

# STRATEGIC PLAN



2025/30

 KZN Provincial Government  @kzngov  kzngov



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



**Inspiring** New Hope

## Executive Authority Statement



The 7th Administration which I am honoured to lead in KwaZulu-Natal, comes at a very crucial time in the history of our country. Recent events have reordered the global political terrain as we have known it since the end of the Second World War. This has led to a multipolar world that is full of economic and political uncertainties. These international developments bring to an even sharper focus the reality of our fiscal constraints which emanate from our country's stuttering economic growth. Among the first major commitments we have made to the people of KwaZulu-Natal is that our Provincial Government of Unity will be driven by prudent financial discipline, and the management of every rand appropriately in pursuit of inclusive economic growth.

Our Strategic Plan 2025-2030 focuses KwaZulu-Natal on the key priorities that will guide our Provincial Programme of Action which are:

- Inclusive growth and job creation;
- Reduce poverty and tackle the high cost of living;
- Build a capable, ethical and developmental state.

The above-mentioned focal areas are further implemented through the Provincial Growth and Development Plan (PGDS/P), which serves as the provincial tool for executing the National Development Plan (NDP) and MTDP.

All our departments and agencies will over the next five years balance the much-needed cost containment exercise while ensuring not to compromise our developmental imperatives. The next five years the Office of the Premier will lead KwaZulu-Natal in the roll out of our service delivery programme, making a meaningful and lasting impact in the lives especially of the poor and the most vulnerable.

Investment in key sectors of the economy such as in infrastructure development across our province will stimulate growth and crowd in the private sector to work in partnership with us to build a better KwaZulu-Natal. Among these the province will deliver data and digital technologies to address modern challenges, as our administration recognises that the digital economy is an enabler and pillar of future prosperity. Several projects will be rolled out together with the private sector to foster creativity, technological advancement, and entrepreneurship in the ICT sector. Over the coming five years we will target crime, especially Gender Based Violence murder, rape and home invasions, reduce unemployment, and the number of citizens living below the food poverty line thus narrowing wealth inequality. This will not be achieved without the close involvement of traditional leadership led by His Majesty King Misuzulu kaZwelithini and local government, both of which are closest to every one of our fellow residents of KwaZulu-Natal.

To achieve our goal of prosperity for all, we expect honest and hard work from every public servant, providing a conducive environment for the private sector to contribute and for individuals to thrive.

May I use this opportunity to invite all the stakeholders, all spheres of government, business, our communities, the faith-based organisations, non- governmental organisations and traditional leadership to partner with us in this project of building KwaZulu-Natal and continuing to inspire new hope for all.

I hereby present the five-year Strategic Plan of the KwaZulu-Natal Office of the Premier for 2025-2030.

Mr TA Ntuli   
Honourable Premier: KwaZulu-Natal

Date 31/3/2025

## Accounting Officer Statement



As we embark on the implementation of the Strategic Plan (2025 – 2030), the KwaZulu-Natal Office of the Premier reaffirms its commitment to fostering a transformed, innovative, capable, ethical, and developmental provincial government. Our high-level objectives are aligned with the province's Medium-Term Development Plan (MTDP) 2024-2029 and the Provincial Growth and Development Plan (PGDP), ensuring effective governance and service delivery that meets the needs of all citizens.

As the highest coordinating Office in the province, we will lead and guide interventions that enhance intergovernmental relations, policy coherence, and strategic leadership across all departments. We remain dedicated to strengthening governance and accountability by ensuring the efficient functioning of the Executive Council Cluster System, maintaining clean audit outcomes, and reinforcing ethical conduct through the implementation of the Provincial Anti-Fraud and Corruption Plan.

A key focus over the next five years will be the enhancement of evidence-informed service delivery through integrated service monitoring systems centered on human rights. The Reviewed Digital Transformation Strategy will drive the modernization of government operations, ensuring efficiency and accessibility in public service delivery. Additionally, the province will continue hosting District Development Model (DDM) engagements to foster multi-sectoral collaboration and strengthen participatory governance.

Our commitment to social inclusion remains unwavering. The Office will enhance stakeholder engagement by fostering sustainable social dialogues, mainstreaming vulnerable groups, and championing gender equality. This includes the continued fight against Gender-Based Violence and Femicide (GBVF), the empowerment of youth, women, persons with disabilities, and senior citizens, and the coordination of HIV and AIDS, TB, and STI response programs.

Despite economic and resource constraints, the Office of the Premier will leverage partnerships with private and public sector stakeholders to drive sustainable development and service delivery. Economic transformation and job creation will remain a priority, particularly through initiatives aimed at youth employment, skills development, and infrastructure investment.

The implementation of the Professionalisation of the Public Service Framework will be a cornerstone in ensuring a capable and ethical provincial administration. Through targeted interventions, we will promote merit-based recruitment, ongoing skills development, and adherence to the highest governance standards.

While planning provides the blueprint, execution determines success. We remain committed to "inspiring new hope" by monitoring the quality of service provision across the province, ensuring that our interventions yield tangible benefits for all communities. The KwaZulu-Natal Office of the Premier stands ready to lead with purpose, integrity, and accountability, driving impactful change for a prosperous and inclusive province.

A handwritten signature in black ink, appearing to read 'Nonhlanhla O. Mkhize'.

**Dr Nonhlanhla O. Mkhize**  
**Director-General**

**Date : 20/03/2025**

## Official Sign-Off

It is hereby certified that this Five (5) Year Strategic Plan:

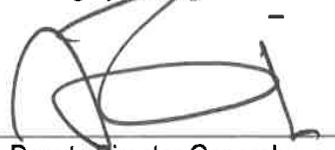
- Was developed by the management of the KwaZulu-Natal Office of the Premier under the guidance of the Honourable Premier: Mr TA Ntuli.
- Considers all relevant policies, legislation and other mandates for which the Office of the Premier is responsible.
- Accurately reflects the impact and outcomes which the Office of the Premier will endeavour to achieve over the period 2025 – 2030.

Signature:   
Dr NI Ndlóvu: Head Official Responsible for Planning.  
Acting Deputy Director-General: Stakeholder Coordination

Date: 20/3/2025

Signature:   
Mr NG Zulu: Deputy Director-General: Institutional  
Development and Integrity Management

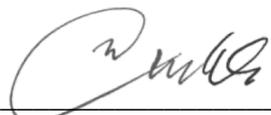
Date: 20/3/2025

Signature:   
Mr S Ngubane: Deputy Director-General:  
Corporate Services

Date: 20/03/2025

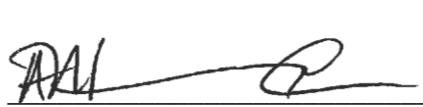
Signature:   
Mr N Hlengwa: Acting Chief Financial Officer

Date: 20/3/2025

Signature:   
Dr Nonhlanhla O. Mkhize: Director-General

Date: 20/03/2026

Approved by:

Signature:   
Mr TA Ntuli  
Honourable Premier: KwaZulu-Natal

Date: 31/3/2025

## Abbreviations and Acronyms

AI	Artificial Intelligence
AG	Auditor General
AIDS	Acquired Immunodeficiency Syndrome
APP	Annual Performance Plan
ANC	African National Congress
AWGs	Action Work Groups
BPP	Batho Pele Principles
BRICSA	Brazil, Russia, India, China, and South Africa
CARC	Cluster Audit and Risk Committee
CPs	Cluster Plans
COGTA	Department of Cooperative Governance and Traditional Affairs
CSIR	Council for Science, Innovation and Research
COHOD	Committee of Heads of Department
COVID-19	Coronavirus Disease 2019
DA	Democratic Alliance
DDM	District Development Model
DBSA	Development Bank of South Africa
DCOG	National Department of Cooperative Governance
DG	Director-General
DIRCO	Department of International Relations and Cooperation
DPME	Department of Planning, Monitoring and Evaluation
DPSA	Department of Public Service and Administration
DPW	Department of Public Works
DSD	Department of Social Development
DSAC	Department of Sport, Art and Culture
DTS	Digital Transformation Strategy
DWYPD	Department of Women, Youth and Persons with Disabilities
EDTEA	Economic Development Tourism and Environmental Affairs
ECD	Early Childhood Development
ESIEID	Economic Sectors, Investment, Employment and Infrastructure Development
EEP	Employment Equity Plan
ENE	Estimates of National Expenditure
EPRE	Estimates of Provincial Revenue and Expenditure
ERRP	Economic Reconstruction and Recovery Plan
ESRSDF	Eastern Seaboard Regional Spatial Development Framework
EXCO	Executive Committee
FLSD	Front Line Service Delivery
FTE	Full Time Equivalence
4IR and 5IR	Fourth and Fifth Industrial Revolutions
GIS	Geographic Information System
GBV	Gender-Based Violence
GRPBMEAF	Gender Responsive Planning, Budgeting, Monitoring, Evaluation and Auditing Framework
GBVF	Gender-Based Violence and Femicide
GCIS	Government Communication and Information System
GDP	Gross Domestic Product

GNU	Government of National Unity
GPU	Government of Provincial Unity
GSCID	Governance, State Capacity and Institutional Development
GDCSC	Gender Disability Children Senior Citizens
GVA	Gross Value Added
HIV	Human Immunodeficiency Virus
HODs	Heads of Departments
HRDC	Human Resource Development Council
HRDS	Human Resource Development Strategy
HRM	Human Resource Management
ICT	Information and Communication Technology
IDP	Inkululeko Development Project
IDPs	Integrated Development Plans
IEC	Independent Electoral Commission
IFP	Inkatha Freedom Party
IGR	Intergovernmental Relations
IMR	Infant Mortality Rate
IRS	International Relations Strategy
ISA	Infrastructure South Africa
ISP	Internet Service Provider
ITC	Information Technology and Communication
JMS	Junior Management Services
KZN	KwaZulu-Natal
LR	Labour Relations
LGBTQ+	Lesbian, Gay, Bisexual, Transgender, and Queer
LGBTQIA+	Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, Asexual
MECs	Members of the Executive Council
M and E	Monitoring and Evaluation
MDIPs	Multi-sectoral District Implementation Plans
MISS	Minimum Information Security Standards
MK	uMkhonto weSizwe
MKI	Moses Kotane Institute
MMS	Middle Management Services
MMR	Maternal Mortality Ratio
MoU	Memorandum of Understanding
MRM	Moral Regeneration Movement
MTDP	Medium Term Development Plan
MTEF	Medium-Term Expenditure Framework
NA	National Assembly
NACS	National Anti-Corruption Strategy
NASP	National Annual Strategic Plan
NEPF	National Evaluation Policy Framework
NES	National Evaluation Strategy
NYDA	National Youth Development Agency
NEPF	National Evaluation Policy Framework
NDP	National Development Plan 2030
NDIP	National Development Implementation Plan
NGO	Non-Governmental Organisation

NPA	National Prosecuting Authority
NPO	Non-Profit Organisation
NSG	National School of Governance
NSNP	National School Nutrition Programme
ODA	Overseas Donor Assistance
OPA	Opening of Parliament Address
OSS	Operation Sukuma Sakhe
OTP	Office of the Premier
PA	Patriotic Alliance
PCA	Provincial Council on HIV and AIDS
PCF	Premier's Co-ordinating Forum
PEC	Provincial Executive Council
PEHWS	Provincial Employee Health and Wellness Strategy
PEP	Provincial Evaluation Plan
PFGWMES	Policy Framework for the Government-Wide Monitoring and Evaluation System
PFMA	Public Finance Management Act
PGDP	Provincial Growth and Development Plan
PGDS	Provincial Growth and Development Strategy
PGITO	Provincial Government Information and Technology Office
PGU	Provincial Government of Unity
PIP	Provincial Implementation Plan
PIYDS	Provincial Integrated Youth Development Strategy
POA	Programme of Action
POPCRU	Police and Prisons Civil Rights Union
PPSTA	Provincial Public Service Training Academy
PPC	Provincial Planning Commission
PCF	Premiers Portfolio Committee
PSDF	Provincial Spatial Development Framework
PSA	Public Service Act
PSWMW	Public Service Women Management Week
PT	Provincial Treasury
PWDs	Persons with Disabilities
QPR	Quarterly Performance Review
RASET	Radical Agrarian Socio-Economic Transformation
RET	Radical Economic Transformation
RMTSF	Revised Medium Terms Strategic Framework
SARS	South African Revenue Services
SAPS	South African Police Services
SCM	Supply Chain Management
SCMRS	Social Cohesion and Moral Regeneration Strategy
SCOPA	Standing Committte on Public Account
SDIP	Service Delivery Improvement Plan
SEIAS	Social Economic Impact Assessment System
SIP	Strategic Implementation Plan
SIU	Special Investigating Unit
SITA	State Information Technology Agency
SP	Strategic Plan

SMMEs	Small Medium Micro Enterprises
SMC	Strategic Management Committee
SMS	Senior Management Services
SPLUMA	Spatial Planning and Land Use Management Act
SONA	State of Nation Address
SOPA	State of Province Address
SOPs	Standard Operating Procedures
StatsSA	Statistics South Africa
STIs	Sexually Transmitted Infections
TB	Tuberculosis
TOR	Terms of Reference
TPCF	Technical Premier's Co-ordinating Forum
YDS	Youth Development Strategy
YEF	Youth Empowerment Fund

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## Part A: Our Mandate

The Office of the Premier is different from other departments in that it has limited direct service delivery interventions, its main responsibility is to lead and guide interventions. It is the highest office in the Province with a coordinating, planning, monitoring and evaluation function. It bridges the gap between the provincial departments, Department of Public Service Administration and Department of Planning, Monitoring and Evaluation and provides strategic leadership and direction to provincial departments.

- **Leadership and Governance:** The OTP's mandate is to provide strategic leadership and governance across all provincial departments and entities, ensuring compliance with national and provincial laws. This includes ensuring adherence to the Constitution of South Africa, particularly Sections 125-127, which outline the Honourable Premier's Executive Authority, the Executive Council's role, and the Premier's powers to direct government operations. It also oversees the implementation of government programs and ensures that departments follow the governance principles outlined in Section 195 of the Constitution, which governs public administration.
- **Coordination Across Government Spheres.** The OTP fosters intergovernmental relations and ensures the seamless coordination of provincial, national, and local government actions. This role involves leading the integration of planning cycles and policies across various government spheres, as mandated by Section 41 of the Constitution, which requires cooperation between national, provincial, and local governments. It also involves managing intergovernmental frameworks such as the District Development Model (DDM) and Operation Sukuma Sakhe (OSS) to enhance the effectiveness of provincial service delivery.
- **Policy Development and Implementation:** The core responsibility of the OTP is to coordinate the development and implementation of provincial policies. This includes aligning provincial policies with national objectives as mandated by Section 139 of the Constitution, which gives provinces the authority to implement national policies at a local level. Overseeing the development and execution of the Provincial Growth and Development Plans (PGDP), which drives socio-economic development in alignment with national goals.
- **Monitoring and Evaluation.** The OTP has a legal mandate to ensure the monitoring and evaluation of service delivery across provincial departments. This includes Monitoring compliance with legislation and government priorities to ensure that services are delivered efficiently, as outlined in Section 133 of the Constitution, which mandates the accountability of the Executive Council to the Premier. Ensuring departments meet their performance goals and service delivery targets, in line with the province's responsibilities under the Public Finance Management Act (PFMA) and other regulatory frameworks.
- **Capacity Building and Institutional Support:** The OTP is responsible for building capacity within provincial departments to ensure they can effectively implement government priorities. This includes supporting and developing the skills and capabilities of government officials in line with the requirements of Section 197 of the

Constitution, which governs the organisation and management of the public service. Providing institutional support to enhance collaboration between the political leadership and administrative structures ensures the smooth execution of provincial priorities.

## 1. Constitutional Mandate

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

<b>Constitution of the Republic of South Africa, 1996</b>	
<b>Section</b>	<b>Description</b>
125. Executive authority of provinces	<p>The executive authority of a province is vested in the Premier of that province. The section provides for the Premier exercising the executive authority, together with the Executive Council, in the Province by:</p> <ul style="list-style-type: none"> <li>• Implementing national and provincial legislation;</li> <li>• Implementing all national legislation within the functional areas;</li> <li>• Administering national legislation falling outside legislative competence assigned to province;</li> <li>• Developing and implementing provincial policy;</li> <li>• Co-ordinating functions of the provincial administration and its departments;</li> <li>• Preparing and initiating provincial legislation; and</li> <li>• Performing any other function assigned to the provincial executive.</li> </ul>
126. Assignment of functions	<p>A member of the Executive Council of a province may assign any power or function that is to be exercised or performed in terms of an Act of Parliament or a provincial Act, to a Municipal Council.</p>
127. Powers and functions of Premiers	<p>The following functions are assigned to the Premier specifically:</p> <ul style="list-style-type: none"> <li>• Assenting to and signing Bills;</li> <li>• Referring Bill back to legislature for reconsideration of Bill's constitutionality;</li> <li>• Referring Bill to Constitutional Court for a decision on the Bill's constitutionality;</li> <li>• Summoning the legislature to an extraordinary sitting to conduct special business;</li> <li>• Appointing commissions of inquiry; and</li> <li>• Calling a referendum in the province in accordance with national legislation.</li> </ul>
132. Executive Councils	<ul style="list-style-type: none"> <li>• The Executive Council of a Province consists of the Premier, as head of the Council, no fewer than five and no more than ten Members appointed by the Premier from among Members of the Provincial Legislature.</li> <li>• The Premier of a Province appoints Members of the Executive Council (MECs), assigns powers and functions, and may dismiss them.</li> </ul>

Constitution of the Republic of South Africa, 1996	
Section	Description
195. Basic values and principles governing public administration	Defines the values and ethics of the public administration, including ethical standards, sound resource management, development orientation, impartiality, people centred development and policy making.
197. Public Service	Within public administration, public service Provincial governments are responsible for the recruitment, appointment, promotion, transfer and dismissal of members of the public service in their administrations within a framework of uniform norms and standards applying to the public service.
212. Traditional Leaders	The recognition and continued existence of Traditional Leaders, institutions and customary law.

## 2. Legislative and Policy Mandates

### 2.1. Legislative Mandates

Whilst the key mandates are derived directly from the Constitution, and the department is subject to all laws, the mandates are further enhanced by the following legislation:

Legislation	Description
Public Service Act, 1994 and Public Service Regulations, 2023	<p><b>The Premier has the following functions:</b></p> <ul style="list-style-type: none"> <li>• Create or abolish departments;</li> <li>• Determines functions of provincial departments;</li> <li>• Appoints and manages HOD's;</li> <li>• As executing authority exercise competencies and responsibilities regarding the internal organization of the department;</li> <li>• Establishment of the department; and</li> <li>• Human resource management of officials and employees, which are assigned to him under the Act.</li> </ul> <p><b>The Director-General has the following responsibilities:</b></p> <ul style="list-style-type: none"> <li>• Secretary to the Executive Council;</li> <li>• Intergovernmental relations between departments, local government and national government;</li> <li>• Co-ordinating conduct and legislation;</li> <li>• Strategic direction to the Provincial Administration;</li> <li>• Functions and organizational arrangements;</li> <li>• Employment, training, human resource management;</li> <li>• Salaries and conditions of service;</li> <li>• Labour relations;</li> <li>• Information management and technology; and</li> <li>• Transformation and reform.</li> </ul>
Public Service Regulations Amendment 2023	Public Service Regulations regulates the designation and appointment of ethics officers in departments, ethics risk assessments, conducting of financial disclosures, and establishing of

Legislation	Description
	ethics committees to enhance good governance and promote ethical behavior.
Public Administration Management Act 11 of 2014	To promote the basic values and principles governing public administration referred to in section 195(1) of the Constitution.
Public Finance Management Act, 1999 and Treasury Regulations, 2001, and 2005, as amended in 2007	<p><b>The Premier must:</b></p> <ul style="list-style-type: none"> <li>• Ensure that execution of statutory functions take place within available funds;</li> <li>• Exercise control of public entities to ensure that it complies with the Act; and</li> <li>• Table financial and disciplinary information to the provincial legislature.</li> </ul> <p><b>The Director-General must:</b></p> <ul style="list-style-type: none"> <li>• Submit measurable objectives to the legislature regarding each main division of vote.</li> <li>• Ensure and maintain: <ul style="list-style-type: none"> <li>- Systems of financial and risk management and internal control and internal audit and audit committee;</li> <li>- Appropriate procurement system and effective and efficient procurement, use and disposal of all resources;</li> <li>- Evaluation system for evaluating all major capital projects prior to a decision on the matter;</li> <li>- Effective, efficient, economical and transparent use of resources of the department;</li> <li>- Reporting responsibilities; Submission of required information to Treasury and the Auditor-General, including motivations for expenditure; and</li> <li>- Strategic planning; monitoring and evaluation.</li> </ul> </li> </ul>
Traditional Leadership and Governance Framework Act No 41 of 2003	This National Framework legislation provides for the recognition of traditional communities. It identifies the various positions within the institution of traditional leadership. It further provides a framework for the traditional leadership recognition process. The directive for the passing of provincial legislation accommodates provincial peculiarities and requirements. The Act effectively introduces a transformation process aimed at aligning the traditional leadership institutions with the requirement of a democratic society in terms of the existing Constitution.
KZN Traditional Leadership and Governance Act No. 5 of 2005	This provincial legislation facilitates the transformation of the institution of traditional leadership considering the specific provincial requirements.
KwaZulu-Natal Royal House Trust Act, 2018	The Act further strengthens the deliverables envisaged in terms of the oversight of the Trust and emphasises the roles and responsibilities of the Office of the Premier and the Royal House Trust. The Office of the Premier is responsible for support services to His Majesty and is responsible for staff supporting the House.
KwaZulu-Natal Commissions Act,	This Act provides the framework for the appointment of Commissions of Inquiry by the Premier and the functioning of such commissions.

<b>Legislation</b>	<b>Description</b>
1999 (Act No. 3 of 1999)	
National Youth Commission Act, 1996 (Act No. 19 of 1996)	Section 7A of the Act provides that the Premier, as the Minister responsible for youth matters, be consulted on procedures and programmes to promote and maintain a sound working relationship between the Commission and the Province.
<b>The following generic legislation also impact on the Office of the Premier:</b>	
Basic Conditions of Employment Act, 1997	This Act establishes and makes provision for the regulation of basic conditions of employment in compliance with the obligations of the Republic as a member state of the International Labour Organisation.
Electronic Communications and Transactions Act, 2002	In terms of section 28 of this Act, the Department may specify by notice in the Gazette the manner and format wherein data messages must be filed, the type of electronic signatures required, the appropriate control processes and procedures to ensure adequate security and confidentiality of data messages or payments.
Employment Equity Act, 1998	This legislation prohibits unfair discrimination in the workplace, provides for affirmative action, the submission of an Employment Equity Plan (EEP) and progress reports on monitoring the implementation of the EEP.
Intergovernmental Relations Framework Act, 2005 (Act No.13 of 2005)	This Act provides for a framework for the national government, provincial governments and local governments to promote and facilitate intergovernmental relations; to provide for mechanisms and procedures to facilitate the settlement of intergovernmental disputes.
Section 47(1)(b) of the Intergovernmental Relations Framework Act, 2005 (Act No. 13 of 2005)  <b>(District Development Model Framework)</b>	<p>The purpose of these Regulations is to provide for an intergovernmental and operational guide for the coordination of local intergovernmental development priorities in the context of the DDM, through a set of intergovernmental forums and the One Plan as part of the institutionalization of the District Development Model (DDM). The District Development Model is an Intergovernmental Relations (IGR) mechanism for collaboration among all government spheres and State-Owned Entities. It enables joint planning and implementation at district and metropolitan levels, focusing on developmental change shaped by communities and social partners. The model aligns with District Shared Services initiatives.</p> <p><b>The role of the Office of the Premier related to DDM is as follows:</b></p> <ul style="list-style-type: none"> <li>• Monitor the effective implementation of District Development Model within the province.</li> <li>• Oversee provincial policy and provincial sector planning and budgeting coherence according to national priorities and towards district/metro developmental impact.</li> <li>• Ensure provincial sector alignment in district/metro Intergovernmental Working sessions, approving and adopting District Development Model, capacity building plans and shared resourcing initiatives.</li> <li>• Facilitate the stakeholder sector organisation and representation in the District Technical Hub and clusters.</li> </ul>

Legislation	Description
	<ul style="list-style-type: none"> <li>• Convene Premier’s Coordinating Forum (PCF) Council and provide feedback and strategic guidance to municipalities.</li> <li>• Receive and engage continuous reports via COGTA and PCF from the District/Metro Coordination Hubs packaged per district/metro.</li> <li>• Receive and engage with impact monitoring reports.</li> <li>• Facilitate the attendance of National Minister at PCF.</li> </ul>
Labour Relations Act, 1995	The Act regulates the relationship between the department as employer and officials as employees and stipulates their respective rights and obligations. It provides for the collective agreements to be concluded to regulate matters such as the conduct of employees.
Promotion of Administrative Justice Act, 2000	All administrative decisions must be taken in accordance with the procedure prescribed in the Act or an equivalent procedure stipulated in another law. It provides for judicial review of administrative action and remedies if any administrative action is not taken in accordance with the Act.
Promotion of Access to Information Act, 2000	It provides for access to any information held by the state, or any information held by another person and that is required for the exercise or protection of any rights; and the procedure whereby information may be requested.
The Promotion of Access to Information Act (Act. No. 2 of 2000)	The Act sets out the minimum standards regarding accessing and ‘processing’ of any personal information belonging to another.
Promotion of Equality and Prevention of Unfair Discrimination Act, 2000	This Act binds the Department and prohibits unfair discrimination by it. It also contains a positive obligation on the Department to promote equality.
Skills Development Act, 1998	This Act enjoins the Department to develop a skills development strategy for the department, to implement the strategy and to utilize at least 1% of its payroll for the training and education of its employees with effect from 1 April 2000.
Skills Development Amendment Act, 2008 (Act No. 37 of 2008)	The purpose is to develop the skills of the South African Workforce, to encourage workers to participate in learning programmes, to encourage employees to use the workplace as a learning environment, ensure quality of learning in the workplace and improve employment prospects.
State Information Technology Agency Act, 1999	This law regulates the provision and procurement of goods and services relating to information technology in the Public Service.
Occupational Health and Safety Act, 1993 (Act No. 85 of 1993)	This Act provides for the health and safety of persons at work and for the health and safety of persons in connection with the use of plant and machinery; the protection of persons other than persons at work against hazards to health and safety arising out of or in connection with the activities of persons at work.

