

ANNUAL PERFORMANCE PLAN 2022-2023



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



**GROWING
KWAZULU-NATAL
TOGETHER**

Executive Authority Statement



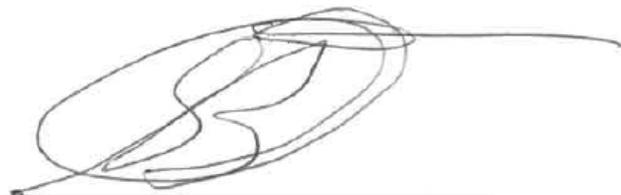
We move into 2022, having dealt with some of the biggest challenges we have had to face as a Province, not just with the recurring waves of the COVID-19 pandemic and all of the trials that these bring with them, but also having to deal with the civil unrest in July 2021, which further tested our resilience and resolve as a people, to rise against all odds. We acknowledge that as we move towards the time of the mid-term review of the work we have done as the sixth administration, we remain consistent in our efforts to ensure:

- Economic recovery of the province and job creation.
- Improving access of basic services to all communities.
- Fighting crime and building safer communities.
- Social protection and human development.
- Building the capacity of the state.
- Building a Better Africa and the World.

Thus, 2022, will be marked as the Year of Turning the Corner in KwaZulu Natal, building on our resilience, forging lasting peace and creating job opportunities, and ushering sustainable growth as outlined in my SOPA address which took place on 24 February 2022. The Office of the Premier will lead the province on these priorities through the implementation & monitoring of the newly approved revised KZN Provincial Growth and Development Strategy (2021) which is clearly aligned to the Revised Medium Term Strategic Framework (RMTSF 2019-2024) and the provincial priorities. This department will continue to concentrate on the issues of job creation for vulnerable groups through the Youth Empowerment Fund and will also ensure the protection and empowerment of these same groups through the co-ordination and monitoring of the implementation of the pillars of the Gender Based Violence and Femicide provincial plan.

The department will also take the fight against corruption head on with the implementation of the Lifestyle Audits in the province and the development of the Provincial Forensic Investigations Strategy. The capacity of the state will be enhanced through the increase in training opportunities for public servants as well as the implementation of the E-learning strategy considering the changing training environment due to the pandemic and other factors.

We remain focussed on our role as the co-ordinator of governance and government services in this province and we will continue to lead the fight against poverty, defend the most marginalised in society and fight for a better life for all in KwaZulu-Natal.



Sihle Zikalala
Premier of KwaZulu-Natal

25/3/2022

Date

Accounting Officer Statement



This 2022-2023 APP is a representation of the actions that the KZN Office of the Premier will be undertaking in this, the third year of implementation, of the priorities of the sixth administration. Whilst we are still face the COVID-19 pandemic as well as the repercussions from the 2021 July unrest, we know that we have to work at an accelerated pace in order to keep to the undertakings made to the people of this Province. As the Office of the Premier, we will continue our work of leading the Province in terms of achievement of the Revised Medium Term Strategic Framework and the recently reviewed Provincial Growth and Development Strategy. The important work of monitoring the implementation of the KwaZulu-Natal Consequence Management Framework and the Operations Management framework will continue, in order to institutionalise these in all departments.

The continued implementation of the Digital Transformation Strategy for the Province by the Office of the Premier, including the monitoring of the rollout of the Broad Band Strategy will assist to ensure that the province is on par with the technological revolution. We will also have a renewed focus and effort towards implementation of strategies for the various vulnerable groups of youth, women, children, senior citizens, persons with disabilities, farm workers and farm dwellers and the military veterans.

The Provincial Training Academy will continue to ensure that public servants are capacitated through increased training as well the completion of the Provincial Skills audit which will assist to understand the current status of the public service as well as the gaps which will inform future capacity building initiatives. The implementation of the Lifestyle Audit framework in each department will be co-ordinated & monitored by the Office of the Premier and will assist in the building of an ethical administration.

This Office will continue to drive the development and implementation of Social Compacts, with the various sectors and stakeholders in order to forge ahead with building on the strength of the people of KwaZulu-Natal, and working towards lasting peace, job creation, and sustainable economic growth.

Dr. Nonhlanhla O. Mkhize
Director-General

Date: 25/03/2022

Official Sign-Off

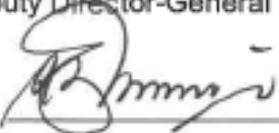
It is hereby certified that this Revised Annual Performance Plan:

- Was developed by the management of the Kwa-Zulu Office of the Premier under the guidance of the Honourable Premier: Mr S Zikalala.
- Considers all relevant policies, legislation and other mandates for which the Office of the Premier is responsible.
- Accurately reflects the outcomes and outputs which the Office of the Premier will endeavour to achieve over the period 2022 – 2023.

Signature: 

Date: 23/03/2022

Ms M Milne: Acting Head Official Responsible for Planning.
Acting Deputy Director-General Strategic Management

Signature: 

Date: 24/03/2022

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

Signature: 

Date: 24/3/22

Mr S Ngubane: Deputy Director-General:
Corporate Services

Signature: 

Date: 25/05/22

Mr SW Kubheka: Deputy Director-General:
Stakeholder Coordination

Signature: 

Date: 25/03/22

Ms S Myeza: Acting Chief Financial Officer

Signature: 

Date: 25/03/2022

Dr Nonhlanhla O. Mkhize: Director-General

Approved by:

Signature: 

Date: 25/03/2022

Mr S Zikalala

Premier: KwaZulu-Natal

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Part A: Our Mandate

1. Constitutional Mandate

The mandate of the Office of the Premier remains the same as outlined in the 2021/2022 Annual Performance Plan.

The Office of the Premier is in the main not a line function department. It has a coordinating function and is the highest office in the Province. It bridges the gap between the provincial departments, Department of Public Service and Administration (DPSA) and Department of Planning, Monitoring and Evaluation (DPME) and provides strategic leadership and direction to provincial departments.

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

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

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

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

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

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

2. Legislative and Policy Mandates

2.1. Legislative Mandates

Whilst the key mandates are derived directly from the Constitution the mandates are further enhanced by the legislation that follows. There have been no updates / amendments to the legislative mandate of the OTP for 2022/2023.

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

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

Legislation	Description
	KwaZulu-Natal Zulu Royal House Trust Act was assented to on 2 May 2018.
KwaZulu-Natal Commissions Act, 1999 (Act No. 3 of 1999)	This Act provides the framework for the appointment of Commissions of Inquiry by the Premier and the functioning of such commissions.
National Youth Commission Act, 1996 (Act No. 19 of 1996)	Section 7A of the Act provides that the Premier, as the Minister responsible for youth matters, be consulted on procedures and programmes to promote and maintain a sound working relationship between the Commission and the Province.
The following generic legislation also impact on the Office of the Premier:	
Basic Conditions of Employment Act, 1997	This Act establishes and makes provision for the regulation of basic conditions of employment in compliance with the obligations of the Republic as a member state of the International Labour Organisation.
Electronic Communications and Transactions Act, 2002	In terms of section 28 of this Act, the Department may specify by notice in the Gazette the manner and format wherein data messages must be filed, the type of electronic signatures required, the appropriate control processes and procedures to ensure adequate security and confidentiality of data messages or payments.
Employment Equity Act, 1998	This legislation prohibits unfair discrimination in the workplace, provides for affirmative action, the submission of an Employment Equity Plan (EEP) and progress reports on monitoring the implementation of the EEP.
Intergovernmental Relations Framework Act, 2005 (Act No.13 of 2005)	This Act provides for a framework for the national government, provincial governments and local governments to promote and facilitate intergovernmental relations; to provide for mechanisms and procedures to facilitate the settlement of intergovernmental disputes.
Labour Relations Act, 1995	The Act regulates the relationship between the department as employer and officials as employees and stipulates their respective rights and obligations. It provides for the collective agreements to be concluded in order to regulate matters such as the conduct of employees.
Promotion of Administrative Justice Act, 2000	In terms of this Act, all administrative decisions must be taken in accordance with the procedure prescribed in the Act or an equivalent procedure stipulated in another law. It also provides for judicial review of administrative action and remedies if any administrative action is not taken in accordance with the Act.
Promotion of Access to Information Act, 2000	Provides for access to any information held by the state or any information held by another person and that is required for the exercise or protection of any rights. It further provides for the procedure whereby information may be requested.
Promotion of Equality and Prevention of Unfair Discrimination Act, 2000	This Act binds the Department and prohibits unfair discrimination by it. It also contains a positive obligation on the Department to promote equality.
Skills Development Act, 1998	This Act enjoins the Department to develop a skills development strategy for the department, to implement the strategy and to utilize at least 1% of its payroll for the training and education of its employees with effect from 1 April 2000.

Legislation	Description
State Information Technology Agency Act, 1999	This law regulates the provision and procurement of goods and services relating to information technology in the Public Service.
Occupational Health and Safety Act, 1993 (Act No. 85 of 1993)	This Act provides for the health and safety of persons at work and for the health and safety of persons in connection with the use of plant and machinery; the protection of persons other than persons at work against hazards to health and safety arising out of or in connection with the activities of persons at work.
Broad Based Black Economic Employment Act (Act No. 53 of 2003)	This Act promotes entrepreneurs from previously disadvantaged groups through affirmative procurement and black economic empowerment strategies.
Protected Disclosures Act (Act No. 26 of 2000)	This Act makes provision for procedures to be followed and allows employees to disclose information regarding unlawful or irregular conduct with impunity.
Preferential Procurement Policy Framework Act (Act No. 5 of 2000)	This Act gives effect to section 217(3) of the Constitution by providing a framework for the implementation of the procurement policy contemplated in section 217(2) of the Constitution. Organs of state must determine their preferential procurement policy and implement it within the framework as set out in the Act.
Spatial Planning and Land Use Management (Act No. 16 of 2013)	This Act provides for integrated spatial planning. Chapter 3, section 10 provides for provincial support and monitoring, whilst section 15 sets out requirements for the Premier and Executive Council for the development, and review of a provincial spatial development framework, incorporating the strategy.

2.2. Policy Mandates

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

(a) *National Imperatives*

Policy and Description	Relevance to Office of the Premier
National Development Plan 2030 (NDP) Provides a National Framework for government interventions	Transversal in terms of the mandate of the Office of the Premier. Chapter 13 deals with an efficient and effective development orientated state.

Policy and Description	Relevance to Office of the Premier
<p>The Medium Terms Strategic Framework (MTSF) which incorporates the 5-Year NDP Implementation Plan and which is also derived from the electoral mandate</p>	<p>In terms of the Mandate of the Office of the Premier.</p> <p>The Provincial Administration focus is embedded in all 7 Priorities. Priority 1 – Capable, Ethical and Developmental State, is a key focus area, as well as to some extent Priority 7 – A Better Africa and A Better World.</p> <p>In terms of the Office of the Premier’s transversal co-ordinating function, the Office is also responsible for co-ordination of the following priorities within the province: Priority 2: Economic transformation and job creation; Priority 3: Health and Education; Priority 4: Consolidating Social Wage through reliable and quality basic services; Priority 5: Spatial integration, human settlements and local government; Priority 6: Social Cohesion and Safer Communities.</p>

(b) Provincial Growth Development Strategy and Plan

Description	Relevance to Office of the Premier
<p>Provincial Growth and Development Strategy (PGDS) The 2021 PGDS was approved by the Executive Council on 9 February 2022. The PGDS states the KwaZulu-Natal Vision as: “KwaZulu-Natal will be a prosperous Province, with a healthy, secure and skilled population, living in dignity and harmony, acting as a gateway to Africa and the World.” It sets a long-term vision and direction for development in the province; serves as the overarching strategic framework for development in the Province; and provides the spatial context. The PGDS 2021 has been reviewed, incorporating COVID-19, and was also informed by other critical planning processes including the Revised Medium-Term Strategic Framework (RMTSF) 2019-2024, and the Provincial Spatial Development Framework (PSDF) Review.</p>	<p>The Office of the Premier develops, monitors and reviews the 5 Year Strategic Planning Framework for the Province, which Includes the Spatial Development Framework, as per the requirements of the Spatial Land Use Management Act.</p> <p>Also, the provincial implementation tool for the National Development Plan, MTSF and provincial priorities,</p> <p>Mandate of the Director General, in terms of the Public Service Act, 1994 and Public Service Regulations, 2001</p> <p>Must be led by a strong centre and decisive leadership to ensure that the PGDS/P is in all respects the primary plan for the Province.</p>
<p>Provincial Growth and Development Plan (KZN MTSF) The aim of the PGDP is to translate the PGDS into a detailed implementation plan, inclusive of a detailed activity level framework with targets and responsibilities assigned to the appropriate government departments. In addition to the more detailed focus on the interventions identified, the PGDP proposes specific</p>	<p>The PGDS implementation is then driven through a Provincial Growth and Development Plan (PGDP) / KZN MTSF which is reviewed, refined and updated annually, lead and coordinated through the Office of the Premier and incorporates new priority issues which may have arisen in the previous year and will also have completed interventions and projects removed. The PGDP focusses on implementation through strategic interventions and catalytic projects in pursuance</p>

Description	Relevance to Office of the Premier
milestones that will have to be achieved in priority sectors.	of key outputs and measured against targets set for each indicator.

(c) *Premier's Provincial Priorities and key pronouncements*

Provincial Priorities from State of the Province delivered by the Premier of KwaZulu-Natal, Mr. Sihle Zikalala – 24 February 2022 will contribute to the performance of policy and regulatory institutions in the Province
<ul style="list-style-type: none"> • Provision of basic services with the immediate challenge being water. • Job Creation. • Growing the Economy. • Growing SMMEs and Cooperatives. • Education, Skills Development. • Human Settlements and Sustainable Livelihoods. • Building a peaceful Province. • Building a caring and incorruptible government.

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

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

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

(b) *National Government Focus Areas – MTSF 2019-2024 (as revised)*

The National Annual Strategic Plan (NASP) sets priorities for the remainder of the Administration against the , the five-year Medium Terms Strategic Framework, which includes the 5 year Implementation Plan for the NDP and M&E Framework). The Medium Terms Strategic Framework , as revised, also includes the priorities derived from the electoral mandate. The MTSF focuses on the following priority areas:

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

The NASP sets out the following Top 10 Priorities against the Revised MTSF 2019-2024; and the role of the Office of the Premier is to ensure coordination and monitoring of the implementation of Provincial contributions through the Cluster Plans and Departmental and Entity Annual Plans.



In responding to the NASP, the Province identified the following areas as priorities for 2022 to 2024:

National	Provincial	
Jobs	Jobs	Vulnerable Groups and sectors
Ease of Doing Business	Investment attraction and retentions	
Public Procurement	Public Procurement – Operation Vula	
Digitalisation	Digitalization	
Food	Food security and nutrition	
Water and sanitation	Water, sanitation, energy and 4IR	
Title Deeds	Housing, Title Deeds and	
Vaccinations	Vaccinations and Communicable Disease	
Corruption Prosecutions	Corruption Prosecutions and Forensic Investigations	
Violent Crime	Violent Crime	
	Basic Education	
	Social Cohesion and Moral Regeneration	

(c) Alignment to the Revised MTSF 2019-2024 priorities & State of the Nation- and Province Addresses (SONA & SOPA 2022)

Following the State of the National Address (SONA) and State of the Province Address (SOPA) of 24 February 2022, an exercise was undertaken to ensure the Strategic Plan remains aligned to the national and provincial priorities and Revised MTSF Implementation Plan 2020-25, coordinated through the Cluster System, for which the Office of the Premier provides secretariat services. The Office of the Premier has a central role in leading the Provincial Administration in relation to Priority 1, Capable, Ethical and Developmental State, whilst also contributing to other priorities through its

coordination and monitoring role. This also includes the work coordinated through PGDP Action Workgroup A and the Human Resource Development Council and Youth Chief Directorate in preparing youth with skills aligned to the economic growth needs of the province, and Action Workgroup A which drives the Information Communication and Technology and Broadband in KZN. Operation Sukuma Sakhe driven as a vehicle to implement the District Development Model remains key to improving the social wage and health. Planning for certain identified priorities will be included in the departmental operational plan, where appropriate i.e. The emphasis on implementation means a dedicated focus on monitoring and evaluation by the Office of the Premier.

(d) Provincial Growth and Development Strategy

The Provincial Growth and Development Strategy (2020 – 2025) (approved by the Executive Council on 9 February 2022) and Plan (KZN MTSF 2022-2023) is aligned to the NDP and Revised MTSF 2019-24. It incorporates the national and provincial policy imperatives. It provides the vision developmental vision for the Province as follows:

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

The Office of the Premier as the centre of governance in the Province coordinates, monitors, evaluates and advises on matters relating to the implementation of the PGDS/P. It has a transversal function in the planning, monitoring and evaluation of the plan and provides the secretariat support services to the Provincial Planning Commission which undertook the review of the strategy 2020/2021.

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

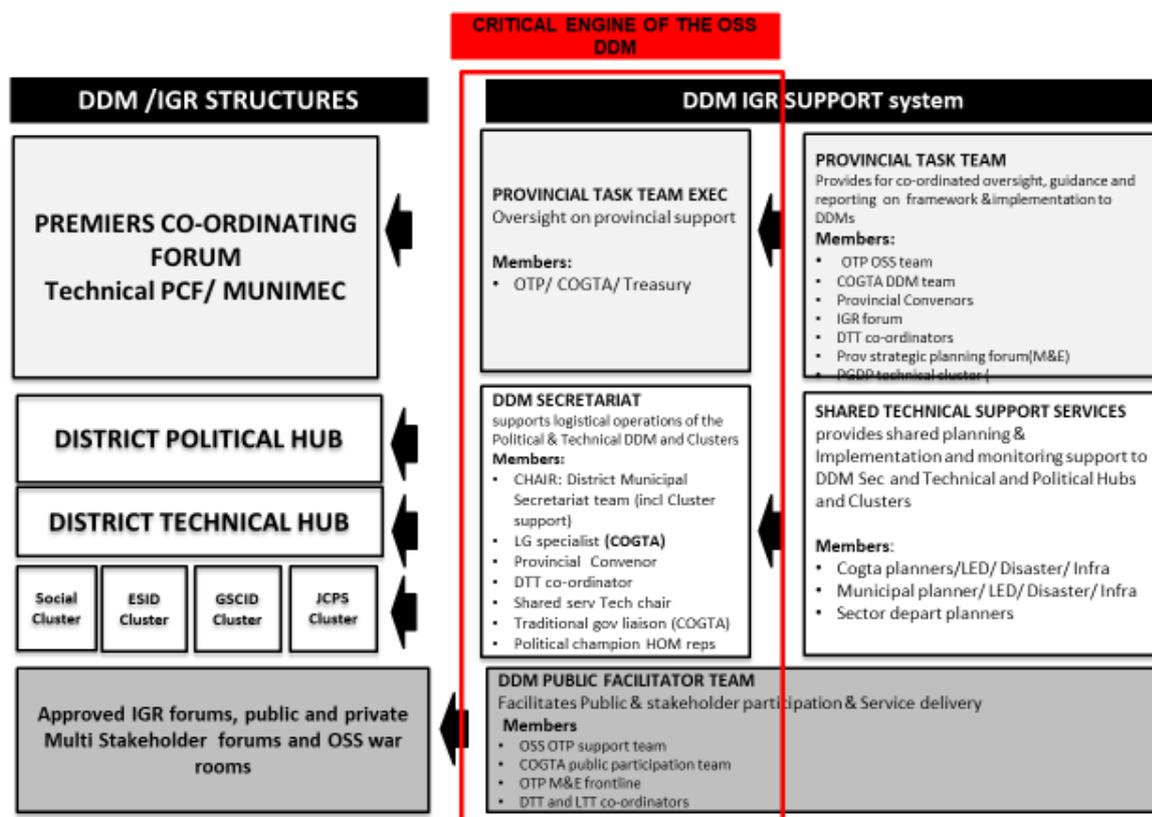
Operation Sukuma Sakhe (OSS) is a service delivery model established to achieve, amongst others the following key objectives:

- a. Facilitation of improved interaction between the Executive Council Members and Districts Municipal Areas (Deployment of MECs in the District Municipalities);
- b. Promotion and enhancement of provision of integrated services to the people;
- c. Support mechanism and approach in addressing high levels of disease;
- d. Poverty reduction and addressing inequalities in our Province;
- e. Mobilization of all stakeholders and sectors in the fight against disease and poverty;
- f. Promote ward-based planning that ensures citizenry participation in the programmes of government; and
- g. Collective and pooled response to poverty and disease as a necessity.

The District Development Model (DDM) was adopted by Cabinet in 2019 as the policy programme for the 6th Administration. Although there were challenges experienced in the 2020/2021 financial year, brought on by COVID-19 Pandemic, KZN proceeded rapidly with implementation of the OSS/DDM programme. Provincial Cabinet Lekgotla held in November 2020 resolved to proceed with the development of the immediate short term ONE PLAN which would provide the established DDM structures with immediate implementation focus and purpose during 2021, while the more

detailed ONE PLAN process would be developed during the year. A review of the institutional challenges took place between the Office of the Premier (OTP) and Department of Cooperative Governance and Traditional Affairs (COGTA) post the November Lekgotla and a revised and detailed Integration plan was developed as well as an Advocacy plan to ensure all structures and members were fully briefed on the plans and expectations. This was very important as the OSS cabinet day programmes were revived at the beginning of 2021 and the practical integration was tested.

It is important to be aware of the support system to ensure the DDM objectives are achieved and functions. Department must ensure it has identified relevant people to participate and work in these structures e.g. Provincial Convenors, Heads of Ministries (HOM's), Lead Planners, Role of Intergovernmental Relations (IGR) staff, etc.



All 10 districts and the Metro have initiated the development of the ONE PLANS. eThekweni Metro was identified as a National pilot in KwaZulu-Natal to spearhead the development of ONE PLAN wherein lessons learnt would inform other Districts. However, a decision was taken that development of ONE PLAN should proceed in all Districts without delay. COGTA has received Draft One Plans from all Districts except uMkhanyakude and Zululand Districts. eThekweni Metro and five (5) of the ten (10) districts have adopted their first generation “One Plans”, of the remaining five(5) districts, 3 have advanced far into the development process but in 2 (uMkhanyakude & Zululand) preparation is still underway.

Some of the challenges and experiences around the development and implementation of the “One Plans” is as follows:

CHALLENGES	INTERVENTIONS TO MOVE FORWARD
<p>Poor understanding of the relationship of the One Plan with other planning instruments amongst planners and OSS DDM deployees.</p>	<p>Ongoing capacity building through advocacy sessions lead by OTP and supported by COGTA and Engagements with Core planning teams by COGTA and monthly provincial planning forum.</p>
<p>Poor communication between decision makers and OSS DDM Planning teams and with respective staff of 3 spheres.</p> <p>One Plan not seen as the plan that should guide the work and meetings of the OSS DDM structures</p>	<p>Cluster and Hub Chairs must move closer to the OSS DDM planning development phase, by reviewing and approving the planning process and receiving regular reports on progress and content development and participation of spheres.</p> <p>Guidelines prepared for how the One Plan should be institutionalized - monitored and implemented through OSS DDM cluster and technical and political meetings. This will begin in October.</p>
<p>Integrated Development Plan (IDP) road shows and other municipal activities, where senior management are expected to attend, have slowed the development of the one plan.</p>	<p>This impacted on the deadline of end of June as roadshows were also in progress. Revised KZN guideline developed to improve alignment of the planning processes in the coming year.</p>
<p>National Guidelines on the development of the one plan are vague and generic as they apply to the country.</p>	<p>The OSS DDM Provincial COGTA Team have had to develop several tools to support the districts to develop the one plan. These have assisted and further lessons and refinement of the guidelines have been done and shared with Core planning teams at Provincial panning forum on 10 September. District engagements will be done with ach planning team to assess the quality of the plans and planning processes in more detail in October and November and guide each district one areas of improvement.</p>

(f) *KZN Reconstruction and Recovery Plan*

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

The key objective of the KZN plan is to revitalise, restructure and transform the economy of the province and to achieve sustainable growth and employment creation. This plan has since been updated due to the July 2021 civil unrest which shook KZN, and has been enhanced as follows:

- Finance- Reprioritisation of budgets and prudent use of the Provincial Contingency Fund.
- Urban Renewal and regeneration - Infrastructure support to most affected Municipalities through Small Towns rehabilitation programme. Road to Rail logistics strategy - Advocate for speedy implementation.
- Small Towns rehabilitation fund- Target towns that have been impacted negatively by the unrest.
- Infrastructure support.
- Premier's Humanitarian Fund – call for a fund to assist SMMEs, affected workers and communities.
- Rekindling of relief measures.
- Municipal Rate concessions to offset security costs.
- Property Rates taxes- infrastructure destruction.
- Economic Transformation - Establish Community trust to encourage co-existence of businesses and communities.
- Establishment of economic rebuilding and acceleration war room per district.
- Unlock and fast track implementation of Township Economy Strategy.
- Partnerships with DFIs (DBSA) for rapid infrastructure development.
- Fast track programmes identified in the KZN Economic Reconstruction and Transformation Plan.
- Speedy implementation of all infrastructure programmes.
- Vigorous Tourism Marketing and development programmes.
- Vigorous FDI promotion programmes.
- Programmes to advance regional integration and export development.
- Infrastructure development.

