ANNUAL
PERFOMANCE PLAN
2023/24

KWAZULU-NATAL PROVINCE

OFFICE OF THE PREMIER
REPUBLIC OF SOUTH AFRICA

NDP 2030

**GROWING
KWAZULU-NATAL
TOGETHER**

EXECUTIVE AUTHORITY STATEMENT

As the Sixth Administration nears to an end, the 2023/24 Annual Performance Plan is being presented at a time of renewal and hope as we revitalise our economy to rebuild a better and prosperous KwaZulu-Natal.

Better days are on the horizon after we have suffered unprecedented socio-economic disruptions and hardships due to the COVID-19 global pandemic, the natural disaster occasioned by floods and the 2021 July riots, whose ravaging impact is still being felt in our province.

More importantly, the flood disasters experienced a year ago brought into sharper focus the fault lines of inequality, unemployment and lack of relevant skills required by the labour market among the majority of people in our province.

But, on the positive side, all these travails proved that our people's unyielding fortitude and resilience is greater than any adversity. It is because of this reason that our theme for the 2023 State of the Province Address was: **"Taking Decisive Action in Time of Renewal and Hope as Rebuild a Better Prosperous and Resilient Kwa-Zulu Natal."**

In this regard, we have recalibrated the government's machinery to ensure that it moves with both speed and agility to deliver services to our people.

The support of Small, Medium and Micro Enterprises (SMMEs) is critical to economic redistribution and job creation.

The Provincial Government, through its state development financing institutions, plans to distribute business funding and facilitate the creation of job opportunities. This is intended to support Rural and Township based SMMEs and Cooperatives in line with the Investment Policy on Informal and Rural Township Economy.

We will continue to use state procurement to ensure that women, youth, disabled people, military veterans, cooperatives, SMMEs in rural and township areas are developed to produce quality products and have capacity to supply government and corporates.

It is also critical that the capacity of the state is optimally geared to meet the complex needs of the people and ensure the most efficient allocation of public resources.

In line with our Constitutional mandate, we will focus on advancing the positive gains made in the past 29 years of democracy by building a service delivery system that is more capable, more professional and more responsive to the needs of its citizens.

In implementing this Plan, we are guided by the objectives set out in the Office of the Premier 2020-2025 Strategic Plan.

This Plan also draws upon the development context of the National and Provincial Development Plans which is anchored on building a modern state that has the means to drive economic and social transformation, drive innovation and direct efforts and resources and resources towards programmes that have the greatest impact.

Accordingly, government's key priorities are:

- Economic transformation and job creation
- Education, skills and health
- Consolidating the social wage through reliable and quality basic services
- Spatial integration, human settlements and local government
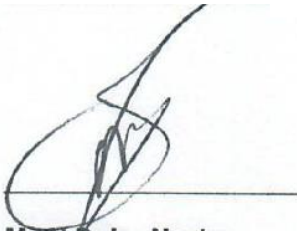- Social cohesion and safe communities

- A capable, ethical and developmental state
- Effective communication
- A better Africa and world.

The fight against violence and crime will intensify as we strengthen the implementation of multi-stakeholder outreach programmes seeking to resuscitate community leadership to take charge of the promotion of peace, safety and cultural development in their respective neighbourhoods.

We are forging ahead with the implementation of the Economic Recovery and Transformation Plan to accelerate economic recovery and to speed up social and economic change. However, there is an urgent need to close the trust deficit between government and citizens by ensuring a functional and integrated government driven by professional, responsive and meritocratic public service that is obsessed with efficiency and citizen-centred service delivery.

In discharging our duties, we must always act in good faith, display humility, demonstrate commitment to ethical conduct and focus on justice in order to address the imbalances of the past.

The Office of the Premier will continue to play a coordinating role in creating a conducive environment for the achievement of the seven priority areas of government.

_____
Ms N Dube-Ncube
Premier: KwaZulu-Natal

31/08/23
Date

Accounting Officer Statement

The past three years have challenged this province beyond compare. We have dealt with a world-wide epidemic, civil unrest and flooding, each breaking us down economically, emotionally and physically. As we have faced each of these major life changing events we have grown stronger, not only as a province but also as a department. We strengthened our role as the Centre of Government and we focussed on service delivery, putting our people first and ensuring that we accelerate service delivery. This has meant at times having to reprioritise and shift focus to the areas of disaster. However, these shifting landscapes have taught us that there are areas where we need to accelerate implementation, in order to manage the only constant which is change.

Our MTSF / PGDS priorities remain our guiding light and we understand that economic recovery and job creation remain critical. One of the key building blocks in this effort is building a Capable, Ethical and Developmental State. As we look at the capacity of the state, we have considered the issues of targeted upskilling of managers in line with the recent skills audit that was undertaken. We are also initiating a study into the productivity of the workers in the province, starting with the managers in the Office of the Premier.

We will continue the fight against corruption and continue to promote ethical behaviour amongst the KwaZulu-Natal public service cadre. The implementation of the Lifestyle Audits will be monitored by this office and we will continue our outreach with respect to the "I do Right, Even When No-One is Watching" campaigns.

The province will strengthen areas of research, strategic management & GIS to ensure that spatial planning and integration are strengthened, and capacity is built in all these areas. The implementation of the digitisation strategy also includes electronic systems which will support the planning and monitoring & reporting systems in the province. The province is also working with SA Connect to take broadband to the neediest districts.

As a province we will continue to have meaningful engagements with our stakeholders in business, labour, traditional leadership on issues affecting our vulnerable groups, like Gender Based Violence and Femicide and on how we can grow our province through economic initiatives and the finalisation of District Social Compacts concretising this conversations.

Our integrated approach to service delivery will ensure that We Grow KwaZulu-Natal Together.

Dr Nonhlanhla O. Mkhize

Director-General

15/3/2023
Date

Official Sign-Off

It is hereby certified that this Annual Performance Plan:
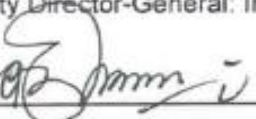
- Was developed by the management of the Kwa-Zulu Office of the Premier under the guidance of the Honourable Premier: Ms Ncube-Dube.

- Considers 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 2023 – 2024.

Signature: _____ Date: 14/03/2023

Ms M Milne: Acting Head Official Responsible for Planning.

Acting Deputy Director-General: Institutional: Strategic Management

Signature: _____ Date: 14/3/2023

Mr Z Mnqayi: Deputy Director-General: Institutional

Development and Integrity Management

Signature: _____ Date: 15/3/23

Mr S Ngubane: Deputy Director-General:

Corporate Services

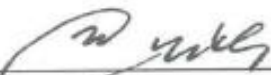Signature: _____ Date: 15/3/23

Mr SW Kubheka: Deputy Director-General:

Stakeholder Coordination

Signature: _____ Date: 15/03/2023

Ms S Magwaza: Acting Chief Financial Officer

Signature: _____ Date: 15/3/2023

Dr Nonhlanhla O. Mkhize: Director-General

Approved by:

Signature: _____ Date: 15/03/2023

Ms N Dube-Ncube

Premier: KwaZulu-Natal

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ABBREVIATIONS AND ACRONYMS

APP	Annual Performance Plan
AWGs	Action Workgroups
BPP	Batho Pele Principles
CPs	Cluster Plans
COGTA	Department of Cooperative Governance and Traditional Affairs
CSIR	Council for Science, Innovation and Research
DDM	District Development Model
DBSA	Development Bank of South Africa
DCOG	National Department of Cooperative Governance
DG	Director-General
DPME	Department of Planning, Monitoring and Evaluation
DPSA	Department of Public Service and Administration
DPW	Department of Public Works
DSD	Department of Social Development
DTS	Digital Transformation Strategy
DWYPD	Department of Women, Youth and Persons with Disabilities
EDTEA	Economic Development Tourism and Environmental Affairs
EEP	Employment Equity Plan
ENE	Estimates of National Expenditure
EPRE	Estimates of Provincial Revenue and Expenditure
ERRP	Economic Reconstruction and Recovery Plan
FLSD	Front Line Service Delivery
GRPBMEAF	Gender Responsive Planning, Budgeting, Monitoring, Evaluation and Auditing Framework
GBVF	Gender-Based Violence and Femicide
GVA	Gross Value Added
HODs	Heads of Departments
HRDS	Human Resource Development Strategy
HRM	Human Resource Management
IDP	Inkululeko Development Project
IGR	Intergovernmental Relations
IRS	International Relations Strategy

ISA	Infrastructure SA
ITC	Information Technology and Communication
JMS	Junior Management Services
KZN	KwaZulu-Natal
MECs	Members of the Executive Council
M&E	Monitoring and Evaluation
MKI	Moses Kotane Institute
MMS	Middle Management Services
MRM	Moral Regeneration Movement
MTSF	Medium Terms Strategic Framework
NASP	National Annual Strategic Plan
NEPF	National Evaluation Policy Framework
NES	National Evaluation Strategy
NYDA	National Youth Development Agency
NEPF	National Evaluation Policy Framework
NDP	National Development Plan 2030
NSG	National School of Governance
ODA	Overseas Donor Assistance
OV	Operation Vula
OTP	Office of the Premier
OSS	Operation Sukuma Sakhe
OP	Operation Siyahlola
PCA	Provincial Council on HIV and AIDS
PEC	Provincial Executive Council
PEHWS	Provincial Employee Health and Wellness Strategy
PEMP	Poverty Eradication Master Plan
PEP	Provincial Evaluation Plan
PFGWMES	Policy Framework for the Government-Wide Monitoring and Evaluation System
PGDS	Provincial Growth and Development Strategy
PIP	Provincial Implementation Plan
POA	Programme of Action
POPCRU	Police and Prisons Civil Rights Union
PPSTA	Provincial Public Service Training Academy
PPC	Provincial Planning Commission (PPC
PSDF	Provincial Spatial Development Framework

PSWMW	Public Service Women Management Week
PT	Provincial Treasury
PWDs	People with Disabilities
QPR	Quarterly Performance Review
RASET	Radical Agrarian Socio-Economic Transformation
RET	Radical Economic Transformation
RMTSF	Revised Medium Terms Strategic Framework
SARS	South African Revenue Services
SAPS	South African Police Services
SCMRS	Social Cohesion and Moral Regeneration Strategy
SDIP	Service Delivery Improvement Plan
SEIAS	Social Economic Impact Assessment System
SIU	State Investigate Unit
SP	Strategic Plan
SMMEs	Small Medium Micro Enterprises
SMC	Strategic Management Committee
SMS	Senior Management Services
SPLUMA	Spatial Planning and Land Use Management Act
SONA	State of Nation Address
SOPA	State of Province Address
SOPs	Standard Operating Procedures
StatsSA	Statistics South Africa
YDS	Youth Development Strategy
YEF	Youth Empowerment Fund

Part A: Our Mandate

1. Constitutional Mandate

The mandate of the Office of the Premier is premised on Section 125 of the Constitution which provides that the executive authority of a province is vested in the Premier of that province. The Office of the Premier further draws its mandate from the Public Service Act which gives the Premier the powers to establish or abolish any department or make determinations regarding the allocation of any function to, or the abolition of any function of, any department.

In line with this legislative mandate, the Office of the Premier is therefore responsible for providing strategic leadership and direction to the province. In exercising the executive authority as provided for in Section 125 (2) of the Constitution, the Office of the Premier also has to facilitate and coordinate the functions of the provincial administration and play the oversight role through monitoring and evaluation.

It being the highest office in the Province, the Office of the Premier bridges the gap between the provincial departments, Department of Public Service and Administration (DPSA) and Department of Planning, Monitoring and Evaluation (DPME).

As the apex office, the Office of the Premier's responsibility is to lead the implementation of all National Priorities applicable to the Province as well as the Provincial Priorities. By virtue of its constitutional mandate, the Office of the Premier is empowered to oversee the functioning of departments and to come up with interventions where gaps are identified.

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

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

Constitution of the Republic of South Africa, 1996	
Section	**Description**
125. Executive authority of provinces	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: • Implementing national and provincial legislation. • Administering national legislation falling outside legislative competence assigned to province. • Developing and implementing provincial policy. • Co-ordinating functions of the provincial administration and its departments. • Preparing and initiating provincial legislation; and • Performing any other function assigned to the Provincial Executive.

Constitution of the Republic of South Africa, 1996	
Section	**Description**
126. Assignment of functions	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.
127. Powers and functions of Premiers	The following functions are assigned to the Premier specifically: • Assenting to and signing Bills. • Referring Bill back to legislature for reconsideration of Bill's constitutionality. • Referring Bill to Constitutional Court for a decision on the Bill's constitutionality. • Summoning the legislature to an extraordinary sitting to conduct special business; and • Appointing commissions of inquiry; and Calling a referendum in the province in accordance with national legislation.
132. Executive Councils	The Executive Council of a Province consists of the Premier, as head of the Council, no fewer than five and no more than ten Members appointed by the Premier from among Members of the Provincial Legislature. The Premier of a Province appoints Members of the Executive Council (MECs), assigns powers and functions, and may dismiss them.
195. Basic values and principles governing public administration	Defines the values and ethics of the Public administration, including ethical standards, sound resource management, development orientation, impartiality, people centred development and policy making.
197. Public Service	Within public administration, public service Provincial governments are responsible for the recruitment, appointment, promotion, transfer and dismissal of members of the public service in their administrations within a framework of uniform norms and standards applying to the public service.
212. Traditional Leaders	The recognition and continued existence of Traditional Leaders, institutions and customary law.

2. Legislative and Policy Mandates

2.1. Legislative Mandates

Whilst the key mandates are derived directly from the Constitution the mandates are further enhanced by the legislation that follows. There updates / amendments to the legislative mandate of the OTP for 2023/2024 on the Traditional and Khoi-San Leadership Act (April 2021) and the International Relations Foreign Service Act, 2019: Act No. 26 of 2019 have been added.

Legislation	Description
Public Service Act, 1994 and Public Service Regulations, 2001	**The Premier has the following functions:** • Create or abolish departments. • Determines functions of provincial departments. • Appoints and manages Heads of Departments (HOD). • As executing authority exercise competencies and responsibilities regarding the internal organization of department. • Establishment of the department; and • Human resource management of officials and employees, which are assigned to him under the Act.

Public Service Act, 1994 and Public Service Regulations, 2001	**The Director-General has the following responsibilities**:
	• Secretary to the Provincial Executive Council.
	• Intergovernmental relations between departments, other provincial administrations and national government.
	• Co-ordinating conduct and legislation; and
	• Strategic direction to the Provincial Administration, including:
	  - Functions and organizational arrangements.
	  - Employment, training, human resource management.
	  - Salaries and conditions of service.
	  - Labour relations.
	  - Information management and technology; and
	  - Transformation and reform.

Public Finance Management Act, 1999 and Treasury Regulations, 2001, and 2005, as amended in 2007	**The Premier must:**
	• Ensure that execution of statutory functions take place within available funds.
	• Exercise control of public entities to ensure that it complies with the Act; and
	• Table financial and disciplinary board information to the provincial legislature.
	The Director-General must:
	• Submit measurable objectives to the legislature regarding each main division of vote.
	• Ensure and maintain.
	  - Systems of financial and risk management and internal control and internal audit and audit committee.
	  - Appropriate procurement system and effective and efficient procurement use and disposal of all resources.
	  - Evaluation system for evaluating all major capital projects prior to a decision on the matter.
	  - Effective, efficient, economical and transparent use of resources of the department.
	  - Reporting responsibilities; Submission of required information to Treasury and the Auditor-General, including motivations for expenditure; and
	• Strategic planning; monitoring and evaluation.

Traditional Leadership and Governance Framework Act No. 41 of 2003	This National Framework legislation provides for the recognition of traditional communities. It identifies the various positions within the institution of traditional leadership. It further provides a framework for the traditional leadership recognition process. The directive for the passing of provincial legislation accommodates provincial peculiarities and requirements. The Act effectively introduces a transformation process aimed at aligning the traditional leadership institutions with the requirement of a democratic society in terms of the existing Constitution.

Legislation	Description
KZN Traditional Leadership and Governance Act No. 5 of 2005	This provincial legislation facilitates the transformation of the institution of traditional leadership considering the specific provincial requirements.
KwaZulu-Natal Royal House Trust Act, 2018	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. 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.
KwaZulu-Natal Commissions Act, 1999 (Act No. 3 of 1999)	This Act provides the framework for the appointment of Commissions of Inquiry by the Premier and the functioning of such commissions.
National Youth Commission Act, 1996 (Act No. 19 of 1996)	Section 7A of the Act provides that the Premier, as the Minister responsible for youth matters, be consulted on procedures and programmes to promote and maintain a sound working relationship between the Commission and the Province.
The following generic legislation also impact on the Office of the Premier:	
Basic Conditions of Employment Act, 1997	This Act establishes and makes provision for the regulation of basic conditions of employment in compliance with the obligations of the Republic as a member state of the International Labour Organisation.
Electronic Communications and Transactions Act, 2002	In terms of section 28 of this Act, the Department may specify by notice in the Gazette the manner and format wherein data messages must be filed, the type of electronic signatures required, the appropriate control processes and procedures to ensure adequate security and confidentiality of data messages or payments.
Employment Equity Act, 1998	This legislation prohibits unfair discrimination in the workplace, provides for affirmative action, the submission of an Employment Equity Plan (EEP) and progress reports on monitoring the implementation of the EEP.
Intergovernmental Relations Framework Act, 2005 (Act No.13 of 2005)	This Act provides for a framework for the national government, provincial governments and local governments to promote and facilitate intergovernmental relations; to provide for mechanisms and procedures to facilitate the settlement of intergovernmental disputes.
Labour Relations Act, 1995	The Act regulates the relationship between the department as employer and officials as employees and stipulates their respective rights and obligations. 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

Legislation	Description
	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.
Occupational Health and Safety Act, 1993 (Act No. 85 of 1993)	This Act provides for the health and safety of persons at work and for the health and safety of persons in connection with the use of plant and machinery; the protection of persons other than persons at work against hazards to health and safety arising out of or in connection with the activities of persons at work.
Broad Based Black Economic Employment Act (Act No. 53 of 2003)	This Act promotes entrepreneurs from previously disadvantaged groups through affirmative procurement and black economic empowerment strategies.
Protected Disclosures Act (Act No. 26 of 2000)	This Act makes provision for procedures to be followed and allows employees to disclose information regarding unlawful or irregular conduct with impunity.
Preferential Procurement Policy Framework Act (Act No. 5 of 2000)	This Act gives effect to section 217(3) of the Constitution by providing a framework for the implementation of the procurement policy contemplated in section 217(2) of the Constitution. Organs of state must determine their preferential procurement policy and implement it within the framework as set out in the Act.
Spatial Planning and Land Use Management (Act No. 16 of 2013)	This Act provides for integrated spatial planning. Chapter 3, section 10 provides for provincial support and monitoring, whilst section 15 sets out requirements for the **Premier and Executive Council** for the development, and review of a provincial spatial development framework, incorporating the strategy.
Traditional and Khoi-San Leadership Act (April 2021)	This Act seeks to ensure that traditional and Khoi-San leadership institutions promote democratic governance; advance gender equality; promote freedom, human dignity and the achievement of equality and non-sexism and strive to enhance tradition and culture.
Foreign Service Act, 2019: Act No. 26 of 2019	The Foreign Service Act seeks to promote and advance the international relations and cooperation of the Republic of South Africa by representing the Republic in an effective, coherent and comprehensive manner abroad.

2.2. Policy Mandates

Government's priority areas and outcomes have been incorporated in the National Development Plan 2030; the Revised Medium Terms Strategic Framework (RMTSF), 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 provisions for these 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
National Development Plan 2030 (NDP) Provides a National Framework for government interventions	Transversal in terms of the mandate of the Office of the Premier. Chapter 13 deals with an efficient and effective development orientated state.
The Medium Terms Strategic Framework (MTSF) which incorporates the 5-Year NDP Implementation Plan and which is also derived from the electoral mandate	In terms of the Mandate of the Office of the Premier. The Provincial Administration focus is embedded in all 7 Priorities. Priority 1 – 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. 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: Priority 2: Economic transformation and job creation; Priority 3: Health and Education; Priority 4: Consolidating Social Wage through reliable and quality basic services; Priority 5: Spatial integration, human settlements and local government; Priority 6: Social Cohesion and Safer Communities.
National Policy Framework and Socio-Economic Impact Assessment System (SEIAS) Guidelines – 2015, as revised by the Presidency December 2020	The intended outcome of this framework is a coherent, evidence-based and implementable policies in government that will effectively address socio-economic challenges of unemployment, poverty and inequality. This policy framework applies to national, provincial and local government and organs of state mandated to develop and implement public policies and legislation, including regulations and by-laws
Revised Framework for Strategic Planning and Annual Performance Planning 2019	This framework provides the principles for short and medium term planning for government institutions, outlines the alignment of various institutional plans to high level government long and medium term plans as well as institutional processes for the different types of plans.

Policy and Description	Relevance to Office of the Premier
Policy Framework for the Government-wide Monitoring and Evaluation	This is the overarching policy framework for monitoring and evaluation in the South African Government. It sketches the policy context for supporting frameworks, such as National Treasury's Framework for Managing Programme Performance information and Statistics South Africa's South African Statistics Quality Assurance Framework.
National Evaluation Policy Framework 2011	The National Evaluation Policy Framework (NEPF) is the last of the three policy elements introduced in the Policy Framework for the Government-Wide Monitoring and Evaluation System, which was approved by Cabinet in 2005.
Electoral Mandate	Ensure alignment to following areas: 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.
Revised MTSF 2019-2024	The MTSF focuses on the following priority areas: - Priority 1: A capable, ethical and developmental state; - Priority 2: Economic transformation and job creation; - Priority 3: Education, skills and health; - Priority 4: Consolidating the social wage through reliable and quality basic services; - Priority 5: Spatial integration, human settlements and local government; - Priority 6: Social cohesion and safe communities; and - Priority 7: A better Africa and world.
The NASP sets out the following priorities against the SONA 2023 pronouncements	Role of the Office of the Premier is to ensure coordination and monitoring of the implementation of Provincial contributions through the Cluster Plans and Departmental and Entity Annual Plans. • SONA Priority 1: Addressing Loadshedding • SONA Priority 2: Comprehensive Social Compact • SONA Priority 3: Investment Drive • SONA Priority 4: Addressing Unemployment, Poverty and Rising Cost of Living • SONA Priority 5: Infrastructure Investment • SONA Priority 6: A Substantial Increase in Local Production and Support to SMMEs • SONA Priority 7: Addressing Unemployment, Poverty and Rising Cost of Living • SONA Priority 8: Addressing Poverty Through Providing Quality Education, Skills and Health • SONA Priority 9: Fight Against Crime • SONA Priority 10: Fight Against Gender Based Violence and Femicide • SONA Priority 11: Building a Capable, Ethical and Developmental State • SONA Priority 12: A Better Africa and World

(b) Provincial Growth Development Strategy and Plan

Description	Relevance to Office of the Premier
Provincial Growth and Development Strategy (PGDS) The 2021 PGDS was approved by the Executive Council on 9 February 2022. The PGDS states the KwaZulu-Natal Vision as: "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." It sets a long-term 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 2021 has been reviewed, incorporating COVID-19, and was also informed by other critical planning processes including the Revised Medium-Term Strategic Framework (RMTSF) 2019-2024, and the Provincial Spatial Development Framework (PSDF) Review.	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. Also, the provincial implementation tool for the National Development Plan, MTSF and provincial priorities, Mandate of the Director General, in terms of the Public Service Act, 1994 and Public Service Regulations, 2001 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.
Provincial Growth and Development Plan (PGDP) 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.	The PGDS implementation is then driven through a Provincial Growth and Development Plan (PGDP) / KZN MTSF Implementation Plans which is reviewed, refined and updated annually. The form of the annual provincial plan is derived from the National approach, which is also adjusted annually. In 2020 this took the shape of the MTSF Implementation Plans, 2022 it was done through the by the National Annual Strategic Plan; and for 2023 it is derived from the State of the Nation, followed by the State of the Province addresses. The process of customizing the National Plan to provincial needs is lead and coordinated through the Office of the Premier. This is done through engagement with departments, entities, Action Work Groups and the Cluster system. The process incorporates 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 key outputs and measured against targets set for each indicator.

(c) Premier's Provincial Priorities and key pronouncements: SOPA 2023

Provincial Priorities from State of the Province delivered by the Premier of KwaZulu-Natal, Ms N Dube-Ncube on the 24 February 2023 will contribute to the performance of policy and regulatory institutions in the Province
• Energy security plan for KwaZulu-Natal; • Job opportunities for young people and mass employment creation; • Strengthening the fight against Crime, Fraud and Corruption; • Faster implementation of the Economic Recovery, Reconstruction and Transformation Plan;

Provincial Priorities from State of the Province delivered by the Premier of KwaZulu-Natal, Ms N Dube-Ncube on the 24 February 2023 will contribute to the performance of policy and regulatory institutions in the Province
• Delivering quality basic services and maintenance of infrastructure; • Building a capable and agile state machinery to drive implementation.

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

(a) Alignment to the Revised MTSF 2019-2024 priorities & State of the Nation- and Province Addresses (SONA & SOPA 2023)

Following the State of the National Address (SONA) and State of the Province Address (SOPA) of 24 February 2023, an exercise was undertaken to ensure the Strategic Plan remains aligned to the national and provincial priorities and Revised MTSF Implementation Plan 2020-25, coordinated through the Cluster System, for which the Office of the Premier provides secretariat services. 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 PGDS Action Workgroup A 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 C 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 appropriate i.e. The emphasis on implementation means a dedicated focus on monitoring and evaluation by the Office of the Premier.

(b) Provincial Growth and Development Strategy

The Provincial Growth and Development Strategy (2020 – 2025) (approved by the Executive Council on 9 February 2022) and Plan (KZN MTSF 2022-2023) is aligned to the NDP and Revised MTSF 2019-24. It 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.

(c) *District Development Model* (DDM) as part of the *Operation Sukuma Sakhe* (OSS)

The District Development Model was introduced in 2019, and since its inception, the Province embraced the concept and rolled out the programme. The eThekwini Metro was identified as one of the three pilots by the National Department of Cooperative Governance (DCOG), who then appointed the Development Bank of South Africa (DBSA) to establish the hub, coordinate the three spheres of government, develop and implement the "One Plan".

Whilst the eThekwini Metro was been piloted, the directive from the Provincial Executive Committee in 2020 was that the DDM programme be rolled out across the 10 Districts as well. However, this Programme be interfaced with the current Operation Sakume Sakhe Model already in existence in KwaZulu-Natal (KZN). Hence the emergence of the DDM/OSS Model for KZN.

Initial challenges were identified with both the institutional arrangements and the One Plan, but great strides were made to enhance the implementation of the Programme. Moving to 2022, all 10 Districts and the Metro had to re-establish the District Development Model Hubs and Clusters across the Province post the local government elections.

