



premier

Office Of The Premier
PROVINCE OF KWAZULU-NATAL

**SERVICE DELIVERY IMPROVEMENT PLAN
OFFICE OF THE PREMIER
2018 - 2021**

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

CONTROL PAGE

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Approval of OTP SDIP	Submission of 2 nd Draft SDIP to Accounting Officer and Executing authority for approval	DPSA Circular on SDIPs, Public Service Regulations 2016	DDG	One day	Branch MANCO minutes, EXCO / MANCO minutes with recommendations	Approved OTP SDIP
Submission of approved OTP SDIP	Submission of soft and hard copy of OTP SDIP to the DPSA	DPSA Circular on SDIPs, Public Service Regulations 2016	DG	One day	Approved OTP SDIP to the DPSA on or before 31 March 2018	

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ABBREVIATIONS AND DEFINITIONS

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

A. Official Sign Off

It is hereby certified that this Service Delivery Improvement Plan for the KZN Office of the Premier, was developed by the Office of the Premier (OTP) including the management under the guidance of the Director-General and the Honorable Premier for KwaZulu-Natal and it was prepared in line with the current Strategic Plan (2015-2020) and the Annual Performance Plan (2018/19) of the KZN Office of the Premier. It was compiled with the latest available information from departmental business units and other statutory sources.

The focus area of this SDIP is intergovernmental relations in the Province. The implementation of the plan is infused into the day to day operational activities of the department, in particular the programme in which the standard is monitored. The progress against the planned activities will be monitored by the Service delivery Improvement unit on a quarterly basis via reports received from the IGR unit. Bi-annual reporting to MANCO will take place to ensure tracking and reporting of progress.

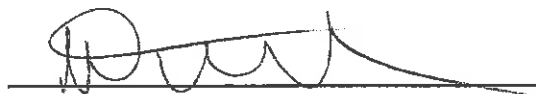
The Office of the Premier took into account all the relevant policies, legislations and other mandates for which the Office is responsible, in reviewing and aligning this Service Delivery Improvement Plan to the Strategic Plan with the Provincial Growth & Development Plan Vision 2035. The SDIP currently articulates services and identifies service delivery challenges and commits in ensuring that we improve on service delivery.

Approved by:



Dr Nonhlanhla O Mkhize

Director-General



Authorised by:

Mr TW Mchunu, MPL

Honourable Premier: Executive Authority of the Office of the Premier

KwaZulu Natal

B. SDIP Preparation Process

1. Introduction

The Service Delivery Improvement Plan (SDIP) for the Office of the Premier complies with the provisions of the Constitution of South Africa, 1996; Public Finance Management Act, 1999 and Treasury Regulations; the Public Service Act, 2001; the Public Service Regulations; the White Paper on Transforming Public Service Delivery as well as the Batho Pele principles.

This SDIP covers the period 2018 - 2021 and is reviewable on an annual basis, it was developed in consultation with all stakeholders within the Office of the Premier of KwaZulu-Natal. A guideline from the Department of Public Service and Administration was utilized to ensure that all aspects of the SDIP are complied with.

The Service Delivery Improvement Plan (SDIP, 2015-2018) for the Office of the Premier is also informed by the 2015-2020 Strategic Plan, and is aligned to the Annual Performance Plan for 2018/19. The department provides services through the development of human resource and governance norms and standards aimed at creating an effective and efficient Public Service. This SDIP sets out the primary service areas that the Office of the Premier intends to deliver on for the next three years.

In response to the situational analysis conducted in setting the strategic intent and direction, the Department seeks to strengthen Service Delivery in the area of Inter-Governmental Relations and Monitoring and Evaluation of identified interventions in order to improve Service Delivery to the community and compliance by the Provincial departments and Local Government within the KwaZulu-Natal. The plan thus focuses on the priority area identified by the Office of the Premier MANCO.

