Desired performance	Presentation to COHOD to highlight successes and key areas for improvement.
<b>Indicator Responsibility</b>	<b>Director: Monitoring &amp; Evaluation Programmes.</b>

<b>Indicator Title</b>	<b>53. Number of macro policy and research inventory reports</b>
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 <b>provincial public policies</b> 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).
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	Annual
Desired performance	Updated schedule of policies by 31 March and a report 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. At least one updated inventory and report per year.
<b>Indicator Responsibility</b>	<b>Director: Policy and Research</b>
<b>Indicator Title</b>	<b>54. Number of consolidated provincial strategic planning alignment reports</b>
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-tableting 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 by 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 <sup>rd</sup> quarter).
<b>Indicator Responsibility</b>	<b>Director: Departmental Strategic Planning</b>

<b>Indicator Title</b>	<b>55. Number of reports on the implementation of the Provincial Planning Commission business plan</b>
Definition	To measure functionality of the KwaZulu-Natal Provincial Planning Commission (KZN PPC) and progress being made in terms of its mandate, through the monitoring of its implementation of its business plan.
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 first quarter, on progress against the previous year.
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	Annual
Desired performance	At least one report submitted the Director-General within 30 days after the end of the first quarter reflecting on PPC engagements and progress.
<b>Indicator Responsibility</b>	<b>Director: Provincial Planning</b>

## Programme 3b

<b>Indicator Title</b>	<b>56. Number of reports compiled on the implementation of the KZN Government Service Support Plan to the Zulu Monarch</b>
Definition	This is a report compiled by the Chief Directorate on implementation of KZN Government Service Plan to Support His Majesty the King.
Source of data	Progress reports, photos, agendas, attendance registers and Service Support Plans.
Method of calculation	Simple count
Means of verification	Reports on the progress made per quarter with the implementation of the approved Service Support plan. Report to be submitted to DDG: Stakeholder Co-ordination and to include high level activities that were implemented as per support plan, challenges and recommendations.
Assumptions	Validated progress reports received from the units and sub-units i.e. Directorates King's Support and Directorate Royal Household Operations as well as the Sub-Directorate: Administration Support.  Existence of an approved KZN Government Service support plan.
Disaggregation of beneficiaries (where applicable)	n/a
Spatial transformation (where applicable)	n/a
Calculation type	Cumulative year end
Reporting cycle	Quarterly
Desired performance	Progress reports on the implementation of the plan provided quarterly within 7 days after end of quarter to the DDG.
<b>Indicator responsibility</b>	<b>Chief Director: King's Support and Royal Household.</b>
<b>Indicator Title</b>	<b>57. Number of monitoring reports compiled on the performance of the KZN Zulu Royal House Trust.</b>
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 quarter as well as cash flow projections for the quarter 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	Report submitted at the end each Quarter
Desired performance	Monitoring reports submitted quarterly within 7 days after end of quarter to the DDG.
<b>Indicator responsibility</b>	<b>Chief Director King's Support and Royal Household</b>
<b>Indicator Title</b>	<b>58. Number of progress reports on the implementation of poverty eradication interventions in all districts</b>
Definition	Reports on progress reports on the implementation of poverty eradication interventions plans in all districts
Source of data	Coordinated reports from each Pillar with information from departments & districts and the private sector.
Method of calculation	Simple Count.
Means of verification	1 report per quarter submitted to the head of the branch (DDG: Stakeholder Co-ordination) by the 7th of the month following the quarter, on the progress reports on the implementation of poverty eradication plans in all districts by various sectors. Report to include progress against project's milestones, impact, challenges and interventions.
Assumptions	Cooperation by Departments and Municipalities. Availability of valid plans for each of the 4 PEMP pillars.
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	Province Wide
Calculation type	Cumulative year end
Reporting cycle	Quarterly
Desired performance	Report submitted to be circulated to COHOD & Technical PCF.
<b>Indicator responsibility</b>	<b>Chief Director: Priority Programmes</b>

