



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



QUICK START
OPERATIONS MANUAL
FOR THE IMPLEMENTATION OF THE
KWAZULU-NATAL MTSF IMPLEMENTATION
PLAN
2020/21

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1. BACKGROUND AND INTRODUCTION

The Provincial Growth and Development Strategy (PGDS) 2011 was adopted by Executive Council on 31 August 2011. In adopting the PGDS, the Executive Council resolved to review the PGDS every 5 years. The PPC undertook a consultative review in 2016. The Revised 2016 KwaZulu-Natal Provincial Growth and Development Strategy (KZN PGDS) was approved by the KZN Executive Council. With the 5 years of the PGDS 2016 nearing its end, the PPC is currently conducting a review for the PGDS.

The Review of the 2021 PGDS is guided by a high level situational or strategic analysis of where it is that the Province currently finds itself, is informed by reports on the successes and failures in the implementation of the Provincial Strategy last reviewed in 2016, as well as by perception surveys done to determine the priority areas or issues the citizens of this Province expect a reviewed strategy to address.

The reviewed PGDS for 2021 will be initiated by a detailed policy scan to identify significant policy shifts which may have occurred since the last review in 2016. This version of the PGDS will now responds directly to national policy and to reverberate and illustrate the vision of our president when it comes to implementation. He stated that “We need to move with speed as we focus on planning and implementation. It is the era of Khawuleza,” (Matamela Cyril Ramaphosa, President of the Republic of South Africa). “Thuma Mina, Khawuleza”

Noting the KwaZulu-Natal Vision, as expressed in the 2016 PGDS, “KwaZulu-Natal will be a prosperous Province with a healthy, secure and skilled population, living in dignity and harmony, acting as a gateway to Africa and the World, ” it was found prudent and in the best interest of alignment, coordination and integration to adjust the framework of the reviewed PGDS to reflect the seven priorities as pronounced in the 2019 -2024 MTSF. The former 7 PGDS Strategic Goals have been translated and transformed into the seven priorities as pronounced in the 2019 -2024 Medium Term Strategic Framework.

1.1 MEDIUM STRATEGIC FRAMEWORK 2019 – 2024 (MTSF)

The MTSF 2019-2024 is both a five-year implementation plan and integrated monitoring framework towards achieving the National Development Plan (NDP) 2030. NDP is the blueprint for tackling South Africa’s challenges and serves as a long-term vision for the country it aims to eliminate poverty and reduce inequality by 2030. The MTSF 2019-2024 is built on three foundational pillars: a strong and inclusive economy, capable South Africans and a capable developmental state. It also sets out the package of interventions and programmes that will advance the seven (7) priorities adopted by government.

1.2 NATIONAL PRIORITIES

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

The MTSF also addresses the cross-cutting focus areas of women, youth and people with disabilities.

The integrated monitoring framework of the MTSF 2019-2024 provides a clear framework for monitoring and outcomes, indicators and targets towards the achievement of priorities.

1.3 PROVINCIAL PRIORITIES

Informed by the seven national priorities, the Province adopted the following eight provincial priorities for the sixth administration:

Priority 1: Basic services (especially access to clean and potable water);
Priority 2: Job creation;
Priority 3: Growing the economy;
Priority 4: Growing SMMEs and cooperatives;
Priority 5: Education and skills development;
Priority 6: Human settlement and sustainable livelihood;
Priority 7: Build a peaceful province; and
Priority 8: Build a caring and incorruptible government.

2 THE KZN MTSF IMPLEMENTATION PLAN

2.1 OVERVIEW OF THE KZN MTSF IMPLEMENTATION PLAN

The KZN Province is responding to the MTSF 2019-2024 through the development of a Provincial MTSF Implementation Plan which serves as the basis for co-ordination of MTSF programme planning, monitoring and evaluation in the Province.

Implementation of the Provincial MTSF Implementation Plan is effective from 1 April 2020 with monitoring and evaluation of this Implementation Plan through Action Work Groups and Executive Council Clusters to the Provincial Executive Council.

The KZN MTSF Implementation plan which provincialises the MTSF was adopted at the February 2020 Provincial Executive Council Lekgotla (Lekgotla) and is attached as **Annexure 1** which provides the KZN Programme of Action (POA) in alignment to the MTSF.

