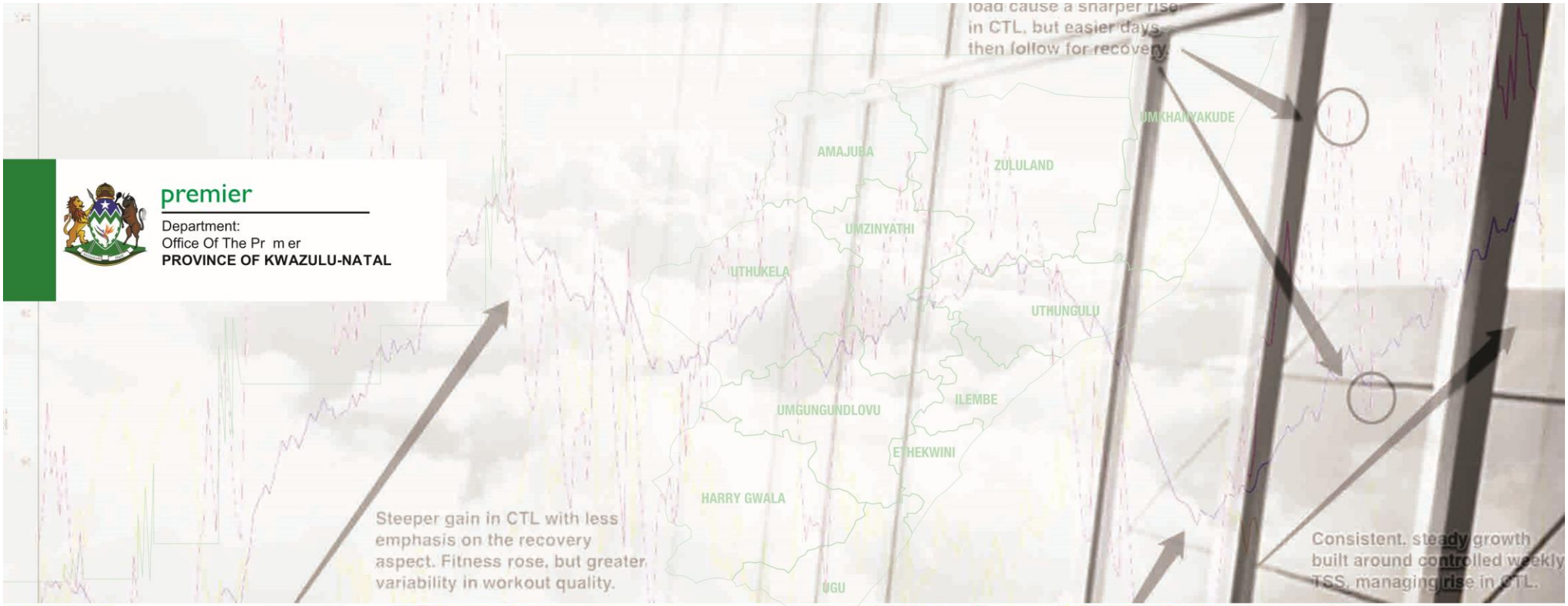
premier

Department:
Office Of The Pr m er
PROVINCE OF KWAZULU-NATAL



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

ISBN No: ISBN1-920041-14-1

Annual Performance Plan 2016 - 2017

ISBN1-920041-14-1

Table of Contents

Preface by the Director-General 8
Declaration of commitment to the Implementation of the Annual Performance Plan 10
PART A: Strategic Overview 11
1.1 Situational Analysis 11
1.1.1 Performance environment 12
1.1.2 Organisational environment 22
1.2 Revisions to legislative and other mandates 26
1.3 Overview of 2014/15 budget and MTEF estimates 27
1.3.1 Expenditure estimates 27
1.3.2 Relating expenditure trends to Programmes 28
PART B: Programme and Subprogramme plans 29
1. PROGRAMME 1: ADMINISTRATION 29
1.1 Sub-Programme 1: Premier Support 29
1.2 Sub-Programme 2: Executive Council Support 29
1.3 Sub-Programme 3: Director-General Support 29
1.4 Sub-Programme 4: Financial Management 29
1.5 Strategic Objective Targets and Indicators 30
1.6 Reconciling Performance Targets with Budget and MTEF 33
2. PROGRAMME 2 : INSTITUTIONAL DEVELOPMENT 34
2.1 BRANCH : CORPORATE SERVICES 34
2.1.1 Sub-Programme 1: Strategic Human Resources 34
2.1.2 Sub-Programme 2 : Information Technology 34

2.2 BRANCH : INSTITUTIONAL DEVELOPMENT AND INTEGRITY MANAGEMENT 34
2.2.1 Sub-Programme 3: Legal Services 34
2.2.2 Sub-Programme 4 : Communication Services 35
2.2.3 Sub-Programme 5: Special Programmes 35
2.2.4 Sub-Programme 6 : Inter-Governmental Relations 35
2.3 Strategic Objective Targets and Indicators 36
2.4 Reconciling Performance Targets with Budget and MTEF 43
3. PROGRAMME 3 : POLICY AND GOVERNANCE 44
3.1 BRANCH: MACRO POLICY AND STRATEGIC MANAGEMENT (Sub-programme 1) 44
3.1.1 Sub-Programme 1: Provincial Policy Management 44
3.2 BRANCH: STAKEHOLDER COORDINATION (Sub-programmes 2, 3 and 4) 44
3.2.1 Sub-Programme 2: Premier's Priority Programmes 44
3.2.2 Sub-Programme 3: King's Support and Royal Household 44
3.2.3 Sub-Programme 4: Heritage 44
3.3 Strategic Objective Targets and Indicators 45
3.4 Reconciling Performance Targets with Budget and MTEF 53
PART C: Links to other Plans 54
4. Alignment of Strategic Objectives, MTSF and PGDP 54
4.1 Interdepartmental linkages 58
4.2 Local government linkages 59
4.3 Public entities 59
4.4 Councils 60
4.5 Annual Performance and Operational Plans 60
ANNEXURE D(1) AMENDMENTS TO STRATEGIC PLAN 2015, AND CHANGES FROM 2015/16 61
ANNEXURE D(2) LINKS TO STRATEGIC PLAN 2015 65

ANNEXURE E: ABBREVIATIONS AND ACRONYMNS..... 72
ANNEXURE F: TECHNICAL INDICATORS DESCRIPTIONS..... 74
ANNEXURE G : ADDITIONAL MEASUREMENT TOOLS..... 102

Forword by the Premier

This Annual Performance Plan (APP) continues to prioritise delivery against the National Development Plan (NDP) and the KwaZulu-Natal Growth and Development Plan (PGDP). This plan, being the second APP prepared within the context of the 2015-2020 Strategic Plan for the Office of the Premier, continues to consolidate and build on the gains we have made thus far. The emphasis remains on stepping up the pace of delivery, towards 2020 and beyond.

With the 2015-2020 Strategic Plan for the Office of the Premier aligned to the 2014 – 2019 Medium Term Strategic Framework (MTSF) and the 2015 to 2020 period and targets expressed in the PGDP, this APP sets out what it is that we, as the Office of the Premier have to reprioritise and achieve by March 2017 to remain on track towards ensuring that KwaZulu-Natal will be a prosperous Province, with a healthy, skilled and secure population, acting as a gateway between Africa and the World.

We remain committed to deliver against our responsibility to unite and facilitate synergy between the activities and interventions of government, business, labour and civil society to ensure a concerted and cohesive drive towards our KZN Vision 2030, with the possibility of extending this to Vision 2035, following the lessons learnt from the updated diagnostic of the Province which informs the Provincial Growth and Development Strategy. The issues highlighted in the review point to key aspects to be refined in the Provincial Growth and development Plan. These amendments will be undertaken in partnership with our stakeholders, including our non-governmental development partners.

Our experiences over the past few years have taught us that it is not possible for government to do this without the dedication and full commitment of its non-governmental development partners. As the Office of the Premier we are committed to ensure that Provincial Government is coordinated, aligned and integrated and is providing sound governance and leadership with a firm focus on poverty eradication, community empowerment and radical economic transformation. To this end, the coordination and monitoring of the poverty eradication master plan was assigned to the Office of the Premier via Executive Council Resolution in April 2015. Capacity has been prioritised to ensure effective delivery against the plan, however, this needs to be sustained with the continued support through partnerships with the private sector, at various levels.

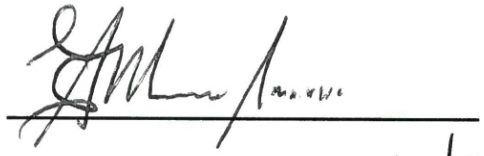
The Provincial Growth and Development Plan remains our development compass, and efforts to address the energy crisis enhancing the full agriculture value chain, moderating workplace conflict, focus on local beneficiation, crowding in private sector investment, unlocking the potential of SMMEs and cooperatives, as well as focus on consolidating ICT through the Telecommunications Sector and the rollout of broadband, remain priorities. Catalytic projects and the Inkululeko model in particular will be pursued with renewed vigour to ensure development in key strategic areas of the province are geared to develop communities to sustain themselves.

These initiatives requires us to continue building skills and capacity, whilst also growing the understanding of our transformation needs. This should also include renewed energy in uniting our province and country through integrated development approaches. We must ensure that the public service in the province is inclusive and representative of all racial groups, youth, people with disabilities and women. It is also vital to enhance measures for the government to be more accountable and responsive to the needs of the people.

Our socio-economic environment continues to challenge priorities and as such the balance between growing the developmental state, social transformation and addressing poverty, inequality and job creation requires greater participation in the formulation of economic policy and supporting the private sector to grow the economy of the Province, and emphasizing principles of shared growth and entrepreneurial development. The Provincial Growth and Development Plan provide a mechanism, coupled with the poverty eradication master plan to facilitate such an integrated approach. This further requires the continued support and leadership to be provided by the Office of the Premier in strengthening intergovernmental relations and promoting co-operative governance between all spheres of government, whilst recognising the important role of traditional leadership in this Province.

The Office of the Premier will continue to strengthen linkages between the urban and rural areas of our Province to ensure that we make full use of the full potential of our Province and we are able to respond positively to the aspirations of both our urban and rural populations. We equally understand the environmental constraints we face and the need to ensure that our plans are sustainable and responsible to secure a healthy environment for the next generation.

This 2016/17 APP provides the Office of the Premier with a clear set of Strategic Goals, Objectives and Targets for the year ahead and for each of the quarters in the year, to ensure that we fully execute our constitutional, policy and legislative mandates, and have aligned budget and resources accordingly to ensure that the achieve the projected outcomes for this year are achieved.



Mr Edward Senzo Mchunu 17/3/2016

Honourable Premier: Executive Authority of the Office of the Premier

KwaZulu-Natal Province

Preface by the Acting Director-General

The Office of the Premier exists primarily to support the Premier in the execution of his constitutional, legislative and policy mandates. The Department is the centre of governance in the Province, and as such the Office is expected to provide decisive leadership and direction, with a firm focus on clear and well-articulated goals, objectives and targets, to ensure that these mandates are delivered effectively, efficiently and economically.

This Annual Performance Plan follows on from the strategic processes initiated in 2013, and has been refined to include te recent external and internal environmental changes. The Office of the Premier is the centre of governance, hence the plan outlines how the Office will enhance cooperative governance within the Province, ensure effective stakeholder management and communication, promote an integrated service delivery model, as well as enrich performance management and accountability through monitoring and evaluation. This Annual Performance Plan sets out the key deliverables targeted for the financial year and MTEF in aspiring to achieve the outcome orientated goals deveined in the 5-year Strategic plan of the Department.

The Department has an internal and external focus in performing its functions. It has a strong coordination role, and it is also mandated to monitor and evaluate performance of the provincial government and to provide support in ensuring service delivery is efficient and effective, in support of accelerating the pace of delivery throughout the Province.

The functions transferred to the department in the previous year are gaining momentum. This includes the incorporation of functions from the National Treasury and DPME relating to supporting strategic alignment with the NDP, MTSF and PGDP, assessment of quarterly performance of provincial departments, and strengthening the monitoring of service delivery, including Batho Pele principles compliance. Planning is also gaining momentum as the functions in supporting the Provincial Planning Commission and PGDP have been absorbed by the Department. The Plan remains a dynamic compass fort development in the Province. A diagnostic review was undertaken in the 2015/2016 financial year and following the lessons learnt from the updated diagnostic, amendments to the will be undertaken in partnership with our stakeholders, including our non-governmental development partners. Whilst the implementation of the PGDP has gained momentum, the functionality and support of the PGDP Action workgroups, being the key strategic and operational interface of the Provincial Growth and Development Plan to ensure optimal implementation of the NDP through the PGDP, is of paramount importance. Participation by stakeholders (including business) is welcomed and will be monitored to improve participation by non-governmental stakeholders.

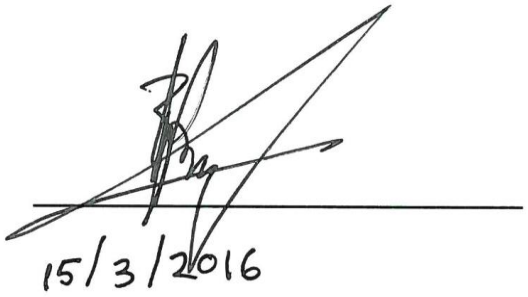
Capacity has been secured in the Stakeholder Coordination Branch for the coordination and monitoring of the Poverty Eradication Master Plan (a support tool to the Provincial Growth and Development Plan). This will also support the Inkululeko model and catalytic projects to ensure effective delivery against targeted initiatives aimed at poverty alleviation, building social cohesion, reducing inequality and creating jobs. The optimal functioning of war rooms in the prioritized wards (169 poorest wards as identified through the STATS SA multiple deprivation index – 2014) is paramount to support implementation.

The Department will continue to provide support to His Majesty and this will be further facilitated through legislation to ensure clear roles and responsibilities between the Department and the Royal Household Trust and to ensure accountable governance in the administration of the official matters of his Majesty and the monarchy.

Whilst economic and resource constraints remain a challenge facing government the Department will continue to build strategic partnerships with all stakeholders, including the private sector, to increase delivery capacity in the Province. These partnerships are, thus, also critical in ensuring that the strategic intent, vision and developmental path set out in the Provincial Growth and Development Plan (PGDP) 2030 and beyond is achieved. Efforts will continue to streamline processes and to reduce duplication. To this end, the development of a Heritage Institute is aimed at a more focused approach in research and heritage matters, and especially in the context of facilitating social cohesion, in support of MTSF Outcome 14.

The Department will continue to monitoring progress on the implementation of a comprehensive Provincial Youth Empowerment Strategy, Human Resource Management Turn-around Strategy; and improved Communication Strategy. The Department will also lead the development of a Public Sector Development Chapter in the Provincial Human Resource Development Strategy to facilitate delivery against MTSF Outcome 12 – A development orientated Public Service. Coordination and progress reports have been identified as critical tools to facilitate monitoring and to identify crucial interventions where needed.

The Department's Annual Performance Plan is aligned to its 5-year Strategic Plan, and thus also the National Development Plan, through the PGDP, and the Medium Term Strategic Framework. Key outputs and indicators are aligned to the strategic objectives, which in turn are aligned to the strategic orientated outcomes envisaged.



Acting Director-General Office of the Premier

KwaZulu-Natal Province

Declaration of commitment to the Implementation of the Annual Performance Plan

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

The Office of the Premier took into account all the relevant policies, legislation and other mandates for which the Office is responsible, in reviewing and aligning this Strategic Plan with the Provincial Growth and Development Plan and Vision 2030.
The Plan accurately reflects the strategic outcomes, goals and objectives which the Office will endeavour to realize within the 2016-2017 financial year.

Acting Chief Financial Officer

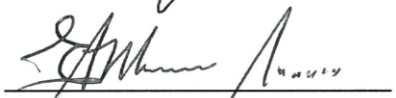
15/3/2016
Date

Acting Senior General Manager :
Provincial Strategic Management

15/3/2016
Date

Acting Accounting Officer

15/3/2016
Date



Mr E S Mchunu, MPL
Premier and Executive Authority

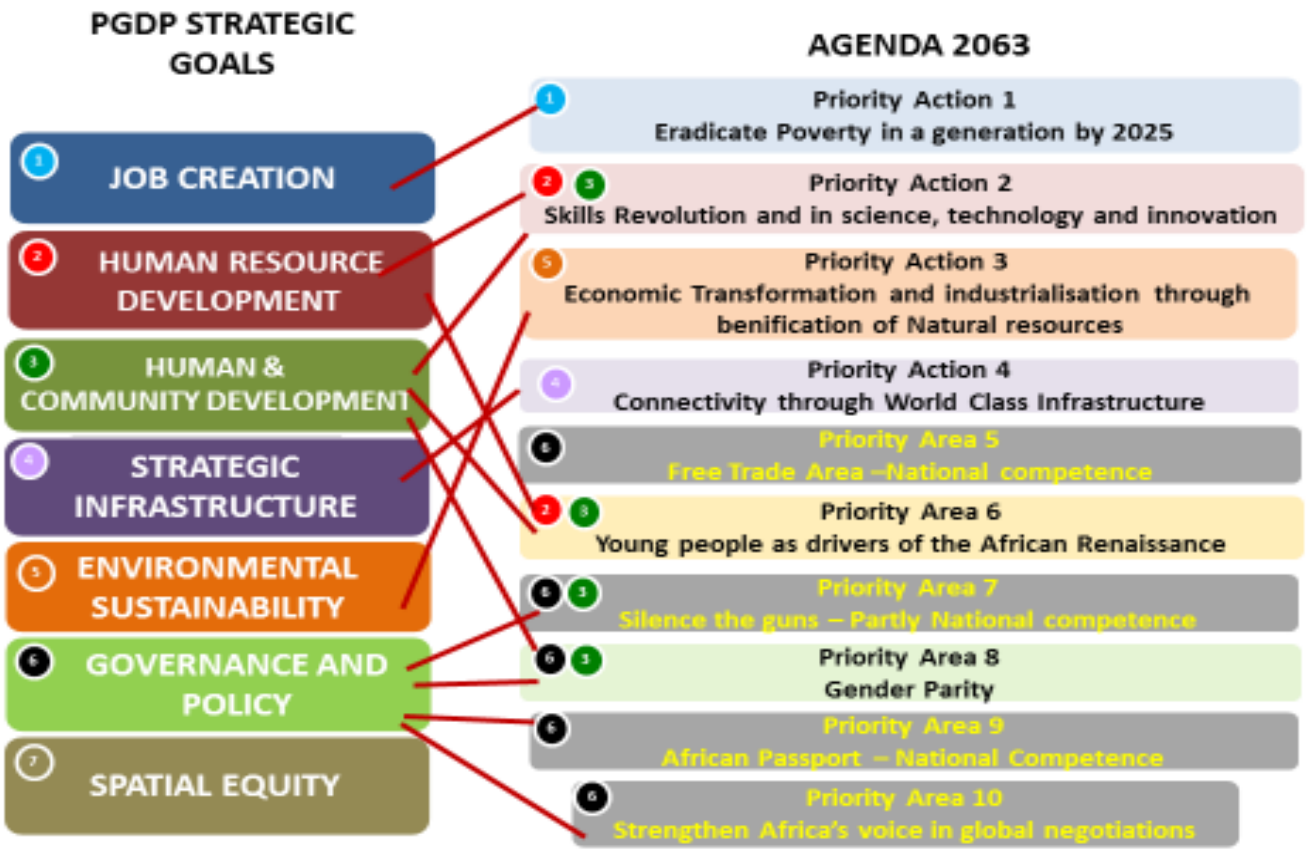
17/3/2016
Date

PART A: Strategic Overview

1.1 Situational Analysis

This Annual Performance Plan (APP) is informed by the situational analysis prepared for the 2015 to 2020 strategic plan for the Office of the Premier, however, it is updated to consider key changes in the performance- and organizational environment. A detailed analysis and links to the MTSF was already submitted in the strategic plan and alignment of strategic objectives and indicators to the MTSF are clearly outlined in Annexure C of this document. Further MTSF refinements are expected, however, these still need approval through the national cabinet system. These will also affect targets and indicators and these will be incorporated into the planning documents once finalized and will be guided by the planning cycle. As at the date of drafting this plan, these were not yet communicated hence are excluded.

Annexure C will be updated once confirmed MTSF amendments are received. Correlation with the PGDP goals to the African Union Agenda 2063 were considered, as well as the Sustainability Development Goals (SDG). The diagram on the left demonstrates alignment between the PGDP and AU Agenda 2063



Key areas in relation to the Office of the Premier's outputs relate to Agenda 2063 Priority areas 1; 2; 3; and 6. These are briefly outlined in the performance environment, section 1.1.1, below.

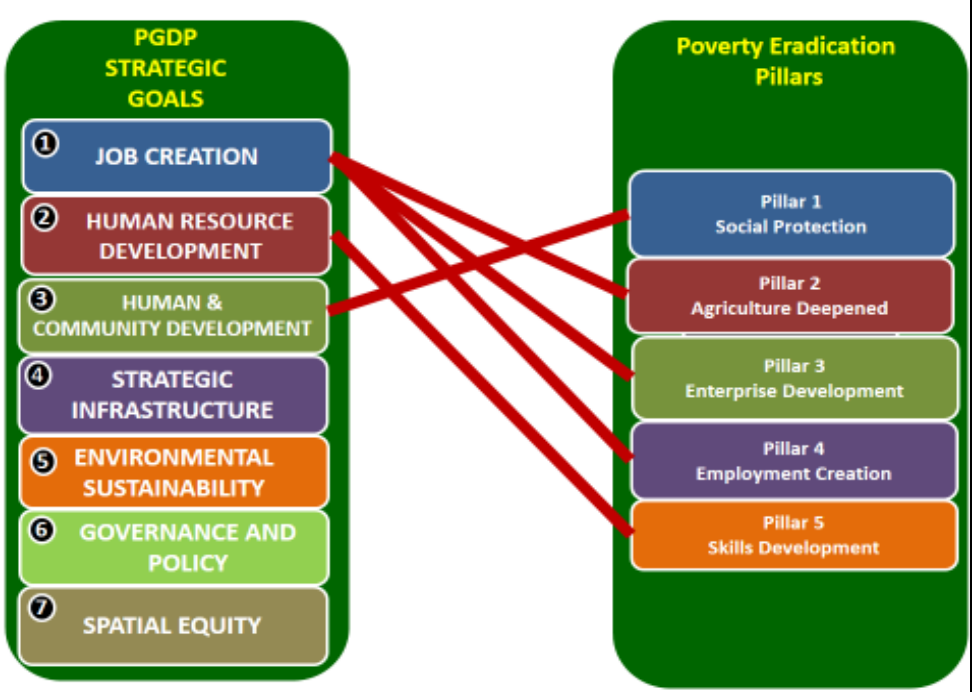
This Annual Performance Plan (APP) is informed by the situational analysis prepared for the 2015 to 2020 strategic plan for the Office of the Premier, however, it is updated to consider key changes in the performance- and organizational environment. A detailed analysis and links to the MTSF was already submitted in the strategic plan and alignment of strategic objectives and indicators to the MTSF are clearly outlined in Annexure C of this document.

