



**KZN Vision 2035**  
The vision of our province is:

"By 2035 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"

**STRATEGIC GOALS**

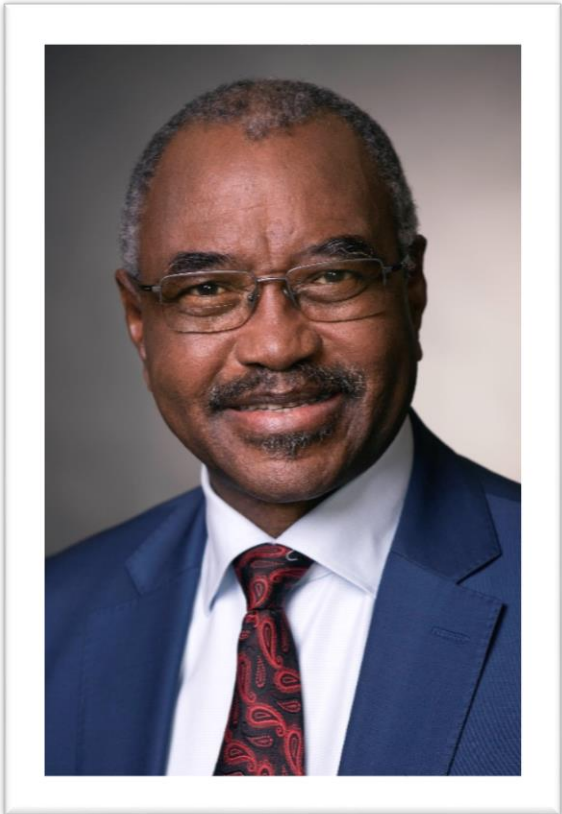
1 	INCLUSIVE ECONOMIC GROWTH
2 	HUMAN RESOURCE DEVELOPMENT
3 	HUMAN AND COMMUNITY DEVELOPMENT
4 	STRATEGIC INFRASTRUCTURE
5 	ENVIRONMENTAL SUSTAINABILITY
6 	GOVERNANCE AND POLICY
7 	SPATIAL EQUITY

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# Annual Performance Plan 2018-19

"Leading with integrity towards growing an inclusive economy, for integrated, targeted and effective service delivery to improve quality of life"



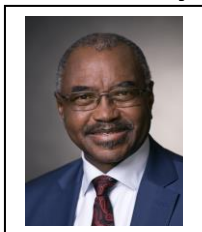
To be the centre of governance, providing leadership towards achieving Vision 2035

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## Foreword by the Premier



The strategic plans for the Office of the Premier have been developed based on the statutory and policy mandates of the Premier and his Office. The Annual Performance Plan (APP) outlines priority delivery areas against the National Development Plan (NDP) and the KwaZulu-Natal Growth and Development Strategy (PGDP) and Plan (PGDP). This plan, being the fourth APP prepared within the context of the 2015-2020 Strategic Plan for the Office of the Premier, continues to consolidate and build on the gains we have made thus far. The emphasis remains on stepping up the pace of delivery, towards 2020 and beyond whilst the Provincial Growth and Development Plan remains our development compass.

The Office of the Premier has reflected on its strategic plan and agreed that its vision, goals and strategic objectives remain relevant, and aligned to the NDP, Medium Term Strategic Framework (MTSF) and the targets expressed in the PGDS/P. This APP sets out what it is that the Office of the Premier has to reprioritise and achieve by March 2019 to remain on track towards ensuring that KwaZulu-Natal will be a prosperous Province, with a healthy, skilled and secure population; living in dignity and harmony; acting as a gateway to Africa and the rest of the World, acting as a gateway between Africa and the World. We acknowledge that the annual performance plan is not intended to be exhaustive, but forms part of a suit of plans that contribute towards this process. It is designed to focus on the higher level outputs, whilst specific projects, activities and processes to deliver against these are articulated in operational- and business plans.

As the Office of the Premier we are committed to ensure that Provincial Government is coordinated, aligned and integrated and is providing sound governance and leadership with a firm focus on poverty eradication, community empowerment and radical economic transformation. We therefore remain committed to our Vision “To be the centre of governance, providing leadership in achieving KZN Vision 2035”. We also remain committed to deliver against our responsibility to unite and facilitate synergy between the activities and interventions of government, business, labour and civil society to ensure a concerted and cohesive drive towards our KZN Vision 2035, the latter envisaging that “By 2035 KZN will be a prosperous province; with a healthy, secured and skilled population; living in dignity and harmony; acting as a gateway to Africa and the rest of the World”.

The Office of the Premier is committed to ensure that Provincial Government is coordinated, aligned and integrated and is providing sound governance and leadership with a firm focus on poverty eradication, community empowerment and radical economic transformation. The status of our Province also points to a need to coordinate and provide support in building our social fibre, and to ensure that Social cohesion and moral regeneration is revived. We are committed to the Goals set in the 2015-2020 strategic plan which are centred around: (i) Good and cooperative governance; stakeholders fully engaged and well informed on KZN Vision 2035; a coordinated, equitable and integrated service delivery system; and improved performance and accountability. This we will do by leading with integrity towards growing an inclusive economy, for integrated, targeted and effective service delivery to improve quality of life.

Mr T W Mchunu

Date: 15/03/2018

Honourable Premier: Executive Authority of the Office of the Premier

KwaZulu-Natal Province

## Preface by the Director-General



As the centre of governance and leadership in the Province, the Office of the Premier has a key responsibility to unite and facilitate synergy between the activities and interventions of government, business, labour and civil society to ensure a concerted and cohesive drive towards KZN Vision 2035. The role of the Office of the Premier is to ensure that Provincial Government is coordinated, aligned and integrated and is providing sound governance and leadership with a firm focus on poverty eradication, community empowerment and radical economic transformation.

The Office of the Premier has reaffirmed its commitments made in its 2015-2020 strategic plan. Its strategic plans (5 year-plan and this fourth annual performance plan form implementing the 5-year strategy) are aligned to NDP, the Medium Term Strategic Framework (MTSF), Provincial Growth and Development Strategy and Plan. It follows on from the strategic processes initiated through the adoption of the 2015-2020 strategic plan and subsequent annual reviews. The plan outlines how the Office will enhance cooperative governance within the Province, ensure effective stakeholder management and communication, promote an integrated service delivery model, as well as enrich performance management and accountability through monitoring and evaluation. This Annual Performance Plan sets out the key deliverables targeted for the financial year and MTEF in aspiring to achieve the outcome orientated goals devedined in the 5-year Strategic plan of the Department, and should be read with the suit of plans that contribute towards this process, including operational- and business plans.

Whereas the Department has an internal and external focus in performing its functions, it has a Constitutional mandate to ensure effective administration and coordination, whilst also being mandated to monitor and evaluate performance of the provincial government and to provide support in ensuring service delivery is efficient and effective, in support of accelerating the pace of delivery throughout the Province. It will also continue to provide support to His Majesty.

Whilst economic and resource constraints remain a challenge facing government the Department will continue to build strategic partnerships with all stakeholders, including the private sector, to increase delivery capacity in the Province. These partnerships are, thus, also critical in ensuring that the strategic intent, vision and developmental path set out in the Provincial Growth and Development Plan (PGDP) 2035 and beyond is achieved and to enable the Province to lead with integrity towards growing an inclusive economy, for integrated, targeted and effective service delivery to improve quality of life.



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**Dr Nonhlanhla O. Mkhize**

**Director –General Office of the Premier**

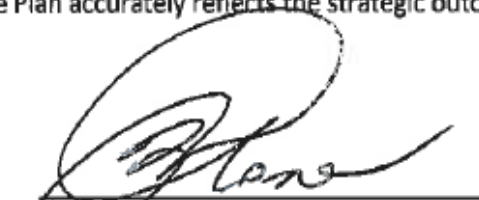
**KwaZulu-Natal Province**

Date: 12/03/2018

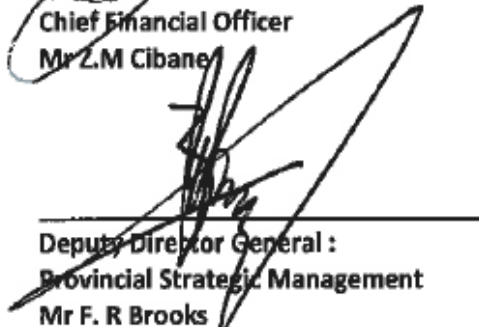
## Declaration of commitment to the Implementation of the Annual Performance Plan

It is hereby certified that this Annual Performance Plan of the Office of the Premier has been developed by the management of the Office the Premier under the guidance of the Premier, and has been developed based on the Department's Strategic Plan 2015-2020. Key amendments to the Five year Strategic Plan are outlined in Annexure D.

The Office of the Premier took into account all the relevant policies, legislation and other mandates for which the Office is responsible, in reviewing and aligning this Strategic Plan with the Provincial Growth and Development Plan and Vision 2035, as articulated in the Prvincial Growth and Development Strategy. The Plan accurately reflects the strategic outcomes, goals and objectives which the Office will endeavour to realize within the 2018-2019 financial year.

  
Chief Financial Officer  
Mr Z.M Cibane


09/03/2018  
Date

  
Deputy Director General :  
Provincial Strategic Management  
Mr F. R Brooks

2019/03/08  
Date

  
Dr Nonhlana O. Mkhize  
Accounting Officer and  
Director-General

12/03/2018  
Date

  
Mr T W Mchunu, MPL  
Premier and Executive Authority

15/03/2018  
Date



## Situational Analysis

This Annual Performance Plan (APP) is informed by the situational analysis prepared for the 2015 to 2020 strategic plan for the Office of the Premier, however, it is updated to consider key changes in the performance- and organizational environment.

### 1. KZN Demographics and impact on Office of the Premier

Monitoring demographic trends and responses by department to ensure relevant service delivery interventions in the most appropriate parts of the Province. This also includes project prioritisation through the Poverty Eradication Master Plan, OSS and other priority Programmes (SO3.2)

### 2. Macro Policy environment

#### Sustainable Development Goals

- Alignment to the SDG's have been taken into consideration in the 2016/17 APP and remain relevant. Statistics South Africa has embarked upon a process to refine indicators. These have also been incorporated, where relevant into the 2016 PGDS and PGDP refinements.

#### AU Agenda 2063

- Key areas relating to the AU Agenda 2063 had been outlined in APP2017-18 – section 1.1.1. No changes are relevant to these matters at this stage.

#### MTSF Outcomes

- A detailed analysis and links to the MTSF was already submitted in the strategic plan and alignment of strategic objectives and indicators to the MTSF are clearly outlined in Annexure C of this document.

### Provincial Growth and Development Strategy and Plan

A detailed analysis of the alignment of the Office of the Premier's Goals and Strategic Objectives to the amended PGDS 2016, and PGDP 2016-17 had been outlined in the 2017-2018 Annual Performance Plan of the Department. There are no changes in the Goals and strategic Objectives relevant to the Department in the PGDP2018. The Office of the Premier Leads Action Workgroups 7; 13 and 17 responsible for Human resource Development; ICT expansion and Governance and Administration. These Action Work Groups will continue to facilitate

implementation of the PGDP and through business plans to be reported against through the Cluster system. The Provincial Planning Secretariat continues to provide a supporting role in strengthening planning and reporting systems to support all action workgroups in driving the PGDS/P. Systems have also been developed to track SOPA and PGDP updates, as well as Executive Council Resolutions to facilitate improved coordination and accountability, using the PGDP Action workgroups.

### **Performance environment**

Matters in the external environment were confirmed in previous strategic planning review meetings and in a strategic preparation session held on 14 April 2016. It has also been updated given due consideration to confirming the mandate of the Office of the Premier, as outlined in the Constitution. It is further informed by the environmental challenges identified in the Citizen Satisfaction Survey commissioned by the Office of the Premier in 2015 in partnership with Statistics South Africa, updated situational review of the province commissioned as part of the review process of the Provincial Growth and Development Strategy, under the guidance of the Provincial Planning Commission and the Office of the Premier; and the Community Survey findings released by Statistics South Africa in 2016.

Key issues identified in the context of the mandate of the Office of the Premier are as follows:

1. **Citizen Satisfaction Survey 2018 - KZN Office of the Premier and Statistics South Africa**  
The Citizen Satisfaction Survey 2018 will continue as planned pending STATS SA confirmation and availability of funding. Due to capacity challenges within Stats SA the project commenced in 201/18 and will continue to finalisation in 2018/19.
2. **KZN Situational Overview – KZN Office of the Premier and Provincial Planning Commission**  
This document, including the reports on social cohesion and migration, informed the revised Provincial Growth and Development Strategy of the Province, driven by the Office of the Premier, in consultation with the Provincial Planning Commission. These amendments will inform the Provincial Growth and Development Plan (which is updated annually), to provide strategic direction to the province. The amendment has required an amendment to the Vision of the Office of the Premier to be extended to 2035. Realignment of Departmental Plans will, thus, continue to be driven from within the Office of the Premier to ensure alignment to National and Provincial policy imperatives and support to COGTA to facilitate alignment of DGDP's to the PGDP.

The document has also taken into consideration reports released on social cohesion and reconfirmed the aspirations of a non-racial and non-sexist society. This has prompted consideration to be given to a social cohesion programme to be considered and driven through the Institutional development and Democracy Support Branch within the Office of the Premier.

Likewise, the need to strengthen moral regeneration programmes have been identified as a matters requiring intervention and coordination through the office of the Premier, hence further supporting the continued engagement with stakeholders (Strategic



Objective 3.2, focusing on mobilization in the context of the PGDP/S, OSS, PEMP to create awareness, build partnerships and support implementation through forums within the priority sectors including NGO's, business, traditional authorities and the religious sector (as per indicator 3.2(a) and (b)); as well as strengthening the moral regeneration movement coordination to support social cohesion and mitigate against the social ills prevalent in our society (indicator 3.2(d); and supporting youth development through these forums and coordination tools (indicator 3.2(e) and (f))

### 3. **Community Survey 2016 – Statistic South Africa**

The survey indicates that, whereas KwaZulu-Natal was the most populace Province in South Africa in 2011, it has been overtaken by the Gauteng Province. KZN Population in 2011 was 10.27 million and now stands at 11.1 million, while the Gauteng population now stand on 13.3 million. This proportional decline in the Province's population has already given rise to, and may still lead to further reductions of the Province's equitable share. The number of households have increased from 2.5 million in 2011 to 2.9 million in 2016 and the average household size has decreased from 4.5 in 2011 to 3.8 in 2016. Whilst the level of poverty has decreased, the intensity thereof has increased, thus continued support in the coordination of the Poverty Eradication Master Plan (PEMP), and monitoring of the implementation thereof through the Office of the Premier need to consider areas being prioritized for the roll out of the subsequent phases of the programme, as well as intensifying the coordination and reporting aspects, as Indicated in Strategic Objective 3.2.2, indicator (a) of this plan and ongoing support and reprioritisation in line with poverty location shifts through the business plan of the programme.

With education and youth, the survey, read with the KZN situational analysis review referred to in paragraph 2 above, indicate that the most critical education issues relate to the quality, attainment, relevance, financial viability of tertiary institutions & expectations of free education. The attainment of graduate qualification for the African population has proportionally decreased in relation to White and Indian population, and Inequality in the quality and attainment of educational qualifications is inhibiting eradication of inequality in all spheres of society. This contributes towards the mismatch between skills demand and supply giving rise to unacceptably high graduate unemployment. Inequality in the workplace is still apparent with a skewed demographic representation in critical skills areas and leadership positions. These matters highlight the need to intensifying Youth Coordination and Development programmes as one of the priority groups under the Stakeholder Unit, responding to Strategic Objective 3.2 – Stakeholder engagement and empowerment, and in particular, to reinforce and strengthen its coordination role in terms of indicators 3.2(e) and (f) of this plan.

There has been a substantial improvement in life expectancy, as well as dramatically improvement in access to treatment and health facilities, however, the rate of HIV/AIDS infections still high, high maternal mortality rate and TB incidence are still areas to improve on and hence ongoing support through coordination and monitoring of Priority Programmes (Strategic Objective 3.3.1, indicator (a) and (c) of this plan).

The implementation and refinement of the PGDP continues to be institutionalised through the system or structure of Action Work Groups. These PGDP Action Work Groups (AWGs), of which there are 18, have been set up to take responsibility for the implementation and reporting of the various Strategic Objectives of the PGDS/P, as well as to provide input to the annual refinement of the PGDS/P. These AWGs operate across government departments and external stakeholders to promote collaborative planning, resource allocation, implementation and reporting. The strategic objectives of the PGDS/P are assigned to the AWGs.

For more information on the functioning of the Action workgroups, please refer to the *Quick Start Manual for the Implementation and Review of the Provincial Growth and Development Plan*. This is updated annually and can be found on the following website:

[www.kznppc.gov.za](http://www.kznppc.gov.za).

Challenges with regard to the functionality of the Action Workgroups have been identified and are being addressed through one-on-one engagements. Functionality Assessments (APP Indicator 3.1d) has proven to be a valuable tool to track progress with Action Workgroups, and findings are reported through management structures.

Key strategic factors that continue to impact on the department are summarized as follows:

PGDS/P amendments	Affect	Response
Goal 1, Inclusive Economic Growth, indicator Percentage increase of youth (15-34) amongst economically active in employment.	Promote the development and employment of youth.	The Youth Chief directorate will continue to work the forums to facilitate youth development, coordination and awareness campaigns (SO 3.2),
Goal 1, SO 1.4 Improve the Efficiency, Innovation and Variety of Government-led Job Creation Programmes.  Percentage of provincial government expenditure of goods and services procured on local content.	Promote the procurement of local content.	The SCM unit will do this as part of the normal operations within the SCM environment
Goal 1, SO 1.4 Improve the Efficiency, Innovation and Variety of Government-led Job Creation Programmes  Develop awareness campaigns regarding opportunities for learnerships, apprenticeships, mentorships and internships within the public and private sectors.	Promote the development and employment of youth.	The Youth Chief directorate will continue to work the forums to facilitate youth development, coordination and awareness campaigns (SO 3.2); and in partnership with the Training Academy as part of the HRD strategy and skills development initiative, SO 2.1
Goal 1, SO 1.6 Enhance the Knowledge Economy: Establish mechanisms to further strengthen the partnerships between the relevant institutions (public, private and tertiary) particularly with regard to the commercialisation of R&D projects, especially with regards to indigenous knowledge.	Closer cooperation with private sector and tertiary institutions, as well as enhancing support to the Action Workgroup responsible (AWG 5), as per the Quick Start Manual – ( <a href="http://www.kznppc.gov.za">www.kznppc.gov.za</a> ).	This will be driven through the AWG reporting, coordinated through the Planning Commission and as part of the monitoring reports (SO 3.1, indicator (h)); as well as continued support to the Research forum which activities are incorporated in the Operational Plan of the unit (Planning, Research and Policy).

<p>Goal 2: Human Resource Development, indicator Reduction in skills shortage in key priority skills areas.</p> <p>SO 2.2 Support skills alignment to economic growth : -</p> <ul style="list-style-type: none"> <li>- Develop skills plans for lead economic sectors per district municipality based on skills demand and implement in partnership with tertiary institutions .</li> <li>- Improved capacity in the Province for skills planning. The KZN HRD Strategy describes outlines how this can be achieved.</li> <li>-Rigorous collection of information on skills development in the Province.</li> <li>-Encourage the development of women professional and technical graduates and people with disabilities.</li> <li>-Strengthen Provincial HRD Council to develop partnerships between the state HRD sector and the private sector.</li> <li>-Promote an appropriate programme and qualification mix at Tertiary institutions to promote the production of professionals and academics.</li> </ul>	<p>These matters are driven through AWG7 and the HRD Council. The Office of the Premier is the lead department through the Training Academy Team.</p>	<p>The Office of the Premier will continue to coordinate this AWG and reporting will be monitored through the Planning Commission and as part of the monitoring reports (<b>SO 3.1, indicator (h); as well as SO 2.1</b> as the Training Academy also provides support to the HRD Council which will incorporate these aspects in their business plans, and promotion and awareness, as well as coordination of bursaries and skills development initiatives for the youth will continue through the Youth Chief Directorate, having moved to <b>Strategic Objective 2.5 (from 3.2)</b>.</p>
<p>Goal 2: Human Resource Development, SO 2.3 Enhance youth and adult skills development and life-long learning, Indicator Number of youth on mentorships / internships / learnerships,</p> <ul style="list-style-type: none"> <li>-Research and information on the size, needs, characteristics and location of the out of school youth to be served.</li> <li>- Assessment and development of district based supply pipelines that are responsive to the needs of the geographic area.</li> <li>-Preparation of district based HRD plans linked to IDPs.</li> </ul>	<p>These matters are also driven through AWG7 and the HRD Council. The Office of the Premier is the lead department through the Training Academy Team, and in this case, with the support of the Youth Chief Directorate.</p>	
<p>Goal 3: Human and Community Development SO 3.1 Eradicate poverty and improve social welfare Functional Operation Sukuma Sakhe war rooms.</p>	<p>The OTP coordinates the OSS and PEMP Programme.</p>	<p>Reporting and coordination will continue as per <b>SO 3.2, indicator (f); and 3.3.2, indicator (a)</b>.</p>
<p>Goal 3: Human and Community Development - Poverty gap (p1) and severity of poverty (p2); and</p> <ul style="list-style-type: none"> <li>-Accelerate the roll-out of the Poverty Eradication Master Plan and Sukuma Sakhe (on which the PEMP builds) and related social welfare programmes including the development of Community and Ward Based Plans for the identified, most poverty stricken municipalities; and to address facilities and services for the elderly, drug addicted individuals, indigent households and victims of abuse</li> <li>-Monitor and evaluate the progress and impact of the Poverty Eradication Master Plan.</li> </ul> <p>SO 3.3 Safeguard and enhance sustainable livelihoods and food security - Accelerate the implementation of the. KZN Poverty Eradication Master Plan to contribute to food security</p>		

<p>Goal 3: Human and Community Development -Extend the reach of the State by collaborating with NGOs with proven track records, not only for service delivery, but also for training of trainers / practitioners, and for implementation models.</p>	<p>Building partnerships with all sectors of society to facilitate implementation.</p>	<p>The Stakeholder Unit, responding to <b>Strategic Objective 3.2</b> – Stakeholder engagement and empowerment, and in particular, to reinforce and strengthen its coordination role in terms of indicators <b>SO 3.2; 3.3.1 and 3.3.2</b> of this plan.</p>
<p>Goal 3: Human and Community Development; SO 3.2 Enhance the health of communities and citizens -Implementing the 90-90-90 strategy for HIV, AIDS; TB and Non-Communicable Diseases.</p>	<p>OTP coordinates and monitors progress, as well as providing support to the HIV and AIDS Council</p>	<p>Ongoing support through coordination and monitoring of Priority Programmes (<b>Strategic Objective 3.3.1, indicator (a) and (c)</b> of this plan).</p>
<p>Goal 3: Human and Community Development: SO 3.6 Advance social cohesion and social capital.</p>	<p>Although OTP is not the lead department, it is actively participating in the Social cohesion initiatives through the task teams and interdepartmental forums, and participates in the Action Workgroup responsible for implementing the PGD it will also support the formalise and implement a social cohesion strategy for the Province (to cover responsible citizenry, moral regeneration, ethics at work etc.</p>	<p>The Office of the Premier will continue to coordinate this AWG and reporting will be monitored through the Planning Commission and as part of the monitoring reports (<b>SO 3.1, indicator (h)</b>).</p>
<p>Goal 3: Human and Community Development : SO 3.7 Promote youth, gender and disability advocacy and the advancement of women - Implement and monitor an integrated programme to increase the levels of participation of women, youth and people with disabilities in the governance structures and processes of the province.</p>	<p>This impacts on the work of the units responsible for Human Rights (OTP SO 2.5), as well as that of the Youth Chief Directorate (SO3.2).</p>	<p>Business plans of these units will continue to be aligned to ensure delivery against this PGDP intervention.</p>
<p>Goal 4 Strategic Infrastructure, SO 4.3 Develop ICT infrastructure -Develop ICT Maintenance Plan.</p>	<p>OTP Coordinates AWG 13, responsible for this PGDP Goal.</p>	<p>Implementation will be done through the PGDP Action Workgroup; The Office of the Premier will continue to coordinate this AWG and reporting will be monitored through the Planning Commission and as part of the monitoring reports (<b>SO 3.1, indicator (h)</b>).</p>
<p>Goal 6 Governance and Policy.</p>	<p>OTP Coordinates AWG 17, responsible for this PGDP Goal. Implementation of the Goal will be driven through the AWG. This Goal, as was indicated in the 2015-2020 Strategic Plan of the OTP is cuts across the entire Department and the OTP's Goals and Strategic Objectives remain relevant as per the Strategic Plan.</p>	<p>Implementation will be done through the PGDP Action Workgroup; The Office of the Premier will continue to coordinate this AWG and reporting will be monitored through the Planning Commission and as part of the monitoring reports (<b>SO 3.1, indicator (h)</b>).</p>
<p>Goal 6 Governance and Policy: Functionality of Social Partnership Structures (Councils).</p>		<p>A functionality matrix will be developed to measure the Functionality of Social Partnership Structures (Councils). The Democracy Support and Institutional Development Unit, which incorporates the IGR unit is a key driver in the process and will incorporate this into the operational plan, together with the Stakeholder Coordination Branch.</p>

<p>Goal 6 Governance and Policy: Level of satisfaction of citizens of KwaZulu-Natal with governance of Provincial and Local Government, as measured in the KZN Citizens Satisfaction Survey.</p>		<p>Strategic Management Branch is negotiating with Statistics South Africa to undertake the 2017 survey. Funding might be a limitation and options will be explored to pool resources. The item is incorporated under <b>SO 3.1, indicator (b)</b>.</p>
<p>Goal 6 Governance and Policy: SO 6.1 Strengthen policy and strategy coordination and inter-governmental relations - Percentage of IDPs and District Growth and Development Plans, departmental and public entity Annual Performance Plans aligned to the PGDS/P.</p>		<p>Strategic Management Branch responds to this through <b>SO3.1(c)</b> in the context of Departments. The OTP will be working with Cogta to ensure ongoing support in the alignment of DGDP and IDP's through attending forums as part of the unit's operations.</p>
<p>Goal 6 Governance and Policy: SO 6.1 Strengthen policy and strategy coordination and inter-governmental relations -Level of functionality of IGR forums -Develop a stronger provincial coordinating structure for collaboration between Provincial/Local Government and institutions of Traditional Leadership.</p>		<p>A functionality matrix will be developed to measure the Democracy Support and Institutional Development Unit, which incorporates the IGR unit is a key driver in the process and will incorporate this into the operational plan. It will also receive attention through the IGR Forums (<b>SO2.7, indicators (a) to (c)</b>).</p>
<p>Goal 6 Governance and Policy SO 6.1 Strengthen policy and strategy coordination and inter-governmental relations Number of cross border (inter municipal, inter provincial and international) agreements and shared services agreements maintained.</p>		<p>This will be monitored and reported against under <b>SO2.7, Indicator (d)</b>.</p>
<p>Goal 6 Governance and Policy SO 6.1 Strengthen policy and strategy coordination and inter-governmental relations -Maintain and implement policy co-ordination and inventory Instruments.</p>		<p>Strategic Management Branch responds to this through <b>SO3.1 (a)</b>.</p>
<p>Goal 6 Governance and Policy SO 6.2 Build government capacity Percentage of provincial departments that achieve at least level 3 within 50% of the Management Performance Assessment Tool (MPAT) standards for each cycle.</p>		<p>Strategic Management Branch responds to this through <b>SO3.1 (f)</b>, and the HR unit through an array of compliance reports under <b>SO2.1</b>.</p>
<p>Goal 6 Governance and Policy SO 6.2 Build government capacity Finalisation and Implementation of the KZN integrated public sector HRD strategy and professional support programme.</p>		<p>This is driven through the Training Academy and OTP <b>SO 2.1</b>.</p>
<p>Goal 6 Governance and Policy : SO6.3 Fraud and corruption -Percentage of positive rating of provincial performance as regards eradication of fraud and corruption at provincial and local levels, measured through the KZN Citizen Satisfaction Surveys. -Percentage of positive rating of provincial performance as regards eradication of fraud and corruption at provincial and local levels, measured through the KZN Citizen Satisfaction Surveys.</p>		<p>Whilst new indicators have been developed in the PGDP, There is no change to the Output of the unit and key elements are already captured in the indicator reports under <b>SO2.4</b> PGDP implementation will be monitored through the AWG, and the Office of the Premier will continue to coordinate this AWG and reporting will be monitored through the Planning</p>

<ul style="list-style-type: none"> <li>- Number of departments achieving a satisfaction or better rating through MPAT on fraud and integrity.</li> <li>- Percentage of successful prosecutions in cases relating to fraud and corruption.</li> </ul>		<p>Commission and as part of the monitoring reports (<b>SO 3.1, indicator (h)</b>).</p>
<p>Goal 6 Governance and Policy: SO6.4 Promote participative, facilitative and accountable governance.</p> <ul style="list-style-type: none"> <li>-Number of engagements with functional social partnerships in the form of sector-specific multi-stakeholder forums/councils to engage and collaborate on aspects of the PGDP.</li> <li>-Level of participation of non-governmental partners/stakeholders in the implementation structures (Action Work Groups) of the PGDP.</li> <li>- Support effective multi-stakeholder and social partnership forums for consultation on all key elements of the PGDP.</li> <li>-Level of participation / awareness of programmes (PGDP/OSS/lmbizo).</li> </ul>		<p>Whilst this aspect cuts across all units, The Stakeholder coordination unit will continue to coordinate forums and establish platforms to engage on service delivery, as per <b>SO3.2-3-5</b>.</p>

Key issues identified in the 2018/19 APP are also updated as follows, noting that only those areas where matters have changed are outlined here.

Factor	Effect	Response
Economic status	Increasing stringent pressures: Wage bill increase, fees must fall and drought interventions. Reprioritisation of Goods and services – impact on service deliver.	<p>Reconsider critical posts and delivery priorities. This is an ongoing process that is monitored through EXCO meetings supported by the Director-General’s Office implementing <b>S.O. 1.2, indicator (a)</b>.</p> <p>The current economic climate and pressures to reprioritise budgets resulting from fiscal constraints (including “fees must fall” and critical drought interventions) will impact on achieving targets, hence no substantial growth in achieving MTSF targets can be projected over the MTEF at this stage. This will also affect communication, research and training programmes. A more strategic focus is also required on events and funding these initiatives will need to be guided by the strategic relevance of events in contributing towards the PGDP and NDP.</p> <p>Challenges continue and the effect of this has been a reduction in events. Pressure on the Academy is increasing as departments are requesting training that would normally be outsourced.</p>
Poverty Eradication Master Plan (PEMP) Coordination	Provincial Treasury has acknowledged the need for the establishment of an operations centre for the implementation of the Poverty Eradication Master Plan (PEMP), especially in view of the fact that it was a Resolution of Cabinet (Cabinet Resolution 109 taken on 1 April 2015) that Provincial Treasury find funding for this purpose. The alignment with the PGDP is outlined in the diagram below:	<p>PMU in place (2% of Game Changers are “PMU implemented” &amp; 98% attributable to Line function departments but coordinated through PEMP structures).</p> <p>Leveraged funds utilised for Phase 1 implementation (PMU Implemented).</p>



		<p>Coordination/Integration structures in place and cascading into Phase 2.</p> <p>RASET is at the stage of developing a master plan. This will be followed by the APP and business/operational plan stages. It is hoped that RASET will open up opportunities for the poor to access high impact game changers in the value chain of catalytic projects across the province.</p> <p>Coordination of line function departments is challenging but improving.</p> <p>PEMP unable to sustain stipends and other Luwamba development requirements. Original technical team has been reconvened to produce a comprehensive Luwamba Development Concept Document with funding strategy ( by Mid-November) Planning is in place for long term sustainability (PEMP Fund). Ongoing monitoring and support as <b>per Strategic Objective 3.3.2</b>, thus, remains a priority.</p>
RHHT Bill.	RHHT engagement and monitoring improved.	<p>Protocols to be finalised once enacted, however, close monitoring will be facilitated and this will further strengthen performance against <b>S.O. 3.4 - Effective and efficient support to His Majesty and the Royal Household</b></p> <p>Revisions to the legislation have not been finalised (beyond the control of the department). This is a challenge in the finalisation of the APP of the entity as it impacts on their ability to restructure the plan in accordance with the envisaged new mandate. Challenges will impact on formulation of outputs for the Chief Directorate.</p>
Youth Development Agency Bill.	Improve Youth Development Coordination.	<p>Protocols to be finalised once enacted. This will further support and strengthen implementation of <b>S.O 3.2 – stakeholder engagement</b>, and particularly in relation to youth development matters coordinated by the Office of the Premier. This Bill is currently on hold.</p>
Heritage Institute Bill.	Synergising heritage and research activities.	<p>Organisational refinements will be required once enacted and this will require a reconsideration of the outputs identified for <b>S.O. 3.5</b> Community engagement and awareness and protection of heritage resources. The intentions is for the amalgamation of AMAFA and the Heritage Unit within the Office of the Premier.</p>