(g) Sector transversal strategies and plans driven by OTP

- ii. **Siyahlola** was announced by the Premier as a critical initiative conducting unexpected visits to improve service delivery interventions, and to provide feedback to communities on progress and development initiatives. The Office of the Premier leads the process.
- iii. **Poverty Eradication Master Plan (PEMP)** introduced a framework for a provincial programme of action that targets the poorest households in the poorest wards of this Province. The Poverty Eradication programme lends technical support in the facilitation and coordination of game changing interventions as identified in the Master Plan. The Office of the Premier coordinates and monitors interventions.
- iv. **Inkululeko Development** is an approach designed to move into a predetermined area as one Government, plan and deliver with the full involvement of the local stakeholders, capacitate them to take over and continue the process when government has delivered and has to move on. This enables the District Development Model “One Plan and One Budget”.

- v. **The KZN Provincial Multi-Sectoral HIV and AIDS, TB and STIs:** The Provincial Implementation Plan (PIP) 2017-2022 on HIV and AIDS, TB and STI have guided the provincial response. In order to facilitate and drive tailored implementation at the local level, Multi-Sectoral District Implementation Plans were developed aligned to the PIP 2017-2022. The Mid-term Review of the Strategy was undertaken and informed the focussed approach which includes attention to COVID -19. The Provincial HIV and AIDS, Tuberculosis (TB) and Sexually Transmitted Infections (STIs) Programme is driven through the Provincial Council on HIV and AIDS (PCA) which is responsible for coordinating the multi-sectoral HIV, STIs and TB response in the Province. In addition to the PCA, AIDS Councils at the District, Local and Ward level have been established.

- vi. **Operation Vula** was adopted to facilitate the utilisation of public procurement process to address deep seated and persistent racial inequalities still prevalent in our economy, thus also linking with Radical Economic Transformation (RET). Provincial Government therefore resolved that the procurement policy must be amended to empower the historically disadvantaged, Africans within the ethos of a Developmental State, pro-inclusive economic growth and non-racialism. This Programme is managed by the Department of Economic Development, Tourism and Environmental Affairs but the principles apply to all provincial government departments and entities.

- vii. **Provincial Communication Strategy** has been reviewed to more effective in the coordination of provincial government communication services through directing coherent government messaging. This will be done through the provision of media liaison and communication service to the Premier, corporate and marketing communication services, the formulation of a provincial communication strategy and plan and communication research services. The strategy aims to achieve the enhanced reputation and increased recognition of the province, improved stakeholder relations and the improved utilisation of resources by provincial government through the sharing of technical and financial resources within the sphere of communications.

- viii. **Strategies supporting vulnerable groups (gender, women, people with disability, elderly, children and LGBTQI+).** The Office of the Premier is the core co-ordinator of the development of the consolidated plans for the province that focuses on the development and monitoring of the mainstreaming of human rights into government programmes and co-ordinating the establishment of the Forums and facilitating capacity building of human rights. This includes the gender-based violence strategy which is being implemented to combat the rising gender based violence and femicide (GBVF) in the province.

- ix. **Human Resource Development Strategy (HRD) Strategy:** The strategic focus taken in crafting the Provincial HRD Strategy is that of ensuring an appropriate strategic fit with other strategic developments in the Province and maximizing policy relevance to the developmental needs and priorities. In this regard, the HRD Strategy is aligned with the strategic direction and policy sentiments in associated policy thrusts, and it seeks to fulfil its role as a keystone and catalyst on the agenda of social and economic development. The

purpose of the HRD Strategy is to develop a comprehensive set of initiatives which could be undertaken by the Province to build, sustain and properly utilize the capacity of people in creating a better life for all. This must be done through citizenship and commitment to social responsibilities, and through peoples' ready contribution to the social and economic development agenda of the Province.

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

- xi. **The Youth Development Strategy** is in place and it is based on the Youth Policy. The strategy is underpinned by five pillars which are:
 - a. *Economic Participation and Transformation*, aimed to promote the participation of youth and integration into mainstream economy through employment or business opportunities.
 - b. *Education, Skills and Second Chances*, aimed at promoting skills development that is in line with the labour market for easy absorption, also promoting the matric rewrites program for unsuccessful matriculants.
 - c. *Health Care and Combating Substance Abuse* intends to promote a healthy lifestyle amongst youth and to raise awareness on the substance abuse.
 - d. *Social Cohesion and Nation Building* promotes the patronage amongst youth and promote voluntarism and nation building.
 - e. *Optimising the Youth Development Machinery* in order to champion youth development in the province.

- xii. **The Provincial Stakeholder Co-ordination Strategy** is a strategic framework that guides formal engagements of provincial government with the external stakeholder with the view to forge partnerships and collaborations in shared areas of responsibilities and amongst partners. The substantive content of the Provincial Stakeholder Coordination Strategy includes stakeholders' coordination strategies that are deployed by government interaction, interrelations and engagements with the external stakeholders.

- xiii. **Provincial International Relations & Overseas Donor Assistance (ODA) Strategy:** This strategy intends to contribute to an enhanced understanding of KwaZulu-Natal's International Relations and how best it could be conducted to achieve optimal impact in support of achieving our shared goal of the KwaZulu-Natal Provincial Growth Development Plan as well as the National Development Plan. KwaZulu-Natal is committed to the effective and efficient implementation of international exchanges to assist in the huge task of creating a healthy, educated and skilled population as well as boosting economic growth and addressing various social challenges. The strategy aims to empower stakeholders and practitioners in the quest to establish KwaZulu-Natal led International Co-operation partnerships, as a prerequisite for International Relations to fully support the Provincial and National priorities. Further, the strategy renders direction to our partners in the international

community for their investments in KwaZulu-Natal's future to be managed in a coherent, transparent and efficient manner.

- xiv. **Social Cohesion and Moral Regeneration Strategy:** This strategy has been developed by the Department of Arts and Culture. This strategy aims at enhancing moral values, Ubuntu, nation building, unity and promotion of social cohesion within various communities to ensure peace throughout the country. The Office of the Premier has a role of monitoring the implementation, co-ordinating stakeholders in the implementation of the strategy.
- xv. **Digital Transformation Strategy:** The purpose of this citizen centric strategy is to guide the digital transformation of the KZN Provincial Government into an all-inclusive digital Province where all citizens can benefit from the opportunities offered by technology. The development of this strategy is a result of the 4th Industrial Revolution, and how the KZN Provincial Government can become a Digitally Transformed Citizen Centric Province. This will be done through the close partnerships with all Government departments within the Province.

4. Relevant Court Rulings

There are no specific Court Rulings that have a significant impact on the service delivery obligations of the Department for 2022/23. The recent Constitutional Court Ruling on the Preferential Procurement Regulations, 2017 – Minister of Finance v Afribusines NPC [2022] ZACC 4 impacts on procurement processes. The Office of the Premier will ensure SCM processes are implemented in terms of the relevant prescripts and advisory notes received from the National and Provincial Departments of Treasury.

Part B: Our Strategic Focus

1. Vision

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

2. Mission

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

- Enhancing good and cooperative governance within the Province.
- Promoting an integrated service delivery model.
- Effective stakeholder management and communication; and
- Enhancing performance management and accountability through monitoring and evaluation.
- Co-ordinating provincial programmes to ensure the rights and empowerment of women and children, youth and people with disabilities.

3. Values

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

- Integrity;
- Professionalism;
- Accountability; and
- Ubuntu.

4. Updated Situational Analysis

4.1. External Environment Analysis

Amid a global crisis occasioned by the coronavirus pandemic (COVID-19), the further challenge of the civil unrest which took place during 9 - 16 July 2021 resulted in further economic destruction, and physical and emotional loss amongst other damages. The Office of the Premier (OTP) has had to remain focused on the needs of the people of this Province and lead processes for the development of recovery plans for all sectors.

Durban and Pietermaritzburg were the most impacted by this unrest, amounting to billions of Rands in damage to property and businesses. Other severely affected areas include Nongoma, Eshowe and Boston which require urgent attention. The Provincial Government led by the Office of the Premier in collaboration with municipalities undertook an exercise to accurately quantify the cost of the social unrest. The unrest has shaken the economy, with devastating impact on small businesses, the informal sector and supply chain disruptions.

The public riots and unrest were characterised by violence, looting and destruction of public and private property which resulted in the disruption of basic service delivery and business operations. Most municipalities in the KwaZulu-Natal had to cease rendering certain services such as bus transport services in the interest of protecting workers, commuters and assets during the volatile situation. The outbreak of protests was likely fueled by various factors including unemployment, poverty, service delivery issues, inequality, political instability, poor capacity of the state, leadership challenges and the discontentment with COVID-19 lockdown regulations.

A total of 276 fatalities were reported with 234 deaths linked to the unrest in the KwaZulu-Natal Province (IOL, 2021; Reuters, 2021). The public protests/riots had devastating impacts on all sectors in the province with wholesale/retail/trade being the most affected amongst other sectors. More than 200 malls were targeted, destroyed or



damaged (8.7% all shopping malls), over 800 stores were looted and 100 were completely burnt. The replacement value of the damaged or destroyed goods and infrastructure is estimated at R14 billion.

Several hospitals, Community Health Centres and clinics were operating on skeletal staff, with many

nurses, doctors, allied health workers and support staff, including general staff workers, unable to report for work. Healthcare facilities, ambulances, and district offices were either looted or vandalized in eThekweni, uGu, uMgungundlovu, Harry Gwala and uMkhanyakude. The Department of Education received information about the vandalism of education infrastructure and looting of certain property which has left approximately 108 school affected in the Province. Several SA Post Offices responsible for payment of social grants were burnt, and vandalized and looted. All cash payment that were to take place during the period of the unrest were halted as cash could not be transported via CIT on the road to the cash pay points.

Variable	Harry Gwala	uGu	uMgungundlovu	Amajuba	uMzinyathi	uThukela	iLembe	King Cetshwayo	eThekweni	uMkhanyakude	Zululand	Provincial
Number of Businesses Affected (No.)	160	519	911	81	141	81	200	230	1136	716	159	3 614
Total Financial Loss (R) (million)	R437.5 million	R279.6 million	R2.36 billion	R972.8 million	R106.2 million	R1.03 billion	R863.2 million	R779.5 million	5.26 billion	R646 million	R621.4 million	R13.5 billion
Total Job Losses (No.)	764	2 221	195	10 711	141	1 444	2 749	3 186	14 724	1421	165	40 756

Social Unrest Estimates of Provincial Impact

*as provided by the Department of Economic Development & Tourism and Environmental Affairs (27 September 2021)

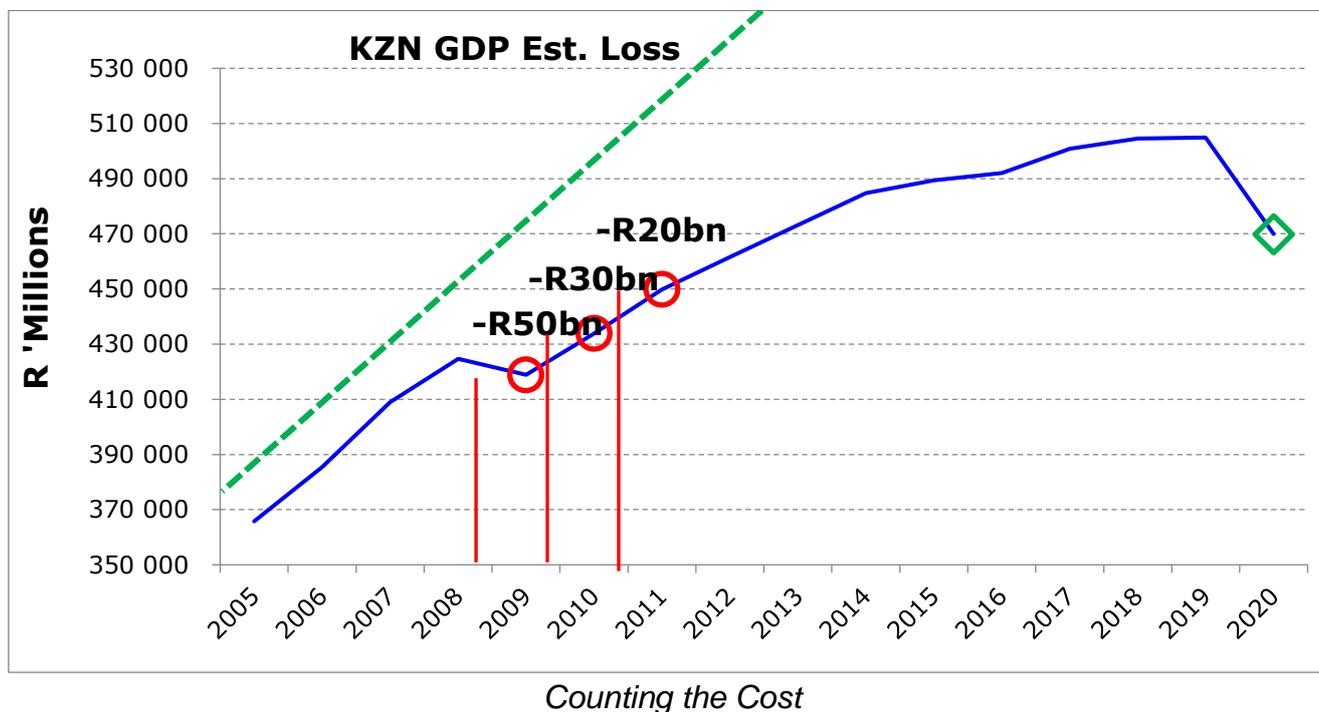
The Province secured support from the United Nations Programme (UNDP) to further unpack the socio-economic impact of the July 2021 unrest, and reports are in preparation as at the time of preparing this Annual Performance Plan.

COVID-19 disrupted global value chains that constrained both Aggregate Supply and Aggregate demand, which has remained low as a result of poor economic activity, increased poverty and unemployment. The impact was widespread across all sectors with tourism, manufacturing, construction and personal services being among the worst affected. In 2020, KwaZulu-Natal output registered a year on year decline of close to 7% and unemployment increased from around 27% in the 1st quarter of 2020 to 30.1% in the 1st quarter of 2021. Whilst the KwaZulu-Natal economy showed signs of recovery from COVID-19 pandemic in the 1st quarter of 2021, continued lockdown measures coupled with the recent social/civil unrest that resulted in the looting and wanton destruction of property and infrastructure regressed the economy and reversed the gains witnessed earlier during the year.

There are other structural rigidities and bottlenecks in the economy that continue to prevent attainment of Full Employment level of output (GDP) as follows:

- Skills mismatch- unemployment;
- Sub-optimal utilisation of resources;
- Corruption;
- Inefficient institutions;
- Red tape;
- Lack of investments and excess liquidity in the economy;
- Ageing infrastructure;
- Inefficient factors; and
- Excess capacity across sector (Agriculture, Mining, Manufacturing).

The return to economic expansion hinges primarily of stability of economy and supply value chains, business confidence, speed of the re-building process, social cohesion amongst other factors. Initial numbers quantify the loss ranges from between R20 billion, R30 billion to R50 billion KZN GDP Economic value was R470 billion in 2020. The estimated losses have eroded the economy to back to 2009-2011 (A contraction of over 4.3%).



*as provided by the Department of Economic Development & Tourism and Environmental Affairs (27 September 2021)

The Department of Economic Development, Tourism and Environmental Affairs (EDTEA) has enhanced the KZN Economic Recovery Plan developed to address COVID-19 challenges and has integrated the provincial response to both COVID-19 and the civil unrest. The Office of the Premier, therefore, must, in terms of its mandate ensure that the center of government in KZN holds, and that we drive the recovery plan and the development of a capable, ethical and developmental state.

External Challenges Impacting on Performance

- Levels of gender-based violence in the province of KwaZulu-Natal remain unacceptably high, requiring a change in strategy and greater collaboration between all stakeholders in our province to address and eradicate this scourge.
- Functionality of OSS war rooms in certain wards (War Rooms) are problematic.
- The domestic economy is under severe pressure as a result of subdued global economic performance. The combination of factors like high debt service costs, high costs of compensation of employees and contracting tax base, places a severe strain on the fiscus.
- Moral decay remains a challenge and the violent and destructive nature of protests is a concern.
- Fragmented and/or poor responses to service delivery and slow progress with addressing service delivery complaints must be eradicated.
- The Internship Programme has not been as successful as hoped, as the absorption of the youth into formal employment is low.

- Optimal planning, policy, research and monitoring and evaluation capacity in the Office of the Premier, as well as in all Departments and Entities is required.

Other Factors Which Contribute to Performance

(a) Provincial Audit outcomes

The 2020/2021 audit process resulted in four departments with clean audits, two with improved audit outcomes. The MEC for Finance together with the Premier remain committed to assist departments to improve the audit outcomes, hence there was only one regression.

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

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

(b) Issues related to Forensic Investigations in the Province

The table below provides a breakdown of investigations received, finalized and in-progress per year from 2015/2016 (*to be noted that the statistics provided for 2021/22 are as at end December 2021):

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

A few challenges in the timeous finalisation of forensic investigations are being experienced relating to capacity, capability and cumbersome processes, hence there is still currently a backlog with the reviewing of reports. In OTP, the Integrity Management Unit has been rolling out provincial workshops on ethics and integrity in a preventative approach. This will continue in the new planning cycle.

(c) Evaluations

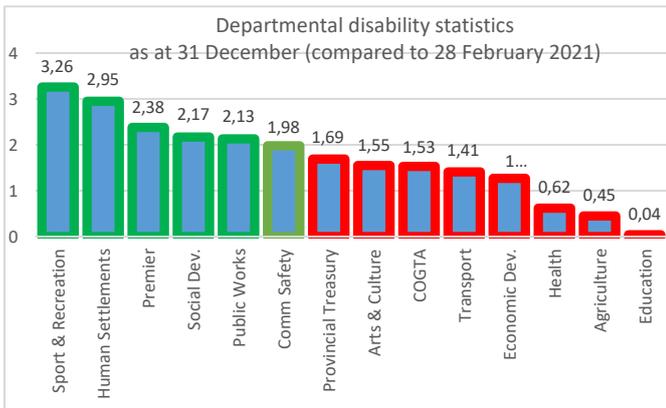
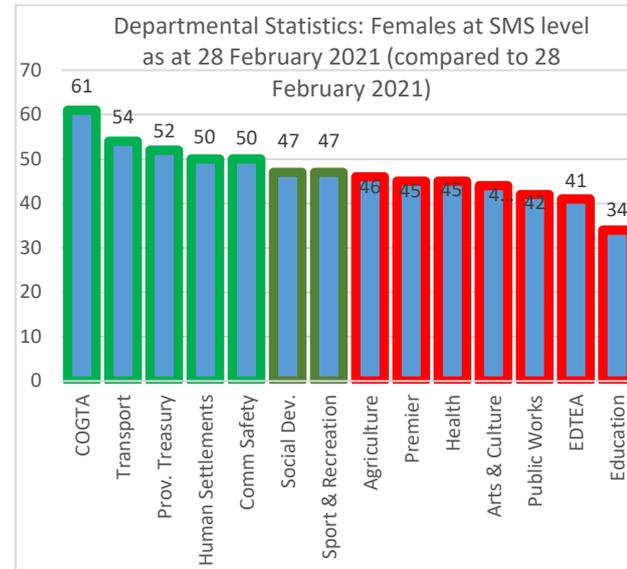
There are six evaluations in the Provincial Evaluation Plan (PEP) for 2020/21- 2022/23 Evaluation Cycle approved to be in the PEP and two of the evaluations have been completed. The Implementation Evaluation of Federation Transfer Payment Utilisation was undertaken by Department of Sport and Recreation. This evaluation was completed in February 2021 and currently undergoing the development of the improvement plan, The Rapid evaluation of COVID 19 Implementation Plan was undertaken by the office of the Premier, was concluded in 2021 September and currently being disseminated. The four evaluations that are still in Progress are: An Implementation Evaluation of Public Transport Operations Grant undertaken by department of Transport, an evaluation of the implementation of Community Based Model in KZN by Department of Health and KZN COGTA is undertaking two evaluations which are, an implementation evaluation to assess the support provided by KZN COGTA to distressed municipalities and an impact evaluation of the Small-Town Rehabilitation (STR) Programme.

Furthermore, OTP is tracking other evaluations that are across the departments, and an audit was undertaken in April 2021, for progress on 2020/21 evaluations, the audit reported that 20 evaluations were started, 3 postponed to 2021/22 and 5 retracted by EDTEA, 11 evaluations were completed and 9 were in progress 2021. Another audit was undertaken in September 2021, it reports that in 2021/22, there are 21 departmental evaluations across the departments and 5 by eThekweni Metro, that's makes a total of 32 evaluations for 2021/22 including the six evaluations in the PEP.

(d) Equity

The following table displays the status of the employment of female SMS members in the Province per department. This shows that only five of the 14 (36%) departments in KZN have achieved the compliance norm. This means that the remaining departments (64%) need to ensure that they reach this level. On analysis, it is also noted that in comparing the statistics from a year before, a trend of those departments who had achieved this norm, are declining on their achievement, whilst six departments have improved their status, it is clear that it is not enough.

Source: Persal

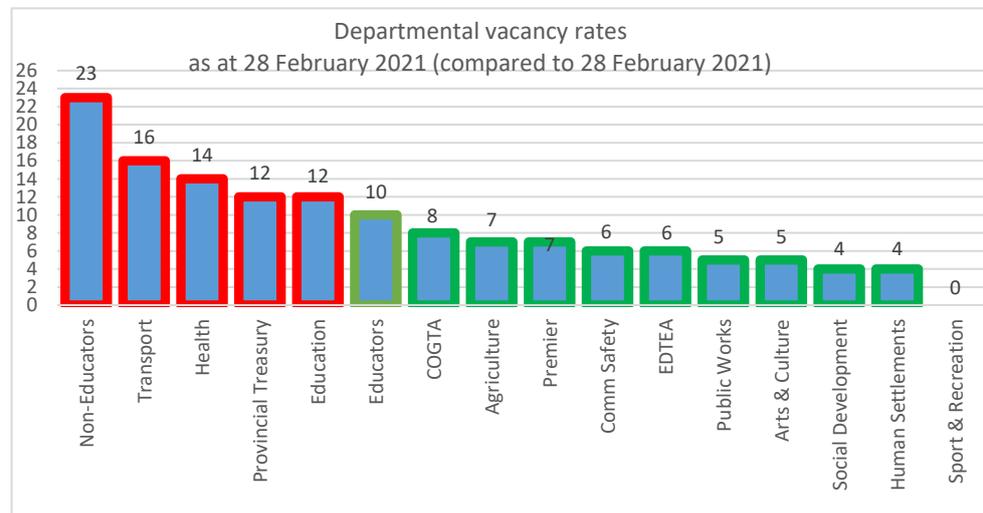


The employment of the disabled remains a challenge in the Province, with only five departments achieving the 2% standard of employment of the disabled. However, it is noted that six departments have improved their employment of the disabled statistics. This remains a challenge that will be worked in the financial year.