1.1.1 Performance environment

The following issues in the external environment were confirmed in the strategic planning review meeting of 7 August 2015 and updated in October 2015 as part of a further strategic performance review session held on 26 October 2015, and strategic preparation session of 2 November 2016:

Factor	Affect	Response
SDG's	SDG 1 - End poverty in all its forms everywhere	Coordination of the Poverty Eradication Master Plan – SO3.6
	SDG 4 - Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all	Supporting the HRD council and updating the skills development strategy for the Province of KZN – SO2.1 indicator (iv); as well as youth skills development SO3.2 indicators (e) and (f)
	SDG 5 - Achieve gender equality and empower all women and girls	Ensuring ongoing support and monitoring of gender business plans (SO2.5, indicator (a).
	SDG 2 End hunger, achieve food security and improved nutrition, and promote sustainable agriculture SDG 3 Ensure healthy lives and promote wellbeing for all at all ages SDG 6 Ensure availability and sustainable management of water and sanitation for all SDG 7 Ensure access to affordable, reliable, sustainable and modern energy for all SDG 8 Promote sustained, inclusive and sustainable economic growth, full and productive employment, and decent work for all SDG 9 Build resilient infrastructure, promote inclusive and sustainable industrialisation, and foster innovation SDG 10 Reduce inequality within and among countries SDG 11 Make cities and human settlements inclusive, safe, resilient and sustainable SDG13 Take urgent action to combat climate change and its impacts (taking note of agreements made by the UNFCCC forum)	Through implementing and monitoring the Poverty eradication Master Plan (SO3.6;) Special Programmes, including Inkululekho Projects and Operation Sukuma Sakhe (S0 3.2). Initiatives are underway to consider the movement of the Climate change council secretariat activities to the Department of Economic Development, Tourism and Environmental Affairs.
	SDG 16 -Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels	Democracy Support (SO2.5) and supported by the Stakeholder coordination initiatives SO3.2-3.3
		IGR to consider these aspects in exchanges with DIRCO, and IGR forums – SO2.7 as the Premier's coordination and other IGR structures provide a means to coordinate institutional contributions to sustainable development. This also applies to the

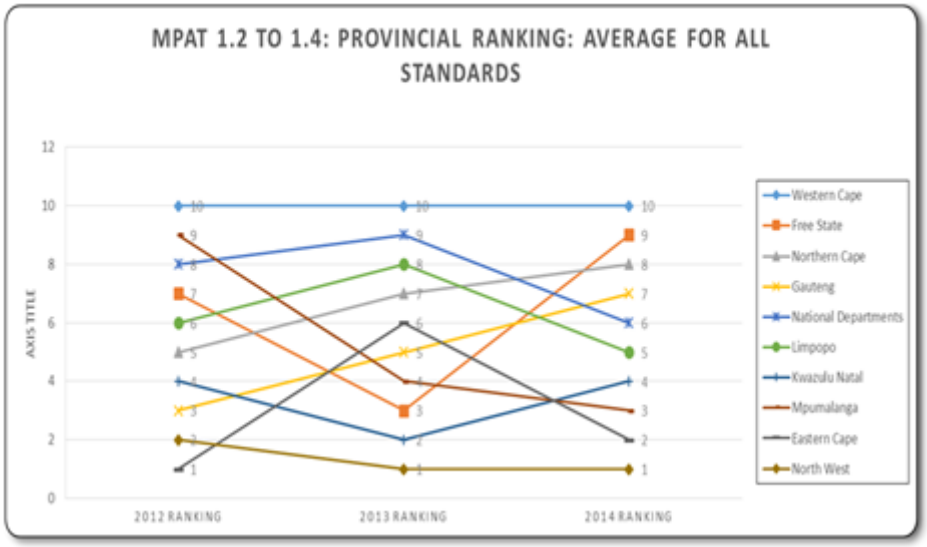
		Stakeholder coordination strategic objectives (3.2 to 3.6).
		Strategic management SO 3.1 deals with ensuring plans are aligned as well as the monitoring of service delivery plans to support inclusivity and sustainable development
	SDG 7 Strengthen the means of implementation and revitalise the global partnership for sustainable development	IGR to consider these aspects in exchanges with DIRCO, and IGR forums – SO2.7.
		Strategic Management, SO 3.1 through updating the PGDP annually
AU Agenda 2063	Key Priority Area 1 – Eradicate poverty in a generation by 2025	Coordination of the Poverty Eradication Master Plan – SO3.6
	Key Priority Area 2 - Skills Revolution and in science, technology and innovation; and Priority Area 6 - Young people as drivers of the African Renaissance impact on the Human Resource Development strategy under PGDP AWG 7	Supporting the HRD Council and updating the skills development strategy for the Province of KZN – SO2.1; as well as youth skills development SO3.2, indicators (e) and f).
	Priority Area 5- Free Trade Area; Priority Area 9 - African Passport; and Priority Area 10 - Strengthen Africa's voice in global negotiations are all mainly National competencies, however, will also indirectly impact on the deliverables through the Intergovernmental Relations Unit and National SIP 17	IGR to consider these aspects in exchanges with DIRCO, and IGR forums – SO2..7.
	Priority Area 8 - Gender Parity is a key focus area under Democracy Support Services	Ensuring ongoing support and monitoring of gender business plans SO2.5.
Local Government Elections	Possible new political leaders at local level, thus ward- based and municipal engagements ito PEMP and OSS might be affected	Training programmes and reinforce communication with key stakeholders. This needs to be addressed through the Stakeholder Engagement Branch and in implementing **S.O.3.2 – engaging stakeholders; and S.O 3.3 Priority Programmes** and the coordination and monitoring reports need to be used proactively to identify possible challenges and interventions in this regard.
Economic status	Increasing stringent pressures : Wage bill increase, fees must fall and drought interventions. Reprioritisation of Goods and services – impact on service delivery	Reconsider critical posts and delivery priorities. This is an ongoing process that is monitored through EXCO meetings supported by the Director-General's Office implementing **S.O. 1.2, indicator (a).** The current economic climate and pressures to reprioritise budgets resulting from fiscal constraints (including "fees must fall" and critical drought

		interventions) will impact on achieving targets, hence no substantial growth in achieving MTSF targets can be projected over the MTEF at this stage. This will also affect communication, research and training programmes. A more strategic focus is also required on events and funding these initiatives will need to be guided by the strategic relevance of events in contributing towards the PGDP and NDP.
Poverty Eradication Master Plan (PEMP) Coordination	Provincial Treasury has acknowledged the need for the establishment of an operations centre for the implementation of the Poverty Eradication Master Plan (PEMP), especially in view of the fact that it was a Resolution of Cabinet (Cabinet Resolution 109 taken on 1 April 2015) that Provincial Treasury find funding for this purpose. The alignment with the PGDP is outlined in the diagram below:  	Therefore, Provincial Treasury has undertaken to allocate R10.270 million to the department in the 2015/16 Adjustments Estimate in this regard, following the required MinComBud and Cabinet approval. This was incorporated in the budget adjustments and an updated APP 2015/16 was tabled. The PEMP is implemented in 5 priority municipalities(Phase 1); cascaded 5 priority wards in each district (as per Cogta Demarcation of District Municipalities- Phase 2); Phase 3 expand to all 169 poorest wards in KZN; and progress towards the balance of the wards in the Province, to combat poverty within KZN in a phased approach. The top 5 poorest priority wards in the whole of KZN; d 5 priority wards per district, and 169 priority wards identified through STATS SA multiple deprivation Index, and relevant game changers have been identified on a progressive basis within the PEMP framework
RHHT Bill	RHHT engagement and monitoring improved	Protocols to be finalised once enacted, however, close monitoring will be facilitated and this will further strengthen performance against **S.O. 3.4 - Effective and efficient support to His Majesty**

<table>
<tr><td></td><td></td><td>and the Royal Household</td></tr>
<tr><td>Youth Development Agency Bill</td><td>Improve Youth Development Coordination</td><td>Protocols to be finalised once enacted. This will further support and strengthen implementation of S.O 3.2 – stakeholder engagement, and particularly in relation to youth development matters coordinated by the Office of the Premier.</td></tr>
<tr><td>Heritage Institute Bill</td><td>Synergising heritage and research activities</td><td>Organisational refinements will be required once enacted and this will require a reconsideration of the outputs identified for S.O. 3.5 Community engagement and awareness and protection of heritage resources. The intentions is for the amalgamation of AMAFA and the Heritage Unit within the Office of the Premier</td></tr>
<tr><td>PDA and SPLUMA constitutional challenges</td><td>Slow down progress with LUMS and development applications</td><td>Support through PPC on an ongoing basis. It is Currently being monitored through the PPC.</td></tr>
<tr><td>Renewed restitution and land claims</td><td>Impact on land for projects and methodology in terms of agri-villages and catalytic projects</td><td>Closer cooperation with Rural Development (National and Provincial), affected municipalities and communities through the PEMP centre</td></tr>
<tr><td>Fraud and corruption statistics are monitored and findings fluctuate.</td><td>Key findings suggest that interventions are having varied affects
GOVERNMENT FRAUD SUMMARY - SAPS STATISTICS
<table>
<tr><th>YEAR</th><th>DOCKETS RECEIVED</th><th>R VALUE OF AFFECTED BY FRAUD</th><th colspan="3">CONVICTIONS</th><th>R VALUE OF CONVICTIONS</th><th>VALUE OF ASSETS RESTRAINED</th><th>Rate of cases finalised (%) [convictions finalised v dockets received]</th><th>Ratio of R(v) convictions to R(v) affected by Fraud (%)</th><th>% Convictions Public</th></tr>
<tr><td></td><td></td><td></td><td>PUBLIC</td><td>PRIVATE</td><td>TOTAL</td><td></td><td></td><td></td><td></td><td></td></tr>
<tr><td>2010/11</td><td>1024</td><td>529 735 852</td><td></td><td></td><td>744</td><td>30 192 983</td><td></td><td>72,66</td><td>5,70</td><td>Not measured</td></tr>
<tr><td>2011/12</td><td>594</td><td>104, 588 251</td><td></td><td></td><td>529</td><td>28 745 441</td><td></td><td>89,06</td><td>27,48</td><td>Not measured</td></tr>
<tr><td>2012/13</td><td>708</td><td>1 157 126 957</td><td>278</td><td>268</td><td>546</td><td>30 832 552</td><td>195 359 056</td><td>77,12</td><td>2,66</td><td>50,92</td></tr>
<tr><td>2013/14</td><td>42</td><td>447 237 621</td><td>9</td><td>28</td><td>37</td><td>61 741 111</td><td>143 611 875</td><td>88,10</td><td>13,80</td><td>24,32</td></tr>
<tr><td>2014/15</td><td>22</td><td>51 214 909</td><td>20</td><td>3</td><td>23</td><td>6 435 005</td><td>432 902 500</td><td>104,5</td><td>1,4886</td><td>86,95</td></tr>
</table></td><td>Continue with monitoring statistics and promoting campaigns, SO2.4, indicators (a) to (f).</td></tr>
<tr><td>Social concerns remain a challenge (triple challenge)</td><td>Continue interventions ito MRM; PEMP as well as working with the Democracy support unit to strengthen social cohesion and anti-racism interventions throughout the Province.</td><td>Expedite interventions and delivery. This affects all units in the Office of the Premier, and monitoring and coordination reports need to take these matters into account. A more focussed approach is required to support the MRM initiative and in partnership with</td></tr>
</table>

<table>
<tr><td></td><td></td><td>youth development programmes. This requires a rethink as to how sectors respond to MRM, youth and social cohesion issues. The issues that have arisen out of anti-racisim campaigns and xenophobia are be incorporated in the human rights campaigns as well as Moral Regeneration Movement initiatives.</td></tr>
<tr><td>Governance – Audits – OTP maintained unqualified audit</td><td>Audit findings have improved, although the 100% clean-audit status has not yet been achieved for the OTP. 2014/15 provincial audit results, as per PGDP Goal 6, strategic Objective 6.3, are summarised as follows:
<table>
<tr><th><u>Primary Indicators</u></th><th>Baseline 2010</th><th>2015 Target</th><th>Status (September 2015)</th></tr>
<tr><td>% municipalities with clean audits</td><td>8.20%</td><td>100%</td><td>21%</td></tr>
<tr><td>% of provincial departments and entities with clean audits</td><td>28.20%</td><td>100%</td><td>23.5% - up from 11% (2 departments and 6 entities)
58.8 % unqualified with findings (9 departments and 11 entities)</td></tr>
<tr><td rowspan="3">% of provincial and municipal entities that have audit disclaimers or adverse findings</td><td rowspan="2">Provincial
1 Qualified of 11 active 2012/13, thus 9%</td><td rowspan="2">0%</td><td>No Change
Disclaimers : 0%</td></tr>
<tr><td>Qualifications: 5 % (1 entity), down from 0%</td></tr>
<tr><td rowspan="2">Municipal</td><td rowspan="2">0%</td><td>No Change
Disclaimers: 4.9% 2013/14</td></tr>
<tr><td>8% (2013/14)
Improved status on Qualified and disclaimer findings</td></tr>
</table></td><td>Elevate approval and monitoring of audit improvement plan at strategic management meetings. A new output was added to S.O 1.2, and renumbered as indicator 1.2(e) – Annual audit improvement plan in response to the situational analysis wherein the need to adopt and monitor the improvement plan was identified as a key strategic tool to facilitate progress towards achieving a clean audit</td></tr>
<tr><td>MTSF Outcome 12: An efficient, effective and development-oriented public service – limitations in terms of mandate and sufficient progress between DPSA, PSC and DPME</td><td>The following sub-outcomes have been identified as critical output priorities based on Chapters 13 and 14 of the NDP, together with the commitments made in the election manifesto of the ruling party:
A stable political-administrative interface
A public service that is a career of choice
Sufficient technical and specialist professional skills
Efficient and effective management and operations systems
Procurement systems that deliver value for money</td><td>It should be noted that several administrative processes still need to unfold at a National level to facilitate the roles and responsibilities of Offices of the Premier, as well as finalising the MTSF amendments in relation to this Outcome. Amendments are underway to the Public Service Regulations, however, these have not yet been approved.</td></tr>
</table>

	• Increased responsiveness of public servants and accountability to citizens • Improved inter-departmental coordination and institutionalisation of long-term planning • Improved mechanisms to promote ethical behaviour in the public service The majority of public servants are employed at provincial level and the success of Outcome 12 is therefore critically dependent on how it is implemented at provincial level. Some actions will need to be led by national departments, particularly where changes are required to legislation or regulations. However, in most areas the changes relate to getting better at what we do, as emphasised in the NDP. Thus, provincial departments have an important role to play in improving their management practices, their financial practices and their operations systems. At provincial level, the Offices of the Premiers (OTPs) have a particularly important role to play in overseeing and supporting these improvements. The chapter identifies specific responsibilities for Offices of the Premiers in management of the political-administrative interface and improving inter-departmental coordination. Offices of the Premiers should also identify specific priority areas where they can drive improvements covered by the chapter and generate lessons feeding into national policy. It is important that they have the capacity to fulfil this role.	Sub-outcome 1 – political administrative interface, in particular is affected and limits provincial Offices of the Premier's ability to "Develop improved administrative-level processes run by the DGs in the Offices of the Premiers to provide advice to Premiers and EAs on managing the career incidents of provincial HoDs". The SHRM unit of the OTP has, however, provided administrative support to MEC's in monitoring the processes and providing administrative support. The finalisation of these processes hinges on the availability of the MEC's and respective HoD's and relevant panel members. Amendments to the PFMA and Treasury regulations are also still awaited from national to address issues regarding the submission of strategic plans and Annual Performance Plans, as well as non-financial information to Offices of the Premier as opposed to Treasuries. These regulations will also affect SCM processes. OTP participates in the development of the national frameworks through the national Technical G&A and FOSAD.
	The most pressing priorities to be pursued at provincial level as part of Outcome 12 include: 1. Paying greater attention to the quality of management and management practices within departments with a view to ensuring that public servants are both challenged and supported so that they can contribute fully to the work of their departments.	Various programmes are facilitated through the Training Academy to provide such support. A public sector development programme is also being developed as part of the HRD strategy for the entire province – SO2.1
	2. Addressing weaknesses in procurement systems to ensure a greater focus on value for money, rather than simply focusing on procedural compliance. This is driven mainly through Treasury, but the OTP SCM unit is working with Treasury in progressing towards and e-procurement tool. New Bid committees have been established in the OTP and members have been trained. A Procurement indaba was also facilitated in partnership with Treasury and resolutions are monitored through the Clusters	Ongoing training and working with Treasury and the AG to ensure effective SCM processes
	3. Strengthening administrative relations between provincial departments and their national counterparts through regular and routine day-to-day interaction (strengthening provincial support to local government is dealt with under Outcome 9).	Ongoing monitoring of implementation will be undertaken through the IGR Structures and monitor progress against the SDIP 2015/16.

	This is facilitated directly through the IGR unit and has been prioritised as the key improvement area for the OTP SDIP 2015/2016. Substantial progress has been made in the development of the IGR cooperative Governance Strategy, and International relations strategy. This is also supported by a Stakeholder engagement strategy and provincial communication strategy.	
Governance systems and processes still need improvement	Low MPAT Scores (Transversal findings). The Provincial average is blow the national norm, however, the overall position of the Province has improved by 2 positions  The interim results for MPAT 1.5, overall, shows improvement in most areas for the Office of the premier, but whilst the appeal process is not yet finalised, the MPAT 1.5 has not been taken into account at the time of finalising this plan.	It should be noted however, that the standards for MPAT have increased progressively since 2012. Notwithstanding this, key areas to be addressed are to be monitored against an MPAT improvement plan The M&E unit has initiated the involvement of DPME and building capacity through presentations to COHOD, as well as engagements with Provincial Departments to facilitate improvement and is ensuing consolidated reports on MPAT, measured through hSO.3.1, indicator (f). Corporate Services unit to Improve monitoring and coordination in key areas and in support of **S.O 2.1 Improved resource management support services** - Diversity Management - Service Delivery Improvement - Performance Management - Employee Health and Wellness - Labour Relations - Service Delivery Improvement - ITC governance (although findings were withdrawn, this requires ongoing monitoring and support to ensure effective delivery against MTSF Outcome 12) Treasury needs to support improvement strategies regarding: - Demand Management - SCM And this should be monitored through AWG17 – lead by the Office of the Premier
Load shedding	Electronic systems are at risk as well as health and safety issues in terms of working environment e.g the delay caused in the launch of the Integrity Management Call centre in 2015/16 due to systems failure caused by load shedding	Re-planning of work and explore alternative interventions to ”back-up” resources.
Systems to improve efficiency	eTrax and eMapp computer programmes, which are utilised to enhance financial management tools and improve monitoring systems for vouchers, as well as software	Possibilities to consider options for improved leave management and security systems in support of

	applications for financial reconciliations and reports, respectively Improved financial management – opens possibilities to consider options for improved leave management and security systems.	**S.O 2.1.**
In-availability of sufficient office space	Office space within Pietermaritzburg is a challenge. An alternative funding model is being explored with treasury and Public Works to revive the Pietermaritzburg Government Precinct development. This will bring relief in 5 years' time.	Alternative lease agreements to be expedited with Public Works, based on prioritised posts and progress to be monitored as an ongoing process that is monitored **through EXCO meetings supported by the Director-General's Office implementing S.O. 1.2, indicator (a)** and supported by Corporate Services to provide the relevant information **and monitor facilities more effectively as part of S.O 2.1.**
Broadband Strategy	Government has adopted South Africa Connect, the National Broadband Policy and the associated strategy and plan; which gives expression to South Africa's vision of "a seamless information infrastructure by 2030 that will underpin a dynamic and connected vibrant information society and a knowledge economy that is more inclusive, equitable and prosperous". Formal governance structures have been established at National level to manage the rollout of the Broadband Programme. There is a need to establish governance structures at provincial level to coordinate and facilitate Broadband implementation across all the role players in the province and to ensure that the benefits of Broadband are achieved in the provinces. The Minister of Telecommunications and Postal Services has requested that Provincial Broadband Steering Committees should be established in each province. This function was previously performed by the Department of Economic Development however following a directive from Minister of Telecommunications and Postal Services it was therefore decided that this function be moved to Office of the Premier- Provincial Information Technology where a Provincial Broadband Steering Committee has now been formed.	Reporting on Broadband implementation coordination therefor becomes a new strategic output for the Office of the Premier, as included in SO2.1, new output indicator (n).

<table>
<tr>
<td>Poverty Eradication Master Plan requires functional warrooms</td>
<td>The 2015 survey indicated 585 Functional and fully functional warrooms, broken down as follows:
<table>
<tr><th>DISTRICTS</th><th>TOTAL NO. WARDS</th><th>TOTAL WAR ROOMS ESTABLISHE</th><th>FULLY FUNCTIONAL</th><th>FUNCTIONAL</th><th>POORLY FUNCTIONAL</th><th>NOT FUNCTIONAL</th></tr>
<tr><td>ILEMBE</td><td>74</td><td>74</td><td>23</td><td>29</td><td>13</td><td>09</td></tr>
<tr><td>ETHEKWINI</td><td>103</td><td>97</td><td>40</td><td>44</td><td>08</td><td>09</td></tr>
<tr><td>UGU</td><td>84</td><td>84</td><td>28</td><td>00</td><td>47</td><td>09</td></tr>
<tr><td>UTHUKELA</td><td>73</td><td>73</td><td>26</td><td>31</td><td>11</td><td>05</td></tr>
<tr><td>UMGUNGUNDLOVU</td><td>84</td><td>84</td><td>25</td><td>44</td><td>09</td><td>06</td></tr>
<tr><td>ZULULAND</td><td>89</td><td>89</td><td>11</td><td>50</td><td>12</td><td>16</td></tr>
<tr><td>HARRY GWALA</td><td>55</td><td>55</td><td>23</td><td>23</td><td>08</td><td>01</td></tr>
<tr><td>MZINYATHI</td><td>53</td><td>53</td><td>26</td><td>11</td><td>10</td><td>06</td></tr>
<tr><td>AMAJUBA</td><td>46</td><td>46</td><td>02</td><td>42</td><td>01</td><td>01</td></tr>
<tr><td>MKHANYAKUDE</td><td>68</td><td>68</td><td>17</td><td>14</td><td>34</td><td>03</td></tr>
<tr><td>UTHUNGULU</td><td>99</td><td>99</td><td>24</td><td>52</td><td>21</td><td>02</td></tr>
<tr><td>TOTAL</td><td>828</td><td>828</td><td>245</td><td>340</td><td>174</td><td>67</td></tr>
<tr><td>Grand Total (FF+F)</td><td colspan="2">585</td></tr>
</table>
</td>
<td>Functionality of warrooms to be prioritised in terms of the four phases of the PEMP. This targeted implementation approach comprises of 4 phases as follows:

Phase 1: the 5 most deprived municipalities in KZN;
Phase 2: the 5 most deprived wards in each District of KZN;
Phase 3: expand to all 169 poorest wards in KZN;
Phase 4: the rest of the wards in KZN.</td>
</tr>
</table>

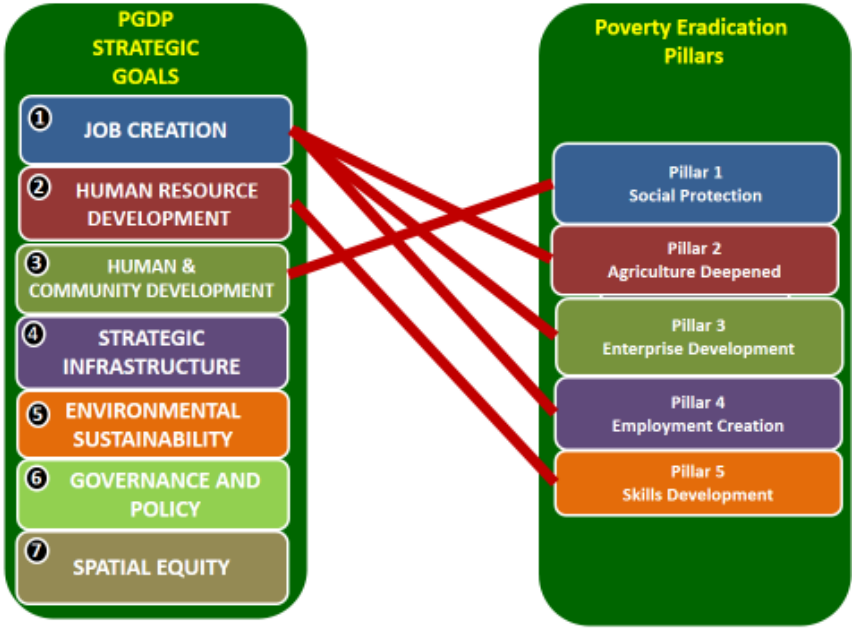
POVERTY ERADICATION MASTER PLAN (PMP)

As was stated in the 2015-16 Annual Performance Plan, re-tabled in December 2015 to accommodate the Poverty Eradication Master Plan, the PEMP is a bold and multi-pronged plan for eradicating poverty in the Province and giving dignity to our people. The PEMP was developed through an Operation Phakisa Model and LAB process and has been fully aligned with the National Development Plan (NDP) and the PGDP. Whereas this is a priority initiative with an allocated budget over the MTEF, the resource allocations and institutional arrangements over the MTEF remains unchanged.

The PEMP comprises five key strategies or pillars, each underpinned by specific game changers, namely:

1. Social security and housing, where the focus is on improving Child Health Outcomes, Improving access to quality Education, Uplifting Living Standards, Food and Nutrition Security, Social Security, as well as Community Mobilization and Development;
2. Agriculture development, by adopting, adapting and fast-tracking the Fetsa-Tlala approach to ensure household food security, linking mechanisation to entrepreneurship, commercialisation of livestock on communal land; revitalisation of land reform farms; promotion of agriculture cooperatives and agribusiness youth empowerment;
3. Enterprise Development through opportunities presented in waste management, construction, processing plants, rural renewable energy, mining and business support;
4. Employment Creation with specific emphasis on rural infrastructure development, revamped expanded public works programme, rural tourism and communal milling stations;
5. Skills Development, in particular to address issues of early childhood development, primary and secondary schools education improvement, skills alignment to economic growth, artisan development, and youth skills development and lifelong learning.

The PEMP is positioned within the context of the PGDP as depicted in the diagram below. This diagram clearly indicates the alignment between the PGDP and PEMP and in particular, the specific focus areas of the PEMP within the PGDP context. It further indicates that all seven Goals of the PGDS/P are critical for the successful implementation of the PEMP.



The implementation approach of the PEMP is targeted on:

- the most deprived households;
- in the most deprived wards; and
- in most deprived municipalities.

The Province has 3.2 Million people living in conditions of extreme poverty, the majority of which households are in the identified 169 poorest wards. Most of these 169 poorest wards are located in the 5 Local Municipalities ranked as the poorest in the Province, namely Msinga, Umhlabuyalingana, Maphumulo, Vulamehlo and Nkandla.

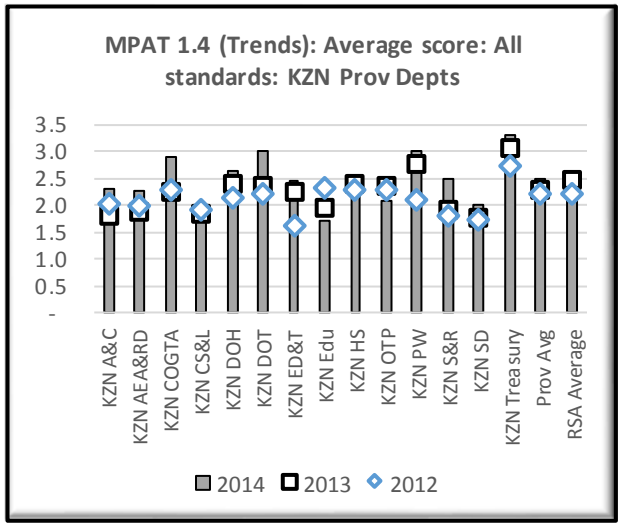
This targeted implementation approach comprises of 4 phases as follows:

Phase 1: the 5 most deprived municipalities in KZN;
Phase 2: the 5 most deprived wards in each District of KZN;
Phase 3: expand to all 169 poorest wards in KZN;
Phase 4: the rest of the wards in KZN.

The PEMP recognises the role of Operation Sukuma Sakhe (OSS) as an approach that will facilitate implementation in the wards using the OSS war rooms.

1.1.2 Organisational environment

Factor	Affect	Response
Audit findings	The Department maintained an unqualified audit.	Areas that received emphasis will be addressed in the audit improvement plan and needs to be monitored as an ongoing process that is monitored through EXCO and MANCO meetings supported by the Director-General's Office implementing **S.O. 1.2, indicator (a) and (b).** The audit plan has been included as a **new output under S.O. 1.2**
	The audit findings indicated improvement in the usefulness and reliability of data. The 2015/16 finding on both areas were unqualified. Both these areas were previously rated as "qualified" in the management report, but have improved significantly. The findings indicated a clean bill of health with regard to IT governance and this stands the department well in its monitoring and coordination role in supporting departments to improve IT and ITC governance matters The Royal Household Trust, one of two of the Department's entities, also received an unqualified opinion. Amafa, the second entity, received a clean audit.	Reporting still needs to improve to reduce misstatements and errors made and this has been included in the audit improvement plan, as well as the development of an M&E framework and Performance information policy for the department. Capacity in the M&E and strategic planning units need to be expedited to ensure more effective engagements with units on planning and reporting matters. The drafting of the annual report will be coordinated by the CFO, and this has been added as a **new output under S.O. 1.2.** The need to ensure proper standard operating procedures was also identified in 2015/2016 and refinements of key processes will be ongoing.
Financial Performance	The Department has spent its budget (101%) for 2015/2016. It has, however, incurred a first charge for irregular expenditure incurred by the former Department of Royal Household as a result of the absorption of the latter into the Office of the Premier by notice of the President – December 2014.	The Department has reprioritised its budget, and where required, approaches will be made to Treasury to commit funding for the Poverty Eradication Master Plan, as well as renovations to the palaces that have been found to be in a state of disrepair. Work will not commence on projects unless the necessary funding has been secured. Whereas budgets have been cut in accordance with the national directives, reprioritisation of projects to achieve targets will be dealt with through the operational plan of the department.
MPAT Scores (OTP)	Office of the Premier Scores (MPAT 1.4), overall, have declined in Strategic management meetings, audit improvement plans and procurement plans have been areas of concern, hence these will continue to be tracked under SO1.2.	It should be noted however, that the standards for MPAT have increased progressively since 2012. Notwithstanding this, key areas to be addressed are to be monitored against an MPAT improvement plan. The indicator relating to 30 day payments in MPAT was considered at the strategic preparation session of 2 November 2015, however the CFO advised that at the CFO's forum it was decided to retain this in the Operational Plan of Departments. The indicator relating to the Procurement plan is retained due to challenges that had been experience previously in ensuring compliance with prescripts resulting in adverse audit opinions regarding SCM in the Department, hence the indicator re Procurement Plan, although operational, is retained. Although, typically the management meetings are deemed operational, in the context of challenges experienced in the organisational environment, as reflected in previous MPAT findings, the monitoring of these through the output indicators for SO1.2 need to continue.