		The KZN Amafa and Research Institute Bill, 2017 and the relevant regulations have been approved by Cabinet as certified on the 21st and 12th of July 2017 respectively; and is to be forwarded to the Speaker for consideration by the relevant Portfolio Committee. Treasury Certificate has been secured subsequent to the recosting of the entity and its operations. The envisaged new mandate will impact on formulation of outputs for the Chief Directorate.																																																																																											
Renewed restitution and land claims	Impact on land for projects and methodology in terms of agri-villages and catalytic projects.	Closer cooperation with Rural Development (National and Provincial), affected municipalities and communities through the PEMP centre.																																																																																											
Fraud and corruption statistics are monitored and findings fluctuate.	<p>Key findings suggest that interventions are having varied affects</p> <table border="1"> <thead> <tr> <th colspan="8">GOVERNMENT FRAUD SUMMARY - SAPS STATISTICS</th> </tr> <tr> <th rowspan="2">Y E A R</th> <th rowspan="2">DOCKETS RECEIVED</th> <th rowspan="2">VALUE OF MONEY AFFECTED BY FRAUD (R'000)</th> <th colspan="2">CONVICTIONS</th> <th rowspan="2">TOTAL CONVICTIONS</th> <th rowspan="2">VALUE OF CONVICTIONS (R'000)</th> <th rowspan="2">VALUE OF ASSETS RESTRAINED (R'000)</th> <th rowspan="2">RECOVERIES - AFU(R'000)</th> </tr> <tr> <th>PUBLIC</th> <th>PRIVATE</th> </tr> </thead> <tbody> <tr> <td>2010/2011</td> <td>1024</td> <td>529</td> <td></td> <td></td> <td>744</td> <td>30</td> <td></td> <td></td> </tr> <tr> <td>2011/2012</td> <td>594</td> <td>104</td> <td></td> <td></td> <td>529</td> <td>28</td> <td></td> <td></td> </tr> <tr> <td>2012/2013</td> <td>708</td> <td>1 157</td> <td>27 8</td> <td>268</td> <td>546</td> <td>303</td> <td>195</td> <td></td> </tr> <tr> <td>2013/2014</td> <td>42</td> <td><b>447 231</b></td> <td>9</td> <td>28</td> <td>37</td> <td>61</td> <td>143</td> <td></td> </tr> <tr> <td>2014/2015</td> <td>22</td> <td>51</td> <td>20</td> <td>3</td> <td>23</td> <td>6</td> <td>432</td> <td>536</td> </tr> <tr> <td>From 1 April 2015 to 29 February 2016</td> <td>28</td> <td>41</td> <td>33</td> <td>5</td> <td>38</td> <td>129</td> <td>6</td> <td></td> </tr> <tr> <td>2016/2017</td> <td>83</td> <td>574 960</td> <td>24</td> <td>15</td> <td>39</td> <td>23 891</td> <td>63 479</td> <td>2 186</td> </tr> <tr> <td>01 April to December 2017</td> <td>32</td> <td>73 412</td> <td>7</td> <td>24</td> <td>31</td> <td>43 102</td> <td>0</td> <td>0</td> </tr> </tbody> </table>	GOVERNMENT FRAUD SUMMARY - SAPS STATISTICS								Y E A R	DOCKETS RECEIVED	VALUE OF MONEY AFFECTED BY FRAUD (R'000)	CONVICTIONS		TOTAL CONVICTIONS	VALUE OF CONVICTIONS (R'000)	VALUE OF ASSETS RESTRAINED (R'000)	RECOVERIES - AFU(R'000)	PUBLIC	PRIVATE	2010/2011	1024	529			744	30			2011/2012	594	104			529	28			2012/2013	708	1 157	27 8	268	546	303	195		2013/2014	42	<b>447 231</b>	9	28	37	61	143		2014/2015	22	51	20	3	23	6	432	536	From 1 April 2015 to 29 February 2016	28	41	33	5	38	129	6		2016/2017	83	574 960	24	15	39	23 891	63 479	2 186	01 April to December 2017	32	73 412	7	24	31	43 102	0	0	Continue with monitoring statistics and promoting campaigns, <b>SO2. 4, indicators (a) to (f).</b>
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<p>Social concerns remain a challenge (triple challenge).</p>	<p>Continue interventions i.t.o. MRM; PEMP as well as working with the Democracy support unit to strengthen social cohesion and anti-racism interventions throughout the Province.</p>	<p>Expedite interventions and delivery. This affects all units in the Office of the Premier, and monitoring and coordination reports need to take these matters into account. A more focussed approach is required to support the MRM initiative and in partnership with youth development programmes. This requires a rethink as to how sectors respond to MRM, youth and social cohesion issues. The issues that have arisen out of anti-racism campaigns and xenophobia are to be incorporated in the human rights campaigns as well as Moral Regeneration Movement initiatives.</p>																																																								
<p>HIV and AIDS.</p>	<p>The impact of HIV and AIDS cuts across all PGDP priority areas hence multisectoral response is crucial. The Province has a Multisectoral strategic plan for HIV, TB and STI and Provincial Coordinating structures which are functional. All districts AIDS Councils are submitting quarterly reports. Progress has been made in the fight against HIV and AIDS e.g. more than 1 million patients on ART contributing to increase life expectancy. The province is still concerned with high rate on new HIV infection especially among girls and young women.</p>	<p>KwaZulu-Natal remains the epicentre of HIV and TB in South Africa. As a result the Provincial Government mobilised R419 million over a three year period, from Global Fund to implement prevention programmes to reduce new HIV infections and fight TB among adolescent girls, young women and vulnerable populations and to improve the quality of their lives. The expenditure of this Fund is monitored by the Provincial Council on AIDS and therefore complements the existing government efforts to fight HIV, TB and STIs, including the National She Conquers Programme.</p> <p>The coordinating structure including PCA sectors will be strengthened on functionality and reporting.</p>																																																								
<p>Governance – Audits – OTP maintained unqualified audit.</p>	<p>Audit findings continued with the trend of improving, although the 100% clean-audit status has not yet been achieved for the OTP, but it has maintained an unqualified status. Provincial audit results, as per the Auditor-General Reports, are summarised as follows:</p> <table border="1" data-bbox="504 933 1303 1393"> <thead> <tr> <th colspan="4">Provincial Departments</th> </tr> <tr> <th>Finding</th> <th>2014/15</th> <th>2015/16</th> <th>2016/17</th> </tr> </thead> <tbody> <tr> <td>Unqualified with no findings (clean)</td> <td>2</td> <td>1</td> <td>2</td> </tr> <tr> <td>Unqualified with findings</td> <td>9</td> <td>11</td> <td>10</td> </tr> <tr> <td>Qualified</td> <td>3</td> <td>3</td> <td>3</td> </tr> <tr> <td>Adverse</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>Disclaimed</td> <td>1</td> <td>0</td> <td>0</td> </tr> <tr> <th colspan="4">Departmental Public Entities</th> </tr> <tr> <th>Finding</th> <th>2014/15</th> <th>2015/16</th> <th>2016/17</th> </tr> <tr> <td>Unqualified with no findings (clean)</td> <td>10</td> <td>10</td> <td>7</td> </tr> <tr> <td>Unqualified with findings</td> <td>19</td> <td>5</td> <td>7</td> </tr> <tr> <td>Qualified</td> <td>6</td> <td>1</td> <td>2</td> </tr> <tr> <td>Adverse</td> <td>0</td> <td>1</td> <td>0</td> </tr> <tr> <td>Disclaimed</td> <td>1</td> <td>0</td> <td>0</td> </tr> </tbody> </table>	Provincial Departments				Finding	2014/15	2015/16	2016/17	Unqualified with no findings (clean)	2	1	2	Unqualified with findings	9	11	10	Qualified	3	3	3	Adverse	0	0	0	Disclaimed	1	0	0	Departmental Public Entities				Finding	2014/15	2015/16	2016/17	Unqualified with no findings (clean)	10	10	7	Unqualified with findings	19	5	7	Qualified	6	1	2	Adverse	0	1	0	Disclaimed	1	0	0	<p>Elevate approval and monitoring of audit improvement plan at strategic management meetings. A new output was added to <b>S.O 1.2, and renumbered as indicator 1.2(e)</b> – Annual audit improvement plan in response to the situational analysis wherein the need to adopt and monitor the improvement plan was identified as a key strategic tool to facilitate progress towards achieving a clean audit.</p> <p>The Office of the Premier embarked on training sessions with departments and entities on planning and M&amp;E in the 2017/2018 financial year. These activities are reflected in the Operational Plan of the Strategic Management Branch, and support will continue in an attempt to assist departments in improving findings relating to planning and performance information.</p> <p>Regarding its own entities, this requires more assertive engagements with the Public Entities on an ongoing basis and reinforces the need to maintain performance indicators from the 2017/18 APP to be continued in this APP:</p> <p><b>Strategic Objective 2.8</b> relating to enhancing the gaming and betting regulatory environment in KZN – Gaming and Betting Entity functionality; and quarterly assessment reports on Gaming</p>
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	<p>Departmental outcomes showed a very slight improvement with 2 Departments achieving clean audits, compared to only 1 in the previous cycle. The Office of the Premier maintained an unqualified finding.</p> <p>Provincial public entities, however, showed a regression in clean audits. Two of these are linked to the Office of the Premier (Gaming and Betting and Amafa aKwaZulu Natali both regressed from clean to unqualified. The Royal Household Trust maintained an unqualified audit.</p>	<p>and Betting activities; <b>Strategic Objective 3.4</b> relating to the support provided to His Majesty and in particular the indicators relating to monitoring reports and APP assessment reports of the Royal Household Trust; <b>Strategic Objective 3.5</b> relating to community awareness and engagement on the protection of heritage resources, the programme performance indicators relating to Amafa monitoring;- and APP assessment reports.</p>
<p>MTSF Outcome 12: An efficient, effective and development-oriented public service – limitations in terms of mandate and sufficient progress between DPSA, PSC and DPME.</p>	<p>The following sub-outcomes have been identified as critical output priorities based on Chapters 13 and 14 of the NDP, together with the commitments made in the election manifesto of the ruling party:</p> <ul style="list-style-type: none"> <li>• A stable political-administrative interface</li> <li>• A public service that is a career of choice</li> <li>• Sufficient technical and specialist professional skills</li> <li>• Efficient and effective management and operations systems</li> <li>• Procurement systems that deliver value for money</li> <li>• Increased responsiveness of public servants and accountability to citizens</li> <li>• Improved inter-departmental coordination and institutionalisation of long-term planning</li> <li>• Improved mechanisms to promote ethical behaviour in the public service</li> </ul> <p>The majority of public servants are employed at provincial level and the success of Outcome 12 is therefore critically dependent on how it is implemented at provincial level. Some actions will need to be led by national departments, particularly where changes are required to legislation or regulations. However, in most areas the changes relate to getting better at what we do, as emphasised in the NDP. Thus, provincial departments have an important role to play in improving their management practices, their financial practices and their operations systems. At provincial level, the Offices of the Premiers (OTPs) have a particularly important role to play in overseeing and supporting these improvements. The chapter identifies specific responsibilities for Offices of the Premiers in management of the political-administrative interface and improving inter-departmental coordination. Offices of the Premiers should also identify specific priority areas where they can drive improvements covered by the chapter and generate lessons feeding into national policy. It is important that they have the capacity to fulfil this role.</p> <p>The most pressing priorities to be pursued at provincial level as part of Outcome 12 include:</p> <ol style="list-style-type: none"> <li>1. Paying greater attention to the quality of management and management practices within departments with a view to ensuring that public servants are both challenged and supported so that they can contribute fully to the work of their departments.</li> </ol>	<p>It should be noted that several administrative processes still need to unfold at a National level to facilitate the roles and responsibilities of Offices of the Premier, as well as finalising the MTSF amendments in relation to this Outcome.</p> <p>Sub-outcome 1 – political administrative interface, in particular is affected and limits provincial Offices of the Premier’s ability to “Develop improved administrative-level processes run by the DGs in the Offices of the Premiers to provide advice to Premiers and EAs on managing the career incidents of provincial HoD’s”. There are very real challenges in the extent to which the Office of the Premier can ensure the 4 year HOD retention target is achieved as it has no direct control or influence in this regard. The SHRM unit of the OTP has, however, provided administrative support to MEC’s in monitoring the processes and providing administrative support. The finalisation of these processes hinges on the availability of the MEC’s and respective HoD’s and relevant panel members.</p> <p>Amendments to the PFMA and Treasury regulations are also still awaited from national to address issues regarding the submission of strategic plans and Annual Performance Plans, as well as non-financial information to Offices of the Premier as opposed to Treasuries. These regulations will also affect SCM processes.</p> <p>OTP participates in the development of the national frameworks through the national Technical G&amp;A and FOSAD.</p> <p>Various programmes are facilitated through the Training Academy to provide such support. A public sector development programme is also being developed as part of the HRD strategy for the entire province – <b>SO2.1</b>.</p>

	<p>2. Addressing weaknesses in procurement systems to ensure a greater focus on value for money, rather than simply focusing on procedural compliance.</p> <p>This is driven mainly through Treasury, but the OTP SCM unit is working with Treasury in progressing towards and e-procurement tool. New Bid committees have been established in the OTP and members have been trained.</p> <p>A Procurement indaba was also facilitated in partnership with Treasury and resolutions are monitored through the Clusters</p>	<p>Ongoing training and working with Treasury and the AG to ensure effective SCM processes.</p>
	<p>3. Strengthening administrative relations between provincial departments and their national counterparts through regular and routine day-to-day interaction (strengthening provincial support to local government is dealt with under Outcome 9).</p> <p>This is facilitated directly through the IGR unit and has been prioritised as the key improvement area for the OTP SDIP 2015/2016. Substantial progress has been made in the development of the IGR cooperative Governance Strategy, and International relations strategy. This is also supported by a Stakeholder engagement strategy and provincial communication strategy.</p>	<p>Ongoing monitoring of implementation will be undertaken through the IGR Structures and monitor progress against the SDIP 2015/16.</p>
<p>Governance systems and processes still need improvement</p>	<p>Improved MPAT Scores (Transversal findings). The Provincial average has improved, although the MTSF target for the Province was not achieved.</p> <p>MTSF Impact indicator :  <i>% of national and provincial departments that achieve at least level 3 within 50% of the Management Performance Assessment Tool (MPAT) standards for each cycle -</i></p> <p>MTSF Target is 60% for 2017 and 70% for 2020. Actual for MPAT 1.6 is 57%, i.e. 3% below target, however, the number of departments achieving the norm had increased from 6 to 8. A total of 10 Departments had improved their MPAT scores, based on the MTSF norm, notwithstanding stricter application of the MPAT standard 1.6 compared to 1.5.</p>	<p>Final MPAT 1.7 scores have not been released at the time of preparing this analysis, hence the final MPAT 1.6 results was used. It should be noted however, that the standards for MPAT have increased progressively since 2012. Notwithstanding this, key areas to be addressed are to be monitored against an MPAT improvement plan.</p> <p>Monitoring and performance information needs more attention. OTP to facilitate training and to continue providing support.</p> <p>M&amp;E interventions to be strengthened to support Departments with Service Delivery improvement interventions.</p> <p>Fraud interventions and promotion of administrative justice needs to be addressed. OTP to continue working with authorities to strengthen Department's Fraud prevention mechanisms.</p>

Findings are summarized as follows:

MTSF Outcome 12 Impact Indicator trend				
Score 3 and above over 50% of KRA				
% KRA Scoring 3 and above				
Department	2015	2016	Nature of change	
	MPAT 1.5	MPAT 1.6		
DARD	63.64	58.823529	↓	
Arts	63.64	67.647059	↑	
Cogta	66.67	58.823529	↓	
Comm	30.30	35.294118	↑	
Econ	30.30	38.235294	↑	
Educ	30.30	35.294118	↑	
Health	45.45	45.454545	↔	
Human	42.42	44.117647	↑	
OTP	60.61	61.764706	↑	
Soc Dev	48.28	55.882353	↑	
Sport	44.83	47.058824	↑	
Public Works	69.70	58.823529	↓	
Transport	41.38	67.647059	↑	
Treasury	75.86	82.352941	↑	
		2012	2015	2016
Number Dept scoring level 3 over 50% of PMA		1.00	6.00	8
% of Depts		7.14	42.86	57.14286

MPAT 1.6 findings			
Departments scored less than 3 in the following areas, relevant to OTP Mandate:			
Findings	No. Depts scoring below 3		
	% of Province		
KPA			Impact on OTP
<b>Strategic Management</b>	7	50	Monitoring and performance information needs more attention. OTP to facilitate training and to continue providing support.
1.3.1 M&E			
<b>Governance</b>	9	64.3	M&E interventions to be strengthened to support Departments with Service Delivery improvement interventions
2.1.1 Service delivery improvement			
2.4.2 Fraud prevention	10	71.4	Fraud interventions and promotion of administrative justice needs to be addressed. OTP to continue working with authorities to strengthen Department's Fraud prevention mechanisms
<b>HRM</b>	9	64.3	Diversity Management Performance Management and Disciplinary cases remain areas of concern. OTP to provide support and monitor performance of Departments in these areas for possible capacity interventions
3.1.2 Org Design			
3.2.2 Recruit and reten	10	71.4	
3.2.4 Mgt diversity	13	92.9	
3.2.6 Deleg PSA	8	57.1	

Diversity Management Performance Management and Disciplinary cases remain areas of concern. OTP to provide support and monitor performance of Departments in these areas for possible capacity interventions.

There has been an improvement with the strategic plans provincially, however, there is a need for continued support and interventions with regard to integration of M & E in performance and strategic management. As discussed above, Planning of implementation programmes is a new addition and departments across the country have been found wanting in this area. Provincially there has been a decrease in scoring around governance and accountability. This has been around areas of audit committees and assessment of policies and systems to ensure professional ethic and fraud prevention. There has however been positive strides made around corporate governance ICT, PAIA and PAJA.

Organisational design and implementation, application of recruitment and retention practices, management of diversity, implementation of Level 1-12 Performance Management System, implementation of SMS Performance Management System (Excl. HOD), implementation of Performance Management System for HOD and management of disciplinary cases continue to be challenging for the province. Financial management issues around disposal management, management of cash flows and expenditure vs. budget and payment of suppliers has seen a decline in MPAT 1.6.

Offices of the Premier (OTP) are responsible for the eQPRS for the 17/18 financial year and onwards. The OTP worked closely with Department of Planning, Monitoring and Evaluation in providing guidance and training of all Departments in the Province for the implementation of the Quarterly Performance Reports via the Electronic Quarterly Reporting System (eQPRS). The unit also prepared a biannual report to the Executive Council Lekgotla on achievement of strategic objectives of the Provincial Growth and Development Plan as well as the likelihood of achieving the 2030 targets. The OTP was also successful in co-ordinating the implementation of the Management Performance Assessment Tool (MPAT) in the province, as well as within OTP.



	<table border="1"> <tr> <td>3.3.1 Level 1-12 PMDS</td> <td>12</td> <td>85.7</td> </tr> <tr> <td>3.3.2 SMS PMDS (ex HODs)</td> <td>12</td> <td>85.7</td> </tr> <tr> <td>3.3.3 PMDS HOD</td> <td>12</td> <td>85.7</td> </tr> <tr> <td>3.4.2 Discipl cases</td> <td>12</td> <td>85.7</td> </tr> </table>	3.3.1 Level 1-12 PMDS	12	85.7	3.3.2 SMS PMDS (ex HODs)	12	85.7	3.3.3 PMDS HOD	12	85.7	3.4.2 Discipl cases	12	85.7	
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3.3.3 PMDS HOD	12	85.7												
3.4.2 Discipl cases	12	85.7												
Systems to improve efficiency	eTrax and eMapp computer programmes, which are utilised to enhance financial management tools and improve monitoring systems for vouchers, as well as software applications for financial reconciliations and reports, respectively Improved financial management – opens possibilities to consider options for improved leave management and security systems.	Leave management system still to be procured and security systems in support of S.O 2.1. Currently the financial pressures are impacting adversely on our ability to procure systems. Training done on eTrax and eMapp. eMapp is now implemented.												
Broadband Strategy	<p>Government has adopted South Africa Connect, the National Broadband Policy and the associated strategy and plan; which gives expression to South Africa's vision of "a seamless information infrastructure by 2030 that will underpin a dynamic and connected vibrant information society and a knowledge economy that is more inclusive, equitable and prosperous". Formal governance structures have been established at National level to manage the rollout of the Broadband Programme. There is a need to establish governance structures at provincial level to coordinate and facilitate Broadband implementation across all the role players in the province and to ensure that the benefits of Broadband are achieved in the provinces. The Minister of Telecommunications and Postal Services has requested that Provincial Broadband Steering Committees should be established in each province.</p> <p>This function was previously performed by the Department of Economic Development however following a directive from Minister of Telecommunications and Postal Services it was therefore decided that this function be moved to Office of the Premier- Provincial Information Technology where a Provincial Broadband Steering Committee has now been formed.</p>	Reporting on Broadband implementation coordination therefor becomes a new strategic output for the Office of the Premier, as included in SO2.1, new output indicator (n). Monitoring of the broadband strategy has been institutionalized and the MPAT results on IT governance has improved. Challenges still remain in this area due to economic climate and ability to solicit inputs in the key private sector stakeholders.												
Resource Constraints	<p>The Department is faced with a challenge of shortage of human resources, particularly at Senior Management level. As at 31 January 2018, the vacancy rate at senior management level was 12% while the overall vacancy rate was 5%. The vacancy rate at SMS level is substantially above an acceptable norm of 10% and consequently have led to underperformance on some departmental targets.</p> <p>3. The attrition rate at the beginning of the 2017/2018 financial year was at 13% which is also above the acceptable level. What has compounded the human resource challenge is the introduction of the Provincial cost-cutting measures which place controls and strict measures on the process of filling of vacancies. This means that the department is unable to fill all attrition posts and as a result the human resources gap keeps increasing.</p>	Targets have had to be amended in some instances due to resource constraints. These amendments affect the Provincial Training Academy (no of people to be trained decreased), Monitoring and Evaluation (no. of Batho Pele and Front Line Service Delivery reports decreased) and the Research Unit (Citizen Satisfaction Survey could not be completed in 2017/18).												

	<p>4. In spite of the challenges cited above, the Department however successfully filled 61 critical posts and the overall vacancy rate as at 31 January 2018 was 5%. The Department has 643 posts in its current establishment, 614 are filled and 29 are vacant. The vacancy rate at senior management remains substantially high at 12% while it is currently at 4% at lower levels.</p> <p><i>Reprioritisation</i> The department undertook extensive reprioritisation over the 2018/19 MTEF, largely for the filling of critical posts. Compensation of employees increased by R15.021 million for 2018/19 and R19.260 million for 2019/20. Funds were reprioritised from Goods and services in order to prioritise the filling of critical vacant posts. All service delivery projects, as outlined in the departmental APP, will still proceed in 2018/19, however savings will be realised by scaling down projects, as well as implementing strict cost cutting measures.</p> <p>It is noted that fiscal consolidation cuts were effected against the equitable share over the 2018/19 MTEF. However, due to the lateness of finalising these cuts, it was resolved at a Finance Lekgotla that, while Votes were notified of the quantum of their proportional cut, the actual cut will only be effected in the 2018/19 Adjustments Estimate, to allow time for planning. The OTP budget will accordingly be cut by R3.808 million in the 2018/19 Adjustments Estimate.</p>	
<p>HR Turn-Around Strategy for KZN</p>	<p>The Strategy document is 98% complete. The task team is finalising the alignment of the KZN Provincial HR Turnaround Strategy to the Provincial Growth and Development Strategy (PGDS). It will then be presented to the Director-General for approval.</p>	<p>It is anticipated that the plan will be approved by 31 March 2018.</p>
<p>State of AWGs &amp; forums</p>	<p>State of AWGs is not at the desired level and requires a re-think in terms of implementation of PGDP.</p>	<p>The Province is reliant on the effective functioning of the AWGs and Forums. However the capacity of participants in the for a and AWGs fluctuate from time to time thereby causing challenges in implementation of PGDP as well as the role of OTP as the coordinator of various programmes in the Province. Recommendations have been formulated to strengthen performance agreements of HODs to ensure AWGS are supported effectively. Ongoing monitoring is therefore undertaken via <b>indicator 3.1.d</b> in the APP.</p>

Poverty Eradication Master Plan requires functional war rooms

**A functional war room is one in which:**  
 The integrated service delivery model is fully institutionalised  
 Has ongoing participation from members  
 Holds regular meetings  
 Delivers services and continually reports on progress made.

The 2015 survey indicated 585 Functional and fully functional war rooms of a total of 828 wards. The 2016/17 survey indicated a reduction to 555. The province now has 874 Wards (i.e. an additional 46). The 2017/18 survey indicated 625 Functional and fully functional war rooms, broken down as follows:

Districts	Wards *	War Room Status			
		Fully Functional	Functional	Poorly Functional	Not Functional/ Not Established
<b>Amajuba</b>	52	7	39	4	2
eThekweni	110	0	71	0	39
<b>Harry Gwala</b>	61	01	55	5	0
<b>Ilembe</b>	77	36	20	13	08
<b>King Cetshwayo</b>	105	46	22	13	24
<b>Ugu</b>	85	20	44	09	12
<b>uMgungundlovu</b>	84	13	50	18	3
<b>uMkhanyakude</b>	69	24	28	14	3
<b>uMzinyathi</b>	65	7	27	22	9
<b>uThukela</b>	74	0	51	23	0
<b>Zululand</b>	92	19	45	20	8
<b>Province (70%)</b>	<b>874</b>	<b>173</b>	<b>452</b>	<b>141</b>	<b>108</b>
<b>Grand Total</b>	<b>625</b>				

This is an overall improvement also considering the increase in the number of wards is 60.

Functionality of war rooms continue to be prioritised in terms of the four phases of the PEMP.

## Organisational environment

1. The Department managed to achieve more than 80% of its targets in 2016/17. Considerable work has been done to improve the understanding of the evidence and unpacking performance requirements. More stringent monitoring has occurred in the 2016/17 year to improve performance monitoring and support is provided on an ongoing basis. As per identified need within the Province, there was a rollout of Strategic Planning Train the Trainer programme as well as training on Monitoring and Evaluation. Notwithstanding the 2016/2017 performance, the budget of the Office of the Premier for the 2018/19 year had been reduced and the Department had adjusted its targets as a result of resource constraints. These have also been taken into account in the development and refinement of the 2018/19 APP.
- 2. Premier's Support**  
The Office of the Premier had 41 posts to cater for the Premier's Support Unit. The changes to the structure has decreased the posts to 21. The impact of this decrease will ensure less spending on the part of the Unit and will also ensure that the Ministerial Handbook is closely aligned with in terms of the prescribed posts for Premiers.
- 3. Gaming and Betting**  
The matter relating to Gaming and Betting is still receiving attention at the appropriate levels.
- 4. Reporting Lines of the Moral Regeneration, Operation Sukuma Sakhe and Nkululeko to the DG's Office through the IGR unit**  
In particular this will be co-ordinated by the IGR unit as the nature of these programmes require intense intergovernmental relations. IGR unit will continue to function under Programme 2 of the budget structure until the necessary Treasury approval is obtained. In effect this will operate in a matrix system.
- 5. Reporting Lines include Communications & Security Changes**  
Security Responsibility moves from Sub Programme 1 to Programme 2B, Sub Programme 5 – Special Projects. Communications moves its reporting line from Programme 2B to 2A – but for now remains as a Sub-programme 4 under Programme 2.
- 6. Movement of Youth Development**  
Youth Development have moved from SO 2.3 to SO 2.5, Human Rights which deals with vulnerable groups.

Factor	Affect	Response
Audit findings.	The Department maintained an unqualified audit.	Areas that received emphasis will be addressed in the audit improvement plan and needs to be monitored as an ongoing process that is monitored through EXCO and MANCO meetings supported by the Director-General's Office implementing <b>S.O. 1.2, indicator (a) and (b)</b> . These areas relate to procurement and contract management, financial viability and consequence management.
	<p>The audit findings once again indicated improvement in the usefulness and reliability of data. The 2015/16 finding on both areas were unqualified. Both these areas were previously rated as "qualified" in the management report, but have improved significantly.</p> <p>The Royal Household Trust, and Gaming and Betting, two of the Department's entities, also received unqualified opinions with matters of emphasis. Amafa, the third entity, received a clean audit.</p>	<p>Financial reporting to improve to reduce misstatements and errors made and this has been included in the audit improvement plan. ,</p> <p>The drafting of the annual report will be coordinated by the CFO, and this has been added as a <b>new output under S.O. 1.2</b>.</p> <p>The need to ensure proper standard operating procedures was also identified in 2015/2016 and refinements of key processes will be ongoing.</p>
Financial Performance.	The Department has spent its budget (94%) for 2016/17. It has, however, incurred a first charge for irregular expenditure incurred by the former Department of Royal Household as a result of the absorption of the latter into the Office of the Premier by notice of the President – December 2014.	<p>During the 2016/17 MTEF the budget was reduced by R88.290 million due to the following:</p> <ul style="list-style-type: none"> <li>• As a result of freezing all vacant non-OSD posts, R25.138 million was removed from the budget in 2016/17, with carry-through over the MTEF.</li> <li>• The OTP's hosting of events budget was cut (R39.723 million with carry-through over the MTEF).</li> <li>• The budget for the construction of a new Training Academy was suspended and postponed (R16.522 million with carry-through).</li> <li>• A general baseline cut amounting to R15.866 million with carry-through, specifically relating to the OTP, was effected against Compensation of employees, as well as Goods and services.</li> <li>• The equitable share funded Goods and services budget was cut by 2 per cent (R7.413 million with carry-through).</li> <li>• In order to assist with funding these budget cuts, the department reduced the transfers to its public entities. Amafa's budget was cut by R4.888 million and RHT's budget was cut by R 10 000 million, both with carry-through.</li> </ul> <p>As a result of the fiscal consolidation cuts in 2016/17 and over the 2017/18 MTEF, the department deducted funds proportionately from each programme and across most economic classifications.</p> <p>The expanded cost-cutting measures, as reissued by Provincial Treasury in 2017/18, will continue to be adhered to over the 2018/19 MTEF, in conjunction with National Treasury Instructions: Cost-containment measures.</p>

MPAT Scores (OTP).

Office of the Premier Scores (MPAT 1.6), overall, have improved in most areas. Strategic management has maintained its performance and there has been some improvement in HR. Financial management and SCM have regressed in some areas.

Interventions in the area of strategic management have contributed to improved scores and work in this area will continue in partnership with the DPME. Improvement within internal HR processes needs ongoing monitoring but also provides an enabling environment to improve support and oversight to provincial departments. Areas around development planning and SMS performance management need to be addressed though the management structures of the OTP. The "I Do Right" campaign, Integrity management Conference as well as the engagements with departments on integrity and fraud and corruption appear to contribute in improvement in these areas and therefore should be continued. There has been significant improvement in the area of strategic plans and APPs, PAIA and PAJA. The following areas have declined M&E, Corporate Gov ICT, unauthorised expenditure, and payrolls. HR management systems still require significant intervention and oversight. Challenges have been cited on audit committees, however this is related to a provincial issue regarding the functionality of the central audit and risk committee which was beyond the control of the departments. Planning of implementation programmes is a new addition and departments across the country have been found wanting in this area. This will require OTP to engage with DPME on improving the training material and provision of training in this area.

KZN Premier						
	MPAT 1.4	MPAT 1.5	MPAT 1.6	Change from previous year	MPAT 1.6 RSA Average	Deviation from RSA Average
<b>1 Strat Mgt</b>	2.7	2.5	3.5	1.0	2.8	0.7
1.1.1A Strat Plans	4.0	1.0	-	-	-	-
1.1.1B Strategic Plans	-	3.0	4.0	1.0	-	4.0
1.1.2A APP	2.0	2.0	-	-	-	-
1.1.2B APP	-	4.0	4.0	-	3.1	0.9
1.3.1 Monitoring	2.0	4.0	3.0	-1.0	2.9	0.1
1.3.2 Evaluation	-	1.0	3.0	2.0	2.3	0.7
<b>2 Gov and Acc</b>	2.2	3.2	3.5	0.3	3.0	0.5
2.1.1 Serv del impr mech	3.0	3.0	3.0	-	2.6	0.4
2.2.1 Mgt struct	1.0	4.0	4.0	-	3.3	0.7
2.3.2 Account Audit Comm	4.0	4.0	4.0	-	3.6	0.4
2.4.1 Prof ethics	1.0	3.0	3.0	-	3.0	0.0
2.4.2 Fraud prev	2.0	4.0	4.0	-	2.9	1.1
2.5.1 Internal audit	3.0	2.0	2.0	-	3.4	-1.4
2.6.1 Risk Mgt	2.0	4.0	4.0	-	3.2	0.8
2.8.1 Corp Gov ICT	1.0	4.0	3.0	-1.0	3.0	0.0
2.10.1 Prom Acc Inf	4.0	3.0	4.0	1.0	3.1	0.9
2.11.1 PAJA	1.0	1.0	4.0	3.0	2.4	1.6
<b>3 HR Mgt</b>	1.8	2.5	2.7	0.2	2.6	0.1
3.1.1 HR Planning	2.0	2.5	3.0	0.5	2.8	0.2
3.1.2 Org Design	2.0	2.5	2.5	-	2.3	0.2
3.1.3 HR Dev Plan	2.0	1.0	2.5	1.5	3.1	-0.6
3.2.2 Recruit and reten	2.0	2.5	2.5	-	2.8	-0.3
3.2.4 Mgt diversity	1.0	1.0	2.0	1.0	2.3	-0.3
3.2.5 EH&W	2.0	4.0	4.0	-	3.1	0.9
3.2.6 Deleg PSA	2.0	4.0	4.0	-	2.8	1.2
3.3.1 Level 1-12 PMDS	2.0	2.0	2.0	-	2.3	-0.3
3.3.2 SMS PMDS (ex HODs)	2.0	2.0	2.0	-	2.4	-0.4
3.4.2 Discipl cases	1.0	3.0	2.0	-1.0	2.1	-0.1
<b>4 Fin Mgt</b>	2.1	3.1	2.8	-0.3	3.2	-0.4
4.1.1 Demand Mgt	2.0	3.0	3.0	-	3.2	-0.2
4.1.2 Acquisition Mgt	2.0	3.0	3.0	-	3.5	-0.5
4.1.3 Logistics mgt	1.0	2.5	2.0	-0.5	3.2	-1.2
4.1.4 Disposal mgt	2.0	3.0	2.0	-1.0	3.2	-1.2
4.2.1 Cash flow	3.0	4.0	4.0	-	3.6	0.4
4.2.2 Paymt of suppl	2.0	2.5	2.0	-0.5	2.3	-0.3
4.2.3 Unauthorised Etc	3.0	3.0	2.0	-1.0	3.1	-1.1
4.2.4 Pay sheet cert	2.0	3.0	3.0	-	3.3	-0.3
4.2.5 Deleg PFMA	2.0	4.0	4.0	-	3.8	0.2
<b>Department Average</b>	<b>2.1</b>	<b>2.8</b>	<b>3.0</b>	<b>0.2</b>	<b>2.7</b>	<b>0.2</b>



<p>Technological Advancements to improve systems and processes.</p>	<p>A new Electronic Legislation and Litigation Management System (ELLMS) has been introduced. The system was fully operational by August 2017.</p>	<p>Departmental users were trained on the system in June and July 2017 and the system went live. Departments were then requested to do inputs on the system. Subsequently, in October 2017, Provincial Treasury, on the request of Provincial IT in the Office of the Premier, did an audit on ELLMS to identify any gaps and to assess the system. They identified some gaps on the system which was that proper user testing was not done, uploading of data not completed and lack of user acceptance of the system.</p> <p>In November 2017, a meeting was held between OTP, SITA and the service provider where the service provider was advised of the audit report and what was required to be done before the system could go live. Once the service provider attends to the user testing, co-operation by Departments still remains a major problem. Prior to the audit, only 3 Departments uploaded data. The lack of co-operation has an impact as evidenced by the audit finding on the user acceptance of the system and lack of data uploads which was identified by the audit. In December 2017, the service provider provided its User Acceptance Testing report to the auditors. The auditors appear to be satisfied with this. However, the UAT with the 3 Departments still need to be done by the Service Provider. It is anticipated that this should be finalized by early February 2018. Departments have been given until 15 March 2018 to upload data failing which the matter will be reported to CoHOD.</p>
	<p>Automation of leave systems &amp; recruitment system.</p>	<p>It is hoped that the implementation of an Automated Leave System will improve management of leave within the department. It is envisaged that system will be implemented in the 2018/2019 financial year. Research to be conducted on the feasibility of implementing an online recruitment system in the Office of the Premier.</p>
<p>Nerve Centre Upgrades.</p>	<p>The Nerve Centre is functional. A decision was taken at an Executive Level to continue to outsource the critical skills required to operate the Nerve Centre, whilst internal capacity is being built.</p> <p>The Departmental Quarterly Performance and Annual Reporting has been automated on the Nerve Centre. The benefits of the Nerve Centre become apparent through the improvement of the MPAT &amp; Auditor General's 2016/17 and 2016/17 findings for non-financial performance information in the Office of the Premier. In 2016/17 all provincial governments departments Quarterly Performance and Annual Reporting were automated, allowing more time to be spent on analysis and continuous improvement.</p> <p>All the Apex &amp; primary indicators of the PGDP has been automated and presented at the PEC Lekogtla's. Trend analysis and spatial mapping are done to monitor performance in achieving Vision 2035. These tools assist in identifying bottlenecks to service delivery. There has been engagements with various stakeholders for systems</p>	<p>The Provincial Nerve Centre, as a Unit within the Strategic Management Branch, is rendering a range of essential information management services related to the Monitoring and Evaluation obligations of the Office of the Premier.</p> <p>Due to the moratorium on the filing of posts, the Office of the Premier has not been able to appoint internal capacity as is provided for on the current approved organisational structure of the Department.</p> <p>An initiative has been launched to improve and consolidate business processes on all OTP data access layers onto a single, integrated data warehouse for the purpose of single view reporting and to develop a web-enabled portal that is accessible anywhere and available at any time. Due to challenges with outside connection into the current Nerve Centre and in order to access these developed solutions, the Dube Trade Port will be used to host the Provincial Nerve Centre. The migration of the Nerve Centre is anticipated to be finalised within the next six months.</p>

	<p>*integration in order for it to be continuously developed into the central repository of strategic management in KZN.</p>	
Office Accommodation.	<ul style="list-style-type: none"> <li>The Office of the Premier confirmed funding with the Department of Public Works in November 2016, for 1650m<sup>2</sup> of office space - R26.5million over a 5 year period.</li> <li>The Department of Public Works has leased an area of 1650m<sup>2</sup> in Pietermaritz Street with 80 parking bays (35 undercover). The building is a shell and will be refurbished before occupation. The Department of Public Works estimates that it will be ready for occupation by June 2018.</li> </ul> <p>The Department of Public Works has been requested to acquire a further 3050m<sup>2</sup> of available space at the premises to accommodate officials who will relocate from the Moses Mabhida building, Invesco Centre and Natalia building, in line with the newly-revised organogram that was submitted to the DPSA. In this regard a new office space needs assessment was submitted to the Acting HOD: Public Works in February 2018.</p>	Supports the incentives of Outcome 12 to contribute towards a more productive workforce. Will be monitored in terms of <b>S.O. 2.1</b>
Staff concerns re parking.	<ul style="list-style-type: none"> <li>The Office of the Premier is leasing 50 bays for staff parking at Prof Nyembezi building.</li> <li>The department also plans to construct 120 additional parking bays on the site purchased from the Msunduzi municipality in Terry Street, which is adjacent to the Moses Mabhida Building.</li> </ul> <p>The Department of Public Works is the Implementing Agent for the project. They handed the site over to a contractor on 15 January 2018. Work on the site is currently underway and is due for completion by May 2018.</p>	Supports the incentives of Outcome 12 to contribute towards a more productive workforce. Will be monitored in terms of <b>S.O. 2.1</b>
Training Academy.	<p>The Provincial Training Academy Infrastructure Project was suspended due to shortage of funds following the fiscal consolidation and is contingent on the improvement of the financial position of the Province.</p> <p>The Office of the Premier did approach the Development Bank of South Africa to explore possible funding models for the development of the academy but was unsuccessful in securing their assistance.</p>	The current space will need to be renegotiated with the department of Education to ensure public service training continues in support of Outcome 12.