Source: Persal

The vacancy rates in the 64% of the departments are above the norm of 10%. It is anticipated that within the current economic fiscus the vacancy rates will grow, as they have from the last financial year of 57%, and departments will have to do more with less.

Source: Persal



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

KWAZULU - NATAL PROVINCIAL ADMINISTRATION
A3. Statistics of Race ,Gender, Disabled and Vacant posts per Salary Level - January 2022

Table 1 reflects employees appointed on the Persal system

POST/ SALARY LEVEL	HUMAN RESOURCES																ESTABLISHMENT								
	AFRICAN				COLOURED				INDIAN				WHITE				TOTAL			Employees with a disability	No. of VACANT Posts	Total No. of Posts	% VACANT Posts		
	FEMALE		MALE		FEMALE		MALE		FEMALE		MALE		FEMALE		MALE		FEMALE	MALE	TOTAL						
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.						
01	21	80	12	34	0	0	0	0	1	3	0	0	0	0	1	3	22	83	13	37	35	0	58	93	62
02	4819	65	2374	32	30	0	14	0	82	1	81	1	5	0	9	0	4916	66	2478	34	7394	33	1238	8632	14
03	7473	50	6929	46	82	0	43	0	192	1	184	1	30	0	24	0	7757	52	7180	48	14937	76	3508	18445	19
04	5266	63	2808	33	39	0	18	0	85	1	138	2	38	0	9	0	5428	65	2973	35	8401	82	1302	9703	13
05	15368	70	5647	25	163	1	58	0	563	3	265	1	128	1	16	0	16222	73	5886	27	22108	223	3653	25761	14
06	7473	81	3219	26	129	1	37	0	708	6	413	3	256	2	37	0	8566	70	3706	30	12272	50	2591	14863	17
07	35832	66	13373	24	391	1	67	0	3133	6	831	2	907	2	151	0	40263	74	14422	26	54685	104	5515	60200	9
08	19503	70	5166	19	233	1	70	0	1707	6	486	2	556	2	130	0	21998	79	5842	21	27840	57	3198	31038	10
09	11420	59	4690	24	247	1	75	0	1770	9	625	3	387	2	108	1	13824	72	5498	28	19322	35	3502	22824	15
10	4591	51	2361	26	149	2	34	0	1080	12	567	6	204	2	96	1	6024	66	3058	34	9082	31	1423	10505	14
11	2147	33	2487	38	67	1	57	1	722	11	625	10	261	4	199	3	3197	49	3368	51	6565	18	1067	7632	14
12	1001	26	1201	32	47	1	39	1	578	15	557	15	153	4	220	6	1777	47	2017	53	3794	31	690	4484	15
Sub-Tot	114914	62	50157	27	1557	1	512	0	10599	6	4772	3	2924	2	1000	1	129994	70	56441	30	186435	740	27745	214180	13
13	179	39	191	42	7	2	3	1	30	7	19	4	14	3	13	3	230	50	226	50	456	4	85	541	16
14	41	34	58	48	0	0	0	0	8	7	8	7	3	3	2	2	52	43	66	57	120	0	32	152	21
15	8	24	20	59	0	0	0	0	1	3	3	9	0	0	2	6	9	26	25	74	34	1	9	43	21
16	3	23	9	69	0	0	1	8	0	0	0	0	0	0	0	0	3	23	10	77	13	0	2	15	13
Sub-Tot	231	37	278	45	7	1	4	1	39	6	30	5	17	3	17	3	294	47	329	53	623	5	128	751	17
TOTAL	115145	62	50435	27	1564	1	516	0	10638	6	4802	3	2941	2	1017	1	130288	70	56770	30	187058	745	27873	214931	13

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

	HUMAN RESOURCES																ESTABLISHMENT								
	AFRICAN				COLOURED				INDIAN				WHITE				TOTAL			Employees with a disability	No. of VACANT Posts	Total No. of Posts	% VACANT Posts		
	FEMALE		MALE		FEMALE		MALE		FEMALE		MALE		FEMALE		MALE		FEMALE	MALE	TOTAL						
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.						
MINISTER	6	55	4	36	0	0	0	0	0	0	1	9	0	0	0	0	6	55	5	45	11	0	0	11	0
PERIODIC	4819	61	2659	35	38	0	19	0	88	1	85	1	33	0	20	0	4778	63	2783	37	7561	0	0	0	0
ABNORMAL	127850	79	31818	20	341	0	86	0	1917	1	549	0	182	0	35	0	130270	80	32488	20	162758	0	0	0	0
TOTAL	132475	78	34481	20	379	0	105	0	2005	1	635	0	195	0	55	0	135054	79	35276	21	170330	0	0	170330	0

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

Source: Persal

Gender Equity

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

(e) Demand for Services

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

- Public Service Training offered by the KZN Training Academy;
- Coordination of HIV and AIDS, TB Programmes;
- Coordination of Youth Programmes;
- Coordination of Provincial and Departmental Strategic Planning;
- Coordination of Provincial Monitoring and Evaluation;

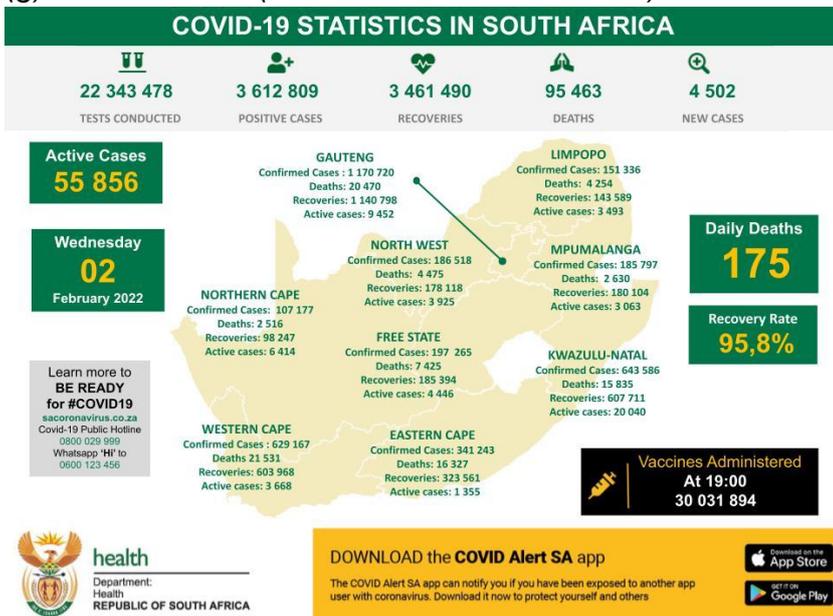
- Coordination of Customer Complaints through the Service delivery complaints hotline;
- Coordination of Inter-governmental relations in the province;
- Coordination of integrity awareness through provincial ethics workshops; and
- Co-ordination of Women & Gender, Youth, People with Disabilities, Children, Senior Citizens, Military Veterans and Farm Workers & Farm Dwellers.

(f) *International Relations*

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

Although the scope of KwaZulu-Natal’s international relations is global, our concrete efforts are focused on emerging economies, which can boost our economy as well as on regions where KwaZulu-Natal can make a difference on the African Agenda 2063.

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



On 31 December 2019, China alerted the World Health Organisation to several cases of unusual pneumonia in Wuhan, a city of 11 million people. The virus was unknown. Several of those infected worked at the city's Huanan Seafood Wholesale Market, which was shut down on 1 January 2020. As health experts worked to identify the virus amid growing alarm, the number of infections exceeded 40. On 23 March 2020, President Cyril Ramaphosa announced a new measure to combat the spread of the COVID-19 in South Africa, a level 5 lockdown, which currently (February 2022) sits at level 1. KwaZulu-Natal as at the 2 February 2022 has recorded 643 586 total cases.

COVID-19 Total Vaccination Summary as at 17:00 02 Feb 2022

Total Number of Vaccines Administered

30,031,894

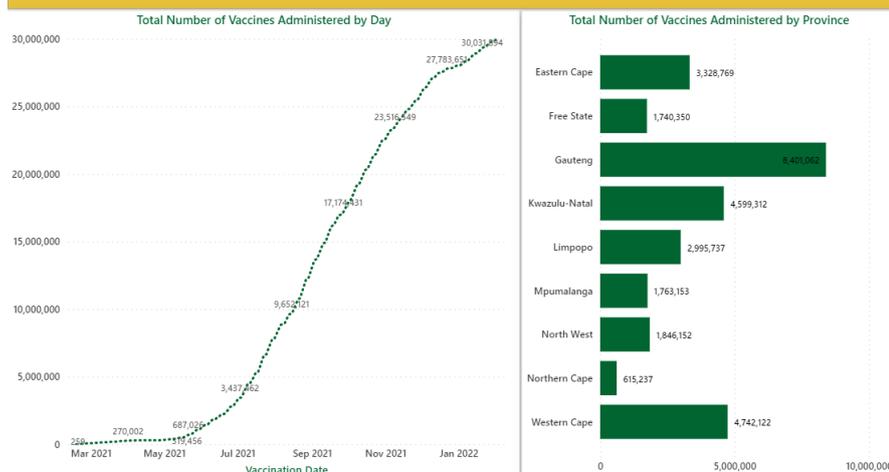
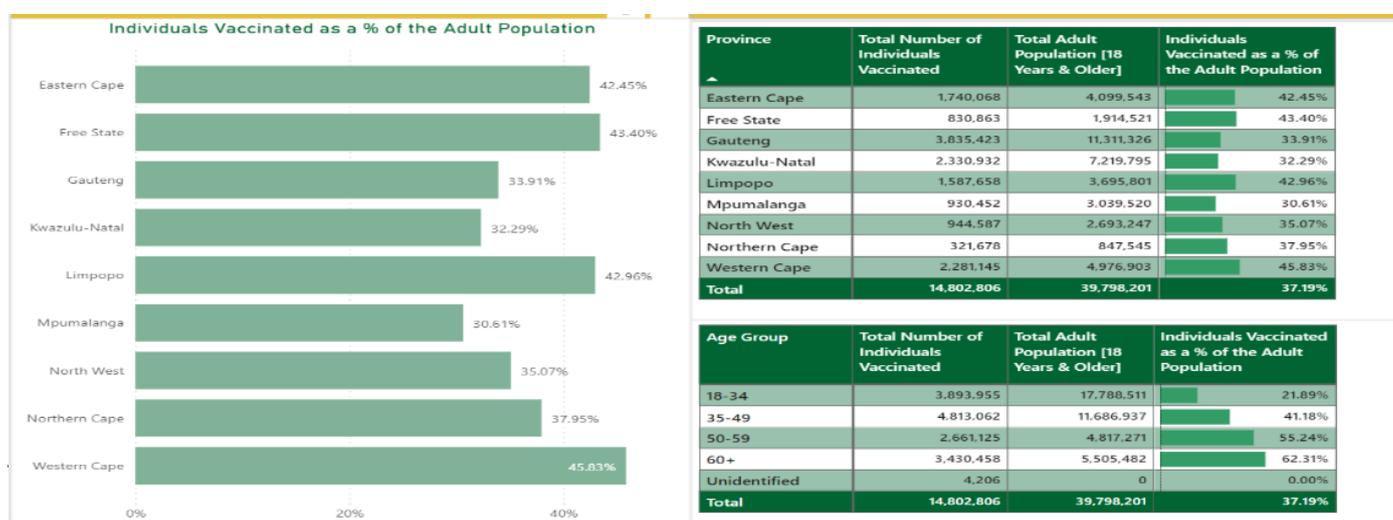


Table and statistics from <https://sacoronavirus.co.za> (NDOH)
The Sisonke vaccine roll out programme has seen a total of 4 599 312 vaccinations administered in KZN. This equates to 2 330 9332 total number of individuals who have been vaccinated which is only 32.20% of the provincial adult population.

Graph and statistics from <https://sacoronavirus.co.za> (NDOH)



Definitions:

- (1) Total Adult Population [18 Years and Older] **Source:** StatsSa Mid-Year population estimates 2020
(2) Total Number of Individuals Vaccinated: One dose J&J(single dose regimen) or Pfizer(two dose regimen) first dose administered
(3) Individuals Vaccinated as a % of the Population: Total Number of Individuals Vaccinated(2) / Total Adult Population [18 Years and Older](1)

Table and statistics from <https://sacoronavirus.co.za> (NDOH) and equipment) are prioritised by all provincial departments and state-owned entities through the implementation of COVID-19 approved plans in line with the approved Provincial Employee Health and Wellness Strategy. The COVID-19 pandemic challenged the world of work to strengthen their policies in promoting a healthier and safe environment and to continue provide the necessary public services to the communities. The occupational health and safety structures had to be reviewed to deal swiftly with the ever-changing COVID-19 variants.

As of 26 January 2022, the Provincial COVID-19 cases in the Public Sector were as follows:

	Positive Cases	Active Cases	Recoveries	Deaths
OTP	81	0	78	3
Provincial Departments	41 795	365	40 534	895
Public Entities	624	03	591	21
Municipalities	5 599	1 240	4 249	167

(h) KZN Provincial Consequence Management Framework

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

Under this framework cases of corruption and fraud will be expedited and finalised within the set time frames. The framework also seeks to ensure the protection of investigating and presiding officers against undue influence or threats, victimization and other acts of intimidation. The framework prescribes that recommendations and findings by investigating units are implemented within 30 days of their release by the relevant departments. Long pending cases of fraud and corruption will also be finalised within 90 days. The framework will be linked to Performance Agreements, Assessment and rewards in respect of all public servants in the province. A total of 727 disciplinary cases were recorded during the period 1 April 2021 to 31 December 2021. Of these 471 were finalised and 256 still pending finalisation. The following table outlines the statistics as received from the South African Police Services (SAPS) regarding a summary of Serious Fraud within Government Departments in Kwazulu-Natal for the period 2020 - 2021 – April to end October 2020.

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

Month	Dockets Rec	Value (R)	Cases to Court	Value (R)	Arrests	Value (R)	Declined to Prosecute	Convictions	Value (R)	No of years suspended imprisonment with options	Total No of cases finalised
								Pub and Private			
Apr	0	0	0	0	0	0	1	0	148 000	0	1
May	1	3 125 549	0	0	0	0	0	0	0	0	0
Jun	0	0	0	0	0	0	0	0	0	0	0
Jul	1	unknown	0	0	0	0	0	0	0	0	0
Aug	0	0	0	0	0	0	0	0	0	0	0
Sep	1	10 667 704	1	3 600 000	2	3 600 000	0	0	0	0	0
Oct	2	24 789 379	0	0	0	0	0	0	0	0	0
Nov	0	0	0	0	0	0	0	0	0	0	0
Dec	3	8 464 485	0	0	0	0	0	0	0	0	0
Jan	6	0	0	0	0	0	0	0	0	0	0
Feb	1	489 901,03	0	0	0	0	0	0	0	0	0
Mar	1	6 000 000,00	0	0	6	1 100 000	0	0	0	0	0
TOTAL	16	53 537 018,03	1	3 600 000	8	4 700 000	1	0	148 000	0	1

4.2. Internal Environment Analysis

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

(i) Human Resources

As of 01 February 2022, the vacancy rate for the department was 8%, with a vacancy rate at senior management level being 14% and the vacancy rate all other levels being 7.2%, which is within the acceptable norm for vacancies which is 10%. However, the vacancy rate is calculated based on funded posts as unfunded posts are not included in this calculation. The filling of posts in the Department are impacted on by the cost containment and strict austerity measures. The process of filling of vacancies has impacted on the rate at which the department fill attrition posts. This results in the human resources capacity gap is increasing. The Department has taken a proactive approach by getting approvals to fill attrition posts especially retirement before the post becomes vacant.

The Department has a total number of 12 internal bursary holders. The number includes employees from the previous financial year, and those that were previously awarded.

The Department is currently using the outcome of the Skills Audit to expose its staff to needs specific directed training and has embarked on a right sizing exercise to deal with the bloated structure. As a first step in this process that Office of the Premier organisational structure has been reviewed and submitted to Minister of Public Service and Administration for approval.

OFFICE OF THE PREMIER A3. Statistics of Race ,Gender, Disabled and Vacant posts per Salary Level - December 2021

Table 1 reflects employees appointed on the fixed establishment

POST/ SALARY LEVEL	HUMAN RESOURCES														TOTAL	Employees with a disability	ESTABLISHMENT				
	AFRICAN				COLOURED				INDIAN				WHITE				TOTAL	No. of VACANT Posts	Total No. of Posts	% VACANT Posts	
	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE									
01	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
02	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
03	28	68	10	26	0	0	0	0	2	5	0	0	0	0	0	28	74	10	26	38	
04	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
05	69	50	87	49	0	0	2	1	0	0	0	0	0	0	0	69	50	69	50	138	
06	1	20	3	60	0	0	0	0	0	0	0	1	20	0	0	2	40	3	60	5	
07	57	64	30	34	1	1	0	0	1	1	0	0	0	0	0	59	68	30	34	89	
08	27	52	12	23	3	6	0	0	5	10	3	6	2	4	0	37	71	15	29	52	
09	27	50	22	41	2	4	0	0	2	4	1	2	0	0	0	31	57	23	43	54	
10	9	38	9	38	2	8	0	0	2	8	2	8	0	0	0	13	54	11	46	24	
11	11	44	10	40	0	0	0	0	2	8	0	0	1	4	1	14	58	11	44	25	
12	20	37	16	30	0	0	0	0	7	13	4	7	4	7	3	31	57	23	43	54	
Sub-Tot	247	52	179	37	8	2	2	0	21	4	10	2	8	2	4	1	284	59	195	41	479
13	20	44	17	38	0	0	0	0	5	11	2	4	0	0	1	26	58	20	44	45	
14	1	7	9	64	0	0	0	0	1	7	1	7	1	7	1	3	21	11	79	14	
15	1	17	5	83	0	0	0	0	0	0	0	0	0	0	0	1	17	5	83	6	
16	2	67	1	33	0	0	0	0	0	0	0	0	0	0	0	2	67	1	33	3	
Sub-Tot	24	35	32	47	0	0	0	0	6	9	3	4	1	1	2	3	31	46	37	54	68
TOTAL	271	50	211	39	8	1	2	0	27	5	13	2	9	2	6	1	315	58	232	42	547

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

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

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

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

(ii) Information Technology

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

The implementation of the Digital Transformation Strategy and Plan which are citizen centric to guide the digital transformation of the KZN Provincial Government, including the OTP into an all-inclusive digital Province where all citizens can benefit from the opportunities offered by technology. This is being done through the close partnerships with all government departments, state owned entities, business and citizens within the Province. As part of the digitization journey, the OTP developed the Nerve Centre Optimization Strategy with an accelerated implementation plan. The OTP has successfully implemented the e-Leave, e-Submission, OSS Incident and Case Management Systems and, Premier Hot-line phase 1. The need to implement on-line systems was exacerbated by COVID-19. Subsequently the OTP migrated to the Hybrid Cloud capabilities such as Office 365, Exchange On-line, Teams. The migration allowed for on-line survey capabilities and hybrid meetings and webinars to continue.

The OTP will continue to accelerate the Nerve Centre Optimization Strategy and fast track the implementation of the DG-tracking and e-submission compliance initiatives. These initiatives are aligned to assist the OTP by improving controls in the Audit Improvement Plan. Further focus will be given to the development of the MTSF and APP monitoring tools, as well as Geographic Information Systems (GIS) to spatially monitor provincial strategic initiatives. The OTP will continue to monitor Provincial Information, communication and Technology (ICT) Governance maturity in line with DPSA compliance deliverables.

(iii) Financial Resources

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

The Office of the Premier anticipates spending 100% of the appropriated budget of R 810 240 million at the financial year end. The table below reflects the appropriation of funds and spending against each Programme. The latest financial report for 2021/22 financial year is summarised as follows:

Appropriation per programme									
2021/22								2020/21	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure as at 31 December 2021.	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Programme									
1. ADMINISTRATION	214 236				115 068	99 168	54%	110 155	105 932
2. INSTITUTIONAL DEVELOPMENT	424 622				206 771	217 851	49%	375 838	332 630
3. POLICY AND GOVERNANCE	171 382				99 490	71 892	58%	148 101	140 138
Subtotal	810 240			0	421 329	388 911	52%	634 094	578 700
TOTAL	810 240				421 329	388 911	52%	634 094	578 700

(iv) Office Accommodation

The Office of the Premier has approached the Department of Public Works and submitted a needs analysis for office space for the Department at the Government Precinct. The Department of Public Works advised that the project plan has been commissioned for the development of the Government Precinct by March 2024 and that office space will be prioritised for the Office of the Premier once the precinct is completed.

b) *Other internal factors that affect the OTP*

(i) Audit outcomes

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

- Three quotes not obtained;
- Deviations on awards > R500 000;
- Local content not advertised;
- Tax non-compliant suppliers;
- Contract extensions exceeding 15 %;
- Prevention of irregular expenditure;
- Payments not made within 30 days; and
- Disciplinary on officials – Fruitless and Wasteful expenditure and Irregular Expenditure.

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

(ii) Performance Information

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

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

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

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

(iii) Internal Control

There has been significant improvement in the monitoring and oversight by the Director-General which has resulted in some of the material non-compliance findings on procurement and contract management being addressed. The key root cause for repeat findings was a result of slow response by management in the adequate implementation of compliance related action plans on contract management and expenditure management. The audit improvement plan developed to enhance the key controls within the Department's processes, and these are being implemented without delays to improve the overall control environment and avoid the recurrence of audit findings. The implementation of the audit improvement plan is being monitored on a monthly basis by Responsibility Managers, Branch Heads and Internal Control and is reported to the Director-General and EXCO each quarter. The implemented control measures are verified by Internal Control unit to confirm effective implementation.

(iv) Service Delivery Improvement Plan (SDIP)

The Department of Public Service and Administration (DPSA) via Circular 1 of 2020/21 on Service Delivery Improvement Plans (SDIPs) postponed the development and submission of the 2021-2022 SDIPs to allow for the consultation process with all Offices of the Premiers as well as all national departments. The Office of the Premier is in the process of finalising the key service that will be used for the 2022-2024 SDIP, which is likely to be Human Resource Development in the Province (the KZN Provincial Training Academy).

(v) The status of the Institution regarding Women and people with Disabilities

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

c) *Stakeholder Analysis for the OTP*

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

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

- Evaluation of *Social Councils* as social partners.
- *Private Sector Anti-Fraud Combatting*.
- *National and Provincial Departments* for the transversal role played by the Department.