There were Districts where changes occurred which necessitated the re-establishment of the structures & the re-allocation of Chairpersons to specific forums.
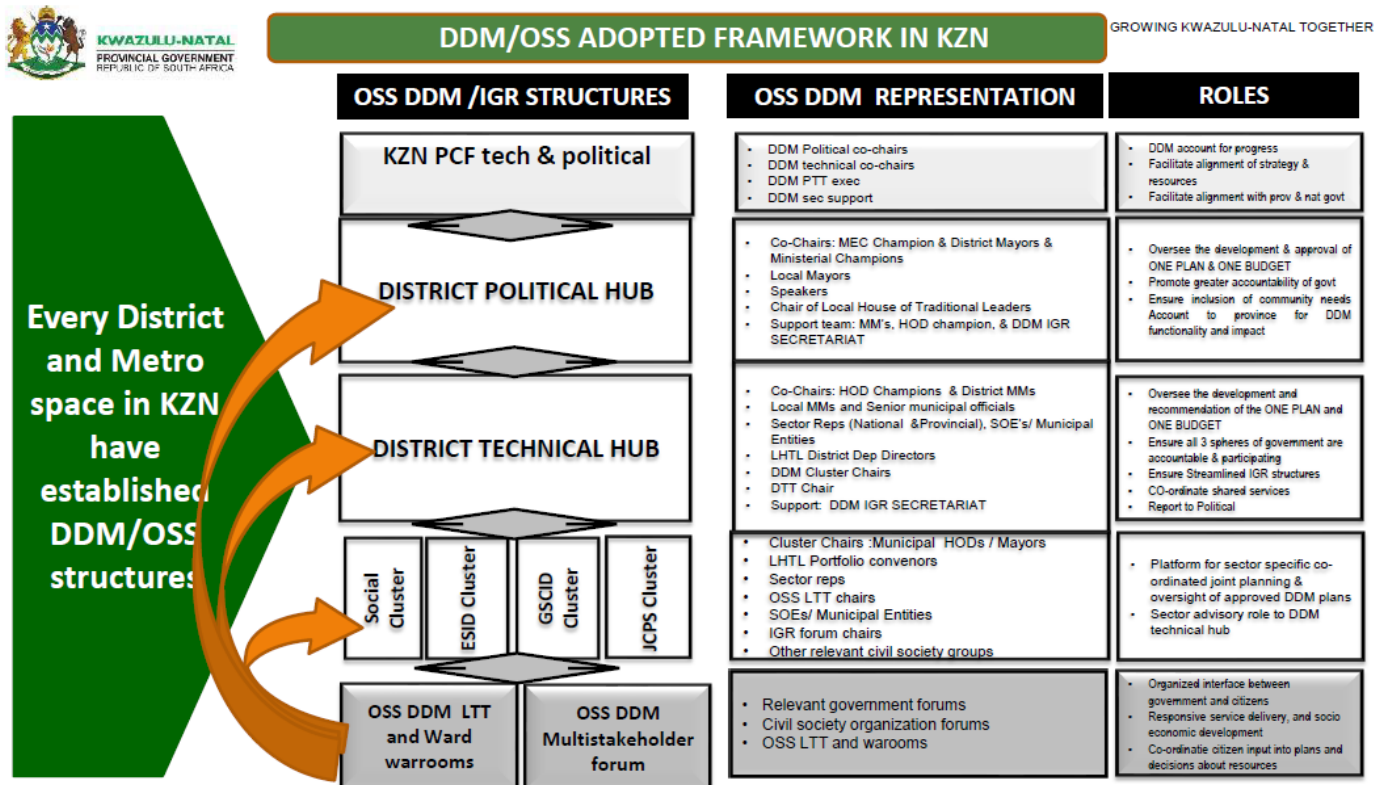
Sector Department Senior Management deployees to Hubs and Clusters:

- Senior managers are deployed to the Districts & Metro and are expected to participate in the DDM/OSS Hubs and Clusters. They represent their Departments interests, programmes, projects, budgets and actions in the OSS DDM ONE PLAN and in the structures;

- They are responsible for the coordination of the DDM OSS issues on behalf of the Department in that District space; BUT Departments have NOT taken ownership of this function, which has compromised the effectiveness of the Hubs & Clusters

In 2021 the KZN Department of Cooperative Governance and Traditional Affairs (COGTA) guided Districts that had adopted their 1st Generation of the One plan to begin to review its quality and propose a process for improving it. Guidance was provided on how the 1st Generation approved Plan should be institutionalized in Cluster work for monitoring of implementation. A National Assessment was undertaken on 14 to 15 February 2022, with only the adopted One Plans. All of the Districts except for eThekwini Metro performed poorly, this was due to the bias in the framework questionnaire. It was designed in line with the full One Plan guidelines and not the 1st Generation One Plan guidelines.

DDM AND SPATIAL INTEGRATION

The specific lessons from past 25 years of IGR practice

1. Lack of coherence in planning, budgeting and implementation remains challenge;
2. Sector departments involvement in IDP processes very weak;
3. Constant changes in priorities- No long term development logic and outcomes agreed to;
4. Alignment has not resulted in joint planning approaches
5. Poor use of IGR mechanisms to enable joint work and integration;
6. Limited localisation of NDP, MTSF;
7. Growth and Development Strategies and SDF dont have buy-in from all spheres
8. Integration needs a performance management structure and Intergovernmental Plan

DDM Introduces new IGR planning, budgeting and implementation paradigm and discipline

(spatial targeting and budgeting towards common long term outcomes)

(d)   Spatial Integration in KZN

"Despite the need for spatial transformation, we have very little to show for our efforts and allocation of scarce resources. The country's spatial planning systems remain fragmented and disjointed in implementation, and we have no effective system or method for measuring, monitoring, reporting and decisively executing consequence management. As a result, apartheid spatial patterns persist, and spatial disparities and injustices continue to exacerbate socio-economic challenges. South Africa needs coordinated spatial planning systems that transform human settlements into equitable and efficient spaces, with citizens living in close proximity to work, social facilities and the necessary infrastructure."

To achieve this, the MTSF 2019-2024 focuses on three interrelated outcomes:

- National frameworks and guidance towards coordinated, integrated and cohesive national spatial development.
- Regional-level interventions to unlock opportunity, ensure redress and respond to environmental risks and vulnerabilities.
- Interventions to ensure integrated service delivery and transformation in all places.

The KZN PGDS focusses on Spatial Integration and these 3 Outcomes are driven by COGTA.
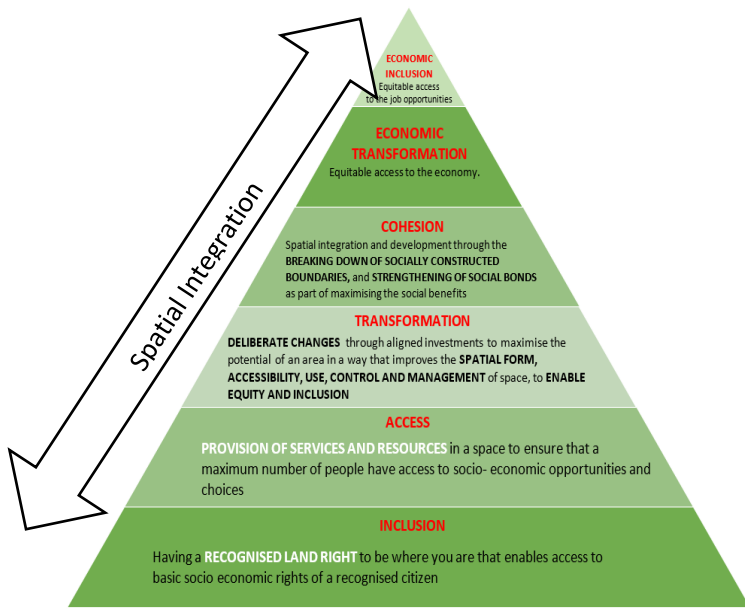
The intention moving forward is to try and undertake assessments at a lower level right down to a settlement level where possible

In some instances, data for the proposed and agreed Indicators was not readily available, e.g. public transport, access to broadband, human settlement backlogs and informal settlements, government facilities, citizen satisfaction, economic data at ward levels etc. with no one currently collecting this.

Commonly agreed upon population growth projections are not yet available – This is being attended to by COGTA in discussions with Statistics South Africa (StatSA) and Department of Social Development (DSD).

(e)   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 amid 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 plan has since been updated due to the July 2021 civil unrest which shook KZN, and has been enhanced as follows:

- Finance- Reprioritisation of budgets and prudential use of the Provincial Contingency Fund.
- Urban Renewal and regeneration - Infrastructure support to most affected Municipalities through Small Towns rehabilitation programme. Road to Rail logistics strategy - Advocate for speedy implementation.
- Small Towns rehabilitation fund- Target towns that have been impacted negatively by the unrest.
- Infrastructure support.
- Premier's Humanitarian Fund – call for a fund to assist SMMEs, affected workers and communities.
- Rekindling of relief measures.
- Municipal Rate concessions to offset security costs.
- Property Rates taxes- infrastructure destruction.
- Economic Transformation - Establish Community trust to encourage co-existence of businesses and communities.
- Establishment of economic rebuilding and acceleration war room per district.

- Unlock and fast track implementation of Township Economy Strategy.
- Partnerships with DFIs (DBSA) for rapid infrastructure development.
- Fast track programmes identified in the KZN Economic Reconstruction and Transformation Plan.
- Speedy implementation of all infrastructure programmes.
- Vigorous Tourism Marketing and development programmes.
- Vigorous FDI promotion programmes.
- Programmes to advance regional integration and export development.
- Infrastructure development.

(f) Sector transversal strategies and plans driven by OTP

i. **Siyahlola** was announced by the Premier as a critical initiative conducting unexpected visits to improve service delivery interventions, and to provide feedback to communities on progress and development initiatives. The Office of the Premier leads the process.

ii. **Poverty Eradication Master Plan (PEMP)** introduced a framework for a provincial programme of action that targets the poorest households in the poorest wards of this Province. The Poverty Eradication programme lends technical support in the facilitation and coordination of game changing interventions as identified in the Master Plan. The Office of the Premier coordinates and monitors interventions.

iii. **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".

iv. **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 Mid-term Review of the Strategy was undertaken and informed the focussed approach which includes attention to COVID -19. The Provincial HIV and AIDS, Tuberculosis (TB) and Sexually Transmitted Infections (STIs) Programme is driven through the Provincial Council on HIV and AIDS (PCA) which is responsible for coordinating the multi-sectoral HIV, STIs and TB response in the Province. In addition to the PCA, AIDS Councils at the District, Local and Ward level have been established.

v. **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.

vi. **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.

vii. **Strategies supporting vulnerable groups (gender, women, people with disability, elderly, 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 gender based violence and femicide (GBVF) in the province.

GBV STATUS: PROVINCIAL OVERVIEW:
GENDER BASED VIOLENCE RELATED CRIMES: JULY 2022 TO SEPTEMBER 2022

District	Assault With The Purpose To Inflict Grievous Bodily Harm	Attempted Murder	Common Assault	Murder	Rape	Sexual Assault	Grand Total
Amajuba District	47	5	121	7	35	3	218
Ethekwini District	235	50	634	50	244	41	1254
Harry Gwala District	21	2	28	3	27	2	83
Ilembe District	54	6	96	6	49	3	214
King Cetshwayo District	91	16	109	15	101	17	349
Ugu District	60	9	113	14	62	11	269
Umgungundlovu District	73	15	191	16	80	16	391
Umkhanyakude District	45	4	35	11	29	6	130
Umzinyathi District	28	6	43	2	45	7	131
Uthukela District	57	5	83	9	73	8	235
Zululand District	64	5	85	9	64	6	233
Grand Total	**775**	**123**	**1538**	**142**	**809**	**120**	**3507**

A total of 3507 GBV related crimes were committed in KZN from July to Sept 2022. Of these 1538 were "common assault " cases which would include IPV

809 were rape cases and 775 were assault with intent to commit GBH. More than one third of all GBV related crimes (36%) in the Province took place in eThekwini District.

This suggests the need for an intensified programme of action particularly in eThekwini District where many of the hotspots are.

viii. **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 is to develop 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. This must be done through citizenship and commitment to social

responsibilities, and through peoples' ready contribution to the social and economic development agenda of the Province.

ix. **Human Resource Management (HRM) Turn-Around Strategy implementation:** The approved KZN Provincial HRM Turnaround Strategy was implemented with effect from 01 April 2021. An implementation plan was developed. All HODs have signed an Implementation Protocol (service level agreement) with the Director-General. The Provincial Departments submit quarterly compliance reports to OTP in terms of the Implementation Plan of the Strategy.

x. **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* in order to champion youth development in the province.

xi. **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.

xii. **Provincial International Relations & Overseas Donor Assistance (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. 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.

xiii. **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.

xiv. **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 is being done through the close partnerships with all Government departments within the Province. The strategy is linked to modernising government's approach to service delivery and increasing access by citizens. The development of an Information and Innovation Hub is part of this initiative. This process is lead and coordinated by the Office of the Premier. The Digital Transformation Strategy incorporates the roll out of broadband and connectivity (through the National SA Connect process, facilitated through the Department of Economic Development, Tourism and Environmental Affairs (EDTEA)).

xv. **Provincial Intergovernmental Relations Strategy:** The Strategy reaffirms the role of the Office of the Premier in the context of the Intergovernmental Relations Framework Act and builds on the structures and for a driving delivery. These include the various sector councils and the integration of the OSS/DDM Structures.

xvi. **Provincial International Relations Strategy & Official Development (ODA) Strategy:** The Strategy provides an overview of international relations in KwaZulu-Natal with particular reference to the constitutional/legal competence of the province, the status of the Provincial International Relations, the proposed principles for international interaction. It provides for a differentiated approach particularly when dealing with international partners as it relates to promoting the province's comparative advantages in terms of economic, social and cultural. It aims to empower stakeholders and practitioners in the quest to establish KwaZulu-Natal led International Co-operation partnerships, aligned to the priorities of government, as a prerequisite for International Relations & Official Development Assistance (ODA) to fully support the Provincial and National priorities.

4. Relevant Court Rulings

There are no specific Court Rulings that have a significant impact on the service delivery obligations of the Department for 2023/24.

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 through accelerated service delivery, addressing poverty, unemployment and inequality.

2. Mission

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

- Enhancing good and cooperative governance within the Province;
- 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, youth and people with disabilities.

3. Values

In addition to the Batho Pele principles which are:

- Consultation

- Service standards

- Access

- Information

- Courtesy

- Openness and Transparency

- Redress

- Value for Money

- Encouraging Innovation and Rewarding Excellence

- Leadership and Strategic Direction

- Service Delivery Impact

The Office of the Premier will embrace the values of:

- Integrity

- Professionalism

- Accountability

- Ubuntu

4.   Updated Situational Analysis

4.1. External Environment Analysis

There were changes to the Provincial Executive Council (PEC) which resulted in the appointment of Ms N Dube-Ncube as the Premier of KwaZulu– Natal on the 10 August 2022. The Premier has advised of a renewed focus on monitoring & evaluation (M&E) of all government services in KZN as well as continuity in terms of priorities and electoral mandate expressed through the MTSF. This has also resulted in rationalising the Committees of the PEC

The rationalising of subcommittees is based on eliminating the duplication of functions of each subcommittee and ensuring that members of the executive council can attend all committees without any clashes. The subcommittees were reduced by merging subcommittees or incorporating others into the cluster work. This was done with the aim of focusing on the mandate of existing structures to align to the objectives and ensure that all matters are deliberated on before the Executive makes its decision thus allowing the monitoring and implementation plan of the subcommittee. Similarly, the issue of AWGs receiving more focus in terms of instruments to support the POA through the Cluster System

On the 8 – 13 April 2022, KZN experienced prolonged heavy rainfall incidents leading to heavy floods, damage to infrastructure, fatalities, and displacement of people. All 10 Districts including the eThekwini Metro Municipality were affected by the aforementioned floods. According to reported and logged incidents, the worst affected municipalities were: Ethekwini, Ugu, King Cetshwayo, Ilembe, and Umgungundlovu. A National State of Disaster was declared by the President of the Republic of South Africa on the 18th of April 2022 in response to the flooding events.

On the 21st and 22nd of May, KZN experienced yet another incident of heavy rainfall which resulted in flooding, mudslides, structural collapse in coastal and inland areas of the Province. Rescue teams were deployed to affected areas to provide humanitarian assistance to those most affected.

SANews.gov.za, 14 June 2022

The unprecedented events resulted in 461 fatalities (*SANews.gov.za, 14 June 2022*), 87 missing persons, 27069 household affected where in 85280 people were affected and displaced, 6895 persons were left homeless and 50 people injured in the Province of KZN (IMC Presentation – 31 May 2022). Approximately 8584 houses were totally destroyed and more than 13536 houses damaged to date. The destruction of infrastructure was seen mostly in Ethekwini Metro Municipality with 3000 houses completely destroyed and 7200 houses partially damaged. As a consequence, thousands of people have been left destitute.

SANews.gov.za, 14 June 2022

At least 826 companies have been affected by the episodic flooding evens in the month of April 2022 in KZN. The estimated cost of the damage is approximately R7 Billion (SA News.gov.za. 2022). In an economic context, the top three districts impacted include EThekwini Municipality which accounted for 50.6% of the total companies affected, followed by iLembe with 18.43%, and the Ugu District Municipality accounting for 11.44%. It has been stipulated that the floods have affected 31 220 jobs with EThekwini Metro Municipality accounting for 68% of the job loss (SAnews.gov.za. 2022).

In efforts for rapid response and recovery, key interventions were put in place to ensure that all community halls with displaced people are receiving adequate relief assistance, social support services and medical assistance. Additionally, rebuilding efforts are currently underway in parts of the Province following the flooding events.

The KZN OTP immediately convened a central point of co-ordination (Monitoring Centre) for support for the victims of the flood. The objectives of the Monitoring Centre were as follows:

- The Centre to be an enabler to restore and sustain order in managing the current and future disasters through:
  - Single source of Information Management, including a repository.
  - Systems Integration.
- Monitoring tool able to track progress, hotspots, access to visualisation by different people including the public.
- Strategic Resource Deployment.
- To address future disasters through prevention as the data would provide us with information on what could have been done better.
- Integration of KZN COGTA disaster helpline (0800 000 953 and 0800 000 954) with the backup line being developed with MTN.

The following key workstreams for the Monitoring Centre were identified:

- Planning, Strategy and Monitoring: To ensure the development of plans to address the crisis as well as a monitoring framework to assist with monitoring progress.
- Finance and Procurement: Covering donations, identification of funds to be prioritised for the use of support to flood victims.
- Rapid Response working with OSS/DDM: For the immediate needs for households and displaced people as well as burials.
- ICT and Spatial Tools: To assist with the mapping of data to enable improved planning and monitoring.

The workstreams comprised of a number of stakeholders from all sectors, national, provincial and local government.

KZN FloodsMonitoring Centre

- Mandate
  - Governance
  - Role
  - Responsibilities
  - Decision Making
- Existing Data Systems
  - ESRI Survey Forms - Shelter Data Collection
  - Microsoft Forms -
  - CrisisMap Blackbox
  - ?
- Resources
  - People
  - Finances
  - Others
- Required Data Systems
- Stakeholders
  - Main
  - Supporting
- Data Sources
  - Primary
  - Secondary
- Main Topic 9
- Challenges
  - Coordination Efforts Lacking
  - Lack of Situational Awareness
  - Information Flow Challenges
  - Information Management
  - Lack of Communication
  - Isolated Data & Information Systems
- End Goals
  - People who need the service are being serviced
  - We need to know who needs the services
    - Water
    - Food
    - Shelter
  - Restore Order
  - Provide basic services
  - Coordination Efforts - Need to be strengthen
  - Situational Awareness on the ground
  - Information not flowing through as expected
  - Information Management Issues

External Challenges Impacting on Performance

o   Usefulness of information systems is dependent on the quality and frequency of information updates by Departments, e.g in the context of the floods, information coordinated by the Provincial Disaster Management Centre (PMDC) – COGTA; Business impact (EDTEA), and various sector Departments. The Innovation and Information hub is aimed and improving these areas, but the principles of systems dependency on data availability, quality will remain.

o   COVID 19 – long lasting economic recovery. Whilst there is improvement however, the nature of the disease and the impact of past, current and future strains on the productivity of the labour force and general wellbeing of the population is still uncertain.

o   July 2021 Riots – progress on recovery plan has seen some businesses closed permanently whilst larger enterprises are at various stages of rebuild.

o   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.

o   Functionality of OSS war rooms in certain wards (War Rooms) are problematic. War room functionality is currently at 85%. A total number of 69 war rooms are not yet established due to non-availability of office space and other were burnt down during July unrest.

o   The domestic economy is under severe pressure as a result of subdued global economic performance. The combination of factors like the Russia – Ukraine War, high debt service costs, high costs of compensation of employees and contracting tax base, places a severe strain on the fiscus.

o   Moral decay remains a challenge and the violent and destructive nature of protests is a concern.

o   Fragmented and/or poor responses to service delivery and slow progress with addressing service delivery complaints must be eradicated.

- o The Internship Programme has not been as successful as hoped, as the absorption of the youth into formal employment is low.
- o 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.

Other Factors Which Contribute to Performance

(a)   Provincial Performance

Provincial Departments Audit Outcomes
The 2021/2022 audit process resulted in 8 clean audits. The MEC for Finance together with the Premier remain committed to assist departments to improve the audit outcomes, hence there was only one regression. Despite, the effects of the pandemic and the civil unrest, 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.

Vote	Departments	2021/22	2020/21	2019/20	2018/19
1	Office of the Premier	Unqualified with no findings	Unqualified with findings	Unqualified with findings	Qualified
2	Provincial Legislature	Unqualified with no findings	Unqualified with no findings	Unqualified with findings	Qualified
3	Agriculture and Rural Development	Unqualified with no findings	Unqualified with findings	Unqualified with findings	Qualified
4	Economic Development, Tourism and Environmental Affairs	Unqualified with no findings	Unqualified with no findings	Unqualified with findings	Unqualified with findings
5	Education	Unqualified with findings	Unqualified with findings	Unqualified with findings	Unqualified with findings
6	Provincial Treasury	Unqualified with no findings	Unqualified with no findings	Unqualified with no findings	Unqualified with no findings
7	Health	Qualified	Qualified	Qualified	Qualified
8	Human Settlement	Unqualified with no findings	Unqualified with findings	Unqualified with findings	Unqualified with findings
9	Community Safety and Liaison	Unqualified with findings	Unqualified with findings	Unqualified with findings	Unqualified with findings
10	Sport and Recreation	Unqualified with no findings	Unqualified with no findings	Unqualified with findings	Unqualified with findings
11	Co-operative Governance and Traditional Affairs	Unqualified with no findings	Unqualified with no findings	Unqualified with no findings	Unqualified with findings
12	Transport	Qualified	Qualified	Qualified	Qualified
13	Department of Social Development	Unqualified with findings	Unqualified with findings	Unqualified with findings	Unqualified with no findings
14	Department of Public Works	Unqualified with findings	Unqualified with findings	Unqualified with findings	Qualified
15	Department of Arts & Culture	Unqualified with findings	Qualified	Unqualified with findings	Unqualified with findings

Municipal Audit Outcomes

The municipal audit outcomes below depicts overall audit outcomes, movements of audit outcomes and delayed audit outcomes. Four (4) municipalities as opposed to three (3) municipalities in 2020/2021 financial year received unqualified with no findings (clean) audit outcomes, ten (10) municipalities as opposed to thirteen (13) municipalities in 2020/2021 financial year received qualified audit outcomes, one (1) municipality as opposed to nil in 2020/2021 financial year, Umzinyathi district municipality received an adverse audit outcome and thirty-seven (37) municipalities as opposed to thirty-five (35) municipalities in 2020/2021 financial year, received unqualified audit outcomes. Improvement was noted in seven (7) municipalities as opposed to five (5) municipalities in 2020/2021 financial year. Similarly, in comparison to 2020/2021 financial year, two (2) municipalities improved from disclaimer to qualified audit outcomes. Three (3) municipalities as opposed to two (2) municipalities in 2020/2021 financial year, have regressed audit outcomes. COGTA has developed a comprehensive audit improvement support plan to support all municipalities.

AUDIT OUTCOME	IMPROVED (10)	UNCHANGED (39)		REGRESSED (3)
Unqualified with no findings (4)	Ray Nkonyeni	Okhahlamba	City of Umhlathuze	King Cetshwayo District
Unqualified with findings (37)	Ugu	Ethekwini	Alfred Duma	Ilembe
	Umdoni	Umzumbe	Zululand	Mandeni
	Umshwathi	Umuziwabantu	uPhongolo	KwaDukuza
	Dannhauser	Umgungundlovu	Nongoma	Ndwedwe
	Umngeni	Mkhambathini	Umhlabuyalingana	Maphumulo
	eDumbe	Impendle	Jozini	Greater Kokstad
	Abaqulusi	Richmond	Big Five Hlabisa	Dr.Nkosazana
		Newcastle	Mfolozi	Dlamini Zuma
		Msinga	Umlalazi	Ubuhlebezwe
		Umvoti	Mthonjaneni	Umzimkhulu
			Nkandla	
Qualified (10)	Nquthu	eMadlangeni	Mtubatuba	Endumeni	Harry Gwala
	Inkosi Langalibalele	Mpofana	Amajuba		Ulundi
		Uthukela			
Adverse (1)					Umzinyathi
Delayed audit outcomes (2)	Msunduzi Local Municipality (provisionally qualified subject to final audit report)				
	Umkhanyakude District Municipality audit commencing 3rd week of January				

(b)   Issues related to Forensic Investigations in the Province

The table below provides a breakdown of investigations received, finalized and in-progress per year from 2015/2016 (*to be noted that the statistics provided for 2022/23 are as at end 28 February 2023.

Forensic Cases	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/21	2021/22	2022/23
Number of cases received during the year	44	17	31	34	32	22	23	11
Number of investigations finalised during the year	35	54	33	58	**35**	**13**	**14**	**20**

There has been a backlog of forensic investigations as a result of staff shortages, high turnover of staff as well as volume of investigation requests received. Since the transfer of the unit to OTP, the unit had 41 backlog cases which were any cases received before the year 2020 and which were not finalised. Since then 14 investigations have been finalised and reports issued to departments, 18 are at reporting phase and 9 matters are in progress.

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 and this will also be managed through the operational plan of the unit.

(c) Evaluations

There were six evaluations in the Provincial Evaluation Plan (PEP) for 2020/21- 2022/23 Evaluation Cycle approved to be in the PEP, five of which have been completed and 1 was dropped.
- The Implementation Evaluation of Federation Transfer Payment Utilisation was undertaken by Department of Sport and Recreation and was completed in February 2021,
- The rapid evaluation of COVID-19 Implementation Plan was undertaken by the Office of the Premier and was concluded in September 2021.
- An evaluation of the implementation of Community Based Model in KZN was conducted by the Department of Health in 2022.
- An implementation evaluation to assess the support provided by KZN COGTA to distressed municipalities and an impact evaluation undertaken by COGTA. The impact evaluation of the Small-Town Rehabilitation (STR) Programme was dropped due to COGTA re-channeling the focus on disaster. This evaluation may be considered in the near future.
- The implementation evaluation of Public Transport Operations Grant was undertaken by the Department of Transport in 2023.

Ten of thirteen Provincial Departments are undertaking evaluations, but all departments are a member of the Provincial Evaluation Steering Committee. There were 23 evaluations being tracked in 2022/23 (14 new evaluations proposed by departments for 2022/23 financial year, these have added to 9 evaluations that were carried over from the 26 evaluations tracked in the previous financial year).

The Office of the Premier hosted the Provincial Evaluation Seminar, which included stakeholders from all spheres of government including Local Government and entities. 142 participants were in attendance (105 physically and 37 virtually). The objectives of the seminar was to provide a platform for sharing good practices on evaluations undertaken in the province and evidence use in policy and programme implementation, share knowledge and practice on Institutionalisation of evaluations, and networking of provincial stakeholders and tapping into provincial skills in order to develop and strengthen evaluation capacity.

The 2019 Revised National Evaluation Policy Framework (NEPF) informed by the National Evaluation Strategy (NES) has extended the evaluation function to Local Government and State-Owned Entities. Furthermore, it places responsibility to COGTA and oversight departments to ensure that evaluation is institutionalised in both spheres of government. OTP continues to play a leading and oversight role in this regard. Since there has not been an implementation of the policy at a local government in KZN, OTP Evaluations Directorate took a leading role and collaborated with COGTA M&E and PMS Units to undertake municipal programme evaluation workshops to create awareness of evaluations and to implement the evaluation seminar recommendations. Three regionalized sessions were undertaken (Southern, North and Midlands). A total of 105 officials participated in the engagement sessions, with 35, 33 and 37 participants per region, respectively comprising of PMS Managers, IDP Managers and Town Planners.