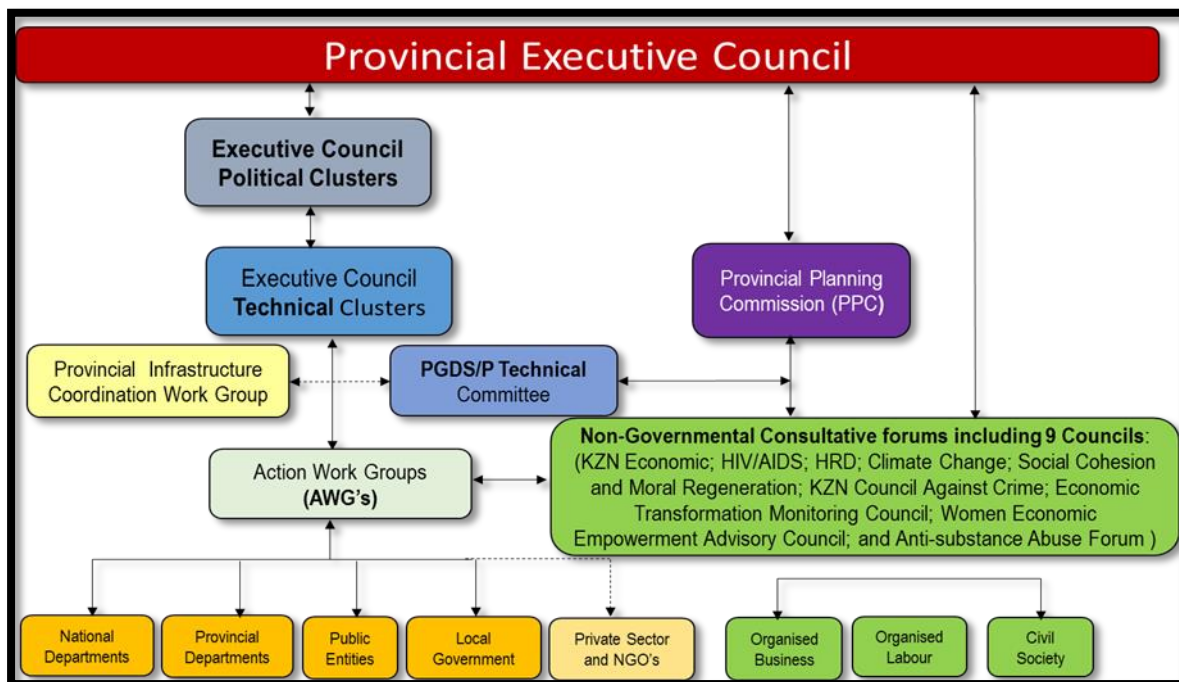
The February 2020 Lekgotla resolved that:

- (i) The KZN MTSF (2020/21) Implementation Plan serves as the base for co-ordination of MTSF programme planning, monitoring and evaluation in the Province.
- (ii) There must be mainstreaming of gender, youth and people with disabilities, children, senior citizens and military veterans into the plan, therefore data will have to be disaggregated by race, age and gender.
- (iii) Departments, Municipalities and Public Entities align and integrate sector programmes and interventions to the National and Provincial MTSF Implementation Plan (2019-2024).
- (iv) Implementation is effective from 1 April 2020 with vigorous monitoring and evaluations of the Programmes through the AWG's and Clusters to the Provincial Executive Council. The monitoring will have special focus at:
 - (a) Departmental performances monitoring; and
 - (b) Coalface service delivery monitoring.

The four Executive Council Clusters develop Cluster Plans which are more detailed plans to drive the Provincial MTSF Implementation Plan.

2.2 THE INSTITUTIONAL FRAMEWORK FOR THE IMPLEMENTATION OF THE PGDP/ KZN MTSF IMPLEMENTATION PLAN

The institutional framework entrenches accountability for the implementation of the PGDP/ KZN MTSF Implementation Plan and promotes an integrated, action orientated approach with the involvement of all the social partners, relevant stakeholders and government.