Key Findings from the Analysis of the External and Internal Environment

During the analysis of the department's current progress against key priorities, areas of key concerns and opportunities were raised that will require renewed focus over the coming year. These are:

- The inability of the department to meet the 30-day payment of supplier window.
- The Audit result for 2019/20 which resulted in an unqualified with findings report and the repetition of issues that were contained in the previous audit improvement plan with respect to Asset management, financial management, SCM and Risk. With respect to blind audit compliance, there needs to be a shift from activity/process compliance to ensuring service delivery is accelerated.
- The enhancement of IGR systems and platforms to engage National Departments with national mandates operating in the provincial sphere to ensure more cohesive planning and implementation.
- Skills Development and Higher Education related interventions to ensure skills developed are aligned to economic growth and transformation and linked to the Revised MTSF 2019-24.
- Renewed focus on Social Cohesion and Moral Regeneration following the civil unrest.
- Re-focusing the Executive Cluster system to drive the implementation of Socio-Economic Impact Assessment System (SEIAS); progress with Cluster Plans and Reports; and Action Work Group (AWG) functionality, monitoring; and implementation. Delegation of OTP representatives to the Cluster to be reviewed to ensure coverage and functionality.
- Review of the HRM Turnaround Strategy to ensure interventions are delivering capable, ethical and development orientated state and ensuring contributions towards skills development for economic empowerment and transformation.
- Fast tracking of the implementation of the reviewed organogram of the OTP in order to prioritise support on core functions of the department.
- Enhanced focus on the deliberate targeting of vulnerable groups to ensure that this matter is receiving the impetus it requires. This will include the Youth, Women (including the GBVF) and Children, Senior Citizens, Military Veterans and Farm Workers and Farm Dwellers and Human Rights. The analysis and recommendations from findings of vulnerability scorecards to be used to ensure that informed plans are in place.
- The Digital Transformation Strategy to be fast tracked to ensure that the Nerve Centre optimisation strategy is implemented. The roll out of the broadband in the province to be improved and to address the access of schools, hospitals and other critical service delivery agents to benefit from the 4th Industrial Revolution (4IR) so as not to perpetuate inequality.
- GIS system to be established and advanced urgently to address the issues of service delivery planning and monitoring, including catalytic projects and infrastructure programmes.
- The implementation of consequence management to be monitored and an analysis of the balance between performance, labour relations and consequence management to be analysed to ensure and an effective system to manage disciplinary cases and grievances.

- The Communication Strategy and plan, to be reviewed & evaluated to measure the impact & reach it is making in our communities in terms of service delivery.
- The co-ordination role of the OTP to be unpacked and understood by all units who play a transversal or external role in terms of co-ordination of provincial priority issues to move from being calendar and events based to being programmatic. This area of focus needs to ensure that the OTP messaging is targeting the main concerns on an ongoing manner.
- There is a need for analysis of the Siyahloa Programme, Complaints Management, Ombudsperson Office and how systems can be integrated to ensure an effective and efficient response rate
- The institutionalized of the strategic management within the OTP to be improved so that the management of information is credible, and planning and reporting systems are seamless. The evaluations recommendations will also ensure that sustainable long-term interventions are undertaken that are driving the priorities of the Province.
- The external strategic management role of the OTP to be reconsidered to ensure monitoring of impact and outcomes of all key priorities, including job creation and vulnerable groups as opposed to process and activities.
- The application of SEIAS to ensure integrated policies and instruments aligned to government priorities, evidence informed development, with clear Monitoring and Evaluation (M&E) framework and log-frame.

Part C: Measuring Our Performance

5. Institutional Programme Performance Information

PROGRAMME 1: ADMINISTRATION

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

Sub-Programme 1: Premier Support

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

Sub-Programme 2: Executive Council Support

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

Sub-Programme 3: Director-General Support

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

Sub-Programme 4: Financial Management

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

This sub-programme is responsible for presenting the main budget aggregates both to the Provincial Treasury and the Department, highlighting spending trends within the Medium-Term Expenditure Framework (MTEF). The sub-programme is also responsible for implementing financial and accounting policies and controls that are driven by strategic goals and objectives of the Department in order to formulate the budget. The Chief Financial Officer heads the financial management units and is responsible to ensure overall economic, effective and efficient application of government resources, internal control and compliance with all government financial and supply chain prescripts, and the Public Finance Management Act. The Financial Accounting and Management Accounting Services directorates ensure effective, efficient and transparent financial management support to the Department. The Directorate Financial Accounting manages the provision of Accounting and Reporting Services and departmental Creditors Management support services. Management Accounting monitor expenditure, cash flows and ensures efficient revenue generation. These directorates ensure accurate reporting to the Provincial Treasury. The Supply Chain Management directorate ensures compliance with procurement, legislative requirements, policies, delegations and processes. The directorate is responsible for demand management, acquisition and logistics management. The Office Support and Auxiliary Services Directorate is responsible for Contract Management, Asset Management, Facilities Management, Fleet Management and Records Management.

Sub-Programme 5: Inter-Governmental Relations

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

Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance			Estimated Performance 2021/2022	Medium Term Targets		
			2018/19	2019/20	2020/21		2022/2023	2023/24	2024/25
1. Improved governance & accountability	Executive Council decision matrix progress reports	Sub-Programme: Executive Council Support 1. Number of Executive Council decision matrix implementation progress reports submitted to the Executive Council	20	21	15	12	24	24	24
	Provincial Executive Makgotla report	2. Number of Provincial Executive Makgotla report	2	2	2	1	2	2	2
		Sub-Programme: Financial Management							
	Invoices paid within 30 days	3. Percentage of invoices paid within 30 days	86%	93%	80%	90%	90%	90%	90%
	Reduced wasteful and fruitless expenditure	4. Percentage reduction of wasteful and fruitless expenditure	R4171.25	*99% from 2018/19	# Increase of 6431%	25% from 2020 baseline	20% from 2021 baseline	20% from 2022 baseline	20% from 2023 baseline
	Reduced irregular expenditure	5. Percentage reduction of irregular expenditure	R174 689.00 irregular exp	**47%)	## 84% reduction	20% from 2020 baseline	20% from 2021 baseline	20% from 2022 baseline	20% from 2023 baseline
2. Improved co-ordination, integration and efficiency in government	PCF decision matrix reports	Sub-Programme: Intergovernmental Relations 6. Number of PCF decision matrix implementation reports	4	5	7	4	4	4	4
	COHOD meeting decision matrices reports	7. Number of COHOD meeting decision matrices implementation reports	12	13	16	12	12	12	12
3. Inclusive stakeholder engagement & improved partnerships	International Relations and ODA Strategy reports	Sub-Programme: Intergovernmental Relations 8. Number of International Relations and ODA Strategy implementation monitoring reports	New	Strategy Approved	1	2	2	2	2
	Reviewed Twinning Agreements	9. Number of Twinning Agreements reviewed in line with the South African Foreign policy	New	18	8	8	8	8	8

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

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

#2020/21: baseline for 2019 was R51, 03 and the actual for 20/21 was R 3332.76, therefore increase of 6431% (as per AR 20-21)

##2020/21: baseline for 2019 was R93 351.00 M and actual for 20/21 is R14 935 870.28 M. The percentage reduction is 84% as per AR (20-21)

Indicators, Annual and Quarterly Targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
1. Number of Executive Council decision matrix implementation progress reports submitted to the Executive Council	24	6	6	6	6
2. Number of Provincial Executive Makgotla reports	2	1	0	1	0
3. Percentage of invoices paid within 30 days	90%	90%	90%	90%	90%
4. Percentage reduction of wasteful and fruitless expenditure	20% from 2021 baseline	0	0	0	20% from 2021 baseline
5. Percentage reduction of irregular expenditure	20% from 2021 baseline	0	0	0	20% from 2021 baseline
6. Number of PCF decision matrix implementation reports	4	1	1	1	1
7. Number of COHOD meeting decision matrices implementation reports	12	3	3	3	3
8. Number of International Relations and ODA Strategy implementation monitoring reports	2	0	1	0	1
9. Number of Twinning Agreements reviewed in line with the South African Foreign policy	8	0	0	0	8

Programme Resource Considerations

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

R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
	2018/19	2019/20	2020/21				2021/22	2022/23	2023/24
1. Premier Support	27 589	33 411	24 568	33 107	29 880	29 880	31 024	31 637	33 061
2. Executive Council Support	8 478	14 772	11 484	10 311	10 674	10 674	9 325	9 549	9 979
3. Director-General Support	20 870	17 116	18 037	22 309	22 046	22 116	21 815	22 584	23 600
4. Financial Management	87 072	86 112	40 995	104 773	127 954	119 884	109 772	112 422	117 480
5. Intergovernmental Relations	64 760	34 080	16 361	18 868	23 682	23 682	21 490	21 927	22 914
Total	208 769	185 491	111 445	189 368	214 236	206 236	193 426	198 119	207 034

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

R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
	2018/19	2019/20	2020/21				2021/22	2022/23	2023/24
Current payments	200 829	177 838	103 139	183 249	186 971	165 828	177 728	182 048	190 240
Compensation of employees	79 142	87 528	78 233	102 509	110 509	89 409	92 729	94 925	99 197
Goods and services	121 687	90 310	24 906	80 740	76 462	76 419	84 999	87 123	91 043
Interest and rent on land	-	-	-	-	-	-	-	-	-
Transfers and subsidies to:	1 465	4 499	1 482	1 459	1 950	2 093	1 529	1 597	1 669
Provinces and municipalities	175	112	148	70	70	113	73	76	79
Departmental agencies and accounts	-	-	-	-	-	-	-	-	-
Higher education institutions	-	-	-	-	-	-	-	-	-
Foreign governments and international organisations	-	-	-	-	-	-	-	-	-
Public corporations and private enterprises	-	-	-	-	-	-	-	-	-
Non-profit institutions	-	-	-	-	-	-	-	-	-
Households	1 290	4 387	1 334	1 389	1 880	1 980	1 456	1 521	1 590
Payments for capital assets	6 411	3 154	6 817	4 660	25 315	38 315	14 169	14 474	15 125
Buildings and other fixed structures	2 854	1 378	5 365	1 817	13 617	26 617	1 877	1 960	2 048
Machinery and equipment	3 557	1 776	1 452	2 843	11 698	11 698	12 292	12 514	13 077
Heritage assets	-	-	-	-	-	-	-	-	-
Specialised military assets	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-
Land and sub-soil assets	-	-	-	-	-	-	-	-	-
Software and other intangible assets	-	-	-	-	-	-	-	-	-
Payments for financial assets	64	-	7	-	-	-	-	-	-
Total	208 769	185 491	111 445	189 368	214 236	206 236	193 426	198 119	207 034

PROGRAMME 2: INSTITUTIONAL DEVELOPMENT

BRANCH: CORPORATE SERVICES

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

- Strategic Human Resources
- Information Technology
- Communication Services

Sub-Programme 1: Strategic Human Resources

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

Sub-Programme 2: Information Technology

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

Sub-Programme 3: Communication Services

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

Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance			Estimated Performance 2021/22	Medium Term Targets		
			2018/19	2019/20	2020/21		2022/2023	2023/24	2024/25
1. Improved governance & accountability	Reports on labour and disciplinary cases submitted to the Executive Council <i>(Note this Output also links to the Outcome Ethical Professional & ethical provincial administration)</i>	Sub-Programme: Strategic Human Resource Management							
		10. Number of reports on labour and disciplinary cases submitted to the Executive Council	New	1	4	2	2	2	2
	ICT Governance	Sub-Programme: ICT							
		11. Number of annual provincial departments ICT Governance assessment reports	2	1	1	1	1	1	1
2. Improved co-ordination, integration and efficiency in government	Operations management productivity assessment reports <i>(Note this Output also links to the Outcome Ethical Professional & ethical provincial administration)</i>	Sub-Programme: Strategic Human Resource Management							
		12. Number of reports on the implementation of the Operations Management Framework	New	New	3	4	4	4	4
	Compliance reports with COVID-19 measures and other occupational diseases	13. Number of COVID-19 Occupational Health and Safety Compliance Reports	New	New	3	4	4	4	4
	Implementation of HR Turn Around Strategy	14. Number of Reports on the implementation of the HR Turnaround Strategy	New	New	Strategy Approved	4	4	4	4
	Digital Transformation (ICT Strategy)	Sub-Programme: ICT							
	15. Number of Nerve Centre Strategy implementation reports	New	New	New (Strategy developed)	2	2	2	2	

Outcome	Outputs	Output Indicators	Annual Targets							
			Audited /Actual Performance			Estimated Performance 2021/22	Medium Term Targets			
			2018/19	2019/20	2020/21		2022/2023	2023/24	2024/25	
3. Inclusive stakeholder engagement & improved partnerships	Reports on implementation of the Provincial Communication Strategy	Sub-Programme: Communication Services								
		16. Number of monitoring reports on implementation of the Provincial Communication Strategy	3	0	3	4	4	4	4	
	Reports on provincial communication campaigns supported	17. Number of reports on provincial communication campaigns supported	New	0	4	4	4	4	4	
4. Professional & ethical provincial administration	Public Service Development: Reports on Public Service Training Academy Revitalisation Strategy		Sub-Programme: Strategic Human Resource Management							
		18. Number of reports on the implementation of the PPSTA revitalization plan	New	Draft Concept	1 plan developed	4	4	4	4	
		Public Service Development: Reports on E-learning strategy implementation	19. Number of reports on implementation of E-learning strategy	New	New	New	New (E-learning Strategy approved)	4	4	4
		Public Service Development: Training sessions	20. Number of training sessions	200	88	100	100	140	160	200
		Established partnerships with institutions of higher learning	21. Number of structured partnerships established with institutions of higher learning	New	1	3	2	2	2	2
		Public Service Development: HRD Council meetings	22. Number of reports on the implementation of the HRD Council resolutions	New	1	2	3	3	3	3
		Strengthened Labour Relations (Note this Output, its indicators and targets also link to the Outcome Governance and Accountability) - See No. 10 above.								
	Number of reports on the implementation of the Operations Management Framework (Note this Output and target also links to the Outcome Ethical Professional & ethical provincial administration) - See No 12 above.									

Indicators, Annual and Quarterly Targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
10. Number of reports on labour and disciplinary cases submitted to the Executive Council	2	0	1	0	1
11. Number of annual provincial departments ICT Governance assessment reports	1	0	0	0	1
12. Number of reports on the implementation of the Operations Management Framework	4	1	1	1	1
13. Number of COVID-19 Occupational Health and Safety Compliance Reports	4	1	1	1	1
14. Number of reports on the implementation of the HR Turnaround Strategy	4	1	1	1	1
15. Number of Nerve Centre Strategy implementation reports	2	0	1	0	1
16. Number of monitoring reports on implementation of the Provincial Communication Strategy	4	1	1	1	1
17. Number of reports on provincial communication campaigns supported	4	1	1	1	1
18. Number of reports on the implementation of the PPSTA revitalization plan	4	1	1	1	1
19. Number of reports on implementation of E-learning strategy	4	1	1	1	1
20. Number of training sessions	140	30	40	40	30
21. Number of structured partnerships established with institutions of higher learning	2	1	0	0	1
22. Number of reports on the implementation of the HRD Council resolutions	3	0	1	1	1

Programme Resource Considerations

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

R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
	2018/19	2019/20	2020/21				2021/22	2022/23	2023/24
1. Strategic Human Resources	72 188	72 415	71 564	88 073	85 382	82 033	103 873	99 260	103 702
2. Information Communication Technology (ICT)	18 417	29 256	114 988	67 356	104 855	115 513	88 097	91 163	95 265
3. Legal Services	13 568	12 209	11 936	12 302	12 274	12 274	12 371	12 638	13 208
4. Communication Services	56 127	51 551	51 380	73 818	57 083	57 083	73 053	76 030	79 451
5. Special Programmes	90 474	83 582	53 520	140 431	122 341	133 417	85 926	85 718	89 575
6. Forensic Investigations & Integrity Management	39 098	40 273	32 227	45 968	42 687	24 302	35 170	36 110	37 736
Total	289 872	289 286	335 615	427 948	424 622	424 622	398 490	400 919	418 937

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

R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
	2018/19	2019/20	2020/21				2021/22	2022/23	2023/24
Current payments	261 322	263 861	297 448	344 837	339 562	339 319	363 545	364 578	380 961
Compensation of employees	130 311	136 544	150 252	158 653	158 653	158 410	175 580	174 705	182 542
Goods and services	131 011	127 317	147 196	186 184	180 909	180 909	187 965	189 873	198 419
Interest and rent on land	-	-	-	-	-	-	-	-	-
Transfers and subsidies to:	23 357	24 812	19 368	76 461	73 474	73 717	26 464	27 629	28 872
Provinces and municipalities	-	-	-	-	-	-	-	-	-
Departmental agencies and accounts	-	-	-	-	-	-	-	-	-
Higher education institutions	-	-	-	-	-	-	-	-	-
Foreign governments and international organisations	-	-	-	-	-	-	-	-	-
Public corporations and private enterprises	-	-	-	-	-	-	-	-	-
Non-profit institutions	-	-	-	50 000	50 000	50 000	-	-	-
Households	23 357	24 812	19 368	26 461	23 474	23 717	26 464	27 629	28 872
Payments for capital assets	5 034	405	18 706	6 650	11 586	11 586	8 481	8 712	9 104
Buildings and other fixed structures	-	-	-	-	-	-	-	-	-
Machinery and equipment	5 034	405	18 706	6 650	11 586	11 538	8 481	8 712	9 104
Heritage assets	-	-	-	-	-	-	-	-	-
Specialised military assets	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-
Land and sub-soil assets	-	-	-	-	-	-	-	-	-
Software and other intangible assets	-	-	-	-	-	48	-	-	-
Payments for financial assets	159	208	93	-	-	-	-	-	-
Total	289 872	289 286	335 615	427 948	424 622	424 622	398 490	400 919	418 937

PROGRAMME 2: INSTITUTIONAL DEVELOPMENT

BRANCH: INSTITUTIONAL DEVELOPMENT AND INTEGRITY MANAGEMENT

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

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

Sub-Programme 4: Legal Services

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

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

Sub-Programme 5: Special Programmes

The Programme supports the Youth Chief Directorate, Security Services Chief Directorate & Democracy Support unit.

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

The purpose of the Democracy Support Services unit is to ensure that government translates its constitutional, political and global commitments into measurable and meaningful programmes. Special Programmes (Democracy Support) will be linked to Programme 3: Policy and Governance – Branch Stakeholder Coordination as part of the re-organisation process.

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

Sub-Programme 6: Forensic Investigations and Integrity Management

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

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

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

Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance			Estimated Performance 2021/22	Medium Term Targets		
			2018/19	2019/20	2020/21		2022/2023	2023/24	2024/25
1. Improved governance & accountability	Reports on Provincial Legislative compliance	Sub Programme: Legal Services 23. Number of quarterly reports on Provincial Legislative programme	4	4	4	4	4	4	4
	Report on Provincial Forensic Investigations	24. Number of Premier's Reports on the status of Provincial Investigations	New	New	3	4	4	4	4
	Security awareness workshops	Sub-Programme: Special Programmes (Security Services and Protocol) 25. Number of security awareness workshops	New	Draft Concept	1 Framework Developed	1 Provincial Co-ordination Framework (policy) approved	2	2	2
	MPSS reports	26. Number of quarterly Minimum Physical Security Standards (MPSS) monitoring coordination reports	4	4	4	4	4	4	4
2. Improved co-ordination, integration and efficiency in government		Sub-Programme: Special Programmes (Integrity)							
	Service delivery monitoring reports	27. Number of intervention reports on the resolution of service delivery complaints	4	1	4	4	4	4	4
	SDIP reports	28. Number of Service Delivery Improvement Plans (SDIP) implementation monitoring reports.	4	2	2	1	2	2	2
	Siyahlola Reports	29. Number of Siyahlola reports	New	New	4	4	4	4	4
	Ombudsperson Coordination reports	30. Number of OTP Ombudsperson reports	4	2	4	2	2	2	2
	<i>(Note these outputs also links with Outcome yielding Inclusive stakeholder engagement & improved partnerships)</i>	Sub-Programme: Special Programmes (Democracy Support) - These will be linked to Programme 3B: Branch Stakeholder Coordination as part of the Re-Organisation process							
	Reports on interventions for Senior Citizens	31. Number of progress reports compiled on the interventions coordinated for Senior Citizens	New	New	New	4	4	4	4
Reports on interventions for People with Disabilities	32. Number of progress reports compiled on the interventions coordinated for People with Disabilities	New	New	New	4	4	4	4	

Outcome	Outputs	Output Indicators	Annual Targets							
			Audited /Actual Performance			Estimated Performance 2021/22	Medium Term Targets			
			2018/19	2019/20	2020/21		2022/2023	2023/24	2024/25	
2. Improved co-ordination, integration and efficiency in government	Progress reports on implementation of GBVF plan	33. Number of monitoring reports on the implementation of the Provincial Gender Based Violence and Femicide Strategic Implementation Plan	New	Plan Developed	4	4	4	4	4	
	Reports on interventions for Women & Gender	34. Number of progress reports compiled on the interventions coordinated for Women and Gender	New	New	New	4	4	4	4	
	Reports on interventions for Children	35. Number of progress reports compiled on the interventions coordinated for Children	New	New	New	4	4	4	4	
	Human Rights reports	36. Number of consolidated human rights monitoring reports	2	4	4	4	4	4	4	
	Sub-Programme: Special Programmes (Youth) <i>(Note this output also links to the Outcome Inclusive stakeholder engagement & improved partnerships)</i>									
	Integrated Provincial Youth Development Plan	37. Number of Integrated Provincial Youth Development Implementation plans approved	New	0	1	1	1	1	1	
	Reports on Integrated Provincial Youth Development plan	38. Number of coordination reports on the progress of the Integrated Provincial Youth Development Implementation plan	New	0	4	4	4	4	4	
Youth Empowerment fund report	39. Number of progress reports on the Youth Empowerment Fund	New	1	4	4	4	4	4		
3. Inclusive stakeholder engagement & improved partnerships	Sub-Programme 5 Special Programmes (Integrity) Ethics and Integrity Campaign – “Number of awareness workshops on fraud and ethics”- <i>Note this Output, its indicator and targets also link to the Outcome Professional & ethical provincial administration- See No. 42, below.</i>									
	Sub-Programme: Special Programmes (Democracy Support) Mainstreaming a culture of human rights through integrated plans for vulnerable groups. <i>Note this Output, its indicators and targets also link to the Outcome Improved co-ordination, integration and efficiency in government – See Nos. 31 to 36 above. These will also be linked to Programme 3B: Branch Stakeholder Coordination as part of the Re-Organisation process. Budget lies within Prog 2B and responsibility lies with Prog 3b.</i>									
	Youth Programmes Coordination and its indicators also link to this outcome.									

