



# OFFICE OF THE PREMIER

2003/2004  
STRATEGIC PLAN

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## **PART A: STRATEGIC OVERVIEW**

### **STATEMENT OF POLICY AND COMMITMENT BY THE PREMIER**

I am pleased to present the 2003 / 2004 strategic plan for the Office of the Premier, which also incorporates the broad medium term plan of my Office for the 2003 to 2005 financial years.

The Premier provides leadership to Ministers and Provincial Departments. It is the responsibility of the Office of the Premier to support the Premier by providing professional advice and services to the Premier, Cabinet and all Provincial Departments. To this end the Office of the Premier provides a guiding, co-ordinating, facilitating, supportive and integrating function that ensures co-operative good governance and the best policy and executive government outcomes for the people of KwaZulu- Natal.

The Premier, as the Executing Authority of the Department, is responsible for the following:

- Leadership of the Provincial Government and ensuring overall service delivery to the people of the province.
- Stable coalition government and peaceful province with high level of political tolerance.
- Improved and enhanced processes, outputs and impacts of public policy making and management in KwaZulu Natal provincial government and administration.
- The continuous availability of support and advisory services to cabinet and other centres of government and cooperative good governance.
- Existence of appropriate and empowering legislative instruments in the province of KwaZulu Natal.
- Prevalence of good governance, accountability, equity and a performance results oriented provincial government and administration.
- Co-ordination of programmes aimed against HIV/AIDS, crime and violence against women and children, unemployment, corruption, poverty and other forms of underdevelopment.
- Recognition of the role and functions of empowered Amakhosi in our province and country, requiring a provincial government and administration supportive to local government and Amakhosi institutions.

The Office of the Premier's strategic goals and objectives are based on the following six provincial policy priorities identified by Cabinet at the San Lameer Cabinet workshop:

- Eradication of Poverty and inequality.
- Managing the impact of HIV/ AIDS and reducing it's spread.
- Re-engineering and enhancing integrated service delivery in government.
- Investing in infrastrucure.
- Strengthening of governance.
- Human capability development

The strategic objectives and outputs contained in this document read together with our published Strategic Framework, Corporate Strategic Plan for 2001-2004 and budget, encompass a comprehensive and realistic plan for executing the Department's mandate and supporting the Premier as Executive Authority of the department.

The Honourable Dr. L P H M Mtshali  
**PREMIER: KWAZULU NATAL PROVINCE**

## OVERVIEW BY THE ACCOUNTING OFFICER

This Strategic Plan details the Office of the Premier's strategic goals and objectives that support the provincial government's policy priorities. The Strategic Plan also includes performance measures that will be used to assess the Office of the Premier's progress in achieving its objectives for the 2003 / 2004 financial year.

After the end of the financial year, the Office of the Premier will prepare an Annual Report that will describe actual accomplishments for the year. The report will include a comparison of planned and actual results, from both a financial and performance perspective that will allow the public to assess the department's performance.

The Office of the Premier is committed to strategically co-ordinating the activities of provincial department's to decisively address obstacles to basic human rights. This co-ordination is directed at producing outcomes that result in responsible and accountable government with a focus on effective and value-for-money services to the people of KwaZulu-Natal and is aimed at:

- Eradicating poverty;
- Reducing the spread of HIV/ AIDS;
- Upholding and mainstreaming human rights relating to gender, disability, children and youth;
- Strengthening governance;
- Human capability development
- Maximising socio-economic development of the province;

The department will address these issues by:

- Coordinating and facilitating implementation of the provincial growth and development strategy, and developing and coordinating an expanded, integrated response to poverty and HIV- AIDS.
- Coordinating provincial intergovernmental relations and enhancing the effectiveness of legal and policy formulation and implementation within the province.
- Promoting provincial government communication and the observation of human rights relating to gender, disability, children and youth.
- Facilitating and coordinating the provision of transversal human resource strategies, policies and processes within the provincial administration.
- Coordinating and providing corporate services to the department, provincial administration and government.

The Office of the Premier aims to achieve these objectives through continued commitment to enhancing our organisational capability. This will be realised through ongoing enhancement of our internal systems and procedures, the application of participative strategic and business planning processes and, most importantly, strong support for continuous improvement in the skills and abilities of our management and staff.

R K Sizani  
**DIRECTOR-GENERAL**  
**OFFICE OF THE PREMIER**

## **VISION OF THE KWAZULU NATAL PROVINCIAL GOVERNMENT**

“The dynamic Province of KwaZulu-Natal will be characterised by a peaceful, secure, prosperous, healthy, educated, democratic society and as being attractive and competitive, both in local and global terms. By 2020 all the people of KwaZulu Natal will be sharing the benefits of this vision.”

In pursuit of this vision, the provincial leadership has identified the following six Provincial priorities:

- Eradication of poverty and inequality
- Managing the impact of HIV/AIDS and reducing its spread
- Re-engineering and enhancing integrated service delivery in government
- Investing in infrastructure
- Strengthening of governance; and
- Human capability development.

## **VISION OF THE OFFICE OF THE PREMIER**

The vision of the Office of the Premier is “To be the professionally vibrant centre of government in KwaZulu-Natal.”

## **MISSION AND STRATEGIC GOALS**

The mission of the Office of the Premier is to support the Premier in carrying out his constitutional and statutory duties. The Department fulfils this mission primarily by assisting the Premier in:

- Professionally executing the departmental mandates;
- Coordinating and facilitating macro-provincial and transversal issues;
- Promoting co-operative good governance;
- Providing the highest quality of analysis and advice;

- Creating policy relating to regulations, information and legislation, and
- Supporting the Executive Branch of the provincial government in executing laws and policies.

## VALUES

In carrying out its mission, the Office of the Premier is guided by the following core values:

- Transparency, probity and honesty
- Integrity of government operations and actions
- Integrity of individual public servants in executing their roles and responsibilities
- Democratic participation of the public in influencing public policy making and implementation
- Autonomy of professional, loyal, disciplined, empowered and committed managers and employees
- Team work, individual and collective responsibility
- Autonomy of departments of the provincial government and co-operative governance
- It's ultimate accountability to the people of KwaZulu-Natal.