Legislation	Description
Broad Based Black Economic Employment Act (Act No. 53 of 2003)	This Act promotes entrepreneurs from previously disadvantaged groups through affirmative procurement and black economic empowerment strategies.
Protected Disclosures Act (Act No. 26 of 2000)	This Act makes provision for procedures to be followed and allows employees to disclose information regarding unlawful or irregular conduct with impunity.
Preferential Procurement Policy Framework Act (Act No. 5 of 2000 and Regulation 2022)	This Act gives effect to section 217(3) of the Constitution by providing a framework for the implementation of the procurement policy contemplated in section 217(2) of the Constitution. Organs of state must determine their preferential procurement policy and implement it within the framework as set out in the Act.
Preferential Procurement Policy Framework Regulation 2022	The purpose then of the 2022 Regulations is to: <ul style="list-style-type: none"> <li>• comply with Section 217 of the Constitution on procurement of goods and services by organs of state.</li> <li>• comply with the PPPFA of 2000.</li> <li>• comply with the Constitutional Court judgement of February 2022, on the 2017 Regulations.</li> </ul>
Act No. 28 of 2024: Public Procurement Act, 2024	To regulate public procurement; to prescribe a framework within which preferential procurement must be implemented; and to provide for matters connected therewith.
Spatial Planning and Land Use Management (Act No. 16 of 2013)	This Act provides for integrated spatial planning. Chapter 3, section 10 provides for provincial support and monitoring, whilst section 15 sets out requirements for the <b>Premier and Executive Council</b> for the development, and review of a provincial spatial development framework, incorporating the strategy.
Prevention and Combating of Corrupt Activities Act 2004	Section 81 outlines steps to be taken by the accounting officer when an official is found guilty of financial misconduct.
Protected Disclosures Amendment Act, 5 of 2017	Protected Disclosures provides procedures in terms of which any employee may disclose information relating to an offence or a malpractice in the workplace by his or her employer or fellow employees. It also criminalises the disclosure of false information by the whistle-blowers.
Foreign Service Act, 2019: Act No. 26 of 2019	The Act seeks to promote and advance the international relations and cooperation of the Republic of South Africa by representing the Republic in an effective, coherent and comprehensive manner abroad.
Disaster Management Act 16 of 2015	This Act provides a framework for response to natural or human-caused disasters as defined in Section 1. It aims to provide a coherent, transparent and inclusive policy on disaster management appropriate for South Africa.
Act No. 22 of 2024: Climate Change Act, 2024	To enable the development of an effective climate change response and a long-term, just transition to a low-carbon and climate-resilient economy and society for South Africa in the context of sustainable development; and to provide for matters connected therewith.

## 2.2. Policy Mandates

Government's priority areas and outcomes are embedded in the National Development Plan 2030. The electoral mandate is linked to the National Development Plan and finds administrative expression in the Medium-Term Development Plan (MTDP 2024-2029).

Following the 2024 election, the Government of National Unity was formed, and the Statement of Intent upholds the following core principles:

- Respect for the Constitution, the Bill of Rights, a united South Africa, and the rule of law.
- Non-racialism and non-sexism.
- Social justice, redress, equity, and poverty alleviation.
- Human dignity and the progressive realization of socio-economic rights.
- Nation-building, social cohesion, and unity in diversity.
- Peace, stability, and safe communities, particularly for women and children.
- Accountability, transparency, and community participation in governance.
- Evidence-based policy and decision-making.
- A professional, merit-based, non-partisan, and people-centred public service.
- Integrity, good governance, and accountable leadership.

National Cabinet Lekgotla on 13-14 July 2024 agreed on a minimum Programme of Priorities and approved that this be translated into the draft MTDP 2024-2029 as a more detailed plan.

The MTDP outlines three strategic priority areas: **inclusive growth and job creation, reducing poverty and addressing the high cost of living, and building a capable, ethical, and developmental state**. The Office of the Premier plays a pivotal role in leading the Provincial Administration to achieve Priority 3 by fostering a capable, ethical, and developmental state. Additionally, it contributes to the realization of other priorities through its functions in policy coordination, as well as monitoring and evaluation, ensuring alignment with provincial and national objectives.

The following National Imperatives are significant:

### (a) National Imperatives

Policy and Description	Relevance to Office of the Premier
<b>National Development Plan 2030 (NDP)</b> Provides a National Framework for government interventions	Transversal in terms of the mandate of the Office of the Premier. Chapter 13 deals with an efficient and effective development orientated state.
<b>The Medium-Term Development Plan (MTDP)</b> which incorporates the 5 Year NDP Implementation Plan and which is also derived from the Statement of Intent	In terms of the Mandate of the Office of the Premier, its focus is embedded in but in Priority 3 – Build a Capable, ethical and developmental State.  The Office of the Premier’s transversal co-ordinating function, extends to co-ordination of all the of priorities within the province, including: Priority 1: Drive inclusive economic growth and job creation; and

	Priority 2: Reduce poverty and tackle the high cost of living.
<b>State of the Nation Address (SONA)</b> Provides the President an opportunity to report on the status of the nation.	The SONA provides a framework for aligning provincial development priorities with national goals. Key themes from the SONA such as economic recovery, social cohesion, infrastructure development, and service delivery guide the Office of the Premier in coordinating and implementing provincial programs.
<b>National Policy Framework (2020) and Socio-Economic Impact Assessment System (SEIAS) Guidelines – 2015, as revised by the Presidency December 2020</b>	This policy framework applies to national, provincial and local government and organs of state mandated to develop and implement public policies and legislation, including regulations and by-laws. The Office of the Premier is responsible for certification of policies and legislation in terms of the prescripts.
<b>Revised Framework for Strategic Planning and Annual Performance Planning 2019</b>	This framework provides the principles for short- and medium-term planning for government institutions, outlines the alignment of various institutional plans to high level government long and medium-term plans and institutional processes for the different types of plans. The Office of the Premier is responsible for monitoring its implementation in terms of DPME guidelines.
<b>Policy Framework for Integrated Planning 2022</b>	Its purpose is to strengthen integrated planning towards achievement of the country's development goals. It provides an overall framework for planning across the state machinery and improve synergies and alignment of existing planning legislation, policies and processes. The Office of the Premier is responsible for monitoring its implementation in terms of DPME guidelines.
<b>Operation Vulindlela</b>	Operation Vulindlela aligns with the province's strategic objectives of promoting economic transformation and improving service delivery. The Office of the Premier is responsible for coordinating provincial efforts to implement national priorities, including those outlined in Operation Vulindlela.
<b>Gender Responsive Planning, Budgeting, Reporting and Monitoring and Evaluation Framework</b>	This provides a mandate to support mainstreaming of Gender, Youth and Persons with Disability in government planning and reporting. Office of the Premier has a monitoring and implementation support role.

## (b) Provincial Imperatives

### Provincial Priorities 2024-2029

The Provincial Lekgotla endorsed the National Priorities (Executive Council Lekgotla 23 and 24 July 2024 to guide the Provincial Programme of Action). Strategic Priorities confirmed through the Premier's inauguration speech and his opening remarks at the first Provincial Executive Lekgotla: The Provincial Priorities therefore are:

- i) Drive inclusive growth and job creation;
- ii) Reduce poverty and tackle the high cost of living; and
- iii) Build a capable, ethical and developmental state.

## 8 Provincial Key Focus areas

The Premier highlighted the following provincial key focus areas for implementation in the 7th administration:

- a. Rebuilding the Economy.
- b. Strengthening Local Government and Governance.
- c. Sustainable Social Dialogues.
- d. Improving Health Care and Education.
- e. Delivering better Human Settlements and Infrastructure.
- f. Improving Community Safety.
- g. Mitigating Climate Change.
- h. Building a Capable, Ethical and Developmental State.

The abovementioned principles are further implemented through the Provincial Growth and Development Plan (PGDP), which serves as the provincial tool for executing the National Development Plan (NDP) and MTDP. The PGDP is aligned to both national and provincial priorities. The provisions of these plans are integral to the institution, as mandated by constitutional and legislative directives. In this capacity, the Office of the Premier coordinates and provides strategic leadership to ensure alignment to national and provincial imperatives.

Description	Relevance to Office of the Premier
<p><b>KZN MTDP Implementation Framework (Provincial Growth and Development Strategy and Plan (PGDS/P))</b> The PGDS serves as the overarching strategic framework for development in the Province; and provides the spatial context.</p>	<p>The Office of the Premier develops, monitors and reviews the 5 Year Strategic Planning Framework for the Province, the Plan is the provincial implementation tool for the National Development Plan, MTDP and provincial priorities.</p> <p>It flows from the mandate of the Director General, in terms of the Public Service Act, 1994 and Public Service Regulations, 2001.</p>
<p><b>Provincial Cluster Plans (Programme of Action):</b> The aim of these plans is to translate the National and Provincial Priorities and Plans into a detailed implementation plan, inclusive of a detailed intervention level framework with targets and responsibilities assigned to the appropriate government departments. In addition to the more detailed focus on the interventions identified, the Cluster Plans proposes specific milestones</p>	<p>As part of the Transitional arrangements for 2025-2026, Executive Council Clusters have updated their plans. The process is iterative in that inputs guide the detailed planning of the PGDP but also is guided by the National and Provincial Priorities (for the 5-year period and including targets for the mid-term and 2025/2026). The current plans aligned to the high-level Priorities of the 7th Administration, and these will be updated in accordance with the National Planning Cycle.</p> <p>The Office of the Premier provides technical and secretariat support to the clusters in the planning and monitoring of the plans.</p>

that will have to be achieved in priority sectors.	
<b>National Anti-Fraud and Corruption Strategy</b>	<p>The Strategy is premised on the principle that there should be more emphasis on the prevention of corruption through good governance, transparency, integrity management and accountability in society, and early detection of potential corrupt practices to supplement the reactive measures executed by law enforcement agencies and other anti-corruption bodies in society.</p> <p>The whole society and integrated approach to the fight against corruption will help mitigate the risk of costly commissions of inquiry, forensic investigations and other legal processes.</p> <p>The successful implementation of the strategy requires Parliament, all elected representatives, all organs of state, state institutions supporting constitutional democracy, civil society and the private sector to work in a collaborative and coordinated manner with relevant oversight and accountability.</p>
<b>Irregular Expenditure Framework</b>	<p>The purpose of this Framework is to provide procedures to be followed by accounting officers and accounting authorities when dealing with irregular expenditure, defined in Section 1 of the Public Finance Management Act (PFMA), Act No 1 of 1999.</p>

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

As indicated, the mandate of the Office of the Premier extends to lead and coordinate several transversal instruments and has a transversal role in planning, monitoring, and evaluation across the government. In addition to the Coordination of the Provincial Growth and Development Plan, and legislative mandate relating to the District Development Model (as outlined in sections 1 and 2 above), the following Sector transversal strategies and programmes are driven and/or supported by the OTP:

- a) **Operation Siyahlola:** This was announced by the Premier during the State of the Province Address (SOPA) on 31 July 2024 as a critical initiative conducting unexpected visits to improve service delivery interventions, and to provide feedback to communities on progress and development initiatives.  
 During the SOPA the Premier said "... as part of this new administration, we will embark on unannounced visits to frontline services". The Office of the Premier leads the process. Government has a responsibility to promote the Batho Pele principles and values to ensure effective and efficient performance within the Public Service. Quality of government services and a culture of access, openness and transparency should be promoted to build more confidence and trust between the Government and the citizens.
- b) **The KZN Provincial Multi-Sectoral HIV, TB and STIs Programme and Implementation Plan:** The Province's approach to responding to HIV, TB and STIs

remains multi-sectoral and integrated. It brings stakeholders from Government, Civil Society, Communities, Private/Business Sector and Labour to fight the scourge of HIV, TB and STIs. This is in line with the National Strategic Plan for HIV, TB and STI 2023 - 2028.

Response programmes are guided by the Provincial Implementation Plan (PIP) for HIV, TB and STIs 2023-2028 which is aligned to the National Strategic Plan for HIV, TB and STIs for the same plan period. The PIP is operationalised by Multi-sectoral District Implementation Plans (MDIPs) for all the 11 districts (including eThekweni Metro). These facilitate and drive tailored implementation at the local level. The Province's AIDS Councils are made up of the Provincial Council on AIDS (PCA); the District AIDS Councils, the Local AIDS Councils and Ward AIDS Committees, who are responsible to facilitate implementation and coordinate the multi-sectoral and integrated response.

- c) Strategies supporting vulnerable groups (gender, women, people with disability, elderly, children and LGBTQIA+):** The Democracy Support Directorate coordinates the development of the consolidated plan for the province that focuses on the development and monitoring of the mainstreaming of human rights into government programmes. It co-ordinates the establishment of Gender, People with Disability and Senior Citizens (GDSC) forums and facilitates capacity building of human rights. This includes the gender-based violence and femicide strategy which was developed and is being implemented to combat the rising GBVF. The HIV and AIDS, TB and STIs Directorate facilitates and coordinates implementation of key and vulnerable populations interventions through the Provincial Civil Society Forums and their Sectors. These interventions relate to Goal 1 of the PIP 2023-2028 on Breaking Down Barriers to Achieving HIV, TB and STIs solutions and include addressing stigma and discrimination, enhancing non-discriminatory legislative frameworks through law and policy reform and protecting and promotion of human rights among others. Key populations of focus include LGBTQIA+, women, people with disabilities and, children.
- d) Provincial Gender-Based Violence and Femicide Strategic Implementation Plan (KZN Strategic Implementation Plan):** The Office on the Status of Women coordinates the KZN Provincial Gender-Based Violence and Femicide Strategic Implementation Plan that provides for a coordinated, multi-sectoral, coherent strategy and programming framework to ensure an effective provincial response to the crisis of gender-based violence and femicide by the KZN government and all stakeholders. The KZN GBVF-SIP aims to provide a multi-sectoral, coherent strategic policy and programming framework to strengthen a coordinated and integrated provincial response to the high levels of gender-based violence and femicide. It mirrors the framework of the National Strategic Plan. It focuses on a comprehensive and strategic response to gender-based violence and femicide, with a specific emphasis on violence against all women and all children, and how these serve to reinforce each other. All women, children and LGBTQIA+ persons should be able to identify violence, know their rights and are empowered and supported to claim it individually and collectively by accessing standardised and specialised services. The Provincial GBV-F strategy analyses and highlights areas of focus for intervention. The aim was to localise interventions and include the communities, who are dealing with this scourge.

**e) Provincial Government Communication Strategy:** The strategy has been reviewed for more effective coordination of provincial government communication services through directing coherent government messaging. This will be done through the provision of media liaison and communication service to the Premier, corporate and marketing communication services, the formulation of a provincial government communication strategy and plan and communication research services. The strategy is aligned with the national Government Communication Policy and National Communication Strategic Framework for the 7<sup>th</sup> Administration and Government of National Unity including the Government of Provincial Unity.

The strategy aims to achieve the enhanced reputation and increased recognition of the province, improved stakeholder relations and the improved utilisation of resources by provincial government through the sharing of technical and financial resources within the sphere of communications.

**f) Human Resource Development Strategy (HRD) Strategy:** The Human Resource Development council drafted and endorsed a Human Resource Development Strategy. The purpose of the document is to develop a comprehensive set of initiatives which could be undertaken by the Province to build, sustain and properly use the capacity of people in creating a better life for all – through citizenship and commitment to social responsibilities, and through peoples’ ready contribution to the social and economic development agenda of the Province. The strategy highlights progress on the province’s performance in specific areas against the resolutions of the Human Resource Development Council (HRDC) and its Executive Committee in line with the Human Resource Development Strategy Towards 2030. Its implementation is monitored by the HRDC of South Africa.

**g) National Framework Towards the Professionalisation of the Public Sector:** The National Framework was approved by Cabinet on 19 October 2022. It is based on five pillars i.e.:

- Recruitment and Selection.
- Induction and onboarding.
- Planning and Performance Management.
- Continuing Learning and Professional Development.
- Career Progression, Succession Planning and Management of career incidents of Heads of Department.

The objectives of the Policy Framework amongst others, are to:

- Entrench a dynamic system of professionalisation in the public sector;
- Strengthen and enable the legal and policy instruments to professionalise categories of occupations in the public service;
- Enhance and build partnerships and relationships with HEIs and professional bodies;
- Ensure meritocracy in public servants’ recruitment, selection and career management in line with the NDP and the MTDP; and
- Implement employment and personnel management practices based on ability, objectivity, fairness and the need to redress the imbalances of the past through transparent and fair career pathing practices.

Whilst the National framework proposes intervention, these are being contextualised to the KZN environment through an integrated implementation plan for the Framework, which will be monitored by the Office of the Premier.

- h) National Youth Policy 2020-2030:** The current Youth Development Strategy is based on the National Youth Policy 2020 to 2030. The KZN strategy will be refined. The current strategy is underpinned by five pillars which are:
- a. *Economic Participation and Transformation* aims to promote the participation of youth and integration into mainstream economy through employment or business opportunities.
  - b. *Education, Skills and Second Chances* aims to promoting skills development that is in line with the labour market for easy absorption, also promoting the matric rewrites program for unsuccessful matriculants.
  - c. *Health Care and Combating Substance Abuse* intends to promote a healthy lifestyle amongst youth and to raise awareness on the substance abuse.
  - d. *Social Cohesion and Nation Building* promotes the patronage amongst youth and promote voluntarism and nation building.
  - e. *Optimising the Youth Development Machinery* promotes youth development machinery to be intensified to champion youth development in the province.
- i) Provincial International Relations Strategy:** This strategy intends to contribute to an enhanced understanding of KwaZulu-Natal's International Relations and how best it could be conducted to achieve optimal impact in support of achieving our shared goal of the KwaZulu-Natal Provincial Growth Development Plan as well as the National Development Plan. The Provincial International Relations Strategy will be reviewed to be aligned with the Framework Document on South Africa's National Interest.
- j) Social Cohesion and Moral Regeneration Strategy:** This strategy was developed by the Department of Arts and Culture in 2018 jointly with the Office of the Premier. It is jointly driven by the Department of Sports, Arts and Culture and Office of the Premier as a Secretariat. The Unit is currently working on finalising the New Implementation Plan for the Next 5 Years with DSAC. The term of office for the Council expired last year, DSAC is in the process of establishing the new Provincial SCMR Council assisted by Office as per the resolution by the 7<sup>th</sup> Administration. This will also result in the refinement of the current strategy and implementation plans – driven by the Department of Sports, Arts and Culture, with support from all Provincial departments.
- k) Digital Transformation Strategy:** The purpose of this citizen centric strategy is to guide the digital transformation of the KZN Provincial Government into an all-inclusive digital Province where all citizens can benefit from the opportunities offered by technology. The development of this strategy is a result of the 4<sup>th</sup> Industrial Revolution, and how the KZN Provincial Government can become a Digitally Transformed Citizen Centric Province. This will be done through the close partnerships with all Government departments within the Province. The Strategy is being refined, working with sector departments and implementation is monitored through the Office of the Premier.

- l) Reviewed National Fraud and Corruption Strategy:** This guides all Departments and Entities on key interventions to be put in place. The National implementation process however needs to be customised to address key challenges in the Province and to align to a clear results-based framework, based on the KZN context. The formulation of the provincial approach strategy and the implementation plan for KwaZulu-Natal is a commitment of the Provincial Government to the execution of the NACS to respond decisively and address the scourge of an endemic corruption and fraud in both the public and private institutions. The strategy is currently under review and within OTP, and once this process is completed, it will be sent to relevant structures for approval. The successful and effective implementation of this strategy will depend on the cooperation and shared responsibilities amongst the relevant stakeholders to commit both human and financial resources to ensure that the strategic objectives and overall goals of the strategy are achievable and accomplished.
- m) Integrated Service Delivery Model:** The focus on service delivery at ward level is now being supported by different tools that have been developed which require implementation for effective service delivery and oversight by the Office of the Premier. The war room functionality tool, case management tool will play a major role in ensuring that service delivery gaps are identified and followed up from departments. The model supports the Revitalisation of the Operation Sukuma Sakhe (OSS), and integration of service delivery – and service delivery monitoring through the OSS and DDM structures, and outreach programmes.
- n) Infrastructure Master Plan:** Whilst the Office of the Premier is not the driver or primary coordinator, it has a significant role in terms of oversight. Notwithstanding the role of the Department of Public Works the Office of the Premier has a significant role in terms of oversight. The Monitoring and Evaluation and oversight of implementation and alignment of government programmes, including infrastructure development and progress with the implementation of the Infrastructure Master Plan remains a key area for the Office of the Premier in supporting integrated service delivery and socio-economic growth.

#### **4. Relevant Court Rulings**

There are no court rulings that have arisen in the last 5 years that impact the operations and service delivery obligations of the Department.

## **Part B: Our Strategic Focus**

### **5. Vision**

A well-governed, inclusive, prosperous and innovative Province of KwaZulu-Natal.

### **6. Mission**

To support the Premier in fulfilling the Constitutional mandate through:

- Enhancing good and cooperative governance within the Province;
- Effective stakeholder management and communication;
- Enhancing performance management and accountability through monitoring and evaluation; and
- Co-ordinating provincial programmes to ensure the rights and empowerment of women, youth and people with disabilities are realized.

### **7. Values**

#### **7.1 Organisational Values**

The Office of the Premier will embrace the values of:

- Integrity.
- Professionalism.
- Accountability.
- Ubuntu.
- Fairness and Respect.

#### **7.2 Public Value – Citizen focus**

Public Value provides a citizen-based focus which:

- Ensures that citizens can trust the provincial government to act ethically, transparently, and in their best interests.
- Ensures that public services are delivered more efficiently and without delays, benefiting communities directly.
- Enables sustainable development in critical areas such as healthcare, education, infrastructure, and economic opportunities, thereby improving the quality of life for all citizens.
- Ensures that government departments remain accountable and that citizens receive

- the services they are entitled to promptly and efficiently.
- Ensures government employees are better equipped to serve the public, resulting in improved service quality and a more responsive government.

**Public Values in the context of the Office of the Premier’s role prioritised are:**

- Service Quality.
- Trust and Transparency.
- Fairness for Everyone.
- Services More Efficient with Technology.
- Innovative and Responsive.

THE WORK WE DO	THE VALUE FOR OUR PEOPLE
Improving Service Quality: The OTP works to make sure that government services like healthcare, education, and housing are of high quality and available to everyone, especially those who need them the most.	No matter who you are or where you live, the OTP ensures you have access to the services that can improve your life.
Building Trust and Transparency: The OTP aims to build trust by being open and transparent. They ensure you know what’s happening in government and how services are delivered.	You feel confident that the government is working in your best interest, listening to your concerns, and being transparent about what they do for you.
Ensuring Fairness for Everyone: The OTP makes sure that government resources and services are distributed fairly, so that everyone, including vulnerable groups, gets the help they need.	Whether you’re a young person looking for a job, a woman needing support, person with a disability needing economic empowerment or someone living in a rural area, the OTP ensures that you’re treated fairly and can access the services you deserve.
Making Services More Efficient with Technology: OTP is using new technology to speed up government processes and make services more accessible to you.	You can expect faster service, easier access to information, and more convenient ways to interact with government services, reducing delays and hassle.
Innovative and Responsive: Leading the way for better services, the OTP guides government departments to work towards long-term goals that benefit everyone, such as creating jobs, improving infrastructure, and building stronger communities.	You see long-term improvements in areas that matter most, like more job opportunities, better schools, and safer communities, all working towards a better future for everyone.

## 8. Situational Analysis

### Background

KwaZulu-Natal (KZN) is one of South Africa’s most dynamic and strategically positioned provinces, contributing significantly to the country’s economy. KZN is known for its rich cultural heritage, economic significance, and natural beauty: a mix of large industrial centers, logistics corridors, natural landscapes (including 4 World Heritage sites) and vibrant heritage and traditions.

## Geographic and Demographic overview:

Capital: Pietermaritzburg

Largest City: Durban

Coastline: Borders the Indian Ocean, with a coastline stretching about 580 km.

Borders: Inland neighbours: Free State, Mpumalanga; Borders countries: Eswatini and Mozambique; Southwest neighbour: Eastern Cape

Population Size: Approximately 12 million

Urban-Rural Mix: Major urban centre: Durban (known for tourism and trade) Rural areas include Ingonyama Trust lands and smaller farming communities.

Key Economic Sectors: Manufacturing, Tourism, Agriculture (sugarcane, forestry)

Ports: Durban is home to the busiest port in Africa.

Contribution to GDP: Second-largest contributor to countries economy

Socioeconomic Issues: Poverty and inequality, high unemployment rates

Natural Risks: Susceptible to flooding and storms, especially along the



## Achievement/ Successes for the 30 Year Review Report (1994-2024)

- Life expectancy has improved significantly from an average of 48 years of age (2001) to just over 62 years (64 years for women and 58 for men).
- Audit Outcomes have improved –from 13% clean audits for provincial departments to 48% in 2023/24.
- Female representation in senior management from 26 to 37 % at local government level reaching 49.8% at the Provincial level as of 30 June 2024.
- The rate of maternal mortality in facility ratio has decreased from a high of 198 per 100 000 live births in 2012 to 85 per 100 000 live births.
- The infant mortality rate per 1 000 live births has been steadily decreasing 32 per 1 000 live births in 2010 to 23.
- Immunisation rates increased significantly from 72 % to 92 % in 2023.
- Literacy rates have improved with those with no schooling by age of 20 reduced from 22.5% in 1996 to 8.3% in 2022, Matric pass rate increasing to 86.4% in 2023 and bachelor pass rate at 45,7%. The matric pass rate subsequently increased post the 30-year review to 89,5%.
- Basic services to schools and clinics improved.
- Access to education for all is one of the main achievements since 1994 notably for primary schooling. However only 6 out 10 youth complete secondary schooling.
- The province has 85% of residents with access to the internet mainly through mobile phones a significant improvement since 2011 when 66% had no access.

- 97% households in KwaZulu-Natal have access to electricity, rising from 46% in 1996.
- 85% (average) of households in KwaZulu-Natal have access to piped (tap) water.
- Households with no access to sanitation fell from 15% to less than 2%.

## Political and Policy Landscape

South Africa established a Government of National Unity (GNU) to address an election outcome where no single party secured a majority. The initiative aims to manage the evolving political landscape and ensure stability. President Cyril Ramaphosa outlined the key priorities of the GNU, as detailed in the "policy mandate" section, during his Opening of Parliament Address in Cape Town City Hall on 18 July 2024. These priorities were drawn from the GNU's programme and endorsed by its members during the Cabinet Lekgotla.

The Government of National Unity (GNU) promotes inclusivity, stability, and shared responsibility by integrating diverse political parties and fostering collaborative governance. It strengthens nation-building, policy continuity, and efficient resource utilization while addressing socio-economic challenges.