4. Professional & ethical provincial administration	Sub-Programme: Special Programmes (Integrity)								
	I Do Right Campaign	40. Number of reports on the "I Do Right Even When No-one is Looking" campaign	New	1	3	4	4	4	4
	Reports on KZN cases from Anti-Corruption Hotline	41. Number of quarterly progress reports (National Anti-Corruption Hotline KZN cases)	4	4	4	4	4	4	4
	Fraud & ethics awareness workshops	42. Number of awareness workshops on fraud and ethics	New	2	11	14	14	14	14
	Fraud & corruption reports	43. Number of Fraud and Corruption reports	4	4	4	4	4	4	4
	Lifestyle audits reports	44. Number of progress reports on implementation of Lifestyle Audits as per DPSA guidelines	New	New	3	2	2	2	2
	Capacity building sessions for security managers	45. Number of capacity building sessions conducted for security managers in provincial departments	New	1	3	4	4	4	4
	Batho Pele compliance reports	46. Number of reports on level of compliance with Batho Pele principles.	2	2	3	2	2	2	2

Indicators, Annual and Quarterly Targets

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

Programme Resource Considerations

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

R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
	2018/19	2019/20	2020/21				2021/22	2022/23	2023/24
1. Strategic Human Resources	72 188	72 415	71 564	88 073	85 382	82 033	103 873	99 260	103 702
2. Information Communication Technology (ICT)	18 417	29 256	114 988	67 356	104 855	115 513	88 097	91 163	95 265
3. Legal Services	13 568	12 209	11 936	12 302	12 274	12 274	12 371	12 638	13 208
4. Communication Services	56 127	51 551	51 380	73 818	57 083	57 083	73 053	76 030	79 451
5. Special Programmes	90 474	83 582	53 520	140 431	122 341	133 417	85 926	85 718	89 575
6. Forensic Investigations & Integrity Management	39 098	40 273	32 227	45 968	42 687	24 302	35 170	36 110	37 736
Total	289 872	289 286	335 615	427 948	424 622	424 622	398 490	400 919	418 937

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

R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
	2018/19	2019/20	2020/21				2021/22	2022/23	2023/24
Current payments	261 322	263 861	297 448	344 837	339 562	339 319	363 545	364 578	380 961
Compensation of employees	130 311	136 544	150 252	158 653	158 653	158 410	175 580	174 705	182 542
Goods and services	131 011	127 317	147 196	186 184	180 909	180 909	187 965	189 873	198 419
Interest and rent on land	-	-	-	-	-	-	-	-	-
Transfers and subsidies to:	23 357	24 812	19 368	76 461	73 474	73 717	26 464	27 629	28 872
Provinces and municipalities	-	-	-	-	-	-	-	-	-
Departmental agencies and accounts	-	-	-	-	-	-	-	-	-
Higher education institutions	-	-	-	-	-	-	-	-	-
Foreign governments and international organisations	-	-	-	-	-	-	-	-	-
Public corporations and private enterprises	-	-	-	-	-	-	-	-	-
Non-profit institutions	-	-	-	50 000	50 000	50 000	-	-	-
Households	23 357	24 812	19 368	26 461	23 474	23 717	26 464	27 629	28 872
Payments for capital assets	5 034	405	18 706	6 650	11 586	11 586	8 481	8 712	9 104
Buildings and other fixed structures	-	-	-	-	-	-	-	-	-
Machinery and equipment	5 034	405	18 706	6 650	11 586	11 538	8 481	8 712	9 104
Heritage assets	-	-	-	-	-	-	-	-	-
Specialised military assets	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-
Land and sub-soil assets	-	-	-	-	-	-	-	-	-
Software and other intangible assets	-	-	-	-	-	48	-	-	-
Payments for financial assets	159	208	93	-	-	-	-	-	-
Total	289 872	289 286	335 615	427 948	424 622	424 622	398 490	400 919	418 937

PROGRAMME 3: POLICY AND GOVERNANCE

BRANCH: MACRO POLICY & STRATEGIC PLANNING

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

Sub-Programme 1: Provincial Policy Management

The purpose of this sub-programme is to improve the Public Policy & Research Management System and Planning Coordination in the province and within the organisation. Further the sub-programme seeks to improve and facilitate the coordination and alignment of the transversal policies, strategies, short- and long-term plans and programmes as well as the reporting and monitoring of these for the Provincial Government. The sub-programme also oversees the implementation of the government wide monitoring and evaluation framework in the province through the Monitoring & Evaluation programmes, Provincial Performance Reporting and the Provincial Nerve Centre. The Nerve Centre & indicators will be linked to Programme 2a: Information Technology Chief Directorate as part of the re-organisation process.

Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance			Estimated Performance 2021/2022	Medium Term Targets		
			2018/19	2019/20	2020/21		2022/23	2023/24	2024/25
1. Improved governance and accountability	Performance Reports of Departments	Sub-Programme: Provincial Policy Management – Monitoring and Evaluation							
		47. Number of Performance Reports on departments	New	New	4	2	2	2	2
	Priority Programmes Monitoring reports	48. Number of reports on Provincial Priority Programmes	New	New	4	2	2	2	2
2. Improved co-ordination, integration and efficiency in government	Co-ordination of Provincial Evaluation	Sub-Programme: Provincial Policy Management – Monitoring and Evaluation							
		49. Number of reports on the Provincial Evaluation plan	New	2	2	2	2	2	2
	Integrated MTSF report	50. Number of MTSF reports	New	1	2	1	1	1	1
	District Development Model reports	Sub-Programme: Provincial Policy Management – Monitoring and Evaluation							
		51. Number of oversight reports on the District Development Model / OSS	New	New	4	4	2	2	2
	SEIAS Specific Assessment reports	Sub-Programme: Provincial Policy Management – Strategic Planning, Policy and Research Co-ordination							
		52. Number of SEIAS Specific Assessment reports (progress reports including certification of ne macro policies)	2	2	2	1	1	1	1
	Integrated Planning System: Consolidated planning alignment report	53. Number of consolidated provincial strategic planning alignment reports	1	1	1	1	1	1	1
	<i>Integrated Planning System:</i> Reports on business plan of Prov Planning Commission	54. Number of reports on the implementation of the Provincial Planning Commission business plan	New	3	4	1	1	1	1

Indicators, Annual and Quarterly Targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
47. Number of Performance Reports on departments	2	0	1	0	1
48. Number of reports on Provincial Priority Programmes	2	1	0	1	0
49. Number of reports on the Provincial Evaluation plan	2	0	1	0	1
50. Number of MTSF reports	1	1	0	0	0
51. Number of oversight reports on the District Development Model /OSS	2	1	0	1	0
52. Number of SEIAS Specific Assessment reports	1	0	0	1	0
53. Number of consolidated provincial strategic planning alignment reports.	1	0	0	0	1
54. Number of reports on the implementation of the Provincial Planning Commission business plan.	1	1	0	0	0

Programme Resource Considerations

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

R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
	2018/19	2019/20	2020/21				2021/22	2022/23	2023/24
1. Provincial Policy Management	39 026	48 073	35 517	37 640	33 443	33 443	36 974	37 460	39 120
2. Premier's Priority Programmes	115 633	106 689	31 201	81 210	66 930	66 930	71 345	69 337	72 429
3. Royal Household	68 863	75 431	73 420	66 074	71 009	71 009	67 316	69 676	72 811
Total	223 522	230 193	140 138	184 924	171 382	171 382	175 635	176 473	184 360

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

R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
	2018/19	2019/20	2020/21				2021/22	2022/23	2023/24
Current payments	202 085	204 465	103 757	152 601	144 801	143 823	148 919	148 429	155 054
Compensation of employees	88 244	88 601	83 785	88 329	88 329	87 351	84 133	86 244	90 071
Goods and services	113 841	115 864	19 972	64 272	56 472	56 472	64 786	62 185	64 983
Interest and rent on land	-	-	-	-	-	-	-	-	-
Transfers and subsidies to:	20 729	23 421	31 821	23 748	24 541	25 519	24 888	25 983	27 152
Provinces and municipalities	-	-	-	-	-	-	-	-	-
Departmental agencies and accounts	19 600	22 586	30 654	23 748	23 748	23 748	24 888	25 983	27 152
Higher education institutions	-	-	-	-	-	-	-	-	-
Foreign governments and international organisations	-	-	-	-	-	-	-	-	-
Public corporations and private enterprises	-	-	-	-	-	-	-	-	-
Non-profit institutions	-	-	-	-	-	-	-	-	-
Households	1 129	835	1 167	-	793	1 771	-	-	-
Payments for capital assets	704	2 306	103	8 575	2 040	2 040	1 828	2 061	2 154
Buildings and other fixed structures	-	-	-	-	-	-	-	-	-
Machinery and equipment	704	2 306	103	8 575	2 040	2 040	1 828	2 061	2 154
Heritage assets	-	-	-	-	-	-	-	-	-
Specialised military assets	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-
Land and sub-soil assets	-	-	-	-	-	-	-	-	-
Software and other intangible assets	-	-	-	-	-	-	-	-	-
Payments for financial assets	4	1	4 457	-	-	-	-	-	-
Total	223 522	230 193	140 138	184 924	171 382	171 382	175 635	176 473	184 360

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

Sub-Programme 2: Premier's Priority Programmes

The purpose of this sub-programme is to promote the culture of engagement, by coordinating stakeholder participation, and priority programmes. The sub-programme Democracy Support from Programme 2b will be linked to this sub-programme as part of the re-organisation process.

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

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

Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance			Estimated Performance 2021/2022	Medium Term Targets		
			2018/19	2019/20	2020/21		2022/23	2023/24	2024/25
1. Improved governance & accountability	Sub-Programme 3: King's Support and Royal Household								
	<i>Entity Oversight:</i> Reports on support Plan to the Zulu Monarch	55. Number of reports compiled on the implementation of the KZN Government Service Support Plan to the Zulu Monarch	New	New	Support plan developed	4	4	4	4
	<i>Entity Oversight:</i> KZN Zulu Royal House Trust Annual Performance Plan Assessment report	56. Number of monitoring reports compiled on the performance of the KZN Zulu Royal House Trust	4	4	4	4	4	4	4
2. Improved co-ordination, integration and efficiency in government	Sub-Programme 2: Premier's Priority Programmes								
	Implementation reports on Poverty Eradication Plan	57. Number of Progress Reports on the implementation of poverty eradication interventions in all districts	4	4	4	4	4	4	4
	Reports on OSS revitalisation strategy	58. Number of quarterly reports compiled on the implementation of OSS Revitalisation Strategy	4	4	4	4	4	4	4

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance			Estimated Performance 2021/2022	Medium Term Targets		
			2018/19	2019/20	2020/21		2022/23	2023/24	2024/25
3. Inclusive stakeholder engagement & improved partnerships	Co-ordination reports on HIV & AIDS, STIs & TB	59. Number of multi-sectorial intervention coordination reports on HIV and AIDS, STIs and TB	4	4	4	4	4	4	4
	Reports on Inkululeko Dev Projects	60. Number of progress reports on Inkululeko Development Projects	New	New	4	4	4	4	4
	Reports on progress with Social Compacts	61. Number of consolidated reports compiled on the implementation of KZN Stakeholders Social Compacts	New	New	New	4	4	4	4
	Rapid Response interventions coordination reports'	62. Number of Rapid Response interventions coordination reports	New	2	4	4	4	4	4
	Reports on interventions for Military Veterans	63. Number of progress reports compiled on the interventions coordinated for Military Veterans	4	4	4	4	4	4	4
	Reports on interventions farm workers and farm dwellers	64. Number of progress reports compiled on the interventions coordinated for farm dwellers and farm workers	4	2	4	4	4	4	4
	Reports on MRM & Social Cohesion	65. Number of MRM and Social Cohesion coordination reports	4	4	4	4	4	4	4
<i>Note that Democracy Support Services, its outputs, its indicators and targets also link to Programme 3B: Branch Stakeholder Coordination as part of the Re-Organisation process – see indicators nos. 31 to 36. The budget lies within Prog 2B and responsibility for these lies with Prog 3B.</i>									

Indicators, Annual and Quarterly Targets

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

Programme Resource Considerations

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

R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
	2018/19	2019/20	2020/21				2021/22	2022/23	2023/24
1. Provincial Policy Management	39 026	48 073	35 517	37 640	33 443	33 443	36 974	37 460	39 120
2. Premier's Priority Programmes	115 633	106 689	31 201	81 210	66 930	66 930	71 345	69 337	72 429
3. Royal Household	68 863	75 431	73 420	66 074	71 009	71 009	67 316	69 676	72 811
Total	223 522	230 193	140 138	184 924	171 382	171 382	175 635	176 473	184 360

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

R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
	2018/19	2019/20	2020/21				2021/22	2022/23	2023/24
Current payments	202 085	204 465	103 757	152 601	144 801	143 823	148 919	148 429	155 054
Compensation of employees	88 244	88 601	83 785	88 329	88 329	87 351	84 133	86 244	90 071
Goods and services	113 841	115 864	19 972	64 272	56 472	56 472	64 786	62 185	64 983
Interest and rent on land	-	-	-	-	-	-	-	-	-
Transfers and subsidies to:	20 729	23 421	31 821	23 748	24 541	25 519	24 888	25 983	27 152
Provinces and municipalities	-	-	-	-	-	-	-	-	-
Departmental agencies and accounts	19 600	22 586	30 654	23 748	23 748	23 748	24 888	25 983	27 152
Higher education institutions	-	-	-	-	-	-	-	-	-
Foreign governments and international organisations	-	-	-	-	-	-	-	-	-
Public corporations and private enterprises	-	-	-	-	-	-	-	-	-
Non-profit institutions	-	-	-	-	-	-	-	-	-
Households	1 129	835	1 167	-	793	1 771	-	-	-
Payments for capital assets	704	2 306	103	8 575	2 040	2 040	1 828	2 061	2 154
Buildings and other fixed structures	-	-	-	-	-	-	-	-	-
Machinery and equipment	704	2 306	103	8 575	2 040	2 040	1 828	2 061	2 154
Heritage assets	-	-	-	-	-	-	-	-	-
Specialised military assets	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-
Land and sub-soil assets	-	-	-	-	-	-	-	-	-
Software and other intangible assets	-	-	-	-	-	-	-	-	-
Payments for financial assets	4	1	4 457	-	-	-	-	-	-
Total	223 522	230 193	140 138	184 924	171 382	171 382	175 635	176 473	184 360

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

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

Whilst the plans have been prepared based on the directive and Revised Planning Framework for Planning from the Department of Planning, Monitoring and Evaluation (DPME), these plans are also informed by the processes that unfolded as part of the planning processes within the department and the budget reductions due to the COVID-19 pandemic and the July 2020 unrest. Annual Performance Plans (and by implication the strategic plans) were aligned to the National Draft Revised 2019-2024 MTSF and provincial priorities, as also informed by the electoral mandate.

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

7. Programme Recourse Considerations

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

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

7.1. Financial Resources

The Department is Budget Vote 1. The current economic climate and pressures to reprioritise budgets resulting from fiscal constraints, COVID-19 & civil unrest impacts on service delivery such that the department has to consider the critical posts and delivery priorities.

The budget and MTEF projections are as follows:

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

R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
	2018/19	2019/20	2020/21	2021/22			2022/23	2023/24	2024/25
1. Administration	208 769	185 491	111 445	189 368	214 236	206 236	193 426	198 119	207 034
2. Institutional Development	289 872	289 286	335 615	427 948	424 622	424 622	398 490	400 919	418 937
3. Policy and Governance	223 522	230 193	140 138	184 924	171 382	171 382	175 635	176 473	184 360
Total	722 163	704 970	587 198	802 240	810 240	802 240	767 551	775 511	810 331

Table 7.1.2. : Summary of payments and estimates by economic classification: Office of the Premier

R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
	2018/19	2019/20	2020/21	2021/22			2022/23	2023/24	2024/25
Current payments	664 236	646 164	504 344	680 687	671 334	648 970	690 192	695 055	726 255
Compensation of employees	297 697	312 673	312 270	349 491	357 491	335 170	352 442	355 874	371 810
Goods and services	366 539	333 491	192 074	331 196	313 843	313 800	337 750	339 181	354 445
Interest and rent on land	-	-	-	-	-	-	-	-	-
Transfers and subsidies to:	45 551	52 732	52 671	101 668	99 965	101 329	52 881	55 209	57 693
Provinces and municipalities	175	112	148	70	70	113	73	76	79
Departmental agencies and accounts	19 600	22 586	30 654	23 748	23 748	23 748	24 888	25 983	27 152
Higher education institutions	-	-	-	-	-	-	-	-	-
Foreign governments and international organisations	-	-	-	-	-	-	-	-	-
Public corporations and private enterprises	-	-	-	-	-	-	-	-	-
Non-profit institutions	-	-	-	50 000	50 000	50 000	-	-	-
Households	25 776	30 034	21 869	27 850	26 147	27 468	27 920	29 150	30 462
Payments for capital assets	12 149	5 865	25 626	19 885	38 941	51 941	24 478	25 247	26 383
Buildings and other fixed structures	2 854	1 378	5 365	1 817	13 617	26 617	1 877	1 960	2 048
Machinery and equipment	9 295	4 487	20 261	18 068	25 324	25 276	22 601	23 287	24 335
Heritage assets	-	-	-	-	-	-	-	-	-
Specialised military assets	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-
Land and sub-soil assets	-	-	-	-	-	-	-	-	-
Software and other intangible assets	-	-	-	-	-	48	-	-	-
Payments for financial assets	227	209	4 557	-	-	-	-	-	-
Total	722 163	704 970	587 198	802 240	810 240	802 240	767 551	775 511	810 331

7.2. Human Resources

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

Regarding employment equity the department will develop and implement internal programmes that aim at improving representation of Women, People with Disability and Youth in the Office of the Premier at all levels. It will fill posts in line with the Employment Equity targets to improve on the current 48.00% representation of women at SMS to the acceptable 50%. Furthermore, although the department has reached the acceptable target of 2% representation of PWDs, there are plans to improve the current situation.

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

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

7.3. Information Technology

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

8. Updated Key Risks

Outcome	Key Risks	Risk Mitigation
1. Improved governance and accountability	Organizational resistance to change.	Develop and implement change management plan.
	Inadequate support from unions.	Ongoing consultations undertaken through Management and Labour Forum, provincial and national chambers. Provincial pool of employee representatives developed.
2. Improved coordination, integration and efficiency	Budget constraints to implement automated systems.	Approved Provincial Digital Transformation Strategy in place and implementation is on-going. Leave system, submission and electronic payroll have automated thus far.
	Business interruptions due to high dependence on automated systems.	OTP Business Continuity Plan implemented, and Reviewed Disaster Recovery Plan has been approved and is in the process of being implemented.
	Constitutional & legislative roles & responsibilities with co-ordination of the District Development Model.	Implement and monitor One District One Plan Guideline.
	Resistance to planning initiatives from local municipalities and traditional authorities e.g. the District development model & Spatial planning, etc.	KZN Provincial Stakeholder Co-ordination and Engagement Strategy finalised and awaiting PEC approval. To be implemented once approved. Implement and monitor One District One Plan Guideline.
	Understanding & application of RMTSF 19-24.	Ongoing engagements on implementation of RMTSF. PGDS 2021 has been approved and is aligned to the RMTSF. An electronic system is currently being developed to capture the RMTSF, monitor and report on it.

Outcome	Key Risks	Risk Mitigation
3. Inclusive stakeholder engagement and improved partnerships	Communications (budget, social media, etc.)	Approved Provincial Communication Strategy implemented through Annual Implementation Plan. Key managers have been appointed to drive the annual implementation plan.
	Resistance to planning initiatives from local municipalities and traditional authorities e.g. the District development model & Spatial planning, etc.	KZN Provincial Stakeholder Co-ordination and Engagement Strategy finalised and awaiting PEC approval. To be implemented once approved. Implement and monitor One District One Plan Guideline.
	Inadequate engagement & management of stakeholders.	KZN Provincial Stakeholder Co-ordination and Engagement Strategy finalised and awaiting PEC approval. To be implemented once approved.
4. Professional and ethical provincial administration	Non-alignment of organisational structure and budget structure.	Align organisational structure to budget structure. Structure has been reviewed and has been submitted to DPSA for approval.
	Capacity of the PPSTA to effectively provide training and development service in the province	Public Service HRD Strategy implementation plan. Reposition & re-engineering of the Training Academy & Revitalisation Plan developed. Expand training capacity through partnerships (e.g. NSG) and training contractors. MOU drafted for engagement with NSG and OTP. E-learning Strategy drafted and will submitted to the PEC for approval. Filling of critical posts for the PPSTA will be undertaken as part of the Reposition & Re-engineering of the Training Academy.

Outcome	Key Risks	Risk Mitigation
		Skills Audit for the Province is underway. The SMS & MMS assessments have been completed and the MMS report is currently being refined. The SMS report will be submitted to the Clusters. The JMS audit is underway. Aligned training interventions will be undertaken accordingly.
4. Professional and ethical provincial administration	Ineffective Fraud and corruption programmes and interventions	<p>KZN Provincial Implementation Plan drafted based on the National Anti-Corruption Strategy. Is currently at consultation stage.</p> <p>KwaZulu-Natal Framework for Consequence Management currently being implemented.</p>

9. Public Entities

Name of Public Entity	Mandate	Outcomes	2022/2023 Budget
KZN Zulu Royal House Trust	<p>Objectives of the Trust:</p> <ol style="list-style-type: none"> 1. The Trust must, in a manner, within the provisions of the Act and within the available budget and resources – <ol style="list-style-type: none"> a. Be administered for the benefit of the Royal Monarch and the other members of the Zulu Royal House, including their – <ol style="list-style-type: none"> i. Material welfare; ii. Educational needs; iii. Aspirations and; iv. Social well-being, Benefitting their status and; b. Provide for the administration, maintenance and management of the assets of the Trust, including the Royal Palaces and the Royal Farms. 2. The Trust may by any lawful means – <ol style="list-style-type: none"> a. Generate: <ol style="list-style-type: none"> i. Revenue ii. Income iii. Business, and; iv. Goodwill; and b. Acquire Assets For the Trust 	Improved governance & accountability	R 24 888 M
<p>Links to Office of the Premier Outcome: Improved governance and accountability; Output relates to Entity Oversight through: KZN Zulu Royal House Trust quarterly monitoring reports; KZN Zulu Royal House Trust Annual Performance Plan Assessment report; and Support Plan to His Majesty developed & linked to the budget.</p>			
<p>In terms of the Service Level Agreement between the OTP and the entity, the following are high level outputs expected to be performed:</p> <ol style="list-style-type: none"> 1. Establish an effective, efficient and transparent financial management & internal system for the management of funds. 2. Undertake administrative support for the: <ul style="list-style-type: none"> - Personal and private activities of His Majesty. - Activities for the Queens and other members of the Zulu Royal family. - Administration and remuneration of the Queens. 3. Undertake administration, maintenance and management of Royal Palaces and farms. 4. Finances are used as indicated in the APP and AOP of the entity and provide written reports monthly & quarterly as required by the Accounting Officer of the OTP. 			

Table 9.1 : Summary of departmental transfers to public entities

R thousand	Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
	2018/19	2019/20	2020/21				2021/22	2022/23	2023/24
Transfers to public entities	19 600	22 586	30 654	23 748	23 748	23 748	24 888	25 983	27 152
Zulu Royal House Trust	19 600	22 586	30 654	23 748	23 748	23 748	24 888	25 983	27 152
Transfers to other entities	-	-	-	-	-	-	-	-	-
KZNGFT	-	-	-	-	-	-	-	-	-
Total	19 600	22 586	30 654	23 748	23 748	23 748	24 888	25 983	27 152

10. Infrastructure Projects

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

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

Table 10.1 : Summary of infrastructure payments and estimates by category

R thousand	Audited Outcome			Main Appropriation	Adjusted Appropriation	Revised Estimate	Medium-term Estimates		
	2018/19	2019/20	2020/21	2021/22			2022/23	2023/24	2024/25
Existing infrastructure assets	3 905	4 533	7 580	4 739	16 539	28 461	6 177	6 449	6 739
Maintenance and repair: Current	1 051	3 155	2 215	2 922	2 922	1 844	4 300	4 489	4 691
Upgrades and additions: Capital	1 344	517	-	-	-	-	-	-	-
Refurbishment and rehabilitation: Capital	1 510	861	5 365	1 817	13 617	26 617	1 877	1 960	2 048
New infrastructure assets	-	-	-	-	-	-	-	-	-
Infrastructure transfers	1 560	3 500	2 350	2 505	2 505	2 505	2 625	2 740	2 863
Infrastructure transfers: Current	-	-	-	-	-	-	-	-	-
Infrastructure transfers: Capital	1 560	3 500	2 350	2 505	2 505	2 505	2 625	2 740	2 863
Infrastructure payments for financial assets	-	-	-	-	-	-	-	-	-
Infrastructure: Leases	8 033	14 215	8 335	9 233	9 233	9 233	9 676	10 102	10 556
Non infrastructure¹	-	-	-	-	-	-	-	-	-
Total	13 498	22 248	18 265	16 477	28 277	40 199	18 478	19 291	20 158
<i>Capital infrastructure</i>	<i>4 414</i>	<i>4 878</i>	<i>7 715</i>	<i>4 322</i>	<i>16 122</i>	<i>29 122</i>	<i>4 502</i>	<i>4 700</i>	<i>4 911</i>
<i>Current infrastructure</i>	<i>9 084</i>	<i>17 370</i>	<i>10 550</i>	<i>12 155</i>	<i>12 155</i>	<i>11 077</i>	<i>13 976</i>	<i>14 591</i>	<i>15 247</i>

11. Public Private Partnerships

N/A.