## LEGISLATIVE AND OTHER MANDATES

The Office of the Premier occupies a pivotal and central position within the Provincial Government of KwaZulu-Natal. The mandates of the Office in its supportive role to the Premier are embodied in the country's Constitution, Public Service Act and other statutory provisions, national and provincial policy papers and Cabinet decisions.

Based on relevant legislative and regulatory framework, the mandated functions of the Office of the Premier are to:

- Provide Legal Services, Human Resource Management and Development, Information Technology, Communication Services, Financial Management, Auxiliary Services and Provisioning
- Support the Premier in handling appointments, discharge, deployment and other career incidents of heads of provincial departments
- Assist in the formulation, co-ordination and implementation of policy and legislative initiatives of provincial and national departments
- Exercise responsibility for co-operative governance: inter- and intra-governmental relations and co-operation



- Support, co-ordinate, develop and facilitate execution of transversal programmes including: HIV/AIDS and poverty alleviation, Disability, Gender Equality, Office of the Status of Women, Anti-Fraud and Corruption, Youth Commission activities, Service Delivery - Batho Pele, Provincial Growth and Development Strategy and Childrens' Issues
- Provide Cabinet Support
- Support the Premier as Minister responsible for Horse Racing, Betting and Gaming and Aviation
- Facilitate and co-ordinate cross-departmental human resource management and development programmes
- Co-ordinate processes aimed at promoting public access to public information as provided for by the Promotion of Access to Information Act, 2000
- Manage the Integrated Provincial Support Programme (IPSP) and institutional capacity building.

### **SUMMARY OF SERVICE DELIVERY ENVIRONMENT AND CHALLENGES**

KwaZulu-Natal is a multi-cultural and multi-racial society. The extent to which societal attitudes and practices reflect a continuing commitment to tolerance, diversity, and equality affects the scope and nature of our work. Demographic and cultural changes make ensuring a diverse and representative Department workforce a more challenging and essential task.

The HIV/AIDS pandemic is having a serious socio-economic impact on the country as a whole, but even more so in this Province. This requires that much more emphasis needs to be placed on the coordination of the response by the Provincial Government to this threat to society. Very closely linked to this is the prevalence of poverty in certain areas and sectors of society. As is the case with HIV/AIDS Government again needs to coordinate its activities in order to maximise the impact of its intervention in this regard.

### **SUMMARY OF ORGANISATIONAL ENVIRONMENT AND CHALLENGES**

A number of external factors can affect the Department's ability to achieve its goals and objectives. The art of strategic planning is to identify as many of these factors as possible and build the eventuality of these events materialising and their potential impact into plans for the future. The Department's view of such factors and its potential impact is discussed extensively in Part C and will not be repeated in this section.

## STRATEGIC PLANNING PROCESS

At the heart of performance-based management is the idea that focusing on mission, agreeing on goals, and measuring and reporting results are the keys to improved performance.

As there is much in the department's operating environment that still remains relevant, we have retained much of the introductory material describing the overall operating environment as well as the specific problems and issues facing the Department.

Within the Department, strategic planning is the first step in an ongoing planning and implementation cycle. This cycle, which is at the heart of the Department's efforts to implement performance-based management, involves setting long-term goals and objectives; translating these goals and objectives into budgets and program plans; implementing programs and monitoring their performance; and evaluating results. In this cycle, the Department's strategic plan provides the overarching framework for components plans as well as reporting on performance and budgets.

The experience gained by the Department during the 2002 / 2003 financial year provided a valuable input in the strategic planning process for future years. The 2002 / 2003 financial year can be seen as the first year of the transformed Office of the Premier and, although a lot of time and energy was still spent in organisational matters, the first year of service delivery in terms of the revised mandate of the Department.

One of the more valuable lessons of experience learnt during the first year was that the Department have to focus slightly narrower but much deeper into its strategic objectives. One tends to very easily fall into the trap of planning activities and outputs on such a wide front that resources become overstretched. In comparing this strategic plan with the plan for 2002 / 2003 the deepening in focus becomes immediately apparent.

## PART B: PROGRAMME AND SUB-PROGRAMME PLANS

### STRATEGIC OBJECTIVES

|   |
|---|
| <p>STRATEGIC GOAL 1: COORDINATING AND FACILITATING IMPLEMENTATION OF THE PROVINCIAL GROWTH AND DEVELOPMENT STRATEGY, AND DEVELOPING AND COORDINATING AN EXPANDED, INTEGRATED RESPONSE TO POVERTY AND HIV- AIDS</p> <p><b>STRATEGIC OBJECTIVES:</b></p> <ul style="list-style-type: none"><li>- To formulate Provincial Strategy on Poverty &amp; Inequality Reduction</li><li>- To develop new strategic interventions and re-align existing interventions in order to reduce and mitigate the socio economic impact of Poverty &amp; HIV-AIDS</li><li>- To Review 1996 Provincial Growth and Development Strategy (PGDS)</li></ul> |
| <p>STRATEGIC GOAL 2: COORDINATING PROVINCIAL INTERGOVERNMENTAL RELATIONS AND ENHANCING THE EFFECTIVENESS OF LEGAL AND POLICY FORMULATION AND IMPLEMENTATION WITHIN THE PROVINCE</p> <p><b>STRATEGIC OBJECTIVES:</b></p> <ul style="list-style-type: none"><li>- To capacitate Cabinet, Cabinet Clusters, ministries, provincial departments and other centres of government in legal and policy formulation and implementation</li><li>- To provide Cabinet Secretariat Services</li><li>- To promote co-operative good governance</li></ul>  |
| <p>STRATEGIC GOAL 3: PROMOTING PROVINCIAL GOVERNMENT COMMUNICATION AND THE OBSERVATION OF HUMAN RIGHTS RELATING TO GENDER, DISABILITY, CHILDREN AND YOUTH</p> <p><b>STRATEGIC OBJECTIVES:</b></p> <ul style="list-style-type: none"><li>- To coordinate the mainstreaming of Human Rights relating to gender, disability, children and youth</li><li>- To design and implement programmes enhancing communication between government and the public</li></ul>   |
| <p>STRATEGIC GOAL 4: FACILITATING AND COORDINATING THE PROVISION OF TRANSVERSAL HUMAN RESOURCE STRATEGIES, POLICIES AND PROCESSES WITHIN THE PROVINCIAL ADMINISTRATION</p> <p><b>STRATEGIC OBJECTIVES:</b></p> <ul style="list-style-type: none"><li>- To customize, co-ordinate, &amp; monitor the implementation of human resource policies, systems, programmes and plans for the Province</li><li>- To facilitate the formulation of human resource policies, systems, programmes and plans for the Province</li></ul>  |
| <p>STRATEGIC GOAL 5: COORDINATING AND PROVIDING CORPORATE SERVICES TO THE PROVINCIAL GOVERNMENT</p> <p><b>STRATEGIC OBJECTIVES:</b></p> <ul style="list-style-type: none"><li>- To maximise revenue to the province by creating and maintaining an enabling and regulatory environment for the horse-racing, gaming and betting industries</li><li>- To provide an aviation service to the provincial administration and government</li></ul>   |