<b>Indicator Title</b>	<b>59. Number of quarterly reports compiled on the implementation of the OSS Revitalisation Strategy.</b>
Definition	Number of progress reports on the implementation of OSS Revitalisation Strategy
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 within two months of end of the quarter. Content of the report to include progress made against the implementation plan (of the strategy), challenges, achievements and recommendations. To be noted that this will be retrospective reporting.
Assumptions	District Task Teams submitting reports on time with correct information. Approved OSS Revitalisation Strategy in place.
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 10 days of end of quarter
<b>Indicator responsibility</b>	<b>Director: Special Projects</b>
<b>Indicator Title</b>	<b>60. Number of multi-sectorial intervention coordination reports on HIV and AIDS STI's and TB.</b>
Definition	Consolidated multi sectoral intervention monitoring and coordination report on HIV and AIDS STI's and TB (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
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, STI's and TB Provincial Implementation Plan 2017 – 2022, submitted to the EXCO 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)	People living with HIV.
Spatial transformation (where applicable)	Province Wide
Calculation type	Cumulative year end
Reporting cycle	Quarterly
Desired performance	Submission of report within one month after the end of the quarter
<b>Indicator responsibility</b>	<b>Director: HIV and AIDS</b>
<b>Indicator Title</b>	<b>61. Number of progress reports on Inkululeko Development projects.</b>
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 Coordination Branch within two months of end of quarter. To be noted that this will be retrospective reporting.
Assumptions	Reports from each department that has projects within Inkululeko Development Projects, received timeously. Existence of a document detailing all projects planned for Inkululeko for implementation period.
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	uMkhanyakude and uMzinyathi and uThukela Districts
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	Report submitted to DDG within one month before the end of the quarter.
<b>Indicator responsibility</b>	<b>Director: Special Projects</b>

<b>Indicator Title</b>	<b>62. Number of consolidated reports compiled on the implementation of KZN Stakeholders Social Compacts.</b>
Definition	Number of consolidated reports on the implementation of Stakeholder Social Compacts. Social Compacting is the service delivery agreements with the identified primary stakeholders as per the draft social compact strategy. 2021/22 will be the provincial implementation year with the identified sectors. There is alignment of these with the Provincial Economic Recovery Plan and the PGDS 2020-25. It will be guided by the draft Social Compacting Strategy.
Source of data	Quarterly reports updated against the pre-determined milestones/commitments Progress status report on the social compacting as per signed agreements with identified primary sectors.
Method of calculation	Simple count
Means of verification	Quarterly reports stating progress against deliverables of the Stakeholder Social Compacts including challenges and remedial actions. The report to be submitted to the DDG: Stakeholder Co-ordination within 7 days of end of quarter.
Assumptions	Signed Social Compacts with the respective primary stakeholders in place. (Outline the primary stakeholders)
Disaggregation of beneficiaries (where applicable)	The various primary KZN stakeholders as identified in the KZN Stakeholder and Engagement Strategy
Spatial transformation (where applicable)	Entire province
Calculation type	Cumulative year end
Reporting cycle	Quarterly
Desired performance	Report submitted to DDG Stakeholder Co-ordination within 5 days after the end of the quarter.
<b>Indicator responsibility</b>	<b>Director: Strategic Partnerships</b>
<b>Indicator Title</b>	<b>63. Number of Rapid Response Interventions Coordination Reports</b>
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. Instability and unrest is precipitated by a number of things which are not static amongst them is service delivery related issues, local issues causing conflicts amongst communities, lack of leadership sometime disasters and diseases causes unrest, safety and security related matters, political indifference but not limited. Thus the report will update on actions taken both in terms of reaction to reported incidences and mitigation there of through having programs that would be proactive in nature opening of platforms of dialog and complaints management systems and early warnings and intelligence information from relevant sources and these may evolve.
Source of data	Completed template for Service Delivery Challenges and Recommendations. Coordinating Reports from relevant Departments and relevant units. COGTA is the lead department with regard to Rapid Response in the Province and will be a source of information for the report. Service delivery complaints Unit within OTP will also provide information.
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 Chief Director Priority Programmes with updates on all interventions, successes, challenges and where necessary way forward requested and recommendations.
Assumptions	Participation and 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 end.
Reporting cycle	Quarterly.
Desired performance	Reports submitted within 10 days of end of the quarter to the Branch Head.
<b>Indicator responsibility</b>	<b>Chief Director: Priority Programmes</b>