		The interim results for MPAT 1.5, overall, shows improvement in most areas for the Office of the premier, but whilst the appeal process is not yet finalised, the MPAT 1.5 has not been taken into account at the time of finalising this plan.
	Strategic planning maintained a level 4 in MPAT 1.4, but there was a decline in the performance information and monitoring and evaluation. This area, should improve as the findings on the 2014/15 plan has improved significantly, and documents are being signed off by the relevant authorities.	Ensure proper systems and training in the area of planning, performance information and monitoring and evaluation. MPAT improvement plans are in place and are being monitored through the M&E unit. OTP will be monitored as one of the departments in terms of the MPAT process, as **per SO.3.1, indicator (f).** Training is also provided under the Academy through and overview of strategic planning and monitoring and evaluation as a module in the financial management course. These programmes are included in the operational plan of the unit
	Service Delivery Improvement Planning and audit committees and internal audit have improved the area of governance, however the balance of the areas under governance still scored below the national average. The area of concern, however have been addressed as terms of reference were re-structured and reconfirmed in the 2015/2016 year and greater care has been taken to ensure minutes are signed.	MPAT 1.4 findings addressed through EXCO and MANCO supported by the **Director-General's Office implementing S.O. 1.2, indicator (a) and (b)**
	HR still remains an area of concern, however, there has been some improvement in the area of diversity management compliance in terms of MPAT 1.4.	This is being addressed through the HR turnaround strategy for the province **S.O 2.1, Indicator (ii) and (a) to (e),** and the MPAT Improvement plan
	SCM and assets management findings are still low and these were echoed in the audit findings.	Areas that received emphasis will be addressed in the audit improvement plan and needs to be monitored as an ongoing process that is monitored through EXCO and MANCO meetings supported by the Director-General's Office

		implementing S**.O. 1.2, indicator (a) and (b). The audit plan has been included as a new output under S.O. 1.2.** No further actions were identified by the CFO at this stage that would need to be included in the Annual Performance Plans. Ongoing operational improvements will be facilitated in the Operational Plan, where deemed necessary.
Technological advancement to improve systems and processes	eTrax and eMapp computer programmes, which are utilised to enhance financial management tools and improve monitoring systems for vouchers, as well as software applications for financial reconciliations and reports, respectively Improved financial management – opens possibilities to consider options for improved leave management and security systems.	Training on eTrax and eMapp has been facilitated through the finance section and units have been participating.
Nerve Centre Upgrades	The department's contract with the Statistical Analysis System (SAS) came to an end at the end of 2014. A feasibility assessment has been conducted and completed, and Vezilanga IT Consultants have now been appointed to conduct upgrades of the Nerve Centre. One of the upgrades that was conducted in the first quarter of 2015-16 was the installation of the GIS system which gives co-ordinates of any location in the country.	Supports the implementation **of S.O.3.1,** and functionality is monitored in terms of indicator **(e).**
Staff concerns re parking	The land behind the Moses Mabhida Building has been cleared, And levelled. It is being used as a parking area in the interim up until such time as the plans for the extension of the Moses Mabhida Building have been endorsed, and funding is available to extend the building.	Supports the incentives of Outcome 12 to contribute towards a more productive workforce. Will be monitored in terms of **S.O. 2.1**
Training Academy	Buildings and other fixed structures in respect of the Provincial Public Service Training Academy (hereafter referred to as the Training Academy). A feasibility study was conducted in terms of the land that was purchased for office accommodation behind the Moses Mabhida Building in Pietermaritzburg, in order to establish if the Training Academy could be housed on the same property. This resulted in a delay in the construction of the Training Academy in Westville. The feasibility study has since been finalised and will be paid for in the second quarter (2015/16) (although R80 000 was projected for it in the first quarter), and the Westville property was found to be more suitable. The construction of the Training Academy, in view of the budget cuts, has been suspended and delayed until such time as the financial position of the Province improves.	The current space will need to be renegotiate with the department of Education to ensure public service training continues in support of Outcome 12.
Executive Council Planning sub-committee	Re-established in 2016. To facilitate infrastructure planning coordination	Provincial Planning Secretariat provides support to the Management Committee
Inkululeko Model expansion	Second project approved at Cwaka and option for 3rd project being explored	Supports Growth ito SO.3.3, and particularly indicator (c).
RHHT Bill	RHHT engagement and monitoring improved	As stated in 1.1.1 above.

<table>
<tr><td>Youth Development Agency Bill</td><td>Improve Youth Development Coordination</td><td>As stated in 1.1.1 above.</td></tr>
<tr><td>Heritage Institute Bill</td><td>Synergising heritage and research activities</td><td>As stated in 1.1.1 above.</td></tr>
<tr><td>Climate Change Council</td><td>Negotations are underway for the movement of the secretariat function of the Climate change council (a subdirectorate in the OTP) to be moved to DEDTEA</td><td>Nil at this stage as the activities were monitored at operational level</td></tr>
<tr><td>Broadband Strategy</td><td>This function was previously performed by the Department of Economic Development however following a directive from Minister of Telecommunications and Postal Services it was therefore decided that this function be moved to Office of the Premier- Provincial Information Technology where a Provincial Broadband Steering Committee has now been formed.</td><td>As stated above, reporting on Broadband implementation coordination therefor becomes a new strategic output for the Office of the Premier, as included in SO2.1, new output indicator (n)

Resource constraints experienced throughout government implies that this is an additional function that will have to be performed within the current organisational design.</td></tr>
<tr><td>Human Resource Development Strategy</td><td>Requires augmentation with the an integrated Public Service HRD Strategy and Professional Support Programme, as per the 2015 Lekgotla resolutions and amendments to key strategic interventions relating to Goals 2 and 6 of the PGDP</td><td>The TOR and Research Framework for the Integrated Public Service HRD Strategy and Professional Support Programme was completed. The project requires additional technical capacity for the situational analysis and consultation process. This technical capacity have been sourced from the UNDP through the Office of the Premier and UNDP partnership. This is see research being conducted for the situational analysis, following by consultations and completion of a draft strategy in 2016/2017.</td></tr>
<tr><td>Financial structure</td><td>Updated to include the Poverty Eradication as a separate responsibility under the Premier Priority Programmes Sub-programme.</td><td>A separate responsibility has been assigned to ensure proper management of funding designated for this initiative.
<table>
<tr><th colspan="3">PROGRAMME 3 - adjusted financial structure</th></tr>
<tr><td rowspan="3">BRANCH: MACRO POL & STRAT PLANNING</td><td>SP: PROVINCIAL POLICY MANAGEMENT</td><td>STRAT PLANNING, RESEARCH & POLICY CO-ORD</td></tr>
<tr><td>-</td><td>MONITORING AND EVALUATION</td></tr>
<tr><td></td><td>STRATEGIC PROGRAMMES</td></tr>
<tr><td rowspan="5">(BRANCH: STAKEHOLDER COORDINATION :</td><td rowspan="4">SP: PREMIER'S PRIORITY PROGRAMMES</td><td>STAKEHOLDER MGT</td></tr>
<tr><td>YOUTH DEVELOPMENT</td></tr>
<tr><td>PRIORITY PROGRAMMES</td></tr>
<tr><td>POVERTY ERADICATION (NEW) Responsibility</td></tr>
<tr><td>SP: ROYAL HOUSEHOLD</td><td>KING'S SUPPORT AND ROYAL HOUSEHOLD</td></tr>
<tr><td></td><td>SP: HERITAGE</td><td>HERITAGE</td></tr>
</table></td></tr>
</table>

Factor	Affect	Response
Organisational Structure	Refinements to the structure have been concluded to accommodate the transfer of functions from DPME relating to strategic planning and coordinating reports within the Strategic Management Branch. Refinements have also been affected to the financial support units to improve support and financial management practices throughout the Department. The Royal Household Chief Directorate has also been refined to align the support services required by His Majesty and to avoid duplication of structures with the Royal Household Trust	The prioritization of posts will be considered against the financial constraints. In view of this, targets are currently not projected to increase. Whilst all efforts will be made to at least sustain APP targets, operational outputs and activities will have to be streamlined.
	The vacancy rate of the OTP, as at October 2015 is below the National target of 7% . Gender representation in the SMS cadre is still a concern.	Posts are in the process of being filled and the gender equity is being considered

OTP as at October 2015

HUMAN RESOURCES																					ESTABLISHMENT		
POST/ SALARY LEVEL					COLOURED				INDIAN				WHITE				TOTAL				TOTAL	Employees with a disability	No. of VACANT Posts	Total No. of Posts	% VACANT Posts
	F		MALE		F		MALE		F		MALE		F		MALE		F		M						
	No	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%					
Levels 1 to 12	259	52	184	37	8	2	3	1	22	4	9	2	10	2	5	1	299	60	201	40	500	7	35	535	7
13-16	15	24	34	54	0	0	0	0	4	6	2	3	2	3	6	10	21	33	42	67	63	1	10	73	14
Grand total	**274**	**76**	**218**	**91**	**8**	**2**	**3**	**1**	**26**	**10**	**11**	**5**	**12**	**5**	**11**	**11**	**320**	**93**	**243**	**107**	**563**	**8**	**45**	**608**	**21**
% of filled and vacant	**45.07**		**35.86**		**1.32**		**0.49**		**4.28**		**1.81**		**1.97**		**1.81**		**52.63**		**39.97**		**92.60**	**1.32**	**7.40**	**100.00**	**3.45**

1.2 Revisions to legislative and other mandates

There are no new legislative mandates, however, in terms of Executive Council Resolutions 109, dated 1 April 2015 the Premier instructed that the *Poverty Eradication Master Plan (PEMP) Coordination* was moved to the Office of the Premier and that the responsibility for this function was be assigned to the Stakeholder Coordination Branch. The latter is directly supported by the Strategic Management Branch. The Premier also confirmed this arrangement in his 2015 Budget Speech delivered on 28 April 2015. This has been incorporated under Programme 3 – Stakeholder Coordination. A detailed breakdown (excluding the above revision) has been included in the 2015-2020 strategic plan. This plan links to the 5 year Strategic Plan 2015-2020.

Whilst amendments are underway to the legislation relating to Amafa, Royal Household Trust, and Public Service Regulations, these will be factored in during the operations of the department and the next planning cycle

1.3 Overview of 2014/15 budget and MTEF estimates

1.3.1 Expenditure estimates

	Audited Outcome			Adjusted appropriation	Medium-term estimates		
R thousand	**2012/13**	**2013/14**	**2014/15**	**2015/16**	**2016/17**	**2017/18**	**2018/19**
Current payments	**570 960**	**605 567**	**605 567**	**618 204**	**583 282**	**622 058**	**662 655**
Compensation of employees	232 908	213 622	206 276	251 600	275 611	287 732	303 740
Goods and services	338 052	391 945	389 789	366 604	307 671	334 326	358 915
Interest and rent on land	–	–	–	–	–	–	–
Transfers and subsidies to:	**80 880**	**71 623**	**91 709**	**71 717**	**56 488**	**61 022**	**64 998**
Provinces and municipalities	15 063	19	4 927	64	65	69	73
Departmental agencies and accounts	36 960	44 395	53 311	62 392	46 684	48 152	51 381
Higher education institutions	–	–	–	–	–	–	–
Foreign governments and international organisations	–	–	-	–	–	–	–
Public corporations and private enterprises	–	–	–	–	–	–	–
Non-profit institutions	8 030	–	4 226	–	–	–	–
Households	20 827	27 209	29 245	9 261	9 739	12 801	13 544
Payments for capital assets	**43 959**	**41 353**	**34 369**	**45 373**	**16 680**	**14 419**	**14 999**
Buildings and other fixed structures	12 743	24 272	10 049	10 139	1 937	2 034	2 152
Machinery and equipment	6 888	12 734	21 895	32 513	10 178	7 762	7 956
Heritage Assets	10 794	4 347	2 425	2 659	4 500	4 555	4 819
Specialised military assets	–	–	–	–	–	–	–
Biological assets	–	–	–	–	–	–	–
Land and sub-soil assets	7 018	–	–	–	–	–	–
Software and other intangible assets	6 516	–	–	62	65	68	72
Payments for financial assets	**1 996**	**2 531**	**2 500**	**2 500**	**2 194**	**–**	**–**
Total economic classification	**697 795**	**721 074**	**722 239**	**737 794**	**658 644**	**697 499**	**742 904**
unauth. Exp. (1st charge) not available for spending	**(1 800)**	**(2 500)**	**(2 500)**	**(2 500)**	**(2 194)**	**-**	**-**
Baseline available for spending after 1st charge	**695 995**	**718 574**	**719 739**	**735 294**	**656 450**	**697 499**	**742 904**

1.3.2 Relating expenditure trends to Programmes

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

	Audited Outcome			Adjusted appropriation	Medium-term estimates		
R thousand	**2012/13**	**2013/14**	**2014/15**	**2015/16**	**2016/17**	**2017/18**	**2018/19**
1. Premier Support	25 873	50 032	44 535	38 660	29 874	31 771	33 231
2. Executive Council Support	8 746	8 500	8 280	7 590	7 537	8 013	8 373
3. Director-General	18 491	20 569	17 235	12 954	12 954	13 792	14 462
4. Financial Management	103 253	105 839	131 397	42 142	42 142	40 662	58 069
Total payments and estimates	**156 363**	**184 940**	**201 447**	**102 337**	**92 507**	**94 238**	**114 135**

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

	Audited Outcome			Adjusted appropriation	Medium-term estimates		
R thousand	**2012/13**	**2013/14**	**2014/15**	**2015/16**	**2016/17**	**2017/18**	**2018/19**
1. Strategic Human Resources	94 065	98 858	93 946	91 010	89 556	95 103	91 424
2. Information Communication Technology (Ict)	18 778	21 215	25 391	71 719	63 764	69 283	73 789
3. Legal Services	8 892	10 642	10 895	11 320	11 562	12 156	12 876
4. Communication Services	23 174	54 682	47 006	55 737	52 153	55 706	59 370
5. Special Programmes	44 221	32 187	32 542	51 427	41 025	43 381	45 882
6. Intergovernmental Relations	13 167	8 269	16 121	14 780	15 806	16 767	17 560
Total payments and estimates	**202 297**	**225 853**	**225 901**	**295 993**	**273 866**	**292 396**	**300 901**

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

	Audited Outcome			Adjusted appropriation	Medium-term estimates		
R thousand	**2012/13**	**2013/14**	**2014/15**	**2015/16**	**2016/17**	**2017/18**	**2018/19**
1. Provincial Policy Management	50 343	47 060	27 382	52 964	64 160	67 776	70 058
2. Premier`s Priority Programmes	169 894	139 504	119 647	143 056	119 798	128 087	135 731
3. Royal Hosehold	61 367	67 896	51 516	75 104	48 863	51 670	55 007
4. Heritage	57 531	55 821	96 346	68 340	59 450	63 333	67 072
Total payments and estimates	**339 135**	**310 281**	**294 891**	**339 464**	**292 271**	**310 866**	**327 868**
unauth. Exp. (1st charge) not available for spending	**(1 800)**	**(2 500)**	**(2 500)**	**(2 500)**	**(2 194)**	**-**	**-**
Baseline available for spending after 1st charge	**337 335**	**307 781**	**292 391**	**336 964**	**290 077**	**310 866**	**327 868**

PART B: Programme and Subprogramme plans

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

1. PROGRAMME 1: ADMINISTRATION

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

1.1 Sub-Programme 1: Premier Support

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

1.2 Sub-Programme 2: Executive Council Support

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

1.3 Sub-Programme 3: Director-General Support

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

1.4 Sub-Programme 4: Financial Management

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

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

1.5 Strategic Objective Targets and Indicators

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

1.Programme 1 : Administration

1.1 Sub-Programme 1 : Premier Support; and Sub-Programme 2 : Executive Council Support

Strategic Objective 1.1		Performance Measure (Strategic Objective Indicator)	Audited/Actual Performance			Estimated Performance 2015/16	Medium Term Targets			5-Year Target
			2012/13	2013/14	2014/15		2016/17	2017/18	2018/19	
SO1.1	Effective and efficient support to the Premier in Executive Council	(i) Overall Performance score attained on Premier Support performance assessment matrix	N/A	N/A	3	3	3	3	3	Minimum average score of 3
		(ii) Number of Executive Council meetings supported (Executive Council and Makgotla)	N/A	N/A	22	22	22	22	22	110

Key Outputs and Programme Performance Indicator									
Key Outputs	**Programme Performance Indicators**	**Audited/Actual Performance**			**Estimated Performance 2015/16**	**Medium Term Targets**			**5-Year Target**
		2012/13	**2013/14**	**2014/15**		**2016/17**	**2017/18**	**2018/19**	
Administrative support services to the Premier	a) Performance score attained on Premier Support **Administrative Support Services** performance assessment matrix	N/A	N/A	2x 6 monthly reports submitted	3	3	3	3	Minimum average score of 3
Parliamentary support services	b) Performance score attained on Premier Support **Parliamentary Services Management** performance assessment matrix	N/A	N/A	2x 6 monthly reports submitted	3	3	3	3	Minimum average score of 3
Effective and efficient Provincial Executive Council and key committees administrative support service	c) Number of Executive Council meeting decision matrices circulated within 10 working days of meeting	N/A	N/A	20	20	20	20	20	100
	d) Number of Executive Council decision matrix implementation progress reports submitted to the Executive Council	N/A	N/A	20	20	20	20	20	100
	e) Number of Executive Council Makgotla Decision matrices within 10 working days of meeting	N/A	N/A	2	2	2	2	2	10

Annual and Quarterly Targets							
SO1.1	**Programme Performance Indicators**	**Reporting Period**	**Annual Target 2016/17**	**Quarterly Targets**			
				Quarter 1	**Quarter 2**	**Quarter 3**	**Quarter 4**
	a) Performance score attained on Premier Support **Administrative Support Services** performance assessment matrix	6 monthly	Minimum average score of 3	3 (for previous year)	-	3 (for previous 6 months)	-
	b) Performance score attained on Premier Support **Parliamentary Services Management** performance assessment matrix	6 monthly	Minimum average score of 3	3 (for previous year)	-	3 (for previous 6 months)	-
	c) Number of Executive Council meeting decision matrices circulated within 10 working days of meeting	Quarterly	20	5	5	5	5
	d) Number of Executive Council decision matrix implementation progress reports submitted to the Executive Council	Quarterly	20	5	5	5	5
	e) Executive Council Makgotla decision matrices within 10 working days of meeting	Quarterly	2	0	1	0	1

Sub-Programme 3 : Director-General Support; and Sub-Programme 4 : Financial Management										
Strategic Objective 1.2		**Performance Measure (Strategic Objective Indicator)**	**Audited/Actual Performance**			**Estimated Performance 2015/16**	**Medium Term Targets**			**5-Year Target**
			2012/13	**2012/13**	**2014/15**		**2016/17**	**2017/18**	**2018/19**	
SO1.2	Strategic Leadership in governance and accountability to ensure economic, effective, and efficient resource management	(i) MPAT score for OTP (Overall)	N/A	N/A	2	2	3	3	3	3
		(ii) Average Governance and Accountability MPAT Score for OTP (KPA 2)	N/A	N/A	2	2	3	3	3	3
		(iii) Progress towards achieving clean audit in annual audit findings	Unqualified	Unqualified	Unqualified Audit	Unqualified Audit	Unqualified	Unqualified	Unqualified	Unqualified
Key Outputs Programme Performance Indicators										
Key Outputs		**Programme Performance Indicators**	**Audited/Actual Performance**			**Estimated Performance 2015/16**	**Medium Term Targets**			**5-Year Target**
			2012/13	**2012/13**	**2014/15**		**2016/17**	**2017/18**	**2018/19**	
Strategic Management meeting resolutions		a) Number of EXCO meetings supported	N/A	N/A	24	24	12	12	12	84
		b) Number of MANCO meetings supported	N/A	N/A	8	8	8	8	8	40
Risk Management register		c) Approved risk management register	N/A	N/A	1 submitted in Q4 for the following year	1 submitted in Q4 for the following year	1	1	1	5
Internal control reports		d) Number of quarterly internal control management reports submitted to EXCO	N/A	N/A	N/A	4	4	4	4	20
Annual Audit Improvement Plan		e) Annual audit improvement plan on preceding years findings adopted by end of August	1	1	1	1	1	1	1	5
Financial Management Reports		f) Number of Financial management reports (IYM submitted to Treasury by the 15th of each month)	12	12	12	12	12	12	12	60

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

Annual and Quarterly Targets							
Programme Performance Indicators		**Reporting Period**	**Annual Target 2016/17**	**Quarterly Targets**			
				Quarter 1	**Quarter 2**	**Quarter 3**	**Quarter 4**
SO1.2	a) Number of EXCO Meetings supported	Quarterly	12	3	3	3	3
	b) Number of MANCO Meetings supported	Quarterly	8	2	2	2	2
	c) Approved risk management register for 2016/17	Annually	1	0	0	0	1
	d) Number of quarterly internal control management reports submitted to EXCO	Quarterly	4	1	1	1	1
	e) Annual audit improvement plan on preceding years findings adopted by end of August	Annually	1	0	1	0	0
	f) Number of Financial management reports, monthly IYM submitted to Treasury by the 15th of each month	Quarterly	12 IYM Reports	3	3	3	3
	g) Number of Financial Statements submitted in terms of prescripts	Quarterly	4 /(1 Final AFS, 3 interim)	1 Final AFS for preceding year	1 interim AFS on previous quarter	1 interim AFS on previous quarter	1 interim AFS on previous quarter
	h) Annual report on preceding year tabled by end of August	Annually	1	0	1	0	0
	i) Procurement plan submitted in terms of prescripts for current year	Annually	1	1	0	0	0

1.6 Reconciling Performance Targets with Budget and MTEF

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

	Audited Outcome			Adjusted appropriation	Medium-term estimates		
R thousand	**2012/13**	**2013/14**	**2014/15**	**2015/16**	**2016/17**	**2017/18**	**2018/19**
1. Premier Support	25 873	50 032	44 535	38 660	29 874	31 771	33 231
2. Executive Council Support	8 746	8 500	8 280	7 590	7 537	8 013	8 373
3. Director-General	18 491	20 569	17 235	12 954	12 954	13 792	14 462
4. Financial Management	103 253	105 839	131 397	42 142	42 142	40 662	58 069
Total payments and estimates	**156 363**	**184 940**	**201 447**	**102 337**	**92 507**	**94 238**	**114 135**

2. PROGRAMME 2 : INSTITUTIONAL DEVELOPMENT

2.1 BRANCH : CORPORATE SERVICES

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

- Strategic Human Resources
- Information Technology

2.1.1 Sub-Programme 1: Strategic Human Resources

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

2.1.2 Sub-Programme 2: Information Technology

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

2.2 BRANCH : INSTITUTIONAL DEVELOPMENT AND INTEGRITY MANAGEMENT

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

- Legal Services
- Communication Services
- Special Programmes (Integrity Management and Democracy Support)
- Intergovernmental Relations

2.2.1 Sub-Programme 3: Legal Services

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

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

2.2.2 Sub-Programme 4 : Communication Services

The Communication Services Sub-Programme provides an integrated and co-ordinated 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.

2.2.3 Sub-Programme 5: Special Programmes

The Programme supports two (2) units, namely, Integrity Management and Democracy Support Services. The purpose of the *Integrity Management* unit is to mitigate and eliminate incidence of unethical conduct by government officials with a view to improving good governance. This unit strives to inculcate the culture of high moral standards and integrity through the demonstration of best practice by all government officials. It supports MTSF Outcome 12, Sub-outcome 8: Improved mechanisms to promote ethical behaviour in the public service. The purpose of the *Democracy Support Services* unit is to ensure that government translates its constitutional, political and global commitments into measurable and meaningful programmes. It supports MTSF Outcome 14 Sub-Outcome 1: Actions 1 and 5 by establishing and monitoring forums and facilitating awareness campaigns; Sub-Outcome 2: Action 1, 3 and 6 by monitoring the employment demographics in the context of vulnerable groups and awareness campaigns; Sub-Outcome 4: Actions 20 and 24 by promoting active citizenry and leadership and creating forums for vulnerable groups.

2.2.4 Sub-Programme 6 : Inter-Governmental Relations

Purpose: To improve inter – and intra – governmental relations and promote effective cooperative governance through implementation of the IGR Act (1999). The unit coordinates with all departments to ensure effective delivery of all MTSF Outcomes. It contributes to MTSF Outcome 12, sub-outcome 7 to improve interdepartmental coordination. It also contributes towards MTSF Outcome 11 in terms of international relations.

