



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



QUICK START
OPERATIONS MANUAL
FOR THE IMPLEMENTATION OF THE
PROVINCIAL GROWTH AND DEVELOPMENT
STRATEGY AND PROVINCIAL MTSF
IMPLEMENTATION PLAN
2021-2024

GROWING KWAZULU-NATAL TOGETHER

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1. BACKGROUND AND INTRODUCTION

The National Development Plan (NDP) Vision 2030 sets out the long-term vision for the country and provides the programme through which South Africa can advance inclusive socio-economic transformation through development planning. The Medium Term Strategic Framework (MTSF) 2019 – 2024 provides both a five-year implementation plan and integrated monitoring framework towards achieving the NDP 2030. All national sector plans, provincial growth and development strategies, municipal integrated development plans, departmental strategic plans and annual performance plans must be aligned to the MTSF 2019 – 2024.

1.1 REVISED MEDIUM TERM STRATEGIC FRAMEWORK 2019 – 2024 (MTSF)

The implementation of the MTSF 2019 – 2024 was disrupted by the outbreak of the COVID-19 pandemic which had a significant impact on our social and economic environment. Government had to reprioritise its plans and budgets in response to the pandemic and the MTSF 2019 – 2024 had to be revised to include critical interventions that are part of government relief and recovery efforts. The Revised MTSF 2019 – 2024 continues to reflect government's plan of action over the remaining term of the sixth administration.

1.2 APEX PRIORITIES FOR 2019 - 2024

The MTSF 2019 – 2024 translates the NDP goals and the governing party's electoral mandate over a five year period into seven (7) apex priorities as follows:

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

The MTSF also addresses, across the 7 priorities, the cross-cutting focus areas of women, youth and people with disabilities that need to be mainstreamed into all elements of South Africa's developmental future and all programmes of government.

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 apex 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 PROVINCIAL GROWTH AND DEVELOPMENT STRATEGY

The draft reviewed 2021 Provincial Growth and Development Strategy (PGDS) has been reviewed to align to the Revised Medium Term Strategic Framework 2019 – 2024. The revised PGDS is therefore premised on the structure of the MTSF, focusing on the:

- Seven MTSF Priorities;
- Impact Statements;
- Outcomes;
- Interventions; and
- Indicators.

As much as all seven MTSF priorities and impact statements are relevant to Provincial level strategies, there are some outcomes, interventions and indicators that are based on Constitutional mandates, powers and functions, only applicable to the National sphere of governance. This reviewed PGDS is therefore not a direct copy of the MTSF. It represents a “provincialised” MTSF, which is augmented by the inclusion of provincial specific imperatives. . The draft 2021 reviewed PGDS is a blend of national and provincial strategic priorities. It is captured in a format which fully resembles the MTSF framework and therefore facilitates ease of alignment, coordination and integration.

3 THE PGDS AND PROVINCIAL MTSF IMPLEMENTATION PLAN

The Province is responding to the Revised MTSF 2019-2024 through the draft 2021 reviewed PGDS and a Provincial MTSF Implementation Plan which serves as the basis for co-ordination of MTSF programme planning, monitoring and evaluation in the Province.

The Provincial MTSF Implementation Plan is an aggregation of the four Executive Council Cluster Plans which draw on the Revised MTSF 2019 – 2024 and draft 2021 reviewed PGDS. These Cluster Plans are at a more detailed level than the draft 2021 reviewed PGDS, although these plans are still at a strategic / high-level. The four (4) **Cluster Plans which culminate in the Provincial MTSF 2019 – 2024 plan** which is updated on an annual basis, include the following information (**Annexure 1**):

- (i) KZN Contribution (High level Intervention)
- (ii) Coverage / Beneficiaries.
- (iii) Spatial Reference.
- (iv) Indicators
- (v) Baseline.

- (vi) Target and Key Milestones (key outputs) for the Medium Term Expenditure Framework (MTEF):
 - (a) 2021/22 with quarterly milestones
 - (b) 2022/2023
 - (c) 2023/2024
- (vii) Budget for the MTEF:
 - (a) 2021/22
 - (b) 2022/2023
 - (c) 2023/2024
- (viii) MTSF 5-year target: 2024
- (ix) Lead and contributing departments/entities/partners
- (x) AWG allocation