2.3 TRANSLATING THE KZN PROGRAMME OF ACTION (THE KZN MTSF IMPLEMENTATION PLAN) INTO DELIVERABLES

The translation of the KZN Programme of Action (POA) into deliverables includes the following information for each KZN POA (KZN's contribution to the MTSF 2019-2024):

- (i) Coverage / Beneficiaries.
- (ii) Spatial Reference.
- (iii) Indicators
- (iv) Baseline.
- (v) Target / Deliverable for the Medium Term Expenditure Framework (MTEF):
 - (a) 2020/21 with quarterly milestones
 - (b) 2021/2022
 - (c) 2022/2023
- (vi) Budget for the MTEF:
 - (a) 2020/21
 - (b) 2021/2022
 - (c) 2022/2023
- (vii) MTSF 5-year target: 2024
- (viii) Lead and contributing departments/entities/partners
- (ix) AWG allocation

The KZN MTSF Implementation Plans must be aligned to the National and Provincial Priorities and include Provincial Executive Council Lekgotla resolutions, State of the Province Address pronouncements and COVID-19 Recovery Plans.

The template on the translation of the KZN POA into deliverables is attached as **Annexure 2**.

3. THE ROLES AND RESPONSIBILITIES FOR THE IMPLEMENTATION OF THE KZN MTSF IMPLEMENTATION PLAN

The implementation of the KZN MTSF Implementation Plan is driven through the eighteen (18) Action Work Groups (AWGs). This requires that AWGs must be effective, efficient and functional and that MECs, Executive Council Clusters (Clusters) and Heads of Departments (HoDs) must be accountable for the work of AWGs.

The roles and responsibilities as outlined below entrenches accountability for the implementation of the KZN MTSF Implementation Plan.

3.1 THE PREMIER

- (i) The Premier, as the executive authority of Provincial Government of KwaZulu-Natal, is the champion for the National Development Plan (NDP) and its implementation and monitoring framework, The Premier is ultimately responsible for the effective implementation of the MTSF and is accountable to the Provincial Legislature and other relevant National Government fora such as

the President's Coordinating Council for the implementation of the NDP in the Province.

- (ii) The Premier enters into Service Delivery Agreements with MECs which includes accountability for the work of Action Work Groups and that reports are submitted to Clusters and to the Executive Council.

3.2 MEMBERS OF THE EXECUTIVE COUNCIL

- (i) Members of the Executive Council (MECs) are accountable to the Premier for the effective implementation of the NDP, the MTSF 2019-2024 and MTSF Annual Implementations Plans as it relates to the mandates of their respective departments.
- (ii) MECs are responsible for providing institutional support and to perform an influencing and strategic role to guide the AWGs to which they are assigned.

3.3 EXECUTIVE COUNCIL CLUSTERS

3.3.1 The Executive Council decision-making process is underpinned by the Cluster System. The system entails thorough interrogation and processing of matters before they are submitted to the Executive Council. The four (4) Executive Council Clusters (Clusters) are:

- (i) Governance, State Capacity and Institutional Development (GSCID)
- (ii) Economic Sectors, Investment, Employment and Infrastructure Development (ESIEID)
- (iii) Social Protection, Community and Human Development (SPCHD)
- (iv) Justice, Crime Prevention and Security (JCPS)

3.3.2 The role and responsibilities of the Clusters in the implementation of the KZN MTSF Implementation Plan entails the following:

- (i) The Clusters must develop Cluster Plans on the implementation of the Provincial MTSF Implementation Plan which will be more detailed than the provincial plan, including clear deliverables, indicators and targets.
- (ii) The Clusters need to ensure that the relevant AWGs provide reports on the implementation of the KZN MTSF Implementation Plan.
- (iii) The Clusters must submit to the Executive Council reports on the implementation of the KZN MTSF Implementation Plan.

3.4 PROVINCIAL PLANNING COMMISSION (PPC)

3.4.1 The PPC is established by Resolution of the KwaZulu-Natal Provincial Executive Council, as an advisory body to the Premier and the Provincial Executive Council on matters related to:

- (i) The maintenance of a long term strategic development perspective and vision of the province;
- (ii) Facilitating coherence in policy development and planning across the Provincial Government;

- (iii) Strengthening performance monitoring and evaluation to enable it to assess the pace required to deliver on the desired outcomes; and
- (iv) Facilitating the resolution of challenges hampering the achievement of strategic targets and projects.