2.3 Strategic Objective Targets and Indicators

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

2. Programme 2 : Institutional Development

2.1. Sub-Programme 1 : Strategic Human Resource Management ; Sub-Programme 2 : Information Technology : Strategic Objectives and Annual Targets

Strategic objectives			2012/13	2013/14	2014/15		2016/17	2017/18	2018/19	
SO2.1	Improved resource management support services	(i) Average MPAT Score for HR (KPA3) OTP		2	1 (MPAT 1.4)	2	3	3	3	3
		(ii) Provincial HRM Turnaround Strategy	New	New	Need Identified	Situational analysis by March	Final document by December	Annual strategy implementation and monitoring reports	Annual strategy implementation and monitoring reports	HRM Turnaround Strategy implemented, monitored and reviewed
		(iii) Number of public servants attending training courses	6000	6500	7000	5000	4000	4000	4400	17 400
		(iv) Number of HRD Fora engagements	New	New	8	11	11	11	11	55
		(v) Number of annual security risk monitoring coordination reports	New	New	New	1	1	1	1	5
		(vi) Average MPAT Score for IT (KPA2) OTP	2	2	1 (MPAT 1.4)	3	3	3	3	3

Key Outputs and Programme Performance										
SO	**Key outputs**	**Programme Performance Indicators**	**Audited/Actual performance**			**Estimated performance 2015/16**	**Medium-term targets**			**5-Year Targets**
			2012/13	**2013/14**	**2014/15**		**2016/17**	**2017/18**	**2018/19**	
SO2.1	Technical human resource management policy support services	a) Number of quarterly reports on technical support services provided to all HR units in the provincial government of KZN on policy matters.	Redefined indicator	Redefined indicator	4	4	4	4	4	20
	Qualified, competent and dedicated HR practitioners	b) Number of Strategic Human Resource forum meetings held	45	26	32	22	22	22	22	110
		c) Number of HR training sessions conducted (PERSAL)	New	New	40	40	40	40	40	200
	HR Policy Compliance monitoring service	d) Number of Human Resource compliance reports	5	4	22	22	22	22	22	110
	Effective and efficient data management and reporting	e) Number of PERSAL technical reports	N/A	180	180	168 Change to 168 due to RHH no longer being a department	168	168	168	852
	Integrated Public Sector HRD strategy and Professional Support Programme	f) One Integrated Public Sector HRD strategy and Professional Support Programme drafted	New	New	New	New	Draft Compiled	Consultation and approval	Implemen-tation and monitoring	1 strategy and 4 implemen-tation reports
	Public Service training sessions	g) Number of training sessions	New	New	New	250	200	200	220	1090
	HRD Council meetings	h) Number of KZN HRDC Council meetings	New	New	Establishment of Council and launch	3	3	3	3	15
	PSDF Forum meetings	i) Number of PSDF forum meetings	New	New	New	New	4	4	4	20
	PHRDF meetings	j) Number of PHRDF forum meetings	New	New	New	New	4	4	4	20
	Effective coordination of government resources protection	k) Number of Threat and Risk Assessment (TRA) verification monitoring coordination reports	New	New	New	New	4	4	4	20
		l) Number of quarterly Minimum Physical Security Standards (MPSS) monitoring coordination reports	New	New	New	New	4	4	4	20
	IT governance assessment reports	m) Number of 6 monthly provincial departments IT governance assessment coordination reports	NEW	NEW	NEW	4 IT projects progress reports	2	2	2	10
	Broadband implementation coordination reports	n) Number of Broadband strategy progress coordination reports	NEW	NEW	NEW	NEW	2	2	2	8

Annual and Quarterly Targets							
Programme Performance Indicators		**Reporting Period**	**Annual Target 2016/2017**	**Quarterly Targets**			
				Quarter 1	**Quarter 2**	**Quarter 3**	**Quarter 4**
SO2.1	(a) Number of quarterly reports on technical support services provided to all HR units in the provincial government of KZN on policy matters.	Quarterly	4	1	1	1	1
	(b) Number of Strategic Human Resource forums meetings held	Quarterly	22	5	6	5	6
	(c) Number of HR training sessions conducted (PERSAL)	Quarterly	40	11	10	9	10
	(d) Number of Human Resource compliance reports submitted	Quarterly	22	7	5	5	5
	(e) Number of PERSAL technical reports	Quarterly	168	42	42	42	42
	(f) One Integrated Public Sector HRD Strategy and Professional Support Programme drafted	Quarterly	1 draft compiled	Project scope confirmation	Situational analysis completed	Consultation report	Draft compiled
	(g) Number of public service training sessions	Quarterly	250	37	86	80	47
	(h) *Number of HRDC Council meetings	Quarterly	3	1	0	1	1
	(i) Number of PSDF forum meetings	Quarterly	4	1	1	1	1
	(j) Number of PHRDF forum meetings	Quarterly	4	1	1	1	1
	(k) Number of Threat and Risk Assessment (TRA) verification monitoring coordination reports	Quarterly	4 reports	1 report on 3 Departments	1 report on 3 Departments	1 report on 3 Departments	1 report on 3 Departments
	(l) Number of quarterly Minimum Physical Security Standards (MPSS) monitoring coordination reports	Quarterly	4	1	1	1	1
	(m)Number of 6 monthly provincial departments IT governance assessment coordination reports	6 monthly	2	0	1	0	1
	(n) Number of Broadband strategy progress coordination reports	6 monthly	2	1	0	1	0

2.2 Sub-Programme 3 : Legal Services Strategic Objectives and Annual Targets										
Strategic Objective		**Performance Measure (Strategic Objective Indicators)**	**Audited/Actual Performance**			**Estimated Performance 2015/16**	**Medium Term Targets**			**5 Year Target**
			2012/13	**2013/14**	**2014/15**		**2016/17**	**2017/18**	**2017/18**	
SO2.2	Appropriate and constitutionally compliant Provincial Legislation.	No order of constitutional inconsistency or invalidity is made by the courts i.r.o any Provincial Law.	1	0	0	1 (PDA)	0	0	0	0

Key Output and Programme Performance Indicator										
SO	**Key Output**	**Programme Performance Indicator**	**Audited Performance**			**Estimated Performance 2014/15**	**Medium Term Targets**			**5 Year Target**
			2011/12	**2012/13**	**2013/14**		**2015/16**	**2016/17**	**2017/18**	
SO2.2	Appropriate and constitutionally compliant Provincial Legislation.	a) Number of Quarterly Reports on Provincial Legislative Programme submitted within 10 days of end of each Quarter.	New	4	4	4	4	4	4	20

Annual and Quarterly Targets							
Programme Performance Indicators		**Reporting Period**	**Annual Target 2016/17**	**Quarterly Targets**			
				Quarter 1	**Quarter 2**	**Quarter 3**	**Quarter 4**
SO2.2	a) Number of Quarterly Reports on Provincial Legislative Programme submitted within 10 days of end of each Quarter.	Quarterly	4	1	1	1	1

2.3 Sub-Programme 4 : Communication Services Strategic Objectives and Annual Targets										
Strategic Objective		**Performance Measure(Strategic Objective Indicator)**	**Audited/Actual Performance**			**Estimated Performance 2015/16**	**Medium-Term Targets**			**5 Year Target**
			2012/13	**2013/14**	**2014/15**		**2016/17**	**2017/18**	**2018/19**	
SO2.3	Effective and efficient communication engagement	Updated Provincial Communication Strategy	N/A	N/A	Need identified, draft concept prepared	Final strategy adopted	Annual strategy implemen-tation and monitoring reports	Annual strategy implemen-tation and monitoring reports	Annual strategy implement-tation and monitoring reports	Provincial Strategy implemented, monitored and reviewed
Key Output and Programme Performance Indicator										
SO	**Key Outputs**	**Programme Performance Indicators**	**Audited/Actual Performance**			**Estimated Performance 2015/16**	**Medium-Term Targets**			**5 Year Target**
			2012/13	**2013/14**	**2014/15**		**2016/17**	**2017/18**	**2018/19**	
SO2.3	Annual Departmental Communication Plan	a) Annual Communication Plan approved by EXCO by 30 April	N/A	N/A	New	1	1	1	1	5
		b) Number of articles on the PGDP published in the print media targeting external audiences	N/A	N/A	New	8	8	8	8	40
		c) Number of internal newsletters to OTP staff on developments in the department	N/A	N/A	New	4	4	4	4	20

Annual and Quarterly Targets							
Programme Performance Indicators		**Reporting Period**	**Annual Target 2016/2017**	**Quarterly Targets**			
				Quarter 1	**Quarter 2**	**Quarter 3**	**Quarter 4**
SO2.3	a) Annual Communication Plan approved by EXCO by 30 April	Annual	1	1	-	-	-
	b) Number of articles on the PGDP published in the print media targeting external audiences	Quarterly	8	2	2	2	2
	c) Number of internal newsletters to OTP staff on developments in the department	Quarterly	4	1	1	1	1

2.4 Sub-Programme 5 : Special Programmes - Integrity Management										
Strategic Objective		**Performance Measure (Strategic Objective Indicator)**	**Audited/Actual Performance**			**Estimated Performance 2015/16**	**Medium Term Targets**			**5-Year Target**
			2012/13	**2013/14**	**2014/15**		**2016/17**	**2017/18**	**2018/19**	
SO2.4	Ethical Public Service with reduced incidents of fraud and corruption	MPAT Score on KPA 2 for Ethics for OTP	N/A	N/A	1	3	3	3	3	Maintain minimum level 3 for OTP
SO2.5	Mainstreaming a culture of human rights	Number of updated 5-year strategic plans for each target group: 1 x gender 1 x disability, 1 x children; and 1 x senior citizens	1 per group, 4 total	1 per group, 4 total	1 per group, 4 total	1 per group, 4 total	1 per group, 4 total	1 per group, 4 total	1 per group, 4 total	20 (4 updated annually for 5 years
SO2.6	Ombudspersons Coordination	Annual Provincial Ombudsperson Intervention Coordination and Monitoring reports	N/A	N/A	1	1	1	1	1	5
Key Outputs and Programme Performance										
SO	**Key Outputs**	**Programme Performance Indicators**	**Audited/Actual Performance**			**Estimated Performance 2015/16**	**Medium Term Targets**			**5-Year Target**
			2012/13	**2013/14**	**2014/15**		**2016/17**	**2017/18**	**2017/18**	
SO2.4	Ethics and Integrity Interventions	a) Integrity Leadership Conference (every second year)	N/A	N/A	0	1	0	1	0	2
		b) Number of consolidated reports on the roll-out of the "*I do right even when nobody is watching"* campaign	N/A	4 Quarterly reports	4 Quarterly reports	4	4	4	4	20
		c) Number of Quarterly Service Delivery Complaints Resolution Reports	N/A	N/A	4	4	4	4	4	20
		d) Number of quarterly progress reports (National Anti-Corruption Hotline cases)	N/A	N/A	4	4	4	4	4	20
		e) Number of ethics workshops	N/A	N/A	4	4	4	4	4	20
	Progress reports on fraud and corruption cases	f) Number of Fraud and Corruption reports	Quarterly reports submitted to DG	Quarterly reports submitted to DG	4 reports submitted to DG	4	4	4	4	20
SO2.5	Annual Performance plans for each human rights target group	a) Number of annual performance business plans for human rights target groups (1 x gender ; 1 x disability, 1 x children; and 1 x senior citizens	1 per group, 4 total	1 per group, 4 total	1 per group, 4 total	1 per group, 4 total	1 per group, 4 total	1 per group, 4 total	1 per group, 4 total	20 (1 per target group annually for 5 years
	Consolidated human rights monitoring reports on functionality and interventions of forums; focal points and capacity building sessions	b) Number of consolidated human rights monitoring reports	New	New	2	2	2	2	2	10
	Human rights awareness sessions	c) Number of awareness campaigns on human rights coordinated	12	12	12	12	10	10	10	52
SO2.6	Ombudsperson Coordination	Number of OTP Ombudsperson reports	New	New	1	4	4	4	4	20

Annual and Quarterly Targets							
Programme Performance Indicators		**Reporting Period**	**Annual Target 2016/17**	**Quarterly Targets**			
				Quarter 1	**Quarter 2**	**Quarter 3**	**Quarter 4**
SO2.4	(a) Integrity Leadership Conferences (nil for 2016/17)	Annually	0	0	0	0	0
	(b) Number of consolidated reports on the roll-out of the *"I do right even when nobody is watching"* campaign	Quarterly	4	1	1	1	1
	(b) Number of Quarterly Intervention reports on the resolution of service delivery complaints received	Quarterly	4	1	1	1	1
	(c) Number of quarterly progress reports (National Anti-Corruption Hotline cases	Quarterly	4	1	1	1	1
	(d) Number of ethics workshops	Quarterly	4	1	1	1	1
	(e) Number of fraud and corruption reports	Quarterly	4	1	1	1	1
SO2.5	(a) Number of annual performance business plans for human rights target groups : 1 x gender ; 1 x disability; 1 x children; and 1 x senior citizens	Annually	4	1 Draft for each target group 4 plans	4 adopted	4 in implementation	4 in implementation
	(b) Number of consolidated human rights monitoring reports	6 monthly	2	1 (on previous year)	0	1 midyear review on current year	0
	(c) Number of awareness sessions on human rights coordinated	Quarterly	12	2	3	5	2
SO2.6	(a)Number of OTP Ombudsperson reports	Quarterly	2	0	0	1	1

2.5 Sub-Programme 6 : Inter-Governmental Relations – Strategic Objectives and Annual Targets

Strategic Objective		**Performance Measure (Strategic Objective Indicator)**	**Audited/Actual Performance**			**Estimated Performance 2015/16**	**Medium Term Targets**			**5-Year Target**
			2012/13	**2013/14**	**2014/15**		**2016/17**	**2017/18**	**2019/19**	
SO2.7	Promote and strengthen inter-governmental relations and coordination in the province	(i) Number of PCF decision matrices	New	New	4	4	4	4	4	20
		(ii) PCF decision matrix implementation reports	New	New	2 PCF meetings held	4	4	4	4	20

Key Outputs and Performance										
SO	**Key outputs**	**Programme Performance Indicators**	**Audited/Actual Performance**			**Estimated Performance 2015/16**	**Medium Term Targets**			**5-Year Target**
			2012/13	**2013/14**	**2014/15**		**2016/17**	**2017/18**	**2018/19**	
SO2.7	Technical Premiers forum meetings	a) Number of IGR Premier's Technical Coordinating forum decision matrixes	4	4	4	4	4	4	4	20
	COHOD Meetings	b) Number of COHOD Meeting decision matrixes	N/A	8	8	8	8	8	8	40
	IGR Provincial Forum	c) Number of IGR Provincial Forum meetings decision matrixes	New	New	4	4	4	4	4	20
	Twinning Agreements	d) Number of Twinning Agreement implementation reports	New	New	1 new, 1 Draft agreement	2	2	2	2	10

Annual and Quarterly Targets							
Programme Performance Indicators		**Reporting Period**	**Annual Target 2016/2017**	**Quarterly Targets**			
				Quarter 1	**Quarter 2**	**Quarter 3**	**Quarter 4**
SO2.7	a) Number of Premier's Technical Coordinating forum decision matrixes	Quarterly	4	1	1	1	1
	b) Number of COHOD decision matrixes	Quarterly	8	2	2	2	2
	c) Number of IGR Provincial Forum decision matrixes	Quarterly	4	1	1	1	1
	d) Number of Twinning Agreement implementation reports	6 monthly	2	-	1	-	1

2.4 Reconciling Performance Targets with Budget and MTEF

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

	Audited Outcome			Adjusted appropriation	Medium-term estimates		
R thousand	**2012/13**	**2013/14**	**2014/15**	**2015/16**	**2016/17**	**2017/18**	**2018/19**
1. Strategic Human Resources	94 065	98 858	93 946	91 010	89 556	95 103	91 424
2. Information Communication Technology (Ict)	18 778	21 215	25 391	71 719	63 764	69 283	73 789
3. Legal Services	8 892	10 642	10 895	11 320	11 562	12 156	12 876
4. Communication Services	23 174	54 682	47 006	55 737	52 153	55 706	59 370
5. Special Programmes	44 221	32 187	32 542	51 427	41 025	43 381	45 882
6. Intergovernmental Relations	13 167	8 269	16 121	14 780	15 806	16 767	17 560
Total payments and estimates	**202 297**	**225 853**	**225 901**	**295 993**	**273 866**	**292 396**	**300 901**

3. PROGRAMME 3 : POLICY AND GOVERNANCE

The purpose of this programme is to improve and facilitate the coordination and alignment of the transversal policies, strategies, long term plans and programmes for the Provincial Government. It comprises of the following sub-programmes:

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

3.1.1 Sub-Programme 1: Provincial Policy Management

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

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

3.2.1 Sub-Programme 2: Premier's Priority Programmes

The purpose of this sub-programme is to promote the culture of engagement, stakeholder participation, youth development and priority programmes incorporating Veterans Support, HIV and AIDs, Climate Change, OSS and Inkululeko projects. It also includes the Poverty Eradication Master Plan Coordination.

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

The purpose of the Sub-Programme is to provide support services to his Majesty. This is a newly transferred function.

3.2.3 Sub-Programme 4: Heritage

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

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

3.3 Strategic Objective Targets and Indicators

PROGRAMME 3 : BRANCH MACRO POLICY AND STRATEGIC MANAGEMENT										
Sub-Programme 1 : Provincial Policy Management										
Strategic Objectives		**Performance Measure (Strategic Objective Indicator)**	**Audited/Actual Performance**			**Estimated Performance 2015/16**	**Medium Term Targets**			**5-Year Target**
			2012/13	**2013/14**	**2014/15**		**2016/17**	**2017/18**	**2018/19**	
SO3.1	Enhanced strategic management in KZN Provincial Government	(i) MPAT Score for OTP - KPA 1	MPAT 1.2 - 3	4 on MPAT 1.3	3 on MPAT 1.4	3	3	3	3	Achieve and maintain at least a Level 3 Score on MPAT KPA 1 annually
		(ii) Updated Provincial Growth and Development Plan by December each year	1 Annual Review	1 Annual Review	1 Annual Review	1 Annual Review	1 Annual Review	1 Annual Review	1 Annual Review	Annual review of the PGDP finalised by December
Key Outputs and Programme Performance Indicators										
SO	**Key Outputs**	**Programme Performance Indicators**	**Audited/Actual Performance**			**Estimated Performance 2015/16**	**Medium Term Targets**			**5-Year Target**
			2012/13	**2013/14**	**2014/15**		**2016/17**	**2017/18**	**2018/19**	
SO3.1	Policy audit reports	a) Number of policy audit reports	N/A	1	2	2	2	2	2	10
	Citizen Satisfaction Survey report	b) Citizen Satisfaction Survey report	N/A	Pilot survey completed	Analysis of pilot and feasibility	1 Citizen Satisfaction Survey Report	1 Citizen Satisfaction Survey Comparative analysis report	1 Citizen survey report	1 Citizen Satisfaction Survey Comparative analysis report	2 Citizen Satisfaction Survey reports and 2 Comparative analysis reports
	Consolidated planning alignment report	c) Consolidated Provincial strategic planning alignment reports.	N/A	New objective	1 Consolidated Assessment report submitted	1	1	1	1	5
	Functional PGDP Action Workgroups	d) Assessment reports on the functionality of PGDP Action Workgroups	New	New	2	2	2	2	2	10

SO	Key Outputs	Programme Performance Indicators	Audited/Actual Performance			Estimated Performance 2015/16	Medium Term Targets			5-Year Target
			2012/13	2013/14	2014/15		2016/17	2017/18	2018/19	
SO3.1	Nerve Centre Reports	e) Number of quarterly monitoring reports on status of the Nerve Centre	Review of the integrated Program of Action	Reviewed report of the MTSF Outcomes by October 2013.	Indicator refined, 4 reports have been drawn from the system.	4	4	4	4	20
	Consolidated MPAT report	f) Number of 6 monthly Consolidated MPAT reports of Provincial Departments	Provincial MPAT Assess-ment Report	14 Sector Departments MPAT improvement Plans monitored quarterly.	4	4	2	2	2	10
	MTSF Outcomes report	g) Consolidated MTSF Outcomes progress report	New	New indicator	New indicator	1	1	1	1	5
	Consolidated PGDP action workgroup reports	h) Number of consolidated PGDP Reports	New	New indicator	New indicator	4	4	4	4	20
	Front Line Service Delivery reports	i) Number of Front Line Service Delivery reports (FLSD)	New	New indicator	4	4	2	2	2	12
	QPR assessment reports	j) Number of QPR Assessment reports	N/A	N/A	0	52	4	4	4	68
	SDIP reports	k) Number of quarterly Service Delivery Improvement Plans (SDIP) implementation monitoring reports.	N/A	13 SDIPs finalised and submitted	Improved service delivery in line with SDIP	4	4	4	4	20
	Batho Pele compliance reports	l) Number of quarterly reports on level of compliance with Batho Pele principles	N/A	Successful awarding of outstanding service delivery teams during the Premier's Service Excellence Awards		4	4	4	4	20

Annual and Quarterly Performance Targets							
Programme Performance Indicators		**Reporting Period**	**Annual Targets 2016/17**	**Quarterly Targets**			
				Quarter 1	**Quarter 2**	**Quarter 3**	**Quarter 4**
SO3.1	a) Number of policy audit reports	6-Monthly	2	0	1	0	1
	b) Citizen Satisfaction Survey findings report	Annual	1 Citizen Satisfaction Survey Comparative analysis report	0	1 Citizen Satisfaction Survey Comparative analysis report	0	0
	c) Consolidated Provincial strategic planning alignment reports.	Annual	1	0	0	1	0
	d) Assessment reports on the functionality of PGDP Action Workgroups	Annual	2	0	1	0	1
	e) Number of quarterly monitoring reports on status of the Nerve centre	Quarterly	4	1	1	1	1
	f) Number of Consolidated MPAT Improvement reports tabled at the Governance & Administrative Cluster	6 monthly	2	1 consolidated report (final results for previous cycle)	0	1 consolidated report (results for current cycle – moderated – pre appeal)	0
	g) Consolidated MTSF Outcomes progress report	Annually	1	1 review on previous year	0	0	0
	h) Number of consolidated PGDP Action Workgroup Reports	Quarterly	4	1	1	1	1
	i) Number of Front Line Service Delivery reports (FLSD)	6 monthly	2	1	0	1	0
	j) Number of QPR Assessment reports	Quarterly	4	1	1	1	1
	k) Number of quarterly Service Delivery Improvement Plans (SDIP) implementation reports.	Quarterly	4	1	1	1	1
	l) Number of quarterly reports on level of compliance with Batho Pele principles	Quarterly	4	1	1	1	1

PROGRAMME 3 : BRANCH : STAKEHOLDER COORDINATION										
Sub-Programme 2 : Premier's Priority Programmes : Unit : Stakeholder Management										
Strategic Objective		**Performance Measure (Strategic Objective Indicator)**	**Audited/ Actual Performance**			**Estimated Performance 2015/16**	**Medium term Targets**			**5-Year Target**
			2012/13	**2013/14**	**2014/15**		**2016/17**	**2017/18**	**2018/19**	
SO3.2	Effective and efficient stakeholder engagement and empowerment	(i) Number of consolidated annual review and impact reports of stakeholder engagements	N/A	N/A	Quarterly reports on priority programmes and special projects OSS, strategic partnerships, community outreach, MRM coordination reports, forums and engagements	4	4	4	4	20
		(ii) Number of updated annual business plans on youth development programmes	14 special projects coordinated	Strategy drafted	Youth strategy draft refined and programme drafted	1	1	1	1	5
		(iii) Number of annual review and impact reports of youth development and empowerment programmes	14 special projects coordinated	Strategy drafted	Youth strategy draft refined and programme drafted	1	1	1	1	5
SO 3.3.1	Priority Programmes Coordination	(i) Number of consolidated annual priority programmes coordination reports by 30 April each year	New	New	Quarterly reports on priority programmes and special projects	1	1	1	1	5
SO 3.3.2	Effective and Efficient implementation of PEMP	(i) Progress in the implementation of all 4 phases of the Poverty Eradication Master Plan (PEMP)	N/A	N/A	Concept done by DEDTEA	Operations centre established and roll-out plan approved; and top 5 poorest priority wards in the whole of KZN; and 5 priority wards per district, and 169 priority wards identified through STATS SA multiple deprivation Index	Implementation of Phase 1 and 2 of the PEMP	Implementation of Phase 3	Planning for Phase 4	PEMP implementation of phases 1 to 3, and progress towards implementation of Phase 4

Sub-Programme 2 : Premier's Priority Programmes : Unit : Stakeholder Management											
SO	**Key Outputs**	**Programme Performance Indicators**	**Audited/ Actual Performance**			**Estimated Performance 2015/16**	**Medium term Targets**			**5-Year Target**
			2012/13	**2013/14**	**2014/15**		**2016/17**	**2017/18**	**2018/19**	
SO3.2	Strategic partnership forums	a) Number of strategic partnership forum meetings with each sector 1 x NGO 1 x Business 1 x Traditional Authority 1 x Religious sector	N/A	N/A	4	4	4	4	4	20
	PGDP capacity workshops with strategic partnerships	b) Number of workshops of stakeholders on PGDP Vision 2030	N/A	N/A	4	4	4	4	4	20
	Provincial monitoring, strategic support and systems for integrated service delivery and MRM (Including community driven OSS).	c) Number of quarterly OSS provincial coordination and monitoring reports	N/A	N/A	4	4	4	4	4	20
		d) Number of MRM coordination reports	N/A	N/A	4	4	4	4	4	20
	Youth Projects coordination	e) Number of coordination reports on projects for youth	N/A	N/A	4	4	4	4	4	20
	Youth forum coordination reports	f) Number of quarterly monitoring reports on youth forums establishment and supported	N/A	N/A	4	4	4	4	4	20
SO 3.3.1	Priority Programmes Coordination	a) Consolidated multi-sectorial intervention monitoring and coordination report on HIV and Aids	1 annual report	1 annual report	1 annual report	1 annual report	1 annual report	1 annual report	1 annual report	5
			4 quarterly reports	4 quarterly reports	4 quarterly reports	4 quarterly reports	4 quarterly reports	4 quarterly reports	4 quarterly reports	20
		b) Number quarterly Veteran support services coordination reports	New	New	New	4	4	4	4	20
		c) Number of quarterly coordination reports to Premier on priority projects	New	New	New	4	4	4	4	20
SO 3.3.2	Effective and Efficient implementation of PEMP	a) Number of quarterly coordination reports to **Premier** on progress with PEMP implementation	New	New	Conceptualisation of PEMP within DEDT	1	4	4	4	17

Programme Performance Indicators		Reporting Period	Annual Target 2016/167	Quarterly Targets			
				Quarter 1	Quarter 2	Quarter 3	Quarter 4
SO3.2	a) Number of strategic partnership forum meetings with each sector 1 x NGO 1 x Business 1 x Traditional Authority 1 x Religious sector	Quarterly	4 Meetings, 1 sector per year	1	1	1	1
	b) No. Workshops of stakeholders on PGDP Vision 2030	Quarterly	4	1	1	1	1
	c) Number of quarterly OSS provincial coordination and monitoring reports	Quarterly	4	1	1	1	1
	d) Number of MRM coordination reports	Quarterly	4	1	1	1	1
	e) Number of coordination reports on projects for youth	Quarterly	4	1	1	1	1
	f) Number of quarterly monitoring reports on youth forums establishment and supported	Quarterly	4	1	1	1	1
SO 3.3.1	a) Consolidated multi-sectorial intervention monitoring and coordination report on HIV and Aids	Annual	1 annual report	1 annual report	0	0	0
		Quarterly	4 quarterly reports	1	1	1	1
	b) Number quarterly Veteran support services coordination reports	Quarterly	4	1	1	1	1
	c) Number of quarterly coordination reports to Premier on special projects	Quarterly	4	1	1	1	1
SO 3.3.2	a) Number of quarterly coordination reports to Premier on progress with PEMP implementation	Quarterly	4	1	1	1	1

Sub-Programme 3: King's Support and Royal Household										
Strategic Objective		**Performance Measure (Strategic Objective Indicator)**	**Audited/ Actual Performance**			**Estimated Performance 2015/16**	**Medium term Targets**			**5-Year Target**
			2012/13	**2013/14**	**2014/15**		**2016/17**	**2017/18**	**2018/19**	
SO3.4	Effective and efficient support to His Majesty and the Royal Household	(i) Number of annual business plans on support services to the Zulu Monarchy	APP's and Strategic Plan for former vote 10	APP's and Strategic Plan for former vote 10	APP's and Strategic Plan for former vote 10	APP's and Strategic Plan for former vote 10 incorporated	1	1	1	5
		(ii) Consolidated annual monitoring reports on the Royal Household Trust	New	New	New	4 quarterly reports from the RHHT	1	1	1	5