12. Consolidated Indicators

N/A as none received from DPSA or DPME.

13. Conditional Grants

N/A.

14. District Development Model

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

Part D: Technical Indicator Descriptors

Programme 1

Indicator Title	1. Number of Executive Council decision matrix implementation progress reports submitted to the Executive Council
Definition	Executive Council matrices implementation reports circulated at least 3 working days prior to the next meeting.
Source of data	Copies of implementation reports from Secretariat
Method of Calculation / Assessment	Count of each type of report per quarter
Means of verification	Copies of implementation reports, and proof of circulation (proof of circulation can include proof of electronic distribution (e-mail; and/or register signed by recipients). Report to include challenges, interventions and progress on implementation including previous recommendations.
Assumptions	Executive Council meetings are held.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative year end
Reporting Cycle	Quarterly
Desired performance	Timely reports
Indicator Responsibility	Head of Executive Council Secretariat
Indicator Title	2. Number of Provincial Executive Council Makgotla reports
Definition	Provincial Executive Council Makgotla matrices implementation reports circulated at least 1 month after the meeting
Source of data	Copies of implementation reports from Secretariat
Method of Calculation / Assessment	Count of each type of report bi-annually.
Means of verification	Copies of implementation reports, and proof of circulation (proof of circulation can include proof of electronic distribution (e-mail; and/or register signed by recipients). Report to include challenges, interventions and progress on implementation including previous recommendations
Assumptions	Provincial Executive Makgotla's are held. Information on progress being made is provided by departments.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative year end
Reporting Cycle	Bi-annual
Desired performance	Provincial Executive Council Makgotla matrices implementation reports circulated at least twice before the next meeting.
Indicator Responsibility	Head of Executive Council Secretariat

Indicator Title	3. Percentage of invoices paid within 30 days
Definition	The number of valid invoices paid within 30 days of receipt by the institution against the total number of valid invoices paid by the institution.
Source of data	Treasury Report
Method of Calculation / Assessment	4 reports per year on percentage of invoices paid within 30 days. Note the target is informed by the principle that all invoices should be paid within 30 Days.
Means of verification	Quarterly 30-day report signed by CFO (information for report obtained from Treasury Report) and content to be screened for compliance to desired standard and submitted to the Director-General. Report to include percentage of invoices paid within 30 days.
Assumptions	Suppliers submit valid and accurate invoices to the institution.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Non-cumulative
Reporting Cycle	Quarterly
Desired performance	100% Compliance with S38 of the PFMA. The aim is to ensure that there 30-day payment period is improved to reach 100% compliance
Indicator Responsibility	Chief Financial Officer
Indicator Title	4. Percentage reduction of wasteful and fruitless expenditure
Definition	In terms of Section 1 of the PFMA, wasteful and fruitless expenditure refers to the expenditure which could have been avoided had reasonable care been taken. The report on reduction of wasteful and fruitless expenditure will suggest that the department is in compliance with the relevant government prescripts including PFMA, Treasury Regulations, Practice Notes, Circulars, Instruction Notes and other prescripts.
Source of data	Wasteful and fruitless expenditure register
Method of Calculation / Assessment	The percentage will be calculated by taking actual fruitless & wasteful expenditure incurred in the current financial year over / divided by the actual wasteful and fruitless expenditure incurred in the previous financial year. The amount incurred in 2021/22 financial year will be used as a base. (To be noted that on an annual basis this figure will fluctuate, but will be calculated at the end of the MTSF cycle (2024) against the total average reduction measured against the 2018/19 audited baseline)
Means of verification	The report which will be derived from the register of wasteful and fruitless expenditure compiled on a quarterly basis and reported quarterly to oversight committees especially CARC, (Cluster on Audit Risk). Report to include percentage reduction of wasteful and fruitless expenditure.
Assumptions	Invoices received from suppliers timeously.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Non-cumulative
Reporting Cycle	Annually
Desired performance	100% reduction of wasteful and fruitless expenditure. Investigate and implement consequence management on all wasteful and fruitless expenditure cases reported in prior years.
Indicator Responsibility	Chief Financial Officer

Indicator Title	5. Percentage reduction of irregular expenditure
Definition	In terms of Section 1 of the PFMA, Irregular expenditure refers to the expenditure incurred in violation of the prevailing prescripts. The report on reduction of irregular expenditure will suggest that the department is in compliance with the relevant government prescripts including PFMA, Treasury Regulations, Practice Notes, Circulars, Instruction Notes and other prescripts.
Source of data	Irregular expenditure register
Method of Calculation / Assessment	The percentage will be calculated by looking at actual expenditure incurred in the current financial year over the actual irregular expenditure incurred in the previous financial year. The financial year 2021/22 will be used as a base year.
Means of verification	The report will be derived from the register of irregular expenditure compiled on a quarterly basis and reported quarterly to CARC. Reports to include percentage reduction of irregular expenditure
Assumptions	Late pronouncements of events which impact on compliance on SCM processes.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Non-cumulative
Reporting Cycle	Annually
Desired performance	100% reduction of irregular expenditure. Investigate and implement consequence management on all irregular expenditure cases reported in the previous years.
Indicator Responsibility	Chief Financial Officer
Indicator Title	6. Number of PCF decision matrix implementation reports
Definition	Premier's Coordinating Forum meetings at least quarterly. At these meetings strategic decisions are taken that require implementation. This report will be on the progress made to the implementation of those decisions including all COVID-1919 related issues.
Source of data	Copies of implementation reports from Secretariat; decision matrix of meetings, minutes of meetings, progress reports as received from departments and municipalities.
Method of Calculation / Assessment	Simple count of each type of report per quarter
Means of verification	Copies of implementation reports, and proof of circulation (proof of circulation can include proof of electronic distribution (e-mail; and/or register signed by recipients. Implementation report submitted to DG prior to next meeting. Implementation report to include all decisions as per previous meetings which are still outstanding, current progress, challenges and interventions if required and recommendations.
Assumptions	Departments and municipalities provide progress on decisions made for consolidation of report to DG.
Disaggregation of Beneficiaries (where applicable)	n/a
Spatial Transformation (where applicable)	n/a
Calculation Type	Cumulative year end
Reporting Cycle	Quarterly
Desired performance	Implementation reports on decision matrices submitted to DG within 30 days after meeting is held.
Indicator Responsibility	Director: Cooperative Governance

Indicator Title	7. Number of COHOD Meeting decision matrices implementation reports
Definition	COHOD meetings are scheduled for at least one per month. At these meetings HODs and the DG make strategic decisions which guide the implementation of interventions for the Province. Decision matrices are produced after each meeting. This report will service to advise the DG on the progress being made with each resolution of COHOD.
Source of data	Decisions making matrix (summary of key resolutions from agenda) and minutes (draft) – and final signed minutes to be available after ratification from Cooperative Governance. Progress reports from departments and municipalities.
Method of Calculation / Assessment	Simple count
Means of verification	Implementation report on decision matrix submitted to DG prior to next meeting. Implementation report to include all decisions as per previous meetings which are still outstanding, current progress, challenges, interventions if any are required and recommendations.
Assumptions	Progress reports received timeously from COHOD members.
Disaggregation of Beneficiaries (where applicable)	n/a
Spatial Transformation (where applicable)	n/a
Calculation Type	Cumulative year end
Reporting Cycle	Quarterly
Desired performance	Implementation reports on decision matrices submitted to DG within 30 days after meeting is held.
Indicator Responsibility	Director: Cooperative Governance
Indicator Title	8. Number of International Relations & ODA Strategy implementation monitoring reports
Definition	The International Relations Strategy (including matters related to Overseas Donor Assistance) has been developed to serve as a blueprint in conducting Provincial International Relations. The strategy contains several key outcomes which require implementation of key activities. This report provides progress that is being made in terms of the implementation of the strategy.
Source of data	Reports, Media Coverage, Invitations, the International Relations Strategy Implementation Plan.
Method of Calculation / Assessment	Simple count of Reports
Means of verification	Report on the progress being made with implementation to the strategy through the International Relation Strategy implementation plan. The report to cover the following issues: <ul style="list-style-type: none"> - International Relations strategy implementation plan - International Donor Funding plan monitoring and reporting on the funding. - Progress report against implementation plan & any progress on previous recommendations made. - Challenges - Proposed interventions - Recommendations Proof of submission of comprehensive report to be submitted to DG.
Assumptions	International Relations Strategy approved by Executive Council
Disaggregation of Beneficiaries (where applicable)	n/a
Spatial Transformation (where applicable)	n/a
Calculation Type	Cumulative year end
Reporting Cycle	Bi-Annual
Desired performance	Quarterly reports submitted on progress made with implementation of International Relations Strategy.
Indicator Responsibility	Director: International Relations

Indicator Title	9. Number of Twinning Agreements reviewed in line with the South African Foreign policy
Definition	To ensure that all International Twinning Agreement in KZN are reviewed to ensure alignment to South African foreign policy.
Source of data	KZN International Agreements, South African Foreign Policy
Method of Calculation / Assessment	Simple count
Means of verification	A report on the KZN international twinning agreements that have been analysed and aligned to the SA Foreign policy. Report to include number of twinning agreements reviewed in line with the South African Foreign Policy, challenges & interventions. Report tabled to the Sub-Committee on International Relations.
Assumptions	South African Foreign policy available to utilize to review twinning agreements.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Non-cumulative
Reporting Cycle	Annual
Desired performance	To review the agreements within a month or by end of second/third quarter
Indicator Responsibility	Director: International Relations

Programme 2a

Indicator Title	10. Number of reports on labour and disciplinary cases submitted to the Executive Council
Definition	Reports submitted to the Executive Council to provide updates on labour and disciplinary cases in KZN provincial departments.
Source of data	Reports from departments and own HR records
Method of calculation	Simple count of reports submitted to Executive Council
Means of verification	Copy of the Labour Relations reports (Discipline, grievances and disputes). Report to include challenges, interventions, progress on key priorities & implementation of previous recommendations. Proof of submission to the Executive Council Secretariat.
Assumptions	Report received from departments by the 15th of the month following the end quarter
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation type	Cumulative year end
Reporting cycle	Bi-annual
Desired performance	Analyse the trends of misconduct cases in the Province and provide interventions. Compliance reports to be submitted to the relevant structure within 10 working days of the end of the quarter that the report is prepared.
Indicator responsibility	Director: Labour Relations
Indicator Title	11. Number of annual provincial departments ICT governance assessment reports
Definition	Reports to GSCID Cluster on compliance with IT governance requirements and frameworks, based on the standard template.
Source of data	Reports and records from Chief Director: Provincial Information Technology & completed templates from departments as per DPSA Corporate Governance of Information Communication Technology assessment standard.
Method of calculation	Simple count.
Means of verification	Summative report on findings on the templates as completed by departments submitted to the secretariat of the GSCID Cluster. Report to include challenges, interventions, progress being made on key priorities & progress from previous recommendations made.
Assumptions	The receipt of completed templates from provincial departments.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation type	Non-cumulative
Reporting cycle	Annual
Desired performance	2 x reports (6 monthly) indicating progress on compliance on key aspects measured by the standard template.
Indicator responsibility	Chief Director: Provincial Information Technology

Indicator Title	12. Number of reports on the implementation of the Operations Management Framework
Definition	The indicator measures the number of monitoring reports on the implementation of the Operations Management Framework by departments in the Province.
Source of data	Quarterly reporting templates received from Provincial Departments
Method of calculation	Simple count of one consolidated report per quarter
Means of verification	Report on the progress being made with implementation of the Operations Management Framework in the Province. The report to cover the following issues: <ul style="list-style-type: none"> - Progress report of each department & progress on previous recommendations. - Challenges - Proposed interventions - Recommendations Proof of submission of comprehensive quarterly report to be submitted to DG.
Assumptions	Reports received from departments by the 1st of the month following the end of the quarter
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation type	Cumulative year end
Reporting cycle	Quarterly
Desired performance	Copy of consolidated reports and proof of submission to DG's office within 10 working days of the end of the quarter.
Indicator responsibility	Director: Provincial Organisational Development
Indicator Title	13. Number of COVID-19 Occupational Health and Safety Compliance Reports
Definition	Number of COVID-19 Compliance reports submitted to GSCID Cluster secretariat quarterly. Departments are required to implement COVID-19 Recovery and Mitigation Plans based on Regulation 16.6.b issued in terms of the National Disaster Management Act focusing on occupational health and safety measures.
Source of data	Quarterly reports on compliance analysis.
Method of calculation	Simple count of reports submitted.
Means of verification	Copy of consolidated report/s on the provincial departments' compliance with COVID-19 measures, proof of submission to GSCID Secretariat. Report to include challenges, interventions, progress being made on key priorities & progress from previous recommendations made.
Assumptions	Dependent on provincial departments submitting compliance reports to the Office of the Premier within the given timeframes.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation type	Cumulative year end
Reporting cycle	Quarterly
Desired performance	All quarterly reports to be related to matters on the preceding quarter, within 15 working days of the end of the quarter.
Indicator responsibility	Director: Employee Health and Wellness

Indicator Title	14. Number of reports on the implementation of the HR Turn Around Strategy
Definition	In order to improve the delivery of Human Resource Services within the Provincial Administration the KZN HR Turnaround Strategy was developed. The Executive Council has approved the strategy which has to be implemented. The report will focus on the strategic objectives and related targets in the strategy. This indicator seeks to assess & monitor progress on the implementation of the Strategy.
Source of data	Reports from Departments and own information.
Method of calculation	Count of each report per quarter
Means of verification	Copy of Human Resource compliance report for the previous quarter (including Provincial Organisation Development (4 reports, 1 per quarter), Labour Relations (4 reports, 1 per quarter for the quarter before the previous quarter covering Discipline, Grievances, Suspensions and Disputes), HR Policy and Practices (1 report in the 3 rd quarter), Peral Management (1 report in 3 rd Quarter) & Employee Health and Wellness (1 report in 1 st Quarter for the previous financial year). Compliance in terms of the implementation of; employment equity; vacancy rate and people with disability will also be included. Report will also contain HR policy and practice issues including requests received, response rate, trends and need for policy intervention. Report to comprise of challenges, interventions, progress on key pillars and/or priorities. Proof of submission to the COHOD secretariat.
Assumptions	Departments will submit quarterly reports timeously based on desired performance and the availability of own data/information
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation type	Cumulative year end
Reporting cycle	Quarterly
Desired performance	OTP SHRM putting in place proactive control measures to ensure that all Provincial Departments submit quarterly reports within 5 working days of the end of the quarter, that is, in terms of the Service Level Agreement entered with each Department.
Indicator responsibility	Chief Director: Strategic Human Resources Management
Indicator Title	15. Number of Nerve Centre Strategy implementation reports
Definition	Reports on the progress made with regards to the implementation of the Nerve Centre optimization and utilization strategy
Source of data	Nerve Centre repositioning project implementation meetings and project manager's reports. Provincial Digital Transformation Strategy implementation reports
Method of Calculation	Simple count
Means of verification	Implementation progress reports submitted to EXCO secretariat for noting by the EXCO via the DDG: Corporate Services two weeks prior to the end of the second quarter (first report) and the two weeks prior to the end of the fourth quarter (second report). Report to include challenges, interventions, progress being made on key priorities & progress from previous recommendations made.
Assumptions	Nerve Centre optimization and utilization strategy submitted and endorsed by EXCO
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative year end
Reporting Cycle	Bi-annual
Desired performance	Quarterly reports to be submitted to the DDG 's office.
Indicator Responsibility	Director: Nerve Centre

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

Indicator	18. Number of reports on the implementation of the PPSTA Revitalisation plan
Definition	The indicator refers to the reports to monitor the implementation of the PPSTA Revitalisation plan resulting from the repositioning exercise.
Source of data	Implementation and consultation meetings with relevant stakeholders
Method of calculation	Count of each report per quarter
Means of verification	Copy of reports submitted to the DG indicating progress per quarter. Report to include challenges, interventions, progress being made on key priorities & progress from previous recommendations made.
Assumptions	Necessary resources will be allocated for the implementation of the Revitalisation plan
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation type	Cumulative year end
Reporting cycle	Quarterly
Desired performance	A quarterly report produced to show progress being made against the PPSTA Revitalisation Plan. The report to be completed within 7 days of end of quarter submitted to the DG
Indicator responsibility	Chief Director: Provincial Public Service Training Academy
Indicator Title	19. Number of reports on implementation of E-learning strategy
Definition	The indicator refers to the implementation of the approved E-Learning Strategy developed to enable the PPSTA to conduct online learning in line with the 4 th Industrial Revolution.
Source of data	Implementation Plan for the E-Learning Strategy. Reports from the unit on progress made against the implementation plan of the strategy. Registers from e-learning sessions held. Minutes of meetings held with service providers / NSG on e-learning courses, etc.
Method of calculation	Simple count
Means of verification	Progress report submitted to the DDG: Corporate Services. Report to include progress made on the implementation of the approved e-Learning Strategy and include challenges, interventions, recommendations, progress being made on key priorities & progress from previous recommendations made.
Assumptions	An implementation plan for operationalising the strategy will be drafted and implemented in 2022/23. E-Learning service providers are available within costs constraints to provide training. Targeted participants respond to the e-learning courses.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation type	Non-cumulative
Reporting cycle	Annually
Desired performance	Monthly reports on the implementation of the E-Learning Strategy.
Indicator responsibility	Chief Director: Provincial Public Service Training Academy

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

Programme 2b

Indicator Title	23. Number of Quarterly Reports on Provincial Legislative Programme
Definition	Quarterly Reports on Provincial Legislative Programme on the preceding quarter, submitted within 10 working days of the end of each Quarter to the Cluster Secretariat to be placed on the Agenda of the Government State Capacity & Institutional Development (GSCID) Technical Cluster.
Source of data	Records and Reports from CD: SLAS.
Method of calculation	Simple count
Means of verification	Copy of Quarterly Report which incorporates information on the number of Provincial Laws (Bills, Regulations and Proclamations) drafted, legally edited and certified and reports on progress with, and status of, the legislation. Proof of submission to the GSCID Technical Cluster Secretariat e.g. email or signed document tracking register submitted. Report to include challenges, interventions, progress being made on key priorities & progress from previous recommendations made.
Assumptions	Reports are available and stored electronically and in hard copy format.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation type	Cumulative year-end.
Reporting cycle	Quarterly
Desired performance	Monthly reports submitted which incorporates information on the number of Provincial Laws (Bills, Regulations and Proclamations) drafted, legally edited and certified and reports on progress with, and status of, the legislation.
Indicator responsibility	Chief State Law Advisor: Chief Directorate: SLAS
Indicator Title	24. Number of Premier's Reports on the status of Provincial Investigations
Definition	The Premier report is a consolidated report on all forensic investigations in the province. The report outlines forensic cases per department and provides progress, current status and recommendations.
Source of data	Forensic investigators forensic reports. Allegations received from various sources. Response on follow-up letters sent to AOs. Follow-ups conducted with SAPS
Method of Calculation / Assessment	Simple count of reports
Means of verification	Proof of submission of report to the Premier (first page of memo) and last page showing signature/s at the end of each quarter. Due to the sensitivity of the issues raised in the report, the contents of the report cannot be used for verification. Report to include challenges, interventions, progress being made on current investigations & progress from previous recommendations made.
Assumptions	Forensic investigations proceed without any challenges.
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Cumulative year end
Reporting Cycle	Quarterly
Desired performance	Provincial department reports sent to Executive Authorities
Indicator Responsibility	Chief Director: Forensic Investigations

Indicator Title	25. Number of security awareness sessions
Definition	The OTP as the centre of governance in the Province also has a responsibility to co-ordinate security services. Part of this co-ordination is to ensure the implementation of a Provincial Security policy. These awareness sessions seek to achieve the standardisation of security through the implementation of this security policy.
Source/collection of data	Approved Provincial Security framework / Policy. Security awareness sessions held attendance registers, meetings held, recordings if held on TEAMS.
Method of calculation	Simple count
Means of verification	Minutes / report on the security awareness sessions held together with attendance registers and presentations if utilised.
Assumptions	Departmental representatives attend as invited to the sessions.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation type	Cumulative year end
Reporting cycle	Bi-annual
Desired performance	Quarterly security awareness sessions held.
Indicator responsibility	Chief Director: Security Services
Indicator Title	26. Number of quarterly Minimum Physical Security Standards (MPSS) monitoring coordination reports
Definition	Quarterly Minimum Physical Security Services (MPSS) (name of report) monitoring coordination reports completed to monitor and coordinate security services in the province.
Source of data	Reports from various units, government departments as well as internally generated reports. Departments reports to include progress made on implementation of approved Provincial Security Policy.
Method of calculation	Simple count of reports per quarter
Means of verification	Physical verification security standards report received from each department (to be noted that the OTP does not conduct the physical verifications for the report) submitted to Chief Director: Security Services detailing progress, challenges, recommendations and progress on implementation of Provincial Security Policy. Due to the nature of security reports, the report consolidated and submitted by Security Services (OTP) would highlight trends rather than details per department. It will be one report per quarter (using a sample of 3 departmental reports).
Assumptions	Compliance by Departments – in terms of timeous(quarterly) submission of reports and availability of security managers within departments
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation type	Cumulative year end
Reporting cycle	Quarterly
Desired performance	Monthly minimum physical security standards monitoring reports submitted.
Indicator responsibility	Chief Director: Security Services Unit

Indicator Title	27. Number of intervention reports on the resolution of service delivery complaints
Definition	Receipt and resolution of complaints are demand driven. Some interventions take longer than others, depending on the nature of the complaint (Birth certificates documents v Housing, e.g.). OTP is a conduit for service delivery complaints through different media (hotlines, walk-ins, letters, etc.) and coordinates referrals and interventions by departments. Progress reports on the receipt and resolution of complaints is the most practical means of monitoring intervention progress and effectiveness.
Source of data	Copy of reports, and Reports to include Complaints register and intervention reports
Method of calculation	Simple count
Means of verification	Consolidated report supported by the complaints register and interventions. Report to include complaints received, referral to department / municipality, progress on resolution of complaint, challenges experienced, intervention required, recommendations and & progress from previous recommendations made. Retrospective reporting (quarter starts a month before the beginning of the quarter and ends a month before the end of the quarter. Report submitted to Chief Director: Integrity Management.
Assumptions	Compliance by departments and municipalities in terms of timeous submission of intervention reports.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	Province wide
Calculation type	Cumulative year end
Reporting cycle	Quarterly
Desired performance	Consolidated quarterly reports within 10 working days of the end of each quarter to ensure timely response to complaints through referrals to line function departments. Reports to include Complaints register and intervention reports. 1 report per quarter, relating to matters on the preceding quarter, within 10 working days of the end of the quarter.
Indicator responsibility	Director: Service Delivery Complaints Management
Indicator Title	28. Number of Service Delivery Improvement Plans (SDIP) implementation monitoring reports
Definition	Monitoring reports on the implementation of the Service Delivery Improvement Plans (SDIP) by departments.
Source of data	Reports from departments and DPSA on implementation of Departmental SDIPs.
Method of calculation	Simple Count
Means of verification	Submission of bi-annual reports to the DDG: Institutional Development and Integrity Management, based on the progress reports on implementation of SDIPs as received from departments. Report to include challenges, interventions, progress being made on key priorities & progress from previous recommendations made.
Assumptions	All provincial departments have approved 2-year SDIPs in place and provide OTP with progress reports timeously.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative
Reporting Cycle	Bi-annual
Desired performance	Submission of quarterly monitoring reports on SDIP.
Indicator Responsibility	Director: Service Delivery Improvement