	The Academy continues to operate from its present base at the DOE facility in Durban. The DOE has started with refurbishments and will in the near future require the space currently occupied by the Academy. It has been difficult to be fully operational with most training taking place off site. The current situation cannot be sustained as it is impacting on delivery of training. There is an urgent need to find a new facility to house the Academy on a more permanent basis.	
Inkululeko Model expansion.	The first Project an Ndumo is now substantially complete. 2 new areas are being packaged. 1 in the Umzinyathi District; the other in the Muden/Weenen area.	Supports Growth and to be incorporated into the reports under SO.3.3, and particularly indicator (c).
RHHT Bill.	RHHT engagement and monitoring improved	<p>The KwaZulu-Natal Zulu Royal House Trust Bill was originally certified as the <i>KwaZulu-Natal Royal Household Trust Bill</i> on 5 February 2015.</p> <p>After approval by the Executive Council, the Bill was submitted to the Speaker of the Provincial Legislature on 10 February 2015, and referred to the Premier's Portfolio Committee of the Provincial Legislature. Various comments were received, also from His Majesty, the King, and the Provincial Legislature held public hearings on the Bill.</p> <p>The Premier's Portfolio Committee eventually approved the Bill with amendments (including the change of name of the Bill to the KwaZulu-Natal Zulu Royal House Trust Bill) on 30 May 2017.</p> <p>The latest indications are that the Bill will not yet be enacted due to further political consultations (presumably by the Provincial Legislature).</p>
Youth Development Agency Bill.	Improve Youth Development Coordination	The Bill is currently on hold due to funding and other issues – it is unlikely that the Bill be proceeded with.
Heritage Institute Bill.	Synergising heritage and research activities	<p>Enacted: No. The Bill was formally introduced/ tabled by <i>Acting Premier S Zikalala</i> in the Provincial Legislature on 28 September 2017.</p> <p>Published: No.</p> <p>The revised Bill and the Notice containing the Regulations were both certified on 12 July 2017, must be read together and must be proceeded with as a “package deal”.</p> <p>Provincial Treasury issued the Treasury Certificate iro the Bill on 28 June 2017. The Bill served before the G&amp;A Technical Cluster on 4 July 2017 and the G&amp;A Political Cluster and the Executive Council on 19 July 2017.</p> <p>The Bill served before the G&amp;A Technical Cluster on 4 July 2017 and the Executive Council on 19 July 2017.</p>

		<p>At its meeting of 19 July 2017, the Executive Council proposed certain amendments and resolved that the Bill be referred back to the Executive Council for consideration after the amendments have been effected.</p> <p>The Executive Council on 3 August 2017 approved that the revised Bill be referred by the Premier to the Speaker for introduction in the Provincial Legislature.</p> <p>The letter to the Speaker requesting the Speaker to introduce the Bill in the Provincial Legislature was only signed by the Premier on 14 September 2017. The Premier's letter to the Speaker was hand-delivered on 27 September 2017. The Bill was formally introduced/ tabled by <i>Acting Premier S Zikalala</i> in the Provincial Legislature on 28 September 2017.</p> <p>The Speaker of the Provincial Legislature will now publish the Bill for comment for a period of 30 days and refer the Bill to the Premier's Portfolio Committee.</p> <p>The Bill is now the responsibility of the Provincial Legislature and the Premier's Portfolio Committee of the Provincial Legislature.</p> <p>A meeting of the Premier's Portfolio Committee has been tentatively scheduled for 20 February 2018. The Bill is on the Agenda for discussion.</p>
KZN Gaming and Betting Amendment Bill	Synergising Gaming and Betting in the Province	<p>Enacted: Act No. 4 of 2017 enacted on 28 September 2017, assented to by Premier on 3 October 2017.</p> <p>Published: 12 October 2017.</p> <p>Commencement: 12 October 2017.</p> <p>Concern: None.</p>
Human Resource Development Strategy	Requires augmentation with the an integrated Public Service HRD Strategy and Professional Support Programme, as per the 2015 Lekgotla resolutions and amendments to key strategic interventions relating to Goals 2 and 6 of the PGDP	<p>The UNDP project commenced in March 2017. Activities towards the development of the strategy have been concluded. The voice of the customer survey and report have been completed. The Catalyst workshop for the development of the strategy is scheduled for 20 February 2018. Competency Frameworks have been drafted</p>

Factor	Affect	Response
Organisational update - Structure amendment	<p>The Office of the Premier's Organisational Structure was approved and aligned to the mandate of the department. The only significant area yet to be finalised is the merger between the Heritage Chief Directorate and Amafa which is progressing well.</p> <p>Intergovernmental Relations unit reports to the Director General, noting that in terms of the Budget Structure it is part of Programme 2, Sub-programme 6. The MRM, OSS and Inkululekho project teams also report to IGR, although the latter units budget is still part of Programme 3, and indicators relate to Stakeholder Coordination under Strategic Objectives 3.2 and 3.3.1)).</p>	<p>The prioritisation of the filling of funded vacant posts has been considered with due consideration to the budget cuts suffered by the Office at the beginning of 2016. Despite this, targets are not projected to decrease. Given these constraints, all efforts will be made to at least sustain APP targets, operational outputs and activities.</p> <p>In response to improved service delivery and complaints management, the implementation of Project Lektuthula and considerations for the establishment of a community complaints and instability rapid response unit will receive attention through the Integrity Management Unit. Details of these will be unpacked in the operational plan.</p>
	<p>OTP had a high staff turnover rate (13% for the 2016/17 financial year). Posts can't be filled due to cost cutting measures resulting in stress of those employees that remain behind. The department will be make all possible attempts as per provisions of the retention policy to retain critical skills. The exit interview analysis report will assist in identifying reasons that employees leave the department and sought the necessary interventions from EXCO.</p>	<p>Due to the cost cutting critical vacant posts were prioritized for filling. These posts are in the process of being filled and gender equity is being prioritised. The current funded vacancy rates as at January is within the MTSF target of below 10%.</p>

HUMAN RESOURCES AS AT 31 JANUARY 2018																					ESTABLISHMENT				
POST/ SALARY LEVEL	AFRICAN				COLOURED				INDIAN				WHITE				TOTAL				TOTAL	Employees with a disability	No. of VACANT Posts	Total No. of Posts	% VACANT Posts
	FEMALE		MALE		FEMALE		MALE		FEMALE		MALE		FEMALE		MALE		FEMALE		MALE						
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%					
Levels 1-12	287	52	203	37	9	2	2	0	22	4	10	2	11	2	3	1	60	218	40	547	8	20	567	4	
Levels 13-16	19	28	33	49	0	0	0	0	5	7	2	3	2	3	6	9	26	39	41	61	67	0	9	76	12
<b>Grand Total</b>	<b>306</b>	<b>50</b>	<b>236</b>	<b>38</b>	<b>9</b>	<b>1</b>	<b>2</b>	<b>0</b>	<b>27</b>	<b>4</b>	<b>12</b>	<b>2</b>	<b>13</b>	<b>2</b>	<b>9</b>	<b>1</b>	<b>355</b>	<b>58</b>	<b>259</b>	<b>42</b>	<b>614</b>	<b>8</b>	<b>29</b>	<b>643</b>	<b>5</b>

## Revisions to legislative and other mandates

The **KZN Amafa and Research Institute Bill** is now the responsibility of the Provincial Legislature and the **Premier's Portfolio Committee** of the Provincial Legislature. The Bill is on the Agenda for discussion.

The **KwaZulu-Natal Zulu Royal House Trust Bill** was originally certified as the *KwaZulu-Natal Royal Household Trust Bill* on **5 February 2015**.

After approval by the Executive Council, the Bill was submitted to the Speaker of the Provincial Legislature on **10 February 2015**, and referred to the **Premier's Portfolio Committee** of the Provincial Legislature. Various comments were received, also from His Majesty, the King, and the Provincial Legislature held public hearings on the Bill. The **Premier's Portfolio Committee** eventually approved the Bill with amendments (including the change of name of the Bill to the **KwaZulu-Natal Zulu Royal House Trust Bill**) on **30 May 2017**. The latest indications are that the Bill will not yet be enacted due to further political consultations (presumably by the Provincial Legislature).

## Public Service Regulations 2016

The Public Service Regulations, 2016 initiated the issuing of several Directives from the Minister for Public Service and Administration during the 2017/18 performance cycle which flesh out areas covered by the regulations in greater detail. These include Directives on employees conducting business with the state, personnel suitability checks, a new performance management and development system for Heads of Department, a new performance management and development system for members of the Senior Management Service, a new performance management and development system for salary levels 1-12 as well as a new Incentive Policy Framework. The Minister also extended the number of categories of employees who are required to submit financial disclosures via the online e-Disclosure system necessitating an increase in the workload of the departmental ethics officers. The Department is required to amend all policies affected by the Public Service Regulations, 2016 and the subsequent Directives issued by the Minister for implementation.



## Overview of 2018/19 budget and MTEF estimates

### Expenditure estimates

	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term estimates		
	2014/15	2015/16	2016/17				2017/18	2018/19	2019/20
<b>R thousand</b>									
<b>Current payments</b>	<b>599 802</b>	<b>578 430</b>	<b>541 972</b>	<b>609 238</b>	<b>598 151</b>	<b>598 003</b>	<b>648 417</b>	<b>678 381</b>	<b>723 355</b>
Compensation of employees	209 438	233 392	256 379	291 998	279 360	278 724	323 028	337 088	362 512
Goods and services	390 364	345 038	285 593	317 240	318 791	319 279	325 389	341 293	360 843
Interest and rent on land	–	–	–	–	–	–	–	–	–
<b>Transfers and subsidies to:</b>	<b>130 985</b>	<b>113 969</b>	<b>131 518</b>	<b>117 893</b>	<b>140 554</b>	<b>140 616</b>	<b>116 923</b>	<b>124 226</b>	<b>131 059</b>
Provinces and municipalities	4 924	76	136	57	107	102	60	63	66
Departmental agencies and accounts	92 587	91 377	95 372	91 635	113 960	113 960	94 954	100 696	106 235
Higher education institutions	–	–	–	–	–	–	–	–	–
Foreign governments and international organizations	–	–	–	–	–	–	–	–	–
Public corporations and private enterprises	–	–	–	–	–	–	–	–	–
Non-profit institutions	4 226	–	27	–	–	–	–	–	–
Households	29 248	22 516	35 983	26 201	26 487	26 554	21 909	23 467	24 758
<b>Payments for capital assets</b>	<b>34 369</b>	<b>33 298</b>	<b>31 831</b>	<b>14 993</b>	<b>24 766</b>	<b>24 766</b>	<b>21 797</b>	<b>19 961</b>	<b>20 285</b>
Buildings and other fixed structures	10 049	2 271	16 823	2 034	8 147	8 147	5 729	3 864	3 304
Machinery and equipment	21 895	27 194	14 203	8 297	14 514	14 533	11 249	10 998	11 602
Heritage Assets	2 425	3 682	805	4 594	2 055	2 036	4 819	5 099	5 379
Specialised military assets	–	–	–	–	–	–	–	–	–
Biological assets	–	–	–	–	–	–	–	–	–
Land and sub-soil assets	–	–	–	–	–	–	–	–	–
Software and other intangible assets	–	151	–	68	50	50	–	–	–
<b>Payments for financial assets</b>	<b>96</b>	<b>2 767</b>	<b>2 240</b>	<b>–</b>	<b>–</b>	<b>86</b>	<b>–</b>	<b>–</b>	<b>–</b>
<b>Total economic classification</b>	<b>765 252</b>	<b>728 464</b>	<b>707 561</b>	<b>742 124</b>	<b>763 471</b>	<b>763 471</b>	<b>787 137</b>	<b>822 568</b>	<b>874 699</b>

## Relating expenditure trends to Programmes

The APP structure and alignment between Outcome Orientated Goals and Strategic Objectives is based on the Budget Structure....This means that the Strategic Objectives formulated should be based on the Programmes and/or sub-programmes (Strategic Objectives ideally do not go to Responsibility level. Based on the budget structure used for the budget statements, the following approach has suggested and accepted in principle to ensure alignment between budget structure and APP:

Programme		Budget Structure Change 2017/18 to 2018/19	Impact on Strategic Objectives and Outputs
P1	ADMINISTRATION	No change, however, reporting line for IGR is to DG	Nil. Reporting line to be observed
P2A	INSTITUTIONAL DEVELOPMENT BRANCH: CORPORATE MANAGEMENT:	<b>Security</b> Responsibility moves from Sub Programme 1 to Programme 2B, Sub Programme 5 – Special Projects	No change, indicators remain under Programme 2. Security still responds to SO 2.1
		<b>Communications</b> moves its reporting line from Programme 2B to 2A – but for now remains as a Sub-programme 4 under Programme 2	Nil. Note this move in the APP Annexure D for record purposes.
P2B	INSTITUTIONAL DEVELOPMENT BRANCH: INST DEV & INTERGRITY	Youth moves from Programme 3B to Programme 2B, as a responsibility under Special Programmes	Whilst the original Strategic Objective related to stakeholder engagement and empowerment, the Youth outputs can easily be incorporated under the Human rights Strategic Objective 2.5. Move the Strategic Objective Indicators and Programme Performance indicators from 3.2 across to 2.5 and renumber accordingly.
		Security responsibility – as per Table Row A1 above	Security responsibility – as per Table Row P2A above
P3A	POLICY AND GOVERNANCE BRANCH: MACRO POL & STRAT PLANNING	No change	Nil
P3B	POLICY AND GOVERNANCE BRANCH: MACRO POL & STRAT PLANNING BRANCH: STAKEHOLDER CO-ORDINATION	No change in the budget structure.	This means that for the purposes of the APP, the status as per the 2017/18 APP in terms of reporting, etc. remains as is with no movement of Strategic Objectives and Output Indicators relating to: <ul style="list-style-type: none"> <li>• OSS</li> <li>• MRM</li> <li>• Inkululeko</li> </ul> All remain linked to Strategic Objective 3.2 and 3.3.1 and where relevant, the inputs into consolidated reports would need to be provided by the units for consolidation into the reporting requirements for Stakeholder Management and Priority Programmes. Programme Managers to please alert staff accordingly



### Summary of payments and estimates by sub-programme: Programme 1

R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term estimates		
	2014/15	2015/16	2016/17				2017/18		
1. Premier Support	44 535	38 124	35 866	24 070	25 372	25 372	27 751	29 670	31 299
2. Executive Council Support	8 280	7 961	9 546	9 843	10 443	10 443	10 264	11 023	11 629
3. Director-General	17 235	13 424	9 743	14 142	13 290	13 290	14 458	15 530	16 384
4. Financial Management	130 138	33 551	29 712	39 225	42 893	42 893	49 853	58 393	63 091
<b>Total payments and estimates</b>	<b>200 188</b>	<b>93 060</b>	<b>84 867</b>	<b>87 280</b>	<b>91 998</b>	<b>91 998</b>	<b>102 326</b>	<b>114 616</b>	<b>122 403</b>

### Summary of payments and estimates by sub-programme: Programme 2

R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term estimates		
	2014/15	2015/16	2016/17				2017/18		
1. Strategic Human Resources	93 946	88 531	93 542	101 471	94 455	94 455	91 093	95 477	104 161
2. Information Communication Technology (ICT)	26 650	63 100	74 530	79 657	80 562	77 964	82 823	87 942	92 780
3. Legal Services	10 895	10 464	10 478	11 728	13 628	13 628	11 719	12 533	13 222
4. Communication Services	47 006	66 672	47 626	52 167	58 678	58 678	62 608	63 417	66 906
5. Special Programmes	32 542	79 053	72 039	46 137	39 437	39 437	98 383	103 118	108 790
6. Intergovernmental Relations	16 121	12 303	14 016	14 722	14 722	14 722	16 117	17 220	18 167
7. Gaming and Betting	43 013	36 398	43 864	48 393	68 526	68 526	47 634	50 391	53 162
<b>Total payments and estimates</b>	<b>270 173</b>	<b>356 521</b>	<b>356 095</b>	<b>354 275</b>	<b>369 908</b>	<b>367 310</b>	<b>410 377</b>	<b>430 098</b>	<b>457 188</b>

### Summary of payments and estimates by sub-programme: Programme 3

R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term estimates		
	2014/15	2015/16	2016/17				2017/18		
1. Provincial Policy Management	27 382	34 153	40 746	50 579	48 029	42 787	50 626	53 840	58 772
2. Premier's Priority Programmes	116 667	120 736	100 179	132 428	129 160	135 066	98 145	90 538	95 518
3. Royal Household	54 496	59 717	73 346	58 884	69 897	71 831	65 830	70 014	73 865
4. Heritage	96 346	64 277	52 328	58 679	54 479	54 479	59 833	63 462	66 953
<b>Total payments and estimates</b>	<b>294 891</b>	<b>278 883</b>	<b>266 599</b>	<b>300 570</b>	<b>301 565</b>	<b>304 163</b>	<b>274 434</b>	<b>277 854</b>	<b>295 108</b>

## PART B: Programme and Subprogramme plans

**Note:** Achievement of the Goals and Strategic Objective at Provincial level is subject to buy-in from all stakeholders, including Members of the Executive and accounting officers, local government structures and traditional authorities. The Office of the Premier is limited by its constitutional mandate, noting that Provincial departments have some autonomy in terms of Schedules 4 and 5 of the Constitution, National and Provincial legislation. The oversight role is assigned to the Provincial Legislature. The Office of the Premier, therefore, does not have full jurisdiction to ensure the desired result are achieved, but aims to facilitate and monitor processes. The M-PAT, PGDP indicators and citizen satisfaction results, thus and in the context of the broader provincial targets, serve as a guide to monitor progress only as achievement is dependent on full commitment and delivery by provincial departments that account to the national sphere. Also, performance findings against this plan, starting with the APP for 2015/16, is retrospective, i.e. MPAT results and audit findings apply to the previous year, hence actual performance on targets are released a year after the fact. The implication of this is that the 2015/16 year results are only reflected in 2017 and so forth). The key deliverables to be achieved for the strategic objectives are identified in the tables as “Key Outputs”. These have been identified as key deliverables and are measured as per the technical descriptor and relevant measurement tools attached to this Annual Performance Plan. Please also note that the Strategic Objective Indicators are to be read in conjunction with the Strategic Objective Indicator Technical Descriptor in the 2015-2020 strategic Plan.

### 1. 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:

#### 1.1 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.

#### 1.2 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.

#### 1.3 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. Intergovernmental Relations (Programme 2, Sub-Programme 6), together with the Moral Regeneration Movement, Inkululeko, and OSS Teams (Programme 3) report to the Director General for improved coordination.

#### 1.4 Sub-Programme 4: Financial Management

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

This sub - programme is responsible for presenting the main budget aggregates both to the Provincial Treasury and the Department, highlighting spending trends within the Medium Term Expenditure Framework (MTEF). The sub - programme is also responsible for implementing financial and accounting policies and controls that are driven by strategic goals and objectives of the Department in order to formulate the budget. The *Chief Financial Officer* heads the financial management units and is

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

## 1.5 Strategic Objective Targets and Indicators

Please note the following in the numbering system for the Strategic Objectives (SO): Programme Number#.SO#, thus 1.1. translates to Programme1, SO1). Strategic Objective Indicator numbered roman numeral, Programme Performance Indicator lower case alphabetical)

1. Programme 1 : Administration										
1.1 Sub-Programme 1 : Premier Support; and Sub-Programme 2 : Executive Council Support										
Strategic Objective 1.1		Performance Measure (Strategic Objective Indicator)	Audited/Actual Performance			Estimated Performance 2017/18	Medium Term Targets			5 year Target (up to 2019/20)
			2014/15	2015/16	2016/17		2018/19	2019/20	2020/21	
SO1.1	Effective and efficient support to the Premier in Executive Council	(i) Number of Executive Council meetings supported (Executive Council and Makgotla)	22	22	22	22	22	22	22	110
Key Outputs and Programme Performance Indicator										
Key Outputs		Programme Performance Indicators	Audited/Actual Performance			Estimated Performance 2017/18	Medium Term Targets			5 year Target (up to 2019/20)
			2014/15	2015/16	2016/17		2018/19	2019/20	2020/21	
Effective and efficient Provincial Executive Council and key committees administrative support service	a) Number of Executive Council meeting decision matrices circulated within 10 working days of meeting		20	15	18	20	20	20	20	95
	b) Number of Executive Council decision matrix implementation progress reports submitted to the Executive Council		20	20	13	20	20	20	20	120
	c) Number of Executive Council Makgotla Decision matrices within 10 working days of meeting		2	2	1	2	2	2	2	10

Annual and Quarterly Targets								
SO1.1	Programme Performance Indicators	Reporting Period	Annual Target 2018/19	Quarterly Targets				
				Quarter 1	Quarter 2	Quarter 3	Quarter 4	
	a) Number of Executive Council meeting decision matrices circulated within 10 working days of meeting	Quarterly	20	5	5	5	5	
	b) Number of Executive Council decision matrix implementation progress reports submitted to the Executive Council	Quarterly	20	5	5	5	5	
	c) Executive Council Makgotla decision matrices within 10 working days of meeting	Quarterly	2	0	1	0	1	

Sub-Programme 3 : Director-General Support; and Sub-Programme 4 : Financial Management										
Strategic Objective 1.2		Performance Measure (Strategic Objective Indicator)	Audited/Actual Performance			Estimated Performance 2017/18	Medium Term Targets			5 year Target (up to 2019/20)
			2014/15	2015/16	2016/17		2018/19	2019/20	2020/21	
SO1.2	Strategic Leadership in governance and accountability to ensure economic, effective, and efficient resource management	(i) MPAT score for OTP (Overall)	2	2.9	2.97	3	3	3	3	3
		(ii) Average Governance and Accountability MPAT Score for OTP (KPA 2)	2	3.2	3.5	3	3	3	3	3
		(iii) Annual audit findings	Unqualified Audit	Unqualified Audit	Unqualified Audit	Unqualified Audit	Unqualified	Unqualified	Unqualified	Unqualified
Key Outputs Programme Performance Indicators										
Key Outputs		Programme Performance Indicators	Audited/Actual Performance			Estimated Performance 2017/18	Medium Term Targets			5 year Target (up to 2019/20)
			2014/15	2015/16	2016/17		2018/19	2019/20	2020/21	
Risk Management register		a) Percentage of Risk interventions as per the risk register completed register	New	New	New	90%	100%	100%	100%	100%
Internal control reports		b) Percentage of internal audit recommendations implemented	New	New	New	90%	100%	100%	100%	100%
Annual Audit Improvement Plan		c) Percentage of External audit recommendations implemented	New	New	New	90%	100%	100%	100%	100%
30 Days Payment		d) Percentage of invoices paid within 30 days	New	New	New	88%	100%	100%	100%	100%

Annual and Quarterly Targets									
Programme Performance Indicators				Reporting Period	Annual Target 2018/19	Quarterly Targets			
						Quarter 1	Quarter 2	Quarter 3	Quarter 4
		a) Percentage of Risk interventions as per the risk register completed register		Quarterly	100%	100%	100%	100%	100%
		b) Percentage of internal audit recommendations implemented		Quarterly	100%	100%	100%	100%	100%
		c) Percentage of External audit recommendations implemented		Quarterly	100%	100%	100%	100%	100%
		d) Percentage of invoices paid within 30 days		Quarterly	100%	100%	100%	100%	100%



## 1.6 Reconciling Performance Targets with Budget and MTEF

### Summary of payments and estimates by sub-programme: Programme 1

R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term estimates		
	2014/15	2015/16	2016/17				2017/18		2018/19
1. Premier Support	44 535	38 124	35 866	24 070	25 372	25 372	27 751	29 670	31 299
2. Executive Council Support	8 280	7 961	9 546	9 843	10 443	10 443	10 264	11 023	11 629
3. Director-General	17 235	13 424	9 743	14 142	13 290	13 290	14 458	15 530	16 384
4. Financial Management	130 138	33 551	29 712	39 225	42 893	42 893	49 853	58 393	63 091
<b>Total payments and estimates</b>	<b>200 188</b>	<b>93 060</b>	<b>84 867</b>	<b>87 280</b>	<b>91 998</b>	<b>91 998</b>	<b>102 326</b>	<b>114 616</b>	<b>122 403</b>

## PROGRAMME 2: INSTITUTIONAL DEVELOPMENT

### 1.7 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
- From a reporting perspective, Sub Programme 4 under Programme 2, *Communications*, also reports to the Branch Head, Corporate Services

#### 1.7.1 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.

#### 1.7.2 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.

### 1.7.3 Sub-Programme 4: 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.

## 1.8 BRANCH: INSTITUTIONAL DEVELOPMENT AND INTEGRITY MANAGEMENT

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

- Legal Services
- *Communication Services* (however, this unit now reports to Corporate Services, but in terms of the budget structure it is Sub-Programme 4)
- Special Programmes
  - (Integrity Management (which now also includes the Responsibility for *Security Services and Protocol* – the latter previously reported to the *Head for Corporate Services*); and
  - Democracy Support)
- *Intergovernmental Relations* (however, this unit reports to the Director General, noting that in terms of the Budget Structure it is Sub-programme 6. The MRM, OSS and Inkululekho project teams also report to IGR, although the latter units budget is still part of Programme 3, and indicators relate to stakeholder coordination under Strategic Objectives 3.2 and 3.3.1))
- Gaming and Betting

### 1.8.1 Sub-Programme 3: Legal Services

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

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

### 1.8.2 Sub-Programme 5: Special Programmes

The Programme supports two (2) units, namely, Integrity Management and Democracy Support Services. The purpose of the *Integrity Management* unit is to mitigate and eliminate incidence of unethical conduct by government officials with a view to improving good governance. This unit strives to inculcate the culture of high moral standards and integrity through the demonstration of best practice by all government officials. It supports MTSF Outcome 12, Sub-outcome 8: Improved mechanisms to promote ethical behaviour in the public service. 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. It supports MTSF Outcome 14 Sub-Outcome 1: Actions 1 and 5 by monitoring the mainstreaming of GDCSC into government programmes and facilitating awareness campaigns; Sub-Outcome 2: Action 1, 3 and 6 by monitoring the employment demographics in the context of vulnerable groups and awareness campaigns; Sub-Outcome 4: Actions 20 and 24 by promoting active citizenry and leadership by coordinating and monitoring of GDCSC forums in all spheres of government. It now also incorporates youth development which was previously under Programme 3. The subprogramme also includes the responsibility of *Security and Protocol*. The latter currently responds to Strategic Objective 2.1 Improved resource management support services, and contributes to Effective coordination of government resources protection through Programme Performance indicators 2.1 h) *Number of Threat and Risk Assessment (TRA) verification monitoring coordination reports*; and (i) *Number of quarterly Minimum Physical Security Standards (MPSS) monitoring coordination reports*.

### 1.8.3 Sub-Programme 6: Inter-Governmental Relations

Purpose: To improve inter – and intra – governmental relations and promote effective cooperative governance through implementation of the IGR Act (1999). The unit coordinates with all departments to ensure effective delivery of all MTSF Outcomes. It contributes to MTSF Outcome 12, sub-outcome 7 to improve interdepartmental coordination. It also contributes towards MTSF Outcome 11 in terms of international relations. **As stated, this unit reports to the Director General, noting that in terms of the Budget Structure it is Sub-programme 6. The MRM, OSS and Inkululekho project teams also report to IGR, although the latter units budget is still part of Programme 3, and indicators relate to Stakeholder Coordination under Strategic Objectives 3.2 and 3.3.1))**

### 1.8.4 Sub-Programme 7: Gaming and Betting

The purpose of this directorate Unit is to provide professional line function and policy support to the MEC responsible for gaming and betting with respect to all matters related to gaming and betting, through monitoring of the gaming and betting industry and through monitoring of the public entity created to regulate the gaming and betting industry.

## 1.9 Strategic Objective Targets and Indicators

Please note the following in the numbering system for the Strategic Objectives (SO): Programme Number#.SO#, thus 1.1. translates to Programme1, SO1). Strategic Objective Indicator numbered roman numeral, Programme Performance Indicator lower case alphabetical)

## 2. Programme 2 : Institutional Development

2.1. Sub-Programme 1 : Strategic Human Resource Management ; Sub-Programme 2 : Information Technology and SubProgramme 5 - Special Programmes (Security Services and Protocol unit in particular) : Strategic Objectives and Annual Targets

Strategic Objectives		Performance Measure (Strategic Objective Indicator)	Audited/Actual Performance			Estimated Performance 2017/18	Medium Term Targets			5 year Target (up to 2019/20)	
			2014/15	2015/16	2016/17		2018/19	2019/20	2020/21		
SO2.1	Improved resource management support services	(i) Average MPAT Score for HR (KPA3) OTP	1 (MPAT 1.4)	2.3	3	3	3	3	3	3	
		(ii) Provincial HRM Turnaround Strategy	Need identified	Situational analysis by March	Draft document	Final document by December 2017	Annual strategy implementation and monitoring reports	Annual strategy implementation and monitoring reports	Annual strategy implementation and monitoring reports	HRM Turnaround Strategy implemented, monitored and reviewed	
		(iii) KZN Integrated Public Service HRD Strategy	New	Draft Completed	Draft Compiled	Consultation and approval	Implementation and monitoring	Implementation and monitoring	Implementation and monitoring	1 strategy and 4 implementation reports	
		(iv) Number of HRD Fora engagements	New	11	11	11	11	11	11	11	55
		(v) Number of annual security risk monitoring coordination reports	New	Report submitted but attention needed to evidence and indicator	1	1	1	1	1	1	5
		(vi) Average MPAT Score for IT (KPA2) OTP	1 (MPAT 1.4)	4 (MPAT 1.5)	3 (MPAT 1.6)	3	3	3	3	3	3

Key Outputs and Programme Performance										
SO	Key outputs	Programme Performance Indicators	Audited/Actual Performance			Estimated Performance 2017/18	Medium Term Targets			5 year Target (up to 2019/20)
			2014/15	2015/16	2016/17		2018/19	2019/20	2020/21	
SO2.1	Technical human resource management policy support services	a) Number of quarterly reports on technical support services provided to all HR units in the provincial government of KZN on policy matters.	4	4	3	4	4	4	4	20
	Qualified, competent and dedicated HR practitioners	b) Number of KZN Provincial Integrated Strategic Human Resource management forum meetings held	32	21	22	4	4	4	4	55
	HR Policy Compliance monitoring service	c) Number of Human Resource compliance reports	22	11	22	15	15	15	15	78
	Public Service training sessions	d) Number of training sessions	New	136	190	200	200	220	220	976
	HRD Council meetings	e) Number of KZN HRDC Council meetings	Council Established	3	3	3	3	3	3	15
	PSDF Forum meetings	f) Number of PSDF forum meetings	New	4	3	4	4	4	4	20
	PHRDF meetings	g) Number of PHRDF forum meetings	New	4	3	4	4	4	4	20
	Effective coordination of government resources protection	h) Number of Threat and Risk Assessment (TRA) verification monitoring coordination reports	New	0	4	4	4	4	4	16
		i) Number of quarterly Minimum Physical Security Standards (MPSS) monitoring coordination reports	New	2	4	4	4	4	4	18
	IT governance assessment reports	j) Number of 6 monthly provincial departments IT governance assessment coordination reports	New	2 IT progress reports	1	2	2	2	2	10
Broadband implementation coordination reports	k) Number of Broadband strategy progress coordination reports	New	New	2	2	2	2	2	8	

Annual and Quarterly Targets							
Programme Performance Indicators		Reporting Period	Annual Target 2018/19	Quarterly Targets			
				Quarter 1	Quarter 2	Quarter 3	Quarter 4
SO2.1	(a) Number of quarterly reports on technical support services provided to all HR units in the provincial government of KZN on policy matters.	Quarterly	4	1	1	1	1
	(b) Number of Strategic Human Resource forums meetings held	Quarterly	4	1	1	1	1
	(c) Number of Human Resource compliance reports submitted	Quarterly	15	4	4	4	3
	(d) Number of public service training sessions	Quarterly	200	35	65	65	35
	(e) Number of HRDC Council meetings	Quarterly	3	1	0	1	1
	(f) Number of PSDF forum meetings	Quarterly	4	1	1	1	1
	(g) Number of PHRDF forum meetings	Quarterly	4	1	1	1	1
	(h) Number of Threat and Risk Assessment (TRA) verification monitoring coordination reports	Quarterly	4 reports	1 report on 3 Departments	1 report on 3 Departments	1 report on 3 Departments	1 report on 3 Departments
	(i) Number of quarterly Minimum Physical Security Standards (MPSS) monitoring coordination reports	Quarterly	4	1	1	1	1
	(j) Number of 6 monthly provincial departments IT governance assessment coordination reports	6 monthly	2	0	1	0	1
(k) Number of Broadband strategy progress coordination reports	6 monthly	2	1	0	1	0	

2.2 Sub-Programme 3 : Legal Services Strategic Objectives and Annual Targets										
Strategic Objective		Performance Measure (Strategic Objective Indicators)	Audited/Actual Performance			Estimated Performance 2017/18	Medium Term Targets			5 year Target (up to 2019/20)
			2014/15	2015/16	2016/17		2018/19	2019/20	2020/21	
SO2.2	Appropriate and constitutionally compliant Provincial Legislation.	(i) No order of constitutional inconsistency or invalidity is made by the courts i.r.o any Provincial Law.	0	1 (PDA)	0	0	0	0	0	0
Key Output and Programme Performance Indicator										
SO	Key Output	Programme Performance Indicator	Audited/Actual Performance			Estimated Performance 2017/18	Medium Term Targets			5 year Target (up to 2019/20)
			2014/15	2015/16	2016/17		2018/19	2019/20	2020/21	
SO2.2	Appropriate and constitutionally compliant Provincial Legislation.	a) Number of Quarterly Reports on Provincial Legislative Programme submitted within 10 days of end of each Quarter.	4	4	4	4	4	4	4	20
Annual and Quarterly Targets										
Programme Performance Indicators				Reporting Period	Annual Target 2018/19	Quarterly Targets				
						Quarter 1	Quarter 2	Quarter 3	Quarter 4	
SO2.2	a) Number of Quarterly Reports on Provincial Legislative Programme submitted within 10 days of end of each Quarter.			Quarterly	4	1	1	1	1	

2.3 Sub-Programme 4 : Communication Services Strategic Objectives and Annual Targets										
Strategic Objective		Performance Measure(Strategic Objective Indicator)	Audited/Actual Performance			Estimated Performance 2017/18	Medium Term Targets			5 year Target (up to 2019/20)
			2014/15	2015/16	2016/17		2018/19	2019/20	2020/21	
SO2.3	Effective and efficient communication engagement	(i) Updated Provincial Communication Strategy	N/A	Final strategy approved	Final strategy adopted	Annual strategy implementation and monitoring reports	Annual strategy implementation and monitoring reports	Annual strategy implementation and monitoring reports	Annual strategy implementation and monitoring reports	Provincial Strategy implemented, monitored and reviewed
Key Output and Programme Performance Indicator										
SO	Key Outputs	Programme Performance Indicators	Audited/Actual Performance			Estimated Performance 2017/18	Medium Term Targets			5 year Target (up to 2019/20)
			2014/15	2015/16	2016/17		2018/19	2019/20	2020/21	
SO2.3	Annual Departmental Communication Plan	a) Annual Communication Plan approved by EXCO by 30 April	new	0	0	1	1	1	1	3
		b) Number of articles on the PGDP published in the print media targeting external audiences	New	13	1	5	8	8	8	45
		c) Number of internal newsletters to OTP staff on developments in the department	New	2	0	2	4	4	2	12
Annual and Quarterly Targets										
Programme Performance Indicators				Reporting Period	Annual Target 2018/2019	Quarterly Targets				
						Quarter 1	Quarter 2	Quarter 3	Quarter 4	
SO2.3	a) Annual Communication Plan approved by EXCO by 30 April			Annual	1	1	-	-	-	
	b) Number of articles on the PGDP published in the print media targeting external audiences			Quarterly	8	2	2	2	2	
	c) Number of internal newsletters to OTP staff on developments in the department			Quarterly	4	1	1	1	1	

2.4 Sub-Programme 5 : Special Programmes - Integrity Management										
Strategic Objective		Performance Measure (Strategic Objective Indicator)	Audited/Actual Performance			Estimated Performance 2017/18	Medium Term Targets			5 year Target (up to 2019/20)
			2014/15	2015/16	2016/17		2018/19	2019/20	2020/21	
SO2.4	Ethical Public Service with reduced incidents of fraud and corruption	(i) MPAT Score on KPA 2 for Ethics for OTP	1	3	3.5	3	3	3	3	Maintain minimum level 3 for OTP
SO2.5	Mainstreaming a culture of human rights focusing on vulnerable groups	(i) Number of updated 5-year strategic plans for each target group: 1 x gender; 1 x disability, 1 x children; and 1 x senior citizens	1 per group, 4 total	1 per group, 4 total	1 per group, 4 total	1 per group, 4 total	1 per group, 4 total	1 per group, 4 total	1 per group, 4 total	20 (4 updated annually for 5 years)
		(ii) Number of updated annual business plans on youth development programmes	Youth strategy development	0	0	1	1	1	1	5
		(iii) Number of annual review and impact reports of youth development and empowerment programmes	Youth strategy draft refined and programme drafted	0	0	1	1	1	1	5
SO2.6	Ombudspersons Coordination	(i) Annual Provincial Ombudsperson Intervention Coordination and Monitoring reports	1	0	1	1	1	1	1	4