Key Outputs and Performance Indicators										
SO	**Key Outputs**	**Programme Performance Indicators**	**Audited/ Actual Performance**			**Estimated Performance 2015/16**	**Medium term Targets**			**5-Year Target**
			2012/13	**2013/14**	**2014/15**		**2016/17**	**2017/18**	**2018/19**	
SO3.4	Service Reports	a) Quarterly reports on support services provided to His Majesty	New	New	New	New	4	4	4	20
	Royal Household Trust (RHHT) quarterly monitoring reports	b) Number of RHHT quarterly monitoring reports	New	New	New	4	4	4	4	20
	RHHT Annual Performance Plan Assessment report	c) RHHT Annual Performance Plan assessment report in terms of Treasury prescripts	New	New	New	New	1	1	1	1 per year for 5 years

Annual and Quarterly targets							
Programme Performance Indicators		**Reporting period**	**Annual Target 2016/17**	**Quarterly Targets**			
				Quarter 1	**Quarter 2**	**Quarter 3**	**Quarter 4**
SO3.4	a) Quarterly reports on support services provided to His Majesty	Quarterly	4	1	1	1	2
	b) Number of RHHT quarterly monitoring reports	Quarterly	4	1	1	1	1
	c) RHHT Annual Performance Plan assessment report	Annual	1	0	0	0	0

Sub-Programme 4: Heritage										
Strategic Objective		**Performance Measure (Strategic Objective Indicator)**	**Audited/ Actual Performance**			**Estimated Performance 2015/16**	**Medium term Targets**			**5-Year Target**
			2012/13	**2013/14**	**2014/15**		**2016/17**	**2017/18**	**2018/19**	
SO3.5	Community engagement and awareness and protection of heritage resources	(i) Number of heritage awareness engagements coordinated	11events	22 events	12 heritage events will be profiled, 2 District Coordination forum engagements	14	12	12	12	64
		(ii) Number of new heritage memory infrastructure symbols	2	34	20	12	8	10	10	50
		(iii) Annual consolidated Amafa Council monitoring and review reports		4 quarterly reports	1 Annual report	1	1	1	1	5
Key Outputs and Performance Indicators										
SO	**Key Outputs**	**Programme Performance Indicators**	**Audited/ Actual Performance**			**Estimated Performance 2015/16**	**Medium term Targets**			**5-Year Target**
			2012/13	**2013/14**	**2014/15**		**2016/17**	**2017/18**	**2018/19**	
SO3.5	Heritage Awareness	a) Number of community heritage awareness campaigns	11events including profiling	22 events including profiling	12 including profiling	12	11	11	11	57
		b) Number of Heritage Coordination forum meetings	New	New	2	2	1	1	1	7
	Heritage memory infrastructure developed	c) Number of monuments or memorials erected	1	3	4	6	2	4	4	20
		d) Number of Heritage markers	1	32	16	6	6	6	6	30
	Monitoring reports on Amafa Council performance.	e) Number of Amafa monitoring reports	N/A	4	4	4	4	4	4	20
	AMAFA Annual Performance Plan Assessment	f) AMAFA Annual Performance Plan assessment report	New	New	New	1	1	1	1	1 per year for 5 years

Annual and Quarterly targets							
Programme Performance Indicators		Reporting period	**Annual Target 2016/17**	**Quarterly Targets**			
				Quarter 1	**Quarter 2**	**Quarter 3**	**Quarter 4**
SO3.5	a) Number of community heritage awareness campaigns	Quarterly	11	2	3	3	3
	b) Number of Heritage Coordination forum meetings	Annually	1	0	1	0	0
	c) Number of monuments or memorials erected	Quarterly	2	0	1	0	1
	d) Number of heritage markers	Quarterly	6	1	1	2	2
	e) Number of Amafa monitoring reports	Quarterly	4	1	1	1	1
	f) AMAFA Annual Performance Plan assessment report	Annual	1	0	0	0	0

3.4 Reconciling Performance Targets with Budget and MTEF

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

	Audited Outcome			Adjusted appropriation	Medium-term estimates		
R thousand	**2012/13**	**2013/14**	**2014/15**	**2015/16**	**2016/17**	**2017/18**	**2018/19**
1. Provincial Policy Management	50 343	47 060	27 382	52 964	64 160	67 776	70 058
2. Premier`s Priority Programmes	169 894	139 504	119 647	143 056	119 798	128 087	135 731
3. Royal Hosehold	61 367	67 896	51 516	75 104	48 863	51 670	55 007
4. Heritage	57 531	55 821	96 346	68 340	59 450	63 333	67 072
Total payments and estimates	**339 135**	**310 281**	**294 891**	**339 464**	**292 271**	**310 866**	**327 868**
unauth. Exp. (1st charge) not available for spending	**(1 800)**	**(2 500)**	**(2 500)**	**(2 500)**	**(2 194)**	**-**	**-**
Baseline available for spending after 1st charge	**337 335**	**307 781**	**292 391**	**336 964**	**290 077**	**310 866**	**327 868**

PART C: Links to other Plans

4. Alignment of Strategic Objectives, MTSF and PGDP

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

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

STRATEGIC OBJECTIVE	PGDP	MTSF
2.3 Effective and efficient communication engagement	6.4 e. Facilitate Public participation, Communication and Stakeholder engagement strategy and implementation 6.4 Promote participative, facilitative and accountable governance 6.2 e: Enhance organisational capacity to deliver services	13 Sub-Outcome 3: Strengthened community development interventions(3) Action 3, Provide communities with access to Information on government services [protective and prevention services] covering, children, youth, and women (4) Action 4, Capacitate community structures to address local problems
2.4 Ethical Public service with reduced incidents of fraud and corruption	6.3 6.3.2 Number of government officials convicted for corruption or offences related to corruption 6.3 b: Implement pro-active integrity management programmes 6.3 d: Improve and report on the monitoring of resolution of corruption related matters 6.4 e: Enhance organisational capacity to deliver services	3 Sub-outcome 7: Corruption in the public and private sectors reduced 12 Sub-outcome 6: Increased responsiveness of public servants and accountability to citizens 12 Sub-outcome 8: Improved mechanisms to promote ethical behaviour in the public service
2.5 Mainstreaming a culture of human rights	6.4 6.4.3.1 Increase in percentage of women, youth and people with disabilities within the public and private sphere 6.4 f. Establish forums for women and disabled at provincial, municipal and ward level 6.1 Strengthen Policy, Strategy Coordination and IGR	14 Sub-outcome 1: Fostering constitutional values 14 Sub-outcome 2: Equal opportunities, inclusion and redress 14 Sub-outcome 4: Active citizenry and leadership
2.6 Ombudspersons coordination	6.1 Strengthen Policy, Strategy Coordination and IGR	12 Sub-outcome 6: Increased responsiveness of public servants and accountability to citizens
2.7 Promote and strengthen the intergovernmental relations and coordination in the province	6.1 b. Single window of co-ordination between the Provincial Government, Municipalities and non-governmental forums 6.4 e: Enhanced inter- and intra-governmental, and international relations strategy	12 Sub-outcome 7: Improved inter-departmental coordination and institutionalisation of long-term planning 11 Outcome 11: Create a better South Africa, contribute to a better and safer Africa in a better world 9 Sub-Outcome 2: Intergovernmental and democratic governance arrangements for a functional system of cooperative governance and participatory democracy

STRATEGIC OBJECTIVE	PGDP	MTSF
3.1 Enhanced strategic management in KZN Provincial Government	G6 Apex indicator - Improvement in the level of client satisfaction	13 Sub-outcome 5: Optimal systems to strengthen coordination, integration, planning, monitoring and evaluation of social protection services
	6.1 Strengthen Policy, Strategy Coordination and IGR	12 Sub-outcome 4: Efficient and effective management and operations systems
	6.1 d Extended citizen satisfaction survey	12 Sub-outcome 6: Increased responsiveness of public servants and accountability to citizens
	6.2 e: Enhance organisational capacity to deliver services	12 Sub-outcome 7: Improved inter-departmental coordination and institutionalisation of long-term planning
	6.4 Promote participative, facilitative and accountable governance	9 Sub-Outcome 1: Members of society have sustainable and reliable access to basic services, action 4 - Co-ordinate sector department commitments within the Municipal Support, Monitoring and Intervention Plans (SMIPs) and the implementation of negotiated integrated support to municipalities through SMIPs.
	6.4 e. Facilitate Public participation, Communication and Stakeholder engagement strategy and implementation	9 Sub-Outcome 2: Intergovernmental and democratic governance arrangements for a functional system of cooperative governance and participatory democracy strengthened , Action 1 : Enhance the strategic performance of intergovernmental structures for improved inter-sphere alignment and coordination
3.2 Effective and efficient stakeholder engagement and empowerment	1.4 Promote SMME and entrepreneurial development	14 Sub-outcome 1: Fostering constitutional values
	2.3 Enhance Youth Skills Development and Life-Long Learning	14 Sub-outcome 2: Equal opportunities, inclusion and redress
	6.4 Promote participative, facilitative and accountable governance	14 Sub-outcome 3: Promoting social cohesion across society through increased interaction across race and class
	6.4 6.4.2 Increase in representation and participation of non-governmental stakeholders in the PGDP Action Workgroups	14 Sub-outcome 4: Active citizenry and leadership
STRATEGIC OBJECTIVE	PGDP	MTSF
3.2 Effective and efficient stakeholder engagement and empowerment	6.4 6.4.3.1 Increase in percentage of women, youth and people with disabilities within the public and private sphere	14 Sub-outcome 5: Social Compacts
	6.4 6.4.4 Percentage of high PGDP intervention areas (as per the PGDP Priority Interventions Areas Map) with functional OSS war rooms)	13 Sub-Outcome 3: Strengthened community development interventions
	6.4 d. Facilitate Functional OSS War Rooms	13 Sub-outcome 4: Deepening social assistance and expanding access to social security
	6.4 e. Facilitate Public participation, Communication and Stakeholder engagement strategy and implementation	13 Sub-outcome 5: Optimal systems to strengthen coordination, integration, planning, monitoring and evaluation of social protection services

		5 Sub-Outcome 1: A credible institutional mechanism for labour market and skills planning 5 Sub-Outcome 2: Increase access and success in programmes leading to intermediate and high level learning 5 Sub-Outcome 3: Increase access to high-level occupationally directed programmes in needed areas 5 Sub-Outcome 4: Increase access to occupationally-directed programmes in needed areas and thereby expand the availability of intermediate level skills with a special focus on artisan skills 12 Sub-Outcome 2: A public service that is a career of choice, Action 6, Support the appointment of youth into learnership, internship and artisan programmes,
STRATEGIC OBJECTIVE	PGDP	MTSF
3.3.1 Priority Programmes Coordination	6.1 Strengthen Policy, Strategy Coordination and IGR 3.2 Enhance health of communities and citizens	4 Sub-outcome 8: HIV & AIDS and Tuberculosis prevented and successfully managed 9 Sub-Outcome 1: Members of society have sustainable and reliable access to basic services, action 4 - Co-ordinate sector department commitments within the Municipal Support, Monitoring and Intervention Plans (SMIPs) and the implementation of negotiated integrated support to municipalities through SMIPs. 9 Sub-Outcome 2: Intergovernmental and democratic governance arrangements for a functional system of cooperative governance and participatory democracy strengthened , Action 1 : Enhance the strategic performance of intergovernmental structures for improved inter-sphere alignment and coordination 12 Sub-outcome 6: Increased responsiveness of public servants and accountability to citizens 12 Sub-outcome 7: Improved inter-departmental coordination and institutionalisation of long-term planning
3.3.2 Effective and Efficient implementation of PEMP	3.1 Poverty eradication and social welfare	4 Sub Outcome 1: Action 10 - Strategic support for each of the 10 drivers of the New Growth Path: (a) infrastructure (b) mining, manufacturing and agriculture; (c) the green economy, (d) the social economy (e) public services (f) tourism and other high level services (g) knowledge-based sectors as well as (h) African regional development to be managed by a structure that can ensure implementation across the state, monitor progress and address blockages as required. 4 Sub Outcome 8- Economic opportunities for historically excluded and vulnerable groups are expanded and the number of sustainable small business and cooperatives is improved

		markedly 13 Sub-Outcome 3: Strengthened community development interventions
	3.2 Enhance health of communities and citizens	2 Sub-outcome 8: HIV & AIDS and Tuberculosis prevented and successfully managed
	6.1 Strengthen Policy, Strategy Coordination and IGR	9 Sub-Outcome 1: Members of society have sustainable and reliable access to basic services, action 4 - Co-ordinate sector department commitments within the Municipal Support, Monitoring and Intervention Plans (SMIPs) and the implementation of negotiated integrated support to municipalities through SMIPs. 9 Sub-Outcome 2: Intergovernmental and democratic governance arrangements for a functional system of cooperative governance and participatory democracy strengthened , Action 1 : Enhance the strategic performance of intergovernmental structures for improved inter-sphere alignment and coordination 12 Sub-outcome 6: Increased responsiveness of public servants and accountability to citizens 12 Sub-outcome 7: Improved inter-departmental coordination and institutionalisation of long-term planning
3.4 Effective and efficient support to His Majesty and the Royal Household	6.4 Promote participative, facilitative and accountable governance	12 Sub-outcome 7: Improved inter-departmental coordination and institutionalisation of long-term planning 14 Sub-outcome 1: Fostering constitutional values
3.5 Community engagement and awareness and protection of heritage resources	6.1 Strengthen Policy, Strategy Coordination and IGR 6.4 Promote participative, facilitative and accountable governance	14 Sub-outcome 1: Fostering constitutional values 14 Sub-outcome 2: Equal opportunities, inclusion and redress 14 Sub-outcome 3: Promoting social cohesion across society through increased interaction across race and class 14 Sub-outcome 4: Active citizenry and leadership 14 Sub-outcome 5: Social Compacts

4.1 Interdepartmental linkages

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

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

4.2 Local government linkages

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

4.3 Public entities

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

4.3.1. Amafa AkwaZulu-Natali

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

The Office of the Premier, thus, also has a responsibility of monitoring the business plans of the entity through the Heritage Chief Directorate.

An estimated R34,977,000 has been reserved for transfer payment to the Trust from the Office of Premier, Programme 3, Sub-Programme 4. The estimated MTEF allocation is as follows:

Amafa Akwazulu Natali

Adjusted Estimate	Revised Estimate	Medium-term Estimates		
2015/16		2016/17	2017/18	2018/19
R34,977,000	R34,977,000	R30 028 000	R32 263 000	33 989 000

4.3.2. Royal Household Trust

The Royal Household Trust is a juristic person established through the Royal Household Trust Act (Act 2 0f 2007). The Trust is further described as a Provincial entity subject to the provisions of the Public Finance Management Act (Act 1 of 1999).

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

Due to budget cuts, the original allocation has been reduced. The following is provided for transfer payment to the Trust from the Office of Premier, Programme 3, Sub-Programme 3. The estimated MTEF allocation is as follows:

Royal Household Trust

Adjusted Estimate	Revised Estimate	Medium-term Estimates		
2015/16		2016/17	2017/18	2018/19
R27,415,000	R27,415,000	R15 167 000	R16 501 000	R18 040 000

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

4.4 Councils

4.4.1 Climate Change and Sustainable Development Council

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

4.4.2 HIV and AIDS Council

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

4.4.3 Human Rights Sectorial Forums

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

4.4.4 Human Resource Development Council

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

4.5 Annual Performance and Operational Plans

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

ANNEXURE D(1) AMENDMENTS TO STRATEGIC PLAN 2015, AND CHANGES FROM 2015/16

KEY CHANGES FROM2015-16 APP AND 2015-2020 PLANS AND TARGETS

1. Foreword for Premier and DG has been updated
2. Situational analysis updated
3. New mandate updated to include Poverty Eradication Master Plan as per the Re-tabled APP 2015/16 (December 2015), thus also recognised as a new Strategic Objective to the Strategic Plan 2015-2020, and the new Indicator Descriptor was outlined in Annexure D of the retabled 2015-16 Plan
4. PROGRAMME 1
   a. Sub-programme 1, S.O. 1.1 – no change, TID just refined to include performance measurement timeframe aligned to SMS.
   b. Sub-programme 2, S.O. 1.1 No change, TID just refined to include provision to keep register of decision matrices released
   c. Sub-Programme 3, S.O 1.2
      i. Indicator (a) –Target for number of EXCO meetings reduced. The Terms of Reference was changed to require monthly meetings and the target has been adjusted accordingly, hence refined to 12 meetings per year, and the 5 year target reduced accordingly.
      ii. Added new output; re-numbered 1.2 (e) – Annual audit improvement plan in response to the situational analysis wherein the need to adopt and monitor the improvement plan was identified as a key strategic tool to facilitate progress towards achieving a clean audit.
   d. Sub-Programme 4, S.O 1.2 - Indicator added to accommodate drafting of the annual report coordinated by the CFO, and this has been added as a new output under S.O. 1.2, renumbered indicator No 1.2(h).
5. PROGRAMME 2
   a. Sub-Programme 1 : Strategic Human Resource Management:
      i. Strategic Objective Indicator 2.1(iii) Targets reduced due to impact of cost cutting on OTP and Departments, as follows, and this also amends the Strategic Plan 2015-2020:

Strategic Objective		Performance Measure (Strategic Objective Indicator)	Audited/ Actual Performance			Estimated Performance 2015/16	Medium term Targets			5-Year Target
			2012/13	2013/14	2014/15		2016/17	2017/18	2018/19	
SO2.1	Improved resource management support services	(iii) Number of public servants attending training courses	6000	6500	7000	5000	4000	4000	4400	17 400

      ii. Indicator (e) Number of Persal reports, target changed to 168 per yeardue to RHH no longer being a department. 5 year Target adjusted to 840.
      iii. Indicator (g) – target reduced due to impact of budget cuts, capacity challenges and staff turnover, and TID updated. Targets reduced as follows:

Key Outputs	Programme Performance Indicators	Audited/ Actual Performance			Estimated Performance 2015/16	Medium term Targets			5-Year Target
		2012/13	2013/14	2014/15		2016/17	2017/18	2018/19	
Public Service training sessions	(g) Number of training sessions	New	New	New	250	200	200	220	1090

b. Sub-Programme 2 : Information Technology – Added new output – Broadband strategy implementation coordination reports to accommodate function assigned in 2015-16 – new indicator S.O. 2.1(n)

c. Sub-Programme 3 : Legal Services , SO2.2 Appropriate and constitutionally compliant Provincial Legislation:

i. Indicator "Number of Provincial Laws (Bills, Regulations and Proclamations) certified", moved to the Operational plan as it has been proven that whilst the trend can be monitored. The unit is dependent on the performance of departments and factors beyond its control in determining the target.

ii. Reporting timeframe standardised to 10 working days (TID updated), and content of report to include "Number of Provincial Laws (Bills, Regulations and Proclamations) certified".

d. Sub-Programme 5 : Democracy Support Services

i. Indicator (c) – target reduced due to impact of budget cuts, capacity challenges and staff turnover, and TID updated. Targets reduced as follows

Key Outputs	Programme Performance Indicators	Audited/ Actual Performance			Estimated Performance 2015/16	Medium term Targets			5-Year Target
		2012/13	2013/14	2014/15		2016/17	2017/18	2018/19	
Human rights awareness sessions	(c) Number of awareness campaigns on human rights coordinated	12	12	12	12	10	10	10	52

e. Sub-Programme 6 : Inter-Governmental Relations – TID updated to require decision matrix within 10 working days with proof of circulation, at least via email within the timeframe, as per Strat Review discussions of 7/8/2015.

6. PROGRAMME 3

a. Sub-Programme 1 :

i. Indicator (b) Citizen Satisfaction Survey findings report – TID refined to differentiate between survey and comparative reports.

ii. Indicator (f) Number of Consolidated MPAT Improvement reports- tabled at the Governance & Administrative Cluster – refined to clarify in terms of MPAT guidelines that reports are re final MPAT scores (previous year) and pre-audited reports for the current year.

iii. Indictor (g), target reduced due to impact of budget cuts, capacity challenges and staff turnover, and TID updated. Targets reduced as follows:

Key Outputs	Programme Performance Indicators	Audited/ Actual Performance			Estimated Performance 2015/16	Medium term Targets			5-Year Target
		2012/13	2013/14	2014/15		2016/17	2017/18	2018/19	
MTSF Outcomes report	g) Consolidated MTSF Outcomes progress report	New	New indicator	New indicator	1	1	1	1	5

iv. Indicator (i) – target reduced due to impact of budget cuts, capacity challenges and staff turnover, and TID updated. Targets reduced as follows:

Key Outputs	Programme Performance Indicators	Audited/ Actual Performance			Estimated Performance 2015/16	Medium term Targets			5-Year Target
		2012/13	2013/14	2014/15		2016/17	2017/18	2018/19	
Front Line Service Delivery reports	(i) Number of Front Line Service Delivery reports (FLSD)	New	New indicator	4	4	2	2	2	12

b. Sub-Programme 2 : Premier's Priority Programmes : Unit : Stakeholder Management, S.O 3.3 Special programmes monitoring and coordination reports:

i. SO renumbered to 3.3.1 and amended to read "Priority Programmes Coordination",This also amends the Strategic Plan 2015-2020; the programme performance indicator of the APP - indicator (c) wording changed to read "priority projects

ii. SO. 3.6 – PEMP, effected in the retabled APP 2015-16 Annexure D- relocated and renumbered under this sub-programme to improve alignment, hence SO3.3, Priority Programmes Coordination Programmes renumbered to 3.3.1; and SO3.6 – Poverty Eradication Master Plan renumbered to 3.3.2. This also amends the Strategic Plan 2015-2020 i.e:

Strategic Objective		Key Outputs	Programme Performance Indicators	Audited/ Actual Performance			Estimated Performance 2015/16	Medium term Targets			5-Year Target
				2012/13	2013/14	2014/15		2016/17	2017/18	2018/19	
SO 3.3.2	Effective and Efficient implementation of PEMP	(i) Progress in the implementation of all 4 phases of the Poverty Eradication Master Plan (PEMP)	N/A	N/A	N/A	Concept done by DEDTEA	Operations centre established and roll-out plan approved; and top 5 poorest priority wards in the whole of KZN; and 5 priority wards per district, and 169 priority wards identified through STATS SA multiple deprivation Index	Implementation of Phase 1 and 2 of the PEMP	Implementation of Phase 3	Planning for Phase 4	PEMP implementation of phases 1 to 3, and progress towards implementation of Phase 4

Strategic Objective		Key Outputs	Programme Performance Indicators	Audited/ Actual Performance			Estimated Performance 2015/16	Medium term Targets			5-Year Target
				2012/13	2013/14	2014/15		2016/17	2017/18	2018/19	
SO 3.3.2	Effective and Efficient implementation of PEMP	Coordination reports to Premier on progress with PEMP implementation	a) Number of quarterly coordination reports to Premier on progress with PEMP implementation	New	New	Conceptualisation of PEMP within DEDT	1	4	4	4	17

c. Sub-Programme 3 : Sub-Programme 3: King's Support and Royal Household – Output relating to Amakhosi Installed moved to the Operational Plan as the OTP has no control and the activity is more closely related to COGTA. The Output is replaced with quarterly reports on support services provided to His Majesty. The latter is to include events supported as well as report against the implementation of the annual business plan envisaged as the S.O. Indicator (i) for S.O. 3.4.

d. Sub-Programme 4 : Heritage – targets have been reduced in keeping with the reduced budget as per the following (also note indicator (a) "events" changed to read "campaigns" in line with Extended Exco discussions of 2 March 2016. These are indicated as follows and this also amends the Strategic Plan 2015-2020:

Sub-Programme 4: Heritage										
Strategic Objective		**Performance Measure (Strategic Objective Indicator)**	**Audited/ Actual Performance**			**Estimated Performance 2015/16**	**Medium term Targets**			**5-Year Target**
			2012/13	**2013/14**	**2014/15**		**2016/17**	**2017/18**	**2018/19**	
SO3.5	Community engagement and awareness and protection of heritage resources	Number of heritage awareness engagements coordinated	11events	22 events	12 heritage events will be profiled, 2 District Coordination forum engagements	14	12	12 (from 16)	12 (from 16)	64(from 78)
		Number of new heritage memory infrastructure symbols (monuments and tombstones)	2	34	20	12	8	10 (from 28)	10 (from 32)	50 (from 120)
Key Outputs and Performance Indicators										
SO	**Key Outputs**	**Programme Performance Indicators**	**Audited/ Actual Performance**			**Estimated Performance 2015/16**	**Medium term Targets**			**5-Year Target**
			2012/13	**2013/14**	**2014/15**		**2016/17**	**2017/18**	**2018/19**	
SO3.5	Heritage Awareness	Number of community heritage awareness campaigns	11events including profiling	22 events including profiling	12 including profiling	12	11 (from 12)	11 (from 12)	11 (from 12)	57 (from 60)
		Number of Heritage Coordination forum meetings	New	New	2	2	1 (from 2)	1 (from 4)	1 (from 4)	7 (from 18)
	Heritage memory infrastructure developed	Number of monuments or memorials erected	1	3	4	6	2 (from 6)	4 (from 8)	4 (from 10)	20 (from 30)
		Number of Heritage markers (Previously recorded as tombstones)	1	32	16	6 (from 18)	6 (from 18)	6 (from 20)	6 (from 22)	30 (from 90)

7. TECHNICAL INDICATORS DESCRIPTIONS – PROGRAMME PERFORMANCE OUTPUT INDICATORS - ANNUAL PERFORMANCE PLAN 2016/17

   a. The Technical Indicator Descriptor has been updated to include the amendments. A key issue to note for indicators relating to reports to MANCO is that these will be dealt with as follows:

   b. Reports to be pre-circulated to MANCO, and tabled at the meeting for noting only. Where, for whatever reason, MANCO submission is not possible, the document should still be circulated and noted as such at the following meeting.

   c. Whereas reports are a key tool in coordination, these are to focus on the key strategic issues relating to the strategic output noting that the specific constitutional mandate of the Office of the Premier in terms of coordination, strategic leadership, monitoring and support to the Premier-in Executive Council. The nature of each report will determine the content, but in general should attempt to provide an overview at Provincial level regarding progress with implementation, challenges, interventions, and where possible, recommendations moving forward.

8. STRATEGIC PLAN AND STRATEGIC OBJECTIVE TECHNICAL INDICATORS DESCRIPTIONS –STRATEGIC OBJECTIVE INDICATORS – 2015-2020

   a. This has been updated to include the new mandate updated to include Poverty Eradication Master Plan as per the Re-tabled APP 2015/16 (December 2015), and per the amendments to Targets of Strategic Objectives as outlined above. The TID is updated accordingly.