## MEASURABLE OBJECTIVES, PERFORMANCE MEASURES AND PERFORMANCE TARGETS

| <b>Programme 1: Premier and Director-General:</b>  |  |   |  |  |
|--|--|---|--|--|
| <b>Aim: To assist the Premier and Cabinet in providing direction to the Province</b>   |  |   |  |  |
| <b>Sub-Programme: Office of the Director-General:</b>  |  |   |  |  |
| <b>Aim: To assist the Premier and Director-General in providing direction to the Province</b>  |  |   |  |  |
| <b>Programme structure<br/>Measurable objectives</b>   | <b>Output</b>  | <b>Performance measures<br/>(i.e. quantity, quality, cost, time-<br/>liness)</b>  | <b>2003/04<br/>Target</b>  |  |
| To effectively support and capacitate the Premier, Cabinet, Cabinet Clusters, ministries, DG and other centres of government to promote sound co-operative good governance | Provision of support services to Premier, Cabinet, DG and other centres of government            | Functional and reliable availability of services to Premier, Cabinet and other centre of government units and cooperative good governance | Ongoing  |  |
|  | Cabinet and Cabinet Clusters Secretariat and information Services and functioning Cabinet Manual | 100% Cabinet and Cabinet Cluster documents processed electronically and fully functional electronic library                               | 100% Complete by November 2003   |  |
|  | Service enhanceive of co-operative good governance   | Approval of MEXCO Minutes and informed decisions  |  | 12 Meetings per annum  |
|  |  | Reliable functional support provided to Premier & Director-General with regard to:  | <ul style="list-style-type: none"> <li>• PCC</li> <li>• NCOP</li> <li>• FOSAD</li> <li>• National &amp; Provincial Clusters</li> </ul> | Number of meetings per annum: <ul style="list-style-type: none"> <li>• 6</li> <li>• 6</li> <li>• 4</li> <li>• 1</li> </ul> |
|  |  | Establish fully functional PROV-TRADLOG forum meeting on a regular basis  |  | Quarterly from inaugural meeting   |
|  | Common understanding and approach to international relations by province and local government    |   | Cabinet approval by June 2003  |  |

| <b>Sub-Programme: Aviation:</b>   |   |  |   |
|---|---|--|---|
| <b>Aim: To provide and manage an aviation service</b>   |   |  |   |
| <b>Programme structure<br/>Measurable objectives</b>  | <b>Output</b>   | <b>Performance measures<br/>(i.e. quantity, quality, cost, time-<br/>liness)</b>                                     | <b>2003/04<br/>Target</b>                                       |
| To provide an efficient, effective and economical aviation service to the provincial government | Air service and aerodrome service   | No of flight hours: non-scheduled.   | 40 flight hours per month per aircraft on non-scheduled flights |
|   |   | No of flight hours: scheduled  | 820 flight hours  |
|   | To provide airport operational and management services                        | Ensure compliance with directives providing for the annual renewal and re-issue of the Airport operational Licences. | Ongoing   |
| To finalise the Restructuring of Aviation Services  | Provincial aviation service transformed into an income generating cost centre | Final approval of revised organisationstructure  | 31 May 2003   |
|   |   | Review and enhancement of operational systems and procedures.  | 1 Sept 2003   |

**Sub-Programme: Gaming and Betting:**

**Aim: To create and maintain an enabling and regulatory environment for the horse racing, gaming and betting industries in the province, for the purpose of maximizing revenue to the province, stimulation of the provincial economy, preventing any criminal involvement in or influence on these industries and for the purpose of ameliorating the negative consequences of the introduction of legal gambling forms into society**

| <b>Programme structure<br/>Measurable objectives</b>  | <b>Output</b>  | <b>Performance measures<br/>(i.e. quantity, quality, cost, time-<br/>liness)</b>   | <b>2003/04<br/>Target</b>  |
|---|--|--|--|
| Review of legislative and regulatory framework  | Reviewed, amended and operational KwaZulu-Natal Gambling Act, 1996 and regulations<br><br>Approved and operating Racing and Betting Act  | Draft legislation is accepted in principle by management, Cabinet Cluster and Cabinet, as measured by recorded resolutions / written approvals | (1) Promulgation within a month of the passing of the legislation by the KwaZulu-Natal Parliament.<br>(2) Publication of regulations within three weeks of the Premier having approved the amendments. |
| Draft regulations for amusement machines (under the KwaZulu-Natal Gambling Act, 1996)                     | Approved and operating Amusement Machine Regulations<br><br>Approved and operating Racing and Betting Regulations<br><br>Approved and implemented Problem Gambling Policy for KwaZulu-Natal        | Regulations accepted by management and the Premier, as measured by recorded resolutions / written approvals                                    | Publication within three weeks of Premier's approval   |
| Monitoring of the Gambling Board, Bookmakers Control Committee and the gambling industry in KwaZulu-Natal | Reports that will facilitate corrective steps to be taken within the KwaZulu-Natal Gambling Board, KwaZulu-Natal Bookmakers Control Committee, or against a licensee or illegal gambling operator. | Seiing up of liaison fora that meet regularly and facilitate both effective reporting to the Premier and the taking of corrective steps.       | (1) Effective liaison fora set up by 1/11/2003.<br>(2) Regular reports to the Premier by 1 February 2004.  |