Source: Persal
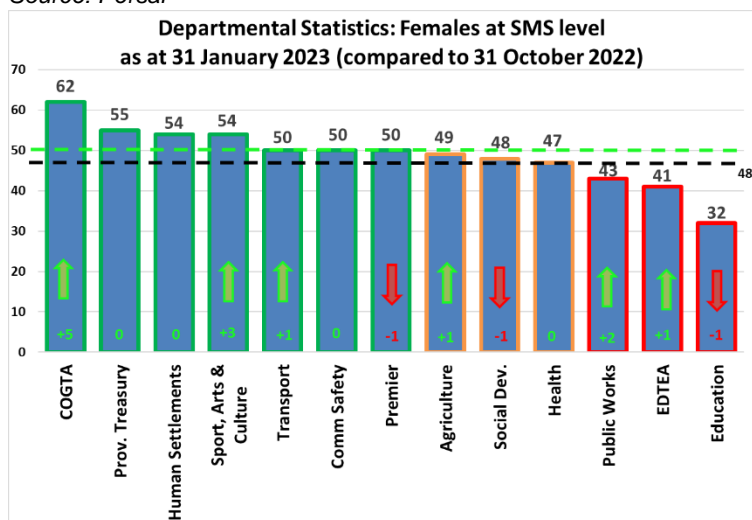
Equity

The graph displays the status of the employment of female SMS members in the Province per Department. This shows that seven of the 13 (54%) Departments in KZN have achieved the compliance norm of 50% female at Senior Management level. This means that the remaining 6 Departments need to ensure that they reach the required level of 50%. On analysis, it is also noted that in comparing the statistics from 3 months before, a trend of those Departments who had achieved this norm, the top performing departments remain with COGTA, Provincial Treasury, Human Settlements and Sport, Arts & Culture. The Departments of Agriculture, Social Development and Health are close to achieving the target however it is concerning that Public Works, Education, and Economic Development continue to not achieve at least the compliance norm of 50% females at Senior Management level.
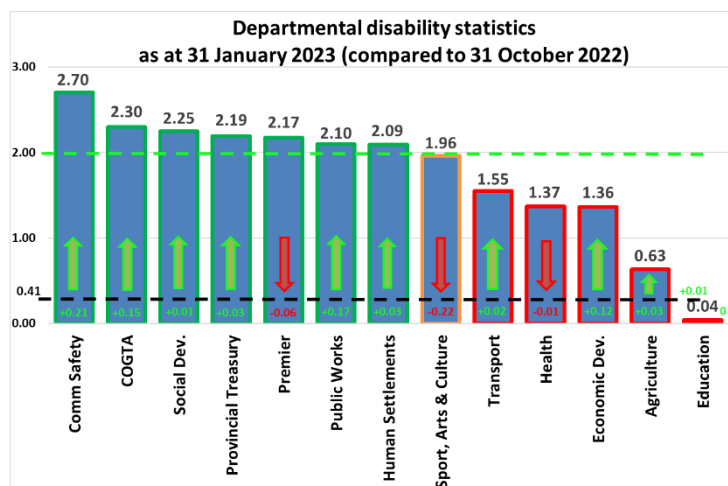
The employment of employees with disabilities remains a challenge in the Province, with only 7 Departments achieving the 2% standard. It is noted that 8 Departments have improved their statistics in terms of the percentage of employees employed with disabilities. This remains a challenge that the 6 departments which have not achieved the target are prioritising the matter accordingly.

Source: Persal

Departmental vacancy rates as at 31 January 2023 (compared to 31 October 2022)

Department	Rate	Change
Transport	20	+1
Provincial Treasury	14	-1
COGTA	12	-1
Health	11	0
Education	10	0
Agriculture	8	0
Premier	8	+1
EDTEA	7	0
Public Works	6	+3
Social Development	6	+1
Comm Safety	5	+1
Human Settlements	5	-1
Sports, Arts & Culture	2	0
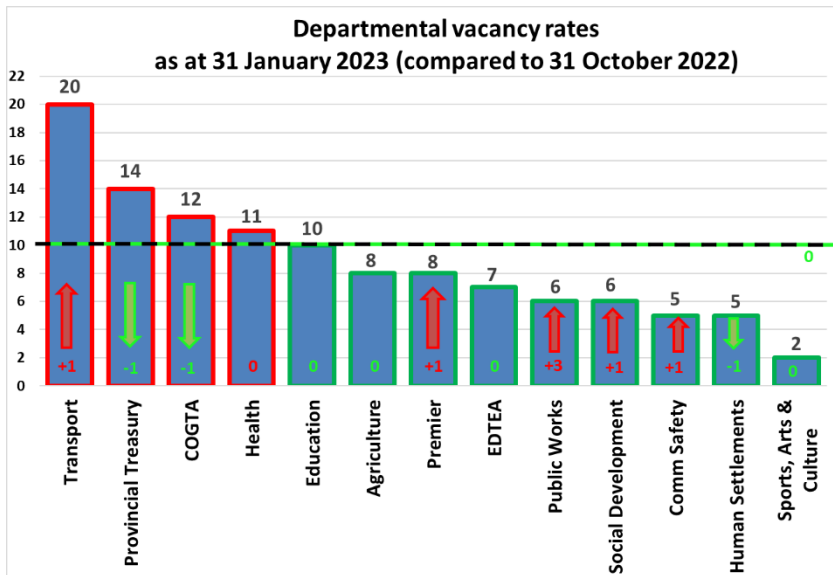
9 Departments have a vacancy rate below 10%. The Departments of Transport, Provincial Treasury, COGTA and Health need to prioritse this issue.

Source: Persal

The following 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 - January 2023

Table 1 reflects employees appointed on the Persal system

POST/ SALARY LEVEL	AFRICAN FEMALE No.	%	MALE No.	%	COLOURED FEMALE No.	%	MALE No.	%	INDIAN FEMALE No.	%	MALE No.	%	WHITE FEMALE No.	%	MALE No.	%	TOTAL FEMALE No.	%	MALE No.	%	TOTAL	Employees with a disability	No. of VACANT Posts	Total No. of Posts	% VACANT Posts
01	21	49	19	44	1	2	0	0	1	2	0	0	0	0	1	2	23	53	20	47	43	2	37	80	46
02	4649	65	2294	32	26	0	14	0	46	1	75	1	5	0	7	0	4726	66	2390	34	7116	29	1163	8279	14
03	7193	50	6811	47	54	0	40	0	193	1	172	1	24	0	23	0	7464	51	7046	49	14510	77	3019	17529	17
04	5261	64	2700	33	37	0	16	0	76	1	123	1	32	0	7	0	5406	66	2846	34	8252	81	942	9194	10
05	14117	69	5165	25	153	1	53	0	532	3	245	1	121	1	14	0	14923	73	5477	27	20400	222	3054	23454	13
06	7956	64	3076	25	115	1	35	0	648	5	362	3	212	2	36	0	8931	72	3509	28	12440	53	1788	14228	13
07	35819	65	13437	24	391	1	60	0	3283	6	837	2	907	2	146	0	40400	74	14480	26	54880	97	3807	58687	6
08	20202	70	5582	19	236	1	74	0	1748	6	500	2	554	2	127	0	22740	78	6283	22	29023	68	2214	31237	7
09	10962	59	4696	25	216	1	72	0	1590	9	544	3	334	2	88	0	13102	71	5400	29	18502	38	2804	21306	13
10	4847	51	2500	26	151	2	38	0	1104	12	528	6	207	2	99	1	6309	67	3165	33	9474	38	1109	10583	10
11	2206	34	2511	39	62	1	49	1	628	10	545	9	224	4	173	3	3120	49	3278	51	6398	17	954	7352	13
12	1042	28	1206	32	46	1	36	1	576	15	545	14	141	4	190	5	1805	48	1977	52	3782	31	563	4345	13
Sub-Tot	114275	62	49997	27	1488	1	487	0	10425	6	4476	2	2761	1	911	0	128949	70	55871	30	184820	753	21454	206274	10
13	190	41	189	41	7	2	3	1	30	7	17	4	11	2	12	3	238	52	221	48	459	4	92	551	17
14	39	34	56	49	0	0	0	0	8	7	7	6	3	3	2	2	50	43	65	57	115	1	36	151	24
15	7	22	19	59	0	0	0	0	1	3	4	13	0	0	1	3	8	25	24	75	32	1	12	44	27
16	3	20	10	67	0	0	1	7	0	0	0	0	1	7	0	0	4	27	11	73	15	0	0	15	0
Sub-Tot	239	38	274	44	7	1	4	1	39	6	28	5	15	2	15	2	300	48	321	52	621	6	140	761	18
TOTAL	114514	62	50271	27	1495	1	491	0	10464	6	4504	2	2776	1	926	0	129249	70	56192	30	185441	759	21594	207035	10

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

	AFRICAN FEMALE No.	%	MALE No.	%	COLOURED FEMALE No.	%	MALE No.	%	INDIAN FEMALE No.	%	MALE No.	%	WHITE FEMALE No.	%	MALE No.	%	TOTAL FEMALE No.	%	MALE No.	%	TOTAL	Employees with a disability	No. of VACANT Posts	Total No. of Posts	% VACANT Posts
MINISTER	6	60	4	40	0	0	0	0	0	0	0	0	0	0	0	0	6	60	4	40	10	0	0	10	0
PERIODIC	7075	59	4617	39	29	0	19	0	73	1	61	1	31	0	17	0	7208	60	4714	40	11922	0	0	0	0
ABNORMAL	90794	83	17364	16	132	0	29	0	605	1	114	0	100	0	11	0	91631	84	17518	16	109149	0	0	0	0
TOTAL	97875	81	21985	18	161	0	48	0	678	1	175	0	131	0	28	0	98845	82	22236	18	121081	0	0	121081	0

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

Source: Persal

KZN OTP ANNUAL PERFORMANCE PLAN 2023/24

(d)   Labour dynamics in KZN

Stats SA (2022), shows that KZN suffered moderate job losses of about 53 000 in the first quarter of 2022. Thus, the number of people employed dropped from 2.424 million in the final quarter of 2021 to 2.371 million in the first quarter of 2022. However, it should be noted that employment losses were recorded only in KZN.

In terms of sectors, seven out of ten industries reported job shedding during the first quarter of 2022, with the largest decreases recorded in *agriculture* (-47 000), *trade* (-42 000), *finance* (-42 000), and *private households* (-42 000) industries. Other sectors reported gains in employment, with the most significant increase reported by the *community and social services* and *manufacturing* industries at 67 000 and 58 000, respectively.

During the first quarter, the marked decline in employment level in KZN could be attributed partly to the strong flooding that engulfed many parts of the province, especially in the eThekwini Metro. The flooding destructed numerous economic and social infrastructure, thereby negatively impacting business operations, causing employment loss, and devastating loss of lives. As a result, the province also recorded the most considerable employment loss in the first quarter of 2022 with about 58 000 when compared to the corresponding period in 2021.

Table 2.6: Unemployment rate trend (percentages) in KZN by District Municipality, 2011 to 2021

Unemployment rate trends											
	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
eThekwini	15.9	16.1	16.3	16.4	16.6	16.9	17.1	17.2	17.5	17.8	18.3
Ugu	24.7	25.2	25.6	25.6	25.8	27.3	28.6	28.7	30.3	34.1	39.9
uMgungundlovu	20.6	20.8	21.1	20.9	21.0	22.2	23.1	23.1	24.5	27.7	32.9
uThukela	28.8	29.9	30.6	30.5	30.6	31.9	32.8	32.8	34.1	37.4	42.9
uMzinyathi	26.4	27.1	27.6	27.7	28.1	29.9	31.5	33.0	35.3	39.6	45.5
Amajuba	29.7	30.9	31.9	32.2	32.8	34.3	35.5	34.9	36.1	39.1	45.2
Zululand	29.5	30.4	30.9	30.9	31.3	32.8	34.0	35.4	37.7	41.8	47.7
uMkhanyakude	29.9	30.6	30.9	30.9	31.2	33.4	35.3	35.3	36.6	40.4	45.9
King Cetshwayo	24.1	25.3	26.4	27.1	27.7	29.5	31.2	31.4	33.9	38.2	45.7
iLembe	21.2	22.0	22.4	22.4	22.6	23.9	25.3	25.2	26.6	30.2	35.9
Harry Gwala	25.4	26.1	26.5	26.3	26.3	27.8	29.0	28.9	30.2	34.0	39.4
KwaZulu-Natal	**20.7**	**21.2**	**21.6**	**21.8**	**22.1**	**23.0**	**23.9**	**24.0**	**25.1**	**27.0**	**30.4**
South Africa	**25.1**	**25.1**	**25.2**	**25.2**	**25.5**	**26.4**	**27.2**	**27.4**	**28.4**	**30.3**	**33.6**

Source: IHS Markit, 2022

The province continued to experience a rise in unemployment, as the number of unemployed persons increased by a further 19 000 in the first quarter of 2022. Therefore, the total number of unemployed people reached 1.180 million in the first quarter from 1.161 million in the previous quarter. Consequently, the official unemployment rate increased by 0.8 percentage points from 32.4 percent in the fourth quarter of 2021 to 33.2 percent in the first quarter of 2022.

The unemployment level increased markedly by 113 000 in the first quarter of 2022 when compared to the same period in 2021. This translate to an increase of 2.7 percentage points in the official unemployment rate from 30.7 percent in the first quarter of 2021. KZN recorded the third largest unemployment rate increase after LP (6.2 percentage points) and MP (5.1 percentage points).

KZN recorded an increase of 1.7 percentage points from 48.7 percent in the fourth quarter of 2021 to 50.4 percent in the first quarter of 2022 (Expanded). This implies that five out of ten people of the working age were neither employed nor searching for employment during this period.

Unemployment by age group (expanded definition), April-June, 2022

Source: Stats SA
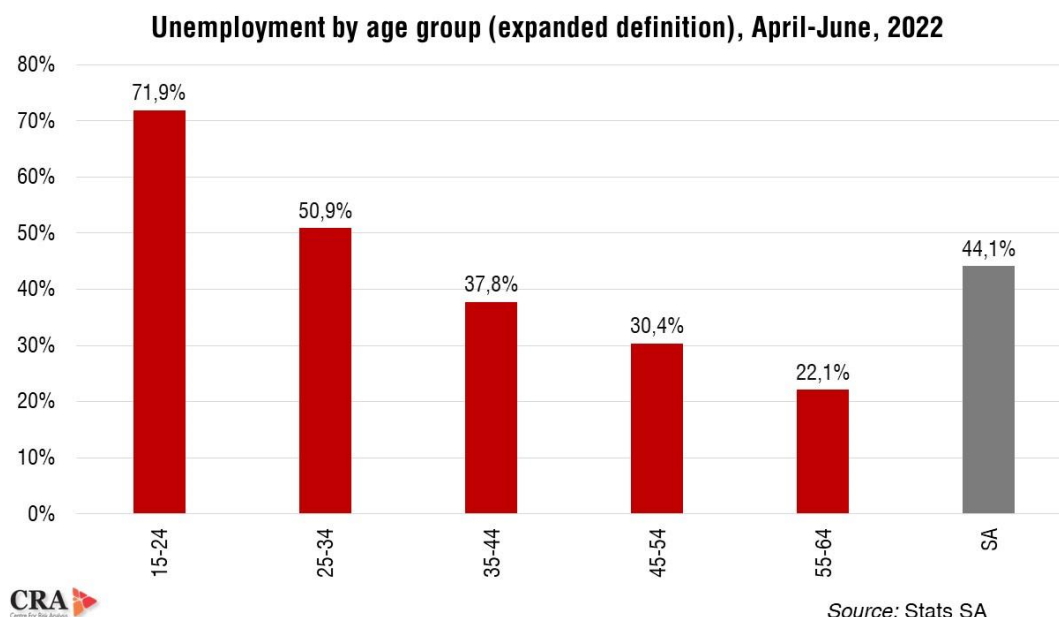
The chart above shows the latest **expanded unemployment rates by age** for South Africa. In the second quarter of 2022 (April to June), **44.1%** of South Africa's working-age population was **unemployed.** Despite already high levels of unemployment, the situation is even more **dire for the country's youth.** More than **50%** of those aged **25-34** were without a job, while more than **70%** of people aged **15-24** were jobless. Persistently high youth unemployment sows the seeds for **unrest, violent crime, and radical politics.**

Poverty in KZN

The **Food poverty line** is the R per person per month - this refers to the amount of money that an individual will need to afford the minimum required daily energy intake. This is also commonly referred to as the "extreme" poverty line.

Lower-bound poverty line - This refers to the food poverty line plus the average amount derived from non-food items of households whose total expenditure is equal to the food poverty line; and

Upper-bound poverty line - This refers to the food poverty line plus the average amount derived from non-food items of households whose food expenditure is equal to the food poverty line.

Percentage of persons in KZN below the UBPL, LBPL, FPL for 2006, 2009, 2011 and 2015				
	2006	2009	2011	2015
Upper Bound	76,8	72,2	65,4	68,1
Lower Bound	63,7	57,8	48	52,4
Food	40,4	43,6	30,6	34,3
Non poor	23,2	27,8	34,6	31,9

Poverty incidence of households in KZN				
	2006	2009	2011	2015
Upper Bound	59,7	54,4	47,0	48,4
Lower Bound	45,7	38,9	30	32,4
Food	25,9	26,2	16,8	19
Non poor	40,3	45,6	53,0	51,6

The South African Multidimensional Poverty Measure is an index that captures the percentage of households in the country deprived along three dimensions of well-being – monetary poverty, education, health and living standards in order to provide a more complete picture of poverty.

South African Multidimensional Poverty Index (SAMPI) headcount KZN			
	2001	2011	2016
Headcount	22,3	10,9	7,7
Intensity	43,9	42	42,5
Source: The South African MPI, 2014, 2016			
https://www.statssa.gov.za/?page_id=1854&PPN=Report-03-10-08			

Inequality

The Gini coefficient measures the extent to which the distribution of income within a country deviates from a perfectly equal distribution. A coefficient of 0 expresses perfect equality where everyone has the same income, while a coefficient of 100 expresses full inequality where only one person has all the income. South Africa ranks as the country with the lowest level of income equality in the

Gini Coefficient - Income

Province	IES2000	IES2006	LCS2009	IES2011	LCS2015
KwaZulu Natal	0,70	0,73	0,69	0,68	0,66
Source: Income and Expenditure Survey, 2000, 2005, 2011, Living Conditions Survey, 2009, 2015					

world, as per a Gini coefficient of 63.0 when last measured in 2014 by the World Bank. The Gini coefficient in South Africa was 0.65 points in 2015, with lesser inequality in income within the rural areas. South Africa had the world's highest inequality in income distribution. Inequality, alongside poverty, has for decades been the bane of South Africa's existence. Both local and international literature have firmly established that

Gini Coefficient - Expenditure

Province	IES 2000	IES 2005	LCS 2009	IES 2011	LCS 2015
KwaZulu Natal	0,64	0,66	0,61	0,64	0,61
Source: Income and Expenditure Survey, 2000, 2005, 2011, Living Conditions Survey, 2009, 2015					

the levels of inequality in South Africa are among the highest in the world (Tregenna and Tsela, 2012 & World Bank, 2012). Not only have inequality levels remained high, but they continue to increase thereby posing an intractable challenge confronting the government. Hence addressing inequality is one of the key policy objectives of the South African government.

Table 3.1: Income distribution by proportion of households in KZN, 2017

Income category	Income level (R'000)	African	White	Coloured	Asian	Grand total
Lower income	0 - 54	47.0%	2.6%	17.8%	4.9%	40.2%
Low emerging middle income	54 - 96	22.7%	3.2%	15.5%	11.1%	20.4%
Emerging middle class	96 - 360	23.9%	34.4%	40.7%	51.2%	27.1%
Realised middle class	360 - 600	3.8%	25.0%	13.1%	17.1%	6.4%
Upper middle class	600 - 1 200	2.2%	23.4%	10.4%	11.3%	4.4%
Affluent	1 200 +	0.5%	11.5%	3%	4.4%	1.5%
Grand total		100.0%	100.0%	100%	100.0%	100.0%

Source: IHS Markit, 2019

In 2017, the bulk (40.2 per cent) of KZN households were categorized as being lower income earners (between R0 and 54 000 per annum), approximately 20.4 per cent were categorised as low emerging middle income earners (between R54 000 and R96 000 per annum), 27.1 per cent were emerging middle class (earning between R96 000 and R360 000 per annum). Approximately 6.5 per cent of households in the province were categorised as realised middle-class earners (R360 000 - R600 000), 4.4 per cent were upper middle class (R600 000 - R1 200 000) and only 1.7 per cent of KZN households were considered as affluent, earning in excess of R1.2 million per annum.

KZN Socio-Economic Review and Outlook 2019/2020

(e)   Demand for Services

The Office of the Premier, unlike other sector departments has a different role in that it monitors, coordinates and facilitates services rendered by other departments in response to various developmental demands. These are driven by sector departments through priority- and sector specific programmes.:

- Public Service Training offered by the KZN Training Academy: The Academy prioritises capacity of the state through analysis of the Skills Audit undertaken for SMS, MMS and levels 9 & 10 members and ensuring targeted evidence-based training programmes are in place. The targeted training based on the skills audit findings will include courses such as Project Management for SMS members, as well as training targeting vulnerable groups within the public service.
- Coordination of HIV and AIDS, TB Programmes: The Priority Programmes directorate oversees the co-ordination and monitoring of the HIV and AIDS and TB programmes in the province. This includes the co-ordination of the AIDS Council.
- Coordination of Youth Programmes: The Youth Chief Directorate co-ordinates the implementation of the comprehensive youth employment interventions in the province which aims to create more decent sustainable jobs, increased economic participation and opportunities for the youth.
- Coordination of Provincial and Departmental Strategic Planning: This area of co-ordination ensures integrated planning in the province through ensuring alignment of planning from organisational level (departments and entities) to the provincial and national priorities of the MTSF 2019 and the PGDS 2021.

- Coordination of Provincial Monitoring and Evaluation: The Monitoring and Evaluation Chief Directorate monitors the performance of provincial departments and entities in the province through the verification of the QPR reports, progress against the provincial priorities outlined in the PGDS as well as other key provincial priority programmes e.g. Job Creation, RASET, etc. This co-ordination includes the evaluation of key priority programmes being implemented or completed by government in order to better inform planning and implementation programmes moving forward.
- Coordination of Customer Complaints: The Integrity Management Chief Directorate co-ordinates and monitors service delivery complaints through the Premier's Hotline, the Siyahlola Programme as well as the Izimbizo undertaken.
- Coordination of Inter-governmental relations in the province: The IGR Unit co-ordinates engagements and protocols between international, national, provincial and local government to improve service delivery through District Development Model (DDM). Whilst the DDM is driven by COGTA, it utilises the Operation Sukhuma Sakhe as a vehicle for implementation.
- Monitor implementation of District Development Model plans: As indicated the DDM model requires that each district develop a One Plan which integrates all projects for the district within the plan, including budgets. The plans are monitored through an integrated monitoring system for accountability.
- Coordination of integrity awareness: The tackling of fraud, maladministration and corruption and fighting corruption is undertaken through the I Do Right Campaigns, fraud and corruption workshops as well as monitoring of the implementation of Lifestyle Audits.
- Co-ordination of Women & Gender, Youth, People with Disabilities, Senior Citizens, Military Veterans and Farm Workers & Farm Dwellers: The co-ordination & monitoring of vulnerable groups in the province is undertaken in order to ensure implementation of regulatory frameworks on empowerment of women, youth and persons with disabilities, including Gender Responsive Budgeting, Planning and Reporting. This co-ordination includes the identified province specific vulnerable groups of military veterans and farm workers and 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 2063.

(g)   KwaZulu-Natal economic review and outlook

KZN's economy suffered a significant shock that somewhat derailed economic gains in the third quarter of 2021. In addition, the unprecedented social unrest was characterised by rampant looting, wanton destruction, and the burning of property and infrastructure in early July 2021. This undermined the efforts to reconstruct and rehabilitate the provincial economy from the devastating damage caused by COVID-19 in 2020.

KZN's economy showed a robust recovery with an estimated 3.8 percent in 2021 after it had dropped to a substantial recession of 6.2 percent in 2020. However, the province experienced disastrous floodings in April and May 2022. The catastrophic flooding caused extensive damage to public infrastructure, including schools and health facilities.

Figure 1: Economic growth rate in KZN, 2005 to 2024
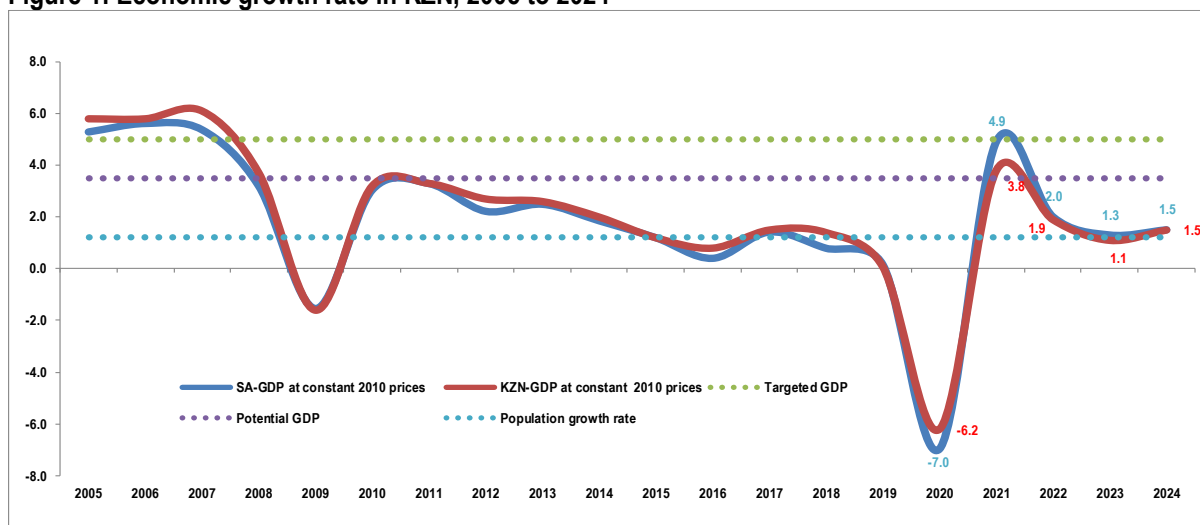
Source: IHS Markit, 2022 and SARB, 2022

Despite this threat to social and economic infrastructure, the provincial economy remained resilient as the real GDP-R expanded by 9.2 percent in the first quarter of 2022. The buoyant real output in the first quarter emanated from positive growth reported by eight industries. The largest increase in output was recorded in the manufacturing, trade, finance, and electricity industries.

The manufacturing industry's gross value added (GVA) expanded by 21.0 percent, which translates to a contribution of 3 percentage points to the overall quarterly GDP-R. This robust growth was followed by the trade industry with an estimated contribution of 1.5 percentage points to the overall quarterly GDP-R, emanating from an increase of 12.9 percent in output. Finally, the finance and electricity industries reported an increase of 8.4 percent and 7.7 percent, respectively.

Thus KZN economy is expected to grow by 1.9 percent in 2022. The forecast economic growth reflects the positive effects of a stronger-than-anticipated real GDP-R in the first quarter. However, the provincial economic growth is projected to drop further to 1.1 percent in 2023 before moderating to 1.5 percent in 2024.

Figure 2: National GDP contributions by provinces, 2021

Province	Value
Gauteng	36.3
KwaZulu Natal	16.0
Western Cape	14.4
Eastern Cape	7.7
Mpumalanga	6.6
Limpopo	6.8
North West	5.1
Free State	5.0
Northern Cape	2.1
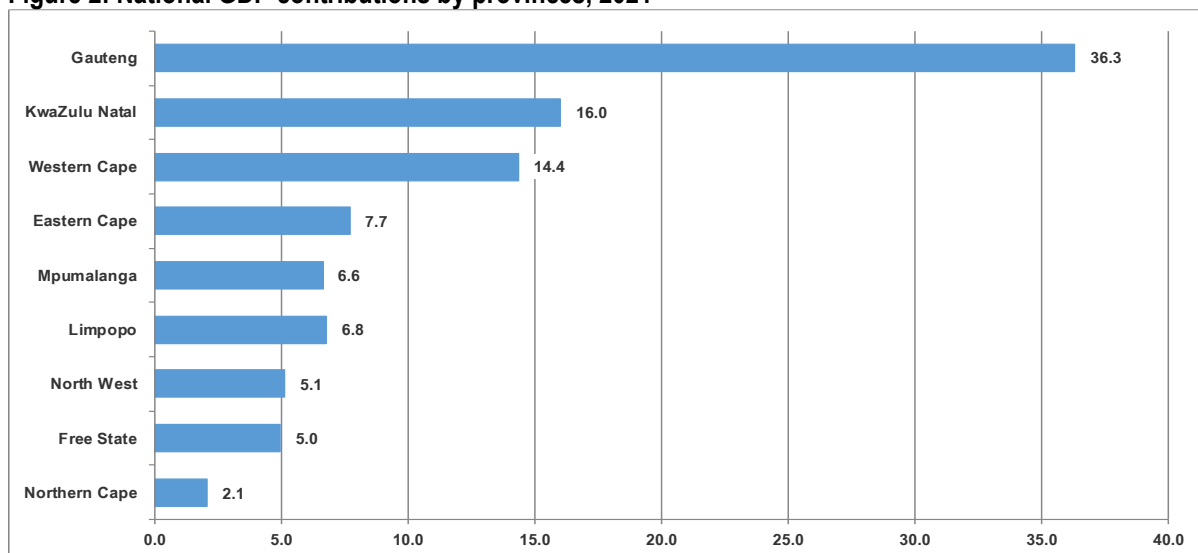
Source: IHS Markit, 2022

The total real GDP-R generated in KZN amounted to approximately R721.727 billion in 2021, translating to 16 percent of the national real GDP. At this rate, KZN was the second contributor to national GDP after GP, which generated about R1.636 trillion and contributed 36.3 percent to the country's aggregate output.