ANNEXURE D(2) LINKS TO STRATEGIC PLAN 2015

This Plan links to the Strategic Plan as follows:

OTP Strategic Goal 1: Good and cooperative governance			
STRATEGIC OBJECTIVE		SO INDICATOR	OUTPUT INDICATOR
1.1.	Effective and efficient support to the Premier in Executive Council	(i) Overall Performance score attained on Premier Support performance assessment matrix	a) Performance score attained on Premier Support Administrative support services performance assessment matrix
			b) Performance score attained on Premier Support Parliamentary Services Management performance assessment matrix
		(ii) Number of Executive Council meetings supported (Executive Council and Makgotla)	c) Number of Executive Council meeting decision matrices circulated within 10 working days of meeting
			d) Number of decision matrix implementation progress reports submitted to the Executive Council
			e) Number of Executive Council Makgotla Decision matrices within 10 working days of meeting
1.2	Strategic leadership in governance and accountability to ensure economic, effective, and efficient resource management	(i) MPAT score for OTP (Overall) (ii) Average MPAT Score for OTP (KPA 2)	a) Number of EXCO meetings supported
			b) Number of MANCO meetings supported
			c) Approved risk management register annually
		(iii) Progress towards achieving clean audit in annual audit findings Unqualified audit	d) Number of quarterly internal control management reports submitted to EXCO
			e) Annual audit improvement plan
			f) Number of Financial management reports, monthly IYM submitted to Treasury by the 15th of each month
			g) Number of Financial Statements submitted in terms of prescripts
			h) Annual report on preceding year tabled by end of August
			g) Procurement plan submitted in terms of prescripts
STRATEGIC OBJECTIVE		SO INDICATOR	OUTPUT INDICATOR
2.1	Improved Resource Management support services	(i) Average MPAT Score for HR (KPA3) OTP (ii) Provincial HRM Turnaround Strategy	a) Number of quarterly reports on technical support services provided to all HR units in the provincial government of KZN on policy matters.
			b) Number of Strategic Human Resource forums meetings held
			c) Number of HR training sessions conducted (PERSAL)
			d) Number of Human Resource compliance reports
			e) Number of PERSAL technical reports
		(iii) Number of public servants attending training courses	f) One Integrated Public Sector HRD strategy and Professional Support Programme drafted
			g) Number of the training sessions conducted and coordinated aligned to the needs of the Provincial Administration
		(iv) Number of HRD Fora engagements	h) Number of KZN HRDC Council engagements

			i) Number of PSDF forums
			j) Number of PHRDF forums
		(v) Number of annual security risk monitoring coordination reports	k) Number of Threat and Risk Assessment (TRA) verification monitoring coordination reports citing departments verified with recommendations
			l) Number of quarterly Minimum Physical Security Standards (MPSS) monitoring coordination reports
		(vi) Average MPAT Score for IT (KPA2) OTP	m) Number of 6 monthly provincial departments IT governance assessment coordination reports submitted to G&A Cluster
2.2	Appropriate and Constitutionally compliant Provincial Legislation	No order of constitutional inconsistency or invalidity is made by the courts iro any Provincial Law.	a) Number of Provincial Laws (Bills, Regulations and Proclamations) certified.
			b) Number of Quarterly Reports on Provincial Legislative Programme submitted within 10 days of end of each Quarter.

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

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

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

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

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

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

ANNEXURE E: ABBREVIATIONS AND ACRONYMNS

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

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

ANNEXURE F: TECHNICAL INDICATORS DESCRIPTIONS – ANNUAL PERFORMANCE PLAN 2016/17 –

Please note that the Strategic Objective Technical Indicator Descriptor is appended to the Department's 5-Year Strategic Plan (2015-2020) and amendments are recorded in the Annual Performance Plans – Annexure D of the Annual Performance Plan

1. Programme 1 : Administration			
1.1 Sub-Programme 1 : Premier Support			
Strategic Objective		**Descriptor**	**Description**
1.1.	Effective and efficient support to the Premier in Executive Council	Indicator Title	**a) Performance score attained on Premier Support *Administrative Support Services* performance assessment matrix**
		Short definition	Score sheet marked by Premier to indicate satisfaction with services rendered in respect of Administrative services to the Premier (Administrative services in this context is defined as per the functions of the "Administrative Support Services" unit in the 2014 approved structure of the Office of the Premier)
		Purpose/importance	OTP is responsible to provide support services to ensure the Premier is able to conduct his/her duties in the interest of the Province. The output contributes towards the overall performance of the unit in terms of key support services rendered, in this case, particularly **administrative** support services are measured. It contributes towards the overall performance assessment at the higher strategic output level of strategic support services rendered to the Premier, the latter is measured by a separate matrix.
		Source/collection of data	Performance assessment report. The preceding year overall score will be assessed in the first quarter of the new year, and the first semester performance (half year assessment) will be conducted in the 3rd quarter. This is aligned to the SMS performance measuring cycle.
		Verification	Copy of score sheet signed and average score calculated
		Method of calculation	Score- sheet rates level of satisfaction against key performance measures for the unit twice a year in terms of the Key Result areas for the unit (similar to SMS KRA rating scale) – Example attached at Annexure G of APP 2015/16. The preceding year overall score will be assessed in the first quarter of the new year, and the first semester performance (half year assessment) will be conducted in the 3rd quarter. This is aligned to the SMS performance measuring cycle.
		Data limitations	Score-sheet to be devised
		Type of indicator	Output
		Calculation type	Non-cumulative
		Reporting cycle	Bi-annual – (6 monthly)
		New indicator	No
		Desired performance	Acceptable performance rating (at least score of 3 per KRA) as per the matrix – see additional measurement tools attached
		Indicator responsibility	Chief of Staff
		Indicator Title	**b) Performance score attained on Premier Support *Parliamentary Services Management* performance assessment matrix**
		Short definition	Score sheet marked by Premier to indicate satisfaction with services rendered in respect of Parliamentary services and Diary Management support services to the Premier (Parliamentary services and Diary Management support services in this context is defined as per the functions of the "Parliamentary services and Diary Management Support Services" units in the 2014 approved structure of the Office of the Premier)
		Purpose/importance	OTP is responsible to provide support services to ensure the Premier is able to conduct his/her duties in the interest of the Province. The output contributes towards the overall performance of the unit in terms of key support services rendered, in this case, particularly **parliamentary support services** are measured. It contributes towards the overall performance assessment at the higher strategic output level of strategic support services rendered to the Premier, the latter is measured by a separate matrix.
		Source/collection of data	Performance assessment report**.**The preceding year overall score will be assessed in the first quarter of the new year,

			and the first semester performance (half year assessment) will be conducted in the 3rd quarter. This is aligned to the SMS performance measuring cycle.
		Verification	Copy of score sheet signed and average score calculated
		Method of calculation	Score- sheet rates level of satisfaction against key performance measures for the unit twice a year in terms of the Key Result areas for the unit (similar to SMS KRA rating scale). Example attached at Annexure G of APP 2015/16. The preceding year overall score will be assessed in the first quarter of the new year, and the first semester performance (half year assessment) will be conducted in the 3rd quarter. This is aligned to the SMS performance measuring cycle.
		Data limitations	Score-sheet to be devised
		Type of indicator	Output
		Calculation type	Non-cumulative
		Reporting cycle	Bi-annual – (6 monthly)
		New indicator	No, used in 2015/16
		Desired performance	Acceptable performance rating (at least score of 3 per KRA) as per the matrix – see additional measurement tools attached.
		Indicator responsibility	Chief of Staff

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

			implementation of resolutions taken by the Executive Council. . Effectiveness is measured by indicator 1.1(d) where the implementation and progress of implementing resolutions are tracked.
		Source/collection of data	Copies of implementation reports from Secretariat
		Verification	Copies of implementation reports, and proof of circulation (proof of circulation can include proof of electronic distribution (e-mail; and/or register signed by recipients)
		Method of calculation	Count of each type of report per quarter
		Data limitations	None
		Type of indicator	Output
		Calculation type	**Non-cumulative**
		Reporting cycle	**Quarterly**
		New indicator	**No, used in 2015/16**
		Desired performance	**Timely reports**
		Indicator responsibility	**Head of Executive Council Secretariat**
		Indicator Title	**e) Number of Executive Council Makgotla decision matrices**
		Short definition	Number of Executive Council Makgotla meeting decision matrices circulated within 10 working days. Decision making matrix to be circulated within 10 working days of meeting. The decision making matrix circulated within 10 working days of the meeting will be used for verification purposes and measured also against a decision making register to be kept by the unit. The register is to record the date of the meeting and date of circulating the decision making register, with proof of at least electronic emails to prove distribution within the required timeframe of 10 working days. This particular indicator applies only to Makgotla meetings. Executive Council and Makgotla meetings by their very nature are strategic meetings directing decisions in the Province. These high level strategic meetings are supported by the Executive Council support Unit as the Director General is expected to provide secretariat services the Executive Council in terms of the Constitution. The turnaround time in producing the matrix is an indication of efficiency.
		Purpose/importance	Executive Council Makgotla meetings is a core responsibility of OTP
		Verification	Copy of Decision matrix and proof of circulation within 10 working days of the meeting; all signed minutes for the current year to be in place by 15 May the following year, proof of circulation can include proof of electronic distribution (e-mail; and/or register signed by recipients)
		Source/collection of data	Decisions making matrix (summary of key resolutions from Agenda) and minutes (draft) – and final signed minutes to be available after ratification from Executive Council Support
		Method of calculation	Count of each type of meeting per quarter (Makgotla Executive Council meetings only) quarter that complies with the required standard.
		Data limitations	None,other than timely ratification of minutes within the end of the quarter
		Type of indicator	Output
		Calculation type	Non-cumulative
		Reporting cycle	Quarterly
		New indicator	No, used in 2015/16
		Desired performance	Decision matrix capturing key resolutions resolution per meeting circulated within 10 days of meeting;
		Indicator responsibility	Head of Executive Council Secretariat
Sub-Programme 3 : Director-General Support and Sub-Programme 4 : Financial Management			
Strategic Objective		**Descriptor**	**Description**
1.2	Strategic leadership in governance and accountability to ensure economic, effective, and efficient resource management	Indicator Title	**Number of EXCO meetings supported, and** **Number of MANCO meetings supported**
		Short definition	Number of strategic management meetings supported with minutes and resolution per meeting. Decision making matrix to be circulated within 10 working days of meeting. The decision making matrix circulated within 10 working days of the meeting will be used for verification purposes and measured also against a decision making register to be kept by the unit. The register is to record the date of the meeting and date of circulating the decision making register, with proof of at least electronic emails to prove distribution within the required timeframe of 10 working days. Includes each of the following meetings: **a) EXCO (Executive Committee – OTP) management meetings**

			b) MANCO management meetings The agendas and minutes of these strategic meetings are the product of supporting these strategic meetings. The turnaround time in producing the matrix is an indication of efficiency. Effectiveness is measured also by indicator 1.1(d) where the implementation and progress of implementing resolutions are tracked.
		Purpose/importance	These meetings are key strategic interventions as confirmed through the situational analysis of the strategic plan. The lack of regular strategic meetings in particular was a concern raised through MPAT assessments (1.3 and 4) and has been identified as an area requiring improvement.
		Source/collection of data	Copies of agendas decision matrix and minutes (draft) – and final signed minutes to be available after ratification from DG support Unit
		Verification	Copy of Decision matrix and proof of circulation within 10 working days; all signed minutes for the current year to be in place by 15 May of the following year; (proof of circulation can include proof of electronic distribution (e-mail; and/or register signed by recipients)
		Method of calculation	Count of each type of meeting supported per quarter that complies with the required standard.
		Data limitations	None, other than timely ratification of minutes within the end of the quarter
		Type of indicator	Output
		Calculation type	Non-cumulative
		Reporting cycle	Quarterly
		New indicator	No, used in 2015/16
		Desired performance	Timely and accurate minutes. Decision making matrix circulated within 10 days of meeting, and minutes of the meeting signed by the next meeting.
		Indicator responsibility	DG Support
		Indicator Title	**c) Risk Register**
		Short definition	Approved risk management register by 31 March every year. The register is submitted to MANCO in the 4th quarter for implementation in the following financial year.
		Purpose/importance	To ensure risks are mitigated. The register provides a record of risks identified by the department. This element was lacking in the past, hence the focus on ensuring that this tool is in place.
		Source/collection of data	Unit to develop with risk committee
		Verification	Copy of risk register with risk interventions
		Method of calculation	Treasury instructions to be followed – simple count of register in compliance with Treasury instructions
		Data limitations	None
		Type of indicator	Output
		Calculation type	Non-cumulative
		Reporting cycle	Annually
		New indicator	No, used in 2015/16
		Desired performance	Timely adoption, one plan in place for following year by 31 March Each year.
		Indicator responsibility	Manager Risk and Internal Control
1.2	Strategic leadership in governance and accountability to ensure economic, effective, and efficient resource management	Indicator Title	**d) Number of quarterly internal control management reports**
		Short definition	Number of quarterly internal control management reports submitted to MANCO by no later than the end of the quarter
		Purpose/importance	To ensure risks are mitigated through making MANCO members aware of risks that could affect the Department's performance.
		Source/collection of data	Unit to develop with risk committee
		Verification	Copy of internal control management report to DG, signed as noted by the Accounting Officer
		Method of calculation	Each report is counted
		Data limitations	None
		Type of indicator	Output
		Calculation type	Non-cumulative
		Reporting cycle	Quarterly
		New indicator	No, used in 2015/16
		Desired performance	4 reports per year on progress with risk register implementation and internal control interventions per year. Reports to

			be completed within 10 working days after the end of each quarter, and reflect progress on matters on the previous quarter.
		Indicator responsibility	Manager Risk and Internal Control
1.2	Strategic leadership in governance and accountability to ensure economic, effective, and efficient resource management	Indicator Title	**e) Annual audit improvement plan**
		Short definition	Annual audit improvement plan on preceding years findings adopted by end of August
		Purpose/importance	To ensure audit findings are addressed to facilitate progress towards a clean audit and good governance. This serves as a quality service and value add improvement measure
		Source/collection of data	Financial Accounting with unit heads, facilitated by the CFO
		Verification	Copy of audit improvement plan
		Method of calculation	Treasury instructions to be followed
		Data limitations	Quality of inputs from affected units
		Type of indicator	Output
		Calculation type	Non-cumulative
		Reporting cycle	Annually
		New indicator	Yes – base informed by audit findings
		Desired performance	Timely adoption, one plan in place within 30 days of final audit findings
		Indicator responsibility	CFO
1.2	Strategic leadership in governance and accountability to ensure economic, effective, and efficient resource management	Indicator Title	**f) Financial Reports (IYM)**
		Short definition	Number of Financial management reports, i.e., monthly IYM submitted to Treasury by the 15th of each month
		Purpose/importance	Compliance to financial prescripts
		Source/collection of data	Unit to develop financial information from BAS
		Verification	Copy of report and proof of submission to Treasury
		Method of calculation	Treasury instructions to be followed
		Data limitations	None
		Type of indicator	Output
		Calculation type	Non-cumulative
		Reporting cycle	Annually
		New indicator	Yes
		Desired performance	100% compliance with timeframes and submission in terms of prescript requirements
		Indicator responsibility	Chief Financial Officer
		Indicator Title	**g) Number of Financial Statements submitted in terms of prescripts**
		Short definition	Number of Annual Financial Statements submitted in terms of prescripts
		Purpose/importance	Compliance to financial prescripts
		Source/collection of data	Unit to develop from BAS
		Method of calculation	Treasury instructions to be followed
		Verification	Copy of statements and proof of submission to Treasury
		Data limitations	None
		Type of indicator	Output
		Calculation type	Non-cumulative
		Reporting cycle	Annually
		New indicator	No, used in 2015/16
		Desired performance	100% compliance with financial prescripts, 1 final, 3 interim statements
		Indicator responsibility	Chief Financial Officer
1.2	Strategic leadership in governance and accountability to ensure economic, effective, and efficient resource management	Indicator Title	**h) Annual report on preceding year tabled by end of August**
		Short definition	Annual report drafted in terms of PFMA and Treasury requirements
		Purpose/importance	To ensure proper reporting on financial and non-financial information to inform the performance and improvement planning of the department, as well as to account to the public on delivery against the strategic and annual performance plans on an annual basis.
		Source/collection of data	CFO coordinates the entire report. Non-financial information is provided through the M&E unit for incorporation

		Verification	Copy of annual report, published
		Method of calculation	Treasury instructions to be followed
		Data limitations	Quality of inputs from affected units
		Type of indicator	Output
		Calculation type	Non-cumulative
		Reporting cycle	Annually
		New indicator	Yes – base informed monthly financial reports and quarterly performance reporting
		Desired performance	Timely adoption, one plan in place within 30 days of final audit findings
		Indicator responsibility	Manager - SCM
1.2	Strategic leadership in governance and accountability to ensure economic, effective, and efficient resource management	Indicator Title	**i) Departmental Procurement Plan**
		Short definition	Number of Procurement Plans with 100% compliance with procurement prescripts.
		Purpose/importance	SCM concerns had been raised in audit reports. Delays have been cited as impacting on delivery
		Source/collection of data	Financial Management reports and procurement plan confirmation from treasury
		Verification	Procurement plan and proof of submission to Treasury
		Method of calculation	Reporting against SCM milestone requirements
		Data limitations	None
		Type of indicator	Output
		Calculation type	Non-cumulative
		Reporting cycle	Annual
		New indicator	No, used in 2015/16
		Desired performance	100% compliance with prescripts and timeframes, submitted to Treasury by 30 April every year.
		Indicator responsibility	Manager : SCM
2. Programme 2 : Institutional Development			
2.1.Sub-Programme 1 : Strategic Human Resource Management; and Sub-Programme 2 : Information Technology			
Strategic Objective		**Descriptor**	**Description**
2.1	Improved resource management support services	Indicator Title	**a) Reports on Technical HR support services on KZN HR policy matters**
		Short definition	Number of quarterly reports on technical support services provided to all HR units in the provincial government of KZN on HR policy interpretation, development and review matters.
		Purpose/importance	Indicator changed from number of policies developed as the nature of policy development needs is needs based. Several HR policies had been developed in the previous cycle, reducing the need for new development. Technical advice to Departments is a transversal function within the Mandate of the OTP. This indicator seeks to quantify the extent of HR policy support services to provincial departments in KZN.
		Source/collection of data	Quarterly reports from HRM on policies developed (if any), written responses to departments on policy advice and related technical input requests, memoranda relating to technical advice services.
		Verification	Quarterly report signed by GM, and content to be screened for compliance to desired standard and submitted to the Director-General
		Method of calculation	Quarterly reports on requests received, response rate, trends and need for policy intervention.
		Data limitations	Depends on requests received
		Type of indicator	Output
		Calculation type	Cumulative and non-cumulative
		Reporting cycle	Quarterly
		New indicator	No, used in 2015/16
		Desired performance	4 reports per year on technical support services provided on policy development, policy advice and interpretations and/or technical memoranda to management and/or departments on policy support provided. Reports to be completed within 10 working days after the end of each quarter, and reflect progress on matters on the previous quarter. Reports to include details on policies reviewed, new policies drafted, and matters received for technical comments on HRM policy matters.
		Indicator responsibility	General manager :HRM

2.1	Improved resource management support services	Indicator Title	**b) Strategic HRM Forums held**.
		Short definition	Number of transversal Human Resource Management forums held during the reporting period
		Purpose/importance	Sharing of Human Resource Management best practices for the enhancement of service delivery in the Province.
		Source/collection of data	Agendas , attendance registers and decision matrix from relevant SMS responsible for each forum
		Verification	Agendas, attendance registers and decision matrix distributed within 10 working days after the forum meeting
		Method of calculation	Each forum is counted after being held.
		Data limitations	Targets are based on trend but are also demand driven.
		Type of indicator	Output
		Calculation type	Cumulative – for the year
		Reporting cycle	Quarterly
		New indicator	No, used in 2015/16
		Desired performance	Professional high performing Human Resource Management components. Number of Integrated Human Resource Management Forums Co- during the year = 22, broken down as follows: 1) Persal Management: 6 Provincial Persal Controller Forums 2) HR Policy and Practices: 4 Integrated Provincial HR Forums 3) Management Advisory Services Forums (Provincial Organisation Development): 4) Labour Relations: 4 Provincial Labour Relations Forums 5) Employee Wellness: 4 Employee Health and Wellness Forums
		Indicator responsibility	General Manager: Human Resource Management
2.1	Improved resource management support services	Indicator Title	**c) Number of HR training sessions conducted (PERSAL)**
		Short definition	Capacity building and People Empowerment for public servants, mainly targeting PERSAL
		Purpose/importance	To empower employees so that they can be high performers and innovative.
		Source/collection of data	Attendance registers
		Verification	Signed attendance registers
		Method of calculation	Count number of training sessions
		Data limitations	None
		Type of indicator	Cumulative
		Calculation type	Numerical
		Reporting cycle	Quarterly
		New indicator	Refined
		Desired performance	Well attended training sessions to achieve highly competent and skilled employees
		Indicator responsibility	Snr. Manager: Persal Management
2.1	Improved resource management support services	Indicator Title	**d) HRM Compliance Reports**
		Short definition	Number of Human Resource compliance reports submitted to G&A and COHOD
		Purpose/importance	Policy compliance will indicate the effectiveness of policies, and management of staff in addressing challenges with HRM in the public service.
		Source/collection of data	Quarterly reports on compliance analysis.
		Verification	Copy of report/s, proof of submission to G&A and COHOD Secretariat
		Method of calculation	MPAT and policy analysis
		Data limitations	None
		Type of indicator	Output
		Calculation type	Non-cumulative
		Reporting cycle	Quarterly
		New indicator	No, used in 2015/16
		Desired performance	Number of Human Resource compliance reports submitted to relevant structures = 22, broken down as follows: 1) Provincial Organisation Development: 4 Job Evaluation compliance reports 2) Labour Relations: 4 Labour Relations Reports (Discipline, Grievances, Suspensions and Disputes) 3) HR Policy and Practices: 4 Provincial Plan of Action compliance reports and 1 Annual HR Plan report

			4) Persal Management: 1 Provincial Persal Policy Compliance report (based on individual Departmental reports) 5) Employee Wellness: 1 Annual Employee Health and Wellness Compliance Report 6) HR Support: 1 Workplace Skills Plan, 4 Training reports, 1 HR Plan and 1 Employment Equity Plan All quarterly reports to be relate to matters on the preceding quarter, within 10 working days of the end of the quarter.
		Indicator responsibility	General Manager SHRM
2.1	Improved resource management support services	Indicator Title	**e) PERSAL reports**
		Short definition	Number of PERSAL technical reports
		Purpose/importance	To provide technical reporting services to Heads of Department to improve HRM management information through the PERSAL system. Reports serve as a means to monitor equity targets and demographics (targets within the PGDP) and indicate the effectiveness of policies, and management of staff in addressing challenges with HRM in the public service.
		Source/collection of data	PERSAL system
		Verification	Copy of reports from PERSAL
		Method of calculation	Draw reports (statistical) from system
		Data limitations	Correctness of inputs
		Type of indicator	Output
		Calculation type	Cumulative for the year
		Reporting cycle	Monthly to departments, reflected as quarterly in terms of the APP requirements.
		New indicator	No, used in 2015/16
		Desired performance	Monthly reports to HOD's, within 10 working days of month-end; quarterly to OTP, 1 report per quarter, relating to matters on the preceding quarter, within 10 working days of the end of the quarter.
		Indicator responsibility	HR support
2.1	Improved resource management support services	**Indicator Title**	**f) Public Service HRD strategy**
		Short definition	HRD strategy for the public service developed
		Purpose/importance	Improving the competencies and skills of public servants for the enhancement of service delivery in the Province. The HR strategy for the Province is a broad based plan for all sectors. A targeted Public Service Plan is to be developed to ensure courses offered respond to the needs to be identified through a skills gap, rather than a purely demand driven approach. The need has been identified to train public servants to increase the effectiveness in the areas of generic and transversal skills (leadership, management, development and adult education). These would also enhance delivery of sound governance. This is done through a structured skills development programme for the public service.
		Source/collection of data	Draft documents and reports on milestones completed i.r.o the plan from GM
		Verification	Updated drafts and reports
		Method of calculation	Verification of milestones achieved against strategy development plan
		Data limitations	Inputs from departments and buy-in from COHOD.
		Type of indicator	Output
		Calculation type	Cumulative – for the year
		Reporting cycle	Quarterly
		New indicator	No, used in 2015/16
		Desired performance	Draft finalised in 2016/17
		Indicator responsibility	Office of the Premier, General Manager: Human Resource Development
2.1	Improved resource management support services	**Indicator Title**	**g) Number of Public Service Training sessions**
		Short definition	Number of training sessions for the development of public servants. Counts the courses delivered for the development of public servants
		Purpose/importance	Improving the competencies and skills of public servants for the enhancement of service delivery in the Province. The need has been identified to train public servants to increase the effectiveness in the areas of generic and transversal skills (leadership, management, development and adult education). These would also enhance delivery of sound governance. This is done through a structured skills development programme for the public service.
		Source/collection of data	Class registers and Learner Management System from the Academy
		Verification of data	Course register for each session
		Method of calculation	Simple counting

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

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

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

		Method of calculation	Each publication of a PGDP targeted article is counted (1 count per publication per language, i.e. 1x English and 1x isiZulu Publication is counted as 2 in total)
		Data limitations	Nil
		Type of indicator	Non-cumulative
		Calculation type	Output
		Reporting cycle	Quarterly
		New indicator	No, used in 2015/16
		Desired performance	2 articles per quarter in the print media, targeting external stakeholders, especially communities, e.g "Simama" publications, 1 in English on progress with the PGDP implementation, the other in isiZulu.
		Indicator responsibility	General Manager Communication
2.3	Effective and efficient communication engagement	Indicator Title	**c) Number of internal newsletters to OTP staff on developments in the department**
		Short definition	Internal newsletters to be used as a means of communicating with staff, disseminating information and important updates relevant to OTP staff. In terms of cost cutting, these may be distributed electronically, and proof will be available in pdf format with distribution dates and recipients.
		Purpose/importance	To ensure staff are well informed of events and matters that affect them as this was identified as a weakness in the 2013 review.
		Source/collection of data	Copies of publications and/or printouts of electronic newsletters from the General Manager- Communications.
		Verification	Copy of newsletters (electronic or print). In the case of electronic distribution, proof in *"pdf"* and to include the date of distribution and recipients.
		Method of calculation	Each newsletter is counted after being published
		Data limitations	Availability of funds for publications
		Type of indicator	Non-cumulative
		Calculation type	Output
		Reporting cycle	Quarterly
		New indicator	No, used in 2015/16
		Desired performance	At least 1 Newsletter per quarter, by the end of each quarter, containing articles relating to latest developments in the OTP.
		Indicator responsibility	General Manager Communication
Sub-Programme 5 : Special Programmes - Integrity Management			
2.4	Ethical Public Service with reduced incidents of fraud and corruption	**Indicator Title**	**a) Integrity Leadership Conferences (every second year)**
		Short definition	Integrity Leadership Conferences (every second year)
		Purpose/importance	Seeks to enhance integrity in the public service
		Source/collection of data	Conference agenda and meetings from Integrity Management
		Verification	Conference agenda and meetings
		Method of calculation	Count of conferences
		Data limitations	None
		Type of indicator	Output
		Calculation type	Non-cumulative
		Reporting cycle	Every second year (i.e. biennial as the conference is held every second year)
		New indicator	No, used in 2015/16
		Desired performance	1 conference every second year
		Indicator responsibility	General Manager : Integrity Management