| <b>Programme 2: Development and Human Rights:</b>  |  |  |                                 |
|--|--|--|---------------------------------|
| <b>Aim: To monitor and coordinate the development and implementation of Provincial and National policies</b> |  |  |                                 |
| <b>Sub-Programme: Socio- Economic Development:</b>   |  |  |                                 |
| <b>Aim: To facilitate socio-economic strategic development of the Province</b>                               |  |  |                                 |
| <b>Programme structure<br/>Measurable objectives</b>   | <b>Output</b>  | <b>Performance measures<br/>(i.e. quantity, quality, cost, time-<br/>liness)</b>       | <b>2003/04<br/>Target</b>       |
| 1. To main-stream the response to Poverty and HIV/ AIDS  | Integrated policies and programmes for main-streaming Poverty & HIV-AIDS | Integrated policies and programmes developed   | 100% Complete by March 2004     |
| 2. To formulate Provincial Strategy on Poverty & Inequality Reduction  | Provincial Strategy on Poverty & Inequality Reduction                    | Provincial Strategy on Poverty & Inequality Reduction formulated and approved by MEXCO | 100% Complete by September 2003 |
| 3. To Review 1996 Provincial Growth and Development Strategy (PGDS)  | Reviewed 1996 PGDS   | Finalized 1996 PGDS review   | 100% Complete by August 2003    |
| 4. To facilitate formulation of an overarching Macro Provincial Development Plan/ Strategy                   | Macro Provincial Development Plan/ Strategy                              | Finalized, implementable Macro Provincial Development Plan/ Strategy                   | 100% Complete by March 2004     |

| <b>Sub-Programme: Human Rights:</b>  |  |   |  |
|--|--|---|--|
| <b>Aim: To mainstream Human Rights relating to gender, disability, children and youth issues</b>   |  |   |  |
| <b>Programme structure<br/>Measurable objectives</b>   | <b>Output</b>  | <b>Performance measures<br/>(i.e. quantity, quality, cost, time-<br/>liness)</b>  | <b>2003/04<br/>Target</b>  |
| To coordinate the mainstreaming of Human Rights relating to gender, disability, children and youth | Guidelines and framework for mainstreaming human rights in each department   | Informative guidelines produced timeously and an implementable framework document in place.   | 31 July 2003   |
|  | KZN specific promotional material produced on gender issues, disability issues, children's rights and youth issues | Informative promotional material produced.  | Ongoing  |
|  | Human Rights Calendar days celebrated  | Successfully celebrated the following events: <ul style="list-style-type: none"> <li>• Child Protection Week</li> <li>• National Children's Day</li> <li>• National Human Rights Day</li> <li>• Youth Month</li> <li>• International Women's Day</li> <li>• Women's Day</li> <li>• 16 Days of Activism</li> <li>• International Human Rights Day</li> </ul> | <ul style="list-style-type: none"> <li>• 05/03</li> <li>• 12/03</li> <li>• 03/03</li> <li>• 06/03</li> <li>• 09/03</li> <li>• 08/03</li> <li>• 25/11</li> <li>• 10/12</li> </ul> |

**Sub-Programme: Public Policy:****Aim: To improve the processes, outputs and impacts of public policy making and management in the Kwazulu-Natal Provincial Government and Administration**

| <b>Programme structure<br/>Measurable objectives</b>  | <b>Output</b>  | <b>Performance measures<br/>(i.e. quantity, quality, cost, time-<br/>liness)</b> | <b>2003/04<br/>Target</b>                      |
|---|--|--|--|
| To capacitate Cabinet, clusters, ministries, provincial departments and other centres of government in policy formulation, analysis and implementation. | Trained managers and policy analysts                       | Three training workshops held.   | May, September 2003 and March 2004             |
|   | Analysed and processed documents.                          | Response to requests for analysis  | 100% response                                  |
|   | Support services to clusters.                              | All cluster meetings attended  | 100% attendance                                |
|   | Establishment of forum for policy analysts.                | Forum established.   | Two meetings held.                             |
|   | Collected, processed and disseminated data and information | Response to requests for data and information                                    | 75% response                                   |
|   | Conference and seminar                                     | One conference and one seminar held  | Conference – Sept 2003<br>Seminar – March 2004 |

**Programme 3: Corporate and Support Services:**  
**Aim: To develop and provide corporate strategies and transversal support to the Provincial government as a whole**

**Sub-Programme: Human Resource Strategies & Support:**  
**Aim: To provide transversal human resource strategies**

| Programme structure<br>Measurable objectives   | Output  | Performance measures<br>(i.e. quantity, quality, cost, time-<br>liness)   | 2003/04<br>Target  |
|--|---|---|--|
| To play a vanguard role by facilitating and building capacity in the development and formulation of human resource policies, organisational systems and designs, guidelines, programmes and plans for the Provincial departments including the Office of the Premier | HR Plans, strategies, guidelines, programmes, and organisational systems and designs <ul style="list-style-type: none"> <li>• Provincial Human resource plan</li> <li>• Skills Development plan</li> <li>• Labour relations plan</li> <li>• Employment Equity plan</li> <li>• Retention policy/strategy</li> <li>• State housing policy</li> <li>• Transport policy (OOP)</li> <li>• Grievance policy</li> <li>• Performance management and development system</li> <li>• Competency profile -Provincial guidelines</li> </ul> Recruitment and Selection <ul style="list-style-type: none"> <li>• Provincial Human Resource</li> <li>• Development Plan (Province)</li> </ul> | Consulted and approved by Exco and Mexco  | March 2004 <ul style="list-style-type: none"> <li>• Dec 2003</li> <li>• August 2003</li> <li>• August 2003</li> <li>• August 2003</li> <li>• July 2003</li> <li>• August 2003</li> <li>• Dec 2003</li> <li>• Dec 2003</li> <li>• March 2004</li> </ul><br><ul style="list-style-type: none"> <li>• October 2003</li> </ul><br><ul style="list-style-type: none"> <li>• June 2003</li> <li>• August 2003</li> </ul> |
| To customize, co-ordinate, & monitor the implementation of human resource policies, systems, programmes and plans for departments including the Office of the Premier  | Co-ordinated and monitored skills development legislation and strategies  | 13 workplace skills plans in terms of line SETAs and PSETAs   | March 2004   |
|  | Co-ordinated Grievance policy   | Consistency in the application of the policy  | March 2004   |
|  | Co-ordinated ABET programmes  | 1. 3000 adult learners registered and passed IEB examinations<br>2. 300 tutors trained  | March 2004   |
|  | Co-ordinated performance management and development system  | Improvement in performance  | March 2004   |
|  | Co-ordinated organizational design policy   | Consistency   | March 2004   |
|  | Monitored and co-ordinated job evaluation policy  | Monitoring mechanism in place   | July 2003  |
|  | Co-ordinated and presented management and neutral skills development programmes   | 400 middle managers trained (LDPMM)<br>60 senior managers (EMDP)<br>2000 officials trained (neutral skills)<br>200 officials trained (financial management) | March 2004   |
|  | Co-ordinated collective bargaining structure  | Established and operational structures  | April 2003   |
|  | Co-ordinated and implemented competency profile for the Province  | At least 4 departments using the guidelines   | March 2004   |
| Co-ordinated and implemented competency profile for the OOP  | Completed profile for the Office  | July 2003   |  |