(h)   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 23 March 2020, President Cyril Ramaphosa announced a new measure to combat the spread of the COVID-19 in South Africa, a level 5 lockdown which has since ended. KwaZulu-Natal as at the 26 October 2022 has recorded 720 167 total cases.

The Sisonke vaccine roll out programme has seen a total of 5 934 042 vaccinations administered in KZN.

The Provincial Employee Wellness Unit in the OTP coordinates the response to COVID-19 by ensuring that health and safety parameters (people, buildings and equipment) are prioritised by all provincial departments and state-owned entities through the implementation of COVID-19 approved plans in line with the approved Provincial Employee Health and Wellness Strategy. The COVID-19 pandemic challenged the world of work to strengthen their policies in promoting a healthier and safe environment and to continue provide the necessary public services to the communities.   The occupational health and safety structures had to be reviewed to deal swiftly with the ever-changing COVID-19 variants.
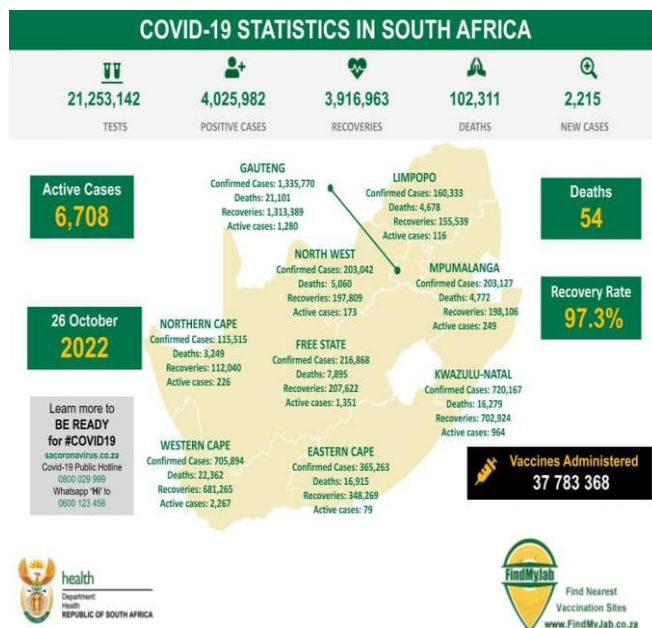
(i)   KZN Provincial Consequence Management Framework

The Executive Council approved the Provincial Consequence Management Framework as well as 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.

State of Labour Relations, Suspensions, Acting Appointments

Generally, the reports in respect of grievances, misconduct, disputes, precautionary suspensions, appeals and Labour Court matters received from the provincial departments are consolidated quarterly and submitted to the Department of Public Service and Administration (DPSA). For the period of October to December 2022, the Province had one hundred and ninety-three (193) grievances and finalised sixty (60) cases with one hundred and thirty-three (133) remaining pending. There were six hundred and thirty-one (631) misconduct cases and two hundred and thirty-eight (238) finalised with three hundred and ninety-three (393) remaining pending.

The provincial trends of grievances emanate from advertised posts of educators and non-payment of allowances, while misconduct (disciplinary) cases emanate from financial disclosures, improper conduct, absenteeism, and failure to comply with lawful order.

There were eighty-five (85) officials on precautionary suspension, consisting of sixteen (16) Senior Management Services (SMS) members, fifteen (15) Middle Management (Salary levels 9-12) and fifty-four (54) officials below salary level 9. Out of the 85 precautionary suspension cases, nineteen (19) cases were finalised with sixty-six (66) cases remaining pending.

There were three hundred and sixty-eight (368) dispute cases consisting of forty-four (44) Conciliations and three hundred and twenty-four (324) Arbitrations. Of 324 Arbitrations, thirty-six (36) matters were finalised with two hundred and eighty-eight (288) remaining pending. Of the finalised matters, twenty-four (24) were in favour of the Employer, six (6) against the Employer and six (6) were withdrawn. One hundred and four (104) matters lodged at the Labour Court with only two (2) cases finalised. Seventy (70) appeals received with thirty-eight (38) cases finalised. The Province had ninety-six (96) cases of officials conducting business with the State and no cases were finalised.

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

Month	Dockets Rec	Value (R)	Cases to Court	Value (R)	Arrests	Value (R)	Declined to Prosecute	Convictions Pub and Private	Value (R)	No of years suspended imprisonment with options	Total No of cases finalised
Apr (2022)	0	0	0	0	0	0	2	0	R26 mil	0	0
May	0	0	0	0	0	0	0	0	0	0	0
Jun	2	15 993 351	0	0	0	0	0	0	0	0	0
Jul	1	R1 470 157	0	0	0	0	0	0	0	0	0
Aug	0	0	0	0	0	0	0	0	R7 mil	0	0
Sep	2	R87 065 447,25	0	0	0	0	0	0	0	0	0
Oct	0	0	0	0	0	0	0	0	0	0	0
Nov	1	R539 000	1	0	0	0	0	0	0	0	0
Dec	0	0	0	0	0	0	0	0	0	0	0
Jan	5	R39 749 557	2	0	0	0	0	0	0	0	0
Feb	1	R105 652 810	3	R6 930 619	4	R6 930 619	2	1	R75 000	Sentenced to 5 years imprisonment wholly susp on condition the accused pay back the municipality R75 000.00 in 30 months	4
Mar 2023	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC
TOTAL	12	R250 470 322	6	R6 930 619	4	R 6 930 619	4	1	R33 075 000	0	4

(j) Increasing Serious Crime

Of the 6,424 people killed, 1,623 of them died in KwaZulu-Natal. Nine of its police stations also rank among the top 30, for the high rate of murders reported. Ten of the police stations are in the Western Cape and eight are in Gauteng. Head of police statistics major-general Norman Sekhukhune said: "The number one and two are Umlazi and Plessislaer, three is Mthatha station in the Eastern Cape, four is Inanda in KwaZulu-Natal, and five is Delft in the Western Cape". After KwaZulu-Natal, the second highest number of murders - 1,490 - were recorded in Gauteng, followed by 1,200 in the Eastern Cape. Limpopo, Mpumalanga and the Northern Cape are the only provinces to report reductions in the murder rate. Meanwhile, the Police and Prisons Civil Rights Union (Popcru) said South African Police Service bosses should be using crime statistics as a measure of the problems faced by society. The union said the first quarter crime stats do not bode well for South Africans. Poprcu said the police can't do their jobs, unless they're provided with the necessary resources. The organisation is now calling for a crime summit to be established, to address the many challenges faced by police. Poprcu spokesperson Richard Mamabolo said: "It is always vital that when reflecting on the rising crime stats, we not only blame it on police, but take a broad approach that considers the broader socio-economic conditions". *Source: SAPS Police Minister Bheki Cele on Friday 19 August 2022 delivered an update of the crime statistics covering April 1 to June 2022*

4.2. Internal Environment Analysis

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

(i)   Human Resources

As at end January 2023, the vacancy rate for the Department was 8%, with a vacancy rate at senior management level being 20% and the vacancy rate all other levels being 7%, which is within the acceptable norm for vacancies which is 10%. However, the vacancy rate is calculated based on funded posts as unfunded posts are not included in this calculation. The filling of posts in the Department is impacted on by the cost containment and strict austerity measures. The process of filling of vacancies has impacted on the rate at which the Department fill attrition posts. This results in the human resources capacity gap is increasing. The Department has taken a proactive approach by getting approvals to fill attrition posts especially retirement before the post becomes vacant.

The Department is currently using the outcome of the Skills Audit to expose its staff to needs specific directed training and embarked on a right sizing exercise to deal with the bloated structure. The organisational structure was reviewed and approved by the DPSA.

OFFICE OF THE PREMIER
A3. Statistics of Race, Gender, Disabled and Vacant posts per Salary Level - January 2023

Table 1 reflects employees appointed on the Persal system

POST/ SALARY LEVEL	AFRICAN FEMALE No.	%	AFRICAN MALE No.	%	COLOURED FEMALE No.	%	COLOURED MALE No.	%	INDIAN FEMALE No.	%	INDIAN MALE No.	%	WHITE FEMALE No.	%	WHITE MALE No.	%	TOTAL FEMALE No.	%	TOTAL MALE No.	%	TOTAL	Employees with a disability	No. of VACANT Posts	Total No. of Posts	% VACANT Posts
01	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
02	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
03	23	82	4	14	0	0	0	0	1	4	0	0	0	0	0	0	24	86	4	14	28	0	0	28	0
04	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
05	63	49	63	49	0	0	2	2	0	0	0	0	0	0	0	0	63	49	65	51	128	2	2	130	2
06	1	17	4	67	0	0	0	0	0	0	0	0	1	17	0	0	2	33	4	67	6	0	0	6	0
07	63	64	33	34	1	1	0	0	1	1	0	0	0	0	0	0	65	66	33	34	98	1	4	102	4
08	45	55	23	28	4	5	0	0	5	6	3	4	2	2	0	0	56	68	26	32	82	0	7	89	8
09	27	57	16	34	1	2	0	0	2	4	1	2	0	0	0	0	30	64	17	36	47	2	4	51	8
10	11	50	5	23	3	14	0	0	2	9	1	5	0	0	0	0	16	73	6	27	22	2	2	24	8
11	8	33	12	50	0	0	0	0	2	8	0	0	1	4	1	4	11	46	13	54	24	2	7	31	23
12	18	37	16	33	0	0	0	0	6	12	4	8	4	8	1	2	28	57	21	43	49	3	8	57	14
Sub-Tot	259	54	176	36	9	2	2	0	19	4	9	2	8	2	2	0	295	61	189	39	484	12	34	518	7
13	23	49	17	36	0	0	0	0	5	11	1	2	0	0	1	2	28	60	19	40	47	0	10	57	18
14	1	10	7	70	0	0	0	0	1	10	0	0	1	10	0	0	3	30	7	70	10	0	5	15	33
15	1	14	5	71	0	0	0	0	0	0	1	14	0	0	0	0	1	14	6	86	7	0	2	9	22
16	2	50	2	50	0	0	0	0	0	0	0	0	0	0	0	0	2	50	2	50	4	0	0	4	0
Sub-Tot	27	40	31	46	0	0	0	0	6	9	2	3	1	1	1	1	34	50	34	50	68	0	17	85	20
TOTAL	286	52	207	38	9	2	2	0	25	5	11	2	9	2	3	1	329	60	223	40	552	12	51	603	8

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

	AFRICAN FEMALE No.	%	AFRICAN MALE No.	%	COLOURED FEMALE No.	%	COLOURED MALE No.	%	INDIAN FEMALE No.	%	INDIAN MALE No.	%	WHITE FEMALE No.	%	WHITE MALE No.	%	TOTAL FEMALE No.	%	TOTAL MALE No.	%	TOTAL	Employees with a disability	No. of VACANT Posts	Total No. of Posts	% VACANT Posts
MINISTER	1	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	100	0	0	1	0	0	1	0
PERIODIC	3	38	4	50	0	0	0	0	0	0	0	0	1	13	0	0	4	50	4	50	8	0	0	8	0
ABNORMAL	1	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	100	0	0	1	0	0	1	0
TOTAL	5	1	4	1	0	0	0	0	0	0	0	0	1	0	0	0	6	0	4	0	10	0	0	10	0

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

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

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(ii) Information Technology

The Office of the Premier co-ordinated the Provincial Digital Transformation Strategy and Implementation plan and is repositioning the KZN Innovation and Information Hub as it recognises that data is growing in an unprecedent rate and big data management is a priority in the Province. This requires big data integration, data analysis, evidenced based programming, governance and security. The integration requires automation of processes, service delivery information to be co-ordinated and integrated and to apply big data analytics, provide deep insight and ultimately optimise data utilisation through artificial intelligence. The Department's digital transformation implementation plan has seen the implementation of projects that will automate leave system, approval of submissions, recruitment systems and processes, case management system and service delivery applications with a view to improving the management thereof.

The implementation of the Digital Transformation Strategy and Plan which are citizen centric to guide the digital transformation of the KZN Provincial Government, including the OTP into an all-inclusive digital Province where all citizens can benefit from the opportunities offered by technology. This is being done through the close partnerships with all government departments, state owned entities, business and citizens within the Province. As part of the digitization journey, the OTP developed the KZN Innovation & Information Hub (formerly known as Nerve Centre) Optimization Strategy with an accelerated implementation plan. The OTP has successfully implemented the e-Leave, e-Submission, OSS Incident and Case Management Systems and, Premier Hot-line phase 1. The need to implement on-line systems was exacerbated by COVID-19. Subsequently the OTP migrated to the Hybrid Cloud capabilities such as Office 365, Exchange On-line, Teams. The migration allowed for on-line survey capabilities and hybrid meetings and webinars to continue.
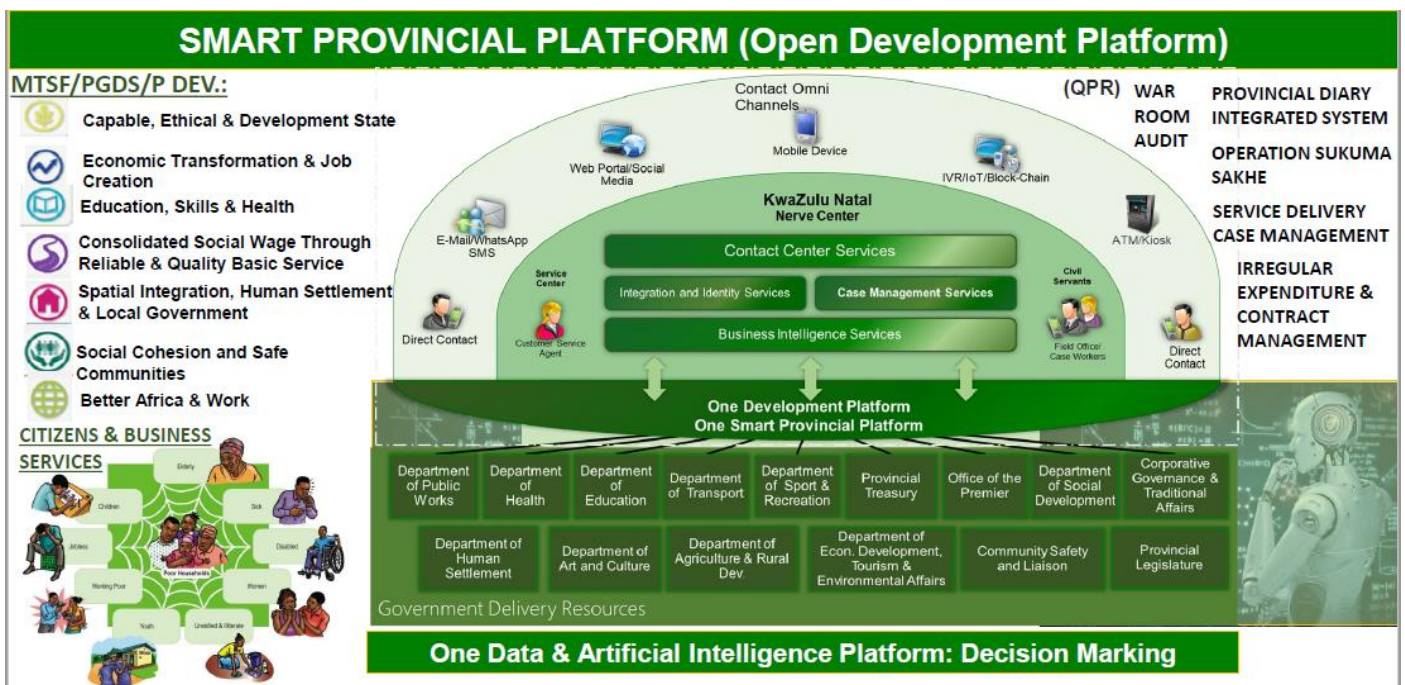
As per the diagram above, the OTP, through the KZN Innovation & Information Hub Strategy Repositioning Phase has evolved to become an Information and Innovation Hub. It will strive to have:
- Modernized Reporting Capabilities;
- Providing New Insights in Service Delivery;

- Customizable Dashboard Reporting;
- Executive overview and drill down to Ward Level Capabilities;
- Integrated Department Insights and Foresight Planning;
- Integration to all Government Ecosystems for Easy of Reporting in all Programs and Activities of Government;
- Real-Time Data availability and reporting;
- Social Media Integration & on-time citizens sentiment analysis.

Innovation & Information Hub Strategy: Provincial Data Mobility

Reposition Phase:
- Modernized Reporting Capabilities
- Providing New Insights in Service Delivery
- Customizable Dashboard Reporting
- Executive overview and drill down to Ward Level Capabilities
- Integrated Department Insights and Foresight Planning
- Integration to all Government Ecosystems for Easy of Reporting in all Programs and Activities of Government
- Real-Time Data availability and reporting
- Social Media Integration & on-time citizens sentiment analysis

(iii) Financial Resources

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

The Office of the Premier anticipates spending 100% of the appropriated budget of R 810 240 million at the financial year end. The table below reflects the appropriation of funds and spending against each Programme. The latest financial report for 2022/23 financial year contained at the end of this summary.

(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 advised that the project plan has been commissioned for the development of the Government Precinct by March 2024 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 2021/22 Audit Outcome was an Unqualified opinion with no findings on non-compliance. There were however findings that will be focused on for improved i.e.:
•   Slow closing of investigations by Forensics Investigations Unit;
•   Records management: Filing controls over fleet management need attention.
• 	Reconciliations and reviews,
• 	Asset management and
• 	Areas of improvement for performance information.

High level Improvement measures will be adopted by the department to include the development of an Audit Improvement plan to adequately address all non-compliance noted by the AGs report.

(ii)   Performance Information

There has been gradual improvement in the achievement of targets for the Office of the Premier since the beginning of the 6th Administration. Although there was a reduction in the achievement of APP targets in 2019/20 (70%) compared to 2018/19 (79%), enabling strategies have been approved and internal controls strengthened and more intense monitoring undertaken, which resulted in 96% of targets achieved in 2020/21 (from 70% achievement of targets in 2019/20), and a final output of 96% is anticipated for 2021/22.

Standard Operating Procedures (SOPs) developed for both internal and external monitoring were maintained in 2021/22. The effectiveness of monitoring controls has resulted in zero audit findings for both internal and external audits for 2020/21. OTP implemented the Operational Plan linked to the APP for 2021/22 to ensure completeness of information and to ensure implementation and accountability for activities undertaken to achieve outputs and outcomes of the Department. Quarterly Performance Review (QPR) action plans will be monitored on a quarterly basis to track implementation of corrective action on areas of under-performance.

The Monitoring function has been expanded to include assessment of departments, entities, Action Working Groups and Executive Council Cluster performance. In addition to tracking the Annual Performance Plans and Operational Plans, priority has been given to monitoring implementation of resolutions, audit outcomes, risk management, and Executive Cluster interventions. Functionality assessments are further undertaken to test completeness, accuracy and validity of reported information.

Finally, to observe progress against high-impact projects in the province, performance monitoring is undertaken against Priority Programmes such as Operation Vula, RASET, Job Creation, Radical Economic Transformation, Infrastructure and COVID-19.

(iii)   Internal Control

There has been significant improvement in the monitoring and oversight by the Director-General which has resulted in some of the material non-compliance findings on procurement and contract management being addressed. The key root cause for repeat findings was a result of slow response

by management in the adequate implementation of compliance related action plans on contract management and expenditure management. The audit improvement plan developed to enhance the key controls within the Department's processes, and these are being implemented without delays to improve the overall control environment and avoid the recurrence of audit findings. The implementation of the audit improvement plan is being monitored on a monthly basis by Responsibility Managers, Branch Heads and Internal Control and is reported to the Director-General and EXCO each quarter. The implemented control measures are verified by Internal Control unit to confirm effective implementation.

(iv) <u>Service Delivery Improvement Plan (SDIP)</u>

The Department of Public Service and Administration (DPSA) via Circular 1 of 2020/21 on Service Delivery Improvement Plans (SDIPs) postponed the development and submission of the 2021-2022 SDIPs to allow for the consultation process with all Offices of the Premiers as well as all national departments. The Office of the Premier is in the process of finalising the key service that will be used for the 2022-2024 SDIP, which is likely to be Human Resource Development in the Province (the KZN Provincial Training Academy) however, this will be informed further by DPME and DPSA processes. In the mean-time, service delivery integrated into the approach to the development of the APP, Operational Plans, as well as the Service Delivery Complaints, Front Line Service Delivery Monitoring, Operation Siyahlola, and Operation Sukuma Sakhe approaches.

(v) <u>The status of the Institution regarding Women and people with Disabilities</u>

Transformation in general and employment equity continues to be a priority for the Department. The representation of women at SMS level is currently at 48% which is below the 50% target. The Department has attained the 2% target for People with Disabilities. In order to improve representation of women at SMS level and further the representation of people with disabilities, the Department has developed remedial and sustainability plans. The Department has an Employment Equity Consultative Forum and an appointed gender focal person who ensures gender mainstreaming. Its strategies and initiatives are guided by the Employment Equity Improvement Plan and include targeted recruitment, selection, and retention programmes; training and development targeting designated groups; mentorship and coaching; Diversity programmes; development and empowerment programmes (bursaries, scholarships and internships); and reasonable accommodation for people with disabilities.

c) 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:

Stakeholder	Purpose of Engagement
National	
The Presidency: DPME	Policy and Research coordination Function and revival of SEIAS.
DPSA	Governance & Administration issues
DPME	Macro & Micro Planning and M&E.
National Department of Women and Youth and Persons with Disability	Mainstreaming of vulnerable Groups.
National School of Governance	Training and Tertiary Institutions Engagements
Infrastructure SA	Catalytic Projects and Infrastructure Development
National and Provincial Departments	Transversal role played by the Department.
National Youth Development Agency	Co-ordinated response to the Youth issues.
Provincial	
Legislature	Oversight, Policy, legislative drafting, M&E and Research matters.
SIU, SARS and HAWKS	Extension of Forensic Capacity and Lifestyle Audits.
Growth Coalition, Social Councils, Private Sector and Tertiary Institutions	Strengthening of strategic management interventions, integration and capacity.
EDTEA and DSD	Economic Policy, Social Councils and Entities.
COGTA	Implementation of the Provincial Spatial Development Framework (PSDF); SPLUMA Forum and AWG G in terms of Spatial Planning. And further for matters related to DDM Planning and Disaster Management
Provincial Treasury	Governance, Internal Audit and Provincial Risk Coordination.
Growth Coalition, Social Councils, Private Sector and Tertiary Institutions	Strengthening strategic management interventions, integration and capacity.
Public Works	Catalytic Projects and Infrastructure coordination.
OSS Structures	Service delivery planning and monitoring and active citizenry.
Social Councils	Evaluation of Social Councils as social partners.
Private Sector	Anti-Fraud Combatting.
Tertiary and Research Institutions (including MKI and CSIR)	Gear resources and collaborate on skills development; ITC and the knowledge economy.
Provincial Planning Commission (PPC)	Strategic management of the Provincial Growth and Development Strategy.

Key Findings from the Analysis of the External and Internal Environment: SWOT Analysis

SWOT ANALYSIS		
	Strengths	**Weaknesses**
Internal Factor	• Continued implementation of the Digitisation Strategy with a focus on building of the Provincial Innovation & Information Hub to enhance planning efforts for the province and build a Smart Province. • Provincial Skills Audit completed for levels 9 – 15 and will be used to improve capability of the State. • Implementation of reviewed organogram for the OTP. • Provincial Planning Commission in place. • Provincial Growth & Development Strategy developed in line with the MTSF 2019. • Planning systems in place for implementation of provincial priorities i.e. Action Work Groups & Cluster System.	• Efficiency of IGR systems support with respect to engagements within the Province and Nationally. • Planning & implementation of the MTSF/PGDS & SEIAS though the Provincial Cluster System is not seamless. • Slow progress of finalisation of Labour Relations cases has the potential of slowing related processes such as consequence management. • The implementation of the Youth Strategy to deal with changing the focus of Youth Empowerment Fund and the youth bursary scheme to address the requirements of the skill set required by the Province. • Effectiveness of the "I Do Right Campaign" to be evaluated. • Co-ordination & integration of Operation Siyahlola, Front Line Service Delivery, Complaints Management & complaints received from Presidential Hotline, issues from Izimbizo and OSS visits, Public Service Week, etc. • Evaluations in OTP not prioritised. • Systems with respect to planning and monitoring of support for Mainstreaming of Vulnerable groups require enhancement. Need to move from managing and attending events to strategic analysis of trends and synthesizing sound interventions improvement.
	Opportunities	**Threats**
External Factors	• IGR to be used for monitoring and repurposing partnerships in implementation of Social Compacts to enhance economic growth. • Improve collaboration between the PPC, OTP & Departments on coordination of government and social partners. • Departments & entities are provided with technical support on planning and M&E, as well as interventions from OTP. • Strengthened analysis with the implementation of the KZN Innovation and Information Hub will support focused interventions for implementation of provincial priorities. • Completion of ROPET exercise will assist to streamline service delivery in the province. • Continued collaboration with oversight institutions e.g. Auditor General, Public Service Commission for improved understanding and processes and knowledge sharing. • Opportunities for new approach to government service delivery presented by the 4IR e.g. Remote working prospects.	• Recent disasters have focused the provincial lens on Disaster Management with respect to Business Continuity Plans and Functionality of Climate Change Council, as well as a clear understanding of the roles and responsibilities of different departments as part of executing a provincial disaster management plan. • Application of consequence management and addressing the unintended consequences of poor consequence management (e.g. overemphasis on compliance matters vs neglect of service delivery and serious matters relating to fraud and corruption) to be considered. • Monitoring of functionality of OSS/DDM & AWGs remains a roadblock to implementation. • The lack of knowledge management leading to limited or un-organised capability for research, data sciences, analytics, modelling and forecasting. • Poor or no implementation plans for Priority Programmes hinders role of M&E with respect to oversight. • Impact of continued cost cutting.

Financial Resources

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

TOTAL	**776 769**			**776 769**	**627 864**	**148 905**	**80,1%**	**810 240**	**754 197**
Appropriation per programme									
	2022/23							**2021/22**	
	Adjusted Appropriation	**Shifting of Funds**	**Virement**	**Final Appropriation**	**Actual Expenditure as at 28th February 2023**	**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**
Programme									
1. ADMINISTRATION	**208 253**			**208 253**	171 969	36 284	82,6%	205 334	187 250
2. INSTITUTIONAL DEVELOPMENT	**343 275**			**343 275**	252 974	90 301	73,7%	420 412	404 610
3. POLICY AND GOVERNANCE	**225 241**			**225 241**	202 921	22 320	90,0%	184 494	162 339
Subtotal	**776 769**			**776 769**	**627 864**	**148 905**	**80,1%**	**810 240**	**754 197**

The Office of the Premier anticipates spending 100% of the appropriated budget of

R 776 769 million at the financial year end. The table reflects the appropriation of funds and spending against each Programme. The latest financial report for 2022/23 financial year is summarised as per above table.

Human Resources:

The Office of the Premier is embarking on a process to reorganise an reprioritise the filling of posts on an ongoing basis. Key areas include:

- Movement of Kings Support to report to the Office of the Director-General due to the high profile needs of his Majesty, as well and intensifying the oversight of the entity;
- Movement of the OSS/DDM unit to report to the Chief Director IGR – due to the strong IGR Focus of the OSS/DDM Model.
- Youth coordination integrated with the units responsible for Vulnerable Groups and Human Rights.

As part of the contribution towards youth empowerment and job creation, the Office of the Premier has also responded to the scarce skills to develop unemployed graduates. This is through a targeted job creation initiative to employ and grow youth on contract. This includes 6 x Performance and Priority Programme Monitors; 4 x Evaluators; 3 x Policy Analysist; 4 x Researchers (Policy and

Planning related); 4 Human Resource Development practitioners 10 x ICT specialists (including business analysts, development engineers and GIS practitioners).

The internship programme will also continue over and above this initiative to further develop, but also provide support in the execution of the Mandate of the Office of the Premier. A total of 33 interns are expected to be employed for a period of 24 month. Areas cover several technical and administrative portfolios, including social science, public management, legal skills, development studies and related fields, security and risk, financial management and accounting and supply chain management, community development, knowledge management and monitoring and evaluation.

The Executive Council has also approved a new terms of reference for the Provincial Planning Commission which included approval for 3 full time resources (level 15 expertise equivalent) to further strengthen the provincial planning, monitoring, policy and research areas.

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.

There has also been a move of the Special Projects unit which oversees the Operation Sukhuma Sakhe (OSS) programme in the province from Prog 3B to Prog 1: Administration under the IGR Chief Directorate under Special Projects.