3.4.2 The role of the PPC in the implementation of the KZN MTSF plan is in relation to the advisory mandate as indicated in paragraph 3.4.1 above.

3.4.3 Members of the PPC are allocated to AWGs and the role of Commissioners in AWGs is both in an advisory capacity and to contribute the AWG based on the respective areas of expertise.

3.5 COMMITTEE OF HEADS OF DEPARTMENTS (COHOD)

3.5.1 COHOD:

- (i) Serves as the key inter-Departmental coordination mechanism for Provincial government. It serves as a platform and a high-level forum for the Director-General, who chairs the Committee, to engage with Heads of Department to discuss strategic and transversal issues, prior to such issues being considered by the Executive Council, in the case of issues going to the Executive Council.
- (ii) Ensures policy coherence, alignment and coordination and ensures implementation of Provincial Executive Council programmes and policies.
- (iii) Serves as the Joint Technical Cluster and coordinates matters that cut across all the Executive Council Clusters and the Action Workgroups.

3.5.2 The role of the COHOD in the implementation of the KZN MTSF plan is in relation to the responsibilities as indicated in paragraph 3.5.1 above.

3.6 HEADS OF DEPARTMENTS (HoDs)

HoDs are individually responsible to the respective MECs and collectively accountable to the Committee of Heads of Departments for the implementation of the KZN MTSF Implementation Plan. In this regard, the responsibilities of HoDs is indicated as follows:

- (i) Appoint AWG Convenors and AWG Deputy Convenors. The HOD of a lead department is required to formally appoint an AWG Convenor and an AWG Deputy Convenor, in writing. A proforma letter for the appointment of an AWG Convenor is attached as Annexure 3. It is recommended that the following profile is taken into consideration in the appointment of and AWG Convenor and Deputy Convenor:
 - a) It is recommended that an AWG Convenor and Deputy Convenor is a Chief Director or Director, although this is not definitive and it is a discretionary decision of the HOD;

- b) The following attributes, although not an exhaustive list, are considered important in appointing an AWG Convenor and AWG Deputy Convenor:
- Strategic capability and leadership: Strategically understand the KZN MTSF Implementation Plan with the capability to translate the strategies to action and inspire others to deliver on the plans;
 - Decision making: Ability and mandate to make decisions for effective implementation of the KZN MTSF Implementation Plan;
 - Project management: Ability to plan, manage, monitor and evaluate AWG deliverables to drive the implementation of the KZN MTSF Implementation Plan;
 - People management and empowerment: To manage and encourage AWG members and stakeholders to optimise MTSF deliverables and effectively manage relationships in order to contribute to the achievement of KZN MTSF Implementation Plan;
 - Communication: The ability to exchange information and ideas at various levels within government and with stakeholders in a manner that creates a productive communication environment to advance the implementation of the KZN MTSF Implementation Plan; and
 - Subject expertise and experience: In depth knowledge and experience in the subject field relevant to the KZN MTSF Implementation Plan;
- (ii) Appoint departmental representatives to AWGs which is updated on an annual basis and submitted to the Office of the Premier, following which AWGs are advised of the updated departmental representation on AWGs.
- (iii) Provide support for the effective functioning of a lead department AWG by:
- a) Engaging with the AWG Convenor and AWG Deputy Convenor on MTSF implementation progress, including the development of the annual AWG Business Plan; and
 - b) Providing for engagement on AWG matters at departmental MANCO and EXCO meetings.
- (iv) Ensuring departmental representation in relevant AWGs; and
- (v) Approving and signing off on AWG reports for submission to the Technical Clusters.