| <b>Sub-Programme: Communication:</b>   |   |   |  |
|--|---|---|--|
| <b>Aim: To coordinate the provision of Provincial government Information</b>       |   |   |  |
| <b>Programme structure</b><br><b>Measurable objectives</b>                         | <b>Output</b>   | <b>Performance measures</b><br><i>(i.e. quantity, quality, cost, time-<br/>liness</i>                                       | <b>2003/04</b><br><b>Target</b>                    |
| 1. To facilitate effective dialogue between the provincial government and citizens | Clear channels for exchanging information between government and the public | Coordinated government leadership response to citizen demands and citizens response to government information and campaigns | Monthly meetings                                   |
|  | Establishment of Provincial Communications Forum                            | Quality promotion and exhibitions and positive cooperate identity of the provincial government                              | To be evidenced by Sept 2003                       |
|  | Establishment of Provincial bulletin and regular press articles             | Unified provincial communication corps  | Monthly meetings start by Sept                     |
|  |   | Heightened awareness of service rights  | Conduct good governance campaigns 4 times per year |
|  |   | Positive media coverage   | Monthly and on demand                              |

| <b>Sub-Programme: Legal Services:</b>   |  |   |  |
|---|--|---|--|
| <b>Aim : To provide legal advisory services to the provincial government and administration</b>   |  |   |  |
| <b>Programme structure</b><br><b>Measurable objectives</b>  | <b>Output</b>                                | <b>Performance measures</b><br><i>(i.e. quantity, quality, cost, time-<br/>liness</i>   | <b>2003/04</b><br><b>Target</b>  |
| To capacitate Cabinet, Cabinet Clusters, ministries, provincial departments and other centres of government in legal formulation and implementation | Legal advisory assistance and services       | <ul style="list-style-type: none"> <li>Improvement in the content, format and practical usefulness of laws and opinions</li> <li>Completion of legal work within agreed time frames</li> <li>Quality provincial laws enacted and published</li> </ul> | 12-15 laws expected to be submitted for legal editing and certification by end of year |
|   | Trained legal drafters                       | Legal drafters trained  | 15-25 candidates expected to be trained in law drafting and related areas              |
|   | Rationalisation of provincial laws programme | Developed and implemented programme   | October 2003   |

| <b>Programme 4: Financial and Auxiliary Services:</b>   |  |  |   |
|---|--|--|---|
| <b>Aim: To ensure sound financial, asset and information management control</b>                     |  |  |   |
| <b>Sub-Programme: Financial and Auxiliary Services:</b>   |  |  |   |
| <b>Aim: To provide Financial, Procurement, Internal Control, IT, PERSAL and Auxilliary services</b> |  |  |   |
| <b>Programme structure</b><br><b>Measurable objectives</b>  | <b>Output</b>  | <b>Performance measures</b><br><i>(i.e. quantity, quality, cost, time-<br/>liness</i>  | <b>2003/04</b><br><b>Target</b>                         |
| To coordinate the provision of Information Technology services to the provincial government         | Information Technology Plan  | <ul style="list-style-type: none"> <li>• KZN IT architecture in accordance with Government IT Architecture standards.</li> </ul> | 30 May 2003   |
|   | Design of Integration and Re-engineering tools / module  | <ul style="list-style-type: none"> <li>• Information and Workflow</li> <li>• Human Resources</li> <li>• Communication</li> </ul> | 30 August 2003  |
|   | Knowledge Management Plan  | <ul style="list-style-type: none"> <li>• Value of information</li> <li>• Succession matrix</li> <li>• Data warehouse</li> </ul>  | 30 November 2003  |
|   | Information Assurance Plan   | Information security<br>Data security<br>Communications security   | 30 July 2003  |
|   | Accreditation Plan   | Develop and implement management programmes on e-governance  | 30 December 2003  |
|   | Reviewed SITA Business and Service level agreements  | Review of SITA delivery by PGITO.<br>New agreements finalised  | 31 July 2003  |
| To maximise revenue to the province   | Revenue management procedure   | Developed and implemented revenue management procedure   | September 2003  |
| To provide PERSAL Management services to the provincial government                                  | Data audits to monitor compliance of PERSAL data to NMIR (National Minimum Information Requirements) | Data validated and verified using the Credibility and Compliance Tool  | Compliance Audit of 2 Departments conducted per quarter |
|   | PERSAL training workshops  | Training workshops conducted and facilitated   | Conduct a minimum of 5 workshops before 31 March 2004   |