Sub-Programme: King's Support and Royal Household

There has been a functional move of the Royal Household to Programme 1 from Programme 3B in order to enhance related processes and systems. As the change has not been made in the budget structure, it will still appear under Programme 3B, but functionally reports to Programme 1.

Outcomes, Outputs, Output Indicators and Targets

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance			Estimated Performance 2022/2023	Medium Term Targets		
			2019/20	2020/21	2021/22		2023/2024	2024/25	2025/26
1. Improved governance & accountability	Executive Council decision matrix progress reports	Sub-Programme: Executive Council Support							
		1. Number of Executive Council oversight monitoring progress reports	21	15	19	12	24	24	24
	Provincial Executive Makgotla	2. Number of Provincial Executive Council Makgotla	2	2	2	2	2	2	2
		Sub-Programme: Financial Management							
	Invoices paid within 30 days	3. Percentage of invoices paid within 30 days	93%	80%	98%	90%	90%	90%	90%
	Reduced wasteful and fruitless expenditure	4. Percentage of wasteful and fruitless expenditure	99%	R3332,76 Increase of 6431%	100%	25% from 2021 baseline	20% reduction from 2022 baseline	20% reduction from 2023 baseline	20% reduction from 2024 baseline
	Reduced irregular expenditure	5. Percentage of irregular expenditure	44%	84% reduction	92%	20% from 2021 baseline	20% reduction from 2022 baseline	20% reduction from 2023 baseline	20% reduction from 2024 baseline
	Reports on the departmental implementation of the Preferential Procurement regulations	6. Number of progress reports on the departmental implementation of the Preferential Procurement regulations	New	New	New	New	4	4	4
2. Improved co-ordination, integration and efficiency in government	PCF decision matrix	Sub-Programme: Intergovernmental Relations							
		7. Number of Premier's Coordinating Forum (PCF) with local government	5	7	5	4	4	4	4
	COHOD meeting decision matrices reports	8. Number of Committee of Heads of Department (COHOD) meeting decision matrices implementation reports	13	16	12	12	12	12	12

KZN OTP ANNUAL PERFORMANCE PLAN 2023/24

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance			Estimated Performance 2022/2023	Medium Term Targets		
			2019/20	2020/21	2021/22		2023/2024	2024/25	2025/26
	Reports on OSS revitalisation strategy	9. Number of quarterly reports compiled on the implementation of Operation Sukuma Sakhe (OSS) Revitalisation Strategy	4	4	4	4	4	4	4
3. Inclusive stakeholder engagement & improved partnerships	International Relations and ODA Strategy reports	Sub-Programme: Intergovernmental Relations							
		10. Number of International Relations and Overseas Donor Assistance (ODA) Strategy implementation monitoring reports	Strategy Approved	1	2	2	2	2	2
	Reviewed Twinning Agreements	11. Number of Twinning Agreements reviewed in line with the South African Foreign policy	18	8	6	8	8	8	8
	Reports on Inkululeko Dev Projects	12. Number of progress reports on Inkululeko Development Projects	New	4	4	4	4	4	4

Indicators, Annual and Quarterly Targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
1. Number of Executive Council oversight monitoring progress reports	24	6	6	6	6
2. Number of Provincial Executive Council Makgotla	2	1	0	1	0
3. Percentage of invoices paid within 30 days	90%	90%	90%	90%	90%
4. Percentage of wasteful and fruitless expenditure	20% reduction from 2022 baseline	0	0	0	20% reduction from 2022 baseline
5. Percentage of irregular expenditure	20% reduction from 2022 baseline	0	0	0	20% reduction from 2022 baseline
6. Number of progress reports on the departmental implementation of the Preferential Procurement regulations	4	1	1	1	1
7. Number of Premier's Coordinating Forum (PCF) with local government	4	1	1	1	1
8. Number of Committee of Heads of Department (COHOD) meeting decision matrices implementation reports	12	3	3	3	3
9. Number of quarterly reports compiled on the implementation of Operation Sukuma Sakhe (OSS) Revitalisation Strategy	4	1	1	1	1
10. Number of International Relations and Overseas Donor Assistance (ODA) Strategy implementation monitoring reports	2	0	1	0	1
11. Number of Twinning Agreements reviewed in line with the South African Foreign policy	8	0	0	0	8
12. Number of progress reports on Inkululeko Development Projects	4	1	1	1	1

Programme Resource Considerations

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

R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
	2019/20	2020/21	2021/22	2022/23			2023/24	2024/25	2025/26
1. Premier Support	33 411	24 568	26 456	31 024	30 855	30 855	31 691	33 308	33 172
2. Executive Council Support	14 772	11 484	11 574	9 325	11 870	11 870	10 840	11 372	10 430
3. Director-General Support	17 116	18 037	22 723	21 815	22 219	22 219	22 299	23 477	23 831
4. Financial Management	86 112	40 995	104 964	109 772	115 450	113 594	111 763	117 871	122 314
5. Intergovernmental Relations	52 264	25 619	35 477	21 490	27 859	29 715	36 174	38 104	38 619
Total	**203 675**	**120 703**	**201 194**	**193 426**	**208 253**	**208 253**	**212 767**	**224 132**	**228 366**

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

R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
	2019/20	2020/21	2021/22	2022/23			2023/24	2024/25	2025/26
Current payments	**194 203**	**112 167**	**168 893**	**177 728**	**185 025**	**185 025**	**194 635**	**205 184**	**208 570**
Compensation of employees	93 037	83 733	97 833	92 729	95 356	95 356	101 895	106 481	105 024
Goods and services	101 166	28 434	71 060	84 999	89 669	89 669	92 740	98 703	103 546
Interest and rent on land	-	-	-	-	-	-	-	-	-
Transfers and subsidies to:	**4 490**	**1 672**	**1 896**	**1 529**	**2 659**	**2 659**	**1 597**	**1 669**	**1 744**
Provinces and municipalities	103	148	212	73	73	73	76	79	83
Departmental agencies and accounts	-	-	-	-	-	-	-	-	-
Higher education institutions	-	-	-	-	-	-	-	-	-
Foreign governments and international organisations	-	-	-	-	-	-	-	-	-
Public corporations and private enterprises	-	-	-	-	-	-	-	-	-
Non-profit institutions	-	-	-	-	-	-	-	-	-
Households	4 387	1 524	1 684	1 456	2 586	2 586	1 521	1 590	1 661
Payments for capital assets	**4 982**	**6 857**	**30 405**	**14 169**	**20 569**	**20 569**	**16 535**	**17 279**	**18 052**
Buildings and other fixed structures	1 378	5 365	17 847	1 877	5 877	5 877	1 960	2 048	2 140
Machinery and equipment	3 604	1 492	12 558	12 292	14 692	14 692	14 575	15 231	15 912
Heritage assets	-	-	-	-	-	-	-	-	-
Specialised military assets	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-
Land and sub-soil assets	-	-	-	-	-	-	-	-	-
Software and other intangible assets	-	-	-	-	-	-	-	-	-
Payments for financial assets	**-**	**7**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total	**203 675**	**120 703**	**201 194**	**193 426**	**208 253**	**208 253**	**212 767**	**224 132**	**228 366**

Explanation of Planned Performance

The programme supports strategic outcome 1 Improved governance & accountability which are issues linked to good governance principles.

It is also supported by outcome 2 Improved co-ordination, integration and efficiency in government which focuses on intergovernmental relationships and the fostering of communication between stakeholders.

This area is further enhanced by linking to outcome 3 Inclusive stakeholder engagement & improved partnerships which correlates to outcome 2. This is where the issues of the international relations & twinning agreements are housed.

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, Output Indicators and Targets

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance			Estimated Performance 2022/23	Medium Term Targets		
			2019/20	2020/21	2021/22		2023/2024	2024/25	2025/26
1. Improved governance & accountability	Labour Relations Case Management System *(Note this Output also links to the Outcome Ethical Professional & ethical provincial administration)*	Sub-Programme: Strategic Human Resource Management							
		13. Number of Provincial Labour Relations Case Management Systems developed	New	New	New	New	1	0	0
2. Improved co-ordination, integration and efficiency in government	Operations management productivity assessments *(Note this Output also links to the Outcome Ethical Professional & ethical provincial administration)*	Sub-Programme: Strategic Human Resource Management							
		14. Number of Operations Management implementation assessments	New	3	4	4	52	52	52
	Occupational Health and Safety assessments	15. Number of Occupational Health and Safety assessments	New	3	4	4	52	52	52
	HR Turnaround Strategy implementation assessments	16. Number of Human Resource (HR) Turnaround Strategy implementation assessments	New	Strategy Approved	4	4	52	52	52
		Sub-Programme: Information Communication Technology (ICT)							
	Systems developed for KZN Information and Innovation Hub	17. Number of Systems developed for the KZN Innovation and Information Hub	New	New	New	New	3	2	1
	Broadband implementation reports	18. Number of reports on the implementation of broadband in the province	New	New	New	New	1	1	1

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance			Estimated Performance	Medium Term Targets		
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
3. Inclusive stakeholder engagement & improved partnerships	Reports on implementation of the Provincial Communication Strategy	Sub-Programme: Communication Services							
		19. Number of monitoring reports on implementation of the Provincial Communication Strategy	0	3	4	4	4	4	4
	Reports on provincial communication campaigns supported	20. Number of reports on provincial communication campaigns supported	0	4	4	4	4	4	4
4. Professional & ethical provincial administration		Sub-Programme: Provincial Public Service Training Academy							
	Public Service Development: Training sessions held	21. Number of training sessions held	88	100	148	100	160	200	200
	Established partnerships with institutions of higher learning	22. Number of structured partnerships established with technical, vocational education and training (TVET) colleges	1	3	2	2	3	2	2
	Public Service Development: Reviewed Training Sessions (content)	23. Number of training programmes reviewed	New	New	New	New	8	8	10
	Province- Wide Human Resource Development Strategy	24. Approved Province- Wide Human Resource Development Strategy	New	New	New	New	1	0	0

Indicators, Annual and Quarterly Targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
13. Number of Provincial Labour Relations Case Management Systems developed	1	0	0	0	1
14. Number of Operational Management implementation assessments	52	13	13	13	13
15. Number of Occupational Health and Safety assessments	52	13	13	13	13
16. Number of Human Resource (HR) Turnaround Strategy implementation assessments	52	13	13	13	13
17. Number of Systems developed for the KZN Innovation and Information Hub	3	0	0	3	0
18. Number of reports on the implementation of broadband in the province	1	0	0	0	1
19. Number of monitoring reports on implementation of the Provincial Communication Strategy	4	1	1	1	1
20. Number of reports on provincial communication campaigns supported	4	1	1	1	1
21. Number of training sessions held	160	35	45	45	35
22. Number of structured partnerships established with technical, vocational education and training (TVET) colleges	3	0	1	1	1
23. Number of training programmes reviewed	8	2	2	2	2
24. Approved Province- Wide Human Resource Development Strategy	1	0	0	0	1

Programme Resource Considerations

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

R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
	2019/20	2020/21	2021/22	2022/23			2023/24	2024/25	2025/26
1. Strategic Human Resources	72 415	71 564	76 108	103 873	81 430	81 430	83 569	86 667	88 981
2. Information Communication Technology (ICT)	29 256	114 988	123 065	88 097	81 928	90 639	83 676	86 032	99 790
3. Legal Services	12 209	11 936	12 847	12 371	14 194	14 194	12 997	13 608	14 020
4. Communication Services	51 551	51 380	51 533	73 053	66 805	66 805	69 921	71 385	81 419
5. Special Programmes	10 264	10 730	12 928	85 926	59 352	68 052	16 140	16 870	12 881
6. Forensic Investigations & Integrity Management	40 273	32 227	30 333	35 170	39 566	22 155	44 414	46 597	45 759
Total	**215 968**	**292 825**	**306 814**	**398 490**	**343 275**	**343 275**	**310 717**	**321 159**	**342 850**

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

R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
	2019/20	2020/21	2021/22	2022/23			2023/24	2024/25	2025/26
Current payments	**215 298**	**273 426**	**287 733**	**363 545**	**309 098**	**309 098**	**301 937**	**311 984**	**333 264**
Compensation of employees	116 836	130 429	125 982	175 580	142 098	142 098	153 180	161 654	165 240
Goods and services	98 462	142 997	161 751	187 965	167 000	167 000	148 757	150 330	168 024
Interest and rent on land	-	-	-	-	-	-	-	-	-
Transfers and subsidies to:	**293**	**1 003**	**3 374**	**26 464**	**26 596**	**26 596**	**68**	**71**	**74**
Provinces and municipalities	-	-	-	-	-	-	-	-	-
Departmental agencies and accounts	-	-	-	-	-	-	-	-	-
Higher education institutions	-	-	-	-	-	-	-	-	-
Foreign governments and international organisations	-	-	-	-	-	-	-	-	-
Public corporations and private enterprises	-	-	-	-	-	-	-	-	-
Non-profit institutions	-	-	-	-	-	-	-	-	-
Households	293	1 003	3 374	26 464	26 596	26 596	68	71	74
Payments for capital assets	**377**	**18 352**	**15 707**	**8 481**	**7 581**	**7 581**	**8 712**	**9 104**	**9 512**
Buildings and other fixed structures	-	-	-	-	-	-	-	-	-
Machinery and equipment	377	18 352	15 707	8 481	7 581	7 581	8 712	9 104	9 512
Heritage assets	-	-	-	-	-	-	-	-	-
Specialised military assets	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-
Land and sub-soil assets	-	-	-	-	-	-	-	-	-
Software and other intangible assets	-	-	-	-	-	-	-	-	-
Payments for financial assets	**-**	**44**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total	**215 968**	**292 825**	**306 814**	**398 490**	**343 275**	**343 275**	**310 717**	**321 159**	**342 850**

Explanation of Planned Performance

The programme contains a linkage to strategic outcome 1 Improved governance & accountability where it outlines its labour relations interventions.

It mainly supports outcome 2 Improved co-ordination, integration and efficiency in government which focuses on the implementation of the digital transformation strategy and the enhancement of the KZN Innovation and Information Hub. The interventions under this outcome in this programme also outline the external role played by the SHRM in the province.

This area also links to outcome 3 Inclusive stakeholder engagement & improved partnerships related to the Communications in the province and in the OTP.

The programme also links to outcome 4 Professional & ethical provincial administration in terms of the building the capacity & capability of the province through the Provincial Public Service Training Academy.

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, & Security Services & Protocol). To be noted that Democracy Support Services & Youth Chief Directorate has moved to Programme 3B as part of the re-organisation process.

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. 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 Security Services & Protocol Chief Directorate. The Democracy Support unit & Youth Chief Directorate have moved with respect to the budget structure in alignment to the organisation structure to Programme 3B (Stakeholder Coordination).

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, Output Indicators and Targets

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance			Estimated Performance 2022/23	Medium Term Targets		
			2019/20	2020/21	2021/22		2023/24	2024/25	2025/26
1. Improved governance & accountability	Reports on Provincial Legislative compliance	Sub Programme: Legal Services							
		25. Number of quarterly reports on Provincial Legislative programme	4	4	4	4	4	4	4
	Report on Provincial Forensic Investigations	26. Number of reports on the status of provincial investigations	New	3	4	4	4	4	4
	Security awareness workshops	Sub-Programme: Special Programmes (Security Services and Protocol)							
		27. Number of security awareness workshops	Draft Concept	1 Framework Developed	1 Provincial Co-ordination Framework (policy) approved	2	2	2	2
	MPSS reports	28. 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 reports	29. Number of intervention reports on the resolution of service delivery complaints	1	4	4	4	4	4	4
	SDIP reports	30. Number of Service Delivery Improvement Plans (SDIP) implementation monitoring reports.	2	2	1	2	2	2	2
	Siyahlola Reports	31. Number of Siyahlola reports	New	4	4	4	4	4	4
	Premier's Izimbizo	32. Number of Premier's Izimbizo	New	New	New	New	8	8	8
	Ombudsperson Coordination reports	33. Number of OTP Ombudsperson reports	4	2	4	2	2	2	2
4. Professional & ethical provincial administration	Sub-Programme: Special Programmes (Integrity)								
	I Do Right Campaign	34. Number of Campaigns on the "I Do Right Even When Nobody is Watching" programme	1	3	4	4	22	20	20
	Reports on KZN cases from Anti-Corruption Hotline	35. Number of quarterly progress reports (National Anti-Corruption Hotline KZN cases)	4	4	4	4	4	4	4

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance			Estimated Performance	Medium Term Targets		
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
	Fraud & ethics awareness workshops	36. Number of awareness workshops on fraud and ethics	2	11	14	14	14	14	14
	Lifestyle audits reports	37. Number of progress reports on implementation of Lifestyle Audits as per DPSA guidelines	New	3	2	2	2	2	2
	Batho Pele compliance reports	38. Number of reports on the level of Batho Pele compliance	2	3	2	2	2	2	2

Indicators, Annual and Quarterly Targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
25. Number of quarterly reports on Provincial Legislative programme	4	1	1	1	1
26. Number of reports on the status of provincial investigations	4	1	1	1	1
27. Number of security awareness sessions	2	1	0	1	0
28. Number of quarterly Minimum Physical Security Standards (MPSS) monitoring coordination reports	4	1	1	1	1
29. Number of intervention reports on the resolution of service delivery complaints	4	1	1	1	1
30. Number of Service Delivery Improvement Plans (SDIP) implementation monitoring reports	2	0	1	0	1
31. Number of Siyahlola reports	4	1	1	1	1
32. Number of Premier's Izimbizo	8	2	2	2	2
33. Number of OTP Ombudsperson reports	2	0	1	0	1
34. Number of Campaigns on the "I Do Right Even When Nobody is Watching" programme	22	6	6	4	6
35. Number of quarterly progress reports (National Anti-Corruption Hotline KZN cases)	4	1	1	1	1
36. Number of awareness workshops on fraud and ethics	14	4	4	3	3
37. Number of progress reports on implementation of Lifestyle Audits as per DPSA guidelines	2	0	1	0	1
38. Number of reports on level of compliance with Batho Pele principles	2	0	1	0	1

Programme Resource Considerations

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

R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
	2019/20	2020/21	2021/22	2022/23			2023/24	2024/25	2025/26
1. Strategic Human Resources	72 415	71 564	76 108	103 873	81 430	81 430	83 569	86 667	88 981
2. Information Communication Technology (ICT)	29 256	114 988	123 065	88 097	81 928	90 639	83 676	86 032	99 790
3. Legal Services	12 209	11 936	12 847	12 371	14 194	14 194	12 997	13 608	14 020
4. Communication Services	51 551	51 380	51 533	73 053	66 805	66 805	69 921	71 385	81 419
5. Special Programmes	10 264	10 730	12 928	85 926	59 352	68 052	16 140	16 870	12 881
6. Forensic Investigations & Integrity Management	40 273	32 227	30 333	35 170	39 566	22 155	44 414	46 597	45 759
Total	**215 968**	**292 825**	**306 814**	**398 490**	**343 275**	**343 275**	**310 717**	**321 159**	**342 850**

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

R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
	2019/20	2020/21	2021/22	2022/23			2023/24	2024/25	2025/26
Current payments	**215 298**	**273 426**	**287 733**	**363 545**	**309 098**	**309 098**	**301 937**	**311 984**	**333 264**
Compensation of employees	116 836	130 429	125 982	175 580	142 098	142 098	153 180	161 654	165 240
Goods and services	98 462	142 997	161 751	187 965	167 000	167 000	148 757	150 330	168 024
Interest and rent on land	-	-	-	-	-	-	-	-	-
Transfers and subsidies to:	**293**	**1 003**	**3 374**	**26 464**	**26 596**	**26 596**	**68**	**71**	**74**
Provinces and municipalities	-	-	-	-	-	-	-	-	-
Departmental agencies and accounts	-	-	-	-	-	-	-	-	-
Higher education institutions	-	-	-	-	-	-	-	-	-
Foreign governments and international organisations	-	-	-	-	-	-	-	-	-
Public corporations and private enterprises	-	-	-	-	-	-	-	-	-
Non-profit institutions	-	-	-	-	-	-	-	-	-
Households	293	1 003	3 374	26 464	26 596	26 596	68	71	74
Payments for capital assets	**377**	**18 352**	**15 707**	**8 481**	**7 581**	**7 581**	**8 712**	**9 104**	**9 512**
Buildings and other fixed structures	-	-	-	-	-	-	-	-	-
Machinery and equipment	377	18 352	15 707	8 481	7 581	7 581	8 712	9 104	9 512
Heritage assets	-	-	-	-	-	-	-	-	-
Specialised military assets	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-
Land and sub-soil assets	-	-	-	-	-	-	-	-	-
Software and other intangible assets	-	-	-	-	-	-	-	-	-
Payments for financial assets	**-**	**44**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total	**215 968**	**292 825**	**306 814**	**398 490**	**343 275**	**343 275**	**310 717**	**321 159**	**342 850**

Explanation of Planned Performance

The programme is linked to strategic outcome 1 Improved governance & accountability with respect to Legal Services, the co-ordination of Security Services for the Province as well as Forensic Investigations into allegations of fraud & corruption.

Outcome 2 Improved co-ordination, integration and efficiency in government is supported through the complaints managements system in the department for the province and includes the Siyahlola programme, Premier's Hotline as well as the Premiers Izimbizos. (These actions also link to outcome 3 Inclusive stakeholder engagement & improved partnerships).

The programme also links to outcome 4 Professional & ethical provincial administration and contains interventions which address the issues the prevention of fraud & corruption, promotion of ethical behaviour, monitoring of compliance of Batho Pele in the province as well as the implementation of the Lifestyle Audits.

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 KZN Innovation & Information Hub. The KZN Innovation & Information Hub & indicators will be linked to Programme 2a: Information Technology Chief Directorate as part of the re-organisation process.

Outcomes, Outputs, Output Indicators and Targets

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance			Estimated Performance 2022/2023	Medium Term Targets		
			2019/20	2020/21	2021/22		2023/24	2024/25	2025/26
1. Improved governance and accountability	Performance Reports of Departments	Sub-Programme: Provincial Policy Management – Monitoring and Evaluation							
		39. Number of performance assessments of Departments	New	4	2	2	26	26	26
	Priority Programmes Monitoring reports	40. Number of Provincial Priority Programmes assessments	New	4	2	2	12	12	12
2. Improved co-ordination, integration and efficiency in government	Co-ordination of Provincial Evaluation	Sub-Programme: Provincial Policy Management – Monitoring and Evaluation							
		41. Number of reports on the Provincial Evaluation plan	2	2	2	2	2	2	2
	OTP key priorities evaluated	42. Number of Office of the Premier (OTP) key priority interventions evaluated	0	0	0	0	2	2	2
	Integrated MTSF report	43. Number of Medium Term Strategic Framework (MTSF) implementation assessments	1	2	1	1	2	2	2
	AWG Functionality	44. Number of Action Work Group (AWG) functionality assessments	2	2	2	2	28	28	28
	M&E systems optimised	Sub-Programme: Provincial Policy Management – Monitoring and Evaluation							
		45. Number of Integrated Monitoring and Evaluation (M&E) system focus areas analysed for optimisation	New	New	New	New	6	0	0
	SEIAS Specific Assessment reports	Sub-Programme: Provincial Policy Management – Strategic Planning, Policy and Research Co-ordination							
		46. Number of Socio- Economic Impact Assessment (SEIAS) implementation monitoring assessments	2	2	1	1	2	1	1
	Updated Research Inventory	47. Number of research inventory status assessments	2	2	2	2	2	2	2
	Integrated Planning System: Consolidated planning alignment report	48. Number of provincial departmental planning alignment assessments	1	1	1	1	13	13	13
	Integrated Planning System: Reports on business plan of Prov Planning Commission	49. Number of reports on the implementation of the Provincial Planning Commission business plan	3	4	1	1	1	1	1

Indicators, Annual and Quarterly Targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
39. Number of performance assessments of Departments	26	0	13	0	13
40. Number of Provincial Priority Programmes assessments	12	6	0	6	0
41. Number of reports on the Provincial Evaluation plan	2	0	1	0	1
42. Number of Office of the Premier (OTP) key priority interventions evaluated	2	0	1	0	1
43. Number of Medium Term Strategic Framework (MTSF) implementation assessments	2	1	0	1	0
44. Number of Action Work Group (AWG) functionality assessments	28	0	14	0	14
45. Number of Integrated Monitoring and Evaluation (M&E) system focus areas analysed for optimisation	6	2	1	2	1
46. Number of Socio-Economic Impact Assessment (SEIAS) implementation monitoring assessments	2	1	0	1	0
47. Number of research inventory status assessments	2	0	1	0	1
48. Number of provincial departmental strategic planning alignment assessments	13	0	0	0	13
49. Number of reports on the implementation of the Provincial Planning Commission business plan	1	1	0	0	0

Programme Resource Considerations

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

R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
	2019/20	2020/21	2021/22		2022/23		2023/24	2024/25	2025/26
1. Provincial Policy Management	48 073	35 517	24 515	36 974	41 006	38 310	50 149	59 816	54 399
2. Premier's Priority Programmes	161 823	64 733	135 247	71 345	91 638	91 695	218 859	125 125	135 727
3. Royal Household	75 431	73 420	86 427	67 316	92 597	95 236	79 565	83 420	85 682
Total	**285 327**	**173 670**	**246 189**	**175 635**	**225 241**	**225 241**	**348 573**	**268 361**	**275 808**

Table 1.18 : Summary of payments and estimates by economic classification: Programme 3: Policy and Governance

R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
	2019/20	2020/21	2021/22		2022/23		2023/24	2024/25	2025/26
Current payments	**236 663**	**118 751**	**130 303**	**148 919**	**195 982**	**195 982**	**195 029**	**212 408**	**217 349**
Compensation of employees	102 800	98 108	97 612	84 133	101 731	101 731	124 508	137 376	138 055
Goods and services	133 863	20 643	32 691	64 786	94 251	94 251	70 521	75 032	79 294
Interest and rent on land	-	-	-	-	-	-	-	-	-
Transfers and subsidies to:	**47 949**	**49 996**	**115 836**	**24 888**	**27 431**	**27 431**	**153 544**	**55 953**	**58 459**
Provinces and municipalities	9	-	-	-	-	-	-	-	-
Departmental agencies and accounts	22 586	30 654	46 163	24 888	24 888	24 888	25 983	27 152	28 368
Higher education institutions	-	-	-	-	-	-	-	-	-
Foreign governments and international organisations	-	-	-	-	-	-	-	-	-
Public corporations and private enterprises	-	-	-	-	-	-	-	-	-
Non-profit institutions	-	-	50 000	-	-	-	100 000	-	-
Households	25 354	19 342	19 673	-	2 543	2 543	27 561	28 801	30 091
Payments for capital assets	**506**	**417**	**50**	**1 828**	**1 828**	**1 828**	**-**	**-**	**-**
Buildings and other fixed structures	-	-	-	-	-	-	-	-	-
Machinery and equipment	506	417	50	1 828	1 828	1 828	-	-	-
Heritage assets	-	-	-	-	-	-	-	-	-
Specialised military assets	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-
Land and sub-soil assets	-	-	-	-	-	-	-	-	-
Software and other intangible assets	-	-	-	-	-	-	-	-	-
Payments for financial assets	**209**	**4 506**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total	**285 327**	**173 670**	**246 189**	**175 635**	**225 241**	**225 241**	**348 573**	**268 361**	**275 808**

Explanation of Planned Performance

The programme is related to strategic outcome 1 Improved governance & accountability with respect to monitoring & reporting on performance on departments as well as progress made on the implementation of provincial priority programmes by departments and entities.

It mainly supports outcome 2 Improved co-ordination, integration and efficiency in government which focuses on the alignment of departments and entities plans to the PGDS and the monitoring and reporting on the implementation of the PGDS through Action Work Groups (AWGs) in the province, as well as the functionality of the Provincial Planning Commission. It oversees the co-ordination of provincial & OTP evaluations. The interventions of research and policy specifically implementation of SEIAS are also contained under this programme.

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-programmes Democracy Support & the Youth Chief Directorate from Programme 2B has been moved to this Sub-programme on the budget structure in alignment to the organisational structure.
The purpose of the Democracy Support Services unit is to ensure that government translates its constitutional, political and global commitments into measurable and meaningful programmes.

The 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.

This movement allows for enhanced co-ordination of vulnerable groups in the Province.

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). It is to be noted that this Sub-Programme has moved from Programme 3B to Programme 1 with respect to functionality and reports accordingly, but the change has not been effected as yet on the budget structure.