At provincial level, the GPU was created in KwaZulu-Natal (KZN), with its priorities outlined by the Premier under the "policy mandate" mentioned earlier. The alignment is demonstrated in the tables below:

The Premier advised on these in his inauguration speech at Lekgotla for discussions on key focus areas:

Statement of Intent	NDP	MTDP Strategic Priorities	Strategic Focus Area	PGDP (Framework) 2024-2029 (working draft) Thematic Areas
1. Rapid, inclusive and sustainable economic growth, the promotion of fixed capital investment and industrialization, job creation, transformation, livelihood support, land reform, infrastructure development, structural reforms and transformational change, fiscal sustainability, and the sustainable use of our national resources and endowments. Macro-economic management must support national development goals in a sustainable manner.	Ch5. Ensuring environmental sustainability and an equitable transition to a low-carbon economy. Ch6. An integrated and inclusive rural economy. Ch8. Transforming human settlement and the national space economy.	<b>Strategic Priority 1: Drive inclusive economic growth and job creation.</b>	1. Rebuilding the Economy. 7. Mitigating Climate Change.	<b>Priority: Inclusive Growth and Job Creation</b>  <ul style="list-style-type: none"> <li>• Inclusive Economic Growth and transformation and jobs in key sectors.</li> <li>• Job Creation.</li> <li>• Manufacturing/ Production.</li> <li>• Strategic Infrastructure and Catalytic Projects.</li> <li>• Integrated Rural Development, Local Economic Development and Township Economy.</li> <li>• Agriculture.</li> <li>• Environmental sustainability, Just Transition and Climate Change.</li> <li>• Basic Services (links to infrastructure development).</li> <li>• Tourism.</li> <li>• Investment.</li> <li>• Innovation, Technology and Research and Development as a key enabler.</li> </ul>

Statement of Intent	NDP	MTDP Strategic Priorities	Strategic Focus Area	PGDP (Framework) 2024-2029 (working draft) Thematic Areas
4. Investing in people through education, skills development and affordable quality health care.	Ch9. Improving education, training and innovation. Ch10. Promoting health.	<b>Strategic Priority 2: Reduce poverty and tackle the high cost of living.</b>	4. Improving Health Care and Education.	<b>Priority: Reduce poverty and tackle the high cost of living</b> <ul style="list-style-type: none"> <li>• Education and skills.</li> <li>• Health.</li> <li>• Community Development and Empowerment.</li> <li>• Poverty alleviation.</li> <li>• Social Protection.</li> <li>• Basic Services.</li> <li>• Sustainable Human Settlements.</li> <li>• Social Cohesion and Moral Regeneration.</li> <li>• Vulnerable Groups.</li> </ul>
2. Creating a more just society by tackling poverty, spatial inequalities, food security and the high cost of living, providing a social safety net, improving access to and the quality of basic services, and protecting workers' rights.	Ch11. Social protection.		5. Delivering Better Human Settlements and Infrastructure.	
8. Strengthening social cohesion, nation-building and democratic participation, and undertaking common programmes against racism, sexism, tribalism and other forms of intolerance.	Ch15. Transforming society and uniting the country.		3. Sustainable Social Dialogues. 6. Improving Community Safety.	
5. Building state capacity and creating a professional, merit-based, corruption-free and developmental public service. Restructuring and improving state-owned entities to meet national development goals.	Ch13. Building a capable and developmental state.	<b>Strategic Priority 3: A capable, ethical and developmental state.</b>	8. Building a Capable, Ethical, and Developmental State.	<b>Priority: Capable, Ethical and Developmental State</b> <ul style="list-style-type: none"> <li>• Local Government and Basic Service Delivery.</li> <li>• Spatial Integration.</li> <li>• Professionalisation and Ethics.</li> <li>• Governance and accountability</li> <li>• Integrated People Centred Service Delivery.</li> <li>• Strategic Intergovernmental Relations, stakeholders and partnerships.</li> <li>• Strengthening Policy, Planning, Research and Data Management.</li> <li>• Business modernization and Digital Transformation.</li> </ul>
3. Stabilising local government, effective cooperative governance, the assignment of appropriate responsibilities to different spheres of government and review of the role of traditional leadership in the governance framework.			2. Strengthening Local Government and Governance. 3. Sustainable Social Dialogues.	
6. Strengthening law enforcement agencies to address crime, corruption and gender-based violence, as well as strengthening national security capabilities.	Ch12. Building safer communities.		6. Improving Community Safety	
8. Foreign policy based on human rights, constitutionalism, the national interest, solidarity, peaceful resolution of conflicts, to achieve the African Agenda 2063, South-South, North-South and African cooperation, multilateralism and a just, peaceful and equitable world.	Ch14. Fighting corruption.		8. Building a Capable, Ethical, and Developmental State	<b>Priority: Capable, Ethical and Developmental State</b> <ul style="list-style-type: none"> <li>• Safe Communities.</li> <li>• Crime (Contact and Property).</li> <li>• Corruption and Ethics (also links to GSCID).</li> <li>• Border Management.</li> <li>• Road Safety.</li> </ul>

## Political and Policy Landscape - Public Trust

GCIS Survey Dec 2024:

	RSA		KZN	
	Previous	Current	Previous	Current
+ve	18%	33%	11%	38%
-ve	78%	63%	87%	57%
0	4%	4%	2%	5%

The Government Communications and Information System (GCIS) report dated December 2024 indicated that the mood of the province has improved with an increase in the number of citizens who feel that the province is moving in the right direction. The trust deficit however is still high and thus needs to be addressed.

A prevailing reason for the perception of the country moving in the wrong direction is attributed to unemployment at 69%, followed by inadequate service delivery 63%. Conversely, those who believe the country is moving in the right direction express satisfaction with social grants 53%, housing 47% and education at 45%. A similar pattern can be attributed to the province.

Trust levels in all spheres of government recorded a significant positive increase compared to the previous reporting period. The improvement from 44% to 50% for provincial government suggests a sense of hope and renewed confidence in the 7th Administration.

Corruption was identified as the main reason for distrust in provincial governments, while service delivery complaints were the top reason for distrust in Local government. This suggests that distrust in spheres of government continues to be tainted by perceived corruption. 20% of responses in the Provincial Government indicated "Too much corruption/corrupt Government" as the cause for dissatisfaction in this area.

Local government	
Service delivery complaints	23%
Too much corruption/ misuse of money	18%
Unmet promises	13%
They only care for themselves	10%
No/ poor provision water/ dirty water	7%
Poor roads	6%
Not enough housing	4%
Unreliable	4%
High unemployment	3%
No electricity/ loadshedding	3%
Poor leadership	3%
Do not meet people's needs	2%
Too much crime/violence	2%

Provincial government	
Too much corruption/ misuse of money	20%
Service delivery complaints	16%
Unmet promises	16%
They only care for themselves	5%
High unemployment	4%
Unreliable	4%
Not visible	4%
Poor leadership	3%
No/ poor provision water/ dirty water	3%
Poor roads	2%
Too much crime/violence	2%
Not enough housing	2%
No development in the country	2%
No transparency	1%

Perception on service delivery (basic services); economic development and job creation, education and crime fighting interventions in the KZN context however has improved with more citizens expressing satisfaction than in the previous survey. The management of service delivery complaints at local government level needs to be addressed and this can be strengthened through the integrated service delivery monitoring coordination, and through the OSS DDM Model, linked to monitoring through the Premier's Coordinating Forum.

The three major challenges that were cited for intervention in the province, is unemployment (the biggest challenge) facing the province, with poverty and crime in second and third respectively.

	Eastern Cape	Free State	Gauteng	<b>KZN</b>	Limpopo	Mpumalanga	Northern Cape	Northwest	Western Cape
<b>UNEMPLOYMENT</b>	87%	61%	73%	<b>63%</b>	75%	83%	64%	72%	79%
MANAGING THE ECONOMY	33%	10%	18%	20%	9%	13%	5%	22%	24%
<b>CRIME</b>	19%	13%	28%	<b>32%</b>	8%	12%	19%	22%	34%
CORRUPTION	14%	14%	16%	22%	9%	3%	12%	6%	12%
WATER	9%	28%	9%	14%	34%	39%	40%	23%	1%
<b>POVERTY</b>	33%	28%	30%	<b>41%</b>	28%	33%	25%	34%	46%

There is a slight decline in the satisfaction in handling HIV and AIDS and TB in the Province, following the national trend and this will need to be further unpacked by the HIV and AIDS Council, coordinated by the Office of the Premier working with the Department of Health.

From a leadership perspective, there has been a marked improvement in the public's perception of leaders' performance in all spheres. KZN indicated an improvement from 23% in Feb-March 2024 to 49% in Nov-Dec 2024. and the opinions of both the Provincial and Local governments increased by 14% to the positive.

### Provincial Performance with respect Audit Outcomes

The 2023/2024 audit process resulted in 4 clean audits. The *Operation Clean Audit* initiative is still underway to improve audit outcomes. The unintended consequences of the audit culture and its impact on results-based planning, implementation and government performance had raised concerns in all provinces, including KZN. This includes the compliance planning culture. These concerns will continue to be escalated to Department of Performance Monitoring and Evaluation (DPME), for bilateral discussions to take place between DPME and the Auditor-General of South Africa to agree on a more balanced approach in terms of roles and responsibilities. The table below outlines the findings per department. There have been some regressions in the Province which are being dealt with through Audit Improvement plans and support from Provincial Treasury.

#### Movement in audit outcomes form the previous year (GR applicable auditees)

Audit outcome	Improved <b>2</b>	Unchanged <b>16</b>	<b>3</b> Regressed
Unqualified with no findings = 10	<ul style="list-style-type: none"> <li>Ithala Development Finance Corporation</li> </ul>	<ul style="list-style-type: none"> <li>COGTA</li> <li>Dube Tradeport</li> <li>Gaming and Betting Board</li> <li>Housing Fund</li> <li>Provincial Treasury</li> <li>Provincial Legislature</li> <li>Traditional Levies and Trust Account</li> <li>Economic Development</li> <li>Office of the Premier</li> </ul>	
Unqualified with findings = 9	<ul style="list-style-type: none"> <li>Transport</li> </ul>	<ul style="list-style-type: none"> <li>Public Works</li> <li>Social Development</li> <li>Sports, Arts and Culture</li> <li>Health</li> <li>Ithala Soc Limited</li> <li>Human Settlements</li> </ul>	<ul style="list-style-type: none"> <li>Agriculture and rural development</li> <li>Community Safety and Liaison</li> </ul>
Qualified with findings = 2		<ul style="list-style-type: none"> <li>Nature Conservation Board</li> </ul>	<ul style="list-style-type: none"> <li>Education</li> </ul>

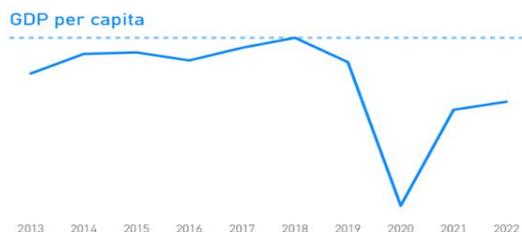
Source: Presentation made by AG to the PEC on the 16/10/2024

- a) **Only the Department of Education received a Qualified audit opinion** in 2023/24.
- b) 4 out of 13 (**31%**) **provincial Departments received clean audits** in 2023/24.
- c) There have been regressions by the Departments of Education, Agriculture and Rural Development and Community Safety and Liaison.

## Economic Status

Economic growth in KwaZulu-Natal (KZN) has experienced fluctuations over the years due to various factors, including global economic conditions, domestic policies, and socio-economic challenges. These include high unemployment, as the economy has not created enough jobs to keep pace with the growing labour force, contributing to economic instability and increased poverty levels. Economic inequality is prevalent, with stark disparities between urban and rural areas.

The economy is currently in a low-growth trap, structural challenges perpetuate inequality



Real GDP growth rate slowed to an estimated 1.1% with over a decade of weak economic growth GDP growth averaging 0.8% annually since 2012, entrenching high levels of unemployment and poverty. Achievement of progress in household welfare is severely constrained by sluggish economic growth and rising unemployment. Household consumption is under pressure from high living costs, and investment remains low due to weak confidence and challenging business conditions linked to structural constraints. GDP per capita still short of the high reached in 2018, growth is unequal and too slow to solve poverty. Over the next three years, the economy is forecast to grow at an average of 1.6% supported by an expected recovery in household spending and inflation declines, and an increase in energy-related fixed investments.

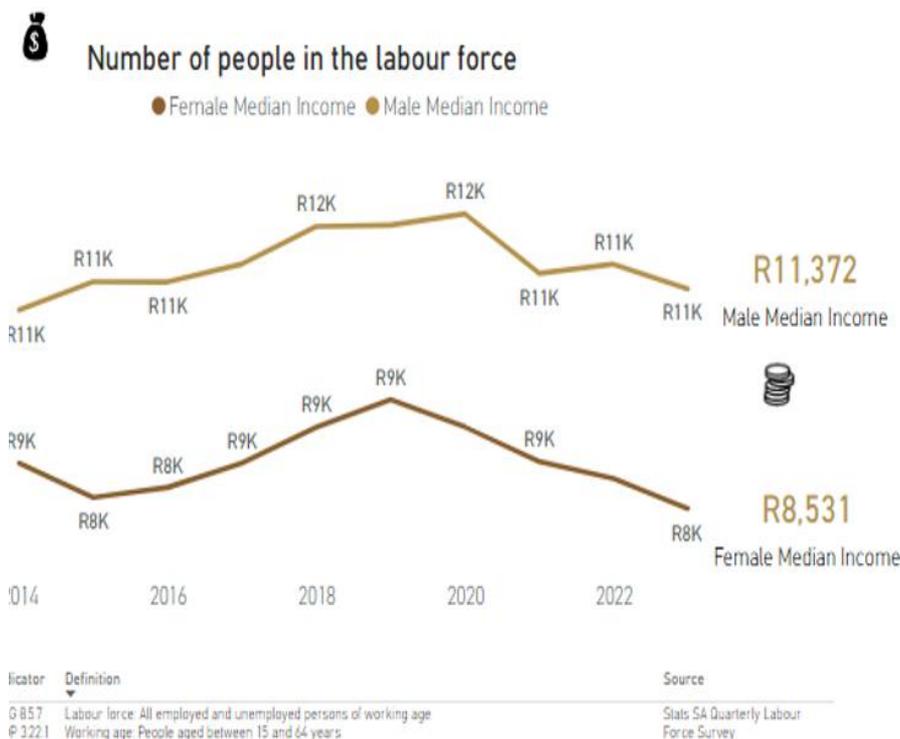
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*Growth needs to be concentrated in labour-intensive sectors in the short term while ensuring skills development is in line with a modern economy in the long term. Energy and logistics reforms, along with measures to arrest the decline in state capacity will reduce borrowing costs, raise confidence, increase investment and employment, and accelerate economic growth. An economic environment that is not conducive to small business growth.*

## Economy and Jobs

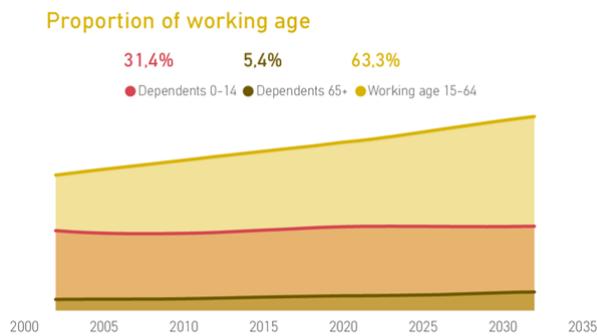
There are more males in the labour force, with higher median income compared to females. The total Full Time Equivalent (FTE) has remained relatively stable from 2014 to 2022, with a slight increase over the years. In 2022, male FTE was 7,550,377, and female FTE was 7,765,821. Income Inequality (Gini-Coefficient):

The Gini-coefficient shows income inequality, with values ranging from



0.53 in 2014 to 0.61 in 2020 and decreasing slightly to 0.57 by 2022.

### Increasing Working Age Population



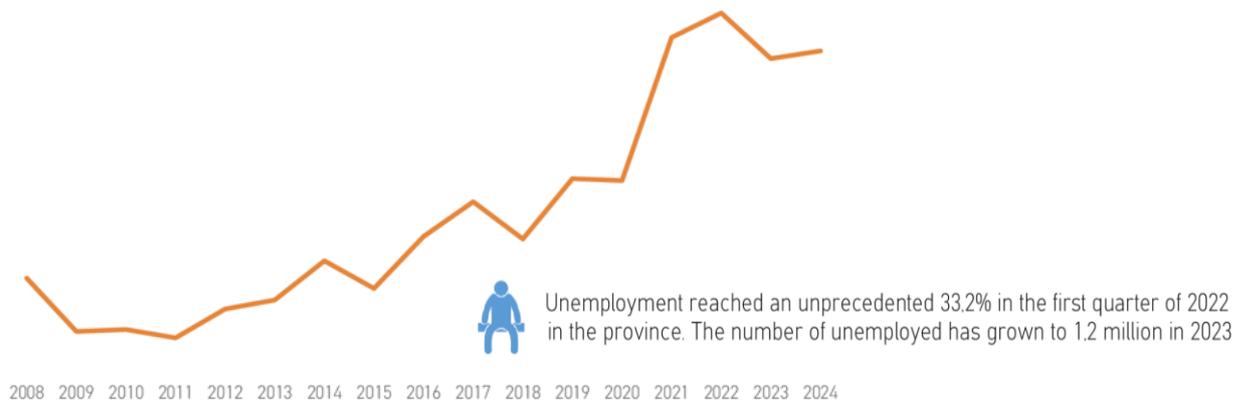
The number of working age persons has increased, growing by 1.4 million. The economy has struggled to absorb the increased labour force into meaningful employment. This has resulted in significant growth among discouraged work seekers, notably amongst the youth of almost 800 000 since 2008. Only half of working age women participate in the labour force and the youth face low levels of labour force engagement.

Youth employment stagnated above 60% and the youth continues to be disadvantaged in the labour market with an unemployment rate higher than the average.

### Unemployment

Unemployment in KwaZulu-Natal is a significant and persistent issue that has profound implications for the province's economy and social fabric. Causes include Slow economic growth, particularly following the impact of the COVID-19 pandemic. Skills Mismatch between what employers need and the skills possessed by the available workforce. Many job seekers lack the technical and vocational skills required for in-demand positions.

 Unemployment rate **31**



Indicator	Definition	Source
SDG 8.5.2 NDP 3.17.1	Unemployment rate (official) The proportion of the labour force that is unemployed	Stats SA Quarterly Labour Force Survey

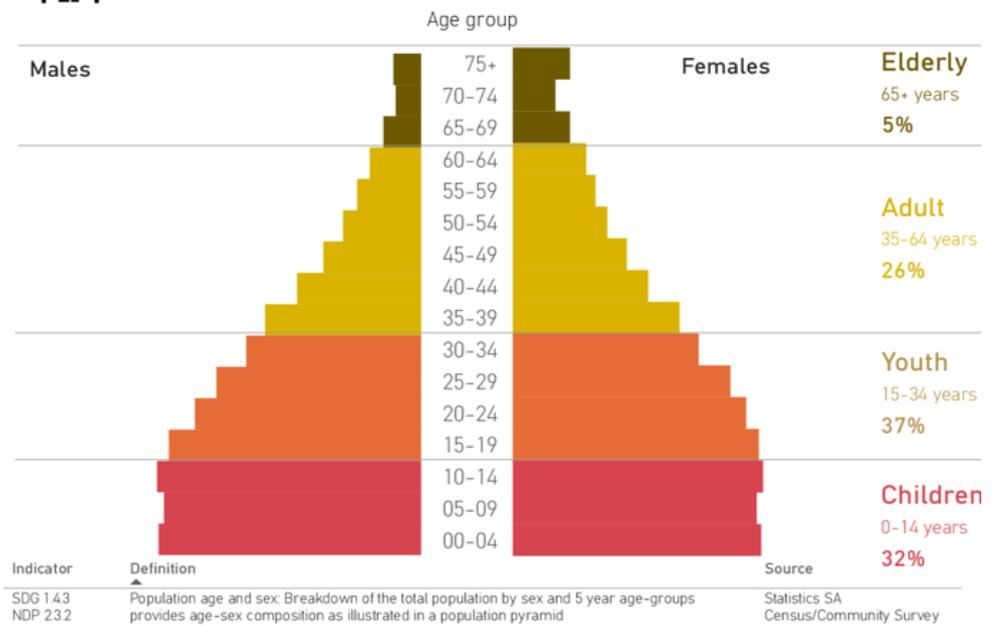
## Social Environment

### Population

KwaZulu-Natal's total population is 12.42 million in 2022, up from 11.1 million in 2016 and 10.3 million in 2011. It has a large rural population, particularly in areas under traditional leadership (Ingonyama Trust land). There is a high urban concentration in Durban, Pietermaritzburg,



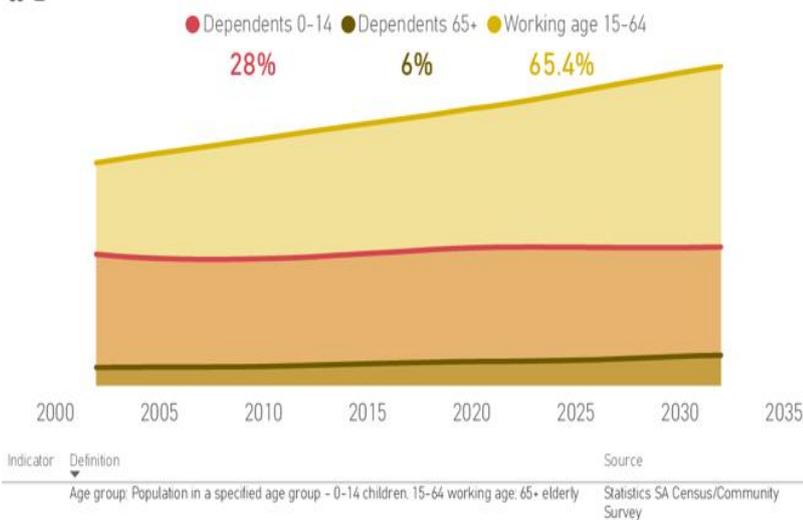
Population age and sex distribution



and Richards Bay. A large percentage of the population is under 35, representing both an opportunity for development and a challenge for youth employment. Population projections for KwaZulu-Natal show steady growth, with the population expected to reach approximately 14 million by 2030, driven by natural growth and migration. Trends indicate that urban areas, especially eThekweni (Durban), will see significant growth due to urbanization and economic opportunities.



Projected Population by age group



Black Africans remained the dominant population group at 84.8%, Indians/Asians made up 9.3%, Whites 4.1% and Coloured 1.5%. Sex distributions show KwaZulu-Natal had a slightly higher proportion of women than men, with females making 52% of the population. In 2022 the province's sex ratio stood at 91 – for every 91 males there were 100 females.

KZN has a youthful population, with a large proportion under 30 years old and an increasing working age population. However, the population aged 65 and older is also growing, with an increasing need for healthcare and services for the elderly in the future.

Trends indicate that urban areas, especially eThekweni (Durban), will see significant growth due to urbanization and economic opportunities.



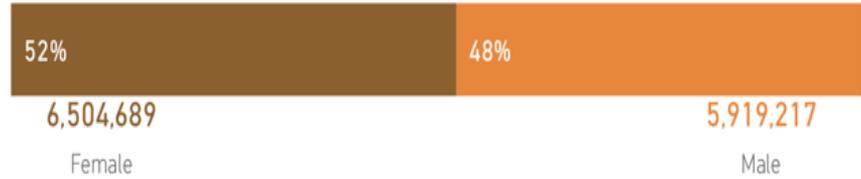
### Population by age group

Dependency ratio **50.5**



### Population by sex

Sex ratio **91.0**



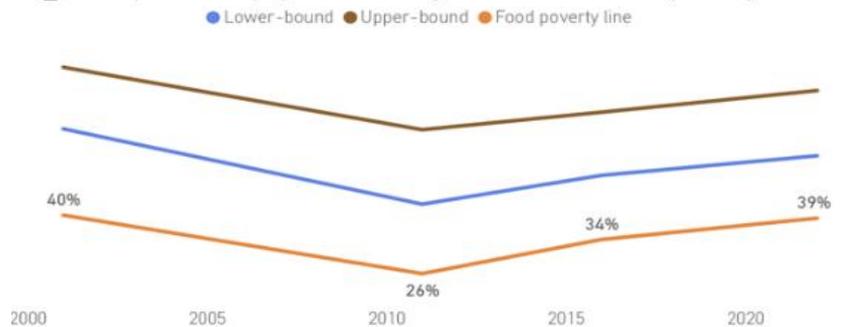
Indicator	Definition	Source
SDG 1.3.10 NDP 2.2.4	Sex ratio: The number of females per 100 males in the population per given age group Dependency ratio: The ratio of the number of dependents (children and elderly) to the total productive, working-age population (calculated)	Statistics SA Census/Community Survey Statistics SA Census/Community Survey

### Poverty

High unemployment contributes to widespread poverty and exacerbates socio-economic inequalities in the province. Many unemployed individuals and families struggle to meet basic needs, impacting their quality of life. High poverty and levels of inequality contribute to social challenges and lead to increased dependency on social grants and government assistance, straining public resources and limiting economic mobility for individuals.



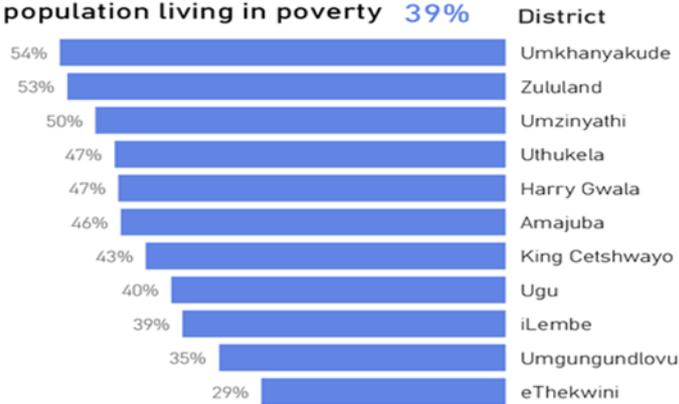
### Proportion of population living below the national poverty lines



Indicator	Definition
SDG 1.2.1 NDP 3.4.3.1	Upper-bound poverty line (UBPL): The amount of money for basic nutrition and other essentials such as clothing Lower-bound poverty line (LBPL): The amount of money for essentials such as clothing but only if some nutritional costs are sacrificed Food poverty line (FPL): The amount of money required to purchase the minimum required daily energy intake ('extreme' poverty line)



### Proportion of population living in poverty 39%



2022

Indicator	Definition	Source
Population in poverty	Total population living below the national poverty lines	Statistics SA Living Condition Survey; Income and Expenditure Survey; Census; National Strategic Hub estimates

The proportion of the population in poverty in KZN is 39%, with Umkhanyakude District leading with 54%.