## RECONCILIATION OF BUDGET WITH PLAN BY PROGRAMME

**Table 3: Evolution of expenditure by budget programme and sub-programme (R million)**

| Programme and Sub-programme                          | Year – 2<br>2000/01<br>(actual) | Year - 1<br>2001/02<br>(actual) | Base year<br>2002/03<br>(estimate) | Average<br>Annual<br>change<br>(%) <sup>2</sup> | Year 1<br>2003/04<br>(budget) | Year 2<br>2004/05<br>(MTEF pro-<br>jection) | Year 3<br>2005/06<br>(MTEF pro-<br>jection) | Average<br>annual<br>change<br>(%) <sup>3</sup> |
|--|---------------------------------|---------------------------------|------------------------------------|---|-------------------------------|---|---|---|
| <b>Programme 1: Premier &amp; Director-General</b>   |                                 |                                 |                                    |   |                               |   |   |   |
| SP: Personal office of the Premier                   | 5,590                           | 6,170                           | 6,532                              | 9   | 6,361                         | 6,657                                       | 7,123                                       | 28  |
| SP: Office of the Director-General                   | 6,933                           | 4,429                           | 9,805                              | 32  | 9,891                         | 10,563                                      | 11,171                                      | 22  |
| SP: Gaming and Betting                               | 1,582                           | 1,237                           | 2,020                              | 27  | 2,418                         | 2,600                                       | 2,756                                       | 37  |
| SP: Aviation   | 19,568                          | 19,540                          | 19,444                             | -0.6  | 20,039                        | 20,733                                      | 21,977                                      | 13  |
| <b>Total Programme 1</b>                             | <b>33,673</b>                   | <b>31,376</b>                   | <b>37,801</b>                      | <b>22</b>                                       | <b>38,664</b>                 | <b>40,553</b>                               | <b>43,027</b>                               | <b>24</b>                                       |
| <b>Programme 2: Development and Human Rights</b>     |                                 |                                 |                                    | <b>0</b>  |                               |   |   |   |
| SP: Socio-economic development                       | 5,357                           | 5,284                           | 4,982                              | 2   | 4,762                         | 5,100                                       | 5,550                                       | 2   |
| SP: Human Rights                                     |                                 | 557                             | 3,648                              | 0   | 3,404                         | 4,026                                       | 4,306                                       | 0   |
| SP: Public Policy                                    |                                 | 188                             | 3,142                              | 0   | 2,837                         | 3,061                                       | 3,277                                       | 0   |
| <b>Total Programme 2</b>                             | <b>5,357</b>                    | <b>6,029</b>                    | <b>11,772</b>                      | <b>126</b>                                      | <b>11,003</b>                 | <b>12,187</b>                               | <b>13,133</b>                               | <b>6</b>  |
| <b>Programme 3: Corporate and Support Services</b>   |                                 |                                 |                                    |   |                               |   |   |   |
| SP: Human Resource Strategies and Support            | 11,989                          | 18,792                          | 22,312                             | 118   | 16,587                        | 17,513                                      | 18,538                                      | -18   |
| SP: Communication                                    | 2,639                           | 4,591                           | 3,893                              | 19  | 3,855                         | 3,985                                       | 4,147                                       | 32  |
| SP: Legal Services                                   | 2,699                           | 3,239                           | 7,745                              | 149   | 6,864                         | 7,360                                       | 7,778                                       | 16  |
| <b>Total Programme 3</b>                             | <b>17,327</b>                   | <b>26,622</b>                   | <b>33,954</b>                      | <b>49</b>                                       | <b>27,306</b>                 | <b>28,858</b>                               | <b>30,463</b>                               | <b>1</b>  |
| <b>Programme 4: Financial and Auxiliary services</b> |                                 |                                 |                                    |   |                               |   |   |   |
| SP: Financial and Auxiliary services                 | 27,089                          | 23,508                          | 34,820                             | 24  | 44,179                        | 47,024                                      | 49,757                                      | 51  |
| SP: Departmental Transport                           | 453                             | 2,625                           | 1,500                              | 231   | 1,000                         | 1,000                                       | 1,060                                       | -29   |
| SP: Grants-in-aid                                    | 12,067                          | 12,157                          | 15,082                             | 25  | 13,578                        | 13,935                                      | 14,772                                      | -2  |
| <b>Total Programme 4</b>                             | <b>39,609</b>                   | <b>38,288</b>                   | <b>51,402</b>                      | <b>27</b>                                       | <b>58,757</b>                 | <b>61,959</b>                               | <b>65,589</b>                               | <b>33</b>                                       |
| <b>Total Office of the Premier</b>                   | <b>96,514</b>                   | <b>102,962</b>                  | <b>135,572</b>                     | <b>40</b>                                       | <b>136,422</b>                | <b>144,249</b>                              | <b>152,904</b>                              | <b>15</b>                                       |

## MEDIUM-TERM REVENUE

**Table 1: Summary of revenue: Office of the Premier**

| R 000                | <b>2000/01<br/>Actual</b> | <b>2001/02<br/>Actual</b> | <b>2002/03<br/>Estimate</b> | <b>2003/04<br/>MTEF</b> | <b>2004/05<br/>MTEF</b> | <b>2005/06<br/>MTEF</b> |
|----------------------|---------------------------|---------------------------|-----------------------------|-------------------------|-------------------------|-------------------------|
| Voted by legislature | 102,433                   | 118,930                   | 132,858                     | 136,422                 | 144,249                 | 15,904                  |
| Conditional grants   | 0                         | 0                         | 0                           | 0                       | 0                       | 0                       |
| Other (specify)      | 0                         | 0                         | 0                           | 0                       | 0                       | 0                       |
| <b>Total revenue</b> | <b>102,433</b>            | <b>118,930</b>            | <b>135,858</b>              | <b>136,422</b>          | <b>144,249</b>          | <b>153,904</b>          |

**Table 2: Departmental revenue collection: Office of the Premier**

| R 000                       | <b>2000/01<br/>Actual</b> | <b>2001/02<br/>Actual</b> | <b>2002/03<br/>Estimate</b> | <b>2003/04<br/>MTEF</b> | <b>2004/05<br/>MTEF</b> | <b>2005/06<br/>MTEF</b> |
|-----------------------------|---------------------------|---------------------------|-----------------------------|-------------------------|-------------------------|-------------------------|
| Current revenue             | 167,492                   | 85,561                    | 85,555                      | 92,522                  | 94,507                  | 96,974                  |
| Tax revenue                 | 167,097                   | 85,258                    | 85,250                      | 92,522                  | 94,507                  | 96,974                  |
| Casino taxes                | 127,911                   | 40,033                    | 52,250                      | 75,522                  | 77,007                  | 78,974                  |
| Horseracing                 | 39,186                    | 45,225                    | 33,000                      | 17,000                  | 17,500                  | 18,000                  |
| Other taxes                 | 395                       | 303                       | 305                         |                         |                         |                         |
| Non-tax revenue             | 0                         | 0                         | 0                           | 0                       | 0                       | 0                       |
| Other sales                 | 2                         |                           |                             |                         |                         |                         |
| Other revenue               | 393                       | 303                       | 305                         |                         |                         |                         |
| Capital revenue             | 0                         | 0                         | 0                           | 0                       | 0                       | 0                       |
| (specify)                   | 0                         | 0                         | 0                           | 0                       | 0                       | 0                       |
| <b>Departmental revenue</b> | <b>167,492</b>            | <b>85,561</b>             | <b>85,555</b>               | <b>92,522</b>           | <b>94,507</b>           | <b>96,974</b>           |