3.7 PGDP TECHNICAL COMMITTEE

PGDP Technical Committee is a coordinating and advisory structure composed of the 18 AWG Convenors and the Provincial Infrastructure Co-ordination Workgroup. This Committee is coordinated and facilitated by the Secretariat to the Provincial Planning Commission. The role of the PGDP Technical Committee is to:

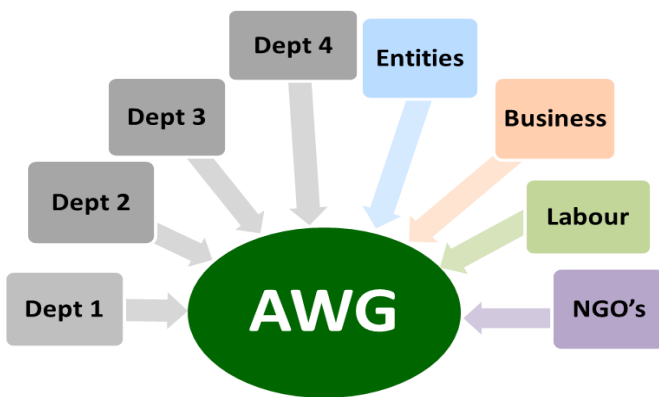
- (i) Establish a platform for engagement between the PPC Secretariat and the AWGs to facilitate coordination and alignment on matters related to the review, refinement, monitoring, evaluation and reporting on progress made with the implementation of the PGDS/P and KZN MTSF Implementation Plan; and

- (ii) Share knowledge, experiences and best practice aimed at supporting the implementation and maintenance of the PGDS/P and KZN MTSF Implementation Plan and improving the functionality of AWGs.

3.8 ACTION WORK GROUPS (AWGs)

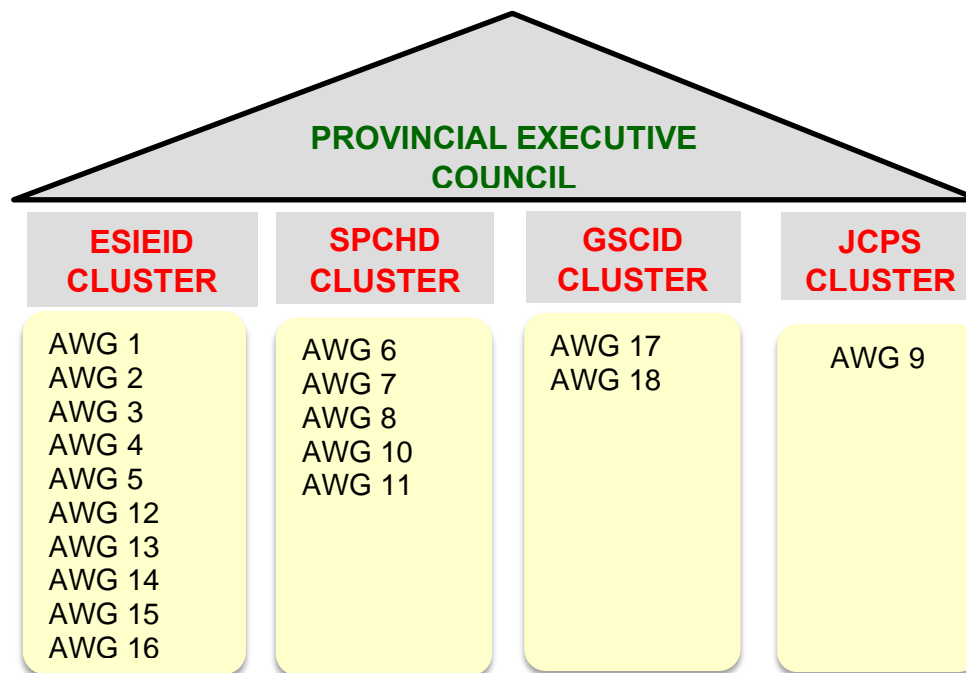
3.8.1 The implementation of the KZN MTSF Implementation Plan is driven through the structure of AWGs, of which there are 18. The membership of AWGs comprises of government departments and external stakeholders, including organised business, labour and civil society to promote collaborative planning, resource allocation, implementation and reporting.

AWG Representativity



AWG
Lead Department
Convenor
Deputy Convenor (could also be from another core department)
Secretariat
Core Department and Entities
Business, Labour and Civil Society (where relevant)
Sub Committees / Project Teams
Member of Provincial Planning Commission

The table below depicts the institutional reporting framework of AWGs reporting to Technical Clusters.