2.4	Ethical Public Service with reduced incidents of fraud and corruption	**Indicator Title**	**b) Number of consolidated reports on the roll-out of the "I do right even when nobody is watching" campaign**
		Short definition	The "I do right even when nobody is watching" campaign is aimed at creating awareness of fraud and corruption matters, ethics and to improve the ethics within the public service. It is promoted the radio announcements, roadshows, workshops and print media
		Purpose/importance	Seeks to enhance integrity in the public service
		Source/collection of data	Copy of report from General Manager : Integrity Management. Each report to include the number of roadshows, where these were held, when, who attended. It will also cover matters raised, challenge and proposed interventions and timeframes, as well as where matters were referred to line function departments. It will also cover other forms of media used and the dates concerned
		Verification	Copy of reports and to include the number of roadshows, where these were held, when, who attended. It will also cover matters raised, challenge and proposed interventions and timeframes, as well as where matters were referred to line function departments. It will also cover other forms of media used and the dates concerned
		Method of calculation	Count of workshops
		Data limitations	The process is led by the MEC's, hence the availability of the MEC impacts on the roadshow targets being met.
		Type of indicator	Output
		Calculation type	Non-cumulative
		Reporting cycle	Quarterly
		New indicator	No, used in 2015/16
		Desired performance	1 consolidated report within 10 working days of the end of each quarter.
		Indicator responsibility	General Manager : Integrity Management
2.4	Ethical Public Service with reduced incidents of fraud and corruption	**Indicator Title**	**c) Quarterly Service Delivery complaints resolution reports**
		Short definition	Number of Consolidated Quarterly Service Delivery complaints intervention reports on the resolution of service delivery complaints received through different media
		Purpose/importance	Receipt and resolution of complaints are demand driven. Some interventions take longer than others, depending on the nature of the complaint (Birth certificates documents v Housing, e.g.). OTP is a conduit for service delivery complaints through different media (hotlines, walk-ins, letters, etc.) and coordinates referrals and interventions by departments. Progress reports on the receipt and resolution of complaints is the most practical means of monitoring intervention progress and effectiveness
		Source/collection of data	Consolidated report supported by the complaints register and interventions
		Verification	Copy of reports, and Reports to include Complaints register and intervention reports.
		Method of calculation	Progress reports on complaints received and progress on interventions. Monitor response time.
		Data limitations	None
		Type of indicator	Output/Progress
		Calculation type	Cumulative and non-cumulative
		Reporting cycle	Quarterly
		New indicator	No, used in 2015/16
		Desired performance	Consolidated quarterly reports within 10 working days of the end of each quarter to ensure timely response to complaints through referrals to line function departments. Reports to include Complaints register and intervention reports. 1 report per quarter, relating to matters on the preceding quarter, within 10 working days of the end of the quarter.
		Indicator responsibility	General Manager Integrity Management
2.4	Ethical Public Service with reduced incidents of fraud and corruption	**Indicator Title**	**d) National Anti-Corruption Hotline quarterly reports**
		Short definition	Number of quarterly monitoring and coordination progress reports (National Anti-Corruption Hotline cases Number of Quarterly Service Delivery complaints intervention reports on the resolution of service delivery complaints received through different media
		Purpose/importance	Receipt and resolution of complaints are demand driven. Some interventions take longer than others, depending on the nature of the complaint (Birth certificates documents v Housing, e.g.). OTP is a conduit for service delivery complaints through different media (hotlines, walk-ins, letters, etc.) and coordinates referrals and interventions by departments. Progress reports on the receipt and resolution of complaints is the most practical means of monitoring intervention progress and effectiveness

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

		Method of calculation	Simple count
		Data limitations	Approval of plans
		Type of indicator	Output
		Calculation type	Non-cumulative
		Reporting cycle	Annually
		New indicator	No, used in 2015/16
		Desired performance	Annual Performance Plan for each human rights target group (Gender equality; Disability, Children; and Senior citizens, i.e. 4ARP's per year) completed on time and in required format. All plans to be finalised by 30 June to enable implementation by 1 July.
		Indicator responsibility	Manager : Human Rights
2.5	Mainstreaming a culture of human rights	Indicator Title	**b) Human Rights performance coordination and monitoring reports**
		Short definition	Measures progress on the Council's performance against its business plan through quarterly progress reports.
		Purpose/importance	To monitor progress on interventions against the Annual Performance plan for each sector, including progress on the establishment of focal points, community engagement and capacity building.
		Source/collection of data	Report signed by the senior manager submitted to EXCO
		Verification	Proof of reports/progress on developments against plan.
		Method of calculation	Summative consolidated performance monitoring report on the APP outputs for each target group
		Data limitations	Nil
		Type of indicator	Output
		Calculation type	Cumulative
		Reporting cycle	6-monthly
		New indicator	No, used in 2015/16
		Desired performance	2 monitoring reports per year detailing the implementation of Sector Plans. One report on the annual performance of the previous year (annual review) by 30 April; one report a midyear review after the second quarter of the targeted year, by15 October. Report to include progress on the implementation of sector business plans, events, community engagement and capacity building.
		Indicator responsibility	General Manager Democracy Support
2.5	Mainstreaming a culture of human rights	Indicator Title	**c) Number of awareness sessions on human rights coordinated**
		Short definition	Number of human rights events promoting awareness and celebrating human rights, as per the Human rights calendar (attached in annexure G – targeting the following, and depending on the availability of funds: 1. Mothers' Day 2. International Children's Day 3. International Women's Day 4. National Human Rights Day 5. Pan African Women's Day 6. Men's Imbizo/ Dialogue 7. National Women's Day 8. International Senior Citizen's Day 9. National Children's Day 10. 16 Days of Activism Campaign Launch 11. Intern Day for Persons with Disabilities International 12. Human Rights Day
		Purpose/importance	To mainstream and instil a culture of human rights rights (women, children, persons with disabilities and senior citizens) in the Province
		Source/collection of data	Programmes and attendance registers from General Manager Human Rights
		Verification	Programmes and attendance registers on each of the following (or a summative report signed by the Manager for the section)
		Method of calculation	Count events after the fact
		Data limitations	Actual dates might have to change, subject to the availability of the Premier and/or key stakeholders.
		Type of indicator	Output

		Calculation type	Non-cumulative
		Reporting cycle	Quarterly
		New indicator	No, used in 2015/16
		Desired performance	Appropriate events, capacity building and workshops on human rights issues for women, children, persons with disabilities and senior citizens
		Indicator responsibility	General Manager Human Rights
2.6	Ombudspersons Coordination	Indicator Title	**Number of OTP Ombudspersons' reports**
		Short definition	Number of OTP Ombudspersons' reports
		Purpose/importance	The OTP Ombudsperson is required to deal with service delivery complaints. Reports is a practical measure of the output in term of interventions required
		Source/collection of data	Integrity Management Ombudsperson reports
		Verification	Copy of report signed as noted by the SGM for the unit
		Method of calculation	Quality and quantity of reports
		Data limitations	None
		Type of indicator	Output
		Calculation type	Cumulative – for the year
		Reporting cycle	Quarterly
		New indicator	No, used in 2015/16
		Desired performance	1 report per quarter, relating to matters on the preceding quarter, within 10 working days of the end of the quarter.
		Indicator responsibility	General Manager Democracy Support
Sub-Programme 6 : Inter-Governmental Relations			
Strategic Objective		**Descriptor**	**Description**
2.7	Promote and strengthen intergovernmental relations and coordination in the province	Indicator Title	**Number of IGR forums, meetings and engagements**
		Short definition	Number of IGR engagements relating to each of the following: **a) Premier's Technical Coordinating forums** **b) COHOD Meetings** **c) IGR Provincial Forums**
		Purpose/importance	The Office of the Premier has a critical role in the effective implementation of the IGR Act, as well as ensuring effective coordination throughout the Province in terms of its Mandate. The IGR unit provides support to the Director-General & Premier with regard to: Managing inter-sphere relations i.e.: National and Provincial; and Facilitating inter-departmental co-operation and strengthening of provincial-local government relations through forums, advocacy and capacitation programmes.
		Source/collection of data	Agendas, minutes/decision matrices from General Manger IGR
		Verification	Agenda's, minutes/decision matrices and attendance registers
		Method of calculation	Each meeting is counted after being held, separated in terms of typology, i.e.: 1) Technical Premiers forums 2) COHOD Meetings 3) IGR Provincial Forums (this includes the Cooperative governance- international relations and protocol meetings)
		Data limitations	Convening of meetings and quorums
		Type of indicator	Non-cumulative
		Calculation type	Output
		Reporting cycle	Quarterly
		New indicator	No, used in 2015/16
		Desired performance	1 decision matrix per forum meeting per type per quarter. Decision making matrix to be circulated within 5 working days of meeting. The decision making matrix circulated within 5 working days of the meeting will be used for verification purposes and measured also against a decision making register to be kept by the unit. The register is to record the date of the meeting and date of circulating the decision making register, with proof of at least electronic emails to prove distribution within the required timeframe of 5 working days after the end of each quarter, and reflect progress on matters on the previous quarter. Decision making matrix circulated within 5 days of meeting, and minutes of the meeting signed by the next meeting.

		Indicator responsibility	General Manager IGR
2.7	Promote and strengthen intergovernmental relations and coordination for the province	Indicator Title	**d) Number of Twinning agreement implementation reports**
		Short definition	Number of Twinning agreements implementation reports to strengthen interprovincial and international agreements.
		Purpose/importance	The Office of the Premier has a critical role to ensure cooperative arrangements between other Provinces to strengthen government capacity and negotiate cross-boundary concerns that impact on the Province. Effective monitoring of the implementation of commitments is required and this will be done through reports tabled at the Governance and Administration Cluster.
		Source/collection of data	Signed agreements and progress reports on implementation - Progress reports from General Manager IGR) with proof of submission to the G&A secretariat (including copy of agenda and decision matrix on the item from the Secretariat)
		Verification	Agenda's, minutes and attendance registers, and signed MOU's
		Method of calculation	Each report is counted after submission to the G&A Cluster
		Data limitations	Inputs from stakeholders, conclusion of agreements with relevant parties following successful negotiations. Responsibility to place items on the agenda is with the Secretariat.
		Type of indicator	Output
		Calculation type	Non-cumulative
		Reporting cycle	6 monthly - report to G&A Cluster
		New indicator	No, used in 2015/16
		Desired performance	Reports on efforts to strengthen international relations and maintenance of MOUs tabled 6 monthly (non-cumulative) to the Governance and Administration Cluster. Summative reports on MOUs concluded, re-activated, based on strategic direction of Premier and DG, and progress on the implementation of commitments/undertakings outlined in the agreements. Report to include updates, challenges and interventions, and recommendations (if applicable in the context of every Twinning agreement (existing, reviewed, and new) in terms of progress made in the preceding 6 month period. To include: • Existing agreements, commitments made and progress; • New agreements concluded, commitments and progress to date (if applicable) • Agreements/negotiations in progress
		Indicator responsibility	General Manager IGR
3. Programme 3 : Policy and Governance			
3.1Sub-Programme 1 : Provincial Policy Management			
Strategic Objective		**Descriptor**	**Description**
3.1	Enhanced strategic management in KZN Provincial Government	Indicator Title	**a) Number of policy audit reports**
		Short definition	Measures policy audit processes to ensure effective review and gap analysis indicated in the reporting on policy audits relating to **provincial public policies** in response to the PGDP situational analysis of 2011. The focus here is on reporting against an initiative (process of determining what policies are out there, when were they approved, when were they last reviewed, how do they align to the PGDP. This stems directly from the PGDP situational analysis of 2011 in which the need was identified to conduct an audit to determine which public policies are in the Provincial domain and what the status is. The audit is performed against a framework developed with the policy forum, communicated to HOD's, and serves as a tool for collecting data that informs the report.
		Purpose/importance	Contribute to the improvement policy management in KZN Provincial Government.
		Source/collection of data	Summative report on policy audit progress
		Verification	Updated report and/or, electronic copies of policies on IT systems
		Method of calculation	Summative progress report on status of policy audit (public policies)
		Data limitations	Inputs from departments on policy development
		Type of indicator	Output
		Calculation type	Cumulative update of progress on a quarterly basis
		Reporting cycle	6-monthly (by end of Q2 and Q4)
		New indicator	No, used in 2015/16
		Desired performance	Updated schedule of policies by 31 March, 2 audit reports per year, outlining progress against the framework and the status of public policies in the Province. It seeks to provide an update of Service Delivery orientated policies relating to the core business of the Department that directs service delivery in the KwaZulu-Natal. These could be in the form of

			policies, programmes, strategies or other frameworks, e.g. 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
		Indicator responsibility	General Manager Macro Policy and/or Policy analysts
3.1	Enhanced strategic management in KZN Provincial Government	Indicator Title	**b) Citizen Satisfaction Survey report**
		Short definition	Measures production of a coordinated report on citizens' perception of government services. These findings set a benchmark to indicate various aspects of integrated delivery, adherence to Batho Pele principles, citizens' priority services, and general perception of government's service delivery.
		Purpose/importance	The citizen satisfaction survey is a key instrument for the measurement of the Provincial Growth and Development Plan, Goal 6, Governance and Policy. Improved levels of governance, coordination and participation should contribute towards the KZN population being satisfied with the level of government service, hence the development of the apex indicator "improvement in the level of client satisfaction". The survey, thus, is an important tool to assess the level of customer satisfaction. This then forms the APEX indicator for the PGDP Goal 6. This particular indicator is then tracked and trends monitored over a 2 year period, i.e. the actual survey is undertaken in the first year, this report is then analysed, incorporating trends and areas of improvement in the second year through a comparative analysis report. Findings are communicated through reports to the Lekgotla on a 6-montly basis in general, however, in the context of this output, the findings of the report will be included in the report through the Action Workgroup to the Lekgotla in the first meeting following the release of the survey. The comparative report will be undertaken in the following year and targeted for reporting through the Provincial Planning Commission, preceding the August Lekgotla The first pilot survey was undertaken in December 2013 and the findings were presented to the Executive Council.To ensure effective sampling and report on the level of satisfaction with provincial government services. To determine the level of citizen satisfaction with government services in general, thereby indicating the effectiveness of governance systems and need for policy- and/or programme improvements on an on-going basis, at least every 2 years. The next survey was undertaken in 2015/16 and results communicated through an Executive Council meeting and the findings communicated through the media and Lekgotla in February 2016. The comparative report between what transpired in the 2013 report and 2015 report wil be analysed in 2016-17 in the form of a comparative report
		Source/collection of data	Records and reports from General Manager Macro Policy
		Verification	Progress reports on survey, sample documents from service provider/s
		Method of calculation	1 research report every 2 years to assess citizen perceptions
		Data limitations	Qualitative research based on perceptions has its own limitations
		Type of indicator	Output (Also Apex for PGDP)
		Calculation type	Non-cumulative
		Reporting cycle	Annually
		New indicator	No, used in 2015/16
		Desired performance	1 report on citizen satisfaction with provincial government services every 2 years
		Indicator responsibility	General Manager Strategic Planning, Research and Policy Coordination
	Enhanced strategic management in KZN Provincial Government	Indicator Title	**c) Number of provincial strategic planning alignment assessment reports**
		Short definition	Technical analysis reports on strategic plans for provincial departments and entities (5 year and APP) submitted for support and/or analysis
		Purpose/importance	To ensure effective planning and integration, as well as alignment with Government's Programme of Action (MTSF and KZN PGDP). Due to capacity constraints, 2nd drafts will be targeted as information on 1st drafts are limited. First draft and 3rd draft assessments will be targeted in the operational plan of the unit, but will also be subject to submission of the plans to the unit by Departments and/or entities.
		Source/collection of data	Reports supported by analysis memorandums/correspondence setting out findings and recommendations attached to drafts received from departments/units for inputs,
		Verification	Summative report on plans analysed supported by analysis memorandums/correspondence
		Method of calculation	Summative report on plans analysed supported by analysis memorandums/correspondence setting out findings and recommendations
		Data limitations	Difficult to project number of plans referred to unit for technical support, hence the unit will assess plans reci3ved from

			departments. Capacity constraints also limit the extent of analysis.
		Type of indicator	Output
		Calculation type	Non-cumulative
		Reporting cycle	Quarterly
		New indicator	No, used in 2015/16
		Desired performance	To conduct analysis on alignment of 100% of all plans received (new and revisions) by February each year. Consolidated Assessment report on KZN Provincial Departments 2nd draft strategic Plans and APP's of submitted to OTP, within 14 days of receipt.
		Indicator responsibility	General Manager Strategic Planning, Research and Policy Coordination
3.1	Enhanced strategic management in KZN Provincial Government	Indicator Title	**d) Assessment reports on the functionality of PGDP Action Workgroups**
		Short definition	A matrix has been developed to measure the functionality of the AWG in terms of meetings conducted, attendance and submission of the reports to Executive Council – The Matrix is approved by the PPC. An example is attached as "Annexure G" to the APP 2015/16. Eighteen Action workgroups have been established as the key strategic and operational interface of the plan and implementation. The terms of reference of the action workgroups are in the Operational Manual of the PGDP, obtainable from the Department or the PPC website. The functionality of these workgroups, therefore are critical in ensuring effective implementation, monitoring and review of the plan.
		Purpose/importance	To ensure the PGDP is dynamic and supported with a functional strategic and operational interface. Eighteen Action workgroups have been established as the key strategic and operational interface of the plan and implementation. The functionality of these workgroups, therefore are critical in ensuring effective implementation, monitoring and review of the plan. Continued support to the action work groups is required to ensure optimal implementation of the NDP through the PGDP. The Office of the Premier is currently monitoring the implementation of the Provincial Growth and Development Plan through submission of the monthly reports and quarterly reports of the departments and PGDP Work Groups to Executive Council Clusters, the Provincial Planning Commission and the M & E in the Office of the Premier.
		Source/collection of data	Report from the Planning Commission Secretariat
		Verification	Copies of report to the SGM responsible for the Planning Commission..Note that the report is in the form of the populated matrix, as approved by the PPC. The secretariat will confirm the latest matrix applicable for the year under review as approval might only be obtained from the PPC by the first quarter of the financial year, or prior to the assessment being performed.
		Method of calculation	Each report is counted after submission to the SGM. The Matrix calculates the functionality in terms of the KPA's for functionality and findings are contained in the report. Example attached – Annexure G – refer to the PPC secretariat to confirm latest approved matrix applicable for use to assess AWG's.
		Data limitations	Inputs and accuracy from work group convenors and participation by Departments
		Type of indicator	Output
		Calculation type	Non-cumulative
		Reporting cycle	6 monthly
		New indicator	Refined
		Desired performance	Report to the SGM by the end of January and end of July
		Indicator responsibility	SGM : Macro Policy and Strategic Management
3.1	Enhanced strategic management in KZN Provincial Government	Indicator Title	**e) Nerve centre reports**
		Short definition	Number of quarterly monitoring reports on status of the Nerve centre
		Purpose/importance	The system provides a coordination centre for all reports on government performance. Reports on utilization and system efficiencies will assist in appropriate improvements and effective implementation.
		Source/collection of data	Reports and records from General Manager Monitoring and Evaluation
		Verification	Reports and records can be drawn from the system and can be tested against infrastructure functionality.
		Method of calculation	Summative reports on system functionality, usage by departments, system updates, challenges and interventions to be covered. Progress assessment and reporting
		Data limitations	Inputs from stakeholders
		Type of indicator	Output

		Calculation type	Cumulative
		Reporting cycle	Quarterly report to MANCO
		New indicator	No, used in 2015/16
		Desired performance	System is 75% functional. Departments are linked to the system and training has been provided Quarterly reports to MANCO within 10 working days of the end of a Quarter.
		Indicator responsibility	General Manager Monitoring and Evaluation
3.1	Enhanced strategic management in KZN Provincial Government	Indicator Title	Number of Monitoring and/or evaluation reports on provincial government
		Short definition	Number of Monitoring and/or evaluation reports on provincial government performance: **f) Consolidated MPAT reports on Provincial Departments** **g) Consolidated report on MTSF outcomes** **h) PGDP and consolidated Action Workgroup Reports** **i) Front Line Service Delivery reports (FLSD)** **j) QPR assessment reports**
		Purpose/importance	To improve performance and accountability through quarterly reporting on KZN Provincial Government Programme of Action (14 MTSF Outcomes and the PGDP) (including Management of Performance Assessment Improvement plans (MPAT) for all Provincial Departments), Provincial Evaluation Plan and Citizen Based Monitoring, Frontline Service Delivery Programme (FLSD) and Evaluation Plan, and annual report).
		Source/collection of data	Hard copies of reports and/or electronic copies from the General Manager Monitoring and Evaluation
		Verification	Copies of reports tabled at MANCO; COHOD and or G&A Cluster; and/or hard copies of reports.
		Method of calculation	Count number of summative reports on performance for each of the following: • Consolidated MPAT Improvement reports of Provincial Departments (1 report on final findings for pervious cycle; 1 report on interim findings based on moderated scores – pre-appeal, based on the MPAT cycle • Consolidated report on MTSF outcomes • PGDP and consolidated Action Workgroup Reports • Front Line Service Delivery reports (FLSD) • QPR assessment report
		Data limitations	Inputs from departments and units affect quality. Also note that the number of departments that will be assessed also depends on whether departments submit the reports. In addition to this, some votes are in the process of being abolished. The Legislature is also in the process of developing its own financial prescripts which would could result in them not submitting their APP and Strategic Plans, also resulting in not submitting QPR's. the status of this at the time of preparing the 2015/2016 APP for OTP was not certain as the legislation to enable this has not been finalised. This specific matter is not within the control of the OTP
		Type of indicator	Output
		Calculation type	Non-cumulative
		Reporting cycle	Reports due on an annual basis will be 1 per year by June): This includes the refined indicator of Consolidated MTSF outcomes progress report which was reduced to an annual review due to capacity constraints 6-monthly reports are as follows: • Consolidated MPAT Improvement reports of Provincial Departments (1 report on final findings for pervious cycle; 1 report on interim findings based on moderated scores – pre-appeal, based on the MPAT cycle ; i.e one in the first quarter within 30 days of the final results being released by DPME; the second as a progress report on the interim findings (pre-ap[peals as defined in terms of the MPAT process), within 30 days of the receipt of the findings) • Front Line Service Delivery (FLSD) All Quarterly reports : 1 report per quarter, relating to matters on the preceding quarter, within 10 working days of the end of the quarter; i.e one each for: • PGDP and consolidated Action Workgroup Reports • Front Line Service Delivery reports (FLSD) • QPR assessment report
		New indicator	No, used in 2015/16, but indicator (g) re MTSF reports refined to the reduced target of 1 per year.

		Desired performance	Reports submitted within the required timeframes for reporting.
		Indicator responsibility	General Manager Monitoring and Evaluation
3.1	Enhanced strategic management in KZN Provincial Government	Indicator title	**k) Monitoring reports on service delivery improvement plans**
		Short definition	Number of 6-montlhy Service Delivery Improvement Plans (SDIP) implementation reports.
		Purpose/importance	To ensure effective and efficient service delivery by government
		Source/collection of data	Reports and records from Senior Manager Service Delivery Improvement
		Verification	Copy of reports, agendas of meetings, minutes, attendance registers and Approved service delivery plans
		Method of calculation	Summative report on service delivery improvement plans, and to include engagements, progress with reports, coupled with documentary proof as described for verification
		Data limitations	Nil
		Type of indicator	Output
		Calculation type	Cumulative
		Reporting cycle	Quarterly
		New indicator	No
		Desired performance	4 reports and effective service delivery plans for all departments and municipalities geared to improve service delivery in line with SDI. 1 report per quarter, relating to matters on the preceding quarter, within 10 working days of the end of the quarter
		Indicator responsibility	Senior Manager Service Delivery Improvement
3.1	Enhanced strategic management in KZN Provincial Government	Indicator title	**l) Batho Pele Compliance monitoring reports**
		Short definition	Number of quarterly reports on level of compliance with Batho Pele principles as reflected in the quarterly reports
		Purpose/importance	To ensure Batho Pele Principles are adopted and implemented consistently and effectively in provincial departments and municipalities for improved service delivery
		Source/collection of data	Hard copies of reports and/or electronic copies from the Senior Manager Service Delivery Improvement on Batho Pele compliance assessments
		Verification	Copies of reports and findings on Batho Pele compliance findings can be audited
		Method of calculation	Count number of summative reports reflecting findings on entities monitored, compliance findings, challenges, interventions and recommendations
		Data limitations	Nil
		Type of indicator	Output
		Calculation type	Non-cumulative
		Reporting cycle	Quarterly
		New indicator	No, used in 2015/16
		Desired performance	1 report per quarter; and improved levels of Batho Pele implementation at Provincial Departments and municipalities. 1 report per quarter, relating to matters on the preceding quarter, within 10 working days of the end of the quarter;
		Indicator responsibility	Senior Manager Service Delivery Improvement
Sub-Programme 2 : Premier's Priority Programmes : Unit : Stakeholder Management			
Strategic Objective		**Descriptor**	**Description**
3.2	Effective and efficient stakeholder engagement and empowerment	Indicator title	**a) Number of strategic partnership forum meetings with each sector**
		Short definition	Number of forum meetings with each strategic partnership sector
		Purpose/importance	To coordinate and engage with each sector at provincial level to maximise participation, mobilise support, and exchange of information. The forums provide a platform for the OTP to engage with stakeholders, especially non-governmental structures that provide strategic avenues for government social intervention programmes
		Source/collection of data	Agenda, attendance registers and minutes from the General Manager Stakeholder Engagement
		Verification	Copies (hard copy or electronic filing on IT systems) of agenda, attendance registers and minutes
		Method of calculation	Each forum is counted after being held. One forum per quarter for each of the following: 1) 1 x NGO 2) 1 x Business 3) 1 x Traditional Authorities 4) 1 x Religious sector
		Data limitations	Attendance by strategic partners/structures

		Type of indicator	Output
		Calculation type	Non-cumulative
		Reporting cycle	Quarterly
		New indicator	Refined
		Desired performance	1 forum per quarter per structure ((NGO's, business, youth structures, religious movements, Traditional Councils)
		Indicator responsibility	General Manager Stakeholder Engagement – Manager Strategic Partnerships
3.2	Effective and efficient stakeholder engagement and empowerment	Indicator title	**b) No. Workshops of stakeholders on PGDP Vision 2030**
		Short definition	No. Workshops of stakeholders on PGDP Vision 2030
		Purpose/importance	There is a need to consult and collaborate more meaningfully and openly with all stakeholders in policy and programme development, monitoring and evaluation and review to ensure effective and efficient delivery in all spheres of government within the province.
		Source/collection of data	Programme, reports and attendance registers from the General Manager Stakeholder Engagement
		Verification	Copies (hard copy or electronic filing on IT systems) of workshop agenda/programme, reports and attendance registers
		Method of calculation	Each workshop is counted after being held
		Data limitations	Attendance by strategic partners/structures
		Type of indicator	Output supporting (Stakeholders fully engaged on Vision 2030)
		Calculation type	Non-cumulative
		Reporting cycle	Quarterly
		New indicator	Refined
		Desired performance	1 summit per sector per year (total 5 per year)
		Indicator responsibility	General Manager Stakeholder Engagement – Manager Strategic Partnerships
3.2	Effective and efficient stakeholder engagement and empowerment	Indicator title	**c) Number of quarterly OSS provincial coordination and monitoring reports**
		Short definition	Number of quarterly OSS coordination and provincial monitoring reports
		Purpose/importance	To monitor and coordinate OSS interventions at Provincial level to ensure effective and efficient application of the service delivery tool.
		Source/collection of data	Records, agenda's and/or reports from the General Manager Stakeholder Engagement – Manager Strategic Partnerships
		Verification	Written reports with relevant minutes/agendas/reports and attendance registers (where relevant) signed off by the
		Method of calculation	Summative coordinated report on war room activities, challenges and interventions.
		Data limitations	Inputs from stakeholders.
		Type of indicator	Output
		Calculation type	Cumulative
		Reporting cycle	Quarterly report to MANCO
		New indicator	No, used in 2015/16
		Desired performance	4 Quarterly reports per year, within 2 weeks of the end of a quarter, to monitor and coordinate service delivery and social intervention projects of government through the war rooms. Reports to include updates on the functionality of the war rooms, especially in the PGDP priority intervention areas, indicated as red and orange zones in the 2014 PGDP. 1 report per quarter, relating to matters on the preceding quarter, within 10 working days of the end of the quarter.
		Indicator responsibility	General Manager Stakeholder Engagement – Manager Strategic Partnerships
3.2	Effective and efficient stakeholder engagement and empowerment	Indicator title	**d) Number of MRM coordination reports**
		Short definition	Number of quarterly reports on Moral Regeneration Programmes
		Purpose/importance	To facilitate morality within the society, ethical leadership and social cohesion, through civil society. The OTP is responsible for coordination and monitoring
		Source/collection of data	Records, agenda's and/or reports from the General Manager Stakeholder Engagement
		Verification	Written reports with relevant minutes/agendas/reports and attendance registers (where relevant) signed off by the General Manager Stakeholder Engagement
		Method of calculation	Summative coordinated report on Moral Regeneration Movement structures and activities, including summits. Report to include sectors, nature of interventions, structures, venue, date, attendees, significant value of engagement, challenges and interventions (if applicable).
		Data limitations	Inputs from stakeholders.