2. Preparatory Process

The Office of the Premier used the following approach in developing its SDIP:

STEPS	DATES	NATURE OF EVENT	PURPOSE	DECISION TAKEN
Step 1		During the process of developing the SDIP 2015 – 2018 utilising M & E reports the following five areas were identified as areas where the OTP needed to improve on (in 2014) , in order of priority: IGR Youth Development Stakeholder Coordination Nerve Centre Skills Development	Background	

		<p>IGR was then used as a Key Service in the development of the OTP SDIP.</p> <p>Of all challenges identified for improvement at IGR there was very little to no support from management.</p> <p>Various reports were developed and submitted to management to this effect.</p> <p>The result has been that there has been very little improvement at IGR over the past three years of the SDIP.</p>		
Step 2	October 2017 – December 2017	<p>In an effort to identify Key Services to be used in developing this SDIP, the Branch: Strategic Management engaged a process of identifying areas where the Office of the Premier was lacking in terms of service delivery. This was based on:</p> <ul style="list-style-type: none"> - An analysis of reports submitted to the Chief Directorate: Monitoring and Evaluation, - Performance of the OTP versus the APP of the previous MTEF/Financial year. 	To analyse challenges in the department and identify key areas for improvement.	<p>Based on the analysis, the following areas were found to be lacking:</p> <ul style="list-style-type: none"> - Youth Development; - Supply Chain Management; - Security; and - Human Rights
Step 3	December 2017	A presentation was then made to MANCO on the 6/12/2017 outlining the SDIP 15 – 18 process as well as request for a decision to be made with regard to which service delivery area would receive attention via the SDIP.	Confirmation of challenge area/s to be targeted in SDIP.	<p>After discussion, the Members of MANCO resolved that since the SDIP 2015-18 was not implemented, it should remain for the SDIP 2018 – 2021. Therefore the focus area is Intergovernmental Relations. The meeting further resolved that a task team comprising of Finance, Organisation development, Planning, M&E to develop the plan.</p>
Step 4	December 2017 –	Engagements with various stakeholders regarding the SDIP.	To develop the SDIP 2018 – 2021	Draft SDIP developed

	January 2018			
Step 5	March 2018	Present the revised SDIP 2018-21 to MANCO for adoption.	Adopted SDIP	Approval

3. Communication of Plan

The plan will be communicated to the relevant stakeholders via email and will be placed on the departmental website.

4. Implementation Plan

The SDIP will be implemented as part of the day to day operational activities of the IGR directorate and has been aligned to their OPS plan.

5. Monitoring and Reporting Plan

A bi-annual meeting will be held between the SDIP team and the IGR Team to monitor the implementation of this SDIP against set targets. The first meeting will be held in the first week of October 2018 whilst the last one will be held in the first week of April 2019. The main objective will be:

- To monitor management support in the implementation of the SDIP
- To monitor the performance of IGR against set targets
- To provide the necessary support to IGR in the implementation of this plan
- To report any challenges identified to the Accounting Officer (SDIP Owner)

Two reports will be compiled and submitted to the Accounting Officer: One in October 2018 and April 2019. These two reports will also be submitted as part of the QPR reporting system within the OTP whilst one Annual Report in line with the DPSA Reporting Template will be submitted to this oversight body during the Month of July 2019.

5.1 Supporting environment to improve compliance

Objective	Action	Process (How)
Develop and Standardize M&E reporting template	Consolidate and integrated reporting information requirements : management processes, standards, strategies, plans, indicators, information systems, reporting lines and accountability relationships	Consultation with respective programmes
Standardize and align reporting timelines	Use oversight structures' performance reporting timelines and in year monitoring mechanisms, transitional measures	Consultation with Auditor General and Monitoring and Evaluation Chief Directorate
Put in place the human capacity to	Capacity Building Plan	Stakeholder liaison strategy

fulfil the M&E function	Development of management culture that demands performance –drive away from mere ticking the box	
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6. Legal Mandate, Listed Services and Situational Analysis

6.1 Vision

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

6.2 Mission

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

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

Values

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

- Integrity
- Professionalism
- Accountability
- Ubuntu

C. LEGAL MANDATE, LISTED SERVICES & SITUATIONAL ANALYSIS

7. Legislative Mandates of the Kwazulu-Natal Office of the Premier

- The Constitution of the Republic of South Africa, 1996;
- The Public Service Act, 1994 (Proclamation No. 103 of 1994);
- The Public Service Regulations, 2001;
- The Public Finance Management Act, 1999;
- The Treasury Regulations, 2001;
- The Labour Relations Act, 1995;
- The Basic Conditions of Employment Act, 1997;
- The Employment Equity Act, 1998;
- The Skills Development Act, 1998;
- The Promotion of Equality and Prevention of Unfair Discrimination Act, 2000;
- The Promotion of Administrative Justice Act, 2000;
- The Promotion of Access to Information Act, 2000;
- The KwaZulu-Natal Commissions Act, 1999;
- The National Youth Commission Act, 1996;

- The Electronic Communications and Transactions Act, 2002;
- The Kwazulu-Natal Trust Act, 2007;
- The Intergovernmental Relations Framework Act, 2005;
- The State Information Technology Agency Act, 1999.