3.8.2 Action Work Group Convenor / Deputy Convenor Responsibilities

An AWG Convenor, with the support of an AWG Deputy Convenor, leads an AWG with the following responsibilities to contribute to an effectively functioning AWG:

(i) AWG Membership and Stakeholder Analysis

Ensure that there is representative membership of the AWG from core departments, organised business, organised labour and organised civil society (government and non-government stakeholders). In this regard it is recommended that a stakeholder analysis is conducted to identify critical stakeholders for membership of the AWG. It is recommended that the Lead Department HOD and the relevant Cluster are also consulted for their inputs on AWG Membership (Internal and External Stakeholders). Once the stakeholder list is finalised it is recommended that a request for participation is extended by the Lead Department HOD.

(ii) AWG Meetings

Manage both the logistics and substantive components of AWG meetings:

a) Logistics component

- Compile a schedule of AWG meetings for the financial year that includes a minimum of one meeting per quarter and where applicable targeted meetings with stakeholders; and
- Organise secretariat support.

b) Substantive component

- Agenda: The core of the agenda needs to reflect the deliverables and implementation of the KZN MTSF Implementation Plan;
- Minutes: production of minutes which are to be circulated to members prior to an AWG meeting;

- Regular, consistent participation of members: In the event that attendance at AWG meetings is poor and / or inconsistent, obtain the support of the lead department HOD to engage with the relevant government and non-government stakeholders as this is critical for effective functioning of the AWG. Electronic inputs may also be obtained from AWG members in the event that an AWG member is unable to attend a meeting.

(iii) Develop an Annual AWG Business Plan and track implementation progress

The Annual AWG Business Plan provides an annual implementation plan for identifying and implementing key priorities, projects or actions to enable delivery against the KZN MTSF Implementation Plan.

(iv) Compilation and submission of reports

In consultation with and through the participation and contribution of AWG members to manage the compilation and submission of reports:

- a) Reports to the relevant Technical Cluster and ensure sign off by the HOD.
- b) Reports to the PGDP Technical Committee as requested.
- c) Reports to the Provincial Planning Commission as requested.

(v) Engage with the lead department HOD and MANCO

Engage with the HOD and MANCO on progress with the implementation of the KZN MTSF Implementation Plan.

(vi) Alignment of Performance Management Agreements

The role and responsibilities of an AWG Convenor / Deputy Convenor are to be incorporated in the Performance Agreement of Convenors and Deputy Convenors.

3.8.3 Action Work Group Responsibilities

An AWG needs to familiarize itself with and apply the following responsibilities to contribute to an effectively functioning AWG:

(i) In-depth understanding of the KZN Programmes of Action in the KZN MTSF Implementation Plan

An AWG needs to fully understand the KZN Programmes of Action (POAs) in the KZN MTSF Implementation Plan and the translation of the of the KZN POAs into deliverables as discussed in paragraph 2.3 above.

(ii) Allocation of responsibilities for action and reporting on implementation progress

Based on the knowledge, skills, expertise of AWG members and mandates from provincial government departments and external stakeholders, the AWG as a collective, allocates responsibilities to AWG members for action and reporting on implementation progress of the KZN MTSF Implementation Plan.

(iii) Secure and track expenditure of the budget for KZN MTSF implementation

It is critical that the budgets for the KZN MTSF Implementation Plan are secured from the relevant departmental / entities' budgets and expenditure is accordingly monitored on a quarterly basis. The responsibility for ensuring that the budgets of departments are aligned to the KZN MTSF Implementation Plan rests with the departments themselves i.e. departments are aware of the KZN MTSF projects they will be implementing over the MTEF and must therefore ensure that these projects are costed and funded from within their baselines.

(iv) **Drive the implementation of the KZN MTSF Implementation Plan and monitor implementation progress**

Monitor progress by receiving inputs and reports from AWG members. If lagging behind with deadlines and targets, then appropriate actions need to be developed to remedy the situation.

(v) **Compile quarterly AWG Reports to the relevant Executive Council Technical Cluster on progress with the implementation of the KZN MTSF Implementation Plan**

The AWG compiles the AWG Report on the Implementation of the KZN MTSF Implementation Plan to the Executive Council Technical Cluster, based on progress reports tabled by AWG members at AWG meetings or provided electronically and ensures sign off by the Head of Department.