Outcomes, Outputs, Output Indicators and Targets

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance			Estimated Performance	Medium Term Targets		
			2019/20	2020/21	2021/22	2022/2023	2023/24	2024/25	2025/26
1. Improved governance & accountability	Sub-Programme 3: King's Support and Royal Household								
	Entity Oversight: Reports on support Plan to the Zulu Monarch	50. Number of reports compiled on the implementation of the KZN Government Service Support Plan to the Zulu Monarch	New	Support plan developed	4	4	4	4	4
	Entity Oversight: KZN Zulu Royal House Trust Annual Performance Plan Assessment report	51. Number of monitoring reports compiled on the performance of the KZN Zulu Royal House Trust	4	4	4	4	4	4	4
2. Improved co-ordination, integration and efficiency in government	Sub-Programme 2: Premier's Priority Programmes								
	Implementation reports on Poverty Eradication Plan	52. Number of Progress Reports on the implementation of poverty eradication interventions in all districts	4	4	4	4	4	4	4
	Reports on interventions for Senior Citizens	53. Number of progress reports compiled on the interventions coordinated for Senior Citizens	New	New	4	4	4	4	4
	Reports on interventions for People with Disabilities	54. Number of progress reports compiled on the interventions coordinated for People with Disabilities	New	New	4	4	4	4	4
	Progress reports on implementation of GBVF plan	55. Number of monitoring reports on the implementation of the Provincial Gender Based Violence and Femicide Strategic Implementation Plan	Plan Developed	4	4	4	4	4	4

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance			Estimated Performance 2022/2023	Medium Term Targets		
			2019/20	2020/21	2021/22		2023/24	2024/25	2025/26
2. Improved co-ordination, integration and efficiency in government	Reports on interventions for Women & Gender	56. Number of progress reports compiled on the interventions coordinated for Women and Gender	New	New	4	4	4	4	4
	Human Rights reports	57. Number of consolidated human rights monitoring reports	4	4	4	4	4	4	4
2. Improved co-ordination, integration and efficiency in government	Sub-Programme: Special Programmes (Youth) *(Note this output also links to the Outcome Inclusive stakeholder engagement & improved partnerships)*								
	Reports on Integrated Provincial Youth Development plan	58. Number of coordination reports on the implementation of the KwaZulu-Natal Integrated Provincial Youth Development plan	0	4	4	4	4	4	4
	Functional District Youth Councils	59. Number of coordination reports on the functionality of District Youth Councils	New	New	New	New	4	4	4
	Youth Empowerment fund report	60. Number of progress reports on the roll out of KwaZulu-Natal Youth Empowerment Fund Programme	1	4	4	4	4	4	4

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance			Estimated Performance 2022/2023	Medium Term Targets		
			2019/20	2020/21	2021/22		2023/24	2024/25	2025/26
3. Inclusive stakeholder engagement & improved partnerships	Co-ordination reports on HIV & AIDS, STIs & TB	61. Number of multi-sectorial intervention coordination reports on HIV and AIDS, STIs and TB	4	4	4	4	4	4	4
	Reports on progress with Social Compacts	62. Number of consolidated reports compiled on the implementation of KZN Stakeholders Social Compacts	New	New	4	4	4	4	4
	Rapid Response interventions coordination reports'	63. Number of Rapid Response interventions coordination reports	2	4	4	4	4	4	4
	Reports on interventions for Military Veterans	64. Number of progress reports compiled on the interventions coordinated for Military Veterans	4	4	4	4	4	4	4
	Reports on interventions farm workers and farm dwellers	65. Number of progress reports compiled on the interventions coordinated for farm dwellers and farm workers	2	4	4	4	4	4	4
	Reports on MRM & Social Cohesion	66. Number of MRM and Social Cohesion coordination reports	4	4	4	4	4	4	4

Indicators, Annual and Quarterly Targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
50. Number of reports compiled on the implementation of the KZN Government Service Support Plan to the Zulu Monarch	4	1	1	1	1
51. Number of monitoring reports compiled on the performance of the KZN Zulu Royal House Trust	4	1	1	1	1
52. Number of Progress Reports on the implementation of poverty eradication interventions in all districts	4	1	1	1	1
53. Number of progress reports compiled on the interventions coordinated for Senior Citizens	4	1	1	1	1
54. Number of progress reports compiled on the interventions coordinated for People with Disabilities	4	1	1	1	1
55. Number of monitoring reports on the implementation of the Provincial Gender Based Violence and Femicide Strategic Implementation Plan	4	1	1	1	1
56. Number of progress reports compiled on the interventions coordinated for Women and Gender	4	1	1	1	1
57. Number of consolidated human rights monitoring reports	4	1	1	1	1
58. Number of coordination reports on the implementation of the KwaZulu-Natal Integrated Provincial Youth Development plan	4	1	1	1	1
59. Number of coordination reports on the functionality of District Youth Councils	4	1	1	1	1
60. Number of progress reports on the roll out of KwaZulu-Natal Youth Empowerment Fund Programme	4	1	1	1	1
61. Number of multi-sectorial intervention coordination reports on HIV and AIDS, STIs and TB	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 Reports	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 1.17 : Summary of payments and estimates by sub-programme : Policy and Governance

R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
	2019/20	2020/21	2021/22	2022/23			2023/24	2024/25	2025/26
1. Provincial Policy Management	48 073	35 517	24 515	36 974	41 006	38 310	50 149	59 816	54 399
2. Premier's Priority Programmes	161 823	64 733	135 247	71 345	91 638	91 695	218 859	125 125	135 727
3. Royal Household	75 431	73 420	86 427	67 316	92 597	95 236	79 565	83 420	85 682
Total	**285 327**	**173 670**	**246 189**	**175 635**	**225 241**	**225 241**	**348 573**	**268 361**	**275 808**

Table 1.18 : Summary of payments and estimates by economic classification: Programme 3: Policy and Governance

R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
	2019/20	2020/21	2021/22	2022/23			2023/24	2024/25	2025/26
Current payments	**236 663**	**118 751**	**130 303**	**148 919**	**195 982**	**195 982**	**195 029**	**212 408**	**217 349**
Compensation of employees	102 800	98 108	97 612	84 133	101 731	101 731	124 508	137 376	138 055
Goods and services	133 863	20 643	32 691	64 786	94 251	94 251	70 521	75 032	79 294
Interest and rent on land	-	-	-	-	-	-	-	-	-
Transfers and subsidies to:	**47 949**	**49 996**	**115 836**	**24 888**	**27 431**	**27 431**	**153 544**	**55 953**	**58 459**
Provinces and municipalities	9	-	-	-	-	-	-	-	-
Departmental agencies and accounts	22 586	30 654	46 163	24 888	24 888	24 888	25 983	27 152	28 368
Higher education institutions	-	-	-	-	-	-	-	-	-
Foreign governments and international organisations	-	-	-	-	-	-	-	-	-
Public corporations and private enterprises	-	-	-	-	-	-	-	-	-
Non-profit institutions	-	-	50 000	-	-	-	100 000	-	-
Households	25 354	19 342	19 673	-	2 543	2 543	27 561	28 801	30 091
Payments for capital assets	**506**	**417**	**50**	**1 828**	**1 828**	**1 828**	**-**	**-**	**-**
Buildings and other fixed structures	-	-	-	-	-	-	-	-	-
Machinery and equipment	506	417	50	1 828	1 828	1 828	-	-	-
Heritage assets	-	-	-	-	-	-	-	-	-
Specialised military assets	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-
Land and sub-soil assets	-	-	-	-	-	-	-	-	-
Software and other intangible assets	-	-	-	-	-	-	-	-	-
Payments for financial assets	**209**	**4 506**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total	**285 327**	**173 670**	**246 189**	**175 635**	**225 241**	**225 241**	**348 573**	**268 361**	**275 808**

Explanation of Planned Performance

Strategic outcome 1 Improved governance & accountability is supported in this programme by the oversight of the entity of the OTP, the KZN Zulu Royal House Trust.

The nature of this programme which is Stakeholder Management corroborates it linkages to mainly outcomes 2 Improved co-ordination, integration and efficiency in government & 3 Inclusive stakeholder engagement & improved partnerships, both of which are interrelated.

Outcome 2 Improved co-ordination, integration and efficiency in government interventions is supported by the co-ordination of the services to the vulnerable groups in KZN i.e. Youth, Women, Senior Citizens, Persons with Disabilities. It also has specific programmes, i.e. GBVF, PEMP & Human Rights which are driven under this outcome.

The programme also supports outcome 3 Inclusive stakeholder engagement & improved partnerships on issues of social compacts, dealing with interventions for Farm Workers and Farm Dwellers & Military Veterans as well as moral regeneration and social cohesion issues. The outcome is further supported by the co-ordination role played for HIV/AIDS.

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 Revised Planning Framework for Planning 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 and the July 2020 unrest. 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, COVID-19 & civil unrest impacts on service delivery such that the department has to consider the critical posts and delivery priorities.

The budget and MTEF projections are as follows:

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

	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
R thousand	2019/20	2020/21	2021/22		2022/23		2023/24	2024/25	2025/26
1. Administration	203 675	120 703	201 194	193 426	208 253	208 253	212 767	224 132	228 366
2. Institutional Development	215 968	292 825	306 814	398 490	343 275	343 275	310 717	321 159	342 850
3. Policy and Governance	285 327	173 670	246 189	175 635	225 241	225 241	348 573	268 361	275 808
Total	**704 970**	**587 198**	**754 197**	**767 551**	**776 769**	**776 769**	**872 057**	**813 652**	**847 024**

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

	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
R thousand	2019/20	2020/21	2021/22		2022/23		2023/24	2024/25	2025/26
Current payments	**646 164**	**504 344**	**586 929**	**690 192**	**690 105**	**690 105**	**691 601**	**729 576**	**759 183**
Compensation of employees	312 673	312 270	321 427	352 442	339 185	339 185	379 583	405 511	408 319
Goods and services	333 491	192 074	265 502	337 750	350 920	350 920	312 018	324 065	350 864
Interest and rent on land	-	-	-	-	-	-	-	-	-
Transfers and subsidies to:	**52 732**	**52 671**	**121 106**	**52 881**	**56 686**	**56 686**	**155 209**	**57 693**	**60 277**
Provinces and municipalities	112	148	212	73	73	73	76	79	83
Departmental agencies and accounts	22 586	30 654	46 163	24 888	24 888	24 888	25 983	27 152	28 368
Higher education institutions	-	-	-	-	-	-	-	-	-
Foreign governments and international organisations	-	-	-	-	-	-	-	-	-
Public corporations and private enterprises	-	-	-	-	-	-	-	-	-
Non-profit institutions	-	-	50 000	-	-	-	100 000	-	-
Households	30 034	21 869	24 731	27 920	31 725	31 725	29 150	30 462	31 826
Payments for capital assets	**5 865**	**25 626**	**46 162**	**24 478**	**29 978**	**29 978**	**25 247**	**26 383**	**27 564**
Buildings and other fixed structures	1 378	5 365	17 847	1 877	5 877	5 877	1 960	2 048	2 140
Machinery and equipment	4 487	20 261	28 315	22 601	24 101	24 101	23 287	24 335	25 424
Heritage assets	-	-	-	-	-	-	-	-	-
Specialised military assets	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-
Land and sub-soil assets	-	-	-	-	-	-	-	-	-
Software and other intangible assets	-	-	-	-	-	-	-	-	-
Payments for financial assets	**209**	**4 557**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total	**704 970**	**587 198**	**754 197**	**767 551**	**776 769**	**776 769**	**872 057**	**813 652**	**847 024**

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 50.00% representation of women at SMS level. Furthermore, although the department has reached the acceptable target of 2% representation of PWDs, there are plans to improve the current situation.

CURRENT BUDGET STRUCTURE		
Programme 1: Administration		
BRANCH: ADMINISTRATION	SP: PREMIER SUPPORT	Office of The Chief of Staff
	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
	SP: INTERGOVERNMENTAL RELATIONS:	Intergovernmental Relations
		Special Projects
Programme 2: Institutional Development		
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
		Provincial Public Service Training Academy
		Security Services and Protocol
	SP: INFORMATION COM. TECH.(ICT)	PGITO (ITC)
	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
	SP: SPECIAL PROGRAMMES	Security Services & Protocol
Programme 3: Policy and Governance		
BRANCH: MACRO POL & STRAT PLANNING (3a)	SP: PROVINCIAL POLICY MANAGEMENT	Strat Planning, Research & Policy Co-Ord
		Monitoring and Evaluation
BRANCH: STAKEHOLDER COORDINATION: (3b)	SP: PREMIER'S PRIORITY PROGRAMMES	Stakeholder Mgt
		Priority Programmes (Incl. Poverty Eradication)
		Democracy Support Services
		Poverty Eradication
		Youth Development
	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 KZN Innovation & Information Hub which will play its role of being a data center 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 can 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.	A Change Management Plan has been developed and is being processed accordingly through the relevant Structures
	Inadequate support from unions.	Ongoing consultations undertaken through Management and Labour Forum within the OTP and at a Provincial and National level through provincial and national chambers. Each department in the province has a Departmental Task Team (DTT) which includes management and labour.
	Regression of Audit Outcome from 21/22	Full implementation of Audit Improvement Plan. Plan is monitored monthly by Internal Control and quarterly reports to EXCO and CARC.
2. Improved coordination, integration and efficiency in government	Inadequate skills within government to implement Digital Transformation Strategy.	Approved Provincial Digital Transformation Strategy is in place and implementation is on-going. The leave system, submission and electronic payroll have been automated. As well as Invoice Tracking, Bursary Management, e-Submission compliance. Targeted capacity building by the PPSTA on digital skills.
	Value for money on IT investments	Effective ICT governance structures in place.
	Cybercrime (even though the residual risk is low, this is one of the top 10 risks on the South African Risk Report)	Increased awareness and training through PPSTA in collaboration with ICT.
	Business interruptions, not just due to high dependence on automated systems, but also strikes, unrest, natural disasters, pandemics, complete failure of power supply etc.	OTP Business Continuity Plan (BCP) implemented, and Reviewed Disaster Recovery Plan has been approved and tested quarterly. BCP Simulation and Training concluded for EXCO and BCP Recovery Team members. Finalization of remote working policy.

Outcome	Key Risks	Risk Mitigation
	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	Development and roll out of strategic tools to build and promote a culture of citizenry and stakeholder participation on governance and service delivery matters through the implementation of the Digitisation Strategy. Quarterly reports on the roll out of the KZN Government Stakeholder Coordination and Engagement Mechanisms and Levers to Deepen Active Citizenry and Stakeholder Participation in KZN Governance and Development/Service Delivery are being provided.
	Understanding & application of Revised MTSF 19-24.	PGDS 2021 approved and in process of being implemented. An electronic system is currently being developed to capture the RMTSF, monitor and report on it.

Outcome	Key Risks	Risk Mitigation
3. Inclusive stakeholder engagement and improved partnerships	Inadequate dissemination of information between the provincial government and citizenry / stakeholders on governance and service delivery matters.	Provincial Communication Strategy has been approved and being implemented through Annual Implementation Plan. Key managers have been appointed to drive the annual implementation plan. On-going monitoring of outreach messages.
	Inadequate engagement & management of stakeholders.	Develop and implement KZN Provincial Stakeholder Co-ordination and Engagement Strategy. Quarterly reports on the roll out of the KZN Government Stakeholder Coordination and engagement mechanisms and levers to deepen active citizenry and stakeholder
4. Professional and ethical provincial administration	Budgetary constraints to implement reviewed organisational structure.	The structure was reviewed and was submitted to DPSA for approval. DPSA has approved the reviewed organogram which requires implementation. Ongoing consultation on critical posts with Treasury.
	Capacity of the PPSTA to effectively provide training and development service in the province	The Draft Provincial Human Resource Development Strategy to be approved.
		The Training Academy's Revitalisation Plan 2022/23 is being implemented and progress on the implementation of interventions is reported on a quarterly basis. A transversal memorandum of agreement has been signed with the National School of Government to expand the Academy's training capacity. The MOA has been communicated and shared with Departments for implementation
		The recruitment of critical posts within PPSTA is underway.
		Skills Audit for the Province undertaken. Phase 1 (SMS) of the skills audit report was finalized and approved by PEC. Phase 2 (MMS) of the Skills Audit was completed. The report is awaiting tabling at Clusters and the Provincial Executive Council.

Outcome	Key Risks	Risk Mitigation
		Phase 3 (JMS) of the Skills Audit is in progress. Following extension being granted to further pursue full compliance, completion is now at 86%.
		Skills Audit findings will be used to develop targeted training at differentiated levels.
4. Professional and ethical provincial administration	Fraud and corruption	Develop KZN Provincial-Anti- Corruption Implementation Plan which is aligned to the National Anti-Corruption Strategy.
	Poor implementation of KwaZulu-Natal Framework for Consequence Management	Approved KwaZulu-Natal Framework for Consequence Management in place. Capacity building on implementation of the framework to be undertaken.
	Slow finalization of disciplinary cases	Labour Relations turnaround plan has been developed to support the processing of disciplinary cases in line with the Consequence Management Framework.
		Electronic Case Management system to be implemented.

9. Public Entities

Name of Public Entity	Mandate	Outcomes	2023/2024 Budget

KZN Zulu Royal House Trust	Objectives of the Trust:
	1. The Trust must, in a manner, within the provisions of the Act and within the available budget and resources –
	
	a. Be administered for the benefit of the Royal Monarch and the other members of the Zulu Royal House, including their –
	  i. Material welfare;
	  ii. Educational needs;
	  iii. Aspirations and;
	  iv. Social well-being, Benefitting their status and;
	
	b. Provide for the administration, maintenance and management of the assets of the Trust, including the Royal Palaces and the Royal Farms.
	
	2. The Trust may by any lawful means –
	a. Generate:
	  i. Revenue
	  ii. Income
	  iii. Business, and;
	  iv. Goodwill; and
	b. Acquire Assets
	For the Trust
		Improved governance & accountability	R25,983 M

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 & linked to the budget.

In terms of the Service Level Agreement between the OTP and the entity, the following are high level outputs expected to be performed:
1. Establish an effective, efficient and transparent financial management & internal system for the management of funds.
2. Undertake administrative support for the:
   - Personal and private activities of His Majesty.
   - Activities for the Queens and other members of the Zulu Royal family.
   - Administration and remuneration of the Queens.
3. Undertake administration, maintenance and management of Royal Palaces and farms.
4. Finances are used as indicated in the APP and AOP of the entity and provide written reports monthly & quarterly as required by the Accounting Officer of the OTP.

Outputs of the KZN Zulu Royal House Trust

PROGRAMME	OUTPUTS
Programme 1	• Number of Board of Trustees resolution matrix implementation progress reports submitted to the Board of Trustees. • Percentage of invoices paid within 30 days. • Percentage reduction of wasteful and fruitless expenditure.
Programme 2	• Number of reports on the implementation of the maintenance plan • Percentage reduction in monthly maintenance. • Percentage expenditure on monthly maintenance. • Number of reports on the socio-economic support provided to members of the royal family.
Programme 3	• Approved project ranking of investment projects report • Approved Investment and financial model for Umbele Holdings • Bankable business plans for approved projects for Umbele Holdings • Number of business ventures established

Table 1.9 : Summary of departmental transfers to public entities and other entities

		Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
R thousand		**2019/20**	**2020/21**	**2021/22**		**2022/23**		**2023/24**	**2024/25**	**2025/26**
Transfers to public entities		**22 586**	**30 654**	**46 163**	**24 888**	**24 888**	**24 888**	**25 983**	**27 152**	**28 368**
Zulu Royal House Trust	3.3 Royal Household	22 586	30 654	46 163	24 888	24 888	24 888	25 983	27 152	28 368
Transfers to other entities		**-**	**-**	**50 000**	**-**	**-**	**-**	**100 000**	**-**	**-**
KZNGFT	3.2 Premier's Prority Prog.	-	-	50 000	-	-	-	100 000	-	-
Total		**22 586**	**30 654**	**146 163**	**24 888**	**24 888**	**24 888**	**225 983**	**27 152**	**28 368**

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 1.8 : Summary of provincial infrastructure payments and estimates by category

	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
R thousand	2019/20	2020/21	2021/22	2022/23			2023/24	2024/25	2025/26
Existing infrastructure assets	**4 533**	**7 580**	**21 669**	**6 177**	**10 177**	**10 177**	**6 449**	**6 739**	**7 041**
Maintenance and repairs: Current	3 155	2 215	3 822	4 300	4 300	4 300	4 489	4 691	4 901
Upgrades and additions: Capital	517	-	-	-	-	-	-	-	-
Refurbishment and rehabilitation: Capital	861	5 365	17 847	1 877	5 877	5 877	1 960	2 048	2 140
New infrastructure assets: Capital	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Infrastructure transfers	**3 500**	**2 350**	**19 455**	**2 625**	**2 625**	**2 625**	**2 740**	**2 863**	**2 991**
Infrastructure transfers: Current	-	-	-	-	-	-	-	-	-
Infrastructure transfers: Capital	3 500	2 350	19 455	2 625	2 625	2 625	2 740	2 863	2 991
Infrastructure payments for financial assets	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Infrastructure: Leases	**14 215**	**8 335**	**6 955**	**9 676**	**9 676**	**9 676**	**10 102**	**10 556**	**11 029**
Non infrastructure[1]	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total	**22 248**	**18 265**	**48 079**	**18 478**	**22 478**	**22 478**	**19 291**	**20 158**	**21 061**
Capital infrastructure	*4 878*	*7 715*	*37 302*	*4 502*	*8 502*	*8 502*	*4 700*	*4 911*	*5 131*
Current infrastructure	*17 370*	*10 550*	*10 777*	*13 976*	*13 976*	*13 976*	*14 591*	*15 247*	*15 930*

1. Total infrastructure is the sum of "Capital" plus "Recurrent maintenance". This includes non infrastructure items

11. Public Private Partnerships

N/A.

12. Consolidated Indicators

N/A as none received from DPSA or DPME.

13. Conditional Grants

N/A.

14. District Development Model

As the co-ordinating department for provincial priorities, the department supports the DDM through the implementation of the revitalised OSS (as indicated in the situational analysis above).

Part D: Technical Indicator Descriptors

Programme 1

Indicator Title	1. Number of Executive Council oversight monitoring progress reports
Definition	The Executive Council (EC) in KZN is the Cabinet of the provincial government. The Executive Council consists of the Premier and Member of the Executive Council, commonly abbreviated to "MEC". The Executive Council meets regularly and makes certain decisions on priority issues for the province. These oversight monitoring issues are captured as minutes of the EC and decision matrices are developed from these minutes which outline numbered resolutions taken. Implementation reports, which highlight the progress on the oversight monitoring issues, from the decision matrices are circulated at least 3 working days prior to the next meeting. This assists with monitoring implementation of decisions, and seeks to inform the decision makers on progress, as well as reducing duplication of resolutions taken. This is done in response to concerns raised by the Executive Council of the current Administration on effective monitoring of the implementation of decisions taken.
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). Report to include challenges, interventions and progress on implementation including previous recommendations.
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
Indicator Responsibility	**Head of Executive Council Secretariat**

Indicator Title	2. Number of Provincial Executive Council Makgotla
Definition	Provincial Executive Council Makgotla decision matrices implementation reports circulated at least 1 month after the meeting. During the Makgotla resolutions are made and the tracking of these resolutions are imperative to ensure that there is progress being made on high level decision making.
Source of data	Copies of implementation reports from Secretariat
Method of Calculation / Assessment	Count of each type of report bi-annually.
Means of verification	Copies of Makgotla resolution implementation reports, and proof of circulation (proof of circulation can include proof of electronic distribution (e-mail; and/or register signed by recipients). Report to include challenges, interventions and progress on implementation including previous recommendations
Assumptions	Provincial Executive Makgotla's are held. Information on progress being made is provided by departments.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative year end
Reporting Cycle	Bi-annual
Desired performance	Provincial Executive Council Makgotla matrices implementation reports circulated at least twice before the next meeting.
Indicator Responsibility	**Head of Executive Council Secretariat**

Indicator Title	3. Percentage of invoices paid within 30 days
Definition	This indicator seeks to measure the percentage of payments made to suppliers within the 30 day period and utilises the formulae of the number of valid invoices paid within 30 days of receipt by the institution against the total number of valid invoices received by the institution. This is to ensure adherence to national and provincial directives of payments of suppliers within 30 days of receipt of valid invoices.
Source of data	Treasury Report
Method of Calculation / Assessment	Note the target is informed by the principle that all invoices should be paid within 30 Days. The formula for calculation is: Numerator: Number of valid invoices paid within 30 days of receipt by the department Denominator: Number of valid invoices received for payment by the department
Means of verification	Quarterly report containing 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	Reduction - The aim is to ensure that the number of payments exceeding the 30-day payment period is improved.
Indicator Responsibility	**Chief Financial Officer**
Indicator Title	**4. Percentage of wasteful and fruitless expenditure**
Definition	In terms of Section 1 of the PFMA, wasteful and fruitless expenditure refers to the expenditure which could have been avoided had reasonable care been taken. The report on reduction of wasteful and fruitless expenditure will suggest that the department is in compliance with the relevant government prescripts including PFMA, Treasury Regulations, Practice Notes, Circulars, Instruction Notes and other prescripts.
Source of data	Wasteful and fruitless expenditure register
Method of Calculation / Assessment	The percentage will be calculated by taking actual fruitless & wasteful expenditure incurred in the current financial year over / divided by the actual wasteful and fruitless expenditure incurred in the previous financial year. The amount incurred in 2021/22 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	Reduction of wasteful and fruitless expenditure (value and incidents). Investigate and implement consequence management on all wasteful and fruitless expenditure cases reported in prior years.
Indicator Responsibility	**Chief Financial Officer**

Indicator Title	5. Percentage of irregular expenditure
Definition	In terms of Section 1 of the PFMA, Irregular expenditure refers to the expenditure incurred in violation of the prevailing prescripts. The report on reduction of irregular expenditure will suggest that the department is in compliance with the relevant government prescripts including PFMA, Treasury Regulations, Practice Notes, Circulars, Instruction Notes and other prescripts.
Source of data	Irregular expenditure register
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 2021/22 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	Reduction of irregular expenditure (incidents and rand value) . Investigate and implement consequence management on all irregular expenditure cases reported in the previous years.
Indicator Responsibility	**Chief Financial Officer**
Indicator Title	**6. Number of progress reports on the departmental implementation of the Preferential Procurement regulations**
Definition	The Preferential Procurement regulations were gazetted in November 2022. The aim of the regulations is to strengthen the implementation processes of section 217 (1) of the constitution which requires all organs of state in the national, provincial or local sphere of government and any other institution identified in national legislation to have a procurement system which is fair, equitable, transparent, competitive and cost effective.
Source of data	The Preferential Procurement regulations, Departmental SCM Policy, SBD 6.1 Preferential Claim Forms, Comparative Schedule for Preferential Points and SCM Tracking Documents
Method of Calculation / Assessment	Simple Count.
Means of verification	Progress report on procurement conducted against the departmental procurement plan in line with the Preferential Procurement regulations. Report submitted to Director-General. (proof of circulation can include proof of electronic distribution (e-mail; and/or register signed by recipients). Report to include total orders issued, broken down to each vulnerable group i.e. Black owned businesses, women, youth, persons with disabilities, military veterans, localisation, etc. Report will also have challenges, interventions and progress on implementation including previous recommendations if required.
Assumptions	Truthful Declarations by suppliers
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 produced on procurement conducted against the departmental procurement plan in line with the Preferential Procurement regulations, indicting improvement in the allocation and procurement spend related to business owned by vulnerable groups (women, youth, persons with disabilities and military veterans.
Indicator Responsibility	**Director: Supply Chain Management**

Indicator Title	7. Number of Premier's Coordinating Forum (PCF) with local government
Definition	Premier's Coordinating Forum meetings are held at least quarterly. The PCF meetings are a platform for provincial and local government to engage. Strategic decisions are taken that require implementation as well progress on local government 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, challenges and interventions if 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	A report on the municipalities under administration in KZN is a standing item on the PCF agenda. Implementation reports on decision matrices submitted to DG within 30 days after meeting is held.
Indicator Responsibility	**Director: Cooperative Governance**

Indicator Title	8. Number of Committee of Heads of Department (COHOD) Meeting decision matrices implementation reports
Definition	COHOD meetings are scheduled for at least one per month. At these meetings HODs and the DG make strategic decisions which guide the implementation of interventions for the Province. Decision matrices are produced after each meeting. This report will service to advise the DG on the progress being made with each resolution of COHOD.
Source of data	Decisions making matrix (summary of key resolutions from agenda) and minutes (draft) – and final signed minutes to be available after ratification from Cooperative Governance. Progress reports from departments and municipalities.
Method of Calculation / Assessment	Simple count
Means of verification	Implementation report on decision matrix submitted to DG prior to next meeting. Implementation report to include all decisions as per previous meetings which are still outstanding, current progress, challenges, 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.
Indicator Responsibility	**Director: Cooperative Governance**