7.1. Our Stakeholders:

- Other departments/institutions/components in Government at a National and Provincial levels
- Labour Unions
- Special interest groups and pressure groups, such as environmental organisations, etc
- NGOs and CBOs
- Community leaders
- Community Development Workers (CDWs)
- Local government structures
- Institutions of higher learning /Academia
- Official Donor Assistance (ODAs)
- International Bodies (Public Administration)
- Citizen
- Portfolio
- International Bodies
- Ezemvelo KZN Wildlife
- Amafa Heritage KZN
- Ithala Development Finance Corporation
- KZN Growth Fund
- KZN Tourism Authority
- Trade and Investment KZN
- KZN Agricultural Development Agency
- Dube Trade port
- Gaming and Betting
- Film Commission
- Small Business Development Agency
- Liquor Authority
- Operation Sukuma Sakhe (OSS) War Rooms
- Provincial Department of Local Government
- EXCO
- MANCO
- Chief Directorates within the Office of the Premier
- Departmental Batho Pele Champions and Departmental Batho Pele Forum.

7.2 Our Customers/Clients

- All Provincial Public Servants.
- Local and Provincial government departments and structures.

- Governance and Administration Cluster (G & A) and FOSAD
- Provincial Cabinet.
- Provincial Parliament's Portfolio Committee
- Bargaining Council
- Provincial General Citizens
- International delegations

6.3 List of Services Provided by the Office of the Premier

The following makes up the services offered by the Office of the Premier:-

- a. Integrate, coordinate, facilitate transversal, legislation, policies, programmes, strategies, plans, systems and guidelines towards the implementation of norms and standards in the following areas:
 - i. Organisational structures and establishments of departments and other organisational and governance arrangements in the Province;
 - ii. Labour relations, conditions of service and other employment practices for employees;
 - iii. The Health and wellness of employees;
 - iv. Information management ;
 - v. Integrity, ethics, conduct and anti-corruption; and
 - vi. Transformation, reform, innovation and any other matter to improve the effectiveness and efficiency of the public service and its service delivery to the public.
- b. Provide advice and reports to stakeholders based on the Strategic Planning, Monitoring and Evaluation role in ensuring that the Norms and Standards provided in the legislation, policies and guidelines are adhered to through the programmes and interventions provided by the Office of the Premier.
- c. Provide support on the Service Delivery Improvement and organizational transformation programmes and facilitate implementation through various interventions to all government departments within KwaZulu-Natal,
- d. Provide, coordinate and review Macro-Planning and Policy development
- e. Provide strategic leadership and direction for provincial government
- f. Oversee the development and implementation of legislation
- g. Promote and Inter-Governmental Relations and good governance

8. SITUATIONAL ANALYSIS

8.1. Performance Environment

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 is strategically prepared to achieve this mandate, in line with the 2014 – 2019 Medium Term Strategic Framework (MTSF) in mind and the targets expressed in the Provincial Growth and Development Strategy / Plan (which is in full alignment to the NDP).

The Office of the Premier as the centre of governance in the Province is responsible to coordinate, monitor and evaluate and advise on matters relating to the implementation of the PGDP. It has a transversal function in the planning, monitoring and evaluation of the plan, and also contributes to specific strategic objectives.

The IGR unit plays a role in PGDS via Goal 6 Governance and Policy: Strategic Objective Strengthen policy and strategy coordination and inter-governmental relations. Further it supports MTSF Outcome 12: An efficient, effective and development-oriented public service by 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).

A number of resolutions related to / to be driven by the IGR unit were identified during the recent Provincial Cabinet Lekgotla held in February 2018. These are as follows:

- Crime and Instability: Project Lethukuthula, including the Community Complaints and Instability Rapid Response Unit, is to be functionalised and located in the Office of the Premier as a coordinating Department.
- Evaluate the functionality of priority provincial IGR Structures in the province. (PCF, HRD Council & HIV-AIDS Council and all AWGs).
- Provincial Executive Council approval and implementation of integration of field workers under one organisational structure.
- A Memorandum of Understanding (MOU) to be concluded between Provincial Executive Council and the South African Local Government Association (SALGA) on the participation of Municipal structures in provincial government structures.
- DGDP Progress Reporting to be an agenda item in the PCF, Munimec and Mayors Forum

8.2. Organisational Environment

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.

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)). 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.