Key Outputs and Programme Performance										
SO	Key Outputs	Programme Performance Indicators	Audited/Actual Performance			Estimated Performance 2017/18	Medium Term Targets			5 year Target (up to 2019/20)
			2014/15	2015/16	2016/17		2018/19	2019/20	2020/21	
SO2.4	Ethics and Integrity Interventions	a) Integrity Leadership Conference (after every second year)	0	1	0	0	1	0	0	2
		b) Number of consolidated reports on the roll-out of the "I do right even when nobody is watching" campaign	4 Quarterly reports	4	4	4	4	4	4	20
		c) Number of Quarterly Service Delivery Complaints Resolution Reports	4	4	4	4	4	4	4	20
		d) Number of quarterly progress reports (National Anti-Corruption Hotline cases)	4	4	4	4	4	4	4	20
		e) Number of ethics workshops	4	4	4	4	4	4	4	20
	Progress reports on fraud and corruption cases	f) Number of Fraud and Corruption reports	4 reports submitted to DG	4	4	3	4	4	4	20
SO2.5	Annual Performance plans for each human rights target group	a) Number of annual performance business plans for human rights target groups (1 x gender ; 1 x disability, 1 x children; and 1 x senior citizens	1 per group, 4 total	1 per group, 4 total	15	1 per group, 4 total	1 per group, 4 total	1 per group, 4 total	1 per group, 4 total	20 (1 per target group annually for 5 years
	Consolidated human rights monitoring reports on functionality and interventions of forums; focal points and capacity building sessions	b) Number of consolidated human rights monitoring reports	2	2	2	2	2	2	2	10
	Human rights awareness sessions	c) Number of awareness campaigns on human rights coordinated	12	11	12	10	10	10	10	51
	Youth Projects coordination	d) Number of coordination reports on projects for youth	4	4	2	4	4	4	4	17
	Youth forum coordination reports	e) Number of quarterly monitoring reports on youth forums	4	0	0	4	4	4	4	16
SO2.6	Ombudsperson Coordination	a) Number of OTP Ombudsperson reports	1	42	2	4	4	4	4	58

Annual and Quarterly Targets							
Programme Performance Indicators		Reporting Period	Annual Target 2018/19	Quarterly Targets			
				Quarter 1	Quarter 2	Quarter 3	Quarter 4
SO2.4	a) Integrity Leadership Conferences (nil for 2017/18)	Annually	1	0	0	0	1
	b) Number of consolidated reports on the roll-out of the “I do right even when nobody is watching” campaign	Quarterly	4	1	1	1	1
	c) Number of Quarterly Intervention reports on the resolution of service delivery complaints received	Quarterly	4	1	1	1	1
	d) Number of quarterly progress reports (National Anti-Corruption Hotline cases)	Quarterly	4	1	1	1	1
	e) Number of ethics workshops	Quarterly	4	1	1	1	1
	f) Number of fraud and corruption reports	Quarterly	4	1	1	1	1
SO2.5	a) Number of annual performance business plans for human rights target groups : 1 x gender ; 1 x disability; 1 x children; and 1 x senior citizens	Annually	4	1 Draft for each target group 4 plans	4 adopted	4 in implementation	4 in implementation
	b) Number of consolidated human rights monitoring reports	6 monthly	2	1 (on previous year)	0	1 midyear review on current year	0
	c) Number of awareness sessions on human rights coordinated	Quarterly	10	2	2	4	2
	d) Number of coordination reports on projects for youth	Quarterly	4	1	1	1	1
	e) Number of quarterly monitoring reports on youth forums establishment and supported	Quarterly	4	1	1	1	1
SO2.6	a) Number of OTP Ombudsperson reports	Bi-annually	2	0	0	1	1

2.5 Sub-Programme 6 : Inter-Governmental Relations – Strategic Objectives and Annual Targets										
Strategic Objective		Performance Measure (Strategic Objective Indicator)	Audited/Actual Performance			Estimated Performance 2017/18	Medium Term Targets			5 year Target (up to 2019/20)
			2014/15	2015/16	2016/17		2018/19	2019/20	2020/21	
SO2.7	Promote and strengthen inter-governmental relations and coordination in the province	(i) Number of PCF decision matrices	4	2	4	4	4	4	4	18
		(ii) PCF decision matrix implementation reports	2 PCF meetings held	2	4	4	4	4	4	18
Key Outputs and Performance										
SO	Key outputs	Programme Performance Indicators	Audited/Actual Performance			Estimated Performance 2017/18	Medium Term Targets			5 year Target (up to 2019/20)
			2014/15	2015/16	2016/17		2018/19	2019/20	2020/21	
SO2.7	Technical Premiers forum meetings	a) Number of IGR Premier's Technical Coordinating forum decision matrixes	4	4	2	4	4	4	4	20
	COHOD Meetings	b) Number of COHOD Meeting decision matrixes	8	9	7	8	12	12	12	49
	IGR Provincial Forum	c) Number of IGR Provincial Forum meetings decision matrixes	New	5	6	4	4	4	4	21
	Twinning Agreements	d) Number of Twinning Agreement implementation reports	New	3	3	2	2	2	2	11

Annual and Quarterly Targets								
Programme Performance Indicators			Reporting Period	Annual Target 2018/19	Quarterly Targets			
					Quarter 1	Quarter 2	Quarter 3	Quarter 4
SO2.7	a)	Number of Premier's Technical Coordinating forum decision matrixes	Quarterly	4	1	1	1	1
	b)	Number of COHOD decision matrixes	Quarterly	8	2	2	2	2
	c)	Number of IGR Provincial Forum decision matrixes	Quarterly	4	1	1	1	1
	d)	Number of Twinning Agreement implementation reports	6 monthly	2	-	1	-	1

## 2.6 Sub Programme 7: Gaming and Betting – Strategic Objectives and Annual Targets

Strategic objectives		Performance Measure (Strategic Objective Indicator)	Audited/Actual performance			Estimated performance 2017/18	Medium-term targets			5 year Target (up to 2019/20)
			2014/15	2015/16	2016/17		2018/19	2019/20	2020/21	
SO 2.8	Enhance the Gaming and Betting Regulatory environment in KwaZulu-Natal	(i) Amended KZN Gaming and Betting legislation implemented	Publication of legislation in Provincial Gazette.	Implementation	Implementation	Amended 2010 Gaming and Betting Act	Amended Gaming and Betting regulation of 2012	Review of amended 2010 Gaming and Betting Act and Gaming and Betting regulation of 2012	Review of amended 2010 Gaming and Betting Act and Gaming and Betting regulation of 2012	Act amended and implemented
<b>Key Outputs and Performance</b>										
SO	Key outputs	Programme Performance Indicators	Audited/Actual Performance			Estimated Performance 2017/18	Medium Term Targets			5 year Target (up to 2019/20)
			2014/15	2015/16	2016/17		2018/19	2019/20	2020/21	
SO 2.8	Functionality of the KZN Gaming and Betting Board	a) No of functionality assessment reports	New	New	New	2	2	4	4	10
	Assessment reports on Gaming Board Activities	b) Number of quarterly assessment reports on Gaming Board Activities	4	4	4	4	4	4	4	20

Annual and Quarterly Targets						
Performance Measure/ Indicator	Reporting Period	Annual Target 2018/2019	Quarterly Targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
a) Number of functionality assessment reports	Quarterly	4	1	1	1	1
b) Number of quarterly assessment reports on Gaming Board Activities	Quarterly	4	1	1	1	1

## 25. Reconciling Performance Targets with Budget and MTEF

### Summary of payments and estimates by sub-programme: Programme 2

R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term estimates		
	2014/15	2015/16	2016/17				2017/18	2018/19	2019/20
1. Strategic Human Resources	93 946	88 531	93 542	101 471	94 455	94 455	91 093	95 477	104 161
2. Information Communication Technology (ICT)	26 650	63 100	74 530	79 657	80 562	77 964	82 823	87 942	92 780
3. Legal Services	10 895	10 464	10 478	11 728	13 628	13 628	11 719	12 533	13 222
4. Communication Services	47 006	66 672	47 626	52 167	58 678	58 678	62 608	63 417	66 906
5. Special Programmes	32 542	79 053	72 039	46 137	39 437	39 437	98 383	103 118	108 790
6. Intergovernmental Relations	16 121	12 303	14 016	14 722	14 722	14 722	16 117	17 220	18 167
7. Gaming and Betting	43 013	36 398	43 864	48 393	68 526	68 526	47 634	50 391	53 162
<b>Total payments and estimates</b>	<b>270 173</b>	<b>356 521</b>	<b>356 095</b>	<b>354 275</b>	<b>369 908</b>	<b>367 310</b>	<b>410 377</b>	<b>430 098</b>	<b>457 188</b>

## 2. PROGRAMME 3: POLICY AND GOVERNANCE

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 for the Provincial Government. It comprises of the following sub-programmes:

### 2.1 BRANCH: MACRO POLICY AND STRATEGIC MANAGEMENT (Sub-programme 1)

#### 2.1.1 Sub-Programme 1: Provincial Policy Management

The purpose of this sub-programme is to improve the Public Policy Management System, Planning, Research Coordination, and Monitoring & Evaluation Oversight.

### 2.2 BRANCH: STAKEHOLDER COORDINATION (Sub-programmes 2, 3 and 4)

#### 2.2.1 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. *Whereas the MRM, OSS and Inkululeko project teams report to IGR (Programme 2, Sub-Programme 6), the budget structure places their budget under Programme 3, and indicators relate to Stakeholder Coordination under Strategic Objectives 3.2 and 3.3.1 will require inputs from the unit head responsible for MRM, OSS and Inkululeko.*

#### 2.2.2 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)

#### 2.2.3 Sub-Programme 4: Heritage

The purpose of this Sub-Programme is to transform Heritage in KwaZulu-Natal by:-

- Coordinating the profiling of previously marginalized heritage resources in the province.
- Erecting monuments which represent the sentiments of people whose living heritage is embodied in the memorial.
- Conducting heritage related research.
- Developing relevant heritage policies and regulations and monitor the implementation of heritage prescripts.
- Providing effective oversight to the operations of a Provincial Heritage Authority.

### 2.3 Strategic Objective Targets and Indicators

PROGRAMME 3 : BRANCH MACRO POLICY AND STRATEGIC MANAGEMENT										
Sub-Programme 1 : Provincial Policy Management										
Strategic Objectives	Performance Measure (Strategic Objective Indicator)	Audited/Actual Performance			Estimated Performance 2017/18	Medium Term Targets			5 year Target (up to 2019/20)	
		2014/15	2015/16	2016/17		2018/19	2019/20	2020/21		
SO3.1	Enhanced strategic management in KZN Provincial Government	(i) MPAT Score for OTP - KPA 1	3 on MPAT 1.4	3.5 on MPAT 1.54	3	3	3	3	3	Achieve and maintain at least a Level 3 Score on MPAT KPA 1 annually
		(ii) Updated Provincial Growth and Development Plan by December each year	1 Annual updated PGDP	1 Annual updated PGDP	1 Annual updated PGDP	1 Annual updated PGDP	1 Annual updated PGDP	1 Annual updated PGDP	1 Annual updated PGDP	Annual review of the PGDP (5 reviews over the 5 year period)
Key Outputs and Programme Performance Indicators										
SO	Key Outputs	Programme Performance Indicators	Audited/Actual Performance			Estimated Performance 2017/18	Medium Term Targets			5 year Target (up to 2019/20)
			2014/15	2015/16	2016/17		2018/19	2019/20	2020/21	
SO3.1	Policy audit reports	a) Number of policy audit reports	2	3	2	2	2	2	2	11
	Citizen Satisfaction Survey report	b) Citizen Satisfaction Survey report	Analysis of pilot and feasibility	1 Citizen Satisfaction Survey Report	1 Citizen Satisfaction Survey Comparative analysis report	1 Citizen survey report commissioned	1 Citizen Satisfaction Survey report	1 Citizen Satisfaction Survey Comparative analysis report	1 Citizen survey report	2 Citizen Satisfaction Survey reports and 3 Comparative analysis reports
	Consolidated planning alignment report	c) Consolidated Provincial strategic planning alignment reports.	1 Consolidated Assessment report submitted	1	1	1	1	1	1	5
	Functional PGDP Action Workgroups	d) Assessment reports on the functionality of PGDP Action Workgroups	2	2 matrix reports submitted to the Planning Commission	2	2	2	2	2	10



SO	Key Outputs	Programme Performance Indicators	Audited/Actual Performance			Estimated Performance 2017/18	Medium Term Targets			5 year Target (up to 2019/20)	
			2014/15	2015/16	2016/17		2018/19	2019/20	2020/21		
SO3.1	Nerve Centre Reports	e) Number of quarterly monitoring reports on status of the Nerve Centre	Indicator refined, 4 reports have been drawn from the system.	4	4	4	4	4	4	20	
	Consolidated MPAT report	f) Number of 6 monthly Consolidated MPAT reports of Provincial Departments	4	2	2	2	2	2	2	10	
	MTSF Outcomes report	g) Consolidated MTSF Outcomes progress report	4	2	0	1	1	1	1	6	
	Consolidated PGDP Implementation reports	h) Number of consolidated PGDP Reports	4	4	2	2	24	4	4	18	
	Front Line Service Delivery reports	i) Number of Front Line Service Delivery reports (FLSD)	New	4	2	2	2	2	2	12	
	QPR assessment reports	j) Number of QPR Assessment reports	N/A	42	4	4	4	4	4	58	
	SDIP reports	k) Number of six monthly Service Delivery Improvement Plans (SDIP) implementation monitoring reports.	13 SDIPs finalised and submitted	3	4	4	4	2	2	2	15
	Batho Pele compliance reports	l) Number of six monthly reports on level of compliance with Batho Pele principles	Successful awarding of outstanding service delivery teams during the Premier's Service Excellence Awards	4	4	4	4	2	2	2	16

Annual and Quarterly Performance Targets							
Programme Performance Indicators		Reporting Period	Annual Targets 2018/19	Quarterly Targets			
				Quarter 1	Quarter 2	Quarter 3	Quarter 4
SO3.1	a) Number of policy audit reports	6-Monthly	2	0	1	0	1
	b) Citizen Satisfaction Survey findings report	Annual	1 Citizen Satisfaction Survey report	0	0	0	1 Citizen Satisfaction Survey report
	c) Consolidated Provincial strategic planning alignment reports.	Annual	1	0	0	1	0
	d) Assessment reports on the functionality of PGDP Action Workgroups	Six monthly	2	0	1	0	1
	e) Number of quarterly monitoring reports on status of the Nerve centre	Quarterly	4	1	1	1	1
	f) Number of Consolidated MPAT Improvement reports tabled at the Governance & Administrative Cluster	6 monthly	2	1 consolidated report (final results for previous cycle)	0	1 consolidated report (results for current cycle – moderated – pre appeal)	0
	g) Consolidated MTSF Outcomes progress report	Annually	1	1 review on previous year	0	0	0
	h) Number of consolidated PGDP Implementation Reports	Quarterly	4	1	1	1	1
	i) Number of Front Line Service Delivery reports (FLSD)	6 monthly	2	0	1	0	1
	j) Number of QPR Assessment reports	Quarterly	4	1	1	1	1
	k) Number of six monthly Service Delivery Improvement Plans (SDIP) implementation reports.	Six Monthly	2	0	1	0	1
l) Number of six monthly reports on level of compliance with Batho Pele principles	Six Monthly	2	0	1	0	1	

PROGRAMME 3 : BRANCH : STAKEHOLDER COORDINATION										
Sub-Programme 2 : Premier's Priority Programmes										
Strategic Objective		Performance Measure (Strategic Objective Indicator)	Audited/Actual Performance			Estimated Performance 2017/18	Medium Term Targets			5 year Target (up to 2019/20)
			2014/15	2015/16	2016/17		2018/19	2019/20	2020/21	
SO3.2	Effective and efficient stakeholder engagement and empowerment	(i) Number of consolidated annual review and impact reports of stakeholder engagements	Quarterly reports on priority programmes and special projects OSS, strategic partnerships, community outreach, MRM coordination reports, forums and engagements	0	0	4	4	4	4	20
SO 3.3.1	Priority Programmes Coordination	(i) Number of consolidated annual priority programmes coordination	Quarterly reports on priority programmes and special projects	1	0	1	1	1	1	5
SO 3.3.2	Effective and Efficient implementation of PEMP	(i) Progress reports in the implementation of all 4 phases of the Poverty Eradication Master Plan (PEMP)	Concept done by DEDTEA	Progress Report on implementation of Phase 1 and 2 of the PEMP	0	Progress report on Planning for Phase 4	Progress report on PEMP implementation of phases 1 to 3, and progress towards implementation of Phase 4	5 progress reports completed on Phase implementation.	0	5 progress reports completed on Phase implementation.

Sub-Programme 2 : Premier's Priority Programmes										
SO	Key Outputs	Programme Performance Indicators	Audited/Actual Performance			Estimated Performance 2017/18	Medium Term Targets			5 year Target (up to 2019/20)
			2014/15	2015/16	2016/17		2018/19	2019/20	2020/21	
SO3.2	Strategic partnerships forums	a) Number of strategic partnership forum meetings with each sector 1 x NGO 1 x Business, Labour & Academics 1 x Traditional Authority 1 x Religious sector	1	12 (3 per sector)	4	4	4	4	4	28
	PGDP capacity workshops with strategic partnerships	b) Number of workshops of stakeholders on PGDP Vision 2035	1	4	4	4	4	4	4	20
	Co-ordination of the implementation of MRM	c) Number of MRM coordination reports	4	3	4	4	4	4	4	19
	Coordination of Izimbizo	d) Number of Izimbizo coordination reports	New	New	New	4	4	4	4	12
SO 3.3.1	Priority Programmes Coordination	a) Consolidated multi-sectorial intervention monitoring and coordination report on HIV and Aids	1 annual report	1 annual report	1 annual report	1 annual report	1 annual report	1 annual report	1 annual report	5
			4 quarterly reports	4 quarterly reports	4 quarterly reports	4 quarterly reports	4 quarterly reports	4 quarterly reports	4 quarterly reports	20
		b) Number of quarterly Veteran support services coordination reports	4	3	4	4	4	4	4	19
		c) Number of quarterly coordination reports on priority projects	4	2	4	4	4	4	4	18
		d) Number of quarterly OSS Provincial coordination and monitoring reports	4	3	4	4	4	4	4	19
SO 3.3.2	Effective and Efficient co-ordination of Poverty Eradication Master Plan (PEMP)	a) Number of quarterly coordination reports on progress with PEMP implementation	Conceptualizations of PEMP within DEDT	1	1	4	4	4	4	14

Programme Performance Indicators		Reporting Period	Annual Target 2018/19	Quarterly Targets			
				Quarter 1	Quarter 2	Quarter 3	Quarter 4
SO3.2	a) Number of strategic partnership forum meetings with each sector 1 x NGO 1 x Business, Labour and Academics 1 x Traditional Leadership 1 x Religious sector	Quarterly	4 Meetings, 1 per sector per year	1	1	1	1
	b) No. Workshops of stakeholders on PGDS/P Vision 2035	Quarterly	4	1	1	1	1
	c) Number of MRM coordination reports	Quarterly	4	1	1	1	1
	d) Number of Izimbizo co-ordination reports	Quarterly	4	1	1	1	1
SO 3.3.1	a) Consolidated multi-sectorial intervention monitoring and coordination report on HIV and Aids	Annual	1 annual report	1 annual report	0	0	0
		Quarterly	4 quarterly reports	1	1	1	1
	b) Number quarterly Veteran support services coordination reports	Quarterly	4	1	1	1	1
	c) Number of quarterly coordination reports on special projects	Quarterly	4	1	1	1	1
d) Number of quarterly OSS provincial coordination and monitoring reports	Quarterly	4	1	1	1	1	
SO 3.3.2	a) Number of quarterly coordination reports on progress with PEMP implementation	Quarterly	4	1	1	1	1

Sub-Programme 3: King's Support and Royal Household										
Strategic Objective		Performance Measure (Strategic Objective Indicator)	Audited/Actual Performance			Estimated Performance 2017/18	Medium Term Targets			5 year Target (up to 2019/20)
			2014/15	2015/16	2016/17		2018/19	2019/20	2020/21	
SO3.4	Effective and efficient support to His Majesty and the Royal Household	(i) Annual plan on support services to the Zulu Monarch	APP's and Strategic Plan for former vote 10	0	0	1	1	1	1	4
		(ii) Annual monitoring reports on the Royal Household Trust	New	0	1	1	1	1	1	4

Key Outputs and Performance Indicators										
SO	Key Outputs	Programme Performance Indicators	Audited/Actual Performance			Estimated Performance 2017/18	Medium Term Targets			5 year Target (up to 2019/20)
			2014/15	2015/16	2016/17		2018/19	2019/20	2020/21	
SO3.4	Support Service Reports	a) Quarterly reports on support services provided to His Majesty and Royal Household	New	New	4	4	4	4	4	16
	Royal Household Trust (RHHT) quarterly monitoring reports	b) Number of RHHT quarterly monitoring reports	New	4	1	4	4	4	4	20
	RHHT Annual Performance Plan Assessment report	c) RHHT Annual Performance Plan assessment report	New	1	0	1	1	1	1	5

Annual and Quarterly target0										
Programme Performance Indicators			Reporting period	Annual Target 2018/19	Quarterly Targets					
					Quarter 1	Quarter 2	Quarter 3	Quarter 4		
SO3.4	a)	Quarterly reports on support services provided to His Majesty and Royal Household	Quarterly	4	1	1	1	1		
	b)	Number of RHHT quarterly monitoring reports	Quarterly	4	1	1	1	1		
	c)	RHHT Annual Performance Plan assessment report	Annual	1	1	0	0	0		

Sub-Programme 4: Heritage										
Strategic Objective		Performance Measure (Strategic Objective Indicator)	Audited/Actual Performance			Estimated Performance 2017/18	Medium Term Targets			5 year Target (up to 2019/20)
			2014/15	2015/16	2016/17		2018/19	2019/20	2020/21	
SO3.5	Community engagement and awareness and protection of heritage resources	(i) Number of heritage awareness engagements coordinated	Heritage events held to profile 12 resources & 2 District Coordination forum engagements	14	0	8	8	8	8	46
		(ii) Number of new heritage memory infrastructure symbols	10	27	0	8	8	8	8	59
		(iii) Annual consolidated Amafa Council monitoring and review reports	1 Annual report	1	0	1	1	1	1	5
Key Outputs and Performance Indicators										
SO	Key Outputs	Programme Performance Indicators	Audited/Actual Performance			Estimated Performance 2017/18	Medium Term Targets			5 year Target (up to 2019/20)
			2014/15	2015/16	2016/17		2018/19	2019/20	2020/21	
SO3.5	Heritage Awareness	a) Number of community heritage awareness campaigns	3 events including profiling	9	9	8	8	8	8	41
		b) Heritage Research agenda developed for the OTP	0	0	0	1	1	1	1	3
	Heritage memory infrastructure developed	c) Number of monuments or memorials erected	34	9	1	8	8	8	8	41
		d) Number of Heritage markers	9	18	1	6	6	6	6	42
	Monitoring reports on Amafa Council performance.	e) Number of Amafa monitoring reports	0	0	3	4	4	4	4	16
	AMAFA Annual Performance Plan Assessment	f) AMAFA Annual Performance Plan assessment report	New	1	1	1	1	1	1	5

Annual and Quarterly targets							
Programme Performance Indicators		Reporting period	Annual Target 2018/19	Quarterly Targets			
				Quarter 1	Quarter 2	Quarter 3	Quarter 4
SO3.5	a) Number of community heritage awareness campaign reports	Quarterly	8	2	2	2	2
	b) Annually updated Heritage research agenda for the OTP	Annually	1	0	0	1	0
	c) Number of monuments or memorials erected	Quarterly	8	2	2	2	2
	d) Number of heritage markers	Quarterly	6	1	2	2	1
	e) Number of Amafa monitoring reports	Quarterly	4	1	1	1	1
	f) AMAFA Annual Performance Plan assessment report	Annually	1	1	0	0	0



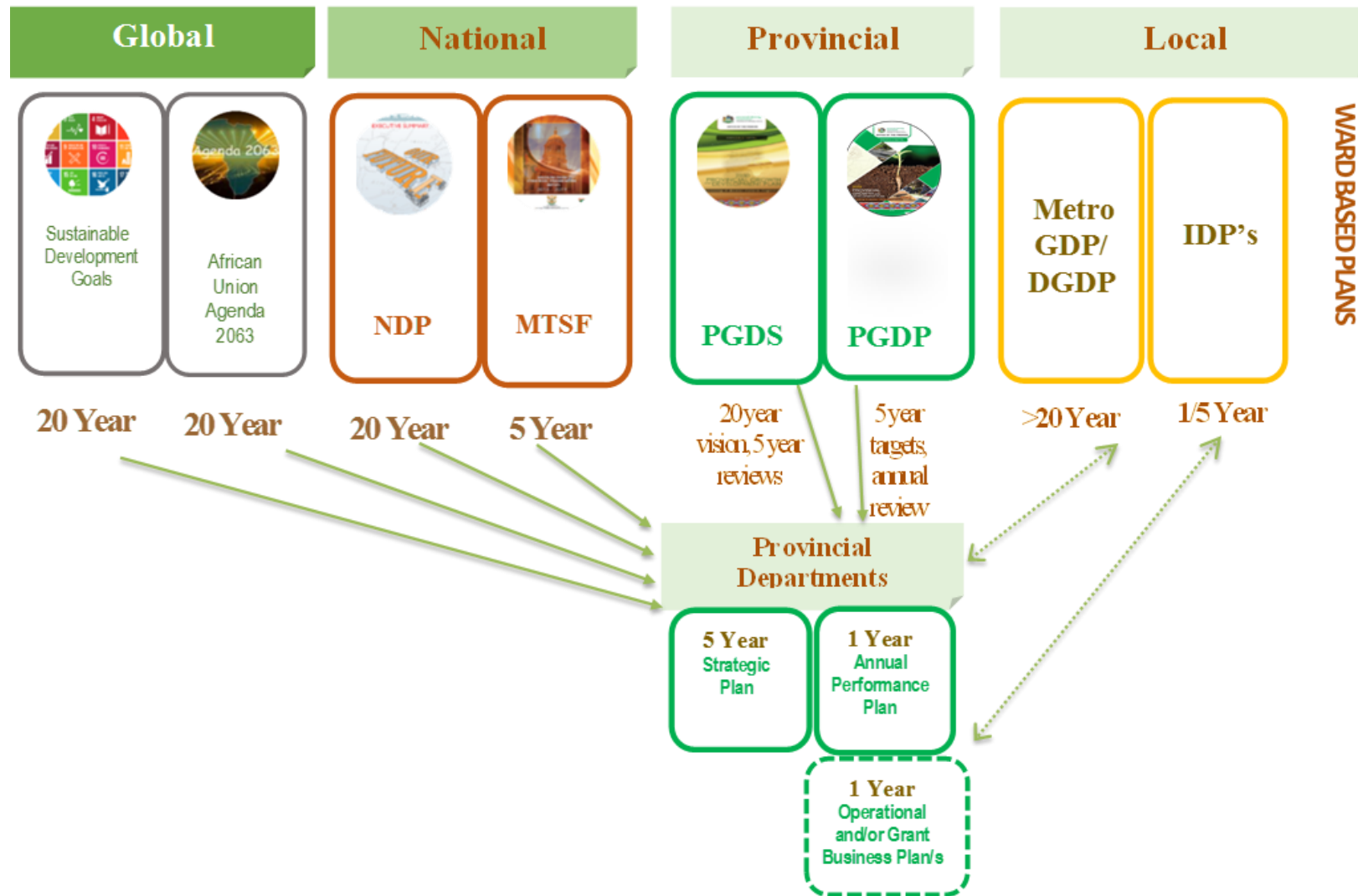
## 2.4 Reconciling Performance Targets with Budget and MTEF

### Summary of payments and estimates by sub-programme: Programme 3

R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term estimates		
	2014/15	2015/16	2016/17	2017/18			2018/19	2019/20	2020/21
1. Provincial Policy Management	27 382	34 153	40 746	50 579	48 029	42 787	50 626	53 840	58 772
2. Premier's Priority Programmes	116 667	120 736	100 179	132 428	129 160	135 066	98 145	90 538	95 518
3. Royal Household	54 496	59 717	73 346	58 884	69 897	71 831	65 830	70 014	73 865
4. Heritage	96 346	64 277	52 328	58 679	54 479	54 479	59 833	63 462	66 953
<b>Total payments and estimates</b>	<b>294 891</b>	<b>278 883</b>	<b>266 599</b>	<b>300 570</b>	<b>301 565</b>	<b>304 163</b>	<b>274 434</b>	<b>277 854</b>	<b>295 108</b>

3. PART C: Links to other Plans

## Maintaining a line of sight



### 3.1 Alignment of Strategic Objectives, MTSF and PGDP

#### 1. Links to the Long-term Infrastructure and other Plans: ALIGNMENT OF STRATEGIC OBJECTIVES TO THE PGDP AND MTSF

STRATEGIC OBJECTIVE	PGDP	MTSF
1.1. Effective and efficient support to the Premier in Executive Council	6.1 Strengthen Policy, Strategy Coordination and IGR 6.4 Promote participative, facilitative and accountable governance	12 Sub-Outcome 1: A stable political-administrative interface
1.2 Strategic leadership in governance and accountability to ensure economic, effective, and efficient resource management	6.1 Strengthen Policy, Strategy Coordination and IGR 6.2 6.2.6 Percentage of provincial departments & entities with clean audits 6.2 6.2.7 Percentage of provincial departments achieving Level 3 within 50% of the Management Performance Tool (MPAT) standards for each cycle 6.3 a: Provincial Operation Clean Audit 6.4 Promote participative, facilitative and accountable governance	12 Sub-Outcome 1: A stable political-administrative interface 12 Sub-outcome 4: Efficient and effective management and operations systems 12 Sub-outcome 5 : Procurement systems that deliver value for money 12 Sub-outcome 6: Increased responsiveness of public servants and accountability to citizens
STRATEGIC OBJECTIVE	PGDP	MTSF
2.1 Improved Resource Management support services	6.2 e: Enhance organisational capacity to deliver services  6.2 a. Monitor the implementation of an integrated public sector HRD and professional support programme 2.2 Support skills alignment to economic growth (KZN HRD Strategy focus) 4.4 Development of ICT	12 Sub-Outcome 2: A public service that is a career of choice, <i>Action 4, Build capacity through learning and development interventions; Action 5, Develop mechanisms to help departments strengthen their internal HR capacity; and Action 6, Support the appointment of youth into learnership, internship and artisan programmes.</i> 12 Sub-outcome 2: A public service that is a career of choice  12 Sub-outcome 3: Efficient and effective management and operations systems 5 Sub-Outcome 1: A credible institutional mechanism for labour market and skills planning 5 Sub-Outcome 2: Increase access and success in programmes leading to intermediate and high level learning 5 Sub-Outcome 3: Increase access to high-level occupationally directed programmes in needed areas 5 Sub-Outcome 4: Increase access to occupationally-directed programmes in needed areas and thereby expand the availability of intermediate level skills with a special focus on artisan skills 3 Sub-Outcome 4: Secure cyber space
2.2 Appropriate and Constitutionally compliant Provincial Legislation	6.1 Strengthen Policy, Strategy Coordination and IGR	14 Sub-outcome 1: Fostering constitutional values

STRATEGIC OBJECTIVE	PGDP	MTSF
2.3 Effective and efficient communication engagement	6.4 e. Facilitate Public participation, Communication and Stakeholder engagement strategy and implementation 6.4 Promote participative, facilitative and accountable governance 6.2 e: Enhance organisational capacity to deliver services	13 Sub-Outcome 3: Strengthened community development interventions(3) Action 6, Marketing and Promoting Thusong Service Centres (4) Action 4, Capacitate community structures to address local problems
2.4 Ethical Public service with reduced incidents of fraud and corruption	6.3 6.3.2 Number of government officials convicted for corruption or offences related to corruption 6.3 b: Implement pro-active integrity management programmes 6.3 d: Improve and report on the monitoring of resolution of corruption related matters 6.4 e: Enhance organisational capacity to deliver services	3 Sub-outcome 7: Corruption in the public and private sectors reduced 12 Sub-outcome 5: Increased responsiveness of public servants and accountability to citizens 12 Sub-outcome 7: Improved mechanisms to promote ethical behaviour in the public service
2.5 Mainstreaming a culture of human rights focusing on vulnerable groups	3.7 Promote youth, gender and disability advocacy and the advancement of women 2.3 Enhance Youth Skills Development and Life-Long Learning	14 Sub-outcome 1: Fostering constitutional values 14 Sub-outcome 2: Equal opportunities, inclusion and redress 14 Sub-outcome 4: Active citizenry and leadership
2.6 Ombudspersons coordination	6.1 Strengthen Policy, Strategy Coordination and IGR 6.4 Promote participative, facilitative and accountable governance	12 Sub-outcome 5: Increased responsiveness of public servants and accountability to citizens
2.7 Promote and strengthen the intergovernmental relations and coordination in the province	6.1 Strengthen policy and strategy coordination and inter-governmental relations	12 Sub-outcome : Improved inter-departmental coordination and institutionalisation of long-term planning
	6.1.2 Level of functionality of IGR forums	9 Sub-Outcome 2: Intergovernmental and democratic governance arrangements for a functional system of cooperative governance and participatory democracy
	6.1.5 Number of cross border (inter municipal, inter provincial and international) agreements and shared services agreements maintained	11 Outcome 11: Create a better South Africa, contribute to a better and safer Africa in a better world
2.8 Enhance the Gaming and Betting Regulatory environment in KwaZulu-Natal	6.1 Strengthen Policy, Strategy Coordination and IGR	12 Development Orientated Pubic Service (indirectly through improved governance)

STRATEGIC OBJECTIVE	PGDP	MTSF
<p>3.1 Enhanced strategic management in KZN Provincial Government</p>	<p>G6 Apex indicator - Improvement in the level of client satisfaction</p> <p>6.1 Strengthen Policy, Strategy Coordination and IGR  6.1.1 Percentage of IDPs and District Growth and Development Plans, departmental and public entity Annual Performance Plans aligned to the PGDS/P.  6.1(a) Develop and implement credible mechanisms to regularly measure the level of alignment between provincial and municipal budgets and the PGDP and District/Local growth and development plans.  6.1(e) Maintain and implement</p> <p>6.2 6.2.3 Percentage of positive rating of service delivery at provincial and local levels, measured through the KZN Citizens Satisfaction Surveys.</p> <p>6.4 Promote participative, facilitative and accountable governance  6.4.2 Number of engagements with functional social partnerships in the form of sector-specific multi-stakeholder forums/councils to engage and collaborate on aspects of the PGDP.  6.4.3 Increase in representation and participation of non-governmental partners/stakeholders in the implementation structures (Action Working Groups) of the PGDP.  6.4.4 The number of district municipalities with functional development agencies which actively involve the private sector and civil society at local level.  6.4.6 Level of participation/awareness of programmes (PGDP/OSS/Izimbizo attended).  6.4.7 Percentage of high PGDP intervention areas (as per the PGDP Priority Interventions Areas Map) with functional OSS war rooms  6.4(a) Support effective multi-stakeholder and social partnership forums for consultation on all key elements of the PGDP.</p>	<p>13 Sub-outcome 5: Optimal systems to strengthen coordination, integration, planning, monitoring and evaluation of social protection services</p> <p>12 Sub-outcome 3: Efficient and effective management and operations systems</p> <p>9 Sub-Outcome 2: Intergovernmental and democratic governance arrangements for a functional system of cooperative governance and participatory democracy strengthened , Action 1 : Enhance the strategic performance of intergovernmental structures for improved inter-sphere alignment and coordination</p> <p>12 Sub-outcome 5: Increased responsiveness of public servants and accountability to citizens</p> <p>12 Sub-outcome 6: Improved inter-departmental coordination and institutionalisation of long-term planning</p> <p>9 Sub-Outcome 1: Members of society have sustainable and reliable access to basic services, action 4 - Co-ordinate sector department commitments within the Municipal Support, Monitoring and Intervention Plans (SMIPs) and the implementation of negotiated integrated support to municipalities through SMIPs.</p>