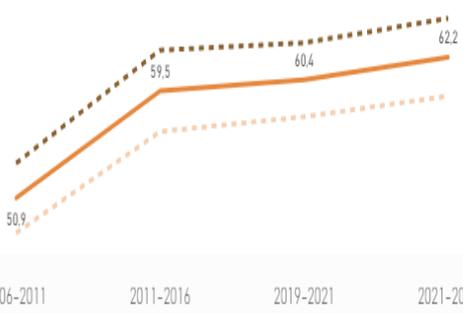
### Life Expectancy



#### Life expectancy at birth

62 Life expectancy

● Life expectancy ● Female ● Male



Indicator	Definition	Source
Life expectancy	An estimate of the average number of additional years a person could expect to live derived determined from birth for either males or females	Statistics SA Mid-year population estimates

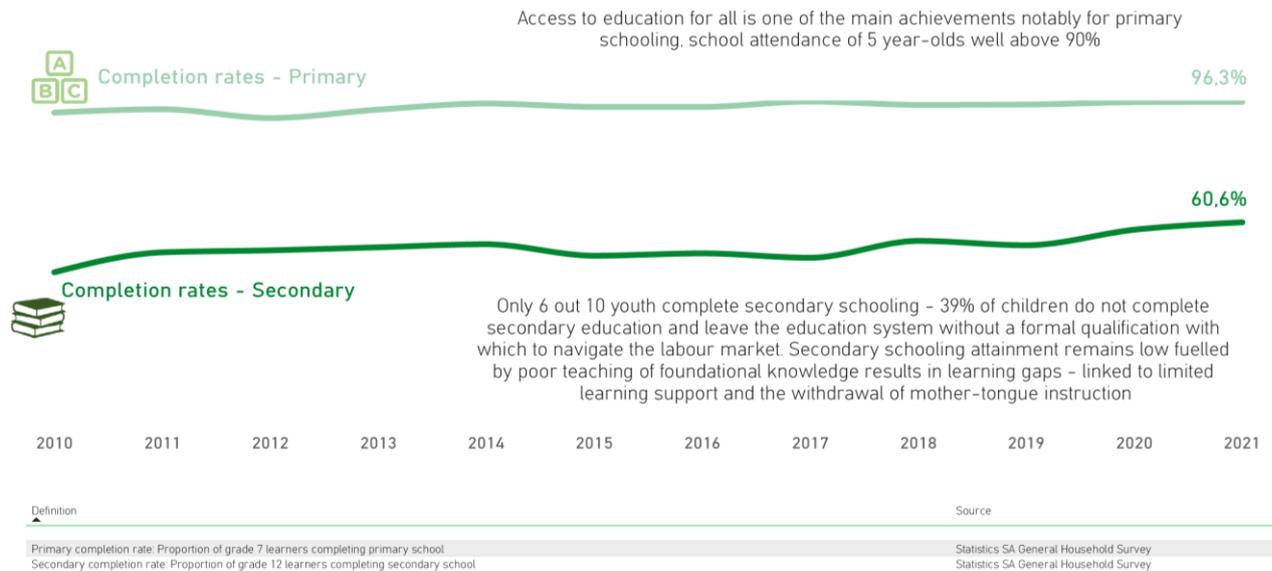
Life expectancy in KwaZulu-Natal, has been influenced by several factors, including health care access, socio-economic conditions, and disease prevalence. It has increased over the past few decades, although it remains lower than the national average. While there have been positive trends in life expectancy in KZN, challenges remain due to the high burden of communicable diseases and rising non-communicable diseases.

Both the infant mortality rate (IMR) and maternal mortality ratio (MMR) have historically been high, impacted by socio-economic disparities i.e. HIV and AIDS prevalence, and limited healthcare access in rural areas. Efforts to reduce these rates include HIV prevention and

treatment programs, improved access to healthcare, vaccination initiatives, and enhanced maternal care. While both IMR and MMR have decreased in recent years, persistent challenges remain, particularly in under-resourced areas, necessitating ongoing healthcare investment and targeted support for vulnerable communities.

### Education

There are over 6,000 primary and secondary schools, which include both public and independent institutions in the province. Whilst strides in improving school enrolment rates at the primary and secondary levels have been made, there are still challenges in ensuring that all children complete their education. High dropout rates, especially in secondary education, remain a concern, influenced by socio-economic factors and the need for students to contribute to family income. The quality of education varies significantly across urban and rural areas. KwaZulu-Natal emerged as the second-highest performing province, boasting an impressive matric pass rate of 89.5% for 2024.



## Access to Basic Services

### Water

Access to piped water in KwaZulu-Natal varies significantly between urban and rural areas, influenced by infrastructure development, socio-economic factors, and government initiatives. Access to piped water has improved over the years, but disparities remain, particularly in rural settings. Overall, 77% of households have access to piped water in house or yard, and 88% have access in house, yard or community stand. 12% still had no access. Some areas suffer from inadequate infrastructure, resulting in intermittent supply or lack of access altogether. Maintenance of existing systems can also be a problem, leading to water quality reliability issues.

### Electricity

Most households have access to electricity, 97% to lighting electricity, with 72 % having access for cooking. Access to electricity in KwaZulu-Natal varies between urban and rural households, influenced by infrastructural development, government initiatives, and socio-economic factors. In urban areas, access to electricity is generally high, benefiting from well-established infrastructure and government support for electrification. Access to electricity in rural regions is more variable. Many households rely on alternative sources of energy such as candles, gas, paraffin or wood for energy needs.

### Sanitation

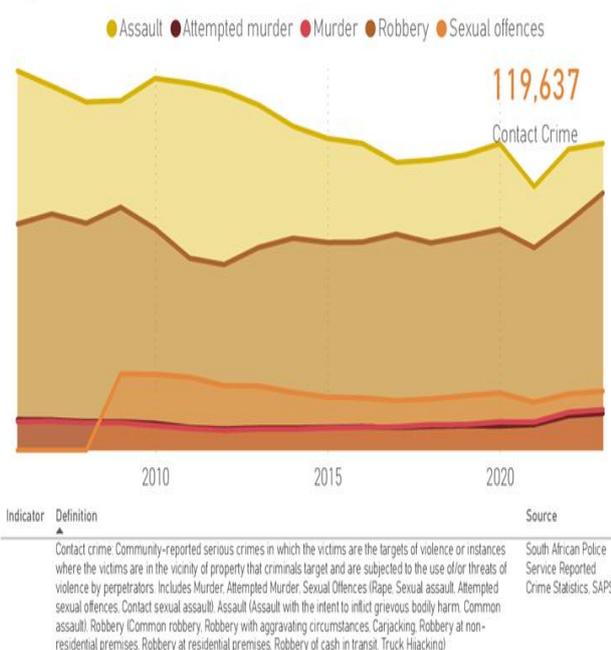
Almost 60% of households have access to flush toilet and many households have access to some form of sanitation via pit toilet. Households in economically disadvantaged areas lack the resources to build or maintain proper sanitation facilities, leading to reliance on unimproved or shared toilets. Many rural areas face significant infrastructure challenges, including inadequate sewage systems and a lack of maintenance for existing facilities. Few bucket systems have also been reported (2%) and 13% Pit latrine without improved ventilation. This can lead to health risks and environmental concerns.

## Security and Safety

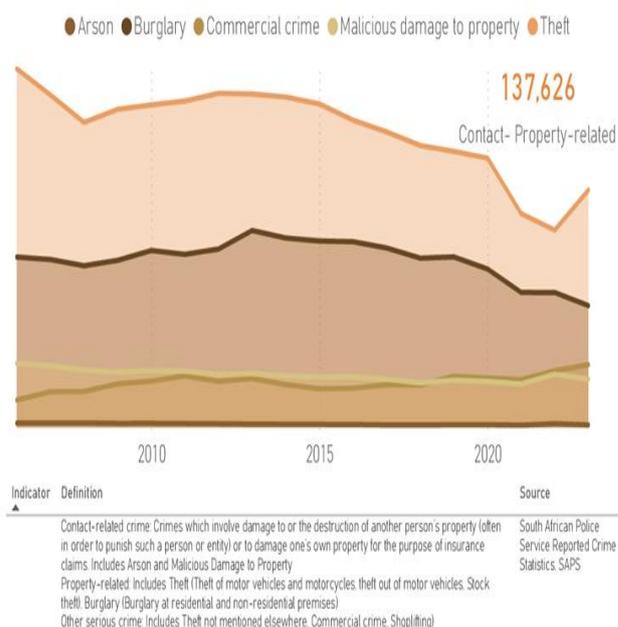
KZN has one of the highest crime rates in South Africa, with significant incidences of violent crime, property crime, and organized crime. It has the highest instances of reported assault and gender-based violence. Property crimes, including robbery (both residential and commercial) and burglary, are prevalent in urban areas, often driven by economic hardship and unemployment. KZN is also affected by organized crime syndicates involved in drug trafficking, human trafficking, and illegal firearms trade, exacerbating violence and insecurity in certain communities.



Total contact crimes



Total contact-related, property-related and other serious crimes



## Killings of Traditional Leaders (Amakhosi and Izinduna)

The issue of killings targeting traditional leaders in KZN has become increasingly alarming, with 55 traditional leaders reportedly killed since 2019. The most recent statistics highlight a worrying trend in violence against these leaders, with community representatives and government officials expressing their concern over the impact this violence has on stability and governance in the region.

Issues related to crime and safety of the citizens, of the Province are supported by the OTP through various interventions. These are strengthened by the Premier who leads the Department of Community Safety and Liaison. The Council Against Crime is chaired by the Premier as the Head of the Department of Community Safety and the OTP also spearheads the Justice, Crime Prevention and Security (JCPS) Cluster.

**Fraud and Corruption: Issues related to Forensic Investigations in the Province:**

Year 2024/25 Apr - Dec	Dockets Rec	Value	Cases to Court	Value	Arrests	Value	Declined to Prosecute	Convictions		Value	No of years suspended imprisonment with options	Total No of cases finalised
								Public	Private			
TOTAL	9	R 31 840 397	3	R 17 171 208	10	R 17 460 755	3	0	0	R 51 000	0	0

Fraud and corruption remain a concern as indicated in the GCIS survey. The prevalence of cases is difficult to measure accurately as it is dependent on whether cases are reported and whether prosecutions are finalised. The ethics and fraud and corruption workshops are aimed at proactively addressing challenges experienced in government. Procurement irregularities remain a main contributor in government cases and hence and service providers SCM Managers are included in workshops. Case resolution relating to implementing forensic investigation recommendations remains a lengthy process and will continue to be monitored.

**Climate Change**

The province has experienced increased effects of climate change in the form of severe and disruptive weather conditions. On the 16<sup>th</sup> of April 2024, two districts uGu (Margate) and eThekweni experienced severe and disruptive rainfalls which resulted in damage to infrastructure such as shelter, roads, schools, clinics, water, businesses and electricity supply. Over 249 people were affected, more than 110 households were destroyed, and 5 fatalities were confirmed. On the 4<sup>th</sup> of June 2024, a tornado ripped through Tongaat which resulted in 12 people losing their lives, more than 7000 homes damaged and 1200 homeless families. This destroyed schools, roads, bridges, community halls and electricity infrastructure. On 6 July 2024, the province experienced uncontrolled veld fires, which left 7 people dead. Approximately 22 000 hectares of grazing land and over 5 000 head of livestock were destroyed by the fires and more than 200 livestock farmers’ associations and smallholder farmers were negatively impacted with estimated losses amounting to R69,35 million. The worst-affected districts were King Cetshwayo, Harry Gwala, Umgungundlovu, Umzinyathi and Zululand. The highest percentage of farmers affected were smallholder and subsistence farmers. These types of weather / climate related incidents are on the increase and are becoming the norm. It is with this in mind that the Office of the Premier is driving the Council for Climate Change through the KwaZulu-Natal Climate Change Adaption Strategy.

**Technological Environment**

*Connectivity*

The province of KwaZulu-Natal and Eastern Cape are amongst the provinces with the highest digital divide with digital and ICT infrastructure. KwaZulu-Natal had access to the Internet using mobile devices, with much of this access accounted for by Households living in urban areas seating at 62%. Mobile devices are also the most used means of accessing the Internet by Households in rural areas (39%) and this figure drops to 1.7% for rural Internet access at home. Lack of ICT infrastructure and access to internet another

challenge as analysis shows that many South Africans continue to rely on internet cafes, educational facilities and workplaces to get online. Households in rural areas had the least internet access figures, while those in metro areas generally had the best access.

Connectivity refers to the means of connecting devices to each other to transfer data across multiple platforms, and this involves network connections, which embrace bridges, routers, switches, gateways, and backbone to networks. The province can connect using different forms including fibre, radio microwave, or spectrum. Copper cable connectivity is not recommended. It was established that in 2020, the province was only at 27% connectivity. More urgent connectivity is required. There are different means of connecting. (*Source: Digital Transformation Strategy 2020*).

### *Skills*

Entry-level digital skills are “basic functional skills required to make basic use of digital devices and online applications” and the “advanced spectrum of digital skills are the higher-level abilities that allow users to make use of digital technologies in empowering and transformative ways such as professions in ICT.

Major digital transformations such as Artificial Intelligence, machine learning, big data analytics, change skills requirements are some of the advanced digital skills that the KZN population must be capacitated on to operate effectively in the 21st-century digital economy (UNESCO, 2019, p. 1). Artificial intelligence is crucial for solving many real-world problems as it is used in the health sector for diagnosing diseases, education sectors for customising lesson plans for students with special learning needs, and the defence sector for developing autonomous weaponry.

Given that 4IR impacts family, organisations, and communities, it is thus prudent for the KZN to be prepared for dealing with this phenomenon. The 4IR also impacts many aspects of life such as the labour market, education, health, transport, agriculture. For this reason, customised skilling, re-skilling, and up-skilling are required to develop the people’s capacities for dealing with the new changes.

Digital skills are important for all economic sectors as they assist in the delivery of various services and the production of several products. This is also the case for all provinces whether they are rural or urban. The paucity of digital skills translates to limited access to information which is crucial for operating in the knowledge economy. A study conducted by Nkosana and Skinner indicated a clear correlation between the success of the business and the skilled workforce. A study conducted by the Moses Kotane Institute (MKI, 2020) on ‘Skills in Demand - KZN Business’ depicted a wide range of ICT requirements for operating the respective businesses in the province. This study found that 40.4% of informal businesses and 33% of formal businesses indicated computer operating skills as the most immediate requirement to run the business efficiently to deliver to customers and to complement business operations. (*Source: Digital Transformation Strategy 2020*).

### *Knowledge Management*

Knowledge management is the systematic management of knowledge assets for the purpose of creating value and meeting tactical and strategic requirements; it consists of the initiatives, processes, strategies, and systems that sustain and enhance the storage, assessment, sharing, refinement, and creation of knowledge.

Knowledge management involves the understanding of: where and in what forms knowledge exists; what the organisation needs to know; how to promote a culture conducive to learning, sharing, and knowledge creation; how to make the right knowledge available to the right people at the right time; how to best generate or acquire new relevant knowledge; how to manage all of these factors to enhance performance in light of the provincial strategic goals and short term opportunities and threats.

### *Information Security*

Information security often referred to as InfoSec, refers to the processes and tools designed and deployed to protect sensitive business information from modification, disruption, destruction, and inspection (Cisco, 2020). It is designed to protect the confidentiality, integrity, and availability of computer system data from those with malicious intentions. Making the digitally transformed environment safe and reliable, to enable services and organisational transactions while upholding the rights of citizens. The colloquialism of “going online” permeates across generational and social divide, and digitalisation continues to expand its reach. This expansion of the digital environment translates into enormous opportunities for economic development, social inclusion, and technological innovation. It also affects the exercise of fundamental rights. (Source: *Digital Transformation Strategy 2020*).

### *Automation*

Service delivery in South Africa has been one of the most critically distressing things for government. According to the Public Service Commission (PSC) some government agencies 26 are taking up to 10 years to process service termination and pension pay-outs against the prescribed timeline of 60 days. Therefore, technological advancement in government processes is essential to combat those inefficiencies. Technology has always been at the forefront when it comes to gaining efficiencies and enhancing accuracy, hence the advent of process automation for government presents a huge opportunity to enhance service delivery. Automation is one of the critical steps driving cost savings in the current economic landscape across industries including the public sector, manufacturing, financial services, etc, (Deloitte, 2018). (Source: *Digital Transformation Strategy 2020*).

## **The Effects of the Ithala Bank Issue on KwaZulu-Natal Province**

The ongoing financial and legal challenges faced by Ithala Bank, a historic black-owned institution, carry far-reaching consequences for KwaZulu-Natal (KZN). Economically, the potential liquidation of Ithala could disrupt financing for SMMEs, cooperatives, and rural development initiatives, directly impacting job creation and the Provincial Growth and Development Plan (PGDP). Reputationally, public trust in state-owned institutions and confidence in black-owned financial ventures could suffer setbacks. Legally, breaches of the Banks Act and related regulations expose governance lapses, prompting heightened regulatory scrutiny. Socially, vulnerable communities relying on Ithala’s financial support may face increased poverty and inequality, coupled with job losses both within the bank and its client base. Political engagement with stakeholders is required for an amicable solution.

## Human Resources in the Province

There are 184 349 provincial employees in 13 departments with a vacancy rate of 15% (based on funded posts) as of September 2024 which is expected to rise with austerity measures that are in place. Six departments have achieved the compliance norm of employment of 50% female Senior Management Service members as of August 2024. The employment of employees with disabilities remains a challenge in the Province, with the achievement of the 2% standard as only five of the provincial departments have achieved the compliance norm.

All departments have been guided to ensure that they have Employment Equity Consultative Fora in place and have an appointed gender focal person, who ensures gender mainstreaming within the organisation. It is notable that there is only 38% of posts for levels 14 and above are occupied by women. There is a need for a targeted programme for upward mobility for women level 13 SMS members and further the representation of people with disabilities through the development of Departmental Equity remedial and sustainability plans.

### KWAZULU - NATAL PROVINCIAL ADMINISTRATION

#### A3. Statistics of Race, Gender, Disabled and Vacant posts per Salary Level - September 2024

Table 1 reflects employees appointed on the PERSAL system

POST/ SALARY LEVEL	HUMAN RESOURCES																ESTABLISHMENT								
	AFRICAN				COLOURED				INDIAN				WHITE				TOTAL	Employees with a	No. of VACANT Posts	Total No. of Posts	% VACANT Posts				
	FEMALE		MALE		FEMALE		MALE		FEMALE		MALE		FEMALE		MALE							FEMALE	MALE		
No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%						
01	5	71	2	29	0	0	0	0	0	0	0	0	0	0	0	5	71	2	29	7	0	20	27	74	
02	4235	64	2181	33	21	0	14	0	39	1	67	1	3	0	8	4298	65	2270	35	6568	33	1212	7780	16	
03	6744	49	6499	48	46	0	35	0	162	1	157	1	10	0	18	6962	51	6709	49	13671	86	3185	16856	19	
04	5409	64	2776	33	37	0	18	0	69	1	103	1	26	0	5	5541	66	2902	34	8443	83	1119	9562	12	
05	12566	69	4811	26	128	1	42	0	468	3	218	1	100	1	11	13262	72	5082	28	18344	222	3033	21377	14	
06	9517	68	3312	24	103	1	38	0	524	4	303	2	169	1	36	10313	74	3689	26	14002	59	1455	15457	9	
07	36368	65	14358	26	338	1	64	0	3120	6	826	1	834	1	141	40660	73	15389	27	56049	102	2900	58949	5	
08	20819	70	5702	19	246	1	64	0	1825	6	464	2	530	2	106	23420	79	6336	21	29756	79	2277	32033	7	
09	10345	59	4678	27	180	1	64	0	1330	8	454	3	285	2	72	12140	70	5268	30	17408	39	3228	20636	16	
10	4924	53	2454	27	143	2	30	0	995	11	426	5	178	2	88	6240	68	2998	32	9238	42	1413	10651	13	
11	2352	36	2617	40	73	1	48	1	610	9	483	7	171	3	122	3206	50	3270	50	6476	19	992	7468	13	
12	1111	30	1185	32	42	1	40	1	554	15	528	14	140	4	160	1847	49	1913	51	3760	31	580	4340	13	
Sub-Tot	114395	62	50575	28	1357	1	457	0	9696	5	4029	2	2446	1	767	127894	70	55828	30	183722	795	21414	205136	10	
13	196	43	184	40	6	1	4	1	29	6	18	4	10	2	11	241	53	217	47	458	6	79	537	15	
14	42	34	62	50	0	0	0	0	5	4	8	6	4	3	4	51	41	74	59	125	2	17	142	12	
15	8	26	16	52	0	0	0	0	2	6	4	13	0	0	1	3	10	32	21	68	31	1	11	42	26
16	3	23	9	69	0	0	0	0	0	0	0	0	1	8	0	4	31	9	69	13	0	2	15	13	
Sub-Tot	249	40	271	43	6	1	4	1	36	6	30	5	15	2	16	306	49	321	51	627	9	109	736	15	
<b>TOTAL</b>	<b>114644</b>	<b>62</b>	<b>50846</b>	<b>28</b>	<b>1363</b>	<b>1</b>	<b>461</b>	<b>0</b>	<b>9732</b>	<b>5</b>	<b>4059</b>	<b>2</b>	<b>2461</b>	<b>1</b>	<b>783</b>	<b>128200</b>	<b>70</b>	<b>56149</b>	<b>30</b>	<b>184349</b>	<b>804</b>	<b>21523</b>	<b>205872</b>	<b>10</b>	

## State of Labour Relations, Suspensions, Acting Appointments

The Provincial Labour Relations Steering Committee, led by the Office of the Premier, initiated a program of action, Operation MBO, with an intention to reduce the number of outstanding disciplinary cases and to deal with prolonged precautionary suspension cases within the KwaZulu-Natal Provincial Government. There were 508 disciplinary cases under investigation in the province of which 482 were concluded. 403 disciplinary cases then proceeded to disciplinary hearings. Of the 403 pending disciplinary cases addressed during the case backlog reduction project, 310 cases were finalised, and 93 disciplinary cases remained pending. The programme will remain in place to tackle the backlogs that remain.

## **EXTERNAL ENVIRONMENTAL ANALYSIS - PESTEL AND IMPLICATIONS FOR THE OFFICE OF THE PREMIER**

### **Politics and Governance**

Following the Premier's announcement of the Provincial 8 key focus areas, the OTP reflected on its role in implementing these focus areas, by also reflecting on key developmental indicators in the external environmental status quo reports.

The improved perception of the leadership and provincial government performance (GCIS) provides a basis to leverage improved collaboration and rebuilding trust, thus supporting initiatives to support new growth and good governance. Whilst there has been a slight improvement in public trust, more work needs to be undertaken to improve communications with our communities by the Communications Chief Directorate and through social dialogues through enhanced stakeholder coordination efforts by the Stakeholder Co-ordination Management.

Governance at all levels requires improvement to continue to build public trust. This will be enhanced with regular sittings of the Premier's Co-ordinating Forum meetings held with local government which must include feedback on provision of basic services and support to dysfunctional municipalities.

The Provincial Planning Chief Directorate will continue to undertake assessments on the provincial departments Annual Performance Plans to support the planning for the implementation of national and provincial priorities. The Monitoring and Evaluation Unit will assess performance against the approved plans and implementation progress reports. The Provincial Planning and Monitoring and Evaluation Units will also undertake assessments and monitoring of progress of the Cluster plans to track implementation of the MTDP. Strategic support is geared to support the service delivery focus of departments on national and provincial priorities.

There are challenges with availability of key poverty data from the STAT SA census survey and there is a need to look at alternatives for reliable statistics for policy development, planning and decision making. The household profiling being undertaken by the OSS team will provide useful information for evidence-based decision making.

### **Economy**

The slow growth of the economy and growing unemployment rates contributes to the increasing poverty rate. Government policies and plans directed and monitored by the Policy and Planning Chief Directorate's must deal with triple challenge of poverty, inequality, and unemployment with a focus on vulnerable groups. The Youth Chief Directorate will continue to target youth entrepreneurship through the Youth Empowerment Fund. Building the economy will be monitored through the Cluster system as part of the implementation of the Medium-Term Development Plan, and Cluster Plan of the ESIEID Cluster.

## **Social**

There is still a pressing need for focussed targeted interventions for vulnerable groups especially the Youth, Women and the fight against gender-based violence and femicide which is on the increase.

Increased population growth and increased levels of poverty indicates that there is a greater demand for services. However, government services find themselves constrained due to lack of resources and austerity measures. There is an urgent need for government to leverage partners / stakeholders to improve service delivery through the OSS vehicle utilising the DDM programme.

Monitoring of integrated service delivery needs strengthening to ensure more effective feedback to communities on issues raised through the various mechanisms that have been put in place This will assist to reduce the service delivery protests that are experienced and assist to build public trust.

The decline in service satisfaction on interventions for HIV and AIDS and TB needs to be strengthened through the HIV and AIDS Council and monitoring of the KZN Provincial Multi-Sectoral HIV and AIDS, TB and STIs Programme Implementation Plan.

These deliverables will also be implemented as part of the Medium-Term Development Plan, PGDP and Cluster Plan and progress will be monitored through the SPCHD Cluster.

## **Technological**

The digital divide remains an area of concern as several areas in the Province is still not connected. Linked to this is the scarce skills prevalence in the technological space, including IT, and increase risk of cyber security attacks.

The progress with Broadband roll out is not within the control of the Office of the Premier but this will be monitored through the cluster system. The need to advance technologically extends to reviewing the Digital Transformation Strategy and monitoring its implementation. This includes continued efforts to build the capacity and capability of the Information and Innovation Hub and collaborations with the CSIR and Strategic Hub (Department of Cooperative Governance). The use of Artificial Intelligence for efficiencies, provided risks are mitigated. This requires the operationalisation of a policy guideline, supported by a Cyber Security framework and the effective monitoring of the IT implementation plan as part of the operations of the IT unit. Technological advances will also be monitored through the ESIEID Cluster, whilst business modernisation will be monitored through the GSCID Cluster System as part of the implementation of the Medium-Term Development Plan, and Cluster Plans. The Office of the Premier Coordinates the Provincial Government Information and Technology Operations, and in this regard is exploring options to improve governance of IT systems and integration. The Director-General had also established and leads the Provincial Steering Committee aimed at propelling the Province of KwaZulu-Natal to 4IR and beyond. Training and development to improve knowledge and skills and building a future orientated skills base will form part of the skills development and recruitment strategy, whilst the monitoring of information security standards and development of cyber security approaches will be strengthened through the work of the PGITO.

## Environment

In response to the continued effects of Climate Change, the OTP will continue the coordination of the Climate Change Council and working with the ESIEID Cluster to strengthen the implementation of the Climate Change council programme. Interventions have been incorporated into the Medium-Term Development Plan and implementation will be monitored through the Cluster system.