8.3. OTP programmes / sub-programmes

8.3.1 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:

8.3.1.1 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.

8.3.1.2 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.

8.3.1.3 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.

8.3.1.4 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.

8.3.2 Programme 2: Institutional Development

8.3.2.1 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

8.3.2.2 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, as well as providing the budget for Security Services.

8.3.2.3 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.

8.3.2.4 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.

8.3.3 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

8.3.3.1 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.

8.3.3.2 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.

8.3.3.3 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 Inkululeko 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))

8.3.3.4 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.

8.3.4 BRANCH: Macro Policy and Strategic Management (Sub-Programme 1)

8.3.4.1 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.

8.3.5 BRANCH: Stakeholder Coordination (Sub-programmes 2, 3 and 4)

8.3.5.1 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.*

8.3.5.2 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)

8.3.5.3 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.

D. ACTION PLANNING

9. Problem Statement and Problem Analysis

Without proper Inter-Governmental Relations, proper planning and distribution of resources becomes a problem. An example here is that you may find that whilst the municipality is planning a housing project in area A in a municipal area, the municipality in their IDP would have the same plan but in area B, whilst other government departments will be providing roads, water, etc. in completely different wards.

9.1 Identification of Poor / Non Performing Service Areas

Global competitiveness, whilst improving quality of life within an environment still characterized by poverty, inequality and inadequate human rights. The central collective force to meet this challenge is sound co-operative governance with intergovernmental relations (IGR) as the constitutionally mandated (compelling) facilitator for growth and development. A delay in service delivery is caused by a lack of sufficient accountability on the part of individual institutions and organs of state to carry out their mandates effectively, and also caused by a lack of integration

and coordination by organs of state. Part of this accountability includes the need for communicating and coordinating plans and spending with other organs of state and with civil society.

The Administrative Landscape and Terrain of Governance in the Province.

The Province of KwaZulu-Natal has a complex institutional framework of governance and the inter-relationship between these features become relevant:

- Provincial Government Administration with 13 Departments;
- at least eight Provincial Public Entities/agencies;
- a number of national departments who implement their programmes locally;
- A number of key national state-owned enterprises;
- the Metro of eThekweni;
- ten (10) District Municipalities;
- 54 Local Municipalities;
- the Ingonyama Trust Board;
- a number of local development agencies; and
- the KwaZulu-Natal House of Traditional Leaders and nine Local Houses of Traditional Leaders.

The Provincial Government is constituted of 13 Departments. Each of the departments are expected to develop and facilitate implementation of plans to develop all of the areas of KwaZulu-Natal, and to work collaboratively with other spheres of Government and relevant agencies in their respective sectors. The work of these departments is coordinated mainly through the Executive Council Clusters, with there being four Clusters into which such departments' area arranged, namely

- (i) Governance and Administration Cluster;
- (ii) Justice, Crime Prevention and Security Cluster;
- (iii) Economic Sectors and Infrastructure Development Cluster; and
- (iii) Social Protection, Human and Community Development Cluster.

9.2 Current Constraints to Effective Intergovernmental Relations

The following are the challenges relating to the IGR processes:

- The lack of provincial policy frameworks to implement and guide the provincial IGR, the result of which is the proliferation of structures and lack of coordination.
- IGR structures do not have an IGR Calendar Framework which is informed by the budgeting and planning cycle.
- Lack of inter-departmental (or intra-governmental) coordination and integration of support to municipalities, resulting in multiple, uncoordinated and un-strategic engagements with municipalities and subsequently resulting in engagement fatigue and tensions between local and provincial government.

- Lack consultation by provinces on draft provincial policies and laws. Many key provincial policies and laws affecting municipalities are passed without municipalities' participation.

9.2.1 Lack of integration

There is lack of integration in service delivery between the two spheres of government (Provincial Departments and Local Government)

The IDPs and ward based plans are in the process of being aligned to the PGDP. Furthermore, the Traditional Councils and the plans for their communities in relation to ward based plans and IDPs are being aligned.

The Constitution sets out in Schedule 4 concurrent competencies dealing with regional, municipal, urban and rural planning and development and in Schedule 5 Provincial planning as exclusive provincial competence. However, planning cannot be categorically compartmentalized into a specific sphere of government. Section 24(1) and 24(2) of the Municipal Systems Act stipulate that:

- The planning undertaken by a municipality must be aligned with, and complement, the development plans and strategies of other affected municipalities and other organs of state so as to give effect to the principles of co-operative government contained in section 41 of the Constitution; and
- Municipalities must participate in national and provincial development programmes as required in section 153(b) of the Constitution."