		<p>6.4(d) Undertake a review of the service delivery and implementation models of Government and public entities at provincial and local government spheres to ensure that most effective and efficient implementation options are being presented.</p> <p>6.4(e) Strategies to increase participation and to engage stakeholders as well as provincial communication.</p> <p>6.4(f) Provincial M&amp;E framework to streamline reporting and performance information.</p>	
3.2	Effective and efficient stakeholder engagement and empowerment	<p>1.4 Promote SMME and entrepreneurial development</p> <p>6.4 Promote participative, facilitative and accountable governance</p> <p>6.4 6.4.2 Increase in representation and participation of non-governmental stakeholders in the PGDP Action Workgroups</p>	<p>14 Sub-outcome 1: Fostering constitutional values</p> <p>14 Sub-outcome 3: Promoting social cohesion across society through increased interaction across race and class</p> <p>14 Sub-outcome 4: Active citizenry and leadership</p>
STRATEGIC OBJECTIVE		PGDP	MTSF
3.2	Effective and efficient stakeholder engagement and empowerment	<p>6.4 6.4.2 Number of engagements with functional social partnerships in the form of sector-specific multi-stakeholder forums/councils to engage and collaborate on aspects of the PGDP.</p> <p>6.4 6.4.3 Increase in representation and participation of non-governmental partners/stakeholders in the implementation structures (Action Working Groups) of the PGDP.</p> <p>6.4 6.4.6 Percentage of high PGDP intervention areas (as per the PGDP Priority Interventions Areas Map) with functional OSS war rooms)</p> <p>6.4 e. Strategies to increase participation and to engage stakeholders as well as provincial communication</p>	<p>14 Sub-outcome 5: Social Compacts</p> <p>13 Sub-Outcome 3: Strengthened community development interventions</p> <p>13 Sub-outcome 4: Deepening social assistance and expanding access to social security</p> <p>13 Sub-outcome 5: Optimal systems to strengthen coordination, integration, planning, monitoring and evaluation of social protection services</p> <p>5 Sub-Outcome 1: A credible institutional mechanism for labour market and skills planning</p> <p>5 Sub-Outcome 2: Increase access and success in programmes leading to intermediate and high level learning</p> <p>5 Sub-Outcome 3: Increase access to high-level occupationally directed programmes in needed areas</p> <p>5 Sub-Outcome 4: Increase access to occupationally-directed programmes in needed areas and thereby expand the availability of intermediate level skills with a special focus on artisan skills</p> <p>12 Sub-Outcome 2: A public service that is a career of choice, Action 6, Support the appointment of youth into learnership, internship and artisan programmes,</p>

STRATEGIC OBJECTIVE	PGDP	MTSF
3.3.1 Priority Programmes Coordination	<p>6.1 Strengthen Policy, Strategy Coordination and IGR</p> <p>3.2 Enhance health of communities and citizens</p> <p>3.1 Poverty eradication and social welfare</p> <p>3.1(b) Accelerate the roll-out of the Poverty Eradication Master Plan and evaluate the impact it has made in the most deprived wards.</p> <p>3.1(c) Accelerate the roll-out of Operation Sukuma Sakhe and evaluate the impact it has made in</p>	<p>4 Sub-outcome 6: Investment in research, development and innovation supports inclusive growth by enhancing productivity of existing and emerging enterprises and improving the living conditions of the poor.</p> <p>9 Sub-Outcome 1: Members of society have sustainable and reliable access to basic services, action 4 - Co-ordinate sector department commitments within the Municipal Support, Monitoring and Intervention Plans (SMIPs) and the implementation of negotiated integrated support to municipalities through SMIPs.</p> <p>9 Sub-Outcome 2: Intergovernmental and democratic governance arrangements for a functional system of cooperative governance and participatory democracy strengthened , Action 1 : Enhance the strategic performance of intergovernmental structures for improved inter-sphere alignment and coordination</p> <p>12 Sub-outcome 6: Increased responsiveness of public servants and accountability to citizens</p> <p>12 Sub-outcome 6: Improved inter-departmental coordination and institutionalisation of long-term planning</p>
3.3.2 Effective and Efficient implementation of PEMP	<p>3.1 Poverty eradication and social welfare</p> <p>3.1(b) Accelerate the roll-out of the Poverty Eradication Master Plan and evaluate the impact it has made in the most deprived wards</p> <p>3.2 Enhance health of communities and citizens</p> <p>3.3 3.3(c) Accelerate the implementation of the KZN Poverty Eradication Master Plan to contribute to food security with specific focus on support on insecure households to benefit from food security initiatives</p> <p>6.1 Strengthen Policy, Strategy Coordination and IGR</p>	<p>4 Sub Outcome 1: The productive sectors account for a growing share of production and employment</p> <p>4 Sub Outcome 3- Spatial imbalances in economic opportunities are address through public employment schemes to provide relief for unemployed and build community solidarity and agency</p> <p>13 Sub-Outcome 3: Strengthened community development interventions</p> <p>2 Sub-outcome 1: Universal health coverage progressively achieved through implementation of National Health Insurance (NHI)</p> <p>Sub-Outcome 2: Improved quality of health care</p> <p>9 Sub-Outcome 1: Members of society have sustainable and reliable access to basic services, action 4 - Co-ordinate sector department commitments within the Municipal Support, Monitoring and Intervention Plans (SMIPs) and the implementation of negotiated integrated support to municipalities through SMIPs.</p> <p>9 Sub-Outcome 2: Intergovernmental and democratic governance arrangements for a functional system of cooperative</p>

			governance and participatory democracy strengthened , Action 1 : Enhance the strategic performance of intergovernmental structures for improved inter-sphere alignment and coordination
			12 Sub-outcome 5: Increased responsiveness of public servants and accountability to citizens
			12 Sub-outcome 6: Improved inter-departmental coordination and institutionalisation of long-term planning
3.4	Effective and efficient support to His Majesty and the Royal Household	6.4	Promote participative, facilitative and accountable governance
		12	Sub-outcome 6: Improved inter-departmental coordination and institutionalisation of long-term planning
		14	Sub-outcome 1: Fostering constitutional values
3.5	Community engagement and awareness and protection of heritage resources	6.1	Strengthen Policy, Strategy Coordination and IGR
		6.4	Promote participative, facilitative and accountable governance
		14	Sub-outcome 1: Fostering constitutional values
		14	Sub-outcome 2: Equal opportunities, inclusion and redress
		14	Sub-outcome 3: Promoting social cohesion across society through increased interaction across race and class
		14	Sub-outcome 4: Active citizenry and leadership
		14	Sub-outcome 5: Social Compacts

### 3.2 Interdepartmental linkages

As the Centre of Government for the Province of KwaZulu-Natal, the Office of the Premier has a coordination role and plays this role with respect to all other Provincial Departments. The relationship with National Departments is maintained through inter-governmental processes.

In addition the Provincial Policy Management Sub-programme has direct linkages with all Departments in the areas of training and development programmes, coordination of policy, relevant data and information, alignment of Departmental strategic plans with the PGDP and evaluation of the impact of the Provincial development programmes including HIV and AIDs programmes.

### 3.3 Local government linkages

In terms of the priorities of the Provincial Policy Management sub-programme, relations with all district municipalities will be strengthened in the process of aligning the IDPs with the PGDP.

### 3.4 Public entities

The Office of the Premier exercises control over the following entities:

#### 3.4.1 Amafa KwaZulu-Natali

Amafa KwaZulu-Natali is a public entity established in terms of the KwaZulu-Natal Heritage Act, 1997. The entity's main objective is to conserve, manage and promote awareness of the Province's cultural assets and resources. It is responsible for administering heritage conservation on behalf of the provincial government. Its main objective is to promote awareness of the significance and value of cultural heritage resources, whilst ensuring that heritage management is integrated into economic, social and environmental activities in KZN. The entity, thus, supports the Office of the Premier in the execution of its Strategic Objective 3.5, "Community engagement and awareness and protection of heritage resources". The entity will support the Department in delivering on the strategic objective through its initiatives relating to the "Protection, enhancement and development of our



provincial heritage assets and resources for perpetuity of use” and “Management, conservation and curation of all collection items in terms of the legislative and policy prescripts”. The Office of the Premier, thus, also has a responsibility of monitoring the business plans of the entity through the Heritage Chief Directorate.

### 3.4.2 Royal Household Trust

The Royal Household Trust is a juristic person established through the Royal Household Trust Act (Act 2 Of 2007). The Trust is further described as a Provincial entity subject to the provisions of the Public Finance Management Act (Act 1 of 1999).

The President has dissolved the Department of the Royal Household by proclamation on 12 December 2014. The former Department for the Royal Household (Vote 10) has been incorporated in the Office of the Premier, and forms part of the Stakeholder Management Branch under Programme 3. Programme 1 and aspects of Programme 2 of the former Department of the Royal Household have been incorporated into the plan of the Office of the Premier. The Royal Household Trust, a public entity of the former department, now also becomes a public entity of the Office of the Premier. The Trust is registered as a KwaZulu-Natal Schedule 3C Public Entity in terms of the Public Finance and Management Act. The household activities that the Trust has taken over relate to administration, maintenance of all palaces and farming activities of the King. In addition, the Trust is responsible to provide for the personal needs of the Queens and their children including education. The Office of the Premier has adopted the strategic objective 3.4, “Effective and efficient support to His Majesty and the Royal Household”...”To support His Majesty and the Royal Household in fulfilling his statutory and customary mandates”. This provides a broad framework for the entity’s aspirations to ensure good governance of the Trust, providing support to His Majesty in providing leadership and preserving the Zulu culture and image of the monarchy, as well as progressively facilitating the sustainability of the Trust.

### 3.4.3 Gaming and Betting

As per the Premier’s Minute No 2/2016, which is regard to the Appointment of members of the Executive Council and Assignment of powers, duties and functions to members of the Executive Council in terms of Section 132 (2) of the Constitution of the Republic of South Africa, 1996.

One of the power, duty and function retained by the Premier as head of the Executive Council is the following:

Any power, duty or function related to the functional areas:

- Casinos, racing, gambling and wagering excluding lotteries and sport pools

There has thus been a movement of the Gambling and Betting entity from the Provincial Treasury to KZN OTP.

All entities operate as independent public entities reporting to the Office of the Premier in terms of the prescripts of the Public Finance Management Act and Treasury Regulation. It should be noted that the format of both these entities will be revised, pending amendments to the legislation, as briefly outlined in the situational analysis of the Annual Performance Plan of the Office of the Premier.

**Table 1.9 : Summary of departmental transfers to public entities**

R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
	2014/15	2015/16	2016/17	2017/18			2018/19	2019/20	2020/21
<b>Public entities</b>	<b>92 587</b>	<b>91 377</b>	<b>95 372</b>	<b>91 635</b>	<b>113 960</b>	<b>113 960</b>	<b>94 954</b>	<b>100 696</b>	<b>106 235</b>
Amafa aKwaZulu-Natali	35 149	34 977	33 028	32 263	32 263	32 263	33 989	35 960	37 938
KwaZulu-Natal Gaming and Betting Board	39 276	32 398	39 367	42 871	63 196	63 196	42 925	45 650	48 161
Royal Household Trust	18 162	24 002	22 977	16 501	18 501	18 501	18 040	19 086	20 136
<b>Other entities</b>	<b>4 226</b>	<b>-</b>	<b>27</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Denis Hurley Centre	4 226	-	-	-	-	-	-	-	-
KZN Law Society	-	-	27	-	-	-	-	-	-
<b>Total</b>	<b>96 813</b>	<b>91 377</b>	<b>95 399</b>	<b>91 635</b>	<b>113 960</b>	<b>113 960</b>	<b>94 954</b>	<b>100 696</b>	<b>106 235</b>

### 3.5 Councils

#### 5.5.1 Climate Change and Sustainable Development Council

The Council has been established to monitor the implementation of the adaptation and mitigation policies and strategies to climate change and sustainable development. In some cases the Council will have to monitor and evaluate the impact and effectiveness of the climate change initiatives to ensure compliance with the international protocols and conventions on climate change. Its purpose is to facilitate and support coordination efforts of government in response to the challenge of global warming and an unusual fluctuation of climatic conditions. To support the work of the Council, there was a need to establish the Climate Change and Sustainable Development Secretariat unit to provide administrative and secretariat services to the Council. It should be noted that a this function has been transferred to the Department of Economic Development and Environmental Affairs. The function of Climate Change is with EDTEA but the OTP will provide the secretariat support.

#### 5.5.2 HIV and AIDS Council

The HIV and AIDS Council is an independent voluntary association chaired by the Premier, and consists of the Members of the Executive Council, Mayors, civil society and business sector. The Council leads, coordinates, and facilitates the integrated Provincial response to HIV and AIDS, TB and STI.

#### 5.5.3 Human Rights Sectorial Forums

Gender, disability, children and senior citizens forums are integrated forums established in terms of national and international sector specific instruments, policies and/or conventions. The main aim is to coordinate and monitor the rights and empowerment of women, children, persons with disabilities and senior citizens. The forums are chaired by the Office of the Premier.

#### 5.5.4 Human Resource Development Council

The KwaZulu-Natal Human Resource Development Council comprises of government, professional bodies, organized business, organized labour, community based organisations, state-owned enterprises, SETAs, Further Education-, and Higher Education Institutions. The purpose of the council is to integrate, coordinate and give strategic direction to the development of the Province's human resources. It is an institutional mechanism of the Provincial Growth and Development Plan to support skills development aligned to economic skills needs.

### 3.6 Annual Performance and Operational Plans

The Departmental Annual Performance and operational plans of the respective units link to this plan.

# ANNEXURE D(1) AMENDMENTS TO STRATEGIC PLAN 2015, AND CHANGES FROM 2017/18

## KEY CHANGES FROM 2017/18 APP AND 2015-2020 TARGETS

1. Vision realigned to the PGDS timeframe which had been extended to 2035, hence the vision now reads :  
To be the centre of governance, providing leadership in achieving KZN Vision 2035.
2. OTP Goal updated to read : Stakeholders fully engaged and well informed on KZN Vision 2035 (amend from 2030);
3. Situational analysis updated
4. Budget structure amendments

The APP structure and alignment between Outcome Orientated Goals and Strategic Objectives is based on the Budget Structure....This means that the Strategic Objectives formulated should be based on the Programmes and/or sub-programmes (Strategic Objectives ideally do not go to Responsibility level. Based on the budget structure used for the budget statements, the following approach has suggested and accepted in principle to ensure alignment between budget structure and APP: Movement of sub-programmes is also accompanied by the movement of the relevant programme performance indicators.

Programme		Budget Structure Change 2017/18 to 2018/19	Impact on Strategic Objectives and Outputs
P1	ADMINISTRATION	No change, however, reporting line for IGR is to DG	Nil. Reporting line to be observed
P2A	INSTITUTIONAL DEVELOPMENT BRANCH: CORPORATE MANAGEMENT:	<b>Security</b> Responsibility moves from Sub Programme 1 to Programme 2B, Sub Programme 5 – Special Projects	No change, indicators remain under Programme 2
		<b>Communications</b> moves its reporting line from Programme 2B to 2A – but for now remains as a Sub-programme 4 under Programme 2	Nil. Purely note this move in the APP Annexure D for record purposes.
P2B	INSTITUTIONAL DEVELOPMENT BRANCH: INST DEV & INTERGRITY	Youth moves from Programme 3B to Programme 2B, as a responsibility under Special Programmes	Whilst the original Strategic Objective related to stakeholder engagement and empowerment, the Youth outputs can easily be incorporated under the Human rights Strategic Objective 2.5. Move the Strategic Objective Indicators and Programme Performance indicators from 3.2 across to 2.5 and renumber accordingly.
		Security responsibility – as per Table Row A1 above	Security responsibility – as per Table Row P2A above

Programme		Budget Structure Change 2017/18 to 2018/19	Impact on Strategic Objectives and Outputs
P3A	POLICY AND GOVERNANCE BRANCH: MACRO POL & STRAT PLANNING	No change	Nil
P3B	POLICY AND GOVERNANCE BRANCH: MACRO POL & STRAT PLANNING BRANCH: STAKEHOLDER CO-ORDINATION	No change in the budget structure.	<p>This means that for the purposes of the APP, the status as per the 2017/18 APP in terms of reporting, etc. remains as is with no movement of Strategic Objectives and Output Indicators relating to:</p> <ul style="list-style-type: none"> <li>• OSS</li> <li>• MRM</li> <li>• Inkululeko</li> </ul> <p>All remain linked to Strategic Objective 3.2 and 3.3.1 and where relevant, the inputs into consolidated reports would need to be provided by the units for consolidation into the reporting requirements for Stakeholder Management and Priority Programmes. Programme Managers to please alert staff accordingly</p>

FINANCIAL STRUCTURE - 2018/19 FINANCIAL YEAR (as per Budget Statement)

PROGRAMMES	SUB-PROGRAMME	RESPONSIBILITY
P1: ADMINISTRATION	SP: PREMIER SUPPORT: SP: EXECUTIVE COUNCIL SUPPORT: SP: DIRECTOR GENERAL:  SP: FINANCIAL MANAGEMENT:	OFFICE OF THE CHIEF OF STAFF CABINET OFFICE OFFICE OF THE DG RISK MANAGEMENT CHIEF FINANCIAL OFFICER FINANCIAL ACCOUNTING MANAGEMENT ACCOUNTING SUPPLY CHAIN MANAGEMENT PROGRAMME SUPPORT - ADMINISTRATION
P2: INSTITUTIONAL DEVELOPMENT	SP: STRATEGIC HUMAN RESOURCES:       SP: INFORMATION COM. TECH.(ICT):	HR POLICIES AND PRACTICES LABOUR RELATIONS PROV ORGANISATION DEV PERSAL MANAGEMENT HR SUPPORT PROV EMPLOYEE, HEALTH & WELLNESS CORPORATE MANAGEMENT PROVINCIAL PUBLIC SERVICE TRAINING ACADEMY PROGRAMME SUPPORT - INSTITUTIONAL DEVELOPMENT PGITO OFFICE SUPP & AUXILIARY SERVICES

PROGRAMMES	SUB-PROGRAMME	RESPONSIBILITY
P2: INSTITUTIONAL DEVELOPMENT Cont...	SP: LEGAL SERVICES: SP: COMMUNICATION SERVICES: SP: SPECIAL PROGRAMMES:  SP: INTER-GOVERNMENTAL RELATIONS: SP: GAMING AND BETTING:	STATE LAW ADVISORY SERVICES PROVINCIAL GOVERNMENT COMMUNICATIONS INTEGRITY MANAGEMENT DEMOCRACY SUPPORT SERVICES YOUTH DEVELOPMENT SECURITY SERVICES AND PROTOCOL DDG: INSTITUTIONAL DEVELOPMENT & INTEGRITY INTER-GOVERNMENTAL RELATIONS GAMING AND BETTING
P3: POLICY AND GOVERNANCE	SP: PROVINCIAL POLICY MANAGEMENT:  SP: PREMIER'S PRIORITY PROGRAMMES:  SP: ROYAL HOUSEHOLD: SP: HERITAGE	STRAT PLANNING, RESEARCH & POLICY CO-ORD MONITORING AND EVALUATION PROGRAMMES SUPPORT - POLICY AND GOVERNANCE  STAKEHOLDER MANAGEMENT PRIORITY PROGRAMMES POVERTY ERADICATION  DDG: STAKEHOLDER COORDINATION KING'S SUPPORT AND ROYAL HOUSEHOLD HERITAGE:

**5. Change in 18/19 APP:**

Strategic Objective 1.2		Performance Measure (Strategic Objective Indicator)	Audited/Actual Performance			Estimated Performance 2017/18	Medium Term Targets			5 year Target (up to 2019/20)
			2014/15	2015/16	2016/17		2018/19	2019/20	2020/21	
SO1.2	Strategic Leadership in governance and accountability to ensure economic, effective, and efficient resource management	(i) MPAT score for OTP (Overall)	2	2.9	2.97	3	3	3	3	3
		(ii) Average Governance and Accountability MPAT Score for OTP (KPA 2)	2	3.2	3.5	3	3	3	3	3
		(iii) Annual audit findings	Unqualified Audit	Unqualified Audit	Unqualified Audit	Unqualified Audit	Unqualified	Unqualified	Unqualified	Unqualified
<b>Key Outputs Programme Performance Indicators</b>										
Key Outputs		Programme Performance Indicators	Audited/Actual Performance			Estimated Performance 2017/18	Medium Term Targets			5 year Target (up to 2019/20)
			2014/15	2015/16	2016/17		2018/19	2019/20	2020/21	
Strategic Management meeting resolutions	a) Number of EXCO meetings supported	24	All meetings held were supported (improvement required in evidence formation)	8	12	12	12	12	48	
	b) Number of MANCO meetings supported	8	All meetings held were supported (improvement required in evidence formation)	4	8	8	8	8	32	
Risk Management register	c) Approved risk management register	1 submitted in Q4 for the following year	1 submitted in Q4 for the following year	1	1	1	1	1	5	
Internal control reports	d) Number of quarterly internal control management reports submitted to EXCO	N/A	44	3	4	4	4	4	60	
Annual Audit Improvement Plan	e) Annual audit improvement plan on preceding years findings adopted by end of August	1	1	1	1	1	1	1	5	
Financial Management Reports	f) Number of Financial management reports	12	12	12	12	12	12	12	60	

Financial statements	g) Number of Financial Statements submitted in terms of prescripts	1 final, 3 interim	1 final, 3 interim	1 final, 3 interim	1 final, 3 interim	1 final, 3 interim	1 final, 3 interim	1 final, 3 interim	5 final, 15 interim
Annual Performance Report	h) Annual report on preceding year tabled by end of August	1	1	1	1	1	1	1	5
Procurement Plan	i) Procurement plan submitted in terms of prescripts	N/A	1	1	1	1	1	1	5
Departmental Assets register	j) Updated assets register	1	1	1	1	1	1	1	5

All of the/ PPIs indicated above have been moved from the 2018/19 APP to the 2018/19 Departmental OPS Plan. They are replaced by the ffg, PPIs:

Key Outputs	Programme Performance Indicators
Risk Management register	a) Percentage of Risk interventions as per the risk register completed register
Internal control reports	b) Percentage of internal audit recommendations implemented
Annual Audit Improvement Plan	c) Percentage of External audit recommendations implemented
30 Days Payment	d) Percentage of invoices paid within 30 days

6. SO 2.5 has changed from Mainstreaming a culture of human rights to Mainstreaming a culture of human rights focusing on vulnerable groups. This has been done as youth form part of the vulnerable group's category.

The following indicators moves from SO 3.2 to SO 2.5.:

Strategic Objective Indicator	Audited/Actual Performance			Estimated Performance 2017/18	Medium Term Targets			5 year Target (up to 2019/20)
	2014/15	2015/16	2016/17		2018/19	2019/20	2020/21	
(ii) Number of updated annual business plans on youth development programmes	Youth strategy draft refined and programme implemented	0	1	1	1		1	5
(iii) Number of annual review and impact reports of youth development and empowerment programmes	Youth strategy draft refined and programme drafted	0	1	1	1		1	5

7. The target for the PPI: Citizen Satisfaction Survey Report for 2018/19 changes from 1 Citizen Satisfaction Survey Comparative analysis report to 1 Citizen Satisfaction Survey report. This also affects the 5 year target which now changes to "2 Citizen Satisfaction Survey reports and 3 Comparative analysis reports". The reason for this change is the capacity challenges in the Research unit at OTP as well as Stats SA.

SO	Key Outputs	Programme Performance Indicators	Audited/Actual Performance			Estimated Performance 2017/18	Medium Term Targets			5 year Target (up to 2019/20)
			2014/15	2015/16	2016/17		2018/19	2019/20	2020/21	
SO3.1	Policy audit reports	a) Number of policy audit reports	2	3	2	2	2	2	2	11
	Citizen Satisfaction Survey report	b) Citizen Satisfaction Survey report	Analysis of pilot and feasibility	1 Citizen Satisfaction Survey Report	1 Citizen Satisfaction Survey Comparative analysis report	1 Citizen survey report commissioned	1 Citizen Satisfaction Survey report	1 Citizen Satisfaction Survey Comparative analysis report	1 Citizen survey report	2 Citizen Satisfaction Survey reports and 3 Comparative analysis reports

8. The targets for the PPIs for SDIP Reports and Batho Pele Compliance reduce from 4 per annum to 2 per annum. This is due to resource constraints.

Key Outputs	Programme Performance Indicators	Audited/Actual Performance			Estimated Performance 2017/18	Medium Term Targets			5 year Target (up to 2019/20)
		2014/15	2015/16	2016/17		2018/19	2019/20	2020/21	
SDIP reports	a) Number of six monthly Service Delivery Improvement Plans (SDIP) implementation monitoring reports.	13 SDIPs finalised and submitted	3	4	4	2	2	2	15
Batho Pele compliance reports	b) Number of six monthly reports on level of compliance with Batho Pele principles	Successful awarding of outstanding service delivery teams during the Premier's Service Excellence Awards	4	4	4	2	2	2	16



## KEY CHANGES FROM 2016/17 APP AND 2015-2020 TARGETS

### PROGRAMME 1

a. SO1.1 SO indicator (i) Overall performance score attained on Premier Support performance assessment matrix has been moved to an operational plan level. SO now has only one indicator:

Strategic Objective 1.1		Performance Measure (Strategic Objective Indicator)	Audited/Actual Performance			Estimated Performance 2016/17	Medium Term Targets			5 year Target
			2013/14	2014/15	2015/16		2017/18	2018/19	2019/20	
SO1.1	Effective and efficient support to the Premier in Executive Council	Number of Executive Council meetings supported (Executive Council and Makgotla)	N/A	22	22	22	22	22	22	110

b. Key output related to the abovementioned SO has also been removed from the APP:

- Administrative support services to the Premier: PPI (a) Performance score attained on Premier Support Administrative Support Services performance assessment matrix.
- Parliamentary Support Services: PPI (b) Performance score attained on Premier Support Parliamentary Services Management performance assessment matrix.

c. Strategic Plan amendment: SO 1.2 Indicator amended from “Progress towards achieving a clean audit in Annual audit findings” to “Annual Audit findings”

Strategic Objective		Performance Measure (Strategic Objective Indicator)	Audited/ Actual Performance			Estimated Performance 2017/18	Medium term Targets			5-Year Target
			2013/14	2014/15	2015/16		2017/18	2017/18	2018/19	
SO1.2	Strategic Leadership in governance and accountability to ensure economic, effective, and efficient resource management	Annual audit findings	Unqualified	Unqualified Audit	Unqualified Audit	Unqualified Audit	Unqualified	Unqualified	Unqualified	Unqualified

d. Sub-Programme 4, S.O 1.2

APP amendment: Indicator added to accommodate the issue of an asset register as indicator (j). The TID has also been updated accordingly.

**PROGRAMME 2**

**a. Sub-Programme 2a : Strategic Human Resource Management –**

- i. SO2.1 Improved resource management support services: SO indicator: KZN Integrated Public Service HRD Strategy – target for 17/18 has changed to “Final document by December 2017” and estimated performance 16/17 has changed to Draft Compiled.

Strategic objectives			Audited/Actual Performance			Estimated Performance 2016/17	Medium Term Targets			5 year Target
			2013/14	2014/15	2015/16		2017/18	2018/19	2019/20	
SO2.1	Improved resource management support services	(i) Provincial HRM Turnaround Strategy	New	Need Identified	Situational analysis by March	Draft document	Final document by December 2017	Annual strategy implementation and monitoring reports	Annual strategy implementation and monitoring reports	HRM Turnaround Strategy implemented, monitored and reviewed

- ii. Indicator (iii) for SO2.1 Indicator changed to be more strategic – elevated from the APP to the Strategic Plan and amended in the TIDs accordingly. The previous indicator for the SO “Number of public servants attending training courses” has been moved to the Operational Plan.

Strategic Objective		Performance Measure (Strategic Objective Indicator)	Audited/ Actual Performance			Estimated Performance 2017/18	Medium term Targets			5-Year Target
			2013/14	2014/15	2015/16		2017/18	2017/18	2018/19	
SO2.1	Improved resource management support services	(iv) KZN Integrated Public Service HRD Strategy	New	New	Draft Completed	Draft Compiled	Consultation and approval	Implementation and monitoring	Implementation and monitoring	1 strategy and 4 implementation reports

- iii. Indicator (PPI) b has changed as follows along with targets. TID has been updated.

Key Outputs	Programme Performance Indicators	Audited/ Actual Performance			Estimated Performance 2016/17	Medium term Targets			5-Year Target
		2013/14	2014/15	2015/16		2017/18	2018/19	2019/20	
Qualified, competent and dedicated HR practitioners	Number of KZN Provincial Integrated Strategic Human Resource management forum meetings held	26	32	21	22	4	4	4	34

- iv. Indicator c has reduced targets. The TID has been amended accordingly.

Key Outputs	Programme Performance Indicators	Audited/ Actual Performance			Estimated Performance 2016/17	Medium term Targets			5-Year Target
		2013/14	2014/15	2015/16		2017/18	2018/19	2019/20	
HR Policy Compliance monitoring service	Number of Human Resource compliance reports	4	22	11	22	15	15	15	89

v. Indicators c and e have been moved to the operational plan for the business unit. The TID has been amended.

Key Outputs	Programme Performance Indicators	Audited/ Actual Performance			Estimated Performance 2016/17	Medium term Targets			5-Year Target
		2013/14	2014/15	2015/16		2017/18	2018/19	2019/20	
Qualified, competent and dedicated HR practitioners	Number of Persal training sessions conducted (PERSAL)	New	40	40	40	40	40	40	200
Effective and efficient data management and reporting	Number of PERSAL technical reports	180	180	168 Change to 168 due to RHH no longer being a department 122	168	168	168	168	840

b. Sub-Programme 2b : Institutional Development and Integrity Management

i. Indicator (a) Target has been corrected as conference will take place after every 2 years due to resource constraints.

Key Outputs	Programme Performance Indicators	Audited/ Actual Performance			Estimated Performance 2016/17	Medium term Targets			5-Year Target
		2013/14	2014/15	2015/16		2017/18	2018/19	2019/20	
Integrity Leadership Conference (after every second year)	No of conferences held	N/A	0	1	0	0	1	0	2

ii. A new SO has been added to the Strategic Plan due to the movement of the Gaming and betting function from Provincial Treasury to OTP. This relates to OTP Strategic Goal 1 - Good and Cooperative Governance.

2.6 Gaming and Betting	
<b>Strategic Objective 2.8</b>	<b>Enhance the Gaming and Betting Regulatory environment in KwaZulu-Natal</b>
Objective Statement	To improve the regulatory environment for Gaming and Betting to support responsible practices.
Baseline	First Draft completed of the amendment Act of 2010 complete.
Justification	To enhance the governance of the Gaming and Betting Industry to ensure equitable growth, and responsible practice.
Links	It relates to MTSF Outcome 12 and goal 6 of the PGDP and OTP Goal 1.

2.6 Sub Programme 7: Gaming and Betting – Strategic Objectives and Annual Targets										
Strategic objectives		Programme Performance (Strategic Objective Indicator)	Audited/Actual performance			Estimated performance 2016/17	Medium-term targets			5-Year Target
			2013/14	2014/15	2015/16		2017/18	2018/19	2019/20	
SO 2.8	Enhance the Gaming and Betting Regulatory environment in KwaZulu-Natal	Amended KZN Gaming and Betting legislation	The KwaZulu-Natal Gaming & Betting Amendment Bill, 2013 presented to Cabinet 7/08/2013.	Publication of legislation in Provincial Gazette.	Implementation	Implementation	Amended 2010 Gaming and Betting Act	Amended Gaming and Betting regulation of 2012	Review of amended 2010 Gaming and Betting Act and Gaming and Betting regulation of 2012	Act amended and implemented

Technical Indicator Descriptor Amendment		
Strategic Objective	Descriptor	Description
2.8 Enhance the Gaming and Betting Regulatory environment in KwaZulu-Natal	Indicator Title	<b>i) Amended KZN Gaming and Betting Legislation</b>
	Short definition	Amended KZN Gaming and Betting legislation
	Purpose/importance	To enhance the governance of the Gaming and Betting Industry to ensure equitable growth, and responsible practice.
	Source/collection of data	Records and copies of certified legislation and/or progress reports on the development from Chief Director
	Verification	Legislative process milestones confirmation with CD:SLAS and Government Gazette
	Method of calculation	Progress assessment and reporting. The nature of the measure requires the progress in the development of legislative amendments to be reported through reports to the Accounting Officer
	Data limitations	Cabinet and cluster setting, unpredictable nature of legislative process
	Type of indicator	Output
	Calculation type	Cumulative
	Reporting cycle	Report quarterly on milestones
	New indicator	Adapted from 2013/14 OTP Strategic Review and KZN Treasury
	Desired performance	Current legislative provisions reviewed, updated if necessary and implemented.
Indicator responsibility	Chief Director : Gaming and Betting	

### 3. PROGRAMME 3

#### a. Sub-programme1: Provincial Policy Management

- i. SO3.1 indicator amended from “1 Annual review” to “1 Annual updated PGDP”.

Strategic Objectives		Performance Measure (Strategic Objective Indicator)	Audited/Actual Performance			Estimated Performance 2016/17	Medium Term Targets			5-Year Target
			2013/14	2014/15	2015/16		2017/18	2018/19	2019/20	
SO3.1	Enhanced strategic management in KZN Provincial Government	(ii) Updated Provincial Growth and Development Plan by December each year	1 Annual updated PGDP	1 Annual updated PGDP	1 Annual updated PGDP	1 Annual updated PGDP	1 Annual updated PGDP	1 Annual updated PGDP	1 Annual updated PGDP	Annual review of the PGDP finalised by December

- ii. SO3.2 Indicator (b) amended to read “No. Workshops of stakeholders on PGDS/P Vision 2035” as the KZN Vision is outlined in the PGDS, which has now been updated to extend to 2035. The 2016 PGDS will provide a firm basis for the development of annual PGDPs as the implementation framework for the strategy. The PGDS Technical Committee will drive the implementation of these interventions in dialogue with the relevant supporting partners to ensure that the strategic outcomes are achieved through improved alignment, coordination, partnerships and good governance. The Provincial Growth and Development Plan (PGDP) the implementation framework encompassing the monitoring, evaluation, reporting and reviewing components, brings together the proposed key indicators, targets and interventions needed to achieve the strategic objectives and high-level goals identified in the 2016 PGDS.

#### b. Sub-programme 4: Heritage

- i. SO 3.5 Heritage Awareness: PPI (b) Number of Heritage Coordination forum meetings has been removed. This will be covered in indicator (a) Number of community heritage awareness campaigns and explained in the TID as district forum meetings.
- ii. SO 3.5 Heritage Awareness: PPI (B) has been added as a new indicator: Annually updated Heritage research agenda for the OTP. TID has been updated.

## ANNEXURE D(2) LINKS TO STRATEGIC PLAN 2015

This Plan links to the Strategic Plan as follows:

OTP Strategic Goal 1: Good and cooperative governance		
STRATEGIC OBJECTIVE	SO INDICATOR	OUTPUT INDICATOR
1.1 Effective and efficient support to the Premier in Executive Council	(i) Number of Executive Council meetings supported (Executive Council and Makgotla)	a) Number of Executive Council meeting decision matrices circulated within 10 working days of meeting
		b) Number of decision matrix implementation progress reports submitted to the Executive Council
		c) Number of Executive Council Makgotla Decision matrices within 10 working days of meeting
1.2 Strategic leadership in governance and accountability to ensure economic, effective, and efficient resource management	(i) MPAT score for OTP (Overall)	a) Percentage of Risk interventions as per the risk register completed register
	(ii) Average MPAT Score for OTP (KPA 2)	b) Percentage of internal audit recommendations implemented
	(iii) Progress towards achieving clean audit in annual audit findings Unqualified audit	c) Percentage of External audit recommendations implemented
		d) Percentage of invoices paid within 30 days
STRATEGIC OBJECTIVE	SO INDICATOR	OUTPUT INDICATOR
2.1 Improved Resource Management support services	(i) Average MPAT Score for HR (KPA3) OTP	a) Number of quarterly reports on technical support services provided to all HR units in the provincial government of KZN on policy matters.
		b) Number of Strategic Human Resource forums meetings held
	(ii) Provincial HRM Turnaround Strategy	c) Number of HR training sessions conducted (PERSAL)
		d) Number of Human Resource compliance reports
		e) Number of PERSAL technical reports
	(iii) KZN Integrated Public Service HRD Strategy	g) Number of the training sessions conducted and coordinated aligned to the needs of the Provincial Administration
	(iv) Number of HRD Fora engagements	h) Number of KZN HRDC Council engagements
		i) Number of PSDF forums
		j) Number of PHRDF forums
	(v) Number of annual security risk monitoring coordination reports	k) Number of Threat and Risk Assessment (TRA) verification monitoring coordination reports citing departments verified with recommendations
		l) Number of quarterly Minimum Physical Security Standards (MPSS) monitoring coordination reports
	(vi) Average MPAT Score for IT (KPA2) OTP	m) Number of 6 monthly provincial departments IT governance assessment coordination reports submitted to G&A Cluster
	2.2 Appropriate and Constitutionally compliant Provincial Legislation	(i) No order of constitutional inconsistency or invalidity is made by the courts iro any Provincial Law.
b) Number of Quarterly Reports on Provincial Legislative Programme submitted within 10 days of end of each Quarter.		