## Legal

The rising rate of crime contributes to the social ills of the province and from a public sector perspective Forensics Management will continue to investigate matters of public sector corruption. The preventative measures from Integrity Management will continue to support the fight against fraud and corruption and the implementation of the Professionalisation of the Public Service will drive the message of ethics to public servants. Lifestyle audits will be intensified in the province. These efforts will be undertaken to improve accountability in the public sector and increase public trust in government. Progress will also be monitored through the GSCID Cluster Plan implementation through the Cluster system.

## INTERNAL ENVIRONMENT ANALYSIS

The Office of the Premier has 562 employees who service the department as well as the province with respect to co-ordination and support of transversal services. The human resource capacity of the institution to deliver on its mandate is as follows:

### OFFICE OF THE PREMIER A3. Statistics of Race ,Gender, Disabled and Vacant posts per Salary Level - January 2025

Table 1 reflects employees appointed on the Persal system

POST/ SALARY LEVEL	HUMAN RESOURCES																TOTAL	Employees with a disability	ESTABLISHMENT							
	AFRICAN				COLOURED				INDIAN				WHITE						FEMALE	MALE	No. of VACANT Posts	Total No. of Posts	% VACANT Posts			
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%										
01	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
02	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
03	25	74	9	26	0	0	0	0	0	0	0	0	0	0	0	25	74	9	26	34	0	0	34	0	0	
04	0	0	5	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	5	0	0	5	0	0	0
05	54	47	58	50	1	1	2	2	0	0	0	0	0	0	0	55	48	60	52	115	8	1	116	1	0	
06	1	17	4	67	0	0	0	0	0	0	0	0	1	17	0	2	33	4	67	6	0	0	6	0	0	
07	60	69	23	26	1	1	0	0	3	3	0	0	0	0	0	64	74	23	26	87	1	0	87	0	0	
08	55	60	23	25	4	4	0	0	5	5	3	3	2	2	0	66	72	26	28	92	0	0	92	0	0	
09	30	60	16	32	1	2	0	0	2	4	1	2	0	0	0	33	66	17	34	50	1	3	53	6	0	
10	9	47	4	21	3	16	0	0	2	11	1	5	0	0	0	14	74	5	28	19	2	0	19	0	0	
11	13	41	14	44	0	0	0	0	2	6	1	3	1	3	1	3	16	50	16	50	32	3	9	41	22	
12	14	38	13	35	0	0	0	0	6	16	3	8	1	3	0	21	57	16	43	37	1	0	37	0	0	
Sub-Tot	261	55	169	35	10	2	2	0	20	4	9	2	5	1	1	296	62	181	38	477	14	13	490	3	0	
13	21	50	14	33	0	0	1	2	5	12	0	0	0	1	2	26	62	16	38	42	1	5	47	11	0	
14	2	13	9	60	0	0	0	0	1	7	0	0	2	13	1	7	5	33	10	67	15	1	3	18	17	
15	1	20	4	80	0	0	0	0	0	0	0	0	0	0	0	1	20	4	80	5	0	1	6	17	0	
16	1	100	0	0	0	0	0	0	0	0	0	0	0	0	0	1	100	0	0	1	0	0	1	0	0	
Sub-Tot	25	40	27	43	0	0	1	2	6	10	0	0	2	3	2	3	33	52	30	48	63	2	9	72	13	
TOTAL	286	53	196	36	10	2	3	1	26	5	9	2	7	1	3	1	329	61	211	39	540	16	22	562	4	

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

	HUMAN RESOURCES																TOTAL	Employees with a disability	ESTABLISHMENT							
	AFRICAN				COLOURED				INDIAN				WHITE						FEMALE	MALE	No. of VACANT Posts	Total No. of Posts	% VACANT Posts			
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%										
MINISTER	0	0	1	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	100	1	0	0	1	0	0
PERIODIC	3	43	3	43	0	0	0	0	0	0	0	0	0	1	14	0	4	57	3	43	7	0	0	0	0	0
ABNORMAL	0	0	1	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	100	1	0	0	0	0	0
TOTAL	3	33	5	56	0	0	0	0	0	0	0	0	1	11	0	4	44	5	56	9	0	0	9	0	0	

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

## **Vacancy Rate**

As at end January 2025, the vacancy rate (based on funded posts) for the Department was 4%, with a vacancy rate at senior management level being 13% and the vacancy rate all other levels being 3%, which is within the acceptable norm for vacancies which is 10%. However, the vacancy rate is calculated based on funded posts as unfunded posts are not included in this calculation. The filling of posts in the Department is impacted on by the cost containment and strict austerity measures. Department of Public Service and Administration and National Treasury Directives on the austerity measures will be considered and posts are being prioritised. The filling of vacancies has impacted on the rate at which the Department fills attrition posts. This results in the human resources capacity gap which is increasing.

In addition to this, the internal v transversal role of the Office of the Premier has impacted on several areas, including planning, monitoring and evaluation. The segregation of duties is being explored and partial implementation in some units is underway, such as Human Resource Support.

The structure is under review to facilitate streamlining and reconsider allocation of posts in terms of the mandate of the Office of the Premier and building future required skills, as well as proper segregation and capacity to provide focus on internal and transversal services. The continued drive to strengthening systems and technology to simplify work and reduce burden and error risk related to manual systems will support the streamlining process. This includes strengthening capacity and capability in the IT unit to support the effective functioning of the Information and Innovation Hub with resources to enhance knowledge and information management, data analytics and Artificial Intelligence. The Department is using the outcome of the Skills Audit to expose its staff to needs specific directed training and has embarked on a right sizing exercise to deal with the bloated structure. The organisational structure has been reviewed and is awaiting approval by DPSA. The monitoring and evaluation of the implementation of the skills audit interventions overseen by the Interdepartmental committee chaired by the Deputy Director-General: Corporate Management Services. Committee seats quarterly.

## **Interns**

The internship programme supports the employment of youth and provision of opportunities to graduates with a total of 32 opportunities that have been advertised for the next two-year cycle. Areas cover several technical and administrative portfolios, including social science, public management, legal skills, development studies and related fields, security and risk, financial management and accounting and supply chain management, community development, knowledge management and monitoring and evaluation.

## **Women in SMS positions and People with Disabilities**

Transformation in general and employment equity continues to be a priority for the Department. The representation of women at SMS level is currently at 52%. The Department had attained the 2,8% target for People with Disabilities. To improve representation of women at SMS level (level 14 upwards) and further the representation of people with disabilities, the Department has developed remedial and sustainability plans.

The Department has an Employment Equity Consultative Forum and an appointed gender focal person who ensures gender mainstreaming.

Its strategies and initiatives are guided by the Employment Equity Improvement Plan and include targeted recruitment, selection, and retention programmes; training and development targeting designated groups; mentorship and coaching; Diversity programmes; development and empowerment programmes (bursaries, scholarships and internships); reasonable accommodation for people with disabilities; as well as organise and convene information sessions aimed at de-stigmatisation of disabilities. Furthermore, the department is forming partnerships with organisations for Persons with Disabilities (PWDs) to send out the advertisements for vacant posts to increase the pool of applications for PWDs.

### **Information Technology**

The Office of the Premier co-ordinated and implemented the Provincial Digital Transformation Strategy and Implementation plan as it repositioned the KZN Digital Information and Innovation Hub. It recognised that data is growing in an unprecedented rate and big data management is a priority in the Province. This strategy is currently under review which should be finalised in 2025. As indicated, the need to augment HR capacity with IT systems and support has been recognised and several systems and tools have been developed and more is to follow

The following progress has been made:

- *Data Lake and Landing Zone*: The data lake was created to make provision for a provincial repository.
- *Innovation and Information Hub Portal*: The purpose of the portal was to make collaboration accessible.
- *GIS Portal*: The GIS portal serves as a Provincial Geospatial platform for the province where strategic projects can be visualized Geospatially.
- *DDM Tools*: These are citizen centric tools used for various profiling to enable government to assist the citizens.
- *War Room Functionality Audit Tool*: This tool was developed to check the functionality of the war rooms in municipalities.
- *Integrated Household Profiling Tool*: The tool was piloted in ward 54 in eThekweni with Community Health Workers. The pilot is complete, and the tool was finalized based on the pilot.
- *HR Labour Relations Case Management System*: Phase 1 of the system has been completed; phase 2 has commenced with additions to phase 1. The tools automate the HR process.
- *National School Nutrition Programme*: This was identified as a priority programme and tools were developed to establish the state of the School Nutrition Programme and monitored accordingly.
- *MTDP System*: The purpose of this tool is to automate the MTDP process. Work is progress.
- *Flood Data Collection*: During the flood reporting tools were developed to report on the flood disaster and the progress thereof in terms of interventions to assist the citizens. (data visualization).
- *Power Apps Landing Page*: The PowerApps landing page enables business intelligence capabilities/reporting across all applications.

- *KZN Multivendor Platform*: The rationale for this application is to create a marketplace for SMME's to sell their products.
- *E-Recruitment*: The e-Recruitment system serves to automate the recruitment process.

## **Office Accommodation**

The Office of the Premier has approached the Department of Public Works and Infrastructure and submitted a needs analysis for office space for the Department at the Government Precinct. The Department of Public Works and Infrastructure has entered into a lease agreement on behalf of the Office of the Premier for a period of five years and secured additional accommodation at the Invesco building in Pietermaritzburg and are currently busy with the reconfiguration of the Moses Mabhida Building. It is anticipated that the additional space secured will be ready for occupation by the 30 June 2025.

The current office accommodation is a risk, in terms of the building not being suitable from an Occupational Health and Safety Perspective. There is also a challenge for staff safety to travel to the OTP offices in Durban due to the high traffic volumes and the high rate of accidents on the N3. The finalisation of the Remote Working Policy will assist regarding the need for extensive office accommodation and will also cut Sand T costs related to travelling to meetings.

## **Audit outcomes**

The OTP has received audit outcomes of unqualified opinion with no findings (clean audits) for 2021/2022, 2022/2023 and 2023/24. There were however areas for continued improvement identified, i.e.:

### *a) Asset Management*

High level Improvement measures have been adopted by the department and include the development of an Audit Improvement plan to adequately address all non-compliance areas noted by the AGs report i.e. disposal of assets, deviations and fleet management services.

### *b) Internal Control*

There has been significant improvement in the monitoring and oversight by the Office of the Premier overall which resulted in a clean audit for the 2023/24 financial year. The audit improvement plan was developed to enhance the key controls within the Department's processes. The action plans considered three recommendations by the auditors with respect to the filling of critical posts; Annual Financial Statements preparation; and management of assets.

## **Performance Information**

The Office of the Premier performed well over the 2023/24 period, achieving 94% of its set targets. Areas of non-achievement were on the HRD strategy which was still draft at the time of reporting. While development of strategy was completed, approval was not finalized at the end of the financial year.

to address some of these issues, the department will strengthen integrated planning for all calendar events to prevent overlapping of events in the current financial year and the outer financial years. Technical Indicator descriptors were reviewed to ensure that provision of evidence is within the control of the responsible unit and assumptions are clearly articulated.

### Service Delivery Improvement Plan (SDIP)

The Department of Public Service and Administration (DPSA) resurrected the Service Delivery Improvement Plans (SDIPs) for 2023 – 2025. All Provincial SDIPs have submitted their 2023-2025 to the DPSA. The aim of an SDIP is to improve the quality of service delivered to external stakeholders/customers. The SDIP for the Office of the Premier focuses on improving the performance of the KwaZulu-Natal Provincial Public Service Training Academy (PPSTA) which is faced with several challenges:

The Chief Directorate: Public Service Training Academy exists to ensure that quality training and development programmes are offered to the Provincial Administration i.e. all departments and entities in KZN. In line with the Training Academy Directory of 2013 and to ensure efficient staff, all Provincial Departments are expected to ensure that at least 1% of their annual budget is spent on staff training. The mission of the Chief Directorate is to deliver high quality competency-based learning and development programmes and interventions that will lead to improved employee and organisational performance.

The Chief Directorate is faced by a myriad of challenges that has affected the delivery of their services for a long period. These include amongst other staff grievances escalated to labour court – since 2014. It is for these reasons that the PPSTA was chosen for service delivery improvement. The plan for 2023 – 25 was approved and is being implemented.

### Stakeholder Analysis for the OTP

The department during its strategic deliberations confirmed that the stakeholders of the institution remain the same. However, based on challenges raised by the various Branches, it was realised that strengthening of relationships is required with the stakeholders outlined. This matter is further reinforced by the budget cuts in the province and the need is to capitalise on associations with stakeholders for required resources.

Stakeholder	Purpose of Engagement
<b>National</b>	
<b>The Presidency: DPME</b>	Policy and Research coordination Function and revival of SEIAS.
<b>DPSA</b>	Governance and Administration issues
<b>DPME</b>	Macro- and Micro Planning and Mand E.
<b>National Department of Women and Youth and Persons with Disability</b>	Mainstreaming of vulnerable Groups.
<b>National School of Governance</b>	Training and Tertiary Institutions Engagements.
<b>Infrastructure SA</b>	Catalytic Projects and Infrastructure Development
<b>National and Provincial Departments</b>	Transversal role played by the Department.
<b>National Youth Development Agency</b>	Co-ordinated response to the Youth issues.

Stakeholder	Purpose of Engagement
<b>National Treasury</b>	The role of the National Treasury of the Republic of South Africa is to manage South Africa's national government finances. and to monitor the implementation of provincial budgets.
<i>Provincial</i>	
<b>Legislature</b>	Oversight, Policy, legislative drafting, Mand E and Research matters.
<b>Office of the Auditor – General</b>	is mandated to audit and report on the use and management of public resources by government institutions.
<b>Cluster Audit and Risk Committee (CARC)</b>	To provide an oversight role in relation to financial reporting, internal control structure, risk management systems, internal and external audit functions and ethical accountability.
<b>Government Clusters</b>	Ensure the alignment of government-wide priorities, facilitate and monitor the implementation of priority programmes.
<b>SIU, SAPS, NPA SARS, HAWKS and Oversight committees (SCOPA and Portfolio Committees)</b>	Extension of Forensic Capacity and Lifestyle Audits.
<b>Growth Coalition, Sector Councils (Human Resource Development Council; Provincial Council on AIDS; Council Against Crime; Climate Change Council Social Cohesion and Moral Regeneration Council; Economic Council; Anti-Substance Abuse Forum), Private Sector and Tertiary Institutions</b>	Strengthening of strategic management and policy development interventions, integration and capacity, engagement of stakeholders.
<b>EDTEA and DSD</b>	Economic Policy, Social Councils and Entities.
<b>COGTA</b>	Implementation of the Provincial Spatial Development Framework (PSDF); SPLUMA Forum, IDP Forum and technical teams in terms of spatial and integrated planning for matters related to DDM Planning and Disaster Management.
<b>Provincial Treasury</b>	Governance, Internal Audit and Provincial Risk Coordination.
<b>Sport and Arts</b>	Social Cohesion and Moral Regeneration.
<b>Public Works</b>	Catalytic Projects and Infrastructure coordination.
<b>Government Entities</b>	Monitoring Implementation and Coordination of Service Delivery.
<b>Provincial Departments</b>	Coordination of Service Delivery.
<b>OSS Structures</b>	Service delivery planning and monitoring and active citizenry.
<b>Social Public Sector Councils</b>	Evaluation of Social Councils as social partners.
<b>Private-, Business-, Sector-, Economic Sector; Labour Civil Society; Human Rights; NPO and NGO's and Faith Based Sector; Traditional Leaders; Women, Men and Older Persons Sectors; Children's Sector Academia Disability Sector LGBTQIA+</b>	Anti-Fraud Combatting. Partner in the implementation of the MTDP/PGDP with focus on the three priorities. Partners in implementing programmes for vulnerable groups Women, Youth, Persons with Disabilities, Military Veterans, HIV and AIDs and TB.
<b>Tertiary and Research Institutions (including MKI and CSIR)</b>	Gear resources and collaborate on skills development; ITC and the knowledge economy and build the research body of knowledge.

## SWOT Analysis

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>• Political Leadership and Independence.</li> <li>• KZN recognition in terms of medium- and long-term planning.</li> <li>• Implementation of recommendations of Provincial Skills Audit completed for levels 9 – 15.</li> <li>• Skilled Workforce and Tools.</li> <li>• Provincial Planning and M and E concept in place and aligned to proposed National Cluster System.</li> <li>• Stakeholder Engagement.</li> <li>• Some expertise to lead various areas.</li> <li>• Provincial Innovation and Information Hub to enhance planning, monitoring, reporting and evaluation efforts in the province to build a smarter province.</li> <li>• Security and Compliance.</li> <li>• Graduate Programme Implemented.</li> <li>• Memorandums of Understanding (MoUs) with Tertiary Institutions.</li> <li>• Chair and coordinate climate change (legal mandate), Provincial AIDS and HRD councils.</li> <li>• PCF - functionality, agenda setting, it needs to monitor One-Plans and participation, monitoring of service delivery and addressing challenges.</li> </ul>	<ul style="list-style-type: none"> <li>• Resource Constraints including scarce skills</li> <li>• Capacity and Staff Well-being.</li> <li>• Technological Gaps.</li> <li>• Staff Morale.</li> <li>• Unfunded and unplanned projects.</li> <li>• Misalignment between budget projects, APP and Operational Plan; non-alignment of planning documents to key Implementation Strategies.</li> <li>• Non-optimal use of structures / platforms (Councils, PCF, Lekgotla, Tech Clusters).</li> <li>• AG and Compliance focus v Service Delivery Focus.</li> <li>• Planning, implementation and monitoring of national and provincial priorities through the Provincial Cluster System - poor understanding of roles and responsibilities.</li> <li>• Systems with respect to planning and monitoring of support for mainstreaming of vulnerable groups require enhancement.</li> <li>• Forensic Investigations turnaround times.</li> <li>• Strategic Partnerships value add not visible.</li> <li>• Poorly functional internal coordination structures.</li> <li>• Delayed finalisation and implementation of OTP Structure.</li> <li>• Asset and Fleet Management process matters.</li> <li>• Provincial tracking and reporting on Implementation of Consequence Management.</li> <li>• Policy Management and Research.</li> <li>• Evaluations, commissioning own, implementation of Departmental Evaluation Plan and applying results.</li> </ul>
PPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>• Political Commitment and Partnerships.</li> <li>• Digital Transformation (4IR systems efficiencies; Improved systems efficiency, long term cost reduction; and National Systems and systems development (eQPR, MTSF and other) New Data, setting new baselines, setting new priorities).</li> <li>• New legislation strengthening IGR functions, e.g. Integrated Planning Bill, Review of IGR Act.</li> <li>• Training and Development.</li> <li>• Experienced and Capacitated Research and Innovation centres exist and are growing (CSIR, MKI, Research and Innovation Institutions, United Nations).</li> <li>• Service Delivery partners - (e.g. Moses Kotane, Dube Trade Port, Growth Fund, Growth Coalition, COGTA, Auditor-General, Public Service Commission).</li> <li>• BRICSA – Expansion.</li> <li>• Enhanced focus of national and provincial priorities for 7th Administration.</li> <li>• DPME engagement and support on AG matters.</li> <li>• Census - STATS SA.</li> </ul>	<ul style="list-style-type: none"> <li>• Political and Social Instability.</li> <li>• Budget Cuts and Economic Pressure.</li> <li>• Technological Vulnerabilities.</li> <li>• Results in compliance planning and reporting.</li> <li>• Willing partners, willing participants – Non-responsiveness by Departments to support and understand OTPs role in coordination.</li> <li>• Unintended consequences of the “NEW” Auditor-General (A-G) Approach linked to compliance and check box culture- resulting in compliance planning and reporting.</li> <li>• Stability of local government and functionality of OSS/DDM structures.</li> <li>• Understanding needs of and for future skills for the public service</li> <li>• Functionality of Councils, e.g. Social Cohesion.</li> <li>• Provincial Mood.</li> <li>• Climate change – Prevention and Response Readiness – Is the centre holding?</li> <li>• Energy crises Damage to equipment, impact on productivity.</li> <li>• Results in poor implementation, lack of integration, poor accountability.</li> <li>• Impact of continued cost cutting and limited budget availability.</li> <li>• Instability caused by elections and the 7th administration.</li> </ul>

The SWOT (internal environment) and PESTLE (external environment) issues were taken further to inform the Theory of Change and develop the Performance Information (Part C).

## Financial Resources

The Department is Budget Vote 1. The current economic climate and pressures to reprioritise budgets resulting from fiscal constraints affecting the entire country, means that the department must re-consider critical posts and delivery priorities.

Financial measures include implementation and adherence to austerity measures and use of virtual platforms to cut travel expenses where feasible.

Table 3.1 : Summary of payments and estimates by sub-programme: Programme 1: Administration

R thousand	Outcome			Main appropriation	Adjusted appropriation 2024/25	Revised estimate	Medium-term estimates		
	2021/22	2022/23	2023/24				2025/26	2026/27	2027/28
1. Premier Support	26 456	28 366	30 460	25 859	27 805	27 805	30 477	31 882	33 317
2. Executive Council Support	11 574	12 484	12 215	12 648	12 430	12 430	12 465	13 039	13 626
3. Director-General Support	22 723	20 448	38 854	25 010	35 430	35 430	30 570	31 640	33 064
4. Financial Management	104 964	116 200	89 617	117 725	111 494	111 494	118 755	124 778	130 393
5. Intergovernmental Relations	34 782	36 889	59 190	45 491	57 414	57 414	45 459	47 432	49 566
<b>Total payments and estimates</b>	<b>200 499</b>	<b>214 387</b>	<b>230 336</b>	<b>226 733</b>	<b>244 573</b>	<b>244 573</b>	<b>237 726</b>	<b>248 771</b>	<b>259 966</b>

Table 4.1 : Summary of payments and estimates by sub-programme: Programme 2: Institutional Development

R thousand	Outcome			Main appropriation	Adjusted appropriation 2024/25	Revised estimate	Medium-term estimates		
	2021/22	2022/23	2023/24				2025/26	2026/27	2027/28
1. Strategic Human Resources	93 955	91 057	112 612	124 896	122 768	122 768	132 013	138 106	144 321
2. Information Communication Techno	123 065	68 597	74 504	67 874	71 002	71 002	79 428	81 578	85 249
3. Legal Services	12 847	13 140	15 979	15 868	16 618	16 618	19 546	20 909	21 850
4. Communication Services	51 533	57 084	61 549	62 998	46 158	46 158	71 166	74 308	77 652
5. Special Programmes	32 798	16 308	14 886	16 857	16 857	16 857	15 803	16 609	17 356
6. Forensic Investigations And Integrity	30 333	33 116	33 609	41 285	40 035	40 035	44 950	47 071	49 189
<b>Total payments and estimates</b>	<b>344 531</b>	<b>279 302</b>	<b>313 139</b>	<b>329 778</b>	<b>313 438</b>	<b>313 438</b>	<b>362 906</b>	<b>378 581</b>	<b>395 617</b>

Table 5.1 : Summary of payments and estimates by sub-programme: Programme 3: Policy And Governance

R thousand	Outcome			Main appropriation	Adjusted appropriation 2024/25	Revised estimate	Medium-term estimates		
	2021/22	2022/23	2023/24				2025/26	2026/27	2027/28
1. Provincial Policy Management	24 515	41 551	52 488	64 896	56 396	56 396	42 826	44 809	46 825
2. Premier'S Priority Programmes	98 225	106 960	212 357	85 239	161 884	161 884	88 276	92 414	96 573
3. Royal Household	86 427	91 173	112 832	77 507	92 862	92 862	86 141	90 214	94 274
4. Heritage	-	-	-	-	-	-	-	-	-
<b>Total payments and estimates</b>	<b>209 167</b>	<b>239 684</b>	<b>377 677</b>	<b>227 642</b>	<b>311 142</b>	<b>311 142</b>	<b>217 243</b>	<b>227 437</b>	<b>237 672</b>

## Demand for Services

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

- a) **Co-ordination of Inter-governmental Relations:** The IGR unit is the vehicle to ensure full and seamless integration between Operation Sukuma Sakhe (OSS) and the District Development Model (DDM). The DDM Regulations that were promulgated in 2024 and are now part of the Intergovernmental Relations Framework Act (IGRF Act), were workshopped to various IGR Structures including the Premier's Coordinating Forum (PCF). Towards synergising OSS and DDM IGR Structures, a draft concept document on integrated service delivery was developed and will be finalised in 2025. Intragovernmental relations were also improved through the successful integration of the OSS Provincial Task Team to the Provincial IGR Practitioners Forum.

- b) **Premiers Coordination Forum (PCF):** There will be a focus to strengthen the Premier's Coordination Forum as the uppermost IGR structure of coordination of all spheres by the Premier. This will be done through a programme of action which will be developed for the PCF to facilitate effective local government and governance. There will also be partnering with local government, beyond mayors, including Izinduna and Municipal Managers and the participation in the Premier's Coordinating Forum (PCF).
- c) **Operation Sukuma Sakhe (OSS):** There will be continued implementation of the OSS Revitalization Strategy which will focus on Profiling and Coordination of Fieldworkers in Districts that were not prioritized in 2024/25. This will be linked to the Integrated Service Delivery Model through the District Development Model.
- d) **Household Profiling of Districts:** This was piloted with one District being targeted for 2024/2025 and the remainder to be spread over the MTEF. Tools have been developed and are being tested to profile households and track progress of service delivery programmes driven by members of the Provincial Executive Council.
- e) **Coordination of International Relations:** International Relations plays a strategic role in the growth and development of an economy. Some of the Province's major benefits of International Relations are access to markets, advantages of cost, economies of scale, technology and skills transfer, training and educational opportunities, exchanges, sharing of best practices as well as promoting people to people relations. Although the scope of KwaZulu-Natal's international relations is global, our concrete efforts are focused on emerging economies, which can boost our economy as well as on regions where KwaZulu-Natal can make a difference on the African Agenda 2063.
- f) **Public Service Training offered by the KwaZulu-Natal Provincial Public Training Academy:** The Academy prioritises building the capacity of the State through analysis of the Skills Audit undertaken for provincial staff members from levels 5 to 15 members and ensuring that targeted evidence-based training programmes are in place. The targeted training based on the skills audit findings for SMS members has included catalytic and mandatory training such as Financial Management, Programme and Project Management, Leadership and Change Management, Strategic Planning and Management, Executive Induction Programme, Compulsory Induction Programme, Evidence-Based Policy Making and Implementation, Gender Mainstreaming and Ethical Leadership and Executive Oversight. The training courses are also informed by a variety of factors such as the Human Resource Development Strategy for the public service. The courses offered are transversal and generic in nature as they respond to the need for building the capable state through capacity development initiative in the workplace. Most of the courses derived from the National mandate are developed by the National School of Government and coordinated by the Academy for implementation.
- g) **Coordination of Communication:** The Communication Chief Directorate is responsible for coordinating the communication of the Provincial Government. The revision of the Communication Strategy, implementation of an annual implementation plan, and monitoring implementation thereof remains a key focus area of the unit. The regaining of trust through effective communication through suitable media will be driven,

including providing feedback to communities on interventions and key decisions of the Executive Council.