9.2.2 Lack of synergy in policy making

The policies between the various departments/spheres are not synergized. The adoption by the National Government of the National Development Plan is a great development in our country. However, as much as there is alignment between the National Development Plan (NDP) and the Provincial Growth and Development Plan, this alignment still does not exist from National to Local Government.

9.2.3 IGR structures not fully effective and aligned

The first term, if you will, of formal IGR has been characterized by the establishment of a plethora of IGR forums and structures, cross-sphere task teams, working groups and the like, all in the name of achieving cooperative governance. There has also been an erratic and unfocused participation in coordination structures, with limited or no shared information particularly around planning and, in particular, IDP and provincial planning.

Most of the IGR structures do not have institutional linkages with other IGR structures, be it at the national or at the local government level. Equally lacking is linkages between the different sectorial structures in a province so that they "do not work at cross- purpose but in a coordinated manner". These linkages are ultimately necessary to make it possible for the province to align or monitor policy between the different levels of government.

The fact that the provincial government related to municipalities through all its departments raised a number of issues. First, there should be clarity about which department should do what. Very often roles are not clearly defined in the legislation. Second, on the premise that role clarification is achieved, there is a need that the roles and responsibilities are approached and executed in a uniform manner. Third, given a clarification of roles and responsibilities, the next step is to ensure coordinated interaction with municipalities by the various departments. For example the duty to

support local government is spread across the provincial departments. There is therefore a need to ensure the focused and coordinated use of scarce provincial resources in order to ensure coherent interaction of these various departments with the municipalities involved.

Currently, there is a myriad of engagements by all provincial departments having multiple engagements with municipalities all the time, in addition to the formal mandatory structures, none of which necessarily relate to each other and where they do it is often coincidental. The general observation is that the more structures there are, the less efficient the government machinery appears to be. Where synergy has been achieved this has often been by chance rather than design, if at all. More often than not, no connection between national provincial development and action plans and IDPs are visible. That said, however, there is, increasingly, recognition of just how daunting a task cooperative governance is in light of the varied roles and resources of the different spheres to invest in the same physical spaces.

The Inter-Governmental Relations Act establishes IGR structures in order to give effect to the principle of cooperative governance enshrined in the constitution.

In order for effective coordination to take place, there has to be clear channels of dialogue to take place between departments and between the province and local government. A healthy relationships exists because of healthy communication.

Currently the IGR structures in the province are not yet fully functional due to coordination challenges. The following structures have been established:-

- Premier's Coordinating Forum
- Executive Council Clusters
- Provincial Inter-Governmental Relations Forum
- MUNIMEC
- District Inter-Governmental Relations

There is a need to ensure that decisions taken at all IGR Fora, including the Executive Council and PCF decisions are implemented effectively.

Decision making process should ensure capacitation of IGR structures. As an example, matters that should serve before the Executive Clusters must be processed by the IGR Structures before being taken to the Executive Council. Lack of alignment between IGR structures should be addressed

10 Process Mapping

Process Mapping & Unit Cost attached as Addendum 1.