## COOPERATION WITH PUBLIC ENTITIES AND OTHER INSTITUTIONS

**Table 8: Public Entities**

| Name of public entity        | Main purpose of public entity    | Transfers from departmental budget |           |           |
|------------------------------|----------------------------------|------------------------------------|-----------|-----------|
|                              |                                  | 2002 MTEF                          | 2003 MTEF | 2004 MTEF |
| KwaZulu Natal Gambling Board | Regulating the gambling industry | 8,546                              | 6,750     | 6,750     |

**Table 9: Grants in Aid**

| Name of Institution                          | Main purpose of Institution                                      | Transfers from departmental budget |           |           |
|--|--|------------------------------------|-----------|-----------|
|  |  | 2002 MTEF                          | 2003 MTEF | 2004 MTEF |
| KwaZulu Natal Federal Council for Disability | Coordination of activities by organisations serving the disabled | 631                                | 628       | 675       |
| Emandleni-Matleng Youth Training Centre      | Youth training institution                                       | 5,905                              | 6,200     | 6,510     |

## **PART C: BACKGROUND INFORMATION**

### **POLICY CHANGES AND TRENDS**

The PFMA and Treasury Regulations dictate the development and implementation of many policies, systems and procedures. In addition, emanating from subsection 271(3) of the Constitution, the Preferential Procurement Policy Framework Act, No 5 of 2000, was promulgated during February 2002, followed by the Preferential Procurement Policy Regulations, 2001, which gave substance to the contents of the Act.

The purpose of this act and regulations is to enhance the participation of Historically Disadvantaged Individuals (HDIs) and certain RDP goals such as the promotion of small medium and micro enterprises (SMMEs) through the public sector procurement system. The Department has taken cognisance of the policy changes implicit in the implementation of the PFMA, Treasury Regulations, Preferential Procurement Policy Framework Act and Preferential Procurement Policy Regulations. This is reflected in the reviewed organisational structure and operational procedures of the Department.

### **ENVIRONMENTAL FACTORS AND EMERGING CHALLENGES**

KwaZulu-Natal is a multi-cultural and multi-racial society. The extent to which societal attitudes and practices reflect a continuing commitment to tolerance, diversity, and equality affects the scope and nature of our work. Demographic and cultural changes make ensuring a diverse and representative Department workforce a more challenging and essential task.

The HIV/AIDS pandemic is having a serious socio-economic impact on the country as a whole, but more so in this Province. This requires that much more emphasis needs to be placed on the coordination of the response by the Provincial Government to this threat to society. Very closely linked to this is the prevalence of poverty in certain areas and sectors of society. As is the case with HIV/AIDS Government again needs to coordinate its activities in order to maximise the impact of its intervention in this regard.

## EVALUATION OF CURRENT IMPLEMENTATION PERFORMANCE

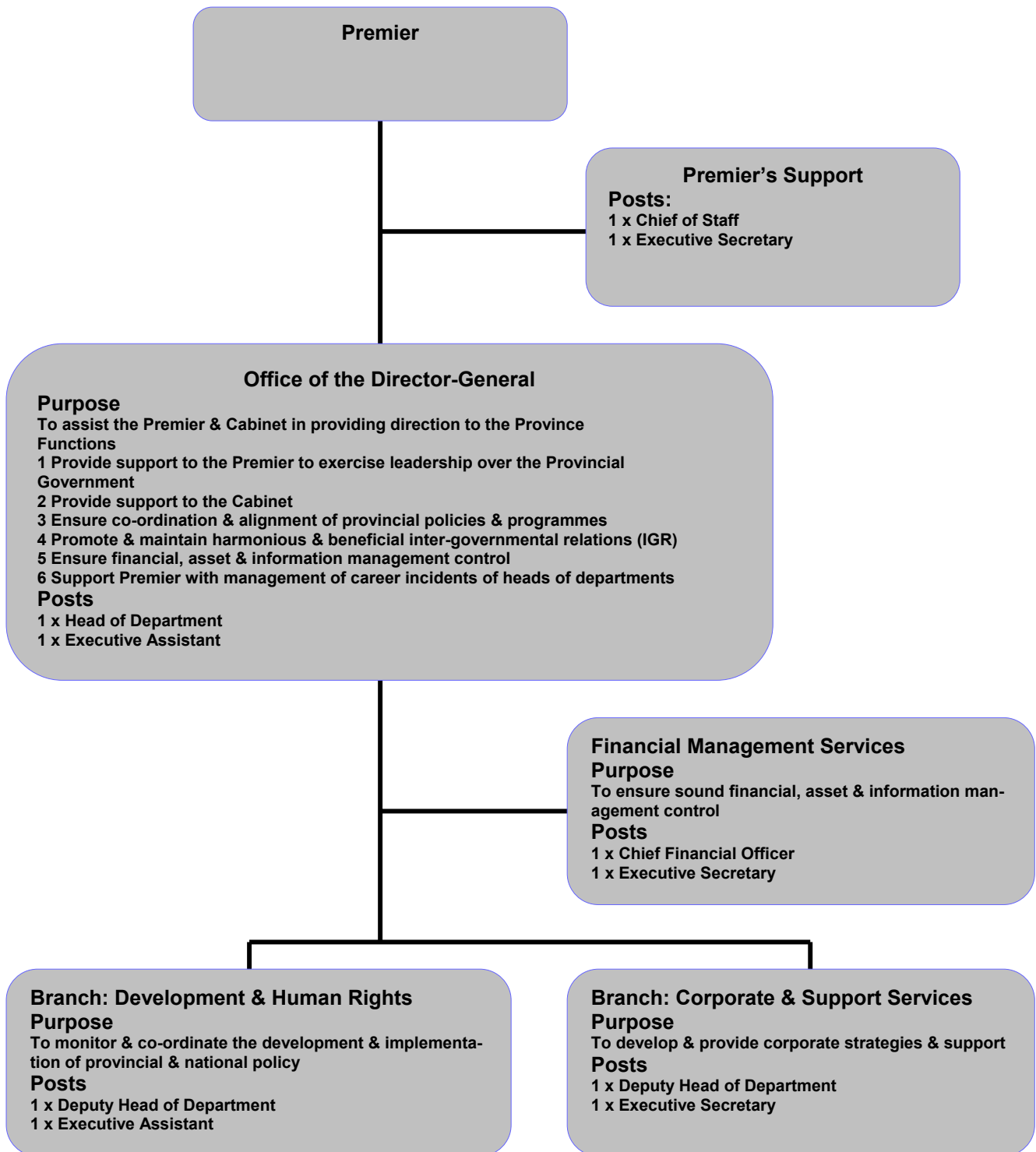
The Performance contracts of managers are hierarchically- linked to the departmental Strategic Plan. Also in terms of the Parliamentary oversight process, the department reports on a regular basis on its performance in terms of its strategic plan to the various Parliamentary bodies, which include the Finance Portfolio Committee, the Public Accounts Committee and the Premier's Portfolio Committee.