Indicator Title	29. Number of Siyahlola reports
Definition	Monitoring reports on the identified projects being implemented within KZN.
Source of data	Site visits (announced and unannounced) conducted by OTP specific projects identified and assessment tool utilized during these visits.
Method of calculation	Simple count
Means of verification	Submission of report to the DDG: Institutional Development and Integrity Management. Report to outline the site visits undertaken, findings during visits, challenges, required interventions, progress, recommendations & progress from previous recommendations made. Reporting is retrospective - the quarterly report is based on the previous quarters.
Assumptions	Staff availability and reports submitted by departments within the required timeframes for reporting.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative year end
Reporting Cycle	Quarterly
Desired performance	Submission of progress report to DDG within 30 days of end of quarter.
Indicator Responsibility	Director: Service Delivery Improvement
Indicator Title	30. Number of OTP Ombudsperson reports
Definition	OTP Ombudspersons' reports submitted on complaints received and investigated, with recommendations.
Source of data	Complaints received, reports collated from departments and state-owned enterprises
Method of calculation	Simple count
Means of verification	Copy of bi-annual reports submitted to the DDG of the Branch. Report to include complaints received, referral to, progress made, challenges, interventions and recommendations & progress from previous recommendations made.
Assumptions	Complaints are received (demand driven)
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	Province-wide
Calculation type	Cumulative year-end
Reporting cycle	Bi-annual
Desired performance	1 report every 2 nd quarter, relating to matters on the preceding quarter, within 5 working days of the end of the quarter.
Indicator responsibility	Chief Director: Integrity Management

Indicator Title	31. Number of progress reports compiled on the interventions coordinated for Senior Citizens.
Definition	Quarterly reports on the progress of implementation of the Annual KZN Senior Citizens Plan which is a multi-sectoral and overarching plan that is designed to guide and coordinate all policies, programs, projects, and campaigns for Senior Citizens in KwaZulu-Natal.
Source of data	Quarterly reports on the implementation of the Annual KZN Senior Citizens Plan from government departments.
Method of calculation	Simple Count
Means of verification	A consolidated report based on the quarterly reports from departments which reflect the implementation of the Annual KZN Senior Citizens plan submitted based on progress made in the preceding quarter to the DDG: Stakeholder Coordination (retrospective reporting). Report to include challenges, interventions, progress being made on key priorities & progress from previous recommendations made.
Assumptions	Departments have planned senior citizens programmes in alignment to and will implement their responsibilities as per the KZN Senior Citizens Plan.
Disaggregation of beneficiaries (where applicable)	Senior Citizens
Spatial transformation (where applicable)	Province Wide.
Calculation type	Cumulative year end
Reporting cycle	Quarterly
Desired performance	Quarterly reports on implementation of the Provincial Senior Citizens Plan by all government departments, municipalities, civil society i.e. women empowerment and gender submitted to the DDG: Stakeholder Co-ordination within one month after the beginning of each quarter.
Indicator responsibility	Director: Human Rights
Indicator Title	32. Number of progress reports compiled on the interventions coordinated for People with Disabilities.
Definition	Quarterly reports on the progress of implementation of the Annual KZN People with Disabilities Plan which is a multi-sectoral and overarching plan that is designed to guide and coordinate all policies, programs, projects, and campaigns for Persons with Disabilities in KwaZulu-Natal.
Source of data	Quarterly reports on the implementation of the Annual KZN Persons with Disabilities Plan from government departments.
Method of calculation	Simple Count
Means of verification	A consolidated report based on the quarterly reports from departments which reflect the implementation of the Annual KZN People with Disabilities plan submitted based on progress made in the preceding quarter to the DDG: Stakeholder Coordination (retrospective reporting). Report to include challenges, interventions, progress being made on key priorities & progress from previous recommendations made.
Assumptions	Departments have planned Persons with Disabilities programmes in alignment to and will implement their responsibilities as per the KZN Persons with Disabilities Plan.
Disaggregation of beneficiaries (where applicable)	Persons with Disabilities
Spatial transformation (where applicable)	Province Wide.
Calculation type	Cumulative year end
Reporting cycle	Quarterly
Desired performance	Quarterly reports on implementation of the Provincial Persons with Disabilities Plan by all government departments, municipalities, civil society i.e. women empowerment and gender submitted to the DDG: Stakeholder Co-ordination within one month after the beginning of each quarter.
Indicator responsibility	Director: Human Rights

Indicator Title	33. Number of monitoring reports on the implementation of the Provincial Gender Based Violence and Femicide Strategic Implementation Plan
Definition	The Office of the Premier is responsible for the co-ordination of programmes targeting vulnerable members of society. The Provincial Gender Based Violence and Femicide Strategic Implementation Plan aims to provide a multi-sectoral, coherent strategic policy and programming framework to strengthen a coordinated and integrated provincial response to the high levels of gender-based violence and femicide. The plan is implemented by government departments and municipalities. Monitoring reports therefore refer to oversight information on the implementation of the Provincial Gender Based Violence and Femicide Plan by Departments and municipalities.
Source of data	Quarterly reports from government departments and municipalities on the implementation of the Annual GBVF Plan.
Method of calculation	Simple count
Means of verification	Consolidated quarterly report submitted to DDG: Stakeholder Coordination. Note: reports are done for the preceding quarter. Report to include progress made against planned interventions by Departments and municipalities, challenges noted, trend analysis per district and recommendations by OTP, interventions & progress from previous recommendations made.
Assumptions	Existence of a uniform GBVF reporting template for Departments and municipalities.
Disaggregation of Beneficiaries (where applicable)	All
Spatial Transformation (where applicable)	Province wide
Calculation type	Cumulative year end
Reporting cycle	Quarterly
Desired performance	4 quarterly reports highlighting trends per sector provided to DDG within one month after each quarter.
Indicator responsibility	Director: Office of the Status of Women
Indicator Title	34. Number of progress reports compiled on the interventions coordinated for Women and Gender.
Definition	Quarterly reports on the progress of implementation of the Annual KZN Gender Equality Plan which is a multi-sectoral and overarching plan that is designed to guide and coordinate all women empowerment and gender equality policies, programs, projects, and campaigns in KwaZulu-Natal
Source of data	Quarterly reports on the implementation of the Annual KZN Gender Equality Plan from government departments.
Method of calculation	Simple Count
Means of verification	A consolidated report based on the quarterly reports from Departments which reflect the implementation of the Annual KZN Gender plan submitted based on progress made in the preceding quarter to the DDG: Stakeholder Coordination (retrospective reporting). Report to include challenges, interventions, progress being made on key priorities & progress from previous recommendations made.
Assumptions	Departments have planned women and gender programmes in alignment to and will implement their responsibilities as per the KZN Gender Equality Plan.
Disaggregation of beneficiaries (where applicable)	All
Spatial transformation (where applicable)	Province Wide.
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	Quarterly reports on implementation of the Provincial Gender Equality Plan by all government departments, municipalities, civil society i.e. women empowerment and gender submitted to the DDG within one month after the beginning of each quarter.
Indicator responsibility	Director: Office of the Status of Women and Children

Indicator Title	35. Number of progress reports compiled on the interventions coordinated for Children
Definition	Quarterly reports on the progress of implementation of the Annual KZN Children's Plan which is a multi-sectoral and overarching plan that is designed to guide and coordinate all child empowerment and protection the policies, programs, projects, and campaigns in KwaZulu-Natal.
Source of data	Quarterly reports on the implementation of the Annual Children's Plan from government departments.
Method of calculation	Simple Count
Means of verification	A consolidated report based on the quarterly reports from Departments which reflect the implementation of the Annual KZN Children's Plan submitted based on progress made in the preceding quarter to the DDG: Stakeholder Coordination (retrospective reporting). Report to include challenges, interventions, progress being made on key priorities & progress from previous recommendations made.
Assumptions	Departments have planned Children's programmes in alignment to and will implement their responsibilities as per the Annual KZN Children's Plan.
Disaggregation of beneficiaries (where applicable)	Children
Spatial transformation (where applicable)	Province Wide.
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	Quarterly reports on implementation of the Annual KZN Children's Plan by all government departments, municipalities, civil society i.e. child empowerment and protection reports submitted to the DDG within one month after the beginning of each quarter.
Indicator responsibility	Director: Office of the Status of Women and Children
Indicator Title	36. Number of consolidated human rights monitoring reports
Definition	Measures progress on investigations undertaken on receipt of complaints of human rights violations.
Source of data	Complaints received, progress report form departments / municipalities.
Method of calculation	Simple count
Means of verification	Quarterly report submitted to DDG: Stakeholder Co-ordination outlining human rights violations cases received, the current status of the investigation, progress and challenges. Reporting is retrospective (report based on previous quarters cases received and investigated). Report to include challenges, interventions, progress being made on key priorities & progress from previous recommendations made.
Assumptions	Cases reported and received for investigation on human rights violations (demand driven).
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	Province wide
Calculation type	Cumulative year end
Reporting cycle	Quarterly
Desired performance	Monthly report on consolidated human rights violation monitoring submitted to DDG: Institutional Development.
Indicator responsibility	Director: Human Rights

Indicator Title	37. Number of Integrated Provincial Youth Development Implementation plans approved
Definition	Provincial Integrated Youth Development implementation plan developed annually to ensure co-ordination of the implementation of youth programmes in the Province.
Source of data	Stats SA, Reports from departments, National Youth Framework, etc.
Method of calculation	Simple count of an approved plan
Means of verification	Provincial Integrated Youth Development Plan approved by DDG: Institutional Development and Integrity Management. Plan to include consolidated activities of all departments broken down to a quarterly level, timeframes, responsibility and budget.
Assumptions	Compliance by departments to prepare annual youth development plans and submit these timeously to OTP for consolidation.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	Province wide
Calculation type	Non-cumulative
Reporting cycle	Annual
Desired performance	Plan is ready for implementation before the beginning of the financial year.
Indicator responsibility	Chief Director: Youth Development
Indicator Title	38. Number of coordination reports on the progress of the Integrated Provincial Youth Development Implementation plan
Definition	Number of coordination reports on the implementation of the Provincial Integrated Youth Development Strategy.
Source of data	Provincial Youth Plan, progress reports from various implementing stakeholders.
Method of calculation	Simple count
Means of verification	Quarterly consolidated progress report submitted to the DDG: IDIM on progress made against the annual Provincial Integrated Youth Development Implementation Plan. Report to include challenges, interventions, progress being made on key priorities & progress from previous recommendations made.
Assumptions	Submission of information from departments
Disaggregation of Beneficiaries (where app)	N/A
Spatial Transformation (where applicable)	Province wide
Calculation type	Cumulative year end
Reporting cycle	Quarterly
Desired performance	Monthly progress reports provided.
Indicator responsibility	Chief Director: Youth Development
Indicator Title	39. Number of progress reports on the Youth Empowerment Fund
Definition	Quarterly progress reports on the previous recipients of the Youth Empowerment Fund and the 2022/23 roll-out of the Youth Empowerment Fund in the Province (R50 million funding from 2021/22 financial year) which aims to promote economic growth and reduce poverty.
Source of data	Reports from stakeholders outside of OTP on the utilisation & dispensation of the Fund e.g. the youth beneficiaries, EDTEA and the Growth Fund. Youth Unit own assessment reports / analysis reports on the businesses visited and findings.
Method of calculation	Simple count
Means of verification	Quarterly consolidated progress report submitted to the DDG: IDIM. Report to include progress being made by the previous beneficiaries of the Youth Empowerment Fund since inception and to include challenges, interventions and recommendations & progress from previous recommendations made. Progress report on the implementation of the current year's recipients (from the 21/22 funding).
Assumptions	Compliance of submission of information from stakeholders with respect to information required to consolidate reports.
Disaggregation of Beneficiaries (where app)	100% Youth
Spatial Transformation	Province wide
Calculation type	Cumulative year end
Reporting cycle	Quarterly
Desired performance	Monthly reports provided on the Youth Empowerment Fund to the DDG IDIM.
Indicator responsibility	Chief Director: Youth Development

Indicator Title	40. Number of reports on the I Do Right, Even When Nobody is Looking Campaign
Definition	The report on the “I do right campaign” which encompasses a number of programmes to be implemented by the provincial government to encourage ethical behaviour.
Source of data	Reports, implementation plan, Inputs from relevant stakeholders
Method of calculation	Simple count of reports
Means of verification	Report on I do right campaign”, undertaken to promote ethical behaviour in the province, outlining progress against the implementation plan & key priorities, challenges, interventions, progress from previous recommendations made and recommendations, submitted to the CD: Forensic Investigations. The report will be based on retrospective reporting.
Assumptions	Relevant external stakeholders to be consulted will cooperate.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	Province wide
Calculation type	Cumulative year end
Reporting cycle	Quarterly
Desired performance	1 consolidated report of programmes implemented within 10 working days of the end of each quarter.
Indicator responsibility	Director: Integrity Management
Indicator Title	41. Number of quarterly progress reports (National Anti-Corruption Hotline KZN cases)
Definition	Monitoring and coordination progress reports (National Anti-Corruption Hotline cases) on fraud, corruption and unethical behaviour complaints and the resolution of the complaints
Source of data	Hotline Complaints register and intervention reports from departments
Method of calculation	Simple count of progress reports
Means of verification	Quarterly reports submitted to DDG: Institutional Management including complaints received and progress on interventions, challenges experienced, Report to include challenges, interventions, progress being made on key priorities & progress from previous recommendations made and recommendations as well as monitoring of response times.
Assumptions	Timeous responses from departments. PSC to give limited access to the departments on their system in order to provide responses and updates
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	Province wide
Calculation type	Cumulative year end
Reporting cycle	Quarterly
Desired performance	Monthly progress reports provided on progress made on National Anti-Corruption Hotline cases
Indicator responsibility	Director: Integrity Management

Indicator Title	42. Number of awareness workshops on fraud and ethics
Definition	Empowerment workshops are aimed at creating awareness of fraud and corruption and ethics in order to improve the understanding of public servants in provincial departments on fraud and corruption and encourage them to report incidents of fraud and corruption utilising the correct channels whenever they come across these.
Source of data	Training material, workshop attendance registers,
Method of calculation	Simple count
Means of verification	Copy of report on the workshops held. Report to include: Date and venue of workshop (which district / municipal area), when, who attended. It will also cover matters raised, challenges and proposed interventions and timeframes, as well as where matters were referred to line function government institutions. It will also cover other forms of media used. The report will be for the Unit's use to assist in preparing for other workshops, QPR reporting and to track matters which will be referred to other government institutions. Report to be submitted to DDG: Institutional Development and Integrity Management.
Assumptions	Government institutions are willing and commit to hosting the workshops.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	Province wide
Calculation type	Cumulative year end
Reporting cycle	Quarterly
Desired performance	1 consolidated report within 10 working days of the end of each quarter.
Indicator responsibility	Director: Integrity Management
Indicator Title	43. Number of Fraud and Corruption reports
Definition	Summarised table of statistics released by SAPS on fraud and corruption, detailing amounts involved, convictions, whether public servants or private sector individuals were involved, and resultant financial recoveries.
Source of data	Report from SAP
Method of calculation	Simple count of reports
Means of verification	Consolidated report on fraud and corruption in KZN submitted to the DDG: Institutional Development and Integrity Management. Report to include statistics as received from SAPS, analysis of these, challenges, interventions and recommendations & progress from previous recommendations made.
Assumptions	SAPS will provide fraud statistics timeously
Disaggregation of Beneficiaries (where applicable)	n/a
Spatial Transformation (where applicable)	Province wide
Calculation type	Cumulative year-end
Reporting cycle	Quarterly
Desired performance	1 report per quarter, relating to matters on the preceding quarter, within 10 working days of the end of the quarter.
Indicator responsibility	Chief Director: Integrity Management

Indicator Title	44. Number of progress reports on implementation of Lifestyle Audits as per DPSA guidelines.
Definition	There will be three processes to be undertaken which are; lifestyle review, lifestyle investigation and lifestyle audits. The lifestyle review process will be initiated by the Ethics Officers of departments after the financial disclosure process is finalised. In this process the assessment will be done from the database reports (internal and external) on the employee's lifestyle compared with the remuneration/ income. If the results points to something amiss the process of lifestyle investigation will be undertaken by the investigators in departments supported by DPSA Technical Assistance Unit. This will include determination of e.g. any criminal records, debts, hidden assets, undeclared income with the assistance of law enforcement agencies to check whether the employee is living beyond means. The outcome of the investigation will be shared with DPSA who will work with a multi-agency task team to determine whether the report has merit or not. The implementation plan on the DPSA framework ends on lifestyle investigations and does not indicate the process on lifestyle audit process but that the guide will be issued.
Source of data	Reports from Ethics Officers of Departments on progress with implementation Framework for Lifestyle audits from DPSA.
Method of calculation	Simple count
Means of verification	Bi-annual consolidated progress report on lifestyle review reports received from Ethics Officers in Departments submitted to DDG: Institutional Development and Integrity Management. Report to include challenges, interventions, progress being made on key priorities & progress from previous recommendations made.
Assumptions	Government departments will provide the progress updates timeously.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation type	Cumulative year end
Reporting cycle	Bi-annually
Desired performance	Quarterly reports on the number of Lifestyle Audits undertaken and the outcomes of these.
Indicator responsibility	Chief Director: Integrity Management and Forensic Investigations
Indicator Title	45. Number of capacity building sessions conducted for security managers in Provincial Departments
Definition	Threat and risk capacity building sessions held outlining TRA's, counter measures implemented to the Institution and to the entire KZN Government's security managers.
Source of data	Workshop invites, attendance registers, evaluation forms completed by attendees
Method of calculation	Simple count of training sessions held
Means of verification	Attendance registers, invitations, workshop material. Copy of report on the capacity building sessions held. Report to include: Date and venue of capacity building workshop & workshop attendees. It will also cover matters raised, challenges and proposed interventions and timeframes. It will also cover other forms of media used. Report to be submitted to DDG: Institutional Development and Integrity Management.
Assumptions	State Security and other stakeholders (SAPS) available to conduct workshops.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation type	Cumulative year-end
Reporting cycle	Quarterly
Desired performance	Monthly capacity building workshops held.
Indicator responsibility	Chief Director: Security Services Unit

Indicator Title	46. Number of reports on level of compliance with Batho Pele principles
Definition	Reports on level of compliance with Batho Pele principles across provincial departments.
Source of data	Reporting Tool
Method of Calculation	Simple Count
Means of verification	Submission of report to the DDG: Institutional Development and Integrity Management. Report to reflect findings on departments monitored, compliance findings, challenges, interventions and recommendations & progress from previous recommendations made. Reporting is retrospective i.e. the bi-annual report is based on the previous quarters i.e. Q2 report will reflect on Q1 findings.
Assumptions	Submission of reports from Batho Pele Coordinators in departments within the required reporting requirements.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative year end
Reporting Cycle	Bi-annual
Desired performance	Quarterly reports on levels of Batho Pele compliance submitted.
Indicator Responsibility	Director: Service Delivery Improvement

Programme 3a

Indicator Title	47. Number of Performance Reports on departments
Definition	The extent to which departments are implementing interventions, programmes and projects in line with approved plans. This includes implementation of the MTSF, POA, SOPA, Lekgotla Resolutions, One on One with Premier and APP deliverables. Audit outcomes form part of the assessment.
Source of data	AWG reports, AG reports, QPR reports
Method of calculation	Simple count of progress report on status of performance of Departments
Means of verification	Proof of submission to the Deputy Director-General as the Branch Head (email and/or document tracking record). Report submitted on cumulative progress against the previous quarters. Report to include challenges, interventions, progress being made on key priorities & progress from previous recommendations made.
Assumptions	Verified information submitted by departments within the required time frames.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative year end
Reporting Cycle	Bi-annual
Desired performance	Reports submitted within 30 days after the end of each quarter for reporting.
Indicator Responsibility	Director: Provincial Performance Reporting
Indicator Title	48. Number of reports on Provincial Priority programmes
Definition	Report on provincial priority programmes. These may include COVID-19, RASET, RET, Operation Vula and other high-impact provincial programmes.
Source of data	Quarterly Reports submitted by Departments /Clusters or Sub Committees
Method of Calculation / Assessment	Simple count of progress report on status of Provincial Priority Programmes
Means of verification	Proof of submission to the Deputy Director-General as the Branch Head (email and/or document tracking record). Report submitted for the previous quarter on cumulative progress in the implementation of respective Programme Plans. Report to include challenges, interventions, progress being made on key priorities & progress from previous recommendations made.
Assumptions	Verified reports submitted within the required timeframes.
Disaggregation of Beneficiaries (where applicable)	Where applicable
Spatial Transformation (where applicable)	Where applicable
Calculation Type	Cumulative year end
Reporting Cycle	Bi-annual
Desired performance	Presentation to COHOD to highlight successes and key areas for improvement.
Indicator Responsibility	Director: Provincial Performance Reporting

Indicator Title	49. Number of reports on the Provincial Evaluation Plan
Definition	Progress report on Provincial Evaluation Plan (PEP).
Source of data	Reports from departments on implementation of the Provincial Evaluation Plan
Method of calculation	Simple count of report on the Evaluation Plan.
Means of verification	Proof of submission to the Deputy Director-General as the Branch Head (email and/or document tracking record). Report submitted on progress against the previous quarter. Report to include challenges, interventions, progress being made on key priorities & progress from previous recommendations made.
Assumptions	Reports submitted within the required timeframes for reporting.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative year end
Reporting Cycle	Bi-annual
Desired performance	Quarterly report on Provincial Evaluation plan submitted to Branch Head.
Indicator Responsibility	Director: Monitoring & Evaluation Programmes.
Indicator Title	50. Number of MTSF reports
Definition	Consolidated report on progress made in the implementation of programmes and interventions towards the achievement of MTSF programme of action.
Source of data	Reports from Action Work groups
Method of Calculation / Assessment	Simple count of one summative report on status of MTSF.
Means of verification	Proof of submission to the Deputy Director-General as the Branch Head (email and/or document tracking record). Report submitted for the previous year. Report to include challenges, interventions, progress being made on key priorities & progress from previous recommendations made.
Assumptions	Reports submitted from departments and AWGs within the required timeframes for reporting.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	As per identified geographical area.
Calculation Type	Non-Cumulative
Reporting Cycle	Annual
Desired performance	Presentation to COHOD to highlight successes and key areas for improvement by end of July.
Indicator Responsibility	Director: Monitoring & Evaluation Programmes.
Indicator Title	51. Number of oversight reports on the District Development Model / OSS
Definition	Analysis of Progress Reports on the implementation of DDM / OSS.
Source of data	Reports from COGTA and OTP
Method of calculation	Simple count of oversight report on District Development Model.
Means of verification	Proof of submission to the Deputy Director-General as the Branch Head (email and/or document tracking record). Report submitted on progress against the previous quarters. Report to include challenges, interventions, progress being made on key priorities & progress from previous recommendations made.
Assumptions	Submission of report by COGTA timeously.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative year end
Reporting Cycle	Bi-Annual
Desired performance	Quarterly Report on OSS/ DDM to Branch Head highlight successes and key areas for improvement.
Indicator Responsibility	Director: Monitoring & Evaluation Programmes.