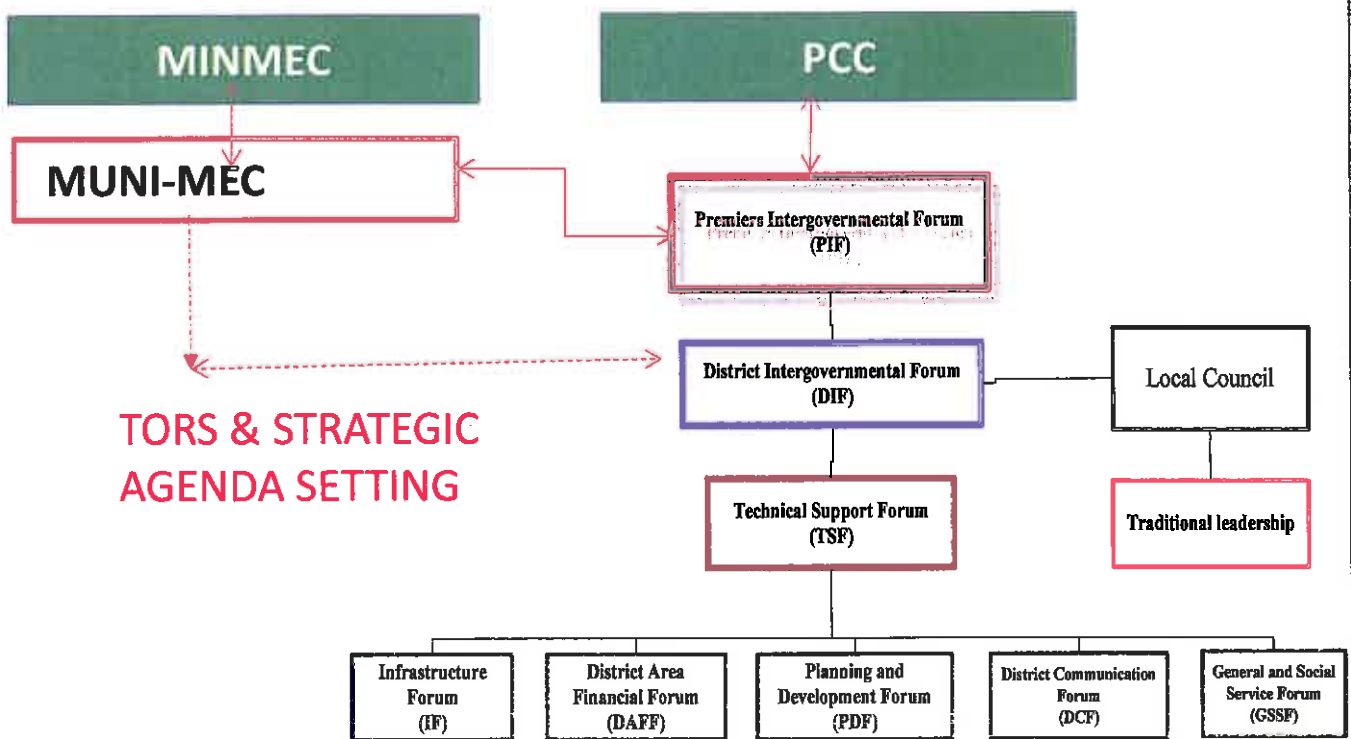
The following are critical points for consideration, for delivering on national and provincial goals:

- Effective IGR structures, clearly linked to one another;
- Policy alignment and coherence;
- Aligned budgeting and planning cycle;

- Information sharing within and between departments, and between the different spheres of government.

10.1 Ideal Linkages between the Different Structures

Effective IGR structures and their linkages are depicted in the diagrams below.



10.2 The NDP – As the Content for IGR Coordination in the Province

Great strides in fostering coherence between the national and provincial government strategic policy imperatives. In this regard, our Provincial Growth and Development Plan is now fully aligned to the National Development Plan. Efforts are underway to ensure that this coherence and alignment cascades down even to ward level. This alignment will ensure that there is a focused strategic content and engagement in terms of our inter-governmental relations. This will also ensure that there is effective provision of service to our people by one government, effective implementation of government policy and effective realisation of national priorities. The NDP therefore provide strategic content for IGR coordination.

Alignment of Strategic Plans as basis for IGR



Directing Operational Plans and Performance Agreements



11. Improvement Targets for 2018 – 2021

KEY SERVICE	SERVICE BENEFICIARY	PERFORMANCE AREA	INDICATOR	BASE YEAR 0 PERFORMANCE LEVELS	YEAR 1: PERFORMANCE TARGET 2018 – 2019	YEAR 2: PERFORMANCE TARGET 2019 – 2020	YEAR 3: PERFORMANCE TARGET 2020 - 2021
Ensure provision of co-operative governance and international relations for the KwaZulu-Natal Provincial Government	National, Provincial and Municipalities within KZN	Improved IGR in the Province	Number of IGR Strategy's developed	Nil	1 (Adopt Provincial Strategy)	Nil (Implement and monitor the Provincial IGR Strategy)	Nil (Implement the evaluation outcomes and monitor the implementation of the IGR Strategy)
				80% functionality of Provincial IGR structures	85% (Finalise the IGR Structures Functionality Matrix)	90% (Implement and monitor the IGR Structures functionality Matrix)	100% (Implement and monitor the IGR Structures functionality Matrix and the outcomes of the Evaluation Process)
				80% Alignment of IGR structures Province	100% (Monitor alignment Provincial Structures)	100% (Implement the outcomes of the evaluation process and monitor the alignment of Provincial Structures)	100% (Implement the outcomes of the evaluation process and monitor the alignment of Provincial IGR Structures)
Professional standards (if applicable)							