OTP Strategic Goal 1: Good and cooperative governance			
STRATEGIC OBJECTIVE		SO INDICATOR	OUTPUT INDICATOR
2.3	Effective and efficient communication engagement	(i) Updated Provincial Communication Strategy	a) Annual Communication Plan approved by EXCO by 30 April
			b) Number of articles on the PGDP published in the print media targeting external audiences
			c) Number of articles in the internal newsletters OTP staff on developments in the department
2.4	Ethical Public service with reduced incidents of fraud and corruption	(i) MPAT Score on KPA 2 for ethics for provincial Departments (including the OTP)	a) Number of bi-annual (every second year) Integrity Leadership Conferences
			b) Number of awareness roadshows held in districts (I do right even when nobody is watching campaign)
			c) Number of Quarterly Service Delivery Complaints Resolution Reports
			d) Number of quarterly progress reports (National Anti-Corruption Hotline cases)
			e) Number of ethics workshops
			f) Number of Fraud and Corruption reports
2.5	Mainstreaming a culture of human rights focusing on vulnerable groups	(i) Number of updated 5-year strategic plans for each target group	a) Number of annual performance business plans for human rights target groups
			b) Number of consolidated human rights monitoring reports
		(ii) Number of updated annual business plans on youth development programmes	d) Number of coordination reports on projects for youth
			(iii) Number of annual review and impact reports of youth development and empowerment programmes
2.6	Ombudspersons coordination	(i) Annual Provincial Ombudsperson Interventions Coordination and Monitoring report	a) Number of OTP Ombudsperson reports
2.7	Promote and strengthen the intergovernmental relations and coordination in the province	(i) Number of PCF decision matrices	a) Number of IGR Premiers Technical Coordinating forum decision matrixes
			b) Number of COHOD Meeting decision matrixes
		(ii) PCF Decision matrix implementation reports	c) Number of IGR Provincial Forum meetings decision matrixes
			d) Number of Twinning Agreement implementation reports

STRATEGIC OBJECTIVE		SO INDICATOR	OUTPUT INDICATOR
2.8	Enhance the Gaming and Betting Regulatory environment in KwaZulu-Natal	(i) Amended KZN Gaming and Betting legislation	(a) Number of functionality assessment reports
			(b) b) Number of quarterly assessment reports on Gaming Board Activities
3.1	Enhanced strategic management in KZN Provincial Government	(i) MPAT Score for OTP -KPA 1 (ii) Updated Provincial Growth and Development Plan by December each year	a) Number of policy audit reports
			b) Citizen Satisfaction Survey findings report
			c) Provincial consolidated strategic planning alignment reports.
			d) Number of functional PGDP Action workgroups
			e) Number of quarterly monitoring reports on status of the Nerve centre
			f) Number of Consolidated MPAT Improvement reports
			g) Number of consolidated reports on MTSF Outcomes
			h) Number of consolidated PGDP Action Workgroup Reports
			i) Number of Front Line Service Delivery reports (FLSD)
			j) Number of QPR Assessment reports
			k) Number of quarterly monitoring reports on Service Delivery Improvement Plans (SDIP)
l) Number of quarterly reports on level of compliance with Batho Pele principles as reflected in the quarterly reports			
3.4	Effective and efficient support to His Majesty and the Royal Household	(i) Number of annual business plans on support services to the Zulu Monarchy	a) Quarterly reports on support services provided to His Majesty
			(ii) Consolidated annual monitoring reports on the Royal Household Trust
			b) Number of RHHT quarterly monitoring reports
			c) RHHT Annual Performance Plan assessment report
3.5	Community engagement and awareness and protection of heritage resources	(iii) Annual consolidated Amafa Council monitoring and review reports	e) Number of Amafa monitoring reports
			f) AMAFA Annual Performance Plan assessment report delivered by 3rd draft due date in terms of Treasury prescripts



OTP Strategic Goal 2: Stakeholders fully engaged and well informed on KZN Vision 2035			
STRATEGIC OBJECTIVE	SO INDICATOR	OUTPUT INDICATOR	
2.3	Effective and efficient communication engagement	(i) Updated Provincial Communication Strategy	a) Annual Communication Plan approved by EXCO by 30 April
			b) Number of articles on the PGDP published in the print media targeting external audiences
			c) Number of articles in the internal newsletters OTP staff on developments in the department
2.7	Promote and strengthen the intergovernmental relations and coordination in the province	(i) Number of PCF decision matrices	a) Number of IGR Premiers Technical Coordinating forum decision matrixes
		(ii) PCF Decision matrix implementation reports	b) Number of COHOD Meeting decision matrixes
			c) Number of IGR Provincial Forum meetings decision matrixes
			d) Number of Twinning Agreement implementation reports
3.1	Enhanced strategic management in KZN Provincial Government	(ii) Updated Provincial Growth and Development Plan by December each year	b) Citizen Satisfaction Survey findings report
			c) Provincial consolidated strategic planning alignment reports.
			d) Number of functional PGDP Action Workgroups
			g) Number of consolidated reports on MTSF Outcomes
			h) Number of consolidated PGDP Action Workgroup Reports
			i) Number of Front Line Service Delivery reports (FLSD)
			j) Number of QPR Assessment reports
			k) Number of quarterly monitoring reports on Service Delivery Improvement Plans (SDIP)
STRATEGIC OBJECTIVE	SO INDICATOR	OUTPUT INDICATOR	
3.2	Effective and efficient stakeholder engagement and empowerment	(i) Number of consolidated annual review and impact reports of stakeholder engagements	a) Number of forum meetings with each sector
		(ii) Number of updated annual business plans on youth development programmes	b) No. Workshops of stakeholders on PGDP Vision 2030
		(iii) Number of annual review and impact reports of youth development and empowerment programmes	c) Number of quarterly OSS provincial coordination and monitoring reports
3.3.1	Priority Programmes Coordination	(i) Number of consolidated annual priority programmes coordination reports by 30 April each year	d) Number of MRM coordination reports
			e) Number of coordination reports on projects for youth
3.3.2	Effective and Efficient implementation of PEMP	(i) Progress in the implementation of all 4 phases of the Poverty Eradication Master Plan (PEMP)	f) Number of quarterly monitoring reports on youth forums establishment and supported
			c) Number of quarterly coordination reports to Premier on special projects
			a) Number of quarterly coordination reports to Premier on progress with PEMP implementation

OTP Strategic Goal 3: A coordinated, equitable and integrated service delivery system			
STRATEGIC OBJECTIVE	SO INDICATOR	OUTPUT INDICATOR	
2.3	Effective and efficient communication engagement	Updated Provincial Communication Strategy	a) Annual Communication Plan approved by EXCO by 30 April
			b) Number of articles on the PGDP published in the print media targeting external audiences
			c) Number of articles in the internal newsletters OTP staff on developments in the department
2.5	Mainstreaming a culture of human rights focusing on vulnerable groups	(i) Number of updated 5-year strategic plans for each target group	a) Number of annual performance business plans for human rights target groups
			b) Number of consolidated human rights monitoring reports
			c) Number of awareness sessions on human rights coordinated
			d) Number of coordination reports on projects for youth
			e) Number of quarterly monitoring reports on youth forums
2.7	Promote and strengthen intergovernmental relations and coordination in the province	(i) Number of PCF decision matrices (ii) PCF Decision matrix implementation reports	a) Number of IGR Premiers Technical Coordinating forum decision matrixes
			b) Number of COHOD Meeting decision matrixes
3.1	Enhanced strategic management in KZN Provincial Government	(i) MPAT Score for OTP -KPA 1 (ii) Updated Provincial Growth and Development Plan by December each year	c) Number of IGR Provincial Forum meetings decision matrixes
			d) Number of Twinning Agreement implementation reports
			a) Number of policy audit reports
			b) Citizen Satisfaction Survey findings report
			c) Provincial consolidated strategic planning alignment reports.
			d) Number of PGDP Action workgroups functionality assessment reports
			e) Number of quarterly monitoring reports on status of the Nerve centre
			f) Number of Consolidated MPAT Improvement reports
			g) Number of consolidated reports on MTSF Outcomes
			h) Number of consolidated PGDP Action Workgroup Reports
			i) Number of Front Line Service Delivery reports (FLSD)
			j) Number of QPR Assessment reports
			k) Number of quarterly monitoring reports on Service Delivery Improvement Plans (SDIP)
l) Number of quarterly reports on level of compliance with Batho Pele principles as reflected in the quarterly reports			

OTP Strategic Goal 3: A coordinated, equitable and integrated service delivery system			
STRATEGIC OBJECTIVE	SO INDICATOR	OUTPUT INDICATOR	
3.2	Effective and efficient stakeholder engagement and empowerment	(i) Number of consolidated annual review and impact reports of stakeholder engagements	a) Number of forum meetings with each sector
			b) No. Workshops of stakeholders on PGDP Vision 2030
			c) Number of quarterly OSS provincial coordination and monitoring reports
			d) Number of MRM coordination reports
3.3.1	Priority Programmes Coordination	(i) Number of consolidated annual priority programmes coordination reports by 30 April each year	a) Consolidated multi-sectorial intervention monitoring and coordination report on HIV and Aids (note reports are done on the preceding year and/or quarter)
			b) Number quarterly Veteran support services coordination reports
			c) Number of quarterly coordination reports to Premier on special projects
3.3.2	Effective and Efficient implementation of PEMP	(i) Progress in the implementation of all 4 phases of the Poverty Eradication Master Plan (PEMP)	a) Number of quarterly coordination reports to Premier on progress with PEMP implementation
3.4	Effective and efficient support to His Majesty and the Royal Household	(i) Number of annual business plans on support services to the Zulu Monarchy	a) Quarterly reports on support services provided to His Majesty
		(ii) Consolidated annual monitoring reports on the Royal Household Trust	b) Number of RHHT Quarterly monitoring reports c) RHHT Annual Performance Plan assessment report
3.5	Community engagement and awareness and protection of heritage resources	(i) Number of heritage awareness engagements coordinated	a) Number of heritage profiling events
			b) Number of Heritage District Coordination forum meetings
		(ii) Number of new heritage memory infrastructure symbols (Monuments and tombstones)	c) Number of monuments or memorials erected
			d) Number of tombstones erected

OTP Strategic Goal 4: Improved performance and accountability		
STRATEGIC OBJECTIVE	SO INDICATOR	OUTPUT INDICATOR
1.2 Strategic leadership in governance and accountability to ensure economic, effective, and efficient resource management	(i) MPAT score for OTP (Overall)	a) Percentage of Risk interventions as per the risk register completed register
	(ii) Average MPAT Score for OTP (KPA 2)	b) Percentage of internal audit recommendations implemented
	(iii) Progress towards achieving clean audit in annual audit findings Unqualified audit	c) Percentage of External audit recommendations implemented
		d) Percentage of invoices paid within 30 days
2.1 Improved Resource Management support services	(i) Average MPAT Score for HR (KPA3) OTP	a) Number of quarterly reports on technical support services provided to all HR units in the provincial government of KZN on policy matters.
		d) Number of Human Resource compliance reports
		f) Number of PERSAL technical reports
2.2 Appropriate and Constitutionally compliant Provincial Legislation	(i) No order of constitutional inconsistency or invalidity is made by the courts iro any Provincial Law.	a) Number of Provincial Laws (Bills, Regulations and Proclamations) certified. b) Number of Quarterly Reports on Provincial Legislative Programme submitted within 15 days of end of each Quarter.
2.4 Ethical Public service with reduced incidents of fraud and corruption	(i) MPAT Score on KPA 2 for ethics for provincial Departments (including the OTP)	c) Number of Quarterly Service Delivery Complaints Resolution Reports
		d) Number of quarterly progress reports (National Anti-Corruption Hotline cases)
		f) Number of Fraud and Corruption reports
2.5 Mainstreaming a culture of human rights focusing on vulnerable groups	(i) Number of updated 5-year strategic plans for each target group	a) Number of annual performance business plans for human rights target groups
	(ii) Number of updated annual business plans on youth development programmes	b) Number of consolidated human rights monitoring reports
	(iii) Number of annual review and impact reports of youth development and empowerment programmes	d) Number of coordination reports on projects for youth e) Number of quarterly monitoring reports on youth forums establishment and supported
2.6 Ombudspersons coordination	(i) Annual Provincial Ombudsperson Interventions Coordination and Monitoring report	a) Number of OTP Ombudsperson reports
3.2 Effective and efficient stakeholder engagement and empowerment	(i) Number of consolidated annual review and impact reports of stakeholder engagements	c) Number of quarterly OSS provincial coordination and monitoring reports
	(ii) Number of updated annual business plans on youth development programmes	d) Number of MRM coordination reports
	(iii) Number of annual review and impact reports of youth development and empowerment programmes	e) Number of coordination reports on projects for youth f) Number of quarterly monitoring reports on youth forums establishment and supported

## ANNEXURE E: ABBREVIATIONS AND ACRONYMNS

AET	Adult Education and Training
AFS	<i>Annual Financial Statements</i>
AIDS	Auto Immune Deficiency Syndrome
APP	Annual Performance Plan
APR	African Peer Review
AWG	Action Work Groups
CD	Chief Directorate
CFO	Chief Financial Officer
COHOD	Committee of Heads of Department
DDG	Deputy Director-General
DG	Director-General
DPME	Department of Monitoring and Evaluation
DPSA	Department of Public Service Administration
EXCO	Executive Committee
FLSD	Front Line Service Delivery
FOSAD	Forum of South African DGs
G&A	Governance and Administration
HIV	Human Immune Virus
HOD	Head of Department
HR	Human Resource
HRD	Human Resource Development
HRDC	Human Resource Development Council
HRM	Human Resource Management
ICT	Information and Communication Technology
IDP	Integrated Development Plan
IAFS	Interim Annual Financial Statements
IFMS	Integrated Financial Management System
IFS	Interim Financial Statement
IGR	Inter-Governmental Relations
IT	Information Technology
IYM	In-Year-Monitoring
KRA	Key Result Area
KZN	KwaZulu-Natal
KZNBCC	KwaZulu-Natal Bookmakers Control Committee
KZN CC&SD	KwaZulu-Natal Climate Change and Sustainable Development
M&E	Monitoring and Evaluation
MANCO	Management Committee
MISS	Minimum Security Information Standards
MPAT	Management of Performance Assessment Plan
MRM	Moral Regeneration Movement
MTSF	Medium Term Strategic Framework

NDP	National Development Plan
N G&A	National Governance and Administration
NGO	Non-governmental Organisation
OSS	Operation Sukuma Sakhe
OTP	Office of the Premier
PCA	Provincial Council on AIDS
PCC	President's Coordinating Council (PCC)
PCF	Premier's Coordination Forum
PEMP	Poverty Eradication Master Plan
PERSAL	Public Service Employee Remuneration and Salary System
PESTLE	Macro-environmental analysis Political, Economic, Social, Technological, Environmental and Legal
PFMA	Public Finance Management Act
PGDP	Provincial Growth and Development Plan
PGDS	Provincial Growth and Development Strategy
PGITOC	Provincial Government Information Technology Council
PHRDF	Provincial Human Resource Development forum
PSDF	Provincial Skills Development Forum
PSLF	Public Service Lawyers Forum
RHHT	Royal Household Trust, KZN
ROU	Record of Understanding
SCM	Supply Chain Management
SDIP	Service Delivery Improvement Plan
SLAS	State Law Advisory Services
SMS	Senior Management Service
SO	Strategic Objective
STI	Sexually Transmitted Infections
SWOT	Strength, Weakness, Opportunities, and Threats analysis
TB	Tuberculosis
TPCC	Technical President's Coordinating Council
TPCF	Technical Premier's Coordinating Forum
TRA	Threat and Risk Assessment

# ANNEXURE F: TECHNICAL INDICATORS DESCRIPTIONS

1. Programme 1 : Administration		
1.1S Sub-Programme 1 : Premier Support and Sub-Programme 2 : Executive Council Support		
Strategic Objective	Descriptor	Description
1.1 Effective and efficient support to the Premier in Executive Council	Indicator Title	<b>a) Number of Executive Council meeting decision matrices</b>
	Short definition	Number of Executive Council meeting decision matrices circulated within 10 working days. Decision making matrix to be circulated within 10 working days of meeting. The decision making matrix circulated within 10 working days of the meeting will be used for verification purposes and measured also against a decision making register to be kept by the unit. The register is to record the date of the meeting and date of circulating the decision making register, with proof of at least electronic emails to prove distribution within the required timeframe of 10 working days. This particular indicator applies only to Ordinary meetings, it excludes Makgotla as the latter is a different forum. Executive Council and Makgotla meetings by their very nature are strategic meetings directing decisions in the Province. These high level strategic meetings are supported by the Executive Council support Unit as the Director General is expected to provide secretariat services the Executive Council in terms of the Constitution. The turnaround time in producing the matrix is an indication of efficiency. Effectiveness is measured also by indicator 1.1(d) where the implementation and progress of implementing resolutions are tracked.
	Purpose/importance	Executive Council meetings is a core responsibility of OTP
	Verification	Copy of Decision matrix and proof of circulation within 10 working days; all signed minutes for the current year to be in place by 15 May the following year, proof of circulation can include proof of electronic distribution (e-mail; and/or register signed by recipients)
	Source/collection of data	Decisions making matrix (summary of key resolutions from Agenda ) and minutes (draft) – and final signed minutes to be available after ratification from Executive Council Support
	Method of calculation	Count of each type of meeting per quarter (Ordinary Executive Council meetings only) quarter that complies with the required standard.
	Data limitations	None, other than timely ratification of minutes within the end of the quarter
	Type of indicator	Output
	Calculation type	Non-cumulative
	Reporting cycle	Quarterly
	New indicator	No, used in 2015/16
	Desired performance	Decision matrix capturing key resolutions resolution per meeting circulated within 3 days of meeting;
	Indicator responsibility	Head of Executive Council Secretariat
	Indicator Title	<b>b) Number of Executive Council decision matrix implementation reports</b>
	Short definition	Executive Council matrices implementation reports circulated at least 3 working days prior to the next meeting.
	Purpose/importance	Executive Council meetings is a core responsibility of OTP. Implementation reports assists members to track progress with the implementation of resolutions captured in the decision making matrix. It provides a tool to monitor the implementation of resolutions taken by the Executive Council. . Effectiveness is measured by indicator 1.1(d) where the implementation and progress of implementing resolutions are tracked.
	Source/collection of data	Copies of implementation reports from Secretariat
	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)
	Method of calculation	Count of each type of report per quarter
	Data limitations	None
	Type of indicator	Output
	Calculation type	<b>Non-cumulative</b>
	Reporting cycle	<b>Quarterly</b>
	New indicator	<b>No, used in 2015/16</b>
	Desired performance	<b>Timely reports</b>
	Indicator responsibility	<b>Head of Executive Council Secretariat</b>
	Indicator Title	<b>c) Number of Executive Council Makgotla decision matrices</b>

		Short definition	Number of Executive Council Makgotla meeting decision matrices circulated within 10 working days. Decision making matrix to be circulated within 10 working days of meeting. The decision making matrix circulated within 10 working days of the meeting will be used for verification purposes and measured also against a decision making register to be kept by the unit. The register is to record the date of the meeting and date of circulating the decision making register, with proof of at least electronic emails to prove distribution within the required timeframe of 10 working days. This particular indicator applies only to Makgotla meetings. Executive Council and Makgotla meetings by their very nature are strategic meetings directing decisions in the Province. These high level strategic meetings are supported by the Executive Council support Unit as the Director General is expected to provide secretariat services the Executive Council in terms of the Constitution. The turnaround time in producing the matrix is an indication of efficiency.
		Purpose/importance	Executive Council Makgotla meetings is a core responsibility of OTP
		Verification	Copy of Decision matrix and proof of circulation within 10 working days of the meeting; all signed minutes for the current year to be in place by 15 May the following year, proof of circulation can include proof of electronic distribution (e-mail; and/or register signed by recipients)
		Source/collection of data	Decisions making matrix (summary of key resolutions from Agenda) and minutes (draft) – and final signed minutes to be available after ratification from Executive Council Support
		Method of calculation	Count of each type of meeting per quarter (Makgotla Executive Council meetings only) quarter that complies with the required standard.
		Data limitations	None, other than timely ratification of minutes within the end of the quarter
		Type of indicator	Output
		Calculation type	Non-cumulative
		Reporting cycle	Quarterly
		New indicator	No, used in 2015/16
		Desired performance	Decision matrix capturing key resolutions resolution per meeting circulated within 10 days of meeting;
		Indicator responsibility	Head of Executive Council Secretariat
<b>Sub-Programme 3 : Director-General Support and Sub-Programme 4 : Financial Management</b>			
<b>Strategic Objective</b>		<b>Descriptor</b>	<b>Description</b>
SO1.2	Strategic Leadership in governance and accountability to ensure economic, effective, and efficient resource management	Indicator Title	<b>a) Percentage of Risk interventions as per the risk register completed</b>
		Short definition	The report provides status updates on the implementation of the risk management implementation strategies. The risk management interventions emanate from risk assessment exercises which have been conducted in the department
		Purpose/importance	The report aimed at ensuring the branches manage their risks to improve controls and facilitating the process of achieving strategic and operational objectives
		Verification	The report will be coordinated by the Risk Management Unit based on the status updates from various branches
		Source/collection of data	Quarterly report signed by Director Risk Management and submitted to the Director-General within 15 working days after the end of each quarter
		Method of calculation	Percentage of completed interventions action plans (Number of completed interventions against total interventions in plan*100)
		Data limitations	Timeous submission of inputs from branches
		Type of indicator	Output
		Calculation type	Non-Cumulative
		Reporting cycle	Quarterly
		New indicator	Yes
		Desired performance	4 Reports per year. Reports to be completed within 15 days after the end of the quarter reflecting progress on the implementation of external audit recommendations
		Indicator responsibility	Director Risk Management



SO1.2	Strategic Leadership in governance and accountability to ensure economic, effective, and efficient resource management	Indicator Title	<b>b) Percentage of internal audit recommendations implemented</b>
		Short definition	A quarterly monitoring report on the implementation of internal audit recommendations (Internal Audit Log report) reflecting progress on the implementation of internal audit recommendation based on the audit conducted in the department by the Provincial Internal Audit Unit
		Purpose/importance	The purpose of the report is to ensure that measures aimed at improving internal control environment are implemented within agreed timeframes.
		Verification	The report will be coordinated by the Risk Management Unit based on the audit reports prepared and issued by the Internal Audit Unit. Consolidated progress report on the implementation of audit recommendations to be based on the reports received from affected Branches.
		Source/collection of data	Quarterly report signed by Director Risk Management and submitted to the Director-General within 15 working days after the end of the quarter
		Method of calculation	Percentage of completed activities as per action plans due in the quarter (Number of completed activities / Number of activities due in the quarter *100)
		Data limitations	Submission of inputs from branches
		Type of indicator	Output
		Calculation type	Non-cumulative
		Reporting cycle	Quarterly
		New indicator	Yes
		Desired performance	4 Reports per year. Reports to be completed within 15 days after the end of the quarter reflecting progress on the implementation of internal audit recommendations
		Indicator responsibility	Director Risk Management
SO1.2	Strategic Leadership in governance and accountability to ensure economic, effective, and efficient resource management	Indicator Title	<b>c) Percentage of External audit recommendations implemented</b>
		Short definition	Monitoring reports on the implementation of external audit Recommendations (AG Audit Log). External Audit audits financial and non-financial information against predetermined norms and standards and produces reports with recommendations. The indicator measures the number of External audit recommendations implemented against total recommendations made.
		Purpose/importance	The purpose of the report is to monitor the implementation of the audit improvement measures. It is important that the audit recommendations that have an impact on the audit opinion be implemented within agreed or reasonable timeframes to prevent repeat findings.
		Verification	The report will be coordinated by the Risk Management Unit. Consolidated progress report on the implementation of audit recommendations to be based on the reports received from affected Branches.
		Source/collection of data	Annual report signed by Director Risk Management and submitted to the Director-General within 15 working days after the end of the quarter
		Method of calculation	Percentage of completed recommendations as contained in action plans. (Number of completed actions / No of actions required*100)
		Data limitations	Submission of inputs from branches
		Type of indicator	Output
		Calculation type	Non-cumulative
		Reporting cycle	Fourth Quarter – end of March
		New indicator	Yes
		Desired performance	Annual Report. Reports to be completed within 15 days after the end of the financial year reflecting progress on the implementation of external audit recommendations
		Indicator responsibility	Director Risk Management
SO1.2	Strategic Leadership in governance and accountability to ensure economic, effective, and efficient resource management	Indicator Title	<b>d) Percentage of valid invoices paid within 30 days</b>
		Short definition	The number of valid invoices paid within 30 days of receipt by the institution against the total number of valid invoices received by the institution.
		Purpose/importance	To enable suppliers to have sufficient funding to operate their business and to comply with PFMA (S30)
		Verification	BAS and Emapp
		Source/collection of data	Quarterly report signed by CFO and content to be screened for compliance to desired standard and submitted to the Director-General
		Method of calculation	4 reports per year on percentage of invoices paid within 30 days.

			<p>Note the target is informed by the principle that all invoices should be paid within 30 Days. The following unaudited trends were also used to guide processes:</p> <table border="1"> <thead> <tr> <th colspan="6">PAYMENTS PROCESSED PER FINANCIAL YEAR</th> </tr> <tr> <th>FINANCIAL YEAR</th> <th>TOTAL NUMBER OF PAYMENTS (CLOSE OUT REPORT</th> <th>TOTAL NUMBER OF PAYMENTS PROCESSED EXCEEDING 30 DAYS</th> <th>% PAID EXCEEDING 30 DAYS</th> <th>TOTAL NUMBER OF PAYMENTS PROCESSED WITHIN 30 DAYS</th> <th>% PAID WITHIN 30 DAYS</th> </tr> </thead> <tbody> <tr> <td>2014/15</td> <td>8718</td> <td>1098</td> <td>12.59</td> <td>7620</td> <td>87.41</td> </tr> <tr> <td>2015/16</td> <td>6086</td> <td>439</td> <td>7.21</td> <td>5647</td> <td>92.79</td> </tr> <tr> <td>2016/17</td> <td>5836</td> <td>393</td> <td>6.73</td> <td>5443</td> <td>93.27</td> </tr> </tbody> </table> <table border="1"> <thead> <tr> <th colspan="6">PAYMENTS PROCESSED PER FINANCIAL YEAR</th> </tr> <tr> <th>FINANCIAL YEAR</th> <th>TOTAL NUMBER OF PAYMENTS (CLOSE OUT REPORT</th> <th>TOTAL NUMBER OF PAYMENTS PROCESSED EXCEEDING 30 DAYS</th> <th>% PAID EXCEEDING 30 DAYS</th> <th>TOTAL NUMBER OF PAYMENTS PROCESSED WITHIN 30 DAYS</th> <th>% PAID WITHIN 30 DAYS</th> </tr> </thead> <tbody> <tr> <td>2017/18</td> <td>5419</td> <td>618</td> <td>11.40</td> <td>4801</td> <td>88.60</td> </tr> </tbody> </table>	PAYMENTS PROCESSED PER FINANCIAL YEAR						FINANCIAL YEAR	TOTAL NUMBER OF PAYMENTS (CLOSE OUT REPORT	TOTAL NUMBER OF PAYMENTS PROCESSED EXCEEDING 30 DAYS	% PAID EXCEEDING 30 DAYS	TOTAL NUMBER OF PAYMENTS PROCESSED WITHIN 30 DAYS	% PAID WITHIN 30 DAYS	2014/15	8718	1098	12.59	7620	87.41	2015/16	6086	439	7.21	5647	92.79	2016/17	5836	393	6.73	5443	93.27	PAYMENTS PROCESSED PER FINANCIAL YEAR						FINANCIAL YEAR	TOTAL NUMBER OF PAYMENTS (CLOSE OUT REPORT	TOTAL NUMBER OF PAYMENTS PROCESSED EXCEEDING 30 DAYS	% PAID EXCEEDING 30 DAYS	TOTAL NUMBER OF PAYMENTS PROCESSED WITHIN 30 DAYS	% PAID WITHIN 30 DAYS	2017/18	5419	618	11.40	4801	88.60
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		Data limitations	None																																																
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		Calculation type	Cumulative and non-cumulative																																																
		Reporting cycle	Quarterly																																																
		New indicator	Yes																																																
		Desired performance	100% Compliance with S38 of the PFMA. The aim is to ensure that there 30 day payment period is improved to reach 100% compliance																																																
		Indicator responsibility	CFO																																																
<b>2. Programme 2 : Institutional Development</b>																																																			
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<b>Strategic Objective</b>	<b>Descriptor</b>	<b>Description</b>																																																	
2.1	Improved management services	resource support	<p><b>a) Reports on Technical HR support services on KZN HR policy matters</b></p> <p>Indicator Title</p> <p>Short definition</p> <p>Purpose/importance</p> <p>Source/collection of data</p> <p>Verification</p> <p>Method of calculation</p> <p>Data limitations</p> <p>Type of indicator</p> <p>Calculation type</p> <p>Reporting cycle</p> <p>New indicator</p> <p>Desired performance</p>																																																
			<p>Number of quarterly reports on technical support services provided to all HR units in the provincial government of KZN on HR policy interpretation, development and review matters.</p> <p>Indicator changed from number of policies developed as the nature of policy development needs is needs based. Several HR policies had been developed in the previous cycle, reducing the need for new development. Technical advice to Departments is a transversal function within the Mandate of the OTP. This indicator seeks to quantify the extent of HR policy support services to provincial departments in KZN.</p> <p>Quarterly reports from HRM on policies developed (if any), written responses to departments on policy advice and related technical input requests, memoranda relating to technical advice services.</p> <p>Quarterly report signed by Chief Director: Strategic Human Resource Management and content to be screened for compliance to desired standard and submitted to the Director-General</p> <p>Quarterly reports on requests received, response rate, trends and need for policy intervention.</p> <p>Depends on requests received</p> <p>Output</p> <p>Cumulative and non-cumulative</p> <p>Quarterly</p> <p>No, used in 2015/16</p> <p>4 reports per year on technical support services provided on policy development, policy advice and interpretations and/or technical memoranda to management and/or departments on policy support provided. Reports to be completed within 10 working days after the end of each quarter, and reflect progress on matters on the previous quarter. Reports to</p>																																																

			include details on policies reviewed, new policies drafted, and matters received for technical comments on HRM policy matters.	
2.1	Improved management services	resource support	Indicator responsibility	Chief Director :HRM
			Indicator Title	<b>b) KZN Provincial Integrated Strategic Human Resource Management forum meetings held</b>
			Short definition	Number of KZN Provincial Integrated Strategic Human Resource Management forum meetings held during the reporting period
			Purpose/importance	The purpose of the forum is to co-ordinate and improve Human Resource Management through the sharing of Human Resource Management best practices with KZN Provincial HR Managers and HR Practitioners in order to enhance service delivery in the Province. The strategic issues discussed at the forum relate to the effective utilisation and management of the Persal system, employee health and wellness, Labour Relations, Organisational Design, employment equity, Departmental vacancy rate, Human Resource Administration etc. The forum is chaired by the OTP Chief Director: Strategic Human Resource Management.
			Source/collection of data	Agendas , attendance registers and decision matrix
			Verification	Copy of the agenda and proof that it was distributed within 3 working days of the meeting. Copy of the attendance register and decision matrix. Proof that the decision matrix was distributed within 10 working days after the forum meeting.
			Method of calculation	Each forum is counted after being held.
			Data limitations	Targets are based on trend but are also demand driven.
			Type of indicator	Output
			Calculation type	Cumulative – for the year
			Reporting cycle	Quarterly
			New indicator	No, used in 2015/16
			Desired performance	Professional high performing Human Resource Management components and Practitioners.4 Provincial Integrated Strategic Human Resource Management forum meetings held per annum.
			Indicator responsibility	Chief Director: Human Resource Management
2.1	Improved resource management support services		Indicator Title	<b>c) HRM Compliance Reports</b>
			Short definition	Number of Human Resource compliance reports submitted to COHOD
			Purpose/importance	Policy compliance will indicate the effectiveness of policies, and management of staff in addressing challenges with HRM in the public service.
			Source/collection of data	Quarterly reports on compliance
			Verification	Copy of report, proof of submission to the COHOD secretariat as follows: 1) Provincial Organisation Development: 4 provincial Operations Management compliance reports 2) Labour Relations: 4 Labour Relations Reports (Discipline, Grievances, Suspensions and Disputes) 3) HR Policy and Practices: 4 Provincial Plan of Action compliance reports 4) Persal Management: 1 Provincial Persal Policy Compliance report (based on individual Departmental reports) 5) Employee Health and Wellness: 1 Annual Employee Health and Wellness Compliance Report
			Method of calculation	MPAT and policy analysis
			Data limitations	-Submission of information from departments to OTP for consolidation and reporting
			Type of indicator	Output
			Calculation type	Non-cumulative
			Reporting cycle	Quarterly
			New indicator	No, used in 2015/16
			Desired performance	15 Human Resource compliance reports submitted to relevant structures All compliance reports to be submitted to the relevant structure within 10 working days of the end of the quarter that the report is prepared.
			Indicator responsibility	Chief Director SHRM
			2.1	Improved management services
Short definition	Number of training sessions for the development of public servants. Counts the courses delivered for the development of public servants			
Purpose/importance	Improving the competencies and skills of public servants for the enhancement of service delivery in the Province. The need has been identified to train public servants to increase the effectiveness in the areas of generic and transversal skills (leadership, management, development and adult education). These would also enhance delivery of sound governance. This is done through a structured skills development programme for the public service.			

			Source/collection of data	Class registers
			Verification of data	Course register for each session
			Method of calculation	Simple counting
			Data limitations	Attendance by Departments. Insufficient attendance might render courses not to be cost effective.
			Type of indicator	Output
			Calculation type	Cumulative – for the year
			Reporting cycle	Quarterly
			New indicator	No, used in 2015/16
			Desired performance	To achieve the target in the Annual Performance Plan, and to extend the training based on additional needs and availability of resources. Ultimately the Annual target should, at the very least be achieved by the end of the financial year, being 31 March.
			Indicator responsibility	Office of the Premier, Chief Director: Human Resource Development
2.1	Improved management services	resource support	<b>Indicator Title</b>	<b>Number of HRD Council meetings</b> <b>e) Number of HRDC (Human Resource Development Council) engagements</b> <b>f) Number of PSDF (Provincial Skills Development) Forums</b> <b>g) Number of PHRDF (Provincial Human Resource Development Forums)</b>
			Short definition	Number of HRD Council and forum meetings
			Purpose/importance	Ensure a functional council and forum engagement to facilitate, coordinate and monitor skills development initiatives in accordance with the HRD strategy. The council is to ensure proper coordination and monitoring in the implementation of human Resource Development in the Province.
			Source/collection of data	Agendas and minutes
			Verification	Copy of Decision matrix and proof of circulation within 10 working days of the meeting; all signed minutes for the current year to be in place by 15 May the following year, proof of circulation can include proof of electronic distribution (e-mail; and/or register signed by recipients)
			Method of calculation	Each meeting is counted after being held.
			Data limitations	Establishment of the Council, inputs from departments
			Type of indicator	Output
			Calculation type	Cumulative – for the year
			Reporting cycle	Quarterly
			New indicator	No, used in 2015/16
			Desired performance	Fully functional and effective HRD Council; 3 HRDC meetings, 4PSDF meetings, and 4 PHRDF meetings per annum
			Indicator responsibility	Chief Director: Human Resource Development Management
2.1	Improved management services	resource support	<b>Indicator Title</b>	<b>h) Number of threat and risk assessments monitoring coordination reports</b>
			Short definition	Number of quarterly threat and risk assessments monitoring coordination reports outlining TRA's conducted and number of counter measures implemented to the Institution and to the entire KZN Government and Risks Assessments (TRA) and Minimum Information Security Standards (MISS)
			Purpose/importance	These assessments are conducted in order determine the nature of the threat, its sponsor and type of counter measures to be implemented to neutralize it
			Source/collection of data	Reports from various units of SSA and SAPS as well as internally generated reports.
			Verification	Filing of original reports that contain report serial numbers and details of Institution which is a product author.
			Method of calculation	Simple count reports per year
			Data limitations	Security Classification level may determine the accessibility of data e.g. Secret and Top Secret reports are normally liaised direct to the Premier or DG. For this reason the report submitted will not contain detailed information on specific risks per department as it may contain sensitive information.
			Type of indicator	Output
			Calculation type	Simple count of reports and number of enterprises assessed
			Reporting cycle	Quarterly
			New indicator	Yes
			Desired performance	Quarterly reports on security risk and threats assessment monitoring reports coordinated with key findings and recommendations (general trends). 1 report per quarter, relating to matters on the preceding quarter, within 10 working days of the end of the quarter to provide an indication on whether departments are responding to the findings.