Indicator Title	52. Number of SEIAS Specific Assessment reports
Definition	Measures progress on the implementation of the Socio-Economic Impact Assessment System in the Province through monitoring the extent to which public policy instruments submitted to the Provincial Executive Council have complied with the principles of SEIAS. This instrument was reviewed at a National level but has not been implemented in the Province. The intention of SEIAS is to improve policy development by proactively identifying whether the intervention requires a policy, risks, policy coherence and alignment. The progress reports including certification of new macro policies.
Source of data	Summative report on progress on the implementation of SEIAS, compiled through assessment of the submissions of Macro Policy Development Proposals to the Executive Council. The SEIAS requires certificates to be attached to the submissions and checked for inclusion by the Executive council Secretariat.
Method of Calculation / Assessment	Simple count of one summative progress report on status of SEIAS Implementation.
Means of verification	Updated reports and/or, electronic copies of SEIAS Implementation Progress Report submitted to the DDG: Strategic Management Branch – copy of email and reports signed off by the Policy analyst and / or Chief Director. Proof of submission to the DDG (email or document register). Report to include challenges, interventions, progress being made on key priorities & progress from previous recommendations made.
Assumptions	Timely and accurate reporting by Departments and line function units.
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Non-cumulative
Reporting Cycle	Annual
Desired performance	Report to include nature of policies submitted for assessment, key challenges and interventions, and recommendations, copies of certificates issued, and updated policy instrument inventories. The latter seeks to provide an update of Service Delivery orientated policies relating to the core business of the Department that directs service delivery in the KwaZulu-Natal. These could be in the form of policies, programmes, strategies or other frameworks, e.g. but not limited to initiatives such as Small Towns Rehabilitation Programme (COGTA); sustainable Human Settlement Strategy (Human Settlements); KZN Informal Economic Policy; KwaZulu-Natal Beach Tourism Policy; KwaZulu-Natal Tourism Master Plan. Copy of report to PPC. At least one updated inventory and report per year.
Indicator Responsibility	Director: Policy and Research
Indicator Title	53. Number of consolidated provincial strategic planning alignment reports
Definition	Technical analysis reports on strategic plans for provincial departments and entities (5-year Strategic Plan and APP) submitted for support and/or analysis. In this regard, the strategic plans are compiled once in 5 years, unless a department is re-tabling in terms of the Framework for Strategic Plans and Annual Performance Plans. Annual Performance Plans, however, are reviewed annually. Plans are assessed for alignment to the national priorities (MTSF) and provincial priorities (KZN MTSF [POA]).
Source of data	Departmental draft Strategic and Annual Performance Plans submitted by departments. The National MTSF plan and KZN MTSF Implementation plan for analysis and assessment purposes.
Method of calculation	Simple count.
Means of verification	Summative report on plans analysed supported by analysis memorandum/correspondence submitted to DDG: Strategic Management by end March of each year. Report to include challenges, interventions, progress being made on key priorities & progress from previous recommendations made.
Assumptions	Departments submit draft strategic planning documents (SP if necessary and APP) by due date, which reflect alignment to the provincial priorities.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Non-cumulative
Reporting Cycle	Annual
Desired performance	To conduct analysis on alignment of 100% of all plans received (new and revisions) before end of December each year (3 rd quarter).
Indicator Responsibility	Director: Departmental Strategic Planning

Indicator Title	54. Number of reports on the implementation of the Provincial Planning Commission business plan
Definition	To measure functionality of the KwaZulu-Natal Provincial Planning Commission (KZN PPC) and progress being made in terms of its mandate, through the monitoring of its implementation of its business plan.
Source of data	Approved Terms of Reference for the PPC (2017); PPC Business Plan; Minutes of PPC meetings, Reports received from Commissioners.
Method of Calculation / Assessment	Simple count and content of report to reflect on the Progress with the implementation of the Business Plan with recommendations.
Means of verification	Proof of submission to the Chairperson of the Provincial Planning Commission (e-mail) and submission to the Deputy Director-General as the Head of the Secretariat (email and/or document tracking record). Report submitted before the end of the first quarter, on progress against the previous year. Report to include challenges, interventions, progress being made on key priorities & progress from previous recommendations made.
Assumptions	PPC members appointed and attending meetings and commitments PPC members reporting on engagements Quorum of meetings.
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Non-Cumulative
Reporting Cycle	Annual
Desired performance	At least one report submitted the Director-General within 30 days after the end of the first quarter reflecting on PPC engagements and progress.
Indicator Responsibility	Director: Provincial Planning

Programme 3b

Indicator Title	55. Number of reports compiled on the implementation of the KZN Government Service Support Plan to the Zulu Monarch
Definition	This is a report compiled by the Chief Directorate on implementation of KZN Government Service Plan to Support His Majesty the King.
Source of data	Progress reports, photos, agendas, attendance registers and Service Support Plans.
Method of calculation	Simple count
Means of verification	Reports on the progress made per quarter with the implementation of the approved Service Support plan. Report to be submitted to DDG: Stakeholder Co-ordination and to include high level activities that were implemented as per support plan, challenges interventions, recommendations & progress from previous recommendations made.
Assumptions	Validated progress reports received from the units and sub-units i.e. Directorates King's Support and Directorate Royal Household Operations as well as the Sub-Directorate: Administration Support. Existence of an approved KZN Government Service support plan.
Disaggregation of beneficiaries (where applicable)	n/a
Spatial transformation (where applicable)	n/a
Calculation type	Cumulative year end
Reporting cycle	Quarterly
Desired performance	Progress reports on the implementation of the plan provided quarterly within 7 days after end of quarter to the DDG.
Indicator responsibility	Chief Director: King's Support and Royal Household.
Indicator Title	56. Number of monitoring reports compiled on the performance of the KZN Zulu Royal House Trust.
Definition	This is a monitoring report by the Chief Directorate to assess and evaluate whether activities of the Trust as a departmental entity are delivering on its mandate
Source of data	Progress reports, photos, agendas and attendance registers
Method of calculation	Simple count
Means of verification	Monitoring report submitted to the DDG Stakeholder Coordination. The report to include progress being made by the Trust against operational plan indicators, challenges and interventions & progress from previous recommendations made as well as budget requirements for the next quarter and the budget expenditure for the previous quarter as well as cash flow projections for the quarter following.
Assumptions	Validated progress reports received from the entity.
Disaggregation of beneficiaries (where applicable)	n/a
Spatial transformation (where applicable)	n/a
Calculation type	Cumulative year end
Reporting cycle	Report submitted at the end each Quarter
Desired performance	Monitoring reports submitted quarterly within 7 days after end of quarter to the DDG.
Indicator responsibility	Chief Director King's Support and Royal Household
Indicator Title	57. Number of progress reports on the implementation of poverty eradication interventions in all districts
Definition	Reports on progress reports on the implementation of poverty eradication interventions plans in all districts
Source of data	Coordinated reports from each Pillar with information from departments & districts and the private sector.
Method of calculation	Simple Count.
Means of verification	1 report per quarter submitted to the head of the branch (DDG: Stakeholder Co-ordination) by the 7th of the month following the quarter, on the progress reports on the implementation of poverty eradication plans in all districts by various sectors. Report to include progress against project's milestones, impact, challenges and interventions & progress from previous recommendations made.
Assumptions	Cooperation by Departments and Municipalities. Availability of valid plans for each of the 4 PEMP pillars.
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation	Province Wide
Calculation type	Cumulative year end
Reporting cycle	Quarterly
Desired performance	Report submitted to be circulated to COHOD & Technical PCF.
Indicator responsibility	Chief Director: Priority Programmes

Indicator Title	58. Number of quarterly reports compiled on the implementation of the OSS Revitalisation Strategy.
Definition	Number of progress reports on the implementation of OSS Revitalisation Strategy
Source of data	Quarterly Reports from the District Task Teams on progress being made on the implementation of the Revitalisation Strategy OSS
Method of calculation	Simple count
Means of verification	Consolidated Quarterly Reports submitted to the DDG: Stakeholder Branch within two months of end of the quarter. Content of the report to include progress made against the implementation plan (of the strategy), challenges, interventions, achievements and recommendations & progress from previous recommendations made.
Assumptions	District Task Teams submitting reports on time with correct information. Approved OSS Revitalisation Strategy in place.
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	Province Wide
Calculation type	Cumulative year end
Reporting cycle	Quarterly
Desired performance	Report to be submitted within 10 days of end of quarter
Indicator responsibility	Director: Special Projects
Indicator Title	59. Number of multi-sectorial intervention coordination reports on HIV and AIDS STI's and TB.
Definition	Consolidated multi sectoral intervention monitoring and coordination report on HIV and AIDS STI's and TB (note: reports are done on the preceding year and / or quarter)
Source of data	Quarterly reports and records from 11 District AIDS Councils, Development Partners and Civil Society
Method of calculation	Simple count of summative reports
Means of verification	Provincial Synthesis Report on progress against targets for selected core indicators of the HIV and AIDS, STI's and TB Provincial Implementation Plan 2017 – 2022, submitted to the EXCO at the end of two months after the end of preceding quarter. Report to include challenges, interventions, progress being made on key priorities & progress from previous recommendations made.
Assumptions	Information required from the District AIDS Councils, Development Partnership and Civil Society Forum is provided timeously.
Disaggregation of beneficiaries (where applicable)	People living with HIV.
Spatial transformation (where applicable)	Province Wide
Calculation type	Cumulative year end
Reporting cycle	Quarterly
Desired performance	Submission of report within one month after the end of the quarter
Indicator responsibility	Director: HIV and AIDS
Indicator Title	60. Number of progress reports on Inkululeko Development projects.
Definition	Reports on the progress of Inkululeko Projects
Source of data	Quarterly reports from the implementing agents i.e. PUBLIC Works and COGTA
Method of calculation	Simple Count
Means of verification	Quarterly Reports including progress against project plan, achievements, and challenges Report to include challenges, interventions, progress being made on key priorities & progress from previous recommendations made. submitted to the DDG: Stakeholder Coordination Branch within two months of end of quarter.
Assumptions	Reports from each department that has projects within Inkululeko Development Projects, received timeously. Existence of a document detailing all projects planned for Inkululeko for implementation period.
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	uMkhanyakude and uMzinyathi and uThukela Districts
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	Report submitted to DDG within one month before the end of the quarter.
Indicator responsibility	Director: Special Projects

Indicator Title	61. Number of consolidated reports compiled on the implementation of KZN Stakeholders Social Compacts.
Definition	Number of consolidated reports on the implementation of Stakeholder Social Compacts. Social Compacting is the service delivery agreements with the identified primary stakeholders as per the draft social compact strategy. 2021/22 will be the provincial implementation year with the identified sectors. There is alignment of these with the Provincial Economic Recovery Plan and the PGDS 2020-25. It will be guided by the draft Social Compacting Strategy.
Source of data	Quarterly reports updated against the pre-determined milestones/commitments Progress status report on the social compacting as per signed agreements with identified primary sectors.
Method of calculation	Simple count
Means of verification	Quarterly reports stating progress against deliverables of the Stakeholder Social Compacts including challenges and remedial actions, progress being made on key priorities & progress from previous recommendations made. The report to be submitted to the DDG: Stakeholder Co-ordination within 7 days of end of quarter.
Assumptions	Signed Social Compacts with the respective primary stakeholders in place. (Outline the primary stakeholders)
Disaggregation of beneficiaries (where applicable)	The various primary KZN stakeholders as identified in the KZN Stakeholder and Engagement Strategy
Spatial transformation (where applicable)	Entire province
Calculation type	Cumulative year end
Reporting cycle	Quarterly
Desired performance	Report submitted to DDG Stakeholder Co-ordination within 5 days after the end of the quarter.
Indicator responsibility	Director: Strategic Partnerships
Indicator Title	62. Number of Rapid Response Interventions Coordination Reports
Definition	This is an initiative by both government and the private sector responding to the economic instability created by disturbances coming from various groups due to high unemployment and unscrupulous individuals. Instability and unrest is precipitated by a number of things which are not static amongst them is service delivery related issues, local issues causing conflicts amongst communities, lack of leadership sometime disasters and diseases causes unrest, safety and security related matters, political indifference but not limited. Thus the report will update on actions taken both in terms of reaction to reported incidences and mitigation there of through having programs that would be proactive in nature opening of platforms of dialog and complaints management systems and early warnings and intelligence information from relevant sources and these may evolve.
Source of data	Completed template for Service Delivery Challenges and Recommendations. Coordinating Reports from relevant Departments and relevant units. COGTA is the lead department regarding Rapid Response in the Province and will be a source of information for the report. Service delivery complaints Unit within OTP will also provide information.
Method of calculation	Simple Count.
Means of verification	Consolidated quarterly reports on the interventions of the Rapid Response Programme. Reports to include current / new issues and past interventions with current progress reported to the Chief Director Priority Programmes with updates on all interventions, successes, challenges and recommendations & progress from previous recommendations made.
Assumptions	Participation and inputs by relevant (affected) stakeholders outside of OTP.
Disaggregation of beneficiaries (where applicable)	n/a
Spatial transformation (where applicable)	Province Wide.
Calculation type	Cumulative. year end.
Reporting cycle	Quarterly.
Desired performance	Reports submitted within 10 days of end of the quarter to the Branch Head.
Indicator responsibility	Chief Director: Priority Programmes

Indicator Title	63. Number of progress reports compiled on the interventions coordinated for Military Veterans
Definition	Quarterly reports on the progress of implementation of all the plan for military veterans with specific focus on their protection, promotion and fulfilment of socio-economic and political rights.
Source of data	Quarterly Reports on the implementation of the plans for military veterans from relevant departments.
Method of calculation	simple Count
Means of verification	A consolidated report based on the quarterly reports from departments which reflect the implementation of the Military Veterans plan submitted, based on progress made in the preceding quarter to the DDG: Stakeholder Coordination (retrospective reporting). Report to include challenges, interventions, progress being made on key priorities & progress from previous recommendations made.
Assumptions	Departments have planned veterans' programmes in place.
Disaggregation of beneficiaries (where applicable)	Military Veterans
Spatial transformation (where applicable)	Province Wide.
Calculation type	Cumulative year end
Reporting cycle	Quarterly
Desired performance	Quarterly reports on implementation of military veterans plans by government departments submitted within one month after the beginning of each quarter to the DDG Stakeholder Co-ordination.
Indicator responsibility	Director: Social Cohesion and Community Partnerships
Indicator Title	64. Number of progress reports compiled on the interventions coordinated for Farm Workers and Farm Dwellers.
Definition	Quarterly reports on the progress of implementation of interventions of the Farm Workers and Farm Dwellers Plan which is a multi-sectoral and overarching plan that is designed to guide and coordinate all policies, programs, projects, and campaigns for Farm Workers and Farm Dwellers in KZN.
Source of data	Quarterly Reports on the implementation of the plans for Farm Workers and Farm Dwellers from relevant departments.
Method of calculation	Simple Count
Means of verification	A consolidated report based on the quarterly reports from departments which reflect the implementation of the Farm Workers and Farm Dwellers plan submitted, based on progress made in the preceding quarter to the DDG: Stakeholder Coordination (retrospective reporting). Report to include challenges, interventions, progress being made on key priorities & progress from previous recommendations made.
Assumptions	Relevant departments have planned Farm Workers and Farm Dwellers programmes in place.
Disaggregation of beneficiaries (where applicable)	Farm Workers and Farm Dwellers
Spatial transformation (where applicable)	Province Wide.
Calculation type	Cumulative year end
Reporting cycle	Quarterly
Desired performance	Quarterly reports on implementation of Farm Workers and Farm Dwellers plans by government departments submitted within one month after the beginning of each quarter to the DDG Stakeholder Co-ordination.
Indicator responsibility	Director: Social Cohesion and Community Partnerships

Indicator Title	65. Number of MRM and Social Cohesion coordination reports
Definition	This is a programme, which aims at enhancing moral values, Ubuntu, nation building, unity and promotion of social cohesion within various communities to ensure peace throughout the country.
Source of data	Written reports with relevant minutes/agendas/reports and attendance registers (where relevant) signed off by the Chief Director Priority Programmes. Records, agenda's and/or reports from the Chief Director Priority Programmes
Method of calculation	Simple count of reports
Means of verification	Summative coordinated reports on Moral Regeneration Movement structures and activities, including summits. Report to include sectors, nature of interventions, structures, venue, date, attendees, significant value of engagement, challenges and interventions (if applicable), progress being made on key priorities & progress from previous recommendations made. Quarterly reports to be submitted to the Chief Director Priority Programmes
Assumptions	Inputs from stakeholders outside of OTP (Community driven as per moral decay prevalence in specific areas
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Province wide
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	4 Quarterly reports per year which will be submitted to the DDG: Stakeholder Co-ordination within 10 working days at the end of each quarter.
Indicator responsibility	Director: Social Cohesion and Community Partnerships

ANNEXURE A: Changes to the Strategic Plan

2022/23 APP: No changes proposed

2021/22 APP: The OTP Strategic Planning Session held on the 13 October 2020, resolved to include the following as part of its Mission Statement to ensure the inclusion of vulnerable groups in the strategic mission of the OTP.

Addition to the Mission Statement:

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

ANNEXURE B: Risk Progress

Outcome	Key Risks	Risk Mitigation	Progress
1. Improved governance and accountability	Organizational resistance to change.	Develop and implement change management plan.	<p>Action plan in progress:</p> <p>A Change Management Narrative document, a template as an example for the development of a Change Management Implementation Plan and a Change Management Presentation was prepared and submitted for input to members of the CD: SHRM. The documents have been since been finalised. A Change Management intervention will be initiated within the OTP after concurrence of the proposed OTP organisational structure by the MPSA.</p>
	Inadequate support from unions.	Continuous consultation through relevant structures	<p>Action plan implemented</p> <p>Ongoing consultations undertaken through Management and Labour Forum within the OTP and at a Provincial and National level through provincial and national chambers. Each department in the province has a Departmental Task Team (DTT). Which includes management and labour</p>

Outcome	Key Risks	Risk Mitigation	Progress
2. Improved coordination, integration and efficiency	Budget constraints to implement automated systems.	Implementation of approved Provincial Digital Transformation Strategy.	<p>Number of action plans implemented, DG Tracking system in progress.</p> <p>Approved Provincial Digital Transformation Strategy is in place and implementation is on-going. The leave system, submission and electronic payroll have been automated. Invoice Tracking, Bursary Management, e-Submission compliance and the DG Tracking is in progress.</p> <p>The Budget has now been centralised to PGITO</p>
	Business interruptions due to high dependence on automated systems.	Implementation of OTP Business Continuity Plan and Disaster Recovery Plan reviewed and approved.	<p>Action plans implemented:</p> <p>OTP Business Continuity Plan implemented, and Reviewed Disaster Recovery Plan has been approved and tested quarterly. BCP Simulation and Training concluded for EXCO and BCP Recovery Team members on the 4/3/2022.</p>
	Constitutional & legislative roles & responsibilities with co-ordination of the District Development Model.	Implement and monitor One District One Plan Guideline.	<p>Action plan in progress</p> <p>The OSS/DDM Integration Perspective document was developed by both OTP and COGTA and currently being implemented and monitored through regular OSS/DDM PTT meetings.</p>

Outcome	Key Risks	Risk Mitigation	Progress
	Resistance to planning initiatives from local municipalities and traditional authorities e.g. the District development model & Spatial planning, etc.	Strengthened stakeholder co-ordination with traditional authorities and COGTA through the implementation of the approved KZN Provincial Stakeholder Co-ordination and Engagement Strategy.	<p>Action plan in progress:</p> <p>The following measures has implemented to strengthen the stakeholder coordination in the province:</p> <ul style="list-style-type: none"> • The Stakeholder Coordination and Engagement Strategy was adopted and currently being implemented. • The KZN Framework for Social Compacting has also been developed and adopted. • The KZN Strategy for District Multi-Sectorial Stakeholder Forum has also been developed and adopted. <p>The Levers to Deepen Active Citizenry and Stakeholder Participation in KZN Governance have also been packaged for implementation.</p> <p>All the above strategic tools are key in seeking to strengthen stakeholder coordination and engagement/participation in KZN.</p>

Outcome	Key Risks	Risk Mitigation	Progress
		Implement and monitor One District One Plan Guideline.	Action plan in progress The OSS/DDM Integration Perspective document was developed by both OTP and COGTA and currently being implemented and monitored through regular OSS/DDM PTT meetings.
	Understanding & application of RMTSF 19-24.	Develop and approve PGDS 2021 and aligned to the RMTSF.	Action plan implemented Ongoing engagements on implementation of RMTSF. PGDS 2021 has been approved and is aligned to the RMTSF. An electronic system is currently being developed to capture the RMTSF, monitor and report on it.

Outcome	Key Risks	Risk Mitigation	Progress
3. Inclusive stakeholder engagement and improved partnerships	Communications (budget, social media, etc.)	Approved and implement Provincial Communication Strategy	<p>Action plan completed, implementation is continuous</p> <p>Provincial Communication Strategy has been approved and being implemented through Annual Implementation Plan. Key managers have been appointed to drive the annual implementation plan.</p>
	Resistance to planning initiatives from local municipalities and traditional authorities e.g. the District development model & Spatial planning, etc.	Approved and implement Provincial Communication Strategy. Implement and monitor One District One Plan Guideline.	<p>Action plan in progress:</p> <p>The following measures has implemented to strengthen the stakeholder coordination in the province:</p> <ul style="list-style-type: none"> • The Stakeholder Coordination and Engagement Strategy was adopted and currently being implemented. • The KZN Framework for Social Compacting has also been developed and adopted. • The KZN Strategy for District Multi-Sectorial Stakeholder Forum has also been developed and adopted. <p>The OSS/DDM Integration Perspective document was developed by both OTP and COGTA and currently being implemented and monitored through regular OSS/DDM PTT meetings.</p>

Outcome	Key Risks	Risk Mitigation	Progress
	Inadequate engagement & management of stakeholders.	Develop and implement KZN Provincial Stakeholder Co-ordination and Engagement Strategy	Refer to the abovementioned progress
4. Professional and ethical provincial administration	Non-alignment of organisational structure and budget structure.	Align organisational structure to budget structure.	Action plan in progress: Structure has been reviewed and has been submitted to DPSA for approval. Structure once concurred with by DPSA will be properly aligned.
	Capacity of the PPSTA to effectively provide training and development service in the province	Public Service HRD Strategy implementation plan.	Action in progress The most recent consultation regarding the KZN HRD Strategy took place from 24 to 28 January 2022. A Joint Standing Committee meeting took place on 22 February 2022 to interrogate the document further. The consulted HRD Strategy was tabled at the HRDC Exco on 3 March 2022. It was resolved that a workshop be held in April 2022 with Exco and the four Standing Committees to finalise input into the reviewed draft Provincial HRD Strategy.
		Reposition & re-engineering of the Training Academy and re-vitalization plan.	The draft strategy has been finalised and was presented to the Premier in December 2021. It is awaiting a follow up meeting with the premier for
		Expand training capacity through partnerships (e.g. NSG) and training contractors.	Action plan in progress. MOA has been finalised. Awaiting dates for a signing ceremony between NSG and KZN OTP.

Outcome	Key Risks	Risk Mitigation	Progress
		Finalize e-Learning Strategy	Action plan in progress E-learning Strategy has been finalised and presented to the Premier in December 2021. It will be presented to the Technical GSCID on 14 March
		Filling of critical posts for the PPSTA	Action plan in progress The filling of posts for the Academy is linked to the exercise to reposition this
		Finalize Skills Audit for the Province and develop aligned training interventions.	Action plan in progress. Skills Audit for the Province is underway. The SMS & MMS assessments have been completed and the MMS report is currently being refined. The SMS report will be submitted to the Clusters. The JMS audit is underway. An implementation plan of aligned training
4. Professional and ethical provincial administration	Ineffective Fraud and corruption programmes and interventions	Develop KZN Provincial Implementation Plan which is based/aligned to the National Anti-Corruption Strategy.	Action Plan in progress Provincial anti-corruption implementation plan was drafted based on the National Anti-Corruption Strategy which was approved in November 2020. The plan is at consultation stage with stakeholders and being drafted with input received. It is
		Approved and implement KwaZulu-Natal Framework for Consequence Management.	KwaZulu-Natal Framework for Consequence Management currently being implemented. a Labour Relations turnaround plan has been developed to support the processing of disciplinary cases in line with the Consequence Management Framework



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REPUBLIC OF SOUTH AFRICA

ISBN No: 978-1-920041-76-2