- h) **Coordination of Digital Transformation:** The ICT unit is in the process of drafting the Digital Transformation Strategy for 2025-2030. This aims to direct the implementation of technology in the province to ease administrative and other burdens. The OTP must take the lead on digital technological issues in the province due to the ineffectiveness of SITA and the lack of its footprint in the province related to its mandate.

#### *Broadband in the Province*

The OTP, working with other stakeholders is installing broadband as follows:

District	Implementing Agent	Households	WiFi Hotspots
Amajuba	Broadband Infraco	62 278	439
iLembe	Broadband Infraco	77 080	520

Districts	Implementing Agent	Households	WiFi Hotspots
Harry Gwala	USAASA	3504	216
	Broadband Infraco		135
Ugu	Broadband Infraco	5187	319
<b>TOTAL</b>		<b>8691</b>	<b>670</b>

The OTP Information and Communication Technology Chief Directorate is currently driving the rollout of broadband in the Province through the following programs:

- SA Connect Phase 2.
- SITA upgrade of existing connection in Government facilities.
- Submarine cable revenue to be ring fenced for further implementation.
- KZN GovNet centralise all network and ISP services vote.
- Community Wi-Fi Youth ISP starter pack (Youth Fund).
- Wi-Fi hotspot for Constituent Offices.
- Wi-Fi hotspots for Traditional Houses of Authority.
- Libraries internet provision migration to KZN Broadband.

- i) **Coordination of the KZN Provincial Consequence Management Framework:** A Provincial Consequence Management Framework was approved by the Executive Council. The focus now is on the implementation of the framework. Workshops on the Framework have been conducted in provincial departments. A Provincial Labour Relations Steering Committee has been established. Consequence management is maintained for all transgressions on financial management in Departments. There is improved compliance to internal controls, as marked by the clean audit opinion for provincial departments. The Office of the Premier will continue to monitor progress made by Departments and intervene through the recently established Provincial Labour Relations Steering Committee.

- j) **Coordination of Service Delivery and Service Delivery Complaints:** The Integrity Management Chief Directorate co-ordinates and monitors service delivery complaints received through the Premier's Hotline, the Siyahlola Programme as well as the Izimbizo undertaken. The various units have been working with ICT to develop a single system that aims to house and co-ordinate all complaints, issues raised at various fora, etc. in a single database irrespective of origin. This will support the OTP co-ordination

efforts in resolving the service delivery issues that are received. Specifically, the Service Delivery Complaint's Management Unit and the Service Delivery Improvement Unit have been working together to develop a set of norms and standards to measure turnaround times of the resolutions of the various service delivery complaints received. Moving forward, the Office of the Premier will strengthen its service delivery coordination and monitoring role through intensifying the household profiling done through its service delivery engagement platforms, including the OSS/DDM Cabinet Days, Izimbizo and significant calendar days. The approach seeks to proactively record service delivery challenges, improve integration and monitoring of progress against challenges identified. The complaints framework had been developed but is being reviewed, due to the introduction of the new case management tool that is still being piloted.

- k) **Coordination of Integrity Awareness:** The tackling of fraud, maladministration and corruption and fighting corruption is undertaken through Ethics Awareness programmes, fraud and corruption workshops as well as monitoring of the implementation of Lifestyle Audits.
- l) **Coordination of HIV and AIDS, TB Programmes:** The Chief Directorate of Priority Programmes oversees the implementation, co-ordination and monitoring, evaluation and reporting of the programmes of the multi-sectoral response to HIV, TB and STIs in the province.
- m) **Coordination of Youth Programmes:** The Youth Chief Directorate coordinates the implementation of youth development by departments through integrated youth development plan. This plan is in line with the five pillars of the 2021-2026 Provincial Integrated Youth Development Strategy (PIYDS). The OTP co-ordinates the implementation of the comprehensive youth employment interventions in the province under Sukuma 100 000, which aims to create more decent sustainable jobs and gives access to employment. Further, to this programme the province has also implemented the Youth Empowerment Fund to assist businesses owned by young people with grant funding to either start or grow their businesses, almost 140 businesses were funded since the inception of the Fund in 2019. The businesses are monitored for the period of three years to provide aftercare support.
- n) **Coordination of Provincial and Departmental Strategic Planning:** This area of co-ordination ensures integrated planning in the province through ensuring alignment of planning from organisational level (Departments and State-Owned Entities/State-Owned Companies) to the provincial and national priorities of the MTDP and the PGDP.
- o) **Coordination of Provincial Monitoring and Evaluation:** The Monitoring and Evaluation Chief Directorate monitors the performance of provincial departments and entities in the province through the verification of the Quarterly Performance Reports, progress against the national and provincial priorities outlined in the PGDP and Cluster Plan implementation reports. In context of the 7th Administration, the Chief Directorate will maintain an integrated planning, monitoring, reporting and evaluation system to provide credible data and an evidence-base data against indicators and targets in a single plan (MTDP).

## Part C: Measuring Our Performance

### 9. Institutional Performance Information

#### 9.1. Measuring the Impact

<b>Impact statement</b>	A transformed, innovative capable ethical developmental KwaZulu-Natal province.
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#### 9.2. Measuring Outcomes (Implementation Delivery Model)

Medium Term Development Plan		MTDP Strategic Priority 3: Build a capable, ethical and developmental state	
Outcome	Outcome Indicators	Baseline	Five-year target
<b>1. Improved governance and accountability.</b>	Number of clean audit outcomes maintained.	Clean Audits achieved 21/22, 22/23 and 23/24.	Clean audit maintained for each year – 5 clean audits.
	Percentage (%) Cluster Functionality Score Achieved	Cluster Planning and M and E Systems Developed.	Fully functional Executive Council Clusters (Assessment score equal to or above 80%).
<b>2. Improved integrated evidence informed service delivery.</b>	Percentage (%) satisfaction rating with delivery of basic services	47% (Oct 2024-Nov 2024).  Up from 23% (Feb24 - Mar24).	Improvement of level of basic service satisfaction to more than 50%.
<b>3. Professional and ethical provincial administration.</b>	Percentage (%) implementation towards the Professionalisation of the Public Sector by KZN Departments (National Framework used as a proxy)	National Professionalisation Framework adopted Draft KZN Professionalisation plan.	90% implementation of the of 5 pillars of the National Framework Towards the Professionalisation of the Public Sector (Dated October 2022).

#### 9.3. Explanation of Planned Performance over the Five-Year Planning Period

##### a) Assessment of Environmental Factors to map the way forward

The Extended Executive Management Committee of the Office of the Premier (OTP) in preparing the plan, was requested to identify key challenges and interventions to inform the strategic planning process. This included:

- i. The strategic inputs provided by the Honourable Premier.
- ii. Reflecting on the external and internal environment.
- iii. Considering inputs received from all units within the organisation.
- iv. Feedback from stakeholders including Auditor General and Portfolio Committee.

The following problems and themes were summarised and outlined with proposed solutions. These were arranged around thematic areas of the public value related to the mandate of the department, we bring to the province which are Integrated Human Rights Based Service Delivery and Oversight, Governance and Accountability, Improving Oversight, Governance, and Improving Intergovernmental Relations and Cooperative Governance.

<b>Integrated Human Rights Based Service Delivery</b>	
<b>Problem Analysis</b>	<b>Proposed Solutions</b>
<b>Problem 1:</b> Fragmentation in coordinating service delivery.	<b>Enhance Coordination Between Government Spheres:</b> <ul style="list-style-type: none"> <li>● Implement an integrated human rights-based service delivery plan.</li> <li>● Strengthen the integration of national, provincial, and local government planning cycles.</li> <li>● Align strategic plans, annual performance plans (APPs), and Integrated Development Plans (IDPs) to reduce fragmentation and improve service delivery.</li> </ul>
<b>Problem 2:</b> Addressing service delivery complaints from the public are frequently delayed, leading to growing dissatisfaction and increased protests.	<b>Capacity Building for Better Service Delivery:</b> <ul style="list-style-type: none"> <li>● Build capacity at both political and administrative levels to improve understanding of planning and implementation. This includes strengthening the District Development Model (DDM) to foster integrated service delivery across all spheres of government.</li> <li>● Establish processes to manage public service delivery complaints more effectively, ensuring timely responses to reduce public dissatisfaction and protests.</li> </ul> <b>Meaningful Stakeholder Engagement and Partnerships:</b> <ul style="list-style-type: none"> <li>● Sustainable Dialogues implementation.</li> </ul>
<b>Improving Oversight, Governance, and Accountability</b>	
<b>Problem Analysis</b>	<b>Proposed Solutions</b>
<b>Problem 1:</b> Lack of accountability and professionalism that contributes to poor service delivery and lack of public trust.	<b>Strengthen Professionalism, Consequence Management and Accountability:</b> <ul style="list-style-type: none"> <li>● Implement a consistent consequence management system across all departments.</li> <li>● Establish a Consequence Management Committee to ensure accountability for non-compliance and governance failures.</li> <li>● Professionalisation of the State.</li> <li>● Implement and monitor compliance to Service Delivery Standards and improvement plans.</li> </ul>
<b>Improving Intergovernmental Relations and Cooperative Governance</b>	
<b>Problem Analysis</b>	<b>Proposed Solutions</b>
<b>Problem 1:</b> Intergovernmental structures that foster coordination, such as clusters and war rooms, often suffer from low participation, engagement, and collaboration.	<b>Improve Integration of Governance Models:</b> <ul style="list-style-type: none"> <li>● Synergize provincial and local governance models, specifically aligning Operation Sukuma Sakhe (OSS) and the District Development Model (DDM). Provide clear guidelines, role clarification, and training to enhance collaboration and operational efficiency.</li> <li>● Strengthening the Premier's Coordinating Forum (PCF).</li> <li>● Implement regulations for cooperative governance (DDM Regulations).</li> </ul>

These were also informed by observations, such as:

- (i) Voter Registration, turnout and political outcomes of elections and the GCIS Survey trends which is linked to:
  - Poor economic growth and intensity of poverty.
  - Dissatisfaction of value for money (lack of co-ordinated service delivery – links to efficiency and effectiveness).
  - Dissatisfaction with governance.
  - Increase in Fraud and corruption and slow rate of resolving cases.
  - Slow rate of service delivery.
  - Increasing crime rate.
  - Political dynamics.
- (ii) Wilful disruption of service delivery and/or Service delivery protests (violent nature of some).
  - These are also linked to the above as well as:
  - Unintended consequences of business forums due to lack of job creation, slow transformation and continued inequality.
  - High unemployment [youth not in employment; education or training (NEET) and unemployed graduates].
- (iii) Inequalities and continual violation of human rights including but not limited to:
  - Instability in communities.
  - Land issues – grabs, etc.
  - High levels of intolerance.
  - Violence against women and children.
- (iv) Dissatisfaction with governance and accountability, due to issues such as:
  - Misalignment between skills supply (education throughput) and demand (industry needs).
  - International relations not yielding appropriate results.
  - Capability and capacity of the State to deliver.
  - Perceptions of fraud and corruption prevalence in government.

It was found that the challenges and interventions centred around the themes of Governance and Accountability, Stakeholder Engagement, Communication and Mobilization and Coordination and Integration.

In the context of the role of the Office of the Premier and the Premier's focus areas, key considerations relate to:

- Improving Provincial and Local Service Delivery.
- Improving Oversight, Governance, and Accountability.
- Coordinating and Integrating Government Services Across Departments.
- Improving Policy, Planning, Implementation, and Outcomes.

## b) Development of a Problem Statement

The challenge areas were then analysed and discussed, for a problem statement to be derived. The problem statement remains as follows:

**KZN is still faced with findings and perceptions relating to governance, coordination of service delivery, fraud and corruption which results in citizen dissatisfaction and inadequate support to vulnerable groups of the province, resulting in an increased trust deficit and tapering public value.**

## c) Development of an Impact Statement

Turning the problem statement around in development of a future goal, the previous impact statements was discussed:

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

(It was discussed that the impact statement should look at issues of addressing levels of dissatisfaction, a self-sustainable and prosperous society, leading to improved and sustainable growth and consider Vision 2030).

The following impact statement was confirmed as the impact statement for Office of the Premier:

**“A transformed, innovative, capable ethical developmental Province of KwaZulu-Natal”.**

## d) Development of Outcome Statements

Following the development of Impact Statement, the challenge areas along with the interventions were discussed and outcome statements were confirmed. The outcome statements with proposed interventions were discussed further and resulted in development of outputs for each business unit which is unpacked in the Annual Performance Plan.

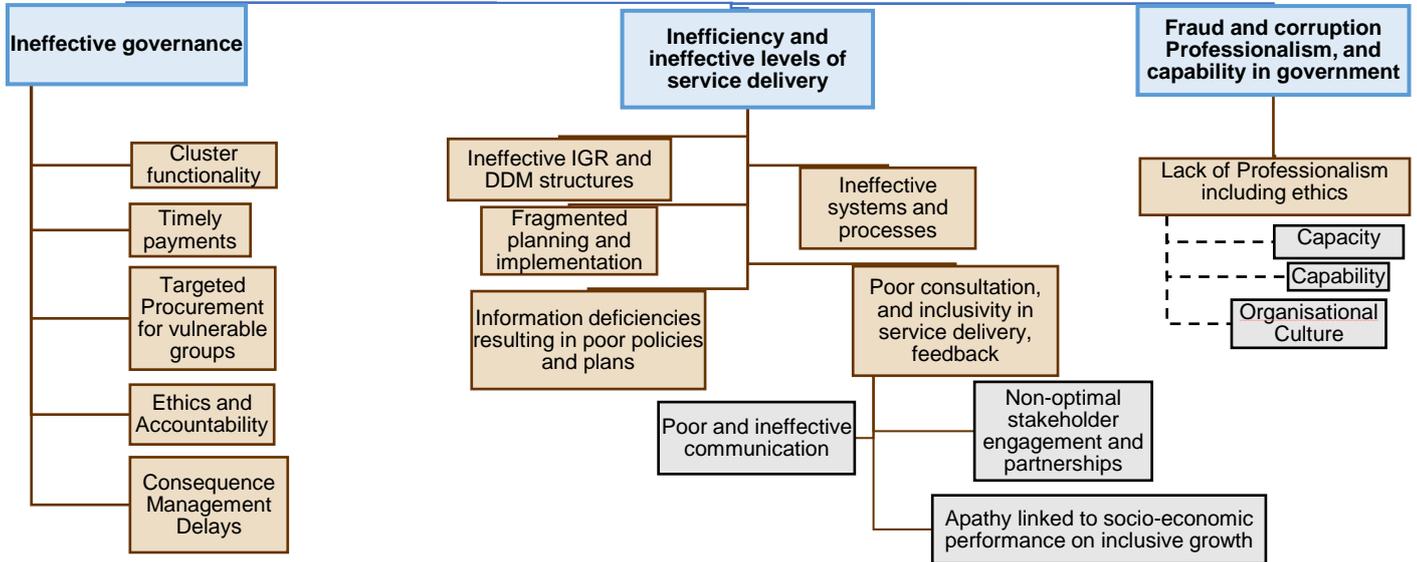
Note: Achievement of the Outcome at Provincial level is subject to buy-in from all stakeholders, including Members of the Executive and accounting officers, local government structures and traditional authorities. The Office of the Premier is limited by its constitutional mandate, noting that Provincial departments have a degree of 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, thus, does not have full jurisdiction to ensure the desired results are achieved, but it aims to facilitate and monitor processes.

Summary diagrams and description is outlined in the section below:

# THEORY OF CHANGE - 2025-2030

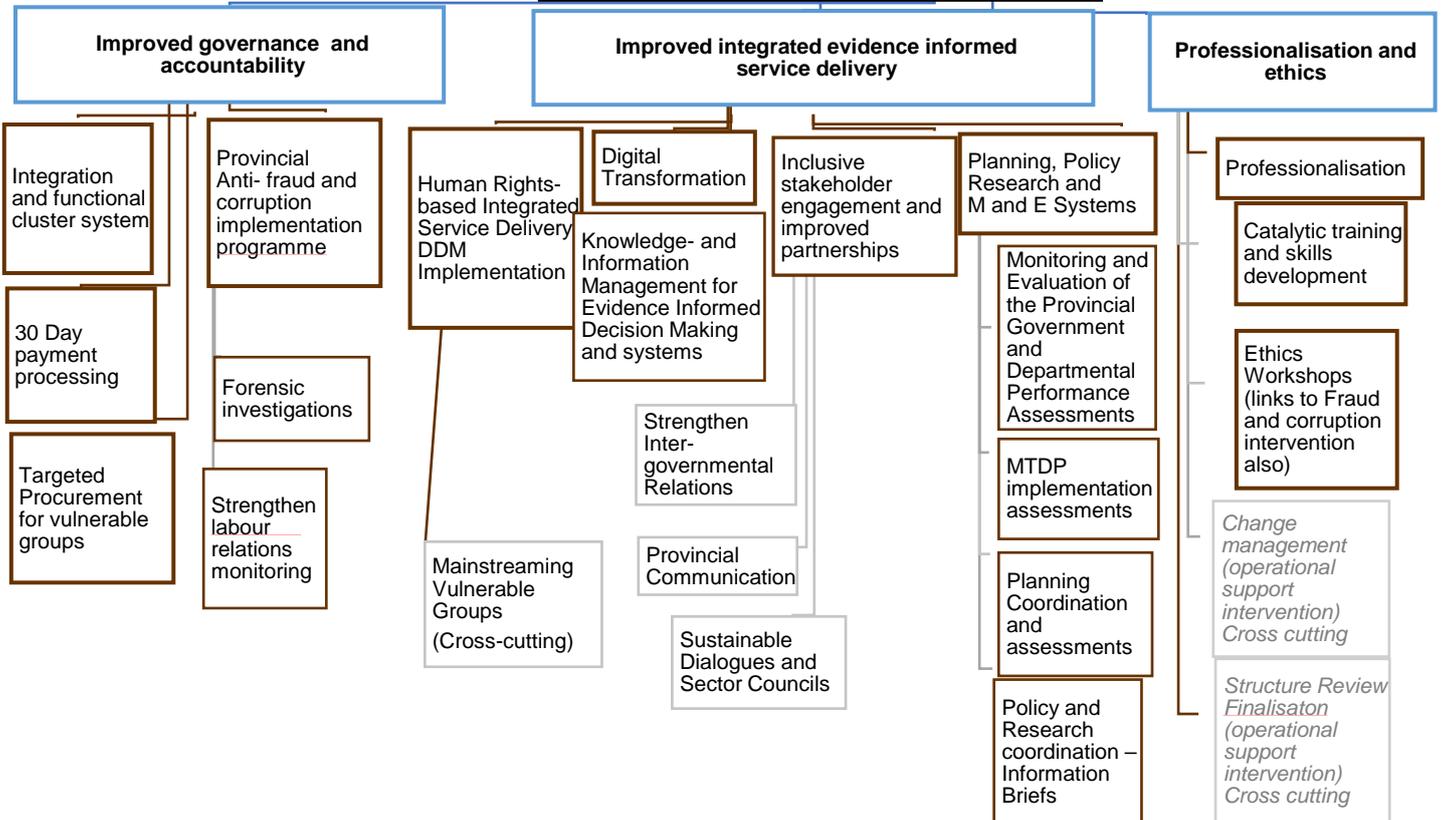
## Challenge and Problem Thematic areas

**Trust Deficit in Government Service Delivery Performance**  
**Context of OTP : Perception of Ineffective State machinery to delivery services to its citizens in an integrated and inclusive manner prevails**



## Solution and Intervention Thematic areas

**Improve Trust Deficit in Government Service Delivery Performance - Context of OTP:**  
**Facilitate a transformed, innovative, capable ethical developmental KwaZulu-Natal Province**



## THEORY OF CHANGE - 2025-2030

CHALLENGES	CAUSAL FACTORS	OUTCOME 1: Improved governance and accountability OUTCOME INDICATOR (1): Audit Outcome PROPOSED INTERVENTIONS	APP OUTPUTS
Ineffective governance	<ul style="list-style-type: none"> <li>Lack of prioritisation for filling of posts of skilled staff in critical vacant posts in Financial Management and Strategic Management.</li> <li>Lack of separation of functions i.e. internal v transversal role of OTP wrt Planning and M and E.</li> </ul>	<ul style="list-style-type: none"> <li>➤ <b>Review of OTP Structure – informed by the Strategic Plan and MTDP:</b> – part of the resourcing consideration of the OTP Strategy Implementation</li> <li>• Critical vacant posts in Finance; Information and Technology and Strategic Management to be prioritised for filling as part of risk mitigation for non-maintenance of audit status.</li> <li>• Draft organogram to be finalised urgently for separation of duties to be undertaken.</li> <li>• Electronic systems, including for planning, M and E and AI for analysis.</li> <li>• Joint finance sessions with Treasury and Cogta coordinated, including progress with the implementation of Operation Clean Audit and monitoring of implementation of Joint Finance forum recommendations.</li> </ul>	<p>Operational.</p> <p>Operational.</p> <p>Part of Digital Transformation under Programme 2A.</p> <p>Operational.</p>
	<ul style="list-style-type: none"> <li>Lack of Treasury guidance with respect to SCM targeting and measuring of rand value related to spend on vulnerable groups.</li> </ul>	<ul style="list-style-type: none"> <li>➤ <b>Mainstreaming of Vulnerable Groups: Targeted Procurement:</b></li> <li>• Tracking and accounting on Supply Chain Management spend on vulnerable groups for improved targeting of procurement spend for vulnerable groups.</li> <li>• <b>Awarding and monitoring procurement to vulnerable groups.</b></li> <li>• Assessment of mainstreaming vulnerable groups in draft annual performance plans of government.</li> </ul>	<p><b>Procurement awarded to targeted groups.</b></p>
Ineffective governance continued	<ul style="list-style-type: none"> <li>Ineffective tracking of provincial expenditure and budgeting.</li> </ul>	<ul style="list-style-type: none"> <li>➤ <b>Invoice payment within 30 days:</b></li> <li>• Electronic system for payments to include analysis of financial reports, compilation of prescribed reports, monitoring 30 days payments.</li> </ul>	<p><b>Invoices paid within 30 days.</b></p> <p>Part of Digital Transformation under Programme 2A.</p>
Ineffective governance continued	<ul style="list-style-type: none"> <li>Non-adherence to standard of 90 days for dealing with LR cases. Delays in tracking in manual system.</li> </ul>	<ul style="list-style-type: none"> <li>➤ <b>Strengthen Labour Relations Monitoring:</b></li> <li>• Automated Labour Relations Case Management System monitored to serve as an EWS to the lifespan of the disciplinary cases for interventions before they reach 90 days.</li> <li>• (Investigations finalised within 30 day and hearings scheduled for finalisation within 90 days).</li> <li>• <b>Progress assessment on Provincial Labour Relation disciplinary cases.</b></li> <li>*Note: The above intervention and deliverables also links to Outcome 3: Professional and ethical provincial administration.</li> </ul>	<p>Part of Digital Transformation under Programme 2A.</p> <p>Operational.</p> <p><b>Progress assessments on the Provincial disciplinary cases completed.</b></p>

CHALLENGES	CAUSAL FACTORS	<b>OUTCOME 1: Improved governance and accountability</b> OUTCOME INDICATOR (1): Audit Outcome <b>PROPOSED INTERVENTIONS</b>	APP OUTPUTS
Ineffective governance continued	<ul style="list-style-type: none"> <li>Lack of accountability and non-ethical behaviour.</li> </ul>	<ul style="list-style-type: none"> <li>➤ <b>Implement Forensic Investigations Findings:</b> <ul style="list-style-type: none"> <li>Prioritise cases related to fraud and corruption linked to forensic investigation outcomes.</li> <li>Links to reporting on disciplinary cases.</li> </ul> </li> <li>➤ <b>Provincial Anti-fraud and Corruption Strategy for Departments, Entities and municipalities:</b> <ul style="list-style-type: none"> <li>Review / Development of targeted Ethics programme utilising evaluation recommendations.</li> <li><b>Provincial Fraud and Corruption Implementation Programme Plan and implementation monitoring.</b></li> <li><b>Ethics workshops, including fraud and corruption awareness and “I do right” campaigns.</b></li> <li><b>Progress assessment on Lifestyle audits commissioned in the Province.</b></li> </ul> </li> </ul> <p><b>*Note: The above two interventions also link to Outcome 3: Professional and ethical provincial administration</b></p>	<p><b>Forensic investigation cases completed.</b></p> <p><b>Progress assessments completed on the implementation of the KZN Anti-Fraud and Corruption Implementation Programme Plan.</b></p> <p><b>Progress assessments of Lifestyle audits commissioned in the province.</b></p>
Ineffective governance continued	<ul style="list-style-type: none"> <li>Lack of provincial safety and security of staff and assets.</li> </ul>	<ul style="list-style-type: none"> <li>Monitored implementation of Minimum Information Security Standards (MISS) and Minimum Physical Security Standards (MPSS).</li> <li>Cyber Security Policy Framework development support and monitoring.</li> </ul>	Operational – Standard Compliance assessment.