			Indicator responsibility	Chief Director: Security Services Unit
			Indicator Title	<b>i) Number of quarterly Minimum Physical Security Services monitoring coordination reports</b>
			Short definition	Number of quarterly Minimum Physical Security Services (MPSS) monitoring coordination reports
			Purpose/importance	These assessments are conducted in order to verify government compliance to physical security standards.
			Source/collection of data	Reports from various units government sources as well as internally generated reports.
			Verification	Physical verification of reports
			Method of calculation	Number of reports per quarter
			Data limitations	Compliance by Department and availability of security managers within departments. Sensitive information, however, cannot be released and will not be contained in the reports.
			Type of indicator	Output
			Calculation type	Simple count of reports
			Reporting cycle	Quarterly
			New indicator	No, used in 2015/16
			Desired performance	4 quarterly reports per year detailing progress, challenges, recommendations and progress on implementation. Due to the nature of security reports, these would highlight trends rather than details per department. 1 report per quarter, relating to matters on the preceding quarter, within 10 working days of the end of the quarter.
			Indicator responsibility	Chief Director: Security Services Unit
2.1	Improved management services	resource support	Indicator Title	<b>j) Number of provincial departments IT governance assessment reports</b>
			Short definition	Reports to G&A Cluster on compliance with IT governance requirements and frameworks, based on the standard template that feeds into the MPAT process (see attached Annexure G, attached to APP 2015/16).
			Purpose/importance	To ensure interventions are monitored, integrated and coordinated. Reports are submitted on the period preceding the quarters/year in which the report is drafted.
			Source/collection of data	Reports and records from Chief Director IMST
			Verification	Supporting documents and sample testing, copy of reports, G&A Agenda and decision matrix, Email to G&A Cluster secretariat tabling report and requesting slot on the agenda to present.
			Method of calculation	Summative reports on findings on the matrix, per departments events, attendance and attendees
			Data limitations	Participation and compliance by departments
			Type of indicator	Output
			Calculation type	Non-cumulative
			Reporting cycle	6 monthly
			New indicator	No, used in 2015/16
			Desired performance	2 x 6 monthly reports indicating progress on compliance on key aspects measured by the MPAT tool, and including the assessment matrix for each department attached to the reports
			Indicator responsibility	Chief Director IMST
2.1	Improved management services	resource support	Indicator Title	<b>k) Number of Broadband strategy progress coordination reports</b>
			Short definition	Reports to ESID Cluster on progress with the implementation of the Broad Band Strategy for the Province.
			Purpose/importance	To ensure interventions are monitored, integrated and coordinated. Reports are submitted on the period preceding the quarters/year in which the report is drafted.
			Source/collection of data	Reports and records from Chief Director IMST
			Verification	Supporting documents and sample testing copy of reports, ESID Agenda and decision matrix, Email sent to Secretariat tabling report and requesting slot on the agenda to present.
			Method of calculation	Summative reports on findings on the matrix, per departments events, attendance and attendees
			Data limitations	Participation and compliance by departments and stakeholders. Office of the Premier can only have a coordination role and is dependent on information submitted by the private sector. OTP's role in this instance is limited to coordination.
			Type of indicator	Output
			Calculation type	Non-cumulative
			Reporting cycle	6 monthly
			New indicator	Yes – inputs are solicited through engagements and meetings with departments
			Desired performance	2 x 6 monthly reports indicating progress on the development and implementation of the Broad Band Strategy for the Province.
			Indicator responsibility	Chief Director IMST

Sub-Programme 3 : Legal Services			
Strategic Objective	Descriptor	Description	
2.2	Appropriate and constitutionally compliant Provincial Legislation.	Indicator Title	<b>a) Number of Quarterly Reports on Provincial Legislative Programme</b>
		Short definition	Number of Quarterly Reports on Provincial Legislative Programme submitted within 10 days of end of each Quarter to the Cluster Secretariat to be placed on the Agenda of G&A Technical Cluster.
		Purpose/importance	Report on the legislative programme in the Province
		Source/collection of data	Records and Reports from CD:SLAS
		Verification	Copy of report and proof of submission to the Cluster secretariat (e.g. email or signed document tracking register)
		Method of calculation	Count of reports
		Data limitations	Nil, however responsibility to place items on the agenda is with the Secretariat.
		Type of indicator	Progress report
		Calculation type	Non-cumulative
		Reporting cycle	Quarterly
		New indicator	No, used in 2015/16
		Desired performance	Quarterly Reports on Provincial Legislative Programme on the preceding quarter, within 10 working days of the quarter submitted to the Cluster Secretariat to be placed on the Agenda of G&A Technical Cluster. Report incorporates information on number of Provincial Laws (Bills, Regulations and Proclamations) drafted, legally edited and certified per Quarter and reports on progress with, and status of, the legislation; and is submitted to Cluster Secretariat to be placed on Agenda of G&A Technical Cluster. Reports to also include "Number of Provincial Laws (Bills, Regulations and Proclamations) certified as constitutionally compliant and technically sound".
Indicator responsibility	Chief State Law Advisor: Chief Directorate: SLAS		
Sub-Programme 4 : Communication Services			
Strategic Objective	Descriptor	Description	
2.3	Effective and efficient communication engagement	Indicator Title	<b>a) Annual Communication Plan approved by EXCO by 30 April</b>
		Short definition	Annual Communication Plan to highlight key areas, audiences and critical events where services will be required
		Purpose/importance	To promote positive responses to service delivery challenges and support Batho Pele principles. The plan will also assist to pool resources more effectively, improve communication coordination and ensure targeted communication interventions to support the implementation of government policy.
		Source/collection of data	Plan from Chief Director – Communications
		Verification	Copy of plan submitted to EXCO
		Method of calculation	Count of publications/media releases
		Data limitations	Availability of material
		Type of indicator	Output indicator
		Calculation type	Non-cumulative
		Reporting cycle	Annual
		New indicator	No, used in 2015/16
		Desired performance	1 Plan per year aimed at ensuring positive messaging and adherence to Batho Pele principles by 30 April.
Indicator responsibility	Chief Director Communication		
2.3	Effective and efficient communication engagement	Indicator Title	<b>b) Number of articles on the PGDP published in the print media targeting external audiences</b>
		Short definition	Articles aimed at creating awareness of the PGDP and progress on implementation and developments, targeting external stakeholders
		Purpose/importance	Print media to be used as a means of communicating with external stakeholders disseminating information and important updates regarding government interventions and to improve awareness of the PGDP as this was identified as a weakness in the 2013 SWOT analysis informing the strategic plan, and findings were supported by a low rate of awareness in the Citizen Satisfaction Survey 2013-2014.
		Source/collection of data	Copies of publications from the Chief Director - Communications.
		Verification	Copies of publications from the Chief Director - Communications.
		Method of calculation	Each publication of a PGDP targeted article is counted (1 count per publication per language, i.e. 1x English and 1x isiZulu Publication is counted as 2 in total)
Data limitations	Nil		



		Type of indicator	Non-cumulative
		Calculation type	Output
		Reporting cycle	Quarterly
		New indicator	No, used in 2015/16
		Desired performance	2 articles per quarter in the print media, targeting external stakeholders, especially communities, e.g. "Simama" publications, 1 in English on progress with the PGDP implementation, the other in isiZulu.
		Indicator responsibility	Chief Director Communication
2.3	Effective and efficient communication engagement	Indicator Title	<b>c) Number of internal newsletters to OTP staff on developments in the department</b>
		Short definition	Internal newsletters to be used as a means of communicating with staff, disseminating information and important updates relevant to OTP staff. In terms of cost cutting, these may be distributed electronically, and proof will be available in pdf format with distribution dates and recipients.
		Purpose/importance	To ensure staff are well informed of events and matters that affect them as this was identified as a weakness in the 2013 review.
		Source/collection of data	Copies of publications and/or printouts of electronic newsletters from the Chief Director - Communications.
		Verification	Copy of newsletters (electronic or print). In the case of electronic distribution, proof in "pdf" and to include the date of distribution and recipients.
		Method of calculation	Each newsletter is counted after being published
		Data limitations	Availability of funds for publications
		Type of indicator	Non-cumulative
		Calculation type	Output
		Reporting cycle	Quarterly
		New indicator	No, used in 2015/16
		Desired performance	At least 1 Newsletter per quarter, by the end of each quarter, containing articles relating to latest developments in the OTP.
		Indicator responsibility	Chief Director Communication
<b>Sub-Programme 5 : Special Programmes - Integrity Management</b>			
2.4	Ethical Public Service with reduced incidents of fraud and corruption	Indicator Title	<b>a) Integrity Leadership Conferences (after every second year)</b>
		Short definition	Integrity Leadership Conferences (every second year)
		Purpose/importance	Seeks to enhance integrity in the public service
		Source/collection of data	Conference agenda and meetings from Integrity Management
		Verification	Conference agenda and meetings
		Method of calculation	Count of conferences
		Data limitations	None
		Type of indicator	Output
		Calculation type	Non-cumulative
		Reporting cycle	Every second year (i.e. biennial as the conference is held every second year)
		New indicator	No, used in 2015/16
		Desired performance	1 conference every second year
		Indicator responsibility	Chief Director : Integrity Management
2.4	Ethical Public Service with reduced incidents of fraud and corruption	Indicator Title	<b>b) Number of consolidated reports on the roll-out of the "I do right even when nobody is watching" campaign</b>
		Short definition	The "I do right even when nobody is watching" campaign is aimed at creating awareness of fraud and corruption matters, ethics and to improve the ethics within the public service. It is promoted the radio announcements, roadshows, workshops and print media
		Purpose/importance	Seeks to enhance integrity in the public service
		Source/collection of data	Copy of report from Chief Director: Integrity Management. Each report to include the number of roadshows, where these were held, when, who attended. It will also cover matters raised, challenge and proposed interventions and timeframes,

			as well as where matters were referred to line function departments. It will also cover other forms of media used and the dates concerned
		Verification	Copy of reports and to include the number of roadshows, where these were held, when, who attended. It will also cover matters raised, challenge and proposed interventions and timeframes, as well as where matters were referred to line function departments. It will also cover other forms of media used and the dates concerned
		Method of calculation	Count of workshops
		Data limitations	The process is led by the MEC's, hence the availability of the MEC impacts on the roadshow targets being met.
		Type of indicator	Output
		Calculation type	Non-cumulative
		Reporting cycle	Quarterly
		New indicator	No, used in 2015/16
		Desired performance	1 consolidated report within 10 working days of the end of each quarter.
		Indicator responsibility	Chief Director : Integrity Management
2.4	Ethical Public Service with reduced incidents of fraud and corruption	<b>Indicator Title</b>	<b>c) Quarterly Service Delivery complaints resolution reports</b>
		Short definition	Number of Consolidated Quarterly Service Delivery complaints intervention reports on the resolution of service delivery complaints received through different media
		Purpose/importance	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/collection of data	Consolidated report supported by the complaints register and interventions
		Verification	Copy of reports, and Reports to include Complaints register and intervention reports.
		Method of calculation	Progress reports on complaints received and progress on interventions. Monitor response time.
		Data limitations	None
		Type of indicator	Output/Progress
		Calculation type	Cumulative and non-cumulative
		Reporting cycle	Quarterly
		New indicator	No, used in 2015/16
		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	Chief Director Integrity Management
2.4	Ethical Public Service with reduced incidents of fraud and corruption	<b>Indicator Title</b>	<b>d) National Anti-Corruption Hotline quarterly reports</b>
		Short definition	Number of quarterly monitoring and coordination progress reports (National Anti-Corruption Hotline cases Number of Quarterly Service Delivery complaints intervention reports on the resolution of service delivery complaints received through different media
		Purpose/importance	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/collection of data	Hotline Complaints register and intervention reports
		Verification	Progress reports on complaints received and progress on interventions. Monitor response time.
		Method of calculation	Simple count of progress reports on complaints received and progress on interventions. Monitor response time.
		Data limitations	None
		Type of indicator	Output/Progress
		Calculation type	Cumulative and non-cumulative
		Reporting cycle	Quarterly
		New indicator	No, used in 2015/16



		Desired performance	Quarterly reports within 10 working days of the end of each quarter to report on the response to complaints through referrals to line function departments. 1 report per quarter, relating to matters on the preceding quarter, within 10 working days of the end of the quarter.
		Indicator responsibility	Chief Director Integrity Management
2.4	Ethical Public Service with reduced incidents of fraud and corruption	<b>Indicator Title</b>	<b>e) Ethics Workshops</b>
		Short definition	Number of workshops held to build capacity on ethics
		Purpose/importance	Seeks to enhance ethical behaviour and integrity in the public service
		Source/collection of data	Agenda and attendance registers
		Verification	Agenda and attendance registers; agenda to demonstrate ethics related content
		Method of calculation	Count of workshops
		Data limitations	None
		Type of indicator	Output
		Calculation type	Non-cumulative
		Reporting cycle	Quarterly
		New indicator	No, used in 2015/16
		Desired performance	1 workshop per quarter by no later the end of the quarter.
		Indicator responsibility	Chief Director: Integrity Management
2.4	Ethical Public Service with reduced incidents of fraud and corruption	<b>Indicator Title</b>	<b>f) Fraud and Corruption Reports</b>
		Short definition	Summarised table of statistics released by SAPS on fraud and corruption, detailing amounts involved, convictions, whether public servants or private sector individuals were involved, and resultant financial recoveries. Example attached as Annexure G
		Purpose/importance	To monitor fraud related statistics and convictions in support of the PGDP Goal 6, Strategic Objective 6.3 – reduce Fraud and Corruption. The reports summarise key statistics that feed into Outcomes 3 and 12, monitored through the PGDP Action Workgroup 17 and G&A Cluster.
		Source/collection of data	Summarised report from Chief Director - Integrity
		Method of calculation	Count of report
		Data limitations	Availability of timely statistics from SAPS and Treasury
		Type of indicator	Output
		Calculation type	Non-cumulative, however, statistics in the report itself are cumulative in nature
		Reporting cycle	Quarterly
		New indicator	No, used in 2015/16
		Desired performance	1 report per quarter, relating to matters on the preceding quarter, within 10 working days of the end of the quarter.
		Indicator responsibility	Chief Director : Integrity Management
<b>Sub-Programme 5 : Special Programmes - Democracy Support Services</b>			
<b>Strategic Objective</b>		<b>Descriptor</b>	<b>Description</b>
2.5	Mainstreaming a culture of human rights	<b>Indicator Title</b>	<b>a) Annual Performance Plans for each human rights target group</b>
		Short definition	Annual Performance Plans for each human rights target group (Gender equality; Disability, Children; and Senior citizens, i.e. 4 per year).
		Purpose/importance	To ensure effective planning for each of the target groups for human rights
		Source/collection of data	Copies of plans from Chief Director Human Rights
		Verification	Copies of each d Annual Performance Plan for each human rights target group (Gender equality; Disability, Children; and Senior citizens, i.e. 4 ARP's per year).
		Method of calculation	Simple count
		Data limitations	Approval of plans
		Type of indicator	Output
		Calculation type	Non-cumulative
		Reporting cycle	Annually
		New indicator	No, used in 2015/16
		Desired performance	Annual Performance Plan for each human rights target group (Gender equality; Disability, Children; and Senior citizens, i.e. 4ARP's per year) completed on time and in required format. All plans to be finalised by 30 June to enable implementation by 1 July.

2.5	Mainstreaming a culture of human rights	Indicator responsibility	Director : Human Rights
		Indicator Title	<b>b) Human Rights performance coordination and monitoring reports</b>
		Short definition	Measures progress on the Council's performance against its business plan through quarterly progress reports.
		Purpose/importance	To monitor progress on interventions against the Annual Performance plan for each sector, including progress on the establishment of focal points, community engagement and capacity building.
		Source/collection of data	Report signed by the Director submitted to DDG
		Verification	Proof of reports/progress on developments against plan.
		Method of calculation	Summative consolidated performance monitoring report on the APP outputs for each target group
		Data limitations	Nil
		Type of indicator	Output
		Calculation type	Cumulative
		Reporting cycle	6-monthly
		New indicator	No, used in 2015/16
		Desired performance	2 monitoring reports per year detailing the implementation of Sector Plans. One report on the annual performance of the previous year (annual review) by 30 April; one report a midyear review after the second quarter of the targeted year, by 15 October. Report to include progress on the implementation of sector business plans, events, community engagement and capacity building.
Indicator responsibility	Chief Director: Democracy Support		
2.5	Mainstreaming a culture of human rights	Indicator Title	<b>c) Number of awareness sessions on human rights coordinated</b>
		Short definition	Number of human rights events promoting awareness and celebrating human rights, as per the Human rights calendar (attached in annexure G) , targeting the following: 1. Mothers' Day 2. International Children's Day 3. International Women's Day 6. Men's Imbizo/ Dialogue 7. National Women's Day 8. International Senior Citizen's Day 9. National Children's Day 10. 16 Days of Activism Campaign Launch 11. Intern Day for Persons with Disabilities International 12. National Human Rights Day
		Purpose/importance	To mainstream and instil a culture of human rights rights (women, children, persons with disabilities and senior citizens) in the Province
		Source/collection of data	Programmes and attendance registers from Chief Director Human Rights
		Verification	Programmes and attendance registers on each of the following (or a summative report signed by the Manager for the section)
		Method of calculation	Count events after the fact
		Data limitations	Actual dates might have to change, subject to the availability of the Premier and/or key stakeholders.
		Type of indicator	Output
		Calculation type	Non-cumulative
		Reporting cycle	Quarterly
		New indicator	No, used in 2015/16
		Desired performance	Appropriate events, capacity building and workshops on human rights issues for women, children, persons with disabilities and senior citizens
		Indicator responsibility	Chief Director: Human Rights
		Indicator title	<b>d) Number of coordination reports on projects for youth</b>
		Short definition	Number of youth development project reports. A coordinated report on all youth projects/initiatives including the Premier's Bursary Fund and provincial bursaries
		Purpose/importance	To create programmes for the youth to ensure effective engagement
		Source/collection of data	Project reports and records from Director Youth
Verification	Project progress reports from Director		

		Method of calculation	Consolidated report on project and programme initiatives, including progress against annual project plan and assessment of impact of programmes, challenges, interventions and recommendations
		Data limitations	Timeous inputs from departments
		Type of indicator	Output
		Calculation type	Cumulative for the year
		Reporting cycle	Quarterly
		New indicator	Redefined
		Desired performance	4 Quarterly reports per year. 1 report per quarter, relating to matters on the preceding quarter, within 10 working days of the end of the quarter.
		Indicator responsibility	Chief Director Youth Development
		Indicator title	<b>e) Number of quarterly monitoring reports on youth forums</b>
		Short definition	Number of quarterly monitoring reports on youth forums i.e. Skills Development, Bursary Committee, Bursary Sub Committee, International Exchange Programme Committee, Youth Managers Committee, Project Sukuma establishment and supported
		Purpose/importance	To create platforms to coordinate youth development forums and engage at Provincial level on youth development matters
		Source/collection of data	Copy of report signed by Chief Director – youth, agendas and minutes
		Verification	Agenda's, minutes and attendance registers
		Method of calculation	Each meeting is counted after being held
		Data limitations	Participation by departments in the various fora
		Type of indicator	Non-cumulative
		Calculation type	Output
		Reporting cycle	Quarterly
		New indicator	Yes
		Desired performance	1 forum meeting per quarter, no later than the end of the quarter.
		Indicator responsibility	Chief Director Youth Development
2.6	Ombudspersons Coordination	Indicator Title	<b>Number of OTP Ombudspersons' reports</b>
		Short definition	Number of OTP Ombudspersons' reports
		Purpose/importance	The OTP Ombudsperson is required to deal with service delivery complaints. Reports is a practical measure of the output in term of interventions required
		Source/collection of data	Integrity Management Ombudsperson reports
		Verification	Copy of report signed as noted by the SGM for the unit
		Method of calculation	Quality and quantity of reports
		Data limitations	None
		Type of indicator	Output
		Calculation type	Cumulative – for the year
		Reporting cycle	Quarterly
		New indicator	No, used in 2015/16
		Desired performance	1 report per quarter, relating to matters on the preceding quarter, within 10 working days of the end of the quarter.
		Indicator responsibility	Chief Director Democracy Support
<b>Sub-Programme 6 : Inter-Governmental Relations</b>			
<b>Strategic Objective</b>		<b>Descriptor</b>	<b>Description</b>
2.7	Promote and strengthen intergovernmental relations and coordination in the province	Indicator Title	<b>Number of IGR forums, meetings and engagements</b>
		Short definition	Number of IGR engagements relating to each of the following: <b>a) Premier's Technical Coordinating forums</b> <b>b) COHOD Meetings</b> <b>c) IGR Provincial Forums</b>
		Purpose/importance	The Office of the Premier has a critical role in the effective implementation of the IGR Act, as well as ensuring effective coordination throughout the Province in terms of its Mandate. The IGR unit provides support to the Director-General & Premier with regard to: Managing inter-sphere relations i.e.: National and Provincial; and Facilitating inter-departmental

			co-operation and strengthening of provincial-local government relations through forums, advocacy and capacitation programmes.
		Source/collection of data	Agendas, minutes/decision matrices from Chief Director IGR
		Verification	Agenda's, minutes/decision matrices and attendance registers
		Method of calculation	Each meeting is counted after being held, separated in terms of typology, i.e.: 1) Technical Premiers forums 2) COHOD Meetings 3) IGR Provincial Forums (this includes the Cooperative governance- international relations and protocol meetings)
		Data limitations	Convening of meetings and quorums
		Type of indicator	Non-cumulative
		Calculation type	Output
		Reporting cycle	Quarterly
		New indicator	No, used in 2015/16
		Desired performance	1 decision matrix per forum meeting per type per quarter. Decision making matrix to be circulated within 5 working days of meeting. The decision making matrix circulated within 5 working days of the meeting will be used for verification purposes and measured also against a decision making register to be kept by the unit. The register is to record the date of the meeting and date of circulating the decision making register, with proof of at least electronic emails to prove distribution within the required timeframe of 5 working days after the end of each quarter, and reflect progress on matters on the previous quarter. Decision making matrix circulated within 5 days of meeting, and minutes of the meeting signed by the next meeting.
		Indicator responsibility	Chief Director IGR
2.7	Promote and strengthen intergovernmental relations and coordination for the province	Indicator Title	<b>d) Number of Twinning agreement implementation reports</b>
		Short definition	Number of Twinning agreements implementation reports to strengthen interprovincial and international agreements.
		Purpose/importance	The Office of the Premier has a critical role to ensure cooperative arrangements between other Provinces to strengthen government capacity and negotiate cross-boundary concerns that impact on the Province. Effective monitoring of the implementation of commitments is required and this will be done through reports tabled at the Governance and Administration Cluster.
		Source/collection of data	Signed agreements and progress reports on implementation - Progress reports from Chief Director IGR) with proof of submission to the G&A secretariat (including copy of agenda and decision matrix on the item from the Secretariat)
		Verification	Agenda's, minutes and attendance registers, and signed MOU's
		Method of calculation	Each report is counted after submission to the G&A Cluster
		Data limitations	Inputs from stakeholders, conclusion of agreements with relevant parties following successful negotiations. Responsibility to place items on the agenda is with the Secretariat.
		Type of indicator	Output
		Calculation type	Non-cumulative
		Reporting cycle	6 monthly - report to G&A Cluster
		New indicator	No, used in 2015/16
		Desired performance	Reports on efforts to strengthen international relations and maintenance of MOUs tabled 6 monthly (non-cumulative) to the Governance and Administration Cluster. Summative reports on MOUs concluded, re-activated, based on strategic direction of Premier and DG, and progress on the implementation of commitments/undertakings outlined in the agreements. Report to include updates, challenges and interventions, and recommendations (if applicable in the context of every Twinning agreement (existing, reviewed, and new) in terms of progress made in the preceding 6 month period. To include: <ul style="list-style-type: none"> <li>• Existing agreements, commitments made and progress;</li> <li>• New agreements concluded, commitments and progress to date (if applicable)</li> <li>• Agreements/negotiations in progress</li> </ul>
		Indicator responsibility	Chief Director IGR

Sub-Programme 7 : Gaming and Betting			
Strategic Objective		Descriptor	Description
2.8	Enhance the Gaming and Betting Regulatory environment in KwaZulu-Natal	Indicator Title	<b>a) Quarterly functionality assessment reports</b>
		Short definition	No of functionality assessment reports
		Purpose/importance	To monitor compliance and ensure sound governance in terms of the functioning of the Board
		Source/collection of data	Records and Reports from Gaming and Betting Board
		Verification	Vetting of information against Board reports and activities
		Method of calculation	Count of reports. Summative progress reports on the functionality of forums and focal points. New indicator. Matrix to be developed in 1st quarter and piloted in second quarter. Functionality reports to be produced in 3rd and 4th quarters.
		Data limitations	Dependant on information received from the entity
		Type of indicator	Output - Monitoring Report
		Calculation type	Cumulative
		Reporting cycle	Quarterly
		New indicator	Yes
		Desired performance	Quarterly Reports submitted within 15 days of end of each Quarter.
		Indicator responsibility	Chief Director Gaming and Betting
2.8	Enhance the Gaming and Betting Regulatory environment in KwaZulu-Natal	Indicator Title	<b>b) Quarterly assessment reports on Gaming Board Activities</b>
		Short definition	Number of Quarterly assessment reports on Gaming Board Activities
		Purpose/importance	To monitor compliance and ensure sound governance in terms of the regulatory requirements
		Source/collection of data	Records and Reports from Gaming and Betting Board
		Verification	Vetting of reports against Council reports and activities
		Method of calculation	Count of reports. Summative progress reports on the functionality of forums and focal points
		Data limitations	Dependant on regulatory reports received from the entity
		Type of indicator	Output - Monitoring Report
		Calculation type	Cumulative
		Reporting cycle	Quarterly
		New indicator	No
		Desired performance	Quarterly Reports submitted within 15 days of end of each Quarter.
		Indicator responsibility	Chief Director Gaming and Betting
<b>3. Programme 3 : Policy and Governance</b>			
<b>3.1 Sub-Programme 1 : Provincial Policy Management</b>			
Strategic Objective		Descriptor	Description
3.1	Enhanced strategic management in KZN Provincial Government	Indicator Title	<b>a) Number of policy audit reports</b>
		Short definition	Measures policy audit processes to ensure effective review and gap analysis indicated in the reporting on policy audits relating to <b>provincial public policies</b> in response to the PGDP situational analysis of 2011, as updated in 2016. The focus here is on reporting against an initiative (process of determining what policies are out there, when were they approved, when were they last reviewed, how do they align to the PGDP, as defined in the policy audit framework. This stems directly from the PGDP situational analysis of 2011 in which the need was identified to conduct an audit to determine which public policies are in the Provincial domain and what the status is. The audit is performed against a framework developed with the policy forum, communicated to HOD's, and serves as a tool for collecting data that informs the report.
		Purpose/importance	Contribute to the improvement of policy management in KZN Provincial Government. It creates an inventory of provincial policies and policy instruments, as well as assisting the tracking of amendments to policies in the Province.
		Source/collection of data	Summative report on policy audit progress, from the policy analyst responsible for governance.
		Verification	Updated reports and/or, electronic copies of policies submitted to the DDG: Planning Branch.
		Method of calculation	Summative progress report on status of policy audit (public policies) – Count of reports
		Data limitations	Inputs from departments on policy development
		Type of indicator	Output
		Calculation type	Cumulative update of progress on a quarterly basis

		Reporting cycle	6-monthly (by end of Q2 and Q4)
		New indicator	No, used in 2015/16
		Desired performance	Updated schedule of policies by 31 March, 2 audit reports per year, outlining progress against the framework and the status of public policies in the Province. It seeks to provide an update of Service Delivery orientated policies relating to the core business of the Department that directs service delivery in the KwaZulu-Natal. These could be in the form of policies, programmes, strategies or other frameworks, e.g. but not limited to initiatives such as Small Towns Rehabilitation Programme (COGTA); sustainable Human Settlement Strategy (Human Settlements); KZN Informal Economic Policy ; KwaZulu-Natal Beach Tourism Policy; KwaZulu-Natal Tourism Master Plan. Copy of report to PPC and COHOD.
		Indicator responsibility	Chief Director – Provincial Planning, Research and Policy and policy analysts
3.1	Enhanced strategic management in KZN Provincial Government	Indicator Title	<b>b) Citizen Satisfaction Survey report</b>
		Short definition	Measures production of a coordinated report on citizens' perception of government services. These findings set a benchmark to indicate various aspects of integrated delivery, adherence to Batho Pele principles, citizens' priority services, and general perception of government's service delivery.
		Purpose/importance	<p>The first pilot survey was undertaken in December 2013 and the findings were presented to the Executive Council. The purpose of the report is to determine the level of satisfaction of KZN citizens with provincial government services.</p> <p>The citizen satisfaction survey is a key instrument for the measurement of the Provincial Growth and Development Strategy and Plan, Goal 6, Governance and Policy. Improved levels of governance, coordination and participation should contribute towards the KZN population being satisfied with the level of government service, hence the development of the apex indicator "improvement in the level of client satisfaction". The survey, thus, is an important tool to assess the level of customer satisfaction. This then forms the APEX indicator for the PGDP Goal 6. This particular indicator is then tracked and trends monitored over a 2 year period, i.e. the actual survey is undertaken in the first year, this report is then analysed, incorporating trends and areas of improvement in the second year through a comparative analysis report. Findings are communicated through reports to the Lekgotla on a 6-monthly basis in general, however, in the context of this output, the findings of the report will be included in the report through the Action Workgroup to the Lekgotla in the first meeting following the release of the survey.</p> <p>The comparative report will be undertaken in the following year and targeted for reporting through the Provincial Planning Commission, preceding the second Lekgotla, which is typically held in August or September, following the National Lekgotla</p> <p>To determine the level of citizen satisfaction with government services in general, thereby indicating the effectiveness of governance systems and need for policy- and/or programme improvements on an on-going basis, at least every 2 years. The next survey was undertaken in 2015/16 and results communicated through an Executive Council meeting and the findings communicated through the media and Lekgotla in February 2016. The comparative report between what transpired in the 2013 report and 2015 report will be analysed in 2016-17 in the form of a comparative report, and the 2017-18 year will focus on the findings of the survey conducted in that year. This pattern will continue throughout the cycle, alternating between a comparative reports, in preparation of the detailed survey that will be conducted in the following year.</p>
		Source/collection of data	Records and reports from the Chief Director – Provincial Planning, Research and Policy
		Verification	Year 1 – Community satisfaction survey report (CSS) Year 2 – A comparative report analysing what transpired in CSS report and the current year.
		Method of calculation	Simple count of reports
		Data limitations	Qualitative research based on perceptions has its own limitations. Funding constraints in view of cost cutting may result in not being able to conduct survey.
		Type of indicator	Output (Also Apex for PGDP)
		Calculation type	Non-cumulative
		Reporting cycle	Annually
		New indicator	No, used in 2015/16
		Desired performance	1 report per year. The content of the report will alternate as defined in the purpose, base year 2013 being the survey findings, 2014 comparative report, 2015 findings, 2016, comparative report, etc.
		Indicator responsibility	Chief Director : Provincial Planning, Research and Policy Coordination



	Enhanced strategic management in KZN Provincial Government	Indicator Title	<b>c) Provincial strategic planning alignment assessment report</b>
		Short definition	Technical analysis reports on strategic plans for provincial departments and entities (5 year Strategic Plan and APP) submitted for support and/or analysis. In this regard, the strategic plans are compiled once in 5 years, unless a department is re-tabling in terms of the Framework for Strategic Plans And Annual Performance Plans. Annual Performance Plans, however, are reviewed annually.
		Purpose/importance	To ensure effective planning and integration, as well as alignment with Government's Programme of Action (MTSF and KZN PGDP). Due to capacity constraints, 2 <sup>nd</sup> drafts will be targeted as information on 1 <sup>st</sup> drafts are limited. First draft and 3 <sup>rd</sup> draft assessments will be targeted in the operational plan of the unit, but will also be subject to submission of the plans to the unit by Departments and/or entities.
		Source/collection of data	Reports supported by analysis memorandums/correspondence setting out findings and recommendations attached to drafts received from departments/units for inputs,
		Verification	Summative report on plans analysed supported by analysis memorandums/correspondence
		Method of calculation	Simple count. Summative report on plans analysed supported by analysis memorandums/correspondence setting out findings and recommendations
		Data limitations	Difficult to project number of plans referred to unit for technical support, hence the unit will assess plans received from departments. Capacity constraints also limit the extent of analysis.
		Type of indicator	Output
		Calculation type	Non-cumulative
		Reporting cycle	Annual
		New indicator	No, used in 2015/16
		Desired performance	To conduct analysis on alignment of 100% of all plans received (new and revisions) by February each year. Consolidated Assessment report on KZN Provincial Departments 2nd draft strategic Plans and APP's submitted to OTP.
Indicator responsibility	Chief Director –Provincial Planning, Research and Policy Coordination		
3.1	Enhanced strategic management in KZN Provincial Government	Indicator Title	<b>d) Assessment reports on the functionality of PGDP Action Workgroups</b>
		Short definition	A matrix has been developed to measure the functionality of the AWG in terms of meetings conducted, attendance and submission of the reports to the DDG: Planning Branch. – The Matrix is developed in consultation with the PGDP Technical Committee and serves as the report. An example is attached as "Annexure G" to the APP 2015/16. Eighteen Action workgroups have been established as the key strategic and operational interface of the plan and implementation. The terms of reference of the action workgroups are in the Operational Manual of the PGDP, obtainable from the Department or the PPC website. The functionality of these workgroups, therefore are critical in ensuring effective implementation, monitoring and review of the plan.
		Purpose/importance	To ensure the PGDP is dynamic and supported with a functional strategic and operational interface. Eighteen Action workgroups have been established as the key strategic and operational interface of the plan and implementation. The functionality of these workgroups, therefore are critical in ensuring effective implementation, monitoring and review of the plan. Continued support to the action work groups is required to ensure optimal implementation of the NDP through the PGDP. The Office of the Premier is currently monitoring the implementation of the Provincial Growth and Development Plan through submission of quarterly reports of the departments and PGDP Work Groups to Executive Council Clusters, the Provincial Planning Commission and the M & E in the Office of the Premier.
		Source/collection of data	Report (in the form of the matrix) from the Planning Commission Secretariat
		Verification	Copies of report to the DDG responsible for the Planning Commission. Note that the report is in the form of the populated matrix. The secretariat will confirm the latest matrix applicable for the year under review as updates/amendments might be affected through the PGDP Technical Committee to ensure relevance. Report to be tabled to DDG: Planning Branch
		Method of calculation	Each report is counted after submission to the SGM. The Matrix calculates the functionality in terms of the KPA's for functionality and findings are contained in the report. The matrix is the report as it summaries findings. Example attached – Annexure G – refer to the PPC secretariat to confirm latest approved matrix applicable for use to assess AWG's.
		Data limitations	Inputs and accuracy from work group convenors and participation by Departments
		Type of indicator	Output
		Calculation type	Non-cumulative
		Reporting cycle	6 monthly
		New indicator	Refined
		Desired performance	Report to the DDG in Quarter 2 and Quarter 4

		Indicator responsibility	Chief Director –Provincial Planning, Research and Policy Coordination
3.1.	Enhanced strategic management in KZN Provincial Government	Indicator Title	<b>e. Nerve centre reports</b>
		Short definition	Number of quarterly monitoring reports on status of the Nerve Centre
		Purpose/importance	The system provides a coordination centre for all reports on government performance. Reports on utilization and system efficiencies will assist in appropriate improvements, effectiveness of system and accountability given the amount financial resources allocated to it.
		Source/collection of data	Reports and records from Director: Nerve Centre
		Verification	Proof of covering email submitting the Nerve Centre report to DG.
		Method of calculation	Summative reports on system functionality, usage by departments, system updates, challenges and interventions to be covered. Progress assessment and reporting
		Data limitations	Inputs from stakeholders
		Type of indicator	Output
		Calculation type	Cumulative
		Reporting cycle	Quarterly report to DG
		New indicator	No, used in 2015/16
		Desired performance	To provide seamless access to the Nerve Centre to provide QPR input, undertake verification and draw analysed report on QPR. Quarterly reports to MANCO / EXCO secretariat to be placed on the agenda within 10 working days of the end of a Quarter.
		Indicator responsibility	Chief Director: Monitoring and Evaluation
3.1	Enhanced strategic management in KZN Provincial Government	Indicator Title	<b>f. Consolidated Provincial MPAT Report</b>
		Short definition	Measurement of Management Performance
		Purpose/importance	MPAT is a tool administered by the DPME which measures compliance to legislative and regulatory prescripts. It is based on the premise that compliance forms the foundation of better service delivery.
		Source/collection of data	Reports from the Director: Monitoring and Evaluation.
		Verification	Proof of submission of the request to the COHOD secretariat (within 30 working days after the release of the report by DPME), for the report to be presented to the COHOD.
		Method of calculation	Consolidated MPAT reports of Provincial Departments (1 report on final findings for pervious cycle; 1 report on interim findings based on moderated scores – pre-appeal, based on the MPAT cycle
		Data Limitations	Delays in release of results by DPME
		Type of indicator	Output
		Calculation type	Non-cumulative
		Reporting cycle	Consolidated MPAT Improvement reports of Provincial Departments (1 report on final findings for pervious cycle; 1 report on interim findings based on moderated scores – pre-appeal, based on the MPAT cycle; i.e. one in the first quarter within 30 days of the final results being released by DPME; the second as a progress report on the interim findings (pre-appeals as defined in terms of the MPAT process), within 30 days of the receipt of the findings).
		New indicator	No, used in 2015/16.
		Desired performance	Reports submitted within the required timeframes for reporting.
		Indicator responsibility	Chief Director: Monitoring and Evaluation
3.1	Enhanced strategic management in KZN Provincial Government	Indicator Title	<b>g. Consolidated MTSF Outcomes Report</b>
		Short definition	Consolidated report on progress of achievement of MTSF outcomes.
		Purpose/importance	Monitors progress in meeting the MTSF outcomes.
		Source/collection of data	Reports from provincial departments, surveys and research reports.
		Verification	Proof of covering email submitting the consolidated MTSF Outcomes progress report to the COHOD by the end of May.
		Method of calculation	Count number of reports.
		Data Limitations	Delays in getting reports from departments
		Type of indicator	Output
		Calculation type	Non-cumulative
		Reporting cycle	Annual