<b>Indicator Title</b>	<b>64. Number of progress reports compiled on the interventions coordinated for Military Veterans</b>
Definition	Quarterly reports on the progress of implementation of all the plan for military veterans with specific focus on their protection, promotion and fulfilment of socio-economic and political rights.
Source of data	Quarterly Reports on the implementation of the plans for military veterans from relevant departments.
Method of calculation	simple Count
Means of verification	A consolidated report based on the quarterly reports from departments which reflect the implementation of the Military Veterans plan submitted, based on progress made in the preceding quarter to the DDG: Stakeholder Coordination (retrospective reporting).
Assumptions	Departments have planned veterans' programmes in place.
Disaggregation of beneficiaries (where applicable)	Military Veterans
Spatial transformation (where applicable)	Province Wide.
Calculation type	Cumulative year end
Reporting cycle	Quarterly
Desired performance	Quarterly reports on implementation of military veterans plans by government departments submitted within one month after the beginning of each quarter to the DDG Stakeholder Co-ordination.
<b>Indicator responsibility</b>	<b>Director: Social Cohesion and Community Partnerships</b>
<b>Indicator Title</b>	<b>65. Number of progress reports compiled on the interventions coordinated for Farm Workers and Farm Dwellers.</b>
Definition	Quarterly reports on the progress of implementation of interventions of the Farm Workers and Farm Dwellers Plan which is a multi-sectoral and overarching plan that is designed to guide and coordinate all policies, programs, projects, and campaigns for Farm Workers and Farm Dwellers in KZN.
Source of data	Quarterly Reports on the implementation of the plans for Farm Workers and Farm Dwellers from relevant departments.
Method of calculation	Simple Count
Means of verification	A consolidated report based on the quarterly reports from departments which reflect the implementation of the Farm Workers and Farm Dwellers plan submitted, based on progress made in the preceding quarter to the DDG: Stakeholder Coordination (retrospective reporting).
Assumptions	Relevant departments have planned Farm Workers and Farm Dwellers programmes in place.
Disaggregation of beneficiaries (where applicable)	Farm Workers and Farm Dwellers
Spatial transformation (where applicable)	Province Wide.
Calculation type	Cumulative year end
Reporting cycle	Quarterly
Desired performance	Quarterly reports on implementation of Farm Workers and Farm Dwellers plans by government departments submitted within one month after the beginning of each quarter to the DDG Stakeholder Co-ordination.
<b>Indicator responsibility</b>	<b>Director: Social Cohesion and Community Partnerships</b>

<b>Indicator Title</b>	<b>66.Number of MRM and Social Cohesion coordination reports</b>
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 Priority Programmes. Records, agenda's and/or reports from the Chief Director Priority Programmes
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 Chief Director Priority Programmes
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.
<b>Indicator responsibility</b>	<b>Director: Social Cohesion and Community Partnerships</b>

## **ANNEXURE A: Changes to the Strategic Plan**

The OTP Strategic Planning Session held on the 13 October 2020, resolved to include the following as part of its Mission Statement to ensure the inclusion of vulnerable groups in the strategic mission of the OTP.

### **Addition to the Mission Statement:**

**Co-ordinating provincial programmes to ensure the rights and empowerment of women, youth and persons with disabilities.**

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