CHALLENGES	CAUSAL FACTORS	<b>OUTCOME 2: Improved integrated evidence informed service delivery</b> OUTCOME INDICATOR: GCIS Survey: Satisfaction with delivery of basic services <b>PROPOSED INTERVENTIONS</b>	APP OUTPUTS
2. Inefficiency in levels of service delivery in government departments and OTP	<ul style="list-style-type: none"> <li>Structural arrangements are not aligned for integrated planning, monitoring and reporting by Programmes that are interrelated.</li> </ul>	<ul style="list-style-type: none"> <li>➤ <b>Human Rights based Integrated Service Delivery: Implementation of DDM:</b> <ul style="list-style-type: none"> <li>Facilitate integrated human rights-based planning through the integrated human rights-based service delivery model.</li> <li>Support the development, coordination and monitoring of improvement and intervention plans.</li> </ul> </li> </ul>	Cross cutting – approach.
	<ul style="list-style-type: none"> <li>Poor participation in DDM structures and processes.</li> <li>Manual systems in place for collection of data.</li> </ul>	<ul style="list-style-type: none"> <li>Engagement with Operation Sukuma Sakhe/District Development Model (OSS/DDM) Structures.</li> </ul>	<b>Progress assessments completed on Cabinet DDM engagements held.</b>
	<ul style="list-style-type: none"> <li>Systems development preceding guideline documents i.e. policies, implementation plans etc.</li> </ul>	<ul style="list-style-type: none"> <li>Provincial Information and Governance Revival through development and implementation of policies, strategies and implementation plans:               <ul style="list-style-type: none"> <li>Artificial Intelligence (AI) Policy.</li> <li><b>Revised Digital Transformation Strategy and Implementation Plan, and progress with implementation.</b></li> <li>Knowledge Management Strategy and Implementation Plan.</li> </ul> </li> <li>Cyber Security Strategy and Implementation Plan and progress with implementation.</li> </ul>	<b>Implementation reports on Reviewed Digital Transformation Strategy.</b>
2. Inefficiency in levels of service delivery in government departments and OTP continued	<ul style="list-style-type: none"> <li>Poor participation in DDM structures and processes and               <ul style="list-style-type: none"> <li>Lack of collaboration of departments / units who need to work together to achieve an integrated approach – silo mentality.</li> <li>Non-prioritisation of TPCF / PCF meetings.</li> <li>Issues discussed at meeting do not address</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li><b>Progress assessments completed on Cabinet DDM engagements held:</b> <ul style="list-style-type: none"> <li>Engagement with Operation Sukuma Sakhe/District Development Model (OSS/DDM) Structures Households profiled with clear vulnerability indicated.</li> <li>Interventions from all sectors implemented and monitored.</li> <li>Districts DDM Cabinet Days Supported.</li> <li>Coordinate DDM Cabinet Days for each District.</li> <li>Progress Assessments submitted to Executive Council.</li> </ul> </li> <li><b>Functionality assessments of Premier’s Coordinating Forum (PCF):</b> <ul style="list-style-type: none"> <li>Functionality Assessment Tools for PCF and TPCF developed.</li> <li>Logistical support for PCF and TPCF.</li> </ul> </li> </ul>	<b>Progress assessments completed on service delivery improvement interventions.</b>  <b>Functionality assessments of Premier’s Coordinating Forum (PCF).</b>

CHALLENGES	CAUSAL FACTORS	<b>OUTCOME 2: Improved integrated evidence informed service delivery</b> OUTCOME INDICATOR: GCIS Survey: Satisfaction with delivery of basic services <b>PROPOSED INTERVENTIONS</b>	APP OUTPUTS
	strategic issues affecting the province.	<ul style="list-style-type: none"> <li>○ Minutes and Resolutions recorded and tracking of implementation.               <ul style="list-style-type: none"> <li>• Functionality of Technical Premier’s Coordination Forum (TPCF) and Premier’s Coordination Forum (PCF) with agenda addressing service delivery:                   <ul style="list-style-type: none"> <li>- Monitor DDM and progress with interventions;</li> <li>- Facilitate effective local government and governance and participation.</li> </ul> </li> </ul> </li> <li>- Facilitate dialogues with evidence-based decision-making and provincial through all IGR Forums and including Committee of Heads of Department (CoHoD) and Executive Council Structures and Engagements.</li> </ul>	
	<ul style="list-style-type: none"> <li>• Fragmented approach to service delivery co-ordination and monitoring as an organic system i.e. from Human Rights, vulnerable groups (co-ordinators) to Izimbizo, Complaints Management, FLSD (monitoring and reporting).</li> </ul>	<ul style="list-style-type: none"> <li>• KZN Provincial Culture shift to fully embrace Batho Pele values to enhance productivity and customer centrisim.</li> <li>• Facilitate integrated human rights-based service delivery model implementation and monitoring:               <ul style="list-style-type: none"> <li>○ Service Delivery Monitoring Coordination and feedback system.</li> <li>○ Service delivery monitoring annual plan.</li> <li>○ Pre-imbizo and Izimbizo MBO, Front line service delivery (FLSD) and other service delivery complaints management reports and profile compilation, analysis and feedback.</li> <li>○ Undertake assessments of projects to improve service delivery.</li> <li>○ Development of the OSS integrated case management system (Cross cutting).</li> <li>○ Complaints Management for the public.</li> </ul> </li> <li>• <b>Progress assessments completed on service delivery improvement interventions.</b></li> </ul>	Professionalisation Framework includes this.  Operational Plan. Operational Plan. Integrated Human rights Based Service Delivery Approach – cross cutting.  Operational Plan Part of Digital Transformation under Programme 2A.  <b>Progress assessments completed on service delivery improvement interventions.</b>
	<ul style="list-style-type: none"> <li>• Poor monitoring and reporting of services co-ordinated for vulnerable groups.</li> </ul>	<ul style="list-style-type: none"> <li>➤ <b>Mainstreaming of gender, empowerment of youth and persons with disabilities:</b> (Note This still links to the Human Rights based Integrated Service Delivery Intervention)</li> </ul>	Cross-cutting.

CHALLENGES	CAUSAL FACTORS	<b>OUTCOME 2: Improved integrated evidence informed service delivery</b> OUTCOME INDICATOR: GCIS Survey: Satisfaction with delivery of basic services <b>PROPOSED INTERVENTIONS</b>	APP OUTPUTS
		<ul style="list-style-type: none"> <li>○ Gender Machinery</li> <li>○ Senior Citizens Forum</li> <li>○ People with Disability Forum</li> <li>○ Youth Councils</li> <li>• Monitoring and Evaluation Scorecard for each vulnerable group senior citizens, Women and Gender, Persons with disabilities, Military Veterans, Farming Communities. Review, consolidation and coordination of 5 Year Strategic and annual programme implementation plans for each of the sectors.</li> <li>• Coordination of the Youth Empowerment Fund.</li> <li>• Quarterly Meetings to discuss progress on the implementation of plans</li> <li>• Vulnerability Scorecard compiled and communicated.</li> <li>• <b>Consolidated progress assessments on interventions implemented for vulnerable groups.</b></li>   <li>• Co-ordinate the reports on the implementation of the Provincial Plan on Gender Based Violence and Femicide.</li> <li>• <b>Progress assessments on interventions for the Provincial Gender Based Violence and Femicide Strategic Implementation Plan.</b></li> </ul>	<p>Operational.</p> <p><b>Consolidated progress assessments on interventions implemented for vulnerable groups.</b></p> <p>Operational.</p> <p><b>Progress assessments on interventions for the Provincial Gender Based Violence and Femicide Strategic Implementation Plan</b></p>
		<p>➤ <b>Links to the following interventions also</b></p> <ul style="list-style-type: none"> <li>○ Integration and functioning of the cluster system:</li> <li>○ Planning Coordination: Alignment assessments of Departmental Plans and technical support to Clusters</li> <li>• Monitoring and Evaluation of the Provincial Government and technical M and E support to clusters</li> </ul>	

CHALLENGES	CAUSAL FACTORS	<b>OUTCOME 2: Improved integrated evidence informed service delivery</b> OUTCOME INDICATOR: GCIS Survey: Satisfaction with delivery of basic services <b>PROPOSED INTERVENTIONS</b>	APP OUTPUTS
	<ul style="list-style-type: none"> <li>• Non-alignment of the work of government to achieve the goals of the NDP.</li> <li>• Fragmented planning (poor programme planning / planning for change – outcomes based), and implementation – monitoring and reporting.</li> </ul>	<ul style="list-style-type: none"> <li>➤ <b>Monitoring and Evaluation of the Provincial Government:</b></li> <li>➤ <b>Planning Coordination: Alignment assessments of Departmental Plans and technical support to Clusters:</b> <ul style="list-style-type: none"> <li>• Provincial Growth and Development Plan finalized and implemented (aligned to MTDP) (Input for alignment).</li> <li>• 100% of plans received (4 Clusters), assessed and inputs provided to improve on the plans (Results framework for PGDP – driven through clusters).</li> <li>• Technical support to specific sector plan development by Departments and entities (Demand based).</li> <li>• <b>Assessment of Draft APPs of Departments on alignment to MTDP and priorities.</b></li> </ul> </li> <li>➤ <b>Monitoring and Evaluation of the Provincial Government:</b> <ul style="list-style-type: none"> <li>• Provincial and Departmental Performance monitoring and key priority programmes led by respective departments against the key priorities of the 7th Administration including SOPA, Lekgotla resolutions, Budget Speech, Premiers key focus areas, etc.</li> </ul> </li> <li>• <b>Departmental Performance assessments.</b> <ul style="list-style-type: none"> <li>○ Monitoring performance against Departmental APPs (EQPR)</li> <li>○ Monitoring of strategic policy instruments:               <ul style="list-style-type: none"> <li>○ Climate Change Implementation Plan</li> <li>○ Infrastructure Projects</li> <li>○ Disaster Management</li> <li>○ Audit Improvement Plan</li> <li>○ Eastern Seaboard</li> </ul> </li> </ul> </li> <li>• <b>Medium-Term Development Plan (MTDP) implementation assessments.</b> <ul style="list-style-type: none"> <li>○ Cluster Plan Progress Reports assessed, and performance reported to Clusters and Executive Council (Feeds into Programme 1 Functionality assessment)</li> </ul> </li> </ul>	<p><b>Assessments on alignment of Draft Departmental Annual Performance Plans completed.</b></p> <p>Operational.</p> <p><b>Departmental alignment assessments of draft Annual Performance Plans.</b></p> <p><b>MTDP implementation assessments.</b></p> <p>Operational.</p>

CHALLENGES	CAUSAL FACTORS	<b>OUTCOME 2: Improved integrated evidence informed service delivery</b> OUTCOME INDICATOR: GCIS Survey: Satisfaction with delivery of basic services <b>PROPOSED INTERVENTIONS</b>	APP OUTPUTS
		<ul style="list-style-type: none"> <li>• Provincial Evaluation Report and Improvement Plan Implementation monitoring and progress reports Provincial Monitoring and Evaluation Framework for the MTDP and PGDP</li> </ul>	
	<ul style="list-style-type: none"> <li>• Lack of evidence available to undertake appropriate programme planning.</li> </ul>	<ul style="list-style-type: none"> <li>➤ <b>Monitoring and Evaluation of the Provincial Government:</b> <ul style="list-style-type: none"> <li>• Evaluations undertaken in the province, including targeted evaluations led by the Office of the Premier (results from evaluations) – shared to inform forthcoming plans, programme development, etc.</li> <li>• Facilitate production of policy briefs to inform changes that could be made in programmes and policies.</li> <li>• Data management support including integrated indicator framework development and maintenance.</li> <li>• Provincial Evaluation Report and Improvement Plan Implementation monitoring and progress reported to Committee of Heads of Department</li> </ul> </li> <li>• <b>Links to Medium-Term Development Plan (MTDP) implementation assessment.</b></li> <li>➤ <b>Macro-Policy and Research Coordination:</b> <ul style="list-style-type: none"> <li>• Central Policy Unit Established.</li> <li>• Provincial Research Agenda updated (Annual).</li> <li>• Partnerships with Research Institutions with MOU policy instruments. received analysed (Socio-Economic Impact Assessment – SEIAS).</li> <li>• Annual Provincial Socio-Economic status quo report produced.</li> <li>• Data Repository and Analytics produced in the Digital Information and Innovation Hub.</li> <li>• Research conference.</li> <li>• Provincial Climate Change Summit.</li> </ul> </li> <li>• <b>Information briefs on Policy and Research produced (links to evaluation findings also).</b></li> <li>➤ <b>Knowledge Management Coordination and Implementation:</b> <ul style="list-style-type: none"> <li>• Implement Knowledge Management Strategy.</li> </ul> </li> </ul>	<p>Operational.</p> <hr/> <p>Operational.</p> <hr/> <p>Information Briefs on Research and Policy.</p> <hr/> <p>Operational.</p>

CHALLENGES	CAUSAL FACTORS	<b>OUTCOME 2: Improved integrated evidence informed service delivery</b> OUTCOME INDICATOR: GCIS Survey: Satisfaction with delivery of basic services <b>PROPOSED INTERVENTIONS</b>	APP OUTPUTS
		<ul style="list-style-type: none"> <li>• Measure for Improvement in Knowledge Management Maturity Level in the Public Service.</li> <li>• Data management, policy and research interventions in the Digital Information and Innovation Hub (One Province One View) Dashboards on:               <ul style="list-style-type: none"> <li>○ Provincial Profiles.</li> <li>○ District Profiles.</li> <li>○ Indicator Framework to track the PGDP and MTDP implementation.</li> </ul> </li> <li>• Transformation Profile with Vulnerability Scorecard.</li> </ul>	
2. Inefficiency in levels of service delivery in government departments and OTP continued	<ul style="list-style-type: none"> <li>• Systems development preceding guideline documents i.e. policies, implementation plans etc.</li> <li>• Manual systems in place for collection of data.</li> <li>• Lack of skills or system to handle big data and synthesise it for practical use and application, e.g.               <ul style="list-style-type: none"> <li>○ Data collected not analysed due to various factors – ability to conduct data analysis, lack of system to analyse big data.</li> </ul> </li> <li>• Incorrect approach / lack of programme planning for ICT and programmes and systems required.</li> </ul>	<ul style="list-style-type: none"> <li>➤ <b>Digital Transformation Coordination:</b></li> <li>• Review and implementation of Digital Transformation Strategy.</li> <li>• <b>Progress assessments on the Reviewed Digital Transformation Strategy.</b></li> <li>• Electronic systems development and testing for KZN government.               <ul style="list-style-type: none"> <li>○ MTDP/PGDP System.</li> <li>○ APP AI Analysis System.</li> <li>○ e-Learning and Training System.</li> <li>○ EPMDS Monitoring (Strat Plans, APP, OPS Plan).</li> <li>○ HR Labour Relations Case Management System.</li> <li>○ Integrated Service Delivery Monitoring Coordination and Feedback System.</li> <li>○ Forensic Investigation Case Management System.</li> <li>○ Knowledge Management Repository.</li> <li>○ e-Recruitment Phase 2.</li> <li>○ Complaints management system.</li> </ul> </li> <li>• Artificial Intelligence (AI) Policy Development.</li> <li>• Systems integration wrt licencing coordination, GIS coordination and systems and progress with implementation, Systems Integration Plan (Provincial and for the Office of the Premier) linked to strategic priorities and progress with implementation and systems/Tools development.</li> </ul>	<b>Progress assessments on the Reviewed Digital Transformation Strategy.</b>

CHALLENGES	CAUSAL FACTORS	<b>OUTCOME 2: Improved integrated evidence informed service delivery</b> OUTCOME INDICATOR: GCIS Survey: Satisfaction with delivery of basic services <b>PROPOSED INTERVENTIONS</b>	APP OUTPUTS
		<ul style="list-style-type: none"> <li>• Provincial Cybersecurity Framework and Security Operations Centre 13 Departmental systems analysis and integration with One Licence for the Province.</li> <li>• Cybersecurity framework and Security Operations Centre implemented.</li> <li>• Provincial Information and Governance Revival through development and implementation of policies, strategies and implementation plans:               <ul style="list-style-type: none"> <li>○ Artificial Intelligence (AI) Policy.</li> <li>○ Revised Digital Transformation Strategy and Implementation Plan, and progress with implementation.</li> <li>○ Knowledge Management Strategy and Implementation Plan.</li> <li>○ Cyber Security Strategy and Implementation Plan and progress with implementation.</li> </ul> </li> <li>• Monitor implementation of broadband within the province to provide progress on this project and enable interventions to ensure fast tracked delivery in key targeted areas.</li> </ul> <p>➤ <b>Links to the following interventions also:</b></p> <ul style="list-style-type: none"> <li>○ Review of OTP Structure – informed by the Strategic Plan and MTDP – part of the resourcing consideration of the OTP Strategy Implementation.</li> <li>○ Macro-Policy and Research Coordination.</li> <li>○ Knowledge Management Coordination and Implementation.</li> <li>○ Macro-Policy and Research Coordination.</li> </ul>	
2. Inefficiency in levels of service delivery in government departments and OTP continued	<ul style="list-style-type: none"> <li>• Poor Stakeholder engagement and communication.</li> <li>• Lack of optimal utilisation of partnerships (e.g. Social, business, International IGR).</li> </ul>	<p>➤ <b>Strengthen International Relations coordination and monitoring</b></p> <ul style="list-style-type: none"> <li>• International Relations Strategy review, implementation, coordination and monitoring.</li> <li>• Review of the Overseas Donor Assistance (ODA) Strategy.               <ul style="list-style-type: none"> <li>○ G20 mobilization support and monitoring implementation of critical outcomes.</li> <li>○ G20 Logistics and preparation.</li> <li>○ Diplomatic support and International Relations.</li> <li>○ Monitoring critical outcomes from G20.</li> </ul> </li> </ul>	Operational – feeds to implementation progress reports.

CHALLENGES	CAUSAL FACTORS	<b>OUTCOME 2: Improved integrated evidence informed service delivery</b> OUTCOME INDICATOR: GCIS Survey: Satisfaction with delivery of basic services <b>PROPOSED INTERVENTIONS</b>	APP OUTPUTS
		<ul style="list-style-type: none"> <li>• All twinning agreements terms aligned to provincial priorities and monitoring implementation.               <ul style="list-style-type: none"> <li>○ Identification and scheduling of key annual and special international platforms to collaborate on Growth and development initiatives for the Province, resulting in new or updated Memoranda of Understanding (MoUs).</li> <li>○ Engagement with Department of International Relations and Cooperation (DIRCO) to verify compliance with National and international standards.</li> <li>○ Gap analysis and renegotiation, termination or renewal as appropriate.</li> </ul> </li> <li>➤ <b>Sustainable Dialogues through specific sectors, multisectoral forums and DDM Hubs:</b> <ul style="list-style-type: none"> <li>○ <b>Sustainable Dialogues through specific sectors, multisectoral forums and DDM Hubs assessed.</b></li> <li>○ Izimbizo.</li> <li>○ Engagements with Amakhosi.</li> <li>○ Engagements with Religious Leaders.</li> <li>○ Engagements with Civil Society.</li> <li>○ Outreach Programme significant days.</li> </ul> </li> </ul>	<p style="text-align: center;"><b>Sustainable dialogue assessments.</b></p>
2. Inefficiency in levels of service delivery in government departments and OTP continued	<ul style="list-style-type: none"> <li>• Inadequate communication leading to lack of awareness of government's programmes and/or successes, thereby promoting active citizenry</li> </ul>	<ul style="list-style-type: none"> <li>➤ <b>Provincial Communication Co-ordination:</b> <ul style="list-style-type: none"> <li>• Monitored implementation of Annual Integrated Communication Plan. Plan to include Izimbizo feedback and thematic communications and social dialogues linked to National agenda.</li> <li>• <b>Prioritised Communication interventions undertaken through:</b> <ul style="list-style-type: none"> <li>○ Public Briefs to the Communities.</li> <li>○ Public Briefs from Political Clusters.</li> <li>○ Provincial Podcasts to create Informed Citizens.</li> <li>○ Branding Manual.</li> <li>○ Publications of Provincial Government Simama newsletters.</li> <li>○ Media Monitoring reports collated and presented to Executive.</li> <li>○ Provincial Citizenry Survey and reports produced.</li> </ul> </li> </ul> </li> </ul>	<p style="text-align: center;"><b>OTP prioritised Communication interventions undertaken.</b></p>

CHALLENGES	CAUSAL FACTORS	<b>OUTCOME 2: Improved integrated evidence informed service delivery</b> OUTCOME INDICATOR: GCIS Survey: Satisfaction with delivery of basic services <b>PROPOSED INTERVENTIONS</b>	APP OUTPUTS
		<ul style="list-style-type: none"> <li>➤ <b>Interventions here link to:</b> <ul style="list-style-type: none"> <li>○ Social engagements and implementation of key policies through Provincial Sector Councils.</li> <li>○ Provincial Communication Co-ordination (Outcome 2).</li> <li>○ Human Rights based Integrated Service Delivery (Outcome 1 and 2).</li> <li>○ Outreach programmes linked to significant days. Input for izimbizo, service delivery visit:               <ul style="list-style-type: none"> <li>- Freedom Day.</li> <li>- Workers Day.</li> <li>- Youth Day.</li> <li>- Men's Day.</li> <li>- National Women's Day.</li> <li>- Heritage Day.</li> <li>- International Day of Rural Women.</li> <li>- World Senior Citizens Day.</li> <li>- 16 Days of Activism for No Violence Against Women and Children.</li> <li>- End of the Campaign and International Human Rights Day.</li> <li>- World AIDS Day.</li> <li>- Human Rights.</li> <li>- International Day of People with Disability Day.</li> <li>- International Women's Day.</li> <li>- World TB Day.</li> </ul> </li> </ul> </li> </ul>	
2. Inefficiency in levels of service delivery in government departments and OTP continued	<ul style="list-style-type: none"> <li>• Support and co-ordination of HIV and AIDS and TB programme required to decrease mortality rates.</li> </ul>	<ul style="list-style-type: none"> <li>➤ <b>Social engagements and implementation of key policies through Provincial Sector Councils:</b> <ul style="list-style-type: none"> <li>• HIV and AIDS and TB Strategy coordination and monitoring including coordination of the Provincial Council on AIDS Programme and support to the HIV and AIDS Council.</li> <li>• <b>Multi-sectorial interventions implementation progress assessments on HIV and AIDS, STIs and TB.</b></li> </ul> </li> </ul>	<b>Consolidated Provincial Implementation Programme HIV and AIDS, STI and TB.</b>

CHALLENGES	CAUSAL FACTORS	<b>OUTCOME 2: Improved integrated evidence informed service delivery</b> OUTCOME INDICATOR: GCIS Survey: Satisfaction with delivery of basic services <b>PROPOSED INTERVENTIONS</b>	APP OUTPUTS
	<ul style="list-style-type: none"> <li>• Poor co-ordination of stakeholders.</li> <li>• Slow growth in provincial economy and increased unemployment and poverty levels.</li> <li>• Non-functional Sector Councils in place.</li> </ul>	<ul style="list-style-type: none"> <li>• Functional Sector Councils or Forums that co-ordinate priority areas of the Province.</li> <li>• Monitor Functionality of Sector Councils – link to Departmental Assessments in terms of lead coordinating departments responsible for Sector Councils, and MEC agreements.               <ul style="list-style-type: none"> <li>○ Human Resource Development Council (Office of the Premier).</li> <li>○ Provincial Council on AIDS (Office of the Premier).</li> <li>○ Climate Change Council (Office of the Premier).</li> <li>○ Council Against Crime (Community Safety).</li> <li>○ Social Cohesion and Moral Regeneration Council (Department of Sports, Arts and Culture).</li> <li>○ Economic Council (Economic Development, Environmental affairs and Tourism).</li> <li>○ Anti-Substance Abuse Forum Department of Social Development.</li> </ul> </li> </ul>	Operational.
	<ul style="list-style-type: none"> <li>• Public not well informed on their rights and access to service delivery.</li> </ul>	<ul style="list-style-type: none"> <li>➤ <b>Interventions here link to:</b> <ul style="list-style-type: none"> <li>○ Social engagements and implementation of key policies through Provincial Sector Councils and Outreach programmes.</li> <li>○ Provincial Communication Co-ordination (Outcome 2).</li> <li>○ Human Rights based Integrated Service Delivery (Outcome 1 and 2).</li> </ul> </li> <li>• Citizens charter prioritisation and prioritisation of the charter in social dialogues.</li> <li>• Batho Pele Revival through awareness campaigns and compliance assessments.</li> <li>• Feedback mechanism on service delivery challenges and progress.</li> </ul>	<p><b>Progress assessments completed on Cabinet DDM engagements held.</b></p> <p><b>Progress assessments completed on service delivery improvement interventions.</b></p> <p><b>Sustainable dialogue assessments.</b></p> <p><b>OTP prioritised Communication interventions undertaken.</b></p>

CHALLENGES	CAUSAL FACTORS	OUTCOME 3 : Professional and ethical provincial administration OUTCOME INDICATOR: Percentage implementation of professionalisation framework by KZN Departments PROPOSED INTERVENTIONS	APP OUTPUTS
3. Fraud and corruption Professionalism, and capability in government	<ul style="list-style-type: none"> <li>Lack of correct capacity / capability in the required areas of skills required to build a professional administration.</li> </ul>	<ul style="list-style-type: none"> <li>➤ <b>Professionalisation Framework of the public service and Implementation Plan:</b> <ul style="list-style-type: none"> <li>• <b>OTP assigned interventions implemented from the Professionalisation of the Public Service Framework.</b></li> <li>• <b>Catalytic Skills training to include:</b> <ul style="list-style-type: none"> <li>○ Geographic information systems (GIS).</li> <li>○ Legislative drafting.</li> <li>○ National Policy Development Framework (including the Socio-Economic Impact Assessment System –SEIAS).</li> <li>○ Integrated Programme Implementation Planning.</li> <li>○ Scenario Planning</li> <li>○ Monitoring and Evaluation (Mand E)</li> <li>○ Data analysis and Artificial Intelligence.</li> <li>○ Public Value empowerment.</li> <li>○ Soft skills.</li> <li>○ Change Management.</li> <li>○ Policy Development and Legislative Drafting.</li> </ul> </li> <li>• Skills audit review and deepening.</li> <li>• Human Resource Development Plan for KZN.</li> </ul> </li> </ul>	<p>OTP assigned interventions implemented from the Professionalisation of the Public Service Framework.</p> <p>Catalytic training interventions implemented.</p>
	<ul style="list-style-type: none"> <li>Slow pace of approval and implementation of HR strategy plan</li> </ul>	<ul style="list-style-type: none"> <li>Monitoring reports to track and analyse how the approved Province-Wide Human Resource Development Strategy / Plan is implemented throughout KwaZulu-Natal.</li> </ul>	
	<ul style="list-style-type: none"> <li>Organisational culture</li> </ul>	<ul style="list-style-type: none"> <li>Organisational Culture Strategy - Change Management Plan and Awareness Sessions.</li> </ul>	
	<ul style="list-style-type: none"> <li><b>Fraud and unethical conduct</b></li> </ul>	<ul style="list-style-type: none"> <li><b>Note: The interventions and deliverables for combatting fraud and corruption also links to Outcome 1: Governance and accountability.</b></li> </ul>	<p><b>Ethics awareness sessions held.</b> Also links to:</p>

CHALLENGES	CAUSAL FACTORS	OUTCOME 3 : Professional and ethical provincial administration OUTCOME INDICATOR: Percentage implementation of professionalisation framework by KZN Departments PROPOSED INTERVENTIONS	APP OUTPUTS
			<p>Progress assessments on the Provincial disciplinary cases completed.</p> <p>Forensic investigation cases completed.</p> <p>Progress assessments completed on the implementation of the KZN Anti-Fraud and Corruption Implementation Programme Plan.</p> <p>Progress assessments of Lifestyle audits commissioned in the province.</p>

The rationale for the outcome statements is summarised as follows and includes enablers, limitations and linkage to the MTDP:

<b>Outcome 1: Improved governance and accountability</b>	
<b>Link to NDP, MTDP and PGDP</b>	<p>It relates directly to NDP Chapter 13, MTDP Priority 3, and KZN MTDP Implementation Framework (PGDP) Priority 3. The Outcome relates directly to the Mandate of the Office of the Premier, as outlined in Part B of this document.</p> <p>Whilst the “Clean Audits” are no longer an MTDP indicator – it remains an important key deliverable from a governance perspective.</p> <p>The Executive Council Functionality Assessment Score links directly to the MTDP as follows: <i>“Percentage of Cluster, Agendas focus on the MTDP and government priorities (Target 70% by 2026/2027; 80 % by 2029 – MTDP Target : Intervention Strengthen the role of the Centre of Government to improve planning, policy coordination, integration and management of the cluster system; Outcome : Improved policy coordination and integrated planning in the public sector, enhancing efficiency, accountability, and public trust in government)”</i>.</p>
<b>Rationale</b>	<p>There is a need to improve governance systems, including policy management, monitoring and evaluation and utilisation of government resources. Audit outcomes remain a key indicator of governance and audit outcomes contribute towards trust in governance systems.</p> <p>This is also one of the key focus areas for the office of the premier as the centre of government and the constitutional responsibilities of the Premier of a Province. This is facilitated through mutually beneficial intergovernmental relations between and amongst the three spheres of government.</p> <p>The functionality of the clusters is a key enabler to driving the implementation and effective oversight of the MTDP and government priorities and oversight</p>
<b>Indicator</b>	<p>1. Number of clean audit outcomes maintained.</p> <p>Poor audit outcomes contribute to negative perceptions on the ability of organisations to perform optimally in the areas of governance and accountability. Improving audit outcomes contribute, thus, directly to resolving the problem statement identified by the Office of the Premier.</p> <p>2. Percentage (%) Cluster Functionality Score Achieved.</p> <p>The functionality of the Cluster system is a key enabler for oversight. The agenda setting, monitoring of performance against the Cluster Programmes of Actions, alignment of cluster plans and implementation of tracking resolutions are key components of the assessment tool to promote functionality.</p>
<b>Limitation/s</b>	<p>Achievement of the Outcome at Provincial level is subject to buy-in from all stakeholders, including Members of the Executive and accounting officers.</p>

<b>Assumptions</b>	<ul style="list-style-type: none"> <li>• Audit Standards and application thereof remain constant and are applied consistently.</li> <li>• All stakeholders are committed to comply with prescripts 100%.</li> <li>• Technical and Political Clusters are able to engage and focus on the strategic deliverables assigned.</li> <li>• Timely approval and communication of the MTDP.</li> </ul>
<b>Enablers</b>	<ol style="list-style-type: none"> <li>1. Audit Outcomes. <ul style="list-style-type: none"> <li>• Audit Improvement Plan.</li> <li>• Internal Audit Plan.</li> <li>• Fully functional Internal Audit unit.</li> <li>• Buy in from all stakeholders.</li> </ul> </li> <li>2. Executive Council Clusters functionality. <ul style="list-style-type: none"> <li>• Clusters are adequately resourced.</li> <li>• MTDP and PGDP adoption.</li> <li>• Functional systems and processes.</li> <li>• Prioritisation of Cluster work.</li> </ul> </li> </ol>
<b>Outcome 2: Improved integrated evidence informed service delivery</b>	
<b>Link to NDP, MTDP and PGDP</b>	<p>Integrated service delivery is at the heart of the MTDP and KZN MTDP Implementation Framework (PGDP). It is linked also to the functionality of the DDM and hence is also a key intervention area through a Capable, Ethical and Developmental state – MTDP and PGDP Priority 3- <i>MTDP Outcome : Improved policy coordination and integrated planning in the public sector, enhancing efficiency, accountability, and public trust in government: % Change in score for public trust and confidence in the Public Service in selected instruments; as well as MTDP Outcome: Improved service delivery in the local government sphere: % score for public trust and confidence in Local Government in selected instruments- Intervention : Bring stability to local government in order to restore the delivery of services).</i></p>
<b>Rationale</b>	<p>The role of the Office of the Premier is to co-ordinate cross-cutting development programmes policies, programs, strategies, plans and systems. It also seeks to ensure integration of services in an equitable manner to address delivery challenges more efficiently and effectively.</p> <p>The nature of service delivery cuts across the priorities. The role of the Office of the Premier however in the context of supporting integrated service delivery is related to the strategic direction, intergovernmental relations, coordination and monitoring an evaluation.</p> <p>Strengthening the performance monitoring of implementation of service delivery will facilitate a more proactive approach to inclusive and evidence informed service delivery and improvement.</p>

<b>Indicator</b>	Percentage (%) satisfaction rating with delivery of basic services. (GCIS Survey: Satisfaction with delivery of basic services (proxy)).
<b>Limitation/s</b>	<ul style="list-style-type: none"> <li>• The study is perception based, hence should also be read with M and E findings on performance assessments of departments and service delivery reporting, as well as data on basic service delivery</li> <li>• Provincial Operations are limited to the scope provided in terms of the constitution and Legislation.</li> <li>• Reliability of information on the status of service delivery implementation and functionality of structures.</li> </ul>
<b>Assumptions</b>	<ul style="list-style-type: none"> <li>• GCIS is a proxy and findings to also be analysed against the % implementation of service delivery improvement plans and % resolution of service delivery complaints, and progress with service delivery implementation from audited departmental performance information (annual reports of departments).</li> <li>• Continuity of the survey and the methodology applied.</li> <li>• Cooperation from all stakeholders and functional coordination structures.</li> <li>• Appropriately skilled resources for planning, coordination, M and E.</li> <li>• Funding and/or effective partnerships for appropriate systems enhancement and implementation.</li> <li>• Enabling strategies are approved and systems funded for implementation.</li> </ul>
<b>Enablers</b>	<ul style="list-style-type: none"> <li>• Functional DDM Structures and effective IGR Structures.</li> <li>• Capable State (3 Spheres)</li> <li>• MTDP and PGDP alignment</li> <li>• Reliable service delivery performance information from departments.</li> <li>• Data systems and analysis.</li> <li>• Key Policy instruments in place and resourced.</li> <li>• Active citizenry and partnerships.</li> </ul>
<b>Outcome 3: Professional and ethical provincial administration</b>	
<b>Link to NDP, MTDP and PGDP</b>	<p>It relates directly to NDP Chapter 13, MTDP and KZN MTDP Implementation Framework (PGDP) Priority 3 - The Outcome relates directly to the Mandate of the Office of the Premier, as outlined in Part B of this document.</p> <p>It is a key intervention area through Build a Capable, Ethical and a Developmental state – MTDP and PGDP Priority 3- <i>MTDP Outcome : Professionalisation the Public Sector including Public Entities: Intervention – End of Term Target : Full implementation of the National Framework towards the Professionalisation of the Public Sector by all state institutions – 80% by Mid-Term).</i></p>

<b>Rationale</b>	Government has a responsibility to provide ethical and professional services. There is a need to improve ethics and capability of the public service to meet the demands of the citizens, and in the context of limited resources. The Professionalisation framework covers key areas identified as challenges aimed at improving service delivery through a capable, ethical and developmental state.
<b>Indicator</b>	Percentage (%) implementation towards the Professionalisation of the Public Sector by KZN Departments (National Framework used as a proxy).
<b>Limitation/s</b>	Achievement of the Outcome at Provincial level is subject to buy-in from all stakeholders, including Members of the Executive and accounting officers.
<b>Assumptions</b>	<ul style="list-style-type: none"> <li>• All stakeholders are committed to comply with prescripts 100%.</li> <li>• Provincial Fraud and Corruption Strategy approved and systems funded for implementation.</li> <li>• Professionalisation Framework Implementation Plan approved on time for implementation.</li> </ul>
<b>Enablers</b>	<ul style="list-style-type: none"> <li>• Consequence Management policy updated for implementation.</li> <li>• Professionalisation Framework.</li> <li>• Fraud and Corruption Strategy.</li> <li>• Training programmes availability and attendance.</li> </ul>

## 10. Key Risks and Mitigation

Outcome	Risks	Mitigation measures
<p><b>Outcome 1:</b> Improved governance and accountability.</p>	<p>Regression of audit outcomes (financial and non-financial information).</p>	<ul style="list-style-type: none"> <li>• Fill critical vacant posts in finance and strategic management branch with correctly skilled personnel.</li> <li>• Improve performance management.</li> <li>• Automation of systems.</li> <li>• Implement the Combined Assurance Framework.</li> <li>• Develop and monitor implementation of the audit improvement plan.</li> <li>• Improve effective utilisation of Internal Control Unit to ensure early detection of non-compliance with legislation and policies.</li> <li>• Provincial Internal Control Framework to be finalized by Provincial Treasury.</li> <li>• Proposed structure for Internal Control to be finalised.</li> <li>• Capacity constraints to be addressed in Internal Control.</li> </ul>
	<p>Non-implementation of MTDP through the Cluster System.</p>	<ul style="list-style-type: none"> <li>• Develop functionality matrix for Technical and Political Clusters.</li> <li>• Implement electronic monitoring and evaluation system.</li> <li>• Conduct workshops for Senior Management of Provincial departments on MTDP.</li> <li>• Improve performance management.</li> </ul>
<p><b>Outcome 2:</b> Improved integrated evidence informed service delivery.</p>	<p>Delays in responding to service delivery gaps/ issues reported at Izimbizo, Operation Siyahloa, Service Delivery Complaints unit resulting in loss of public trust.</p>	<ul style="list-style-type: none"> <li>• Build capacity at both political and administrative levels to improve understanding of planning and implementation of DDM.</li> <li>• Improve synergy between provincial government and local government level to ensure service delivery gaps reported are incorporated into the DDM planning process.</li> <li>• Approval of Provincial Complaints Management Framework.</li> <li>• Improve functionality of the Digital Information and Innovative Hub to facilitate integration of information collected and reported during Izimbizos, Operation Siyahloa into the planning process.</li> </ul>

Outcome	Risks	Mitigation measures
	Increase in cybercrime and theft of government information/ data leaks.	<ul style="list-style-type: none"> <li>Development of Provincial Cybersecurity Strategy and Framework.</li> </ul>
	Critical skills -ICT data analysis, policy, planning, research, GIS, finance.	<p>Recruitment Prioritisation of scarce skills and structure refinements</p> <p>Training and development, linked to Outcome 3.</p> <p>Systems development and implementation.</p> <p>Artificial Intelligence policy and future skills acquisition.</p> <ul style="list-style-type: none"> <li>Partnerships with Tertiary institutions.</li> </ul>
	Ineffective implementation of District Development Model.	<ul style="list-style-type: none"> <li>COGTA and Office of the Premier to create a conducive environment for institutionalization of DDM in the province and utilize it to assist the province with its coordination; support; and local government oversight responsibilities.</li> <li>COGTA to decentralize the capacity to support and drive IGR coordination by strengthening district and metro coordination hubs. Local government will lead at the district and metropolitan levels by participating in the District/Metro Coordination Steering Committees and work closely with the established coordination hubs.</li> </ul>
	Decrease in public confidence in government.	<ul style="list-style-type: none"> <li>Review, implement and monitor Provincial Communication Strategy to improve communication between all government levels and to citizens.</li> </ul>
	Inadequate coordination and implementation of programmes for vulnerable groups.	<ul style="list-style-type: none"> <li>Strategies and policies for vulnerable groups to be reviewed in line with the priorities of the 7th Administration</li> <li>Optimisation of Information Hub to improve integrated reporting / digitisation of reporting.</li> </ul>

Outcome	Risks	Mitigation measures
<p><b>Outcome 3: Professional and ethical provincial administration.</b></p>	<p>Unprofessional and unethical conduct of officials.</p>	<ul style="list-style-type: none"> <li>• Application of Consequence Management to be deepened/ Review of Provincial Consequence Management Framework.</li> <li>• Develop, implement and monitor Provincial HR Strategy.</li> <li>• Mainstreaming the skills audit as part of the induction and orientation programme.</li> <li>• Implement the Provincial Plan on Professionalisation of the Public Service.</li> <li>• Finalisation and implementation of Organisational Culture Strategy.</li> <li>• Ethics training by Integrity Management Unit.</li> <li>• Provincial framework to be developed for forensic investigations in the Province.</li> <li>• Implement electronic case management system for forensic investigations.</li> <li>• Finalization and approval of the provincial anti-corruption strategy and implementation plan.</li> </ul>

## 11. Public Entities

Name of Public Entity	Mandate	Outcomes
KZN Zulu Royal House Trust	<p>Objectives of the Trust:</p> <ol style="list-style-type: none"> <li>1. The Trust must, in a manner, within the provisions of the Act and within the available budget and resources –               <ol style="list-style-type: none"> <li>a. Be administered for the benefit of the Royal Monarch and the other members of the Zulu Royal House, including their –                   <ol style="list-style-type: none"> <li>i. Material welfare;</li> <li>ii. Educational needs;</li> <li>iii. Aspirations and;</li> <li>iv. Social well-being, Benefitting their status and;</li> </ol> </li> <li>b. Provide for the administration, maintenance and management of the assets of the Trust, including the Royal Palaces and the Royal Farms.</li> </ol> </li> <li>2. The Trust may by any lawful means –               <ol style="list-style-type: none"> <li>a. Generate:                   <ol style="list-style-type: none"> <li>i. Revenue</li> <li>ii. Income</li> <li>iii. Business, and;</li> <li>iv. Goodwill; and</li> </ol> </li> <li>b. Acquire assets for the Trust.</li> </ol> </li> </ol>	<p>Outcome 1: Improved organizational performance.</p> <p>Outcome 2: Effective maintenance of royal residences infrastructure.</p> <p>Outcome 3: Efficient and sufficient provision of socio-economic support to members of the royal family.</p> <p>Outcome 4: Financially Sustainable and Independent Trust.</p>

## 12. District Development Model

As the co-ordinating department for provincial priorities, the department supports the DDM by playing an oversight. The implementation of the ward based approach as part of District Development Model under what is known as Sukuma Sakhe is an integral part of DDM.

The Core responsibility of the Office of the Premier relates to the Premiers Coordinating Forum as a platform for monitoring implementation progress and this is part of the interventions of the 7<sup>th</sup> Administration.

## Part D: Technical Indicator Descriptions (TIDs)

<b>OUTCOME 1</b>	<b>Improved governance and accountability</b>
Indicator Title	<b>(1): Audit Outcomes</b>
Definition	Progress towards achieving clean audit in annual audit findings. Financial and non-financial audit of departmental performance in terms of the Public Finance Management Act.
Source of data	Auditor General reports and processes. Annual Report.
Method of Calculation / Assessment	Findings determined against audited performance by Auditor-General annually.
Assumptions	Consistency in audit approach by Auditor-General and in application of audit standards.
Disaggregation of Beneficiaries (where applicable)	N/A.
Spatial Transformation (where applicable)	N/A.
Desired performance	Unqualified with no matters of emphasis.
Indicator Responsibility	CFO (Coordination) all for implementation led by the Director-General and Branch Heads (Deputy Director-Generals).

<b>OUTCOME 1</b>	
Indicator Title	<b>(2): Executive Council Clusters functionality</b>
Definition	<p>The Provincial Executive Council in KZN is the Cabinet of the provincial government. The Executive Council consists of the Premier and Member of the Executive Council, commonly abbreviated to "MEC". The Provincial Executive Council is supported by the Technical and Political Clusters i.e. Economic Sectors, Investment, Employment and Infrastructure Development (ESIEID) Cluster, Governance, State Capacity and Institutional Development (GSCID) Cluster, Social Protection, Community and Human Development Cluster (SPCHD) and Justice, Crime Prevention and Security (JCPS) Cluster. The purpose of these clusters is to facilitate resourceful, cross-sectoral thinking on public policy issues and to have an integrated approach to policymaking and governance in the Province.</p> <p>The functionality of the clusters impacts on the functionality of the Executive Council.</p> <p>The assessment scores will be submitted through a report to the Director-General as the Head of the Secretariat for further engagement with relevant structures such as the Committee of Heads of Department, Technical Cluster Chairpersons as may be required, depending on the nature of the findings and intervention required – at the discretion of the Director-General.</p> <p>Areas of functionality will include but are not limited to:</p> <ol style="list-style-type: none"> <li>1. Technical and Political Cluster Meetings sittings as scheduled</li> <li>2. Percentage of Cluster, Agendas focus on the MTDP and government priorities (Target 70% by 2026/2027; 80 % by 2029 – MTDP Target : Intervention Strengthen the role of the Centre of Government to improve planning, policy coordination, integration and management of the cluster system; Outcome : Improved policy coordination and integrated planning in the public sector, enhancing efficiency, accountability, and public trust in government)</li> <li>3. Executive Council decision matrix implementation progress (target average of 80% by end of term)</li> <li>4. Political cluster decision matrix implementation progress (target average of 80% by end of term)</li> <li>5. Technical cluster decision matrix implementation progress (target average of 80% by end of term)</li> <li>6. Cluster Plans approved for implementation (5 Year Plans and Annual plans)</li> <li>7. Evidence of tracking of progress against plans at least once per quarter – this could be in the form of noting progress reports submitted.</li> </ol>
Source of data	Scores against the Functionality Tool (in development in Q1 to Q2); Informed by ordinary meetings' agenda content; Decision Matrix Progress assessments for Executive Council, Political and Technical clusters.
Method of Calculation / Assessment	Scores to be weighted and allocated in accordance with the minimum assessment criteria (to be finalised in 2025/2026 and administered in Q3 (2 clusters) and Q4 (remaining two Clusters) for the first year.
Assumptions	<ul style="list-style-type: none"> <li>• Configuration of clusters remain constant</li> <li>• Reliable information submitted for assessment of progress on the implementation of service delivery</li> </ul>

	<ul style="list-style-type: none"> <li>• Cluster Programmes of Plans and Reports are available for engagement</li> <li>• Consistency in assessment criteria</li> </ul>
Disaggregation of Beneficiaries (where applicable)	N/A.
Spatial Transformation (where applicable)	N/A.
Desired performance	<ul style="list-style-type: none"> <li>• Improvement in cluster functionality scores over the 5-year period. Baseline will be set after first assessment</li> <li>• Improved functionality based on non-Lekgotla engagement on implementation of MTDP and PGDP – engagement of MTDP implementation.</li> </ul>
Indicator Responsibility	Executive Council Support, Director-General and Deputy Directors General assigned to clusters.

<b>OUTCOME 2</b>	Improved evidence informed service delivery
Indicator Title	Provincial Level of Satisfaction with delivery of basic services
Definition	<p>The GCIS (Government Communication and Information System) conducts various surveys, including a national tracking study since 2000 to gauge public opinion and track government performance, as well as other research to assess communication effectiveness and citizen needs.</p> <p>The aim of the survey is to assess performance of government on all priority areas.</p> <ul style="list-style-type: none"> <li>• Assess the mood of the nation by assessing views on direction of the country and challenges facing the country.</li> <li>• Determine government information needs and communication preferences of the population.</li> <li>• Gauge the public's level of awareness and response to government programmes and communication campaigns aimed at improving their lives.</li> <li>• Assess the communication platforms and frequency of use for government information</li> </ul> <p>Whilst the Office of the Premier will monitor the GCIS tracker across all categories, the category : LOCAL GOVERNMENT – BASIC SERVICE -DELIVERY and in particular Findings on the DELIVERY OF BASIC SERVICES   PROVINCES will be a focus area and a proxy to gauge levels of service with basic service delivery</p>
Source of data	GCIS tracker report – KZN Score for LOCAL GOVERNMENT – BASIC SERVICE -DELIVERY and in particular findings on the DELIVERY OF BASIC SERVICES   PROVINCES.
Method of Calculation / Assessment	The scores are determined by the GCIS methodology as per its reports.
Assumptions	Consistency in methodology and frequency of survey findings release.
Disaggregation of Beneficiaries (where applicable)	N/A.
Spatial Transformation (where applicable)	N/A.
Desired performance	Improvement in ratings on service delivery by provincial government.
Indicator Responsibility	Chief Director : Provincial Government communications – for Sourcing, supported by the Deputy Director-General.

<b>OUTCOME 3</b>	<b>Professional and ethical provincial administration</b>
Indicator Title	<b>Percentage implementation of professionalisation framework by KZN Departments</b>
Definition	<p>The purpose of the indicator is to ensure that the OTP assigned interventions from the Professionalisation of the Public Service Framework are undertaken (as reflected below <b>21 areas applicable to Provincial Departments– bolded font</b>)</p> <p>The objectives of the Policy Framework amongst others, are to:</p> <ul style="list-style-type: none"> <li>• Entrench a dynamic system of professionalisation in the public sector;</li> <li>• Strengthen and enable the legal and policy instruments to professionalise categories of occupations in the public service;</li> <li>• Enhance and build partnerships and relationships with HEIs and professional bodies;</li> <li>• Ensure meritocracy in public servants' recruitment, selection and career management in line with the NDP and the MTDP; and</li> <li>• Implement employment and personnel management practices based on ability, objectivity, fairness and the need to redress the imbalances of the past through transparent and fair career pathing practices.</li> </ul> <p>Whilst the National framework proposes interventions, these are being contextualised to the KZN environment through an integrated implementation plan for the Framework, which will be monitored by the Office of the Premier.</p> <p>National Framework was approved by Cabinet on 19 October 2022. It is based on five pillars i.e.:</p> <p><b>a) Pillar 1: Recruitment and Selection.</b> A aspects directly relevant to the Provincial Departments in KZN) (9 delivery recommendations identified in bold):</p> <ol style="list-style-type: none"> <li><b>1) Nyukela compliance.</b></li> <li><b>2) Integrity assessments.</b></li> <li><b>3) Introduce occupation-based competency assessments for senior management.</b></li> <li>4) <i>SMS and MMS Competency Framework (Assigned to DPSA – not to be counted).</i></li> <li>5) <i>Academic requirements for entry to the SMS (Assigned to DPSA – not to be counted).</i></li> <li><b>6) Revise the academic requirements for entry to senior management in local government and SOEs.</b> <i>Recruitment of DG and DDG at the OPSC (Not applicable as per the framework approved in October 2022 – not to be counted).</i></li> <li>7) <i>Recruitment of Commissioners to the PSC (Not applicable as per the framework approved in October 2022 – not to be counted).</i></li> <li>8) <i>Institutional arrangements to ensure insulating recruitment from political interference (Still to be determined – pending DPSA – not to be counted yet).</i></li> <li><b>9) Recruitment of DGs and DDGs in the Public Sector.</b></li> <li>10) <i>Recruitment of municipal manager – not Applicable to Provincial Administration.</i></li> <li><b>11) Alignment of Internships with pre-entry requirements.</b></li> <li><b>12) Appointment of Board and Executives Members of the SOEs.</b></li> </ol>

	<p><b>13) Succession Planning.</b></p> <p><b>14) Partnerships and Collaboration with HEIs and professional bodies/ associations.</b></p> <p><b>b) Pillar 2: Induction and onboarding. Aspects directly relevant to the OTP (2 delivery recommendations identified in bold):</b></p> <ol style="list-style-type: none"> <li><b>1) Participation in induction programmes before assuming duty</b></li> <li>2) Re-orientation Programme (Pending DPSA – if no programme is in place – then area not to be counted for delivery)</li> <li><b>3) Coaching and Mentorship Programmes</b></li> </ol> <p><b>c) Pillar 3: Planning and Performance Management. (2 delivery recommendations identified in bold):</b></p> <ol style="list-style-type: none"> <li>1) Review of Institutional Planning and Performance Management Systems (DPME dependent – not yet amended hence not to be counted yet).</li> <li><b>2) Performance Management and Development Systems.</b></li> <li><b>3) Professional bodies enhancing performance management.</b></li> </ol> <p><b>d) Pillar 4: Continuing Learning and Professional Development. (2 delivery recommendations identified in bold):</b></p> <ol style="list-style-type: none"> <li><b>1) Training and Learning Pathways.</b></li> <li>2) Professionalisation of Public Finance Management and Supply Chain (SC).</li> <li>3) <i>Human Resources Management and Development: DPSA and DCOGTA must determine the approach towards professionalising the human resource management and development occupations in the public sector (Still pending – not to be counted yet).</i></li> <li>4) <i>Planning: The DPME and DCOGTA must determine the approach towards professionalising the planning occupation in the public sector (Still pending – not to be counted yet).</i></li> <li>5) <i>Information and Communications Technology (ICT): (Still pending – not to be counted yet).</i></li> <li>6) <i>Built Environment: (Still pending – not to be counted yet).</i></li> <li><b>7) Continuous Learning and Professional Development (CLPD).</b></li> </ol> <p><b>e) Pillar 5: Career Progression, Succession Planning and Management of career incidents of Heads of Department. (6 delivery recommendations identified in bold):</b></p> <ol style="list-style-type: none"> <li><b>1) Career Management.</b></li> <li><b>2) Minimum number of years of service (for promotion to higher levels).</b></li> <li><b>3) Requirements for Promotion – Examination.</b></li> <li><b>4) Occupation Management: - Job description requirements.</b></li> <li><b>5) Revolving Door Policy strengthening.</b></li> </ol>
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	<b>6) Recognition of a prior learning policy review and implementation.</b>
Source of data	<p>Corporates Services monitoring report. GSCID Cluster report. Annual Reports of Departments. Reports prepared for National For a.</p> <p>Where areas are not implemented within the Province these must be explained. Acceptable reasons include:</p> <ul style="list-style-type: none"> <li>- Absence or delays by national departments in the development of key enables identified in the National Framework.</li> <li>- Justified Non-applicability – approved by the Director-General</li> </ul> <p>The data to report on the progress will be sourced from the Portfolio of evidence which substantiates implementation for each of the delivery areas identified, such as:</p> <ul style="list-style-type: none"> <li>- Integrity checks conducted.</li> <li>- Recruitment compliance screening documents – signed and verified by panels.</li> <li>- The training sessions' attendance registers and activities involved in developing the curriculum.</li> </ul> <p>Proof of targeted policies, processes or standard operating procedures reviewed as required in terms of the Framework for Professionalisation.</p>
Method of Calculation / Assessment	<p>% of Provincial assigned interventions implemented form the Professionalisation Framework (National October 2022).</p> <p>Number of verified delivery areas with proof of implementation: Divided by 21 areas identified in total (from the Definitions bolded areas) x 100</p> <p>Focus is on proof of implementation, not necessarily completion. Where reasons for non-implementations is considered justified – score = 1, i.e. cases where</p>
Assumptions	<p>Planned training sessions will be attended by nominated officials from Departments. Availability of stakeholders such as subject matter experts for curriculum review, participation of professionals in the skills audit exercise, availability of training budget, departments for benchmarking, etc.</p> <p>Enablers approved an in place from lead departments assigned with the responsibility in terms of the National framework dated October 2022.</p> <p>Cooperation from all units and Stakeholders in the implementation of the recommendations of the National Framework</p> <p>Resources allocated within departments to conduct required assessments.</p>
Disaggregation of Beneficiaries (where applicable)	N/A.
Spatial Transformation (where applicable)	N/A.
Desired performance	100% of the 5 Pillars implemented by 100% of Departments, as per the MTDP target.
Indicator Responsibility	DDG Corporate Services.

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