Indicator Title	**9. Number of quarterly reports compiled on the implementation of the Operations Sukuma Sakhe (OSS) Revitalisation Strategy.**
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, interventions. achievements and recommendations & progress from previous recommendations made.
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
Indicator responsibility	**Director: Special Projects**
Indicator Title	**10. Number of International Relations & Overseas Donor Assistance (ODA) Strategy implementation monitoring reports**
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 several 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: - International Relations strategy implementation plan - International Donor Funding plan monitoring and reporting on the funding. - Progress report against implementation plan & any progress on previous recommendations made. - Challenges - Proposed interventions - Recommendations Proof of submission of comprehensive report to be submitted to DG.
Assumptions	International Relations Strategy approved by Executive Council
Disaggregation of Beneficiaries (where applicable)	n/a
Spatial Transformation (where applicable)	n/a
Calculation Type	Cumulative year end
Reporting Cycle	Bi-Annual
Desired performance	Quarterly reports submitted on progress made with implementation of International Relations Strategy.
Indicator Responsibility	**Director: International Relations**

Indicator Title	**11. Number of Twinning Agreements reviewed in line with the South African Foreign policy**
Definition	To ensure that all International Twinning Agreement in KZN are reviewed to ensure alignment to South African foreign policy.
Source of data	KZN International Agreements, South African Foreign Policy
Method of Calculation / Assessment	Simple count
Means of verification	A report on the KZN international twinning agreements that have been analysed and aligned to the SA Foreign policy. Report to include number of twinning agreements reviewed in line with the South African Foreign Policy, challenges & interventions. Report tabled to the Sub-Committee on International Relations.
Assumptions	South African Foreign policy available to utilize to review twinning agreements.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Non-cumulative
Reporting Cycle	Annual
Desired performance	To review the agreements within a month or by end of second/third quarter
Indicator Responsibility	**Director: International Relations**
Indicator Title	**12. Number of progress reports on Inkululeko Development projects.**
Definition	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". Reports on the progress of Inkululeko Projects is compiled as part of the co-ordination role of the OTP.
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 Report to include challenges, interventions, progress being made on key priorities & progress from previous recommendations made. submitted to the DDG: Stakeholder Coordination Branch within two months of end of quarter.
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.
Indicator responsibility	**Director: Special Projects**

Programme 2a

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Indicator Title	13. Number of Provincial Labour Relations Case Management Systems developed
Definition	To procure a functional Provincial Labour Relations Case Management system which will *enable Provincial Departments to capture labour relations cases, monitor and report on cases. The Office of the Premier will have the ability to monitor all provincial labour relations cases to ensure compliance with legislated time frames (i.e. 30 days for grievances and appeals, 90 days for disciplinary cases and 60 days for precautionary suspensions).* The system will be developed with the Office of the Premier Strategic Partners and will be piloted in the Office of the Premier before it is rolled out to all Provincial Departments.
Source of data	Business requirements for Labour Relations workflow, User Requirement Specifications and System Development and Implementation Project Plan
Method of calculation	Simple count of developed Provincial Labour Relations Case Management System
Means of verification	A functional Provincial Labour Relations Case Management System piloted in the Office of the Premier. Project Close-out report to be submitted to the Director-General. Planned milestones per quarter:- Q1: Completion of Business Analysis Requirements and User Requirement Specification Q2: Development of the system through an approved project plan Q3: Testing and Change Management Q4: Pilot the system within the Office of the Premier leading to the roll-out to all Provincial Departments
Assumptions	The Service Provider will develop a system timeously. The KZN Provincial Departments will utilise the system.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation type	Cumulative year end
Reporting cycle	Annual
Desired performance	To implement the Provincial Labour Relations Case Management System during quarter 3.
Indicator responsibility	Director: Labour Relations

Indicator Title	14. Number of Operational Management implementation assessments
Definition	The indicator measures the implementation of the Operations Management Framework by departments in the Province. The Operations Management Framework is a tool designed by the DPSA to assist governmental institutions to plan, structure, execute and continuously improve their operations for the effective and efficient delivery of services. It provides structure and guidance to all public service managers in executing their operational responsibilities. The implementation and improvement of operations management is meant to aid Government's quest to reach the outcomes and goals as set out by the National Development Plan (NDP), Medium-Term Strategic Framework (MTSF) and Annual Operations Plan (AOP). The OMF encompasses 4 Quadrants, namely Operations Strategy, Operations Design, Operations Planning and Control and Operations Analysis and Improvement. Within each of the Quadrants are various building blocks relating to, inter alia, Service Delivery Models, Business Process Management, Standard Operating Procedures, Organisational Development, etc. A Quarterly Operations Management Reporting Template was developed which Departments are required to populate and submit on a quarterly basis to the OTP. Departments are required to report on implementation of the various building blocks. The Quarterly Reporting Templates from various Departments are assessed and a summative quarterly assessment report containing recommendations per Department on the implementation of the various building blocks is compiled.
Source of data	Departmental data submitted on a reporting template received from Provincial Departments.
Method of calculation	Simple count
Means of verification	Summative quarterly assessment report on the progress being made with implementation of the Operations Management Framework in the 13 Provincial Departments (including OTP). If a department does not submit the required documentation for assessment, the assessment will be counted in terms of indicating non-submission and non-compliance as an "assessment finding", therefore will be counted as one per occurrence. The report to cover the following issues: - Progress report of each department & progress on previous recommendations. - Challenges - Proposed interventions - Recommendations Proof of submission of the assessment report submitted to Director-General's office.
Assumptions	Departmental data received from departments by the 1st of the month following the end of the quarter.
Disaggregation of Beneficiaries	N/A
Spatial Transformation	N/A
Calculation type	Cumulative year end
Reporting cycle	Quarterly
Desired performance	Summative Assessment submitted to Director-General's office on the last day of the quarter.
Indicator responsibility	Director: Provincial Organisational Development
Indicator Title	15. Number of Occupational Health and Safety assessments
Definition	Number of assessments conducted in terms of compliance with the Occupational Health and Safety Act. These assessments will contribute towards ensuring legal compliance and implementation of the legislative requirements as per the Occupational Health and Safety Act and the monitoring and evaluation of the implementation of Safety, Health, Environment, Risk and Quality (SHERQ). The assessment will include the issue of COVID 19.
Source of data	Departments are to provide quarterly reports, with evidence, on the implementation of SHERQ management as per the Provincial SHERQ Compliance Tool.
Method of calculation	Simple count of reports submitted.
Means of verification	Summative assessment on the 13 provincial departments' compliance with the Occupational Health and Safety prescripts (focusing on SHERQ) and including COVID 19. If a department does not submit the required documentation for assessment, the assessment will be counted in terms of indicating non-submission and non-compliance as an "assessment finding", therefore will be counted as one per occurrence. Departments to be assessed on a quarterly basis in terms of the "Provincial SHERQ Compliance Tool". The summative report is to include legislative compliance of Provincial Departments, challenges, interventions, progress being made on legislated compliance. Proof of submission of the summative assessment report to COHOD Secretariat.
Assumptions	Provincial Departments submit compliance reports to the Office of the Premier within the given timeframes.
Disaggregation of Beneficiaries	N/A
Spatial Transformation	N/A
Calculation type	Cumulative year end
Reporting cycle	Quarterly
Desired performance	Monthly assessments on departmental compliance to Provincial SHERQ Compliance Tool.
Indicator responsibility	**Director: Employee Health and Wellness**

KZN OTP ANNUAL PERFORMANCE PLAN 2023/24

Indicator Title	16. Number of Human Resource (HR) Turnaround Strategy implementation assessments
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 assessments will focus on the progress on implementation of the strategic objectives and related targets in the strategy. This indicator seeks to assess & monitor progress on the implementation of the Strategy by all departments in the province.
Source of data	Departmental implementation progress reports.
Method of calculation	Count of each departmental assessment per quarter
Means of verification	Summative report of the 13 departmental assessments in terms of the implementation of the HR Turnaround Strategy, undertaken against the progress reports submitted by provincial departments as per the implementation plan. If a department does not submit the required documentation for assessment, the assessment will be counted in terms of indicating non-submission and non-compliance as an "assessment finding", therefore will be counted as one per occurrence. Report to include challenges, interventions, progress being made on key priorities & progress from previous recommendations made. Proof of submission of the summative report to the COHOD secretariat.
Assumptions	Departments will submit quarterly progress 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	Monthly departmental assessments undertaken of progress against the HR Turn Around Strategy.
Indicator responsibility	Chief Director: Strategic Human Resources Management
Indicator Title	17. Number of Systems developed for the KZN Innovation and Information Hub
Definition	The purpose of the 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. Part of the process of achieving this includes development of electronic systems which will form part of the KZN Innovation and Information Hub. Targeted programmes have been identified in the strategy and include systems initiatives such as : 1. Geo-Spatial Portal; 2. MTSF Application for the Province; 3. Project Management application
Source of data	KZN Information and Innovation Hub project manager's close out reports.
Method of Calculation	Simple count
Means of verification	Functional Electronic Systems developed : A Project Close-out report for each system to be submitted to the Director-General. (Planned milestones per quarter: Q1: Completion of Business Analysis Requirements and User Requirement Specification. Development of the system through an approved project plan. Q2: Testing and Change Management. Q3: Roll out of system.
Assumptions	The Service Provider will develop a system timeously. The KZN Provincial Departments will utilise the system.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	Province wide
Calculation Type	Cumulative year end
Reporting Cycle	Annual
Desired performance	To develop 5 electronic systems for the KZN Innovation and Information Hub.
Indicator Responsibility	Chief Director: PGITO

Indicator Title	**18. Number of reports on the implementation of broadband in the province**
Definition	Reports on the implementation of broadband within the Province. Cabinet approved the roll-out of the SA Connect project. The plan has a phased approach to give effect to the country's Broadband Policy which was adopted by Cabinet in 2013. The SA Connect project targets to achieve 80% broadband access in communities and government facilities over the next three years. The report will provide progress on this project.
Source of data	KZN Information and Innovation Hub repositioning project implementation meetings and project manager's reports.
Method of Calculation	Simple count
Means of verification	Implementation progress report submitted to EXCO secretariat for noting by the EXCO via the DDG: Report to include challenges, interventions, progress being made on key priorities & progress from previous recommendations made as required.
Assumptions	Funding approved by National Government for roll out of implementation.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative year end
Reporting Cycle	Annual
Desired performance	Quarterly reports to be submitted to the DDG 's office.
Indicator Responsibility	**Chief Director: PGITO**
Indicator Title	**19. Number of monitoring reports on implementation of the Provincial Communication Strategy**
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 as well as progress from previous recommendations made.
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.
Indicator responsibility	**Chief Director: Communications**

Indicator Title	20. **Number of reports on provincial communication campaigns supported**
Definition	The indicator refers to provincial communication campaigns supported 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 which were supported by Communications, submitted to the DG. Report to include challenges, interventions, progress being made on key priorities & progress from previous recommendations made.
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
Indicator responsibility	**Chief Director: Communications**
Indicator Title	**21. Number of training sessions held**
Short definition	Training sessions conducted and coordinated towards reskilling and upskilling of public servants to build the capacity of the state. Focus will be on targeted training programmes such as Strategic and Leadership programmes, Governance, Service Delivery Improvement, Project Management skills and ICT training programmes as informed by the Provincial Skills Audit and Workplace Skills Plans of Departments.
Source of data	Class registers, Registration Forms
Method of calculation	Simple count
Means of verification	Attendance register for each training session held.
Assumptions	Attendance by Departmental officials. Insufficient attendance might render courses not to be cost effective or even cancelled. Uptake for planned training programme.
Disaggregation of Beneficiaries (where applicable)	Training sessions will be disaggregated as follows: • Training sessions targeting SMS members • Training sessions targeting Women in Leadership • Training sessions employees with disabilities • Generic training sessions targeting employees on salary levels below SMS
Spatial Transformation (where applicable)	Province wide
Calculation type	Cumulative year end
Reporting cycle	Quarterly
Desired performance	Increased number of targeted training sessions held.
Indicator responsibility	**Chief Director: Provincial Public Service Training Academy**
Indicator Title	**22. Number of structured partnerships established with technical vocational education and training (TVET) colleges**
Definition	The Provincial Training Academy (Directorate: Human Resource Development Council) to develop structured partnerships with TVET Colleges to ensure a co-ordinated effort towards ensuring that demands for skills meets supply and the building of a capable developmental state. This includes engagement with institutions of learning to develop curricula that are responsive to economic needs.
Source of data	Copy of Partnership Agreements / MoUs / Co-operation Agreements
Method of calculation	Simple count
Means of verification	Signed Partnership Agreements / MoUs / Co-operation Agreements with TVET Colleges.
Assumptions	Buy- in by the institutions of higher learning / Post-School Education and Training institutions and TVET Colleges to enter into the partnership/co-operation agreements with the Office of the Premier (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.

Indicator responsibility	**Chief Director: Provincial Public Service Training Academy**
Indicator Title	**23. Number of training programmes reviewed**
Definition	The review of the training programmes relates to the review of the Provincial Training Academy's training programmes to ensure that the programmes are updated, relevant and responsive to the service delivery needs of the province as part of building the capacity of the state.
Source of data	Research on curriculum, inputs from subject matter experts and Academy's current curriculum.
Means of verification	Simple count
Method of calculation	Report on training material reviewed submitted to the DDG: Corporate Services indicating names and number of training programmes reviewed in the quarter and the findings of the review including the new course material where relevant.
Assumptions	Availability of internal resources and subject matter experts
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation type	Cumulative year end
Reporting cycle	Quarterly
Desired performance	All training programmes being utilised in the Academy are reviewed.
Indicator responsibility	**Chief Director: Provincial Public Service Training Academy**
Indicator Title	**24. Approved Province-Wide Human Resource Development Strategy**
Definition	The KwaZulu-Natal Human Resource Development Council to facilitate the development and approval of the Province-Wide Human Resource Development Strategy. The Province-Wide Human Resource Development Strategy is to serve as a framework for the development and implementation of skills development interventions and programmes for all sectors within the Province of KwaZulu-Natal from Early Childhood Development to Work-Based Learning.
Source of data	Human Resource Development Strategy Towards 2030, Skills Development Act, Provincial Youth Development Strategy, Human Resource Development Strategies generated by different sectors in KwaZulu-Natal.
Method of calculation	Simple count
Means of verification	Approved Province-Wide Human Resource Development Strategy
Assumptions	Approval of the Province-Wide Human Resource Development Strategy by the Provincial Executive Council
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	Province-wide
Calculation type	Cumulative year end
Reporting cycle	Annual
Desired performance	Province-Wide Human Resource Development Strategy approved
Indicator responsibility	**Chief Director: Provincial Public Service Training Academy**

Programme 2b

Indicator Title	25. Number of Quarterly Reports on Provincial Legislative Programme
Definition	Quarterly Reports on Provincial Legislative Programme on the preceding quarter, submitted within 10 working days of the end of each Quarter to the Cluster Secretariat to be placed on the Agenda of the Government State Capacity & Institutional Development (GSCID) Technical Cluster.
Source of data	Records and Reports from CD: SLAS.
Method of calculation	Simple count
Means of verification	Copy of Quarterly Report which incorporates information on the number of Provincial Laws (Bills, Regulations and Proclamations) drafted, legally edited and certified and reports on progress with, and status of, the legislation. Proof of submission to the GSCID Technical Cluster Secretariat e.g. email or signed document tracking register submitted. Report to include challenges, interventions, progress being made on key priorities & progress from previous recommendations made.
Assumptions	Reports are available and stored electronically and in hard copy format.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation type	Cumulative year-end.
Reporting cycle	Quarterly
Desired performance	Monthly reports submitted which incorporates information on the number of Provincial Laws (Bills, Regulations and Proclamations) drafted, legally edited and certified and reports on progress with, and status of, the legislation.
Indicator responsibility	**Principal State Law Advisor: Legislative Development**

Indicator Title	26. Number of reports on the status of provincial investigations
Definition	The Premier report is a consolidated report on all forensic investigations in the province. The report outlines forensics cases per department and provides progress, current status and recommendations. The report also includes analysis and feedback on the backlog of forensic cases and progress being made on these.
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 signed report by DDG (Institutional Development and Integrity Management) (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. Report to include challenges, interventions, progress being made on current investigations & progress from previous recommendations made. The report also includes analysis and feedback on the backlog of forensic cases and progress being made on these.
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
Indicator Responsibility	**Chief Director: Forensic Investigations**

Indicator Title	**27. Number of security awareness workshops**
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 implementation of a Provincial Security policy. These awareness sessions seek to achieve the standardisation of security through the implementation of this security policy.
Source/collection of data	Approved Provincial Security framework / Policy. Security awareness sessions held attendance registers, meetings held, recordings if held on TEAMS.
Method of calculation	Simple count
Means of verification	Minutes / report on the security awareness sessions held together with attendance registers and presentations if utilised.
Assumptions	Departmental representatives attend as invited to the sessions.
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 security awareness sessions held.
Indicator responsibility	**Director: Risk and Vetting-Security Services**
Indicator Title	**28. Number of quarterly Minimum Physical Security Standards (MPSS) monitoring coordination reports**
Definition	Quarterly Minimum Physical Security Services (MPSS) (name of report) monitoring coordination reports completed to monitor and coordinate security services in the province by departments. This includes progress reports from departments on implementation of the Provincial Security Policy.
Source of data	Reports from various units, government departments as well as internally generated reports. Departments reports to include progress made on implementation of approved Provincial Security Policy.
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 of Provincial Security Policy. Due to the nature of security reports, the report consolidated and submitted by Security Services (OTP) would highlight trends rather than details per department. It will be one report per quarter (using a sample of 3 departmental reports).
Assumptions	Compliance by Departments – in terms of timeous(quarterly) submission of reports and availability of security managers within departments
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation type	Cumulative year end
Reporting cycle	Quarterly
Desired performance	Monthly minimum physical security standards monitoring reports submitted.
Indicator responsibility	**Chief Director: Security Services Unit**

Indicator Title	29. Number of intervention reports on the resolution of service delivery complaints
Definition	Receipt and resolution of complaints are demand driven. Some interventions take longer than others, depending on the nature of the complaint (Birth certificates documents v Housing, e.g.). OTP is a conduit for service delivery complaints through different media (hotlines, walk-ins, letters, etc.) and coordinates referrals and interventions by departments. Progress reports on the receipt and resolution of complaints is the most practical means of monitoring intervention progress and effectiveness.
Source of data	Copy of reports, and Reports to include Complaints register and intervention reports
Method of calculation	Simple count
Means of verification	Consolidated report supported by the complaints register and interventions. Report to include complaints received, referral to department / municipality, progress on resolution of complaint, challenges experienced, intervention required, recommendations and & progress from previous recommendations made. Retrospective reporting (quarter starts a month before the beginning of the quarter and ends a month before the end of the quarter. Report submitted to Chief Director: Integrity Management.
Assumptions	Compliance by departments and municipalities in terms of timeous submission of intervention reports.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	Province wide
Calculation type	Cumulative year end
Reporting cycle	Quarterly
Desired performance	Consolidated quarterly reports within 10 working days of the end of each quarter to ensure timely response to complaints through referrals to line function departments. Reports to include Complaints register and intervention reports. 1 report per quarter, relating to matters on the preceding quarter, within 10 working days of the end of the quarter.
Indicator responsibility	**Director: Service Delivery Complaints Management**

Indicator Title	30. Number of Service Delivery Improvement Plans (SDIP) implementation monitoring reports
Definition	Monitoring reports on the implementation of the Service Delivery Improvement Plans (SDIP) by departments. Service Delivery Improvement Plans (SDIPs) seeks to bring continuous quality service delivery improvement through a department or sector departments or cluster departments and they are a legislated requirement in terms of the White Paper for Transforming Public Service Delivery (1997) as well as the Public Service Regulations (2016). They are drafted in response to an area within the organisation that requires enhancement with respect to service delivery. Departments plans outline the corrective actions that will be taken over a period of time and the progress against these are monitored by the OTP.
Source of data	Reports from departments and DPSA on implementation of Departmental SDIPs.
Method of calculation	Simple Count
Means of verification	Submission of bi-annual reports to the DDG: Institutional Development and Integrity Management, based on the progress reports on implementation of SDIPs as received from departments. Report to include challenges, interventions, progress being made on key priorities & progress from previous recommendations made.
Assumptions	All provincial departments have approved 2-year SDIPs in place and provide OTP with progress reports timeously.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative year end
Reporting Cycle	Bi-annual
Desired performance	Submission of quarterly monitoring reports on SDIP.
Indicator Responsibility	**Director: Service Delivery Improvement**

Indicator Title	31. Number of Siyahlola reports
Definition	Monitoring visits on the identified projects being implemented within KZN, including frontline service delivery sites. The Siyahlola programme visits sites (private or government) unannounced so that the reality of the type of services that citizens receive is understood. The programme is coupled with the Frontline Service Delivery programme which conducts announced visits to service delivery sites and provides a mechanism for monitoring and improvement of service delivery.
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 a report to the DDG: Institutional Development and Integrity Management. Report to outline the Siyahlola and Frontline Service Delivery site visits undertaken, findings during visits, challenges, required interventions, progress, recommendations & progress from previous recommendations made. Reporting is retrospective - the quarterly report is based on the previous quarters.
Assumptions	Staff availability and progress reports submitted by departments within the required timeframes for reporting.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	Umkhanyakude District; King Cetshwayo District; Umzinyathi District; Ugu District;
Calculation Type	Cumulative year end
Reporting Cycle	Quarterly
Desired performance	Submission of progress report to DDG within 30 days of end of quarter.
Indicator Responsibility	**Director: Service Delivery Improvement**

Indicator Title	**32. Number of Premier's Izimbizo**
Definition	Monitoring reports on the Premier's Izimbizo held in districts. These can be held in conjunction with OSS Cabinet days or as required by the Premier. When held with OSS Cabinet days, the Premier will conduct the Izimbizo with the MEC Champion for that District. The Izimbizos are held as a form of engagement with the community as well as to provide feedback to that community on the work being done within the district or the area and progress from previous visits made.
Source of data	Izimbizo visit invitation, notes from the proceedings and discussions held between the community and the Premier.
Method of calculation	Simple count
Means of verification	Submission of report to the DDG: Institutional Development and Integrity Management. Report to outline the Premier's Izimbizo, the approximate number of people in attendance, the issues raised by the community, where these issues have been directed for intervention, challenges experienced if any and recommendations.
Assumptions	The Premier's Izimbizo are held as per availability of the Premier.
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 10 days of Izimbizo taking place.
Indicator Responsibility	**Director: Service Delivery Improvement**

Indicator Title	33. Number of OTP Ombudsperson reports
Definition	OTP Ombudspersons' reports are submitted on complaints received and investigated, with recommendations. Receipt and resolution of complaints are demand driven. Some interventions which take longer than others, depending on the nature of the complaint (e.g. Birth certificates documents, Housing dispute, etc.) and cannot be resolved timeously by other stakeholders are referred to the Ombudspersons unit for investigation & resolution.
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 & progress from previous recommendations made.
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 2nd quarter, relating to matters on the preceding quarter, within 5 working days of the end of the quarter.
Indicator responsibility	**Chief Director: Integrity Management**
Indicator Title	**34. Number of Campaigns on the "I Do Right Even When Nobody is Watching" programme**
Definition	The "I Do Right Campaign even when Nobody is Watching" encompasses a number of programmes to be implemented by the provincial government to encourage ethical behaviour. The campaigns are directed at encouraging government, private sector and civil society to work together to promote good governance, promote ethical behaviour and to eradicate fraud and corruption.
Source of data	Reports, implementation plan, Inputs from relevant stakeholders
Method of calculation	Simple count
Means of verification	A quarterly report on the campaigns undertaken as part of the "I do right Even When Nobody is Watching" programme which seeks to promote ethical behaviour in the province. The report to outline the number of campaigns held, outline progress against the campaigns implementation plan & key priorities, challenges experienced, interventions, progress from previous recommendations made and recommendations, submitted to the CD: Forensic Investigations.
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.
Indicator responsibility	**Director: Integrity Management**

Indicator Title	35. Number of quarterly progress reports (National Anti-Corruption Hotline KZN cases)
Definition	Monitoring and coordination progress reports (National Anti-Corruption Hotline cases) on fraud, corruption and unethical behaviour complaints and the resolution of the complaints. Complaints as referred to KZN from the National Anti-Corruption Hotline are received and disseminated to respective stakeholders, i.e. government departments, municipalities, etc. for investigation and resolution. Progress reports on the complaints are received from stakeholders for tracking and analysis.
Source of data	Hotline Complaints register and intervention reports from departments
Method of calculation	Simple count of progress reports
Means of verification	Quarterly reports submitted to DDG: Institutional Management including complaints received and progress on interventions, challenges experienced, Report to include challenges, interventions, progress being made on key priorities & progress from previous recommendations made and recommendations as well as monitoring of response times of stakeholders.
Assumptions	Timeous responses from departments. PSC to give limited access to the departments on their system in order to provide responses and updates
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	Province wide
Calculation type	Cumulative year end
Reporting cycle	Quarterly
Desired performance	Monthly progress reports provided on progress made on National Anti-Corruption Hotline cases
Indicator responsibility	Director: Integrity Management
Indicator Title	36. Number of awareness workshops on fraud and ethics
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. Topics of fraud and ethics are combined in the sessions as these elements are closely related.
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 and other forms of media used. The report will be for the Unit's use to assist in preparing for other workshops. 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.
Indicator responsibility	Director: Integrity Management

Indicator Title	37. **Number of progress reports on implementation of Lifestyle Audits as per DPSA guidelines.**
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.
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. Report to include challenges, interventions, progress being made on key priorities & progress from previous recommendations made.
Assumptions	Government departments will provide the progress updates timeously.
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.
Indicator responsibility	**Chief Director: Integrity Management and Forensic Investigations**
Indicator Title	38. **Number of reports on level of compliance with Batho Pele principles**
Definition	Batho Pele Programme was implemented to transform public service delivery. It is centred on good customer service to the users of government services and all public servants are required to practice Batho Pele. There are 8 principles or guidelines for Batho Pele which are Consultation, Service Standards, Courtesy, Access, Information, Openness and Transparency, Redress, Value for Money. In KwaZulu-Natal we have a further two principles. of Encouraging Innovation and Rewarding Excellence and Customer Impact. Reports on assessments of level of compliance with Batho Pele principles across provincial departments are completed. Compliance in this regard refers to Batho Pele workshops per department as well as the hosting of Departmental Service Excellence Awards.
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 assessment findings on all departments' compliance to Batho Pele principles which are monitored, compliance findings, challenges, interventions and recommendations & progress from previous recommendations made. 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.
Indicator Responsibility	**Director: Service Delivery Improvement**

Programme 3a

Indicator Title	39. Number of Performance Assessments of departments
Definition	The extent to which departments are implementing interventions, programmes and projects in line with approved plans. This includes implementation of the MTSF/PGDS, resolutions (SOPA, Lekgotla, One on One with the Premier), APP deliverables, audit outcomes and support to vulnerable groups.
Source of data	AWG reports, AG reports, QPR reports
Method of calculation	Simple count
Means of verification	Proof of submission of report to the Deputy Director-General as the Branch Head (email and/or document tracking record). If a department does not submit the required documentation for assessment, the assessment will be counted in terms of indicating non-submission and non-compliance as an "assessment finding", therefore will be counted as one per occurrence. Report submitted on cumulative progress against the previous quarters. Report to include challenges, interventions, progress being made on key priorities & progress from previous recommendations made.
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 (August & February) for reporting. Report submitted to Secretariat of COHOD & Technical GSCID Cluster
Indicator Responsibility	**Director: Provincial Performance Reporting**
Indicator Title	40. Number of Provincial Priority programmes assessments
Definition	Assessment on provincial priority programmes. These may include Job creation, RASET, RET (ERP Plan), Operation Vula, Vulnerable Group, Catalytic Projects from Infrastructure Master plan and EPWP and any other Provincial Priority Programmes i.e. Siyalandela, Masikane Campaign, Disaster Management, Basic Services Master Plans, Rural Economy Strategy, Social Cohesion and Moral Re-Generation Strategy.
Source of data	Quarterly Reports submitted by Departments, AWGs, Clusters and/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. Report to include challenges, interventions, progress being made on key priorities and progress from previous recommendations made.
Assumptions	Verified reports submitted by Departments within 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	Submitted to Secretariat of COHOD and Technical GSCID Cluster to highlight successes and key areas for improvement.
Indicator Responsibility	**Director: Provincial Performance Reporting**