3.8.4 AWG Member Responsibilities

The responsibilities of an AWG member, as a representative of a provincial department, a public entity, a state owned entity, organised business, organised labour or organised civil society, is indicated as follows:

(i) Regular attendance at AWG meetings

It is vital that an AWG member regularly attends AWG meetings as continuous representation is important to the effective functioning of the AWG.

(ii) Prepare for AWG meetings

To fully participate and make meaningful contributions at the AWG meeting, the member needs to prepare for AWG meetings by reading the previous set of minutes and making notes for contribution to agenda items through discussion with other representatives in the stakeholder organisation (government or non-government) prior to the meetings.

(iii) Prepare reports / inputs / presentations for AWG meetings

An AWG member is required to prepare reports / inputs / presentations for AWG meetings as and when required.

(iv) Co-ordinate stakeholder organisation (government or non-government) inputs to AWG Reports

An AWG member represents a stakeholder organisation and, as such, is required to co-ordinate inputs required from the stakeholder organisation for AWG Reports.

- (v) Provide feedback to stakeholder organisation (government or non-government)
As a stakeholder representative, the AWG member needs to provide feedback to his/her stakeholder organisation on the key issues discussed and actions needed by his/ her organisation to advance the implementation of the KZN MTSF Implementation Plan.

3.8.5 AWG Secretariat

The AWG Secretariat for an AWG is allocated from resources within the lead department. The responsibilities of the AWG Secretariat focus on providing secretariat support to contribute to the effective functioning of the AWG including, inter alia:

- (i) Compiling and distributing, in consultation with the AWG Convenor, an annual schedule of AWG meetings to include at least one quarterly meetings;
- (ii) Ensuring that the database of AWG members is kept updated as new / updated membership is submitted to the AWG;
- (iii) Logistic arrangements for meetings including sending the notice of meetings to members;
- (iv) Compiling the draft minutes of meetings for submission to the AWG Convenor and AWG members; and
- (v) Assisting with the capturing of AWG reports in consultation with the AWG Convenor.

4. MONITORING AND EVALUATION

Departments, Municipalities and Public Entities align and integrate sector programmes and interventions to the National and Provincial MTSF Implementation Plan (2019-2024).

The Implementation of the Provincial MTSF Implementation Plan 2020/21 is effective from 1 April 2020 with vigorous monitoring and evaluations of the Programmes through the AWG's and Clusters to the Provincial Executive Council. The monitoring will have special focus at departmental performance monitoring and coalface service delivery monitoring.

Key deliverables sponsored in resolutions, including those presented in the progress report on Executive Council Lekgotla resolutions, State of the Province (SOPA) commitments and the Programmes of Action must find clear expression with clear targets in the KZN Medium-Term Strategic Framework Implementation Plan.

Reporting will consist of a MTSF/PGDS/P Dashboard Reporting System. This will determine if the quarterly target is achieved or not achieved and that by the end of its term if it's likely or unlikely to be achieved against the set targets.

The M&E unit in the Office of the Premier will conduct assessments of the report on a biannual basis and submit findings to the PGDP Technical Committee.

5. APPROACH ON FUNCTIONALITY OF ACTION WORK GROUPS

MTSF/PGDP Reporting System will be an online system developed by the Nerve Centre. The Implementation Plan will have planned targets which are reported on Quarterly, Annually, Biannually, 3 Yearly and 5 Yearly.

The Quarterly and Biannual Targets will be measured with “Achieved, Not achieved”. The System will take the overall Target/Deliverable with the Quarterly/Biannual Planned Output and The Quarterly/Biannual Progress and determine if the target is likely or unlikely to be achieved.

For those Indicators which Quarterly Progress are Qualitative, the System will need the User to input preliminary (achieved or not achieved). M&E will validate the input by accepting or rejecting back to the User. The System will not allow Users to capture progress on the Quarters which they are no planned targets. The System will also take into consideration the overall Target/Deliverable of the indicator and determine if the Target will be likely or unlikely to be achieved.

The Workflow function:

Data Providers: These Users will capture the progress.

AWGs Convener: The AWG Convener will accept or reject the progress that is captured by the Data Providers. The principle is that the AWG Convener would have discussed the progress with the lead Department HOD.

M&E OTP: The OTP M&E will validate the progress that has been captured on the qualitative indicators.

Technical Cluster: The System will allow the Technical Cluster to download a progress report.