As part of its strategic planning process, the Office of the Premier reviewed the performance of managers for the first half of 2002/2003 at its strategic planning workshop in November 2002. It became clear during the review that, although some areas are up and running and delivering in terms of their business plans, some areas of the Department are not performing at the levels expected of them.

Many reasons can be cited for this lower than expected performance, however, the lack of skilled officials in some specialist areas and a more general overoptimism in setting targets during the previous planning cycle can be singled out as the main contributing factors. A number of action plans have been developed and implemented to address the limiting factors.



## ORGANISATIONAL DESIGN



## **DELEGATIONS**

The Department's Standard Operating Procedures Manual was augmented with additional and updated policies and procedures to ensure its effectiveness. The manual provides detailed information on the accountable and authorised use of financial and physical assets and resources, as well as the financial delegations for the department.

## **LONG TERM CAPITAL INVESTMENT AND ASSET MANAGEMENT PLANS**

The Office of the Premier does not have maintenance backlogs or building projects in progress. Also, no new projects, or any major maintenance projects with regard to key movable assets are planned for the 2003/ 2004 financial year as the department's capital stock is largely in fair condition.

## **INFORMATION TECHNOLOGY SYSTEMS**

The Department has entered into an agreement with the State Information Technology Agency (SITA) whereby the provision of Information Technology services in the Province is the responsibility of SITA as agent of the Department.

## **PERFORMANCE MANAGEMENT SYSTEM**

Performance agreements align managers' responsibilities with the Department's strategic planning initiatives and annual performance goals and emphasise job performance that is reflective of the Department's strategic plan and performance goals, as well as customer satisfaction and how well managers manage employee effectiveness, productivity and performance.

A key element of the Department's Strategic Planning and Performance Management cycle is Program Evaluation. It is a vital complement to performance measurement. Quarterly performance measurement provides information on whether a program is achieving its targets and offers greater insight about ways to effect improvement.

In addition to providing feedback on whether or not our strategies and programs are achieving the desired outcomes, performance evaluation will be utilised to help improve program implementation and identify meaningful and appropriate performance measures.

## **PERSONNEL**

There is a clear link between the quality of the Department's human capital and its ability to meet its strategic goals. The Office of the Premier comprises of a skilled, dedicated, and diverse workforce. Mission success is clearly dependant on the Department maintaining and strengthening such a high-quality workforce, especially in this era of rapidly changing technologies.

The Office of the Premier understands that our ability to hire and retain talented people is critical to realising the Departments strategic objectives. Hence, the Department intends to strengthen human resource recruitment, retention, and performance in order to maintain a workforce that is skilled, diverse, and committed to excellence; and will continue to meet the needs and expectations of its employees by providing opportunities for training and career development.

## **FINANCIAL MANAGEMENT**

Notwithstanding the fact that a number of flaws in financial management systems and procedures have been corrected, the Department continuously monitors financial management activities to ensure that all reportable conditions and weaknesses are remedied.

To assist management and individuals to maintain accountability, the Office of the Premier intends utilising the intranet as a vehicle to manage and monitor financial activities and to provide an effective source of practical financial information. An elementary server-based cashflow management system has already been developed and tested but will be replaced by the more dynamic intranet-based system.

The development and implementation of new financial policies, systems and procedures necessitates the commensurate training and development of staff. It is also essential that staff is educated on relevant legislation and regulations that govern and impact on finance in government. Unskilled and under-skilled staff jeopardise effective service delivery.

To overcome this deficiency and ensure that service delivery is not compromised, the Office of the Premier intends to build internal capacity and develop current human resources by investing in developing the levels of knowledge, skills and competencies of staff through formal training, personnel evaluation and career-pathing.

Significant staff training and development has been undertaken with regard to creditors management and the Department envisages rolling out a similar programme in respect of all aspects of budget management. An induction program will also be developed with regard to the utilisation of the intranet-based cashflow management system and staff provided with assistance and support to access and manage financial information.

## **AUDIT QUERIES**

The Director- General is assisted by the Internal Control Unit in meeting his accountability requirements as prescribed in the PFMA. The Internal Control Unit provides an array of audit and evaluation activities, as well as broad consultancy services within the Office of the Premier in order to assist in improving departmental operations and performance.

The Unit works closely with management and staff to ensure effective internal controls have been established, to monitor performance and the implementation of recommendations made by the Auditor- General. The work of the unit is planned and undertaken based on risk management principles and practices.

## **IMPLEMENTATION OF THE PUBLIC FINANCE MANAGEMENT ACT**

The Office of the Premier recognises that adherence to the Public Finance Management Act and the implementation thereof is the responsibility of all staff. To achieve this, greater advice, support and training to managers is proposed with the concomitant further development and revision of the department's financial policies and procedures.

The Department aims to address the requirements of the PFMA by inter-alia, developing policies and procedures and implementing Treasury practice notes.

Towards this end, policies, systems and procedures pertaining to Treasury Practice Notes have been prioritised for review within the 2003/ 2004 financial year.

## **CONCLUSION**

The Office of the Premier remains committed to performing its function as the nerve centre of the Provincial Government with continued efficiency and dedication. The Department will continue to pursue high standards of fiscal discipline and make significant contributions towards improved management of resources in order to achieve the Department's programme and performance objectives.