		New indicator	No, used in 2015/16.
		Desired performance	Reports submitted within the required timeframes for reporting.
		Indicator responsibility	Chief Director: Monitoring & Evaluation.
3.1	Enhanced strategic management in KZN Provincial Government	Indicator Title	<b>h. Consolidated PGDP Implementation Report</b>
		Short definition	Consolidated report on progress of the PGDP as submitted by the 18 Action Work Groups.
		Purpose/importance	Monitors progress in meeting the goals, strategic objectives and intervention of the PGDP.
		Source/collection of data	Reports submitted by the AWGs.
		Verification	Proof of covering email submitting the consolidated progress report to the PPC secretariat to be tabled at PPC within 30 working days from the end of the quarter
		Method of calculation	Count number of quarterly summative reports.
		Data Limitations	Delays in submission of reports by AWG.
		Type of indicator	Output
		Calculation type	Non-cumulative
		Reporting cycle	Quarterly
		New indicator	No, used in 2015/16.
		Desired performance	Reports submitted within the required timeframes for reporting.
		Indicator responsibility	Chief Director: Monitoring & Evaluation
3.1	Enhanced strategic management in KZN Provincial Government	Indicator Title	<b>i. Front Line Service Delivery Monitoring Reports</b>
		Short definition	Consolidated report on government facilities monitored in partnership with DPME.
		Purpose/importance	FSDM is a national programme run by DPME that requires the involvement of OTP with the long term view that it is sustained provincially. The voice of the citizen and front line staff is given high priority in the tool developed.
		Source/collection of data	Hard copies of reports submitted by the Director: Service Delivery Improvement Programme.
		Verification	Proof of covering email submitting the monitoring report to the COHOD secretariat within 30 working days after the end of the second and fourth quarter.
		Method of calculation	Count number of bi-annual summative reports.
		Data Limitations	Delays in site visits due to limited capacity both in DPME & the OTP.
		Type of indicator	Output
		Calculation type	Cumulative
		Reporting cycle	Bi-annual
		New indicator	No, used in 2015/16.
		Desired performance	Reports submitted within the required timeframes for reporting.
		Indicator responsibility	Chief Director General: Monitoring & Evaluation
3.1	Enhanced strategic management in KZN Provincial Government	Indicator Title	<b>j. Quarterly Provincial Performance Report</b>
		Short definition	Consolidated report on the quarterly performance reports of all provincial departments.
		Purpose/importance	The OTP has to coordinate all QPRs in the province and analyse government performance in relation to achieving the 14 Outcomes.
		Source/collection of data	Reports submitted by the departments
		Verification	Proof of covering email submitting the provincial department progress report to the COHOD secretariat for tabling within 60 working days from the end of a quarter.
		Method of calculation	Count number of quarterly reports.
		Data Limitations	Quality of reporting
		Type of indicator	Output
		Calculation type	Non-cumulative
		Reporting cycle	Quarterly
		New indicator	No, used in 2015/16.
		Desired performance	Reports submitted within the required timeframes for reporting.
		Indicator responsibility	Chief Director: Monitoring & Evaluation
3.1	Enhanced strategic management in KZN Provincial Government	Indicator title	<b>k. Monitoring reports on service delivery improvement plans</b>
		Short definition	Monitoring reports on the implementation of the Service Delivery Improvement Plans (SDIP).
		Purpose/importance	To ensure government is delivering services in a responsive, effective and efficient manner

		Source/collection of data	Reports and records from Director: Service Delivery Improvement
		Verification	Proof of submission of the report to the COHOD secretariat for the report to be presented to the COHOD.
		Method of calculation	Summative report on the monitoring of service delivery improvement plans of provincial departments.
		Data limitations	Delays in submission of reports by provincial departments.
		Type of indicator	Output
		Calculation type	Cumulative
		Reporting cycle	Bi-Annual
		New indicator	No
		Desired performance	Proof of covering email submitting the monitoring report to the COHOD secretariat
		Indicator responsibility	Chief Director: Monitoring & Evaluation
3.1	Enhanced strategic management in KZN Provincial Government	Indicator title	<b>I. Provincial Batho Pele Compliance Monitoring Reports</b>
		Short definition	Number of quarterly reports on level of compliance with Batho Pele principles across provincial departments.
		Purpose/importance	To ensure Batho Pele Principles are adopted and implemented consistently and effectively in provincial departments for improved service delivery.
		Source/collection of data	Reports from the Director Service Delivery Improvement on Batho Pele compliance across departments
		Verification	Proof of submission of the request to the COHOD secretariat, for the report to be presented to the COHOD.
		Method of calculation	Count number of summative reports reflecting findings on departments monitored, compliance findings, challenges, interventions and recommendations
		Data limitations	Nil
		Type of indicator	Output
		Calculation type	Non-cumulative
		Reporting cycle	Bi-annual
		New indicator	No, used in 2015/16
		Desired performance	2 reports per annum; and improved levels of Batho Pele implementation at Provincial Departments.2 reports per annum, relating to matters on the preceding quarter,;
		Indicator responsibility	Chief Director: Monitoring & Evaluation
<b>Sub-Programme 2 : Premier's Priority Programmes : Unit : Stakeholder Management</b>			
<b>Strategic Objective</b>		<b>Descriptor</b>	<b>Description</b>
3.2	Effective and efficient stakeholder engagement and empowerment	Indicator title	<b>a) Number of strategic partnership forum meetings with each sector</b>
		Short definition	Number of forum meetings with each strategic partnership sector
		Purpose/importance	To coordinate and engage with each sector at provincial level to maximise participation, mobilise support, and exchange of information. The forums provide a platform for the OTP to engage with stakeholders, especially non-governmental structures that provide strategic avenues for government social intervention programmes
		Source/collection of data	Agenda, attendance registers and minutes from the Chief Director Stakeholder Engagement
		Verification	Copies (hard copy or electronic filing on IT systems) of agenda, attendance registers and minutes
		Method of calculation	Each forum is counted after being held. One forum per quarter for each of the following: 1) 1 x NGO 2) 1 x Business (including Labour and Academics) 3) 1 x Traditional Authorities (Leadership) 4) 1 x Religious sector (Multifaith)
		Data limitations	Attendance by strategic partners/structures
		Type of indicator	Output
		Calculation type	Non-cumulative
		Reporting cycle	Quarterly
		New indicator	Refined
		Desired performance	1 forum meeting per structure per year (NGO's, business, youth structures, religious movements, Traditional Councils) with at least one structure meeting per quarter
		Indicator responsibility	Chief Director Stakeholder Engagement – Director Strategic Partnerships
3.2		Indicator title	<b>b) No. Workshops of stakeholders on PGDS/P Vision 2035</b>

	Effective and efficient stakeholder engagement and empowerment	Short definition	No. Workshops of stakeholders on PGDS/P Vision 203-50
		Purpose/importance	There is a need to consult and collaborate more meaningfully and openly with all stakeholders in policy and programme development, monitoring and evaluation and review to ensure effective and efficient delivery in all spheres of government within the province.
		Source/collection of data	Programme, reports and attendance registers from the Chief Director Stakeholder Engagement
		Verification	Copies (hard copy or electronic filing on IT systems) of workshop agenda/programme, reports and attendance registers
		Method of calculation	Each workshop is counted after being held
		Data limitations	Attendance by strategic partners/structures
		Type of indicator	Output supporting (Stakeholders fully engaged on Vision 2035)
		Calculation type	Non-cumulative
		Reporting cycle	Quarterly
		New indicator	Refined
		Desired performance	1 summit per sector per year (total 5 per year)
Indicator responsibility	Chief Director Stakeholder Engagement – Director Strategic Partnerships		
3.2	Effective and efficient stakeholder engagement and empowerment	Indicator title	<b>c) Number of MRM coordination reports</b>
		Short definition	Number of quarterly reports on Moral Regeneration Programmes
		Purpose/importance	To facilitate morality within the society, ethical leadership and social cohesion, through civil society. The OTP is responsible for coordination and monitoring
		Source/collection of data	Records, agenda's and/or reports from the Chief Director Stakeholder Engagement
		Verification	Written reports with relevant minutes/agendas/reports and attendance registers (where relevant) signed off by the Chief Director Stakeholder Engagement
		Method of calculation	Summative coordinated report 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).
		Data limitations	Inputs from stakeholders.
		Type of indicator	Output
		Calculation type	Cumulative
		Reporting cycle	Quarterly report to MANCO
		New indicator	No, used in 2015/16
Desired performance	4 Quarterly reports per year, within 2 weeks of the end of a quarter. 1 report per quarter, relating to matters on the preceding quarter, within 10 working days of the end of the quarter.		
Indicator responsibility	Chief Director Stakeholder Engagement		
3.2	Effective and efficient stakeholder engagement and empowerment	Indicator title	<b>d) Number of IZIMBIZO coordination reports</b>
		Short definition	Number of izimbizo coordination reports on all the activities of izimbizo such Premier's izimbizo, sectorial izimbizo, service delivery izimbizo and feedback izimbizo.
		Purpose/importance	To create a platform for public interaction, public participation, feedback on issues raised by the public, intervention by the Premier in the interest of the citizens and the public of KwaZulu Natal in order to create an inclusive and coherent society.
		Source/collection of data	Izimbizo reports and other reports generated from the public intervention
		Verification	Izimbizo progress reports from Director
		Method of calculation	Consolidated report on Izimbizo and programme initiatives, including progress against annual Izimbizo plan and assessment of impact of Izimbizo, challenges, interventions and recommendations
		Data limitations	Timeous inputs from Provincial, National and Local Government
		Type of indicator	Output
		Calculation type	Cumulative for the year
		Reporting cycle	Quarterly
		New indicator	Redefined
Desired performance	4 Quarterly reports per year. 1 report per quarter, relating to matters on the preceding quarter, within 10 working days of the end of the quarter.		
Indicator responsibility	Chief Director, Stakeholder Management		

Sub-Programme 2 : Premier's Priority Programmes : Unit : Stakeholder Management			
Strategic Objective	Descriptor	Description	
3.3.1	Priority Programmes coordination	Indicator Title	<b>a) Multi-sectorial intervention monitoring and coordination reports</b>
		Short definition	Consolidated multi-sectorial intervention monitoring and coordination report on HIV and Aids (note reports are done on the preceding year and/or quarter)
		Purpose/importance	To ensure interventions are monitored, integrated and coordinated. Reports are submitted on the period preceding the quarter/year in which the report is drafted.
		Source/collection of data	Quarterly reports and records from Chief Director HIV and AIDS
		Verification	Copy of report
		Method of calculation	Summative reports on events, attendance and attendees
		Data limitations	(note reports are done on the preceding year and/or quarter)
		Type of indicator	Output
		Calculation type	Non-cumulative
		Reporting cycle	Quarterly
		New indicator	No
		Desired performance	4 Quarterly reports submitted to PAC at the quarterly meetings. 1 report per quarter, relating to matters on the preceding quarter, within 6 weeks of the end of the quarter. Reports to indicate sector interventions and PCA meetings supported
		Indicator responsibility	Chief Director HIV and AIDS
3.3.1	Priority Programmes coordination	Indicator title	<b>b) Number of quarterly veteran support services coordination reports</b>
		Short definition	Number of quarterly monitoring and coordination reports on the Ex-combatants skills development and support service programme
		Purpose/importance	The purpose of the Monuments of Peace Programme is aimed at ensuring that opportunities for utilizing former combatants in the infrastructure service delivery are taken care of by Government Departments. The Office of the Premier and the Department of Education is supporting this programme.
		Source/collection of data	Records, lists of ex-combatants identified for training, and/or reports from the Chief Director Priority Programmes
		Verification	Written reports with relevant, lists of ex-combatants identified for training, enrolment documentation from FET's, reports and attendance registers (where relevant, training results from FET) signed off by the Chief Director : Priority Programmes
		Method of calculation	Summative coordinated report on ex-combatants trained and linked to practical skills training and development. Report to include sector, training programmes and results, challenges and interventions (if applicable).
		Data limitations	Inputs from stakeholders.
		Type of indicator	Output
		Calculation type	Cumulative
		Reporting cycle	Quarterly report to MANCO
		New indicator	Yes
		Desired performance	4 Quarterly reports per year, within 2 weeks of the end of a quarter, to indicate skills development success factors and challenges in relation to ex-combatants training and development. 1 report per quarter, relating to matters on the preceding quarter, within 10 working days of the end of the quarter.
		Indicator responsibility	Chief Director Priority Programmes
3.3.1	Priority Programmes coordination	Indicator title	<b>c) Number of quarterly reports on priority projects coordination</b>
		Short definition	Report on key strategic projects of strategic relevance to the Province (e.g. Inkululeko and Lluwamba Projects but not limited to) and others that may be assigned by the Executive Council/Premier/DG).
		Purpose/importance	Reports provide a basis for performance monitoring. OTP's role is coordination. This is achieved through meetings and reports.
		Source/collection of data	Quarterly reports derived from project meetings and minute, and reports to indicate project progress against project milestones, challenges and interventions.
		Verification	1 report per quarter
		Method of calculation	Simple count of reports
		Data limitations	None

		Type of indicator	Output
		Calculation type	Cumulative
		Reporting cycle	Quarterly
		New indicator	Yes
		Desired performance	1 report on progress per quarter. Reports to include progress against project milestones and business plans, challenges, interventions and recommendations, meetings, resolutions and decision matrices
		Indicator responsibility	Chief Director / Deputy Director General
3.2	Effective and efficient stakeholder engagement and empowerment	Indicator title	<b>d. Number of quarterly OSS provincial coordination and monitoring reports</b>
		Short definition	Number of quarterly OSS coordination and provincial monitoring reports
		Purpose/importance	To monitor and coordinate OSS interventions at Provincial level to ensure effective and efficient application of the service delivery tool.
		Source/collection of data	Records, agenda's and/or reports from the Chief Director Stakeholder Engagement – Director Strategic Partnerships
		Verification	Written reports with relevant minutes/agendas/reports and attendance registers (where relevant) signed off by the
		Method of calculation	Summative coordinated report on war room activities, challenges and interventions.
		Data limitations	Inputs from stakeholders.
		Type of indicator	Output
		Calculation type	Cumulative
		Reporting cycle	Quarterly report to MANCO
		New indicator	No, used in 2015/16
		Desired performance	4 Quarterly reports per year, within 2 weeks of the end of a quarter, to monitor and coordinate service delivery and social intervention projects of government through the war rooms. Reports to include updates on the functionality of the war rooms, especially in the PGDP priority intervention areas, indicated as red and orange zones in the 2014 PGDP. 1 report per quarter, relating to matters on the preceding quarter, within 10 working days of the end of the quarter.
		Indicator responsibility	Chief Director Stakeholder Engagement – Director Strategic Partnerships
3.3.2	Effective and Efficient implementation of PEMP	Indicator title	<b>e. Number of quarterly coordination reports on progress with PEMP implementation</b>
		Short definition	These reports to provide progress on the implementation of the Poverty Eradication Master Plan. The Operationalisation of this plan is being facilitated by the Office of the Premier. The Master Plan is a specific document, approved by the Executive Council.
		Purpose/importance	The Premier instructed that the implementation of the PEMP be moved to the Office of the Premier and that the responsibility for this function be assigned to the Stakeholder Coordination Branch, and be directly supported by the Strategic Management Branch. The Premier also confirmed this arrangement in his 2015 Budget Speech delivered on 28 April 2015. This is also supported by Executive Council Resolution 109 taken on 1 April 201, and is incorporated under Programme 3 – Stakeholder Coordination. Reports provide a basis for performance monitoring. OTP's role is coordination. This is achieved through meetings and reports.
		Source/collection of data	Quarterly reports derived from project meetings and minute, and reports to indicate project progress against project milestones, challenges and interventions.
		Verification	1 report per quarter, to MANCO
		Method of calculation	Simple count of reports
		Data limitations	None
		Type of indicator	Output
		Calculation type	Cumulative
		Reporting cycle	Quarterly
		New indicator	Yes
		Desired performance	1 report on progress per quarter. Reports to include progress against project milestones and business plans, challenges, interventions and recommendations, meetings, resolutions and decision matrices. These reports will also record progress on the establishment of Project coordination committees in priority areas. 1 report per quarter, relating to matters on the preceding quarter, within 10 working days of the end of the quarter.
		Indicator responsibility	Chief Director / Deputy Director General

Sub-Programme 3 : King's Support and Royal Household			
Strategic Objective		Descriptor	Description
3.4	Effective and efficient support to His Majesty and the Royal Household	Indicator Title	<b>a) Quarterly reports on support services provided to His Majesty</b>
		Short definition	Quarterly reports on services rendered to his Majesty including palaces, traditional royal events and functions, and strictly in terms of the mandate of the Office of the Premier, in relation to these services (administrative, communication services, security, protocol services, secretariat, palace maintenance), are to be submitted to EXCO to ensure all services are accounted for.
		Purpose/importance	The reports are to include events supported as well as report against the implementation of the annual business plan envisaged as the S.O. Indicator (i) for S.O. 3.4, thus functioning also as a monitoring tool for the S.O indicator implementation. This report responds to the annual plan envisaged in the SO indicator
		Source/collection of data	Reports from King's Support Service Unit. Reports to include all services provided and events facilitated – also noting that these should be identified in terms of the S.O indicator (i), and/or deviations to be fully motivated
		Verification	1 report per quarter
		Method of calculation	Simple count of reports
		Data limitations	None
		Type of indicator	Output
		Calculation type	Cumulative
		Reporting cycle	Quarterly
		New indicator	Yes
		Desired performance	1 report on progress per quarter. Reports to include progress against project milestones and business plans, challenges, interventions and recommendations, meetings, resolutions and decision matrices. 1 report per quarter, relating to matters on the preceding quarter, within 10 working days of the end of the quarter.
		Indicator responsibility	Chief Director / Deputy Director General
		3.4	Effective and efficient support to His Majesty and the Royal Household
Short definition	Royal Household Trust have to report monthly and quarterly on its functionality. These reports are analysed by the business unit who produces an assessment report.		
Purpose/importance	This indicator intends to show whether Royal Household Trust is functioning properly and whether it is delivering on its mandate.		
Source/collection of data	Reports from Royal Household Trust.		
Verification	The purpose of entity monitoring reports is to ensure the OTP line function exercises its oversight role in terms of PFMA, therefore reports on the entity has to be compiled by the unit and sourced from them. Verification would be the reports/covering submission noting findings from the responsible DDG.		
Method of calculation	A progress report produce per quarter which include financial information and performance information is counted as one report.		
Data limitations	n/a		
Type of indicator	Quantitative		
Calculation type	Non-cumulative		
Reporting cycle	Quarterly		
New indicator	n/a		
Desired performance	4 Quarterly reports per year detailing the implementation of the Council Business Plans. Reports to be completed within 10 working days after the end of each quarter, and reflect progress on matters on the previous quarter.		
Indicator responsibility	Chief Director: Royal Household		
3.4	Effective and efficient support to His Majesty and the Royal Household		
		Short definition	Technical analysis reports on strategic plans (5 year and APP) of the RHHT in terms of Treasury prescripts.
		Purpose/importance	To ensure effective planning and integration, as well as alignment with Government's Programme of Action (MTSF and KZN PGDP). OTP needs to assess the APP's of its entity prior to tabling and transfer of funds
		Source/collection of data	Correspondence with the entity providing a brief analysis, findings and recommendations
		Verification	Report/correspondence with entity on plans analysed supported by analysis memorandums/correspondence
		Method of calculation	Summative report on plans analysed supported by analysis memorandums/correspondence setting out findings and recommendations
		Data limitations	Difficult to project number of polices referred to unit for technical support



		Type of indicator	Output
		Calculation type	Non-cumulative
		Reporting cycle	Annual
		New indicator	Yes
		Desired performance	To conduct analysis on alignment of entity all plans by February each year.
		Indicator responsibility	Chief Director: Royal Household
<b>Sub-Programme 4 : Heritage</b>			
<b>Strategic Objective</b>		<b>Descriptor</b>	<b>Description</b>
3.5	Community awareness and engagement on the protection of heritage resources	Indicator title	<b>a) Number of heritage awareness campaigns</b>
		Short definition	Measures the number structured community engagements with the community and with districts through district symposiums to create awareness of heritage resources in the Province, coordination of heritage management and promotion platforms communicating research findings aimed at profiling heritage resources through the community engagement.
		Purpose/importance	To improve awareness of heritage matters. This will assist also with the identification and identification and profiling of resources, whilst also facilitating effective and efficient utilisation of heritage resources and protection thereof, and contribute towards increased knowledge management and coordination.
		Source/collection of data	Agendas/Programmes and minutes from Chief Director Heritage
		Verification	Programmes, Agenda's, minutes and attendance registers
		Method of calculation	Each session is counted after being held
		Data limitations	Nil
		Type of indicator	Non-cumulative
		Calculation type	Output
		Reporting cycle	Quarterly
		New indicator	Refined
		Desired performance	3 heritage community awareness sessions with communities throughout the Province, targeting sessions in different districts (as per the local government demarcation of districts in the Province), t events per quarter, by the end of each quarter, i.e.:11 x community capacity building sessions coordinated by the end of the financial year .
		Indicator responsibility	Chief Director Heritage
3.5	Community awareness and engagement on the protection of heritage resources	Indicator title	<b>b) Annually updated Heritage research agenda for the OTP</b>
		Short definition	Measures the number of research initiatives to be undertaken for the OTP in an attempt to focus attention to previously marginalized heritage resources.
		Purpose/importance	Intended to generate knowledge about and also for the protection of previously marginalised cultural heritage resources, to inform and shape heritage policy and its implementation in the province and to ensure maximum participation by the relevant tiers of government in the heritage management model prescribed by legislation
		Source/collection of data	Programme document outlining the rationale for undertaking research
		Verification	Updated register
		Method of calculation	Count of research agenda
		Data limitations	None
		Type of indicator	Non-cumulative
		Calculation type	Output
		Reporting cycle	Annually (third quarter)
		New indicator	Yes
		Desired performance	One annually updated OTP Research Agenda
		Indicator responsibility	Chief Director Heritage
3.5	Community awareness and engagement on the protection of heritage resources	Indicator title	<b>c) Heritage infrastructure : monuments or memorials</b>
		Short definition	Measures heritage infrastructure through: Number of monuments or memorials erected. These are determined through profiling events and research reports.
		Purpose/importance	To ensure visible recognition of heritage matters, contributing to social cohesion. These symbols are tools to assist with the cultural and spiritual bonds that are embedded in the social and spiritual wellbeing of our citizens.
		Source/collection of data	Records and reports from Chief Director Heritage. A database was developed in 2013 of all neglected sites and interventions required in KZN through research conducted by experts (e.g. Prof Mapalala). The record is kept by the

			heritage unit and serve as the base for identifying the sites to be marked or where memorials are required. This is updated through the heritage awareness and profiling that occurs on an ongoing basis, but also through research commissioned, pending the availability of funds.
		Verification	Photographs, physical inspections, Satellite Images
		Method of calculation	Simple count of infrastructure and recorded as monument or memorial erected.
		Data limitations	Nil
		Type of indicator	Output
		Calculation type	Non-cumulative
		Reporting cycle	Quarterly
		New indicator	No
		Desired performance	Infrastructure delivery in accordance with scope of works and specification
		Indicator responsibility	Chief Director: Heritage
3.5	Community awareness and engagement on the protection of heritage resources	Indicator title	<b>d) Heritage markers (Previously recorded as tombstones)</b>
		Short definition	Measures heritage infrastructure through: Number of tombstones erected. These are determined through profiling events and research reports. These serve as markers of grave sites of historical significance. These could take the form of tomb stones where the perimeter of the site is still intact, but could also be a stone heritage markers where the perimeter is not clearly demarcated. Note that only those graves categorised as Category 2, in terms of the National Heritage Resources Act are targeted. In terms of practice, tombstone are typically place where the perimeter is still discernible, failing which a stone pile with a plaque describing the grave and its importance is used.
		Purpose/importance	To ensure visible recognition of heritage matters, contributing to social cohesion. These symbols are tools to assist with the cultural and spiritual bonds that are embedded in the social and spiritual wellbeing of our citizens
		Source/collection of data	Records and reports from Chief Director Heritage. It is important to note that financial influence the setting of targets. A database was developed in 2013 of all neglected sites and interventions required in KZN through research conducted by experts (e.g. Prof Mapalala). The record is kept by the heritage unit and serve as the base for identifying the sites to be marked or where memorials are required. This is updated through the heritage awareness and profiling that occurs on an ongoing basis, but also through research commissioned, pending the availability of funds.
		Verification	Photographs, physical inspections, Satellite Images a database of photographs and GPS coordinates is available from the unit to assist with verification noting that some areas are really reference point driven, hence the use of GPS technology
		Method of calculation	Simple count of infrastructure and recorded grave or burial ground conserved and tombstones erected.
		Data limitations	Nil
		Type of indicator	Output
		Calculation type	Non-cumulative
		Reporting cycle	Quarterly
		New indicator	No
		Desired performance	Infrastructure delivery in accordance with scope of works and specification of each project
		Indicator responsibility	Chief Director : Heritage
3.5	Community awareness and engagement on the protection of heritage resources	Indicator title	<b>e) Number of Amafa monitoring reports</b>
		Short definition	Measures progress on the entity's performance against its business plan through quarterly progress reports.
		Purpose/importance	To monitor progress on Amafa interventions to ensure proper oversight.
		Source/collection of data	Records and reports from Deputy Director General - Heritage
		Verification	Proof of reports/progress on developments against plan.
		Method of calculation	Summative coordinated report against the Councils business plan outputs
		Data limitations	Nil
		Type of indicator	Output
		Calculation type	Non-cumulative
		Reporting cycle	Quarterly
		New indicator	Refined



		Desired performance	4 quarterly reports per year detailing the implementation of the Council Business Plans. Reports to be completed within 10 working days after the end of each quarter. 1 report per quarter, relating to matters on the preceding quarter, within 10 working days of the end of the quarter.
		Indicator responsibility	Chief Director Heritage
3.5	Community awareness and engagement on the protection of heritage resources	Indicator title	<b>f) AMAFA Annual Performance Plan assessment report</b>
		Short definition	Technical analysis reports on strategic plans (5 year and APP) of AMAFA
		Purpose/importance	To ensure effective planning and integration, as well as alignment with Government's Programme of Action (MTSF and KZN PGDP). OTP needs to assess the APP's of its entity prior to tabling and transfer of funds
		Source/collection of data	Correspondence with the entity providing a brief analysis, findings and recommendations
		Verification	Report/correspondence with entity on plans analysed supported by analysis memorandums/correspondence
		Method of calculation	Summative report on plans analysed supported by analysis memorandums/correspondence setting out findings and recommendations
		Data limitations	Timely preparation and submission of business plan by the Board.
		Type of indicator	Output
		Calculation type	Non-cumulative
		Reporting cycle	Annual
		New indicator	Yes
		Desired performance	To conduct analysis on alignment of entity's Annual Performance plan by 10 February each year.
		Indicator responsibility	Chief Director Heritage

# ANNEXURE G : ADDITIONAL MEASUREMENT TOOLS

## 2.1 Matrix tool for 6 monthly reports

### SO 2.1 Indicator (o) - ICT assessment tool

Deliverables per phase have been defined in the following documents:

- Corporate Governance of ICT Policy Framework (DPSA, Dec 2012)
- Implementation Guideline for Corporate Governance of ICT Policy Framework Version 2 (DPSA, Feb 2014)
- Outline for ICT Plan, ICT Implementation Plan and ICT Operational Plan Version 1 (DPSA, Dec 2013)

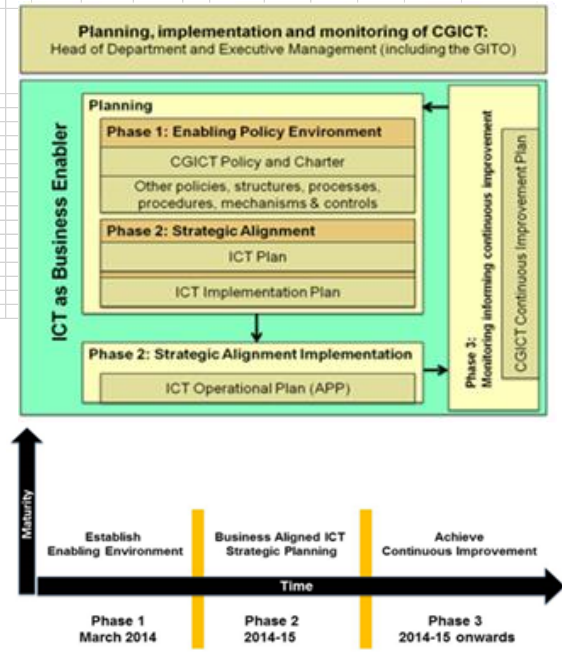
The above documents can be accessed from the DPSA website.

		PHASE 1 - ENABLING ENVIRONMENT														
		Deliverables						Capabilities								
REQUIREMENTS	DEPARTMENTS	CGICT Policy	CGICT Charter	Governance and Management of ICT Framework	Departmental Risk Management Policy (incl ICT risk management)	Internal Audit Plan (including ICT audits)	ICT Portfolio Management Framework	Information Plan & ICT Security Policy	BCP	ICT Continuity Plan	Governance Champion	Enterprise Architect	GITO	ICT Manager		
Health																
OTP																
Public Works																
Treasury																
Legislature																
CoGTA																
Human Settlements																
DEDT																
Social Development																
Transport																
Sport and Recreation																
Agriculture																
Education																
Community Safety																
Arts & Culture																
Royal Household																

		PHASE 2 - STRATEGIC ALIGNMENT					
		Deliverables					
REQUIREMENTS	DEPARTMENTS	Enterprise Architecture	ICT Plan	ICT Implementation Plan	ICT Operational Plan		
Health							
OTP							
Public Works							
Treasury							
Legislature							
CoGTA							
Human Settlements							
DEDT							
Social Development							
Transport							
Sport and Recreation							
Agriculture							
Education							
Community Safety							
Arts & Culture							
Royal Household							

KEY: C Complete  
IP In Progress



## SO 2.4 Indicator (f): Fraud and corruption reports

GOVERNMENT FRAUD SUMMARY - SAPS STATISTICS							
YEAR	DOCKETS RECEIVED	VALUE OF MONEY AFFECTED BY FRAUD	CONVICTIONS		TOTAL CONVICTIONS	VALUE OF CONVICTIONS	VALUE OF ASSETS RESTRAINED
			PUBLIC	PRIVATE			
2010/2011	1024	R 529 735 852			744	R 30 192 983	
2011/2012	594	R 104 588 251			529	R 28 745 441	
2012/2013	708	R 1 157 126 957	278	268	546	R 30 832 552	R 195 359 056
2013/2014	42	R 447 237 621	9	28	37	R 61 741 111	R 143 611 875

YEAR	DOCKETS RECEIVED	R VALUE OF AFFECTED BY FRAUD	CONVICTIONS			VALUE OF CONVICTIONS	VALUE OF ASSETS RESTRAINED	Rate of convictions (%) [convictions v dockets received]	Ratio of R (v) convictions to R (v) affected by Fraud (%)	% Convictions Public
			PUBLIC	PRIVATE	TOTAL					
2010/2011	1024	R 529 735 852			744	R 30 192 983		72,66	5,70	Not measured
2011/2012	594	R 104, 588 251			529	R 28 745 441		89,06	27,48	Not measured
2012/2013	708	R 1 157 126 957	278	268	546	R 30 832 552	R 195 359 056	77,12	2,66	50,92
2013/2014	42	R 447 237 621	9	28	37	R 61 741 111	R 143 611 875	88,10	13,80	24,32

**Note:** Fewer cases (546 v 37) but higher value (2, 66% v 13, 8%). Reduction in cases involving public servants (down from 50, 92% to 24, 32%), could be related to reporting but could suggest that campaigns are having a positive impact. Increase rate in conviction (but fewer cases). Fewer cases but higher Rand value *per capita*.

**SO 2.5 Indicator (c)**

**HUMAN RIGHTS CALENDAR DATES**

<p>First Quarter</p> <ol style="list-style-type: none"> <li>1. 14 May 2017: Mothers' Day (obo Spousal Office)</li> <li>2. 01 June 2017: International Children's Day</li> </ol>	<p>Third Quarter</p> <ol style="list-style-type: none"> <li>3. 01 October 2017: International Senior Citizen's Day</li> <li>4. 1<sup>st</sup> Week of November 2017: National Children's Day –</li> <li>5. 25 November 2017: 16 Days of Activism Campaign Launch</li> <li>6. 03 December 2017: Intern Day for Persons with Disabilities</li> <li>7. 10 December 2017: International Human Rights Day (suspended due to cost cutting)</li> </ol>
<p>Second Quarter</p> <ol style="list-style-type: none"> <li>8. 31 July 2017: Pan African Women's Day (suspended due to cost cutting)</li> <li>9. July 2017: Men's Imbizo/ Dialogue</li> <li>10. 09 August 2017: National Women's Day</li> </ol>	<p>Fourth Quarter</p> <ol style="list-style-type: none"> <li>11. 08 March 2018: International Women's Day (obo spousal Office)</li> <li>12. 21 March 2018: National Human Rights Day</li> </ol>

**NB: The dates might be postponed to other dates, however the events will be held. At least 10 of the 12 to be taken into account.**

Note that this tool is an example of the template used in 2016/17. It is updated annually in consultation with the Planning Commission

AWG FUNCTIONALITY MATRIX: ASSESSMENT JULY 2016																		
KPA	INDICATOR	NORM / STANDARD	PORTFOLIO OF EVIDENCE	AWG														
				1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
<b>AWG Membership</b>																		
Representative membership	Core government Departments and non-government stakeholders represented	At least 1 representative from each core department / sector at a minimum of level Deputy Director	Attendance Register															
<b>Functional AWG Meetings</b>																		
Regular meetings	At least one per quarter	One per quarter	Schedule of meetings Minutes of meeting Attendance register															
Strategic Agenda	Agenda items aligned to AWG Cluster Report	All agendas crafted in an aligned manner	Agenda of AWG meetings															
Record of meetings	Minutes of meetings	Minutes of meeting circulated to AWG members	Email circulating minutes of meeting															
Attendance	Attendance by representatives from core Departments	All quarterly meetings	Attendance Register															
	Attendance by non-government stakeholders	All quarterly meetings	Attendance Register															
	Continuity of attendance	At least 3 consecutive meetings by 80% of representatives from core departments	Attendance Register															
	<b>Budget secured (for interventions)</b>																	
Budget allocated / secured for interventions		Annually	AWG Cluster Report															
Expenditure tracked quarterly		Quarterly	AWG Cluster report: quarterly reporting on budget allocation vs expenditure															
<b>Implementation of PGDP</b>																		
Updated report on implementation progress		Quarterly	AWG Cluster report															
		Powerpoint presentation	Email with attached powerpoint presentation to PPC Secretariat															
<b>Implementation of Executive Council Makgotla</b>																		
		Updated reporting on progress with implementation of Executive Council Makgotla resolutions	AWG Cluster Report															
<b>Inputs on SOPA and implementation of SOPA</b>																		
SOPA Inputs provided to PPC Secretariat for SOPA address		Annually	Email with attached inputs to the PPC Secretariat															
Updated reporting on implementation of SOPA		Quarterly	AWG Cluster report															
<b>Annual refinement of PGDP</b>																		
Refinement inputs provided to the PPC Secretariat		Annually	Email with attached inputs to the PPC Secretariat															
Cluster report updated to correct version of the PGDP		Annually	AWG Cluster Report															



*To be the centre of governance, providing leadership towards achieving Vision 2035*