		Type of indicator	Output
		Calculation type	Cumulative
		Reporting cycle	Quarterly report to MANCO
		New indicator	No, used in 2015/16
		Desired performance	4 Quarterly reports per year, within 2 weeks of the end of a quarter. 1 report per quarter, relating to matters on the preceding quarter, within 10 working days of the end of the quarter.
		Indicator responsibility	General Manager Stakeholder Engagement
3.2	Effective and efficient stakeholder engagement and empowerment	Indicator title	**e) Number of youth development projects coordination reports**
		Short definition	Number of youth development project reports. A coordinated report on all youth projects/initiatives
		Purpose/importance	To create programmes for the youth to ensure effective engagement
		Source/collection of data	Project reports and records from Senior Manager Youth
		Verification	Project progress reports from Senior Manager
		Method of calculation	Summative report on project and programme initiatives, including progress against annual project plan and assessment of impact of programmes, challenges, interventions and recommendations
		Data limitations	Nil
		Type of indicator	Output
		Calculation type	Cumulative for the year
		Reporting cycle	Quarterly
		New indicator	Redefined
		Desired performance	4 Quarterly reports per year, within 2 weeks of the end of a quarter. 1 report per quarter, relating to matters on the preceding quarter, within 10 working days of the end of the quarter.
		Indicator responsibility	General Manager Youth Development
3.2	Effective and efficient stakeholder engagement and empowerment	Indicator title	**f) Number of quarterly monitoring reports on youth forums**
		Short definition	Number of quarterly monitoring reports on youth forums establishment and supported
		Purpose/importance	To create platforms to coordinate youth development forums and engage at Provincial level on youth development matters
		Source/collection of data	Copy of report signed by GM – youth, agendas and minutes
		Verification	Agenda's, minutes and attendance registers
		Method of calculation	Each meeting is counted after being held
		Data limitations	Nil
		Type of indicator	Non-cumulative
		Calculation type	Output
		Reporting cycle	Quarterly
		New indicator	Yes
		Desired performance	1 forum meeting per quarter, no later than the end of the quarter.
		Indicator responsibility	General Manager Youth Development
Sub-Programme 2 : Premier's Priority Programmes : Unit : Stakeholder Management			
Strategic Objective		**Descriptor**	**Description**
3.3.1	Priority Programmes coordination	Indicator Title	**a) Multi-sectorial intervention monitoring and coordination reports**
		Short definition	Consolidated multi-sectorial intervention monitoring and coordination report on HIV and Aids (note reports are done on the preceding year and/or quarter)
		Purpose/importance	To ensure interventions are monitored, integrated and coordinated. Reports are submitted on the period preceding the quarter/year in which the report is drafted.
		Source/collection of data	Quarterly reports and records from General Manager HIV and AIDS
		Verification	Copy of report
		Method of calculation	Summative reports on events, attendance and attendees
		Data limitations	(note reports are done on the preceding year and/or quarter)
		Type of indicator	Output
		Calculation type	Non-cumulative

		Reporting cycle	Quarterly
		New indicator	No
		Desired performance	4 Quarterly reports submitted to MANCO 10 days after the end of the quarter. 1 report per quarter, relating to matters on the preceding quarter, within 10 working days of the end of the quarter.. Reports to indicate sector interventions and PCA meetings supported
		Indicator responsibility	General Manager HIV and AIDS
3.3.1	Priority Programmes coordination	Indicator title	**b) Number of quarterly veteran support services coordination reports**
		Short definition	Number of quarterly monitoring and coordination reports on the Ex-combatants skills development and support service programme
		Purpose/importance	The purpose of the Monuments of Peace Programme is aimed at ensuring that opportunities for utilizing former combatants in the infrastructure service delivery are taken care of by Government Departments. The Office of the Premier and the Department of Education is supporting this programme.
		Source/collection of data	Records, lists of ex-combatants identified for training, and/or reports from the General Manager Priority Programmes
		Verification	Written reports with relevant, lists of ex-combatants identified for training, enrolment documentation from FET's, reports and attendance registers (where relevant, training results from FET) signed off by the General Manager : Priority Programmes
		Method of calculation	Summative coordinated report on ex-combatants trained and linked to practical skills training and development. Report to include sector, training programmes and results, challenges and interventions (if applicable).
		Data limitations	Inputs from stakeholders.
		Type of indicator	Output
		Calculation type	Cumulative
		Reporting cycle	Quarterly report to MANCO
		New indicator	Yes
		Desired performance	4 Quarterly reports per year, within 2 weeks of the end of a quarter, to indicate skills development success factors and challenges in relation to ex-combatants training and development. 1 report per quarter, relating to matters on the preceding quarter, within 10 working days of the end of the quarter.
		Indicator responsibility	General Manager Priority Programmes
3.3.1	Priority Programmes coordination	Indicator title	**c) Number of quarterly reports to the Premier on priority projects coordination**
		Short definition	Report on key strategic projects of strategic relevance to the (Inkululeko and Lluwamba Projects) and others that may be assigned by the Executive Council/Premier/DG).
		Purpose/importance	Reports provide a basis for performance monitoring. OTP's role is coordination. This is achieved through meetings and reports.
		Source/collection of data	Quarterly reports derived from project meetings and minute, and reports to indicate project progress against project milestones, challenges and interventions.
		Verification	1 report per quarter
		Method of calculation	Simple count of reports
		Data limitations	None
		Type of indicator	Output
		Calculation type	Cumulative
		Reporting cycle	Quarterly
		New indicator	Yes
		Desired performance	1 report on progress per quarter. Reports to include progress against project milestones and business plans, challenges, interventions and recommendations, meetings, resolutions and decision matrices
		Indicator responsibility	GM/SGM
3.3.2	Effective and Efficient implementation of PEMP	**Indicator title**	a) Number of quarterly coordination reports to Premier on PEMP implementation
		Short definition	These reports to provide progress on the implementation of the Poverty Eradication Master Plan. The Operationalisation of this plan is being facilitated by the Office of the Premier. The Master Plan is a specific document, approved by the Executive Council.
		Purpose/importance	The Premier instructed that the implementation of the PEMP be moved to the Office of the Premier and that the responsibility for this function be assigned to the Stakeholder Coordination Branch, and be directly supported by the

			Strategic Management Branch. The Premier also confirmed this arrangement in his 2015 Budget Speech delivered on 28 April 2015. This is also supported by Executive Council Resolution 109 taken on 1 April 201, and is incorporated under Programme 3 – Stakeholder Coordination. Reports provide a basis for performance monitoring. OTP's role is coordination. This is achieved through meetings and reports.
		Source/collection of data	Quarterly reports derived from project meetings and minute, and reports to indicate project progress against project milestones, challenges and interventions.
		Verification	1 report per quarter, to the Premier but at least signed off by the Senior General Manager, on route to the Premier,
		Method of calculation	Simple count of reports
		Data limitations	None
		Type of indicator	Output
		Calculation type	Cumulative
		Reporting cycle	Quarterly
		New indicator	Yes
		Desired performance	1 report on progress per quarter. Reports to include progress against project milestones and business plans, challenges, interventions and recommendations, meetings, resolutions and decision matrices. These reports wil also record progress son the establishment of Project coordination committees in priority areas. 1 report per quarter, relating to matters on the preceding quarter, within 10 working days of the end of the quarter.
		Indicator responsibility	GM/SGM
Sub-Programme 3 : King's Support and Royal Household			
Strategic Objective		**Descriptor**	**Description**
3.4	Effective and efficient support to His Majesty and the Royal Household	Indicator Title	**a) Quarterly reports on support services provided to His Majesty**
		Short definition	Quarterly reports on services rendered to his Majesty, and strictly in terms of the mandate of the Office of the Premier, in relation to these services, are to be submitted to EXCO to ensure all services are accounted for
		Purpose/importance	The reports are to include events supported as well as report against the implementation of the annual business plan envisaged as the S.O. Indicator (i) for S.O. 3.4, thus functioning also as a monitoring tool for the S.O indicator implementation.
		Source/collection of data	Reports from King's Support Service Unit . Reports to include all services provided and events facilitated – also noting that these should be identified in terms of the S.O indicator (i), and/or deviations to be fully motivated
		Verification	1 report per quarter
		Method of calculation	Simple count of reports
		Data limitations	None
		Type of indicator	Output
		Calculation type	Cumulative
		Reporting cycle	Quarterly
		New indicator	Yes
		Desired performance	1 report on progress per quarter. Reports to include progress against project milestones and business plans, challenges, interventions and recommendations, meetings, resolutions and decision matrices. 1 report per quarter, relating to matters on the preceding quarter, within 10 working days of the end of the quarter.
		Indicator responsibility	GM/SGM
3.4	Effective and efficient support to His Majesty and the Royal Household	Indicator Title	**b) RHHT quarterly monitoring reports Trust**
		Short definition	Royal Household Trust have to report monthly and quarterly on its functionality.
		Purpose/importance	This indicator intends to show whether Royal Household Trust is functioning properly and whether it is delivering on its mandate.
		Source/collection of data	Reports from Royal Household Trust.
		Verification	Performance audits by M&E.
		Method of calculation	A progress report produce per quarter which include financial information and performance information is counted as one report.
		Data limitations	n/a
		Type of indicator	Quantitative
		Calculation type	Non-cumulative

		Reporting cycle	Quarterly
		New indicator	n/a
		Desired performance	4 Quarterly reports per year detailing the implementation of the Council Business Plans. Reports to be completed within 10 working days after the end of each quarter, and reflect progress on matters on the previous quarter.
		Indicator responsibility	Chief Directorate: Royal Household
3.4	Effective and efficient support to His Majesty and the Royal Household	Indicator Title	**c) RHHT Annual Performance Plan assessment report**
		Short definition	Technical analysis reports on strategic plans (5 year and APP) of the RHHT
		Purpose/importance	To ensure effective planning and integration, as well as alignment with Government's Programme of Action (MTSF and KZN PGDP). OTP needs to assess the APP's of its entity prior to tabling and transfer of funds
		Source/collection of data	Correspondence with the entity providing a brief analysis, findings and recommendations
		Verification	Report/correspondence with entity on plans analysed supported by analysis memorandums/correspondence
		Method of calculation	Summative report on plans analysed supported by analysis memorandums/correspondence setting out findings and recommendations
		Data limitations	Difficult to project number of polices referred to unit for technical support
		Type of indicator	Output
		Calculation type	Non-cumulative
		Reporting cycle	Annual
		New indicator	Yes
		Desired performance	To conduct analysis on alignment of entity all plans by February each year.
		Indicator responsibility	Chief Directorate: Royal Household
Sub-Programme 4 : Heritage			
Strategic Objective		**Descriptor**	**Description**
3.5	Community awareness and engagement on the protection of heritage resources	Indicator title	**a) Number of community heritage awareness campaigns**
		Short definition	Measures the number structured community engagements with the community to create awareness of heritage resources in the Province, coordination of heritage management and promotion platforms aimed at profiling heritage resources through the community engagement.
		Purpose/importance	To improve awareness of heritage matters. This will assists also with the identification and identification and profiling of resources, whilst also facilitating effective and efficient utilisation of heritage resources and protection thereof, and contribute towards increased knowledge management and coordination.
		Source/collection of data	Agendas/Programmes and minutes from General Manager Heritage
		Verification	Programmes, Agenda's, minutes and attendance registers
		Method of calculation	Each session is counted after being held
		Data limitations	Nil
		Type of indicator	Non-cumulative
		Calculation type	Output
		Reporting cycle	Quarterly
		New indicator	Refined
		Desired performance	3 heritage community awareness sessions with communities throughout the Province, targeting sessions in different districts (as per the local government demarcation of districts in the Province), t events per quarter, by the end of each quarter, i.e.:11 x community capacity building sessions coordinated by the end of the financial year .
		Indicator responsibility	General Manager Heritage
3.5	Community awareness and engagement on the protection of heritage resources	Indicator title	**b) Number of Heritage Coordination forums**
		Short definition	Measures coordination of heritage management, awareness and promotion through the establishment of district heritage forums, as required in terms of the KZN Heritage act no 4 of 2008.
		Purpose/importance	To facilitate and ensure effective and efficient utilisation of resources and coordination of heritage engagements to increase knowledge management heritage within the communities. However it is also a legislative requirement for the district forums to be established. 3 Forums have been established throughout KZN to date. Given the reduction if funds, the target has been amended to ensure at least one new forum be established in the remaining 8, one of which includes the Metro (eThekwini). Functionality will be demonstrated through the first meeting of the forum, hence minutes and the agenda to be used as the source of evidence. The establishment of such district forums are legislated by the very same

			Heritage Act and its Regulations.
		Source/collection of data	Agendas/Programmes and minutes from General Manager Heritage
		Verification	Agenda's, minutes and attendance registers
		Method of calculation	Each meeting is counted after being held
		Data limitations	Nil
		Type of indicator	Non-cumulative
		Calculation type	Output
		Reporting cycle	Annual (changed from quarterly due to capacity constraints and preparation for the Heritage institute)
		New indicator	No, refined from 2015/16
		Desired performance	1 coordination and engagement forum meeting per quarter, starting from the 3rd quarter in 2015/16 due to capacity constraints, i.e. 2 heritage coordination forum meetings, thereafter 4 per year, i.e.: 4 x quarterly forum meetings; depending on attendance and purpose of engagements. These are with the districts (districts are defines as per the municipal demarcation of 10 districts in KZN and 1 Metro).
		Indicator responsibility	General Manager Heritage
3.5	Community awareness and engagement on the protection of heritage resources	Indicator title	**c) Heritage infrastructure : monuments or memorials**
		Short definition	Measures heritage infrastructure through: Number of monuments or memorials erected. These are determined through profiling events and research reports.
		Purpose/importance	To ensure visible recognition of heritage matters, contributing to social cohesion. These symbols are tools to assist with the cultural and spiritual bonds that are embedded in the social and spiritual wellbeing of our citizens.
		Source/collection of data	Records and reports from General Manager Heritage. A database was developed in 2013 of all neglected sites and interventions required in KZN through research conducted by experts (e.g Prof Mapalala). The record is kept by the heritage unit and serve as the base for identifying the sites to be marked or where memorials are required. This is updated through the heritage awareness and profiling that occurs on an ongoing basis, but also through research commissioned, pending the availability of funds.
		Verification	Photographs, physical inspections, Satellite Images
		Method of calculation	Simple count of infrastructure and recorded as monument or memorial erected.
		Data limitations	Nil
		Type of indicator	Output
		Calculation type	Non-cumulative
		Reporting cycle	Quarterly
		New indicator	No
		Desired performance	Infrastructure delivery in accordance with scope of works and specification
		Indicator responsibility	General Manager : Heritage
3.5	Community awareness and engagement on the protection of heritage resources	Indicator title	**d) Heritage markers (Previously recorded as tombstones)**
		Short definition	Measures heritage infrastructure through: Number of tombstones erected. These are determined through profiling events and research reports. These serve as markers of grave sites of historical significance. These could take the form of tomb stones where the perimeter of the site is still intact, but could also be a stone heritage markers where the perimeter is not clearly demarcated. Note that only those graves categorised as Category 2, in terms of the National Heritage Resources Act are targeted. In terms of practice, tombstone are typically place where the perimeter is still discernable, failing which a stone pile with a plaque describing the grave and its importance is used.
		Purpose/importance	To ensure visible recognition of heritage matters, contributing to social cohesion. These symbols are tools to assist with the cultural and spiritual bonds that are embedded in the social and spiritual wellbeing of our citizens
		Source/collection of data	Records and reports from General Manager Heritage. It is important to note that financial influence the setting of targets. A database was developed in 2013 of all neglected sites and interventions required in KZN through research conducted by experts (e.g Prof Mapalala). The record is kept by the heritage unit and serve as the base for identifying the sites to be marked or where memorials are required. This is updated through the heritage awareness and profiling that occurs on an ongoing basis, but also through research commissioned, pending the availability of funds.
		Verification	Photographs, physical inspections, Satellite Images a database of photographs and GPS coordinates is available form the unit to assist with verification noting that some areas are really reference point driven, hence the use of GPS

			technology
		Method of calculation	Simple count of infrastructure and recorded grave or burial ground conserved and tombstones erected.
		Data limitations	Nil
		Type of indicator	Output
		Calculation type	Non-cumulative
		Reporting cycle	Quarterly
		New indicator	No
		Desired performance	Infrastructure delivery in accordance with scope of works and specification of each project
		Indicator responsibility	General Manager : Heritage
3.5	Community awareness and engagement on the protection of heritage resources	Indicator title	**e) Number of Amafa monitoring reports**
		Short definition	Measures progress on the entity's performance against its business plan through quarterly progress reports.
		Purpose/importance	To monitor progress on Amafa interventions to ensure proper oversight.
		Source/collection of data	Records and reports from senior General Manager - Heritage
		Verification	Proof of reports/progress on developments against plan.
		Method of calculation	Summative coordinated report against the Councils business plan outputs
		Data limitations	Nil
		Type of indicator	Output
		Calculation type	Non-cumulative
		Reporting cycle	Quarterly
		New indicator	Refined
		Desired performance	4 quarterly reports per year detailing the implementation of the Council Business Plans. Reports to be completed within 10 working days after the end of each quarter. 1 report per quarter, relating to matters on the preceding quarter, within 10 working days of the end of the quarter.
		Indicator responsibility	General Manager Heritage
3.5	Community awareness and engagement on the protection of heritage resources	Indicator title	**f) AMAFA Annual Performance Plan assessment report**
		Short definition	Technical analysis reports on strategic plans (5 year and APP) of AMAFA
		Purpose/importance	To ensure effective planning and integration, as well as alignment with Government's Programme of Action (MTSF and KZN PGDP). OTP needs to assess the APP's of its entity prior to tabling and transfer of funds
		Source/collection of data	Correspondence with the entity providing a brief analysis, findings and recommendations
		Verification	Report/correspondence with entity on plans analysed supported by analysis memorandums/correspondence
		Method of calculation	Summative report on plans analysed supported by analysis memorandums/correspondence setting out findings and recommendations
		Data limitations	Timely preparation and submission of business plan by the Board.
		Type of indicator	Output
		Calculation type	Non-cumulative
		Reporting cycle	Annual
		New indicator	Yes
		Desired performance	To conduct analysis on alignment of entity's Annual Performance plan by 10 February each year.
		Indicator responsibility	General Manager Heritage
Strategic Objective		**Descriptor**	**Description**

ANNEXURE G : ADDITIONAL MEASUREMENT TOOLS

SO 1.1

premier
Office Of The Premier
PROVINCE OF KWAZULU-NATAL

APP PERFORMANCE RATING	Score Key		
Department: Office of the Premier :		1	Extremely Poor
Performance		2	Poor
Assessment Rating Calculator		3	Satisfactory
		4	Good
		5	Exceptional, above expectation

Name: **PREMIER SUPPORT - ADMINISTRATIVE SERVICES**

Cycle:

KRA	Weight	Rating	Score
Effective overall administrative support services to the Spousal Office	10%		0
Effective mangement of fundraising initiatives	10%		0
Professional speech writing services rendered	5%		0
Effective and Efficient secretariat services to SAWID	10%		0
Household Management (Park side)	20%		0
Management of Premier's correspondence	25%		0
Registry services	10%		
IT services	10%		0
FINAL SCORE	100%		0

Comments:

Assessed by : Print Name : _____

_____
Signed Date: _____

SO 1.1

premier
Office Of The Premier
PROVINCE OF KWAZULU-NATAL

APP PERFORMANCE RATING	Score Key		
Department: Office of the Premier :		1	Extremely Poor
Performance		2	Poor
Assessment Rating Calculator		3	Satisfactory
		4	Good
		5	Exceptional, above expectation

Name: **Parliamentary Services and Diary Management**

Cycle:

KRA	Weight	Rating	Score
Effective overall parliamentary support service	10%		0
Secretariat and logistical support	10%		0
Facilitation of forward planning	5%		0
Facilitation of effiecient and effective tracking and implmentation	20%		0
Premier's diary Management	20%		0
Management of Premier's correspondence	25%		0
Drafting of responses	10%		
FINAL SCORE	100%		0

Comments:

Assessed by : Print Name : _____

_____
Signed Date: _____

2.1 Matrix tool for 6 monthly reports

SO 2.1 Indicator (o) - ICT assessment tool

Deliverables per phase have been defined in the following documents:

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

The above documents can be accessed from the DPSA website.

The deliverables per phase have been extracted from the above documents and listed in a Table form – as per the spreadsheet

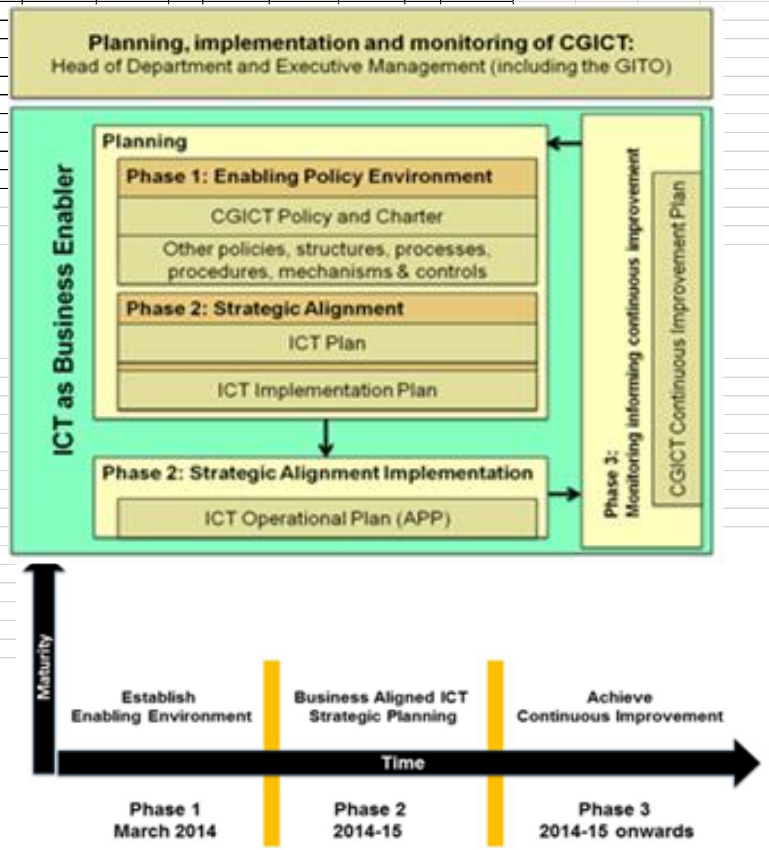
Departments are requested to self-assess their progress per phase using the "Departmental status" tab.

The AG will confirm the progress per phase independently based on audits performed to date.

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

KEY:	C	Complete
	IP	In Progress

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



SO 2.4 Indicator (f): Fraud and corruption reports

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

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

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

SO 2.5 Indicator (c)

HUMAN RIGHTS CALENDAR DATES

First Quarter 1. 10 May 2015: Mothers' Day (obo Spousal Office) 2. 01 June 2015: International Children's Day	Third Quarter 3. 01 October 2015: International Senior Citizen's Day 4. 1st Week of November 2015: National Children's Day – 5. 25 November 2015: 16 Days of Activism Campaign Launch 6. 03 December 2015: Intern Day for Persons with Disabilities 7. 10 December 2015: International Human Rights Day (suspended due to cost cutting)
Second Quarter 8. 31 July 2015: Pan African Women's Day (suspended due to cost cutting) 9. July 2015: Men's Imbizo/ Dialogue 10. 09 August 2015: National Women's Day	Fourth Quarter 11. 08 March 2016: International Women's Day (obo spousal Office) 12. 21 March 2016: National Human Rights Day

NB: The dates might be postponed to other dates, however the events will be held.

S.O. 3.1

ACTION WORKGROUP FUNCTIONALITY MATRIX ASSESSMENT TOOL

KPA	Indicator	Score	Max Score	AWG17	
Meetings Conducted	At Least 1 meeting per quarter	10	10	10	
Attendance at meetings ('* score for relevant level of attendance only)	*80% attendance by departmental members (at least 1 per department) *60-79% attendance by departmental representatives (at least 1 per relevant department) NGO representation on workgroup attends at least 2 meetings per year	*20 *10 10	20 10	10	67%
Reporting	Quarterly reports submitted to the Technical Cluster	40	40	40	
	Evidence of regular updating of information by 80% of the departments	20	20	20	
		100	100	80	

Score of 80 = functional

Note that this tool is an example of the template used in 2015/16. It is updated annually in consultation with the Planning Commission