Indicator Title	**41. Number of reports on the Provincial Evaluation Plan**
Definition	Progress report on Provincial Evaluation Plan (PEP). This forms part of the co-ordination role of the unit in ensuring that departments are undertaking critical evaluations in their areas of responsibility. The plan outlines the department, nature of evaluation, purpose and its linkage to the MTSF/PGDS, the budget for each evaluation, duration of the evaluation and the importance of the evaluation and how the results of the evaluation will be used to improve service delivery.
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. Report to include challenges, interventions, progress being made on key priorities & progress from previous recommendations made.
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 & submitted to Secretariat of COHOD & Technical GSCID Cluster.
Indicator Responsibility	**Director: Monitoring & Evaluation Programmes.**
Indicator Title	**42. Number of Office of the Premier (OTP) key priority interventions evaluated**
Definition	Evaluation undertaken on priority interventions identified in the OTP Evaluation Plan. This forms part of the co-ordination role of the unit in ensuring that the OTP is undertaking critical evaluations in their area of responsibility. The evaluations will outline the nature of evaluation, purpose and its linkage to the MTSF/PGDS, the budget for each evaluation, duration of the evaluation and the importance of the evaluation and how the results of the evaluation will be used to improve service delivery.
Source of data	Policy documents, (e.g. implementation programmes, plans, monitoring reports, progress reports, DPME's APP, other Provinces APP documents, etc.), close out report with details of all processes undertaken during evaluation.
Method of calculation	Simple count of the report
Means of verification	Sign off on the evaluation report by the Provincial Strategic Management Branch: Head of the Programme. Proof of submission to the DDG (email and / or document tracking record
Assumptions	Reports submitted within the required timeframes for reporting. Credible information, availability of human resource, knowledge available, qualitative input and participation by Stakeholders.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Non-Cumulative
Reporting Cycle	Bi-Annual
Desired performance	4 OTP key priority interventions evaluated.
Indicator Responsibility	**Director: Monitoring & Evaluation Programmes.**

Indicator Title	**43. Number of Medium-Term Strategic Framework (MTSF) implementation assessments**
Definition	Consolidated report on progress made in the implementation of programmes and interventions towards the achievement of MTSF / PGDS priorities, outcomes and interventions. Report aims to track progress and assess likelihood of targets being met or not being met.
Source of data	Reports from Action Work groups / Cluster reports. These maybe augmented with information from Stats SA and Departmental reports.
Method of Calculation / Assessment	Simple count of one summative report on status of MTSF 2019-2024 (as revised)
Means of verification	Proof of submission of the assessment report to the Deputy Director-General as the Branch Head (email and/or document tracking record). Report submitted for the previous year. Report to include challenges, interventions, progress being made on key priorities & progress from previous recommendations made.
Assumptions	Reports submitted from departments and AWGs within the required timeframes for reporting.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Non-Cumulative
Reporting Cycle	Bi-Annual
Desired performance	Presentation to COHOD to highlight successes and key areas for improvement by end of August and February (Quarters 1 and 3)
Indicator Responsibility	**Director: Monitoring & Evaluation Programmes.**
Indicator Title	**44. Number of Action Work Group (AWG) functionality assessments**
Definition	Consolidated AWG report on the status of functionality. The functionality is assessed utilising a tool developed by the OTP which measures: • Administratively: If the AWG convenes every quarter, keep the minutes of engagements/ decision matrices. • Accountability: If the Accounting Officer has signed and approved the report, and submit to Technical Cluster • Performance of Targets, Indicators and Interventions, Outcomes, if AWG is making progress, report on challenges and remedial actions. • Completeness: If the report has all the components such as MTSF (POA), SOPA, SONA, Lekgotla, One-on-One and COVID-19. • Timeliness: Punctuality of the report/ if the MTSF Implementation Plan report met the set deadline • Quality and interpretability of the report: Fitness for use, if the report makes reasonable sense of the progress that is reported, is it possible to draw a conclusion from what is reported in the indicator. • Accuracy: Output correctly describe what the indicator was designed to measure.
Source of data	Reports from Action Work Groups
Method of calculation	Simple count
Means of verification	Proof of submission of functionality assessments on all AWGs report to Branch Head (email and/or document tracking record). If an AWG does not submit the required documentation for assessment, the assessment will be counted in terms of indicating non-submission and non-compliance as an "assessment finding", therefore will be counted as one per occurrence. Report submitted before the end of the quarter, on progress against the previous quarter.
Assumptions	Reports submitted from departments and AWGs within the required timeframes for reporting.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Non-Cumulative
Reporting Cycle	Bi-Annual (of the quarter following 15th August, 15th November, 15th February, 15th May)
Desired performance	Biannual report on AWG functionality to be submitted to Secretariat of COHOD & Technical GSCID Cluster.
Indicator Responsibility	**Director: Monitoring & Evaluation Programmes.**

Indicator Title	45. Number of Monitoring and Evaluation (M&E) system focus areas analysed for optimisation

Definition	The indicator measures progress with deliverables of the M&E Systems improvement project. This is known as the Monitoring, Evaluation, and Impact Assessment of Service Delivery in KwaZulu Natal project ("IMEIA Project").
	The scope of work is made up of 14 focus areas which have been grouped into three clusters based on similarities as follows:
	    1) Policy – Tracking progress towards the NDP 2030 implemented through the MTSF 2019-2024 and functionality of AWGs, QPR (Departmental Performance), Policies Inventory & Provincial Research, KZN Situational Analysis & Outlook, SEIAS Implementation Monitoring, Spatial Equity & Integration, KZN Interventions & Action Plans for Vulnerable Groups
	    2) Stakeholder Engagement –, Stakeholder Coordination & Engagement and KZN District Multi Sectoral Stakeholder Forums and IGR Councils
	    3) Service Delivery Monitoring – Frontline Service Delivery Monitoring, Operation Siyahlola, Operation Sukuma Sakhe & DDM, SDIP's Plans Monitoring, Citizen Satisfaction Monitoring/Surveys & Community Based Monitoring
	The 3 main aims are to improve ::
	• M & E Capacity & Capability
	• M & E Process Optimisation and
	• M & E Coordination Enhancement
	Targets are estimated against the current project deliverables and as at January 2023. This incudes system improvement proposals for MTSF Reporting system, Socio Economic Impact Assessment System (SEIAS); Policy and Research inventory progress reporting improvement ; Monitoring and reporting diagnostic/design evaluations (Status quo monitoring system assessments) on the Effectiveness of KZN District Multi-Sectorial Stakeholder Forums and the OTP-supported IGR Councils; and Stakeholder Coordination and Engagement monitoring systems and processes; as well as Guideline Frameworks/SOPS for agreed areas.

Source of data	Approved signed off reports - (reports approved by unit leaders assigned) This includes As Is Reports (Status Quo) and Optimisation (To Be) reports.
Method of calculation	Simple count of number of signed off reports by unit leader on the optimisation processes (As Is [Status Quo] Reports and Optimisation [To Be] reports; M&E frameworks, guidelines and/or SOPS aimed at improving M&E.
Means of verification	Signed off reports from service provider of As Is (Status quo report) Optimisation (To Be) processes (proof of sign off /approval by OTP i.e. could be in the form of minutes of a meeting held or endorsement signatures on reports and/or documents.
Assumptions	Project is implemented as per agreed timeframes. Other stakeholders (Line function units and departments) participation and availability.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative year-end –
Reporting Cycle	Quarterly
Desired performance	At least
Indicator Responsibility	**Chief Director: Monitoring & Evaluation / DDG: Strategic Management**

Indicator Title	46. Number of Socio-Economic Impact Assessment (SEIAS) Implementation monitoring assessments
Definition	Measures progress on the implementation of the Socio-Economic Impact Assessment System in the Province through monitoring the extent to which public policy instruments submitted to the Provincial Executive Council have complied with the principles of SEIAS. This instrument was reviewed at a National level but has not been implemented in the Province. The intention of SEIAS is to improve policy development by proactively identifying whether the interventions require a policy, risks, policy coherence and alignment. The progress reports including certification of new macro policies.
Source of data	Summative report on progress on the implementation of SEIAS, compiled through assessment of the submissions of Macro Policy Development Proposals to the Executive Council. The SEIAS requires certificates to be attached to the submissions and checked for inclusion by the Executive council Secretariat.
Method of Calculation / Assessment	Simple count of one summative progress report on status of SEIAS Implementation.
Means of verification	Updated reports and/or, electronic copies of SEIAS Implementation Progress Report submitted to the DDG: Strategic Management 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). If a department does not submit the required documentation for assessment, the assessment will be counted in terms of indicating non-submission and non-compliance as an "assessment finding", therefore will be counted as one per occurrence. Report to include challenges, interventions, progress being made on key priorities & progress from previous recommendations made.
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	Bi-Annual
Desired performance	Report to include nature of policies submitted for assessment, key challenges and interventions, and recommendations, copies of certificates issued, and updated policy instrument inventories. The latter 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.
Indicator Responsibility	Director: Policy and Research

Indicator Title	47. Number of research inventory status assessments
Definition	Facilitates research coordination and tracking of progress relating to research projects undertaken by government departments. Measures research coordination through inventories and monitoring of progress of research type initiatives driven by Departments and/or evidence-based research in response to the PGDP situational analysis of 2011, as updated in 2016 and 2021. The focus here is on tracking research initiatives undertaken by the Departments, progress, and knowledge sharing and including communication through the Research Forum. This aims to facilitate contributions from different sectors, reducing duplication but also to track areas where partnerships with research institutions can be geared. The assessment of the status of the research inventory is performed against an inventory 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 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 status assessment progress report on status of research projects undertaken by Provincial Departments. If a department does not submit the required documentation for assessment, the assessment will be counted in terms of indicating non-submission and non-compliance as an "assessment finding", therefore will be counted as one per occurrence.
Means of verification	Reports and/or, electronic copies of research reports submitted to the DDG responsible for Research Coordination; 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	Not applicable
Calculation Type	Non-cumulative
Reporting Cycle	6 Monthly
Desired performance	Inventory assessment reports conducted at least twice a year by 31 March outlining progress and/or observations regarding the status of research related activities undertaken by departments to enhance evidence informed decision making. in the Province. Copy of report to PPC. At least two updated inventory assessment reports per year.
Indicator Responsibility	**Director: Policy and Research**
Indicator Title	**48. Number of provincial departmental strategic planning alignment assessments**
Definition	Technical analysis assessments on strategic plans for provincial departments and entities (5-year Strategic Plan (if applicable and APP) submitted for support and/or analysis. In this regard, the strategic plans are compiled once in 5 years, unless a department is re-tabling in terms of the Framework for Strategic Plans and Annual Performance Plans. Annual Performance Plans, however, are reviewed annually. Plans are assessed for alignment to the national priorities (MTSF) and provincial priorities (PGDS 2021).
Source of data	Departmental draft Strategic and Annual Performance Plans submitted by departments. The National MTSF plan and KZN PGDS for analysis and assessment purposes.
Method of calculation	Simple count.
Means of verification	Summative report on assessments of departmental plans, analysed for alignment, supported by analysis. Assessment report submitted to DDG: Strategic Management by end March of each year. If a department does not submit the required documentation for assessment, the assessment will be counted in terms of indicating non-submission and non-compliance as an "assessment finding", therefore will be counted as one per occurrence. Report to include assessment findings, challenges, and recommendations moving forward.
Assumptions	Departments submit draft strategic planning documents (draft SP if necessary and draft APP, draft AOP) with alignment matrix and signed off checklist by HOD/CEO by due date.
Disaggregation of Beneficiaries	N/A
Spatial Transformation (	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 (3rd quarter).
Indicator Responsibility	**Director: Departmental Strategic Planning**

Indicator Title	**49. Number of reports on the implementation of the Provincial Planning Commission business plan**
Definition	To measure functionality of the KwaZulu-Natal Provincial Planning Commission (KZN PPC) and progress being made in terms of its mandate, through the monitoring of its implementation of its business plan.
Source of data	Approved Terms of Reference for the PPC (2022); 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. Report to include challenges, interventions, progress being made on key priorities & progress from previous recommendations made.
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.
Indicator Responsibility	**Director: Provincial Planning**

Programme 3b

Indicator Title	**50. Number of reports compiled on the implementation of the KZN Government Service Support Plan to the Zulu Monarch**
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 the Director-General and/or Branch Head and to include high level activities that were implemented as per support plan, challenges interventions, recommendations & progress from previous recommendations made.
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.
Indicator responsibility	**Chief Director: King's Support and Royal Household.**

Indicator Title	**51. Number of monitoring reports compiled on the performance of the KZN Zulu Royal House Trust.**
Definition	This is a monitoring report by the Chief Directorate to assess and evaluate whether the activities of the Trust as a departmental entity are delivering on its mandate. The Trust provides a progress report against pre-determined activities that it will achieve per quarter. These are tracked by the OTP and are used to compile a monitoring report on the work being done by the KZN Zulu Royal House Trust.
Source of data	Progress reports, photos, agendas and attendance registers
Method of calculation	Simple count
Means of verification	Monitoring report submitted to the Director-General and/or Branch Head. The report to include progress being made by the Trust against operational plan indicators, challenges and interventions & progress from previous recommendations made as well as 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.
Indicator responsibility	**Chief Director King's Support and Royal Household**

Indicator Title	**52. Number of progress reports on the implementation of poverty eradication interventions in all districts**
Definition	Analysis and synthesis of progress reports on the implementation of poverty eradication interventions by line function departments in all districts. The PEMP unit co-ordinates the poverty eradication targeted interventions per pillar in each district to ensure that there is coherence of effort.
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 & progress from previous recommendations made.
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	Province Wide
Calculation type	Cumulative year end
Reporting cycle	Quarterly
Desired performance	Report submitted to be circulated to COHOD & Technical PCF.
Indicator responsibility	**Chief Director: Priority Programmes**
Indicator Title	**53. Number of progress reports compiled on the interventions coordinated for Senior Citizens.**
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). Report to include challenges, interventions, progress being made on key priorities & progress from previous recommendations made.
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.
Indicator responsibility	**Director: Human Rights**

Indicator Title	54. **Number of progress reports compiled on the interventions coordinated for People with Disabilities.**
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). Report to include challenges, interventions, progress being made on key priorities & progress from previous recommendations made.
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.
Indicator responsibility	**Director: Human Rights**
Indicator Title	55. **Number of monitoring reports on the implementation of the Provincial Gender Based Violence and Femicide Strategic Implementation Plan**
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, interventions & progress from previous recommendations made.
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.
Indicator responsibility	**Director: Office of the Status of Women**

Indicator Title	**56. Number of progress reports compiled on the interventions coordinated for Women and Gender.**
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). Report to include challenges, interventions, progress being made on key priorities & progress from previous recommendations made.
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.
Indicator responsibility	**Director: Office of the Status of Women**
Indicator Title	**57. Number of consolidated human rights monitoring reports**
Definition	Measures progress on the visitations undertaken to establish the compliance of such entities with adherence to human rights as applicable to the beneficiaries/users of those facilities or programmes.
Source of data	Visitations undertaken (either initiated or as per complaints received)
Method of calculation	Simple count
Means of verification	Quarterly report submitted to DDG: Stakeholder Co-ordination outlining entities visited, human rights non-compliance identified, time bound corrective measures and progress against such measures.
Assumptions	Government entities or funded entities are to be monitored on their compliance with human rights.
Disaggregation of Beneficiaries	N/A
Spatial Transformation	Province wide
Calculation type	Cumulative year end
Reporting cycle	Quarterly
Desired performance	Monthly report on consolidated human rights violation monitoring submitted to DDG: Institutional Development.
Indicator responsibility	**Director: Human Rights**

Indicator Title	**58. Number of coordination reports on the implementation of the KwaZulu-Natal Integrated Provincial Youth Development plan**
Definition	Number of coordination reports on the implementation of the Provincial Integrated Youth Development Plan. A 5-year Youth Development Strategy is developed, which is implemented annually. The annual implementation plan comprises of annual action plans form each department, which is then consolidated into the KwaZulu-Natal Integrated Provincial Youth Development plan and co-ordinated by the Youth Chief Directorate in the OTP.
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: IDIM on progress made against the annual Provincial Integrated Youth Development Implementation Plan. Report to include challenges, interventions, progress being made on key priorities & progress from previous recommendations made.
Assumptions	Submission of information from departments
Disaggregation of Beneficiaries	Youth
Spatial Transformation	Province wide
Calculation type	Cumulative year end
Reporting cycle	Quarterly
Desired performance	Monthly progress reports provided.
Indicator responsibility	**Chief Director: Youth Development**
Indicator Title	**59. Number of coordination reports on the functionality of District Youth Councils**
Definition	Quarterly reports on the functionality of District Youth Councils (in line with district youth functionality tool completed by District Youth Outreach Officers). The Youth CD in OTP will co-ordinate and support the functionality of the District Youth Councils. The completed functionality tools from each District Youth Council will be submitted to the Youth Chief Directorate in the OTP for analysis and support.
Source of data	Quarterly reports from all districts wherein District Youth Councils have been established
Method of calculation	Simple count
Means of verification	The quarterly functionality reports shall be submitted to DDG Stakeholder Coordination and the report per district to also indicate areas of attention or intervention.
Assumptions	Submission of functionality reports from District Youth Outreach Officers
Disaggregation of Beneficiaries (where app)	100% Youth
Spatial Transformation	Province wide
Calculation type	Cumulative year end
Reporting cycle	Quarterly
Desired performance	Monthly reports provided on the functionality of District Youth Councils to the DDG: Stakeholder Management.
Indicator responsibility	**Chief Director: Youth Development**

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Indicator Title	**60. Number of progress reports on the roll out of KwaZulu-Natal Youth Empowerment Fund Programme**
Definition	Quarterly progress reports on the previous recipients of the Youth Empowerment Fund and the 2022/23 roll-out of the Youth Empowerment Fund in the Province (R50 million funding from 2021/22 financial year) which aims to promote economic growth and reduce poverty. Progress report on the roll out of the 2023/24 allocation of the youth Fund.
Source of data	Reports from stakeholders outside of OTP on the utilisation & dispensation of the Fund e.g. the youth beneficiaries, EDTEA and the Growth Fund. Youth Unit own assessment reports / analysis reports on the businesses visited and findings.
Method of calculation	Simple count
Means of verification	Quarterly consolidated progress report submitted to the DDG: Stakeholder Coordination. Report to include progress being made by the previous beneficiaries of the Youth Empowerment Fund since inception and to include challenges, interventions and recommendations & progress from previous recommendations made. Progress report on the implementation of the current year's recipients (from the 21/22 & 22/23 funding and 23/24 funding).
Assumptions	Compliance of submission of information from stakeholders with respect to information required to consolidate reports.
Disaggregation of Beneficiaries	100% Youth
Spatial Transformation	Province wide
Calculation type	Cumulative year end
Reporting cycle	Quarterly
Desired performance	Monthly reports provided on the Youth Empowerment Fund to the DDG IDIM.
Indicator responsibility	**Chief Director: Youth Development**
Indicator Title	**61. Number of multi-sectorial intervention coordination reports on HIV and AIDS STI's and TB.**
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 2023– 2028, submitted to the DDG: Stakeholder Co-ordination at the end of the quarter. Report to include challenges, interventions, progress being made on key priorities & progress from previous recommendations made.
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
Indicator responsibility	**Director: HIV and AIDS**

Indicator Title	62. Number of consolidated reports compiled on the implementation of KZN Stakeholders Social Compacts.
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. 2023/24 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, progress being made on key priorities & progress from previous recommendations made. 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.
Indicator responsibility	Director: Strategic Partnerships
Indicator Title	63. Number of Rapid Response Interventions Coordination Reports
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 regarding 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 recommendations & progress from previous recommendations made.
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.
Indicator responsibility	Chief Director: Priority Programmes

Indicator Title	64. Number of progress reports compiled on the interventions coordinated for Military Veterans
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). Report to include challenges, interventions, progress being made on key priorities & progress from previous recommendations made.
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.
Indicator responsibility	**Director: Social Cohesion and Community Partnerships**
Indicator Title	65. Number of progress reports compiled on the interventions coordinated for Farm Dwellers and Farm Workers.
Definition	Quarterly reports on the progress of implementation of KZN Government Action Plan on Matters of Farming Communities.
Source of data	Consolidates Quarterly Reports on the implementation of deliverables of KZN Government Action Plan on Matters of Farming Communities.
Method of calculation	Simple Count
Means of verification	A consolidated report based on the quarterly reports of KZN Government Action Plan on Matters of Farming Communities shall be compiled with details of a contribution made by a responsible department in achieving a deliverable as well as areas of interventions.
Assumptions	Relevant departments have planned Farm Workers and Farm Dwellers programmes and projects in place as part of implementing KZN Government Action Plan on Matters of Farming Communities.
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 KZN Government Action Plan on Matters of Farming Communities.
Indicator responsibility	**Director: Social Cohesion and Community Partnerships**

Indicator Title	66. Number of MRM and Social Cohesion coordination reports
Definition	This is a programme, which aims at enhancing moral values, Ubuntu, nation building, unity and promotion of social cohesion within various communities to ensure peace throughout the country.
Source of data	Written reports with relevant minutes/agendas/reports and attendance registers (where relevant) signed off by the Chief Director 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), progress being made on key priorities & progress from previous recommendations made. 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.
Indicator responsibility	**Director: Social Cohesion and Community Partnerships**

ANNEXURE A: Changes to the Strategic Plan

2023/24 APP:

During strategic deliberations it was felt that the vision, mission and value statements as well as the Impact should be extended to read as:

Vision:

The Office of the Premier will be the centre of governance, providing leadership towards achieving KZN Vision 2030 through accelerated service delivery, addressing poverty, unemployment and inequality.

Mission

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

- Enhancing good and cooperative governance within the Province;
- 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, youth and people with disabilities.

Values

In addition to the Batho Pele principles which are:

- Consultation
- Service standards
- Access
- Information
- Courtesy
- Openness and Transparency
- Redress
- Value for Money
- Encouraging Innovation and Rewarding Excellence
- Leadership and Strategic Direction
- Service Delivery Impact

The Office of the Premier will embrace the values of:

- Integrity
- Professionalism
- Accountability
- Ubuntu.

Impact Statement:

Transformed, capable ethical developmental Provincial Administration delivering services to its citizens, combatting the triple challenge of poverty, unemployment and inequality.

During strategic deliberations it was also noted that a change in wording for one of the outcome indicators for Outcome 4 required amendment. The following table is the indicator as it appears in the 2020-25 Strategic Plan:

Outcome	Outcome Indicators	Baseline	Five-year target
Outcome 4: Professional & ethical provincial administration	% Implementation of Public Service HRD Strategy.	Draft HRD strategy developed and consulted.	80% implementation of Public Service Strategy (through implementation of the Public Service HRD Strategy implementation plan)

Table 1

Table 2 below outlines the amended indicator (amendment underlined)

Outcome	Outcome Indicators	Baseline	Five-year target
Outcome 4: Professional & ethical provincial administration	**% Implementation of Province Wide Human Resource Development Strategy.**	Draft HRD strategy developed and consulted.	**80% implementation of Province Wide Human Resource Development Strategy. (through implementation of the Province Wide HRD Strategy implementation plan)**

Table 2

The reason for the change is the shift in focus from just the Public Service to the Province. The Public Service forms part of Provincial Strategy.

2022/23 APP: No changes to SP proposed.

2021/22 APP: 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.

ANNEXURE B: APP Deliverables – Linkage to Strategic Plan and MTSF Priorities

Outcome (OTP 5 Year Strat Plan)	Outputs	Linkage to MTSF/PGDS Priority
Programme 1		
1. Improved governance & accountability	Executive Council decision matrix progress reports	Priority 1: Priority 1: A Capable, Ethical and Developmental State
	Provincial Executive Makgotla report	
	Invoices paid within 30 days	
	Reduced wasteful and fruitless expenditure	
	Reduced irregular expenditure	
	Preferential Procurement report	
	PCF decision matrix reports	
	COHOD meeting decision matrices reports	
	Reports on OSS revitalisation strategy	
3. Inclusive stakeholder engagement & improved partnerships	International Relations and ODA Strategy reports	Priority 7: Better Africa and world
	Reviewed Twinning Agreements	
	Reports on Inkululeko Dev Projects	Priority 6: Social Cohesion and Safer Communities
Programme 2a		
2. Improved co-ordination, integration and efficiency in government	Provincial Labour Relations Case Management Systems developed	Priority 1: Priority 1: A Capable, Ethical and Developmental State
	Operational Management implementation assessments	
	Occupational Health and Safety assessments	
	HR Turnaround Strategy implementation assessments	
	Systems developed for the KZN Innovation and Information Hub	
	Broadband implementation reports	Priority 2: Economic Transformation and Job creation

Outcome (OTP 5 Year Strat Plan)	Outputs	Linkage to MTSF/PGDS Priority
Programme 2a		
3. Inclusive stakeholder engagement & improved partnerships	Reports on implementation of the Provincial Communication Strategy	Priority 1: Priority 1: A Capable, Ethical and Developmental State
	Reports on provincial communication campaigns supported	
4. Professional & ethical provincial administration	Number of training sessions (Public Service Development)	Priority 1: Priority 1: A Capable, Ethical and Developmental State
	Number of structured partnerships established with TVET Colleges	
	Number of training programmes reviewed	
	Approved Province- Wide Human Resource Development Strategy	
Programme 2b		
1. Improved governance & accountability	Reports on Provincial Legislative compliance	Priority 1: Priority 1: A Capable, Ethical and Developmental State
	Report on Provincial Forensic Investigations	
	Security awareness workshops	
	Minimum Physical Security Standards (MPSS) reports	
2. Improved co-ordination, integration and efficiency in government	Service delivery monitoring reports	Priority 1: Priority 1: A Capable, Ethical and Developmental State
	Service Delivery Improvement reports	
	Siyahlola Reports	
	Premier's Izimbizo	
4. Professional & ethical provincial administration	I Do Right Campaign	Priority 1: Priority 1: A Capable, Ethical and Developmental State
	Reports on KZN cases from Anti-Corruption Hotline	
	Fraud & ethics awareness workshops	
	Lifestyle audits reports	
	Batho Pele compliance reports	

Outcome (OTP 5 Year Strat Plan)	Outputs	Linkage to MTSF/PGDS Priority
Programme 3a		
1. Improved governance and accountability	Performance Reports of Departments	Priority 1: Priority 1: A Capable, Ethical and Developmental State
	Priority Programmes Monitoring reports	
2. Improved co-ordination, integration and efficiency in government	Co-ordination of Provincial Evaluation	
	OTP key priorities evaluated	
	Integrated MTSF report	
	AWG Functionality	
	M&E systems optimised	
	SEIAS Specific Assessment reports	
	Updated Research Inventory	
	Integrated Planning System: Consolidated planning alignment report	
	Integrated Planning System: Reports on business plan of Prov Planning Commission	
Programme 3b		
1. Improved governance and accountability	Entity Oversight: Reports on support Plan to the Zulu Monarch	Priority 1: Priority 1: A Capable, Ethical and Developmental State
	Entity Oversight: KZN Zulu Royal House Trust Annual Performance Plan Assessment report	
2. Improved co-ordination, integration and efficiency in government	Implementation reports on Poverty Eradication Plan	Priority 4: Consolidating the Social Wage through reliable and quality basic services
	Reports on interventions for Senior Citizens	Priority 6: Social Cohesion and Safer Communities
	Reports on interventions for People with Disabilities	
	Progress reports on implementation of GBVF plan	
	Reports on interventions for Women & Gender	Priority 4: Consolidating the Social Wage through reliable and quality basic services
	Human Rights reports	Priority 6: Social Cohesion and Safer Communities
2. Improved co-ordination, integration and efficiency in government	Integrated Provincial Youth Development Plan	Priority 2 : Economic Transformation and Job creation
	Reports on Integrated Provincial Youth Development plan	
	Youth Empowerment fund report	
3. Inclusive stakeholder engagement & improved partnerships	Co-ordination reports on HIV & AIDS, STIs & TB	Priority 6 : Social Cohesion and Safer Communities
	Reports on progress with Social Compacts	
	Rapid Response interventions coordination reports'	
	Reports on interventions for Military Veterans	
	Reports on interventions farm workers and farm dwellers	
	Reports on MRM & Social Cohesion	

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