Legal standards if applicable (including Standard Operating Procedures sops) N/A	Current standards & approved standard operating procedures	Desired changes (if applicable and revised SOPs) Year 1	Desired changes (if applicable and revised SOPs) Year 2	Desired changes (if applicable and revised SOPs) Year 3

BASE YEAR 0 PERFORMANCE LEVELS	YEAR PERFORMANCE TARGET 2018 – 2019	BUDGET	DATE	YEAR PERFORMANCE TARGET 2019 – 2020	BUDGET	YEAR PERFORMANCE TARGET 2020 - 2021	BUDGET
QUANTITY Develop Provincial IGR Strategy	Activities Obtain consultant Developed and adopted IGR Strategy Cabinet adopts the Strategy Workshop IGR Practitioners	R150,000	March 2019	Implement and monitor Provincial IGR strategy	R50,000	Maintain standard	N/A
CONSULTATION Consultation with three spheres of government through bilaterals and IGR Structures	Activities Establish joint IGR Planning Cluster Revive PCF, TPCF, IGR Forum and COHOD guided by the Provincial IGR Strategy	R200,000	March 2019	Monitor and evaluate the functionality of IGR Structures IGR Cluster meetings to be held on a quarterly basis and maintain standard	R200,000	Implement the outcomes of the Evaluation Process IGR Cluster meetings to be held on a quarterly basis and maintain standard	R200,000
	All international engagements are carried under the guidance of DIRCO		On-going	All international engagements are carried under the guidance of DIRCO		All international engagements are carried under the guidance of DIRCO	

DIRCO The provincial international relations strategy is drafted in conjunction with DIRCO	Present the International relations Strategy to Cabinet for adoption				Maintain standard	
ACCESS Through IGR meetings, forums, Protocol, workshops and emails	Through IGR meetings, forums such as the TPCF and PCF	R60,000			Through IGR meetings, forums, Protocol, workshops and emails	R60,000
COURTESY Develop a Dispute Resolution Document	Activities Develop 1 st draft of the Dispute Resolution document Present to Provincial Departments and Municipalities and obtain inputs through Roadshows	R50,000	March 2019		Present the Document to COHOD and PCF Present the document to the Executive Council for adoption	R100,000
INFORMATION Enhance coherence and alignment between the IGR Structures,	Activities Review the establishment of IGR Forums from provincial Government and Municipalities through COHOD and PCF.	R200,000	March 2019		Monitor and implement the IGR structures Functionality Matrix.	R200,000
					Implement Evaluation and outcomes and maintain standard.	

<p>OPENNESS AND TRANSPARENCY</p> <p>Support COGTA to develop vibrant, representative structures at local Municipal levels.</p>		<p>Promote protocol of communication between Provincial and National</p>	<p>Activities</p> <p>Review the TORs of IGR Structures</p>	<p>Activities</p> <p>Ensure the provision of suggestion boxes and other lines of communication for district municipalities and their respective Local Municipalities (working with COGTA)</p>	<p>Activities</p> <p>Ensure the provision of suggestion boxes and other lines of communication for district municipalities and their respective Local Municipalities (working with COGTA)</p>	<p>Activities</p> <p>Ensure the provision of suggestion boxes and other lines of communication for district municipalities and their respective Local Municipalities (working with COGTA)</p>	<p>Convene Conferences and meetings with national and local Government</p>	<p>Convene Conferences and meetings with national and local Government</p>
<p>REDRESS</p> <p>The Department has an approved document for dealing with complaints in place</p>		<p>Activities</p> <p>Ensure the provision of suggestion boxes and other lines of communication for district municipalities and their respective Local Municipalities (working with COGTA)</p>	<p>Activities</p> <p>Ensure the provision of suggestion boxes and other lines of communication for district municipalities and their respective Local Municipalities (working with COGTA)</p>	<p>Activities</p> <p>Ensure the provision of suggestion boxes and other lines of communication for district municipalities and their respective Local Municipalities (working with COGTA)</p>	<p>Activities</p> <p>Ensure the provision of suggestion boxes and other lines of communication for district municipalities and their respective Local Municipalities (working with COGTA)</p>	<p>Activities</p> <p>Ensure the provision of suggestion boxes and other lines of communication for district municipalities and their respective Local Municipalities (working with COGTA)</p>	<p>Convene Conferences and meetings with national and local Government</p>	<p>Convene Conferences and meetings with national and local Government</p>

VALUE MONEY FOR Cost measures cutting as prescribed by the Provincial Treasury.	Activities Develop International Relations Strategy for the Province Follow up reports after international travel as well as implementation reports. Sessions held with National Government departments based in the province for them to explain and align their projects and mandates with those of the Province as a means of avoiding a duplication of tasks and assist with the cost cutting measures.	On-going	Approved international relations strategy implemented via plan of action Develop and implement proper implementation and M&E of the IGR Strategy and plan of action	Ensure proper implementation and M&E of the IGR Strategy/ plan of action	NIL
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HUMAN RESOURCES

HUMAN RESOURCES		
ORGANOGRAM	VACANT	FILLED
Chief Director:1	0	1
Directors: 3	1	2
Deputy Directors: 4	2	2
Assistant Directors: 12	7	5
Senior Administrative Officers: 3	2	1
Personal Assistants:4	1	3

COST As indicated above

TIME	2018 – 2019	2019 – 2020	2020 - 2021
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Addendum A

PROCESS: DEVELOPMENT OF THE OFFICE OF THE PREMIER SERVICE DELIVERY IMPROVEMENT PLAN

STEP	ACTIVITY	CONTROL MECHANISM	WHO	TIME	INPUT	OUTPUT
Logical Sequence.	Name the activity.	Describe the controls that govern the execution of the task, i.e. Business rules, etc.	Who is responsible for executing the task?	On average, how long do the tasks take?	What forms and or information are used in the execution of the task?	What forms or documents are produced in the execution of the task?
Identification of Team Members	Initiation of the SDIP development process	Initial meeting to be convened by the Chief Director	Chief Director	1 day	APP, Annual report	Emails
Assessing the performance of the OTP to identify the weakest unit	Team members set out to assess the performance of all Branches and Chief Directorates against set targets in the APP of the previous financial year. These could be sourced from M & E, Nerve Centre, Annual Report with audit outcomes, MANCO reports, etc.	Detailed report identifying four of the weakest Chief Directorates	Director, Deputy Director	One week	Recommendations to the Chief Director	Report
Report to the Branch: Strategic Management	Presentation of findings and recommendations to Strategic Management Branch	Detailed report of the performance of all branches with recommendations on the branch / chief directorate	Chief Director, Director, and Deputy Director	One day	Input from Branch	Recommendations for MANCO

		that requires support through the SDIP.					
Presentation to EXCO / MANCO	Presentation of the SDIP development process identifying four of the weakest Chief Directorates for consideration by EXCO / MANCO	DPSA Circular on SDIPs, Public Service Regulations 2016	Chief Director, Director	One day	Annual Performance Report of the four Chief Directorates	Report – EXCO / MANCO to identify one Chief Directorate to be used in the development of the OTP SDIP.	
Development of a draft SDIP	Development of draft OTP SDIP in line with the template	DPSA Template for development of SDIP	Director, Deputy Director and OTP SDIP Team	Three weeks	Template	Draft SDIP	
Presentation to MANCO	Presentation of the 1 st Draft OTP SDIP to EXCO / MANCO for comments and inputs	DPSA Circular on SDIPs, Public Service Regulations 2016.	DDG / Chief Director / Director	One day	In line with template	Draft SDIP	
Improving on the 1 st Draft OTP SDIP	Correction of 1 st Draft SDIP based on input from EXCO / MANCO	DPSA Circular on SDIPs, Public Service Regulations 2016.	Director, Deputy Director and OTP SDIP Team	One week	OTP EXCO / MANCO minutes	2 nd Draft SDIP	
2 nd Draft OTP SDIP presentation to EXCO / MANCO	Presentation of 2 nd Draft SDIP to EXCO / MANCO after the 1 st draft for ratification and recommendation for approval by Accounting Officer and Executing Authority.	DPSA Circular on SDIPs, Public Service Regulations 2016.	DDG / Chief Director / Director	One day	2 nd Draft SDIP	Recommendation for approval	

Approval of OTP SDIP	Submission of 2 nd Draft SDIP to Accounting Officer and Executing authority for approval	DPSA Circular on SDIPs, Public Service Regulations 2016	DDG	One day	Branch MANCO minutes, EXCO / MANCO minutes with recommendations	Approved OTP SDIP
Submission of approved OTP SDIP	Submission of soft and hard copy of OTP SDIP to the DPSA	DPSA Circular on SDIPs, Public Service Regulations 2016	DG	One day	Approved OTP SDIP to the DPSA on or before 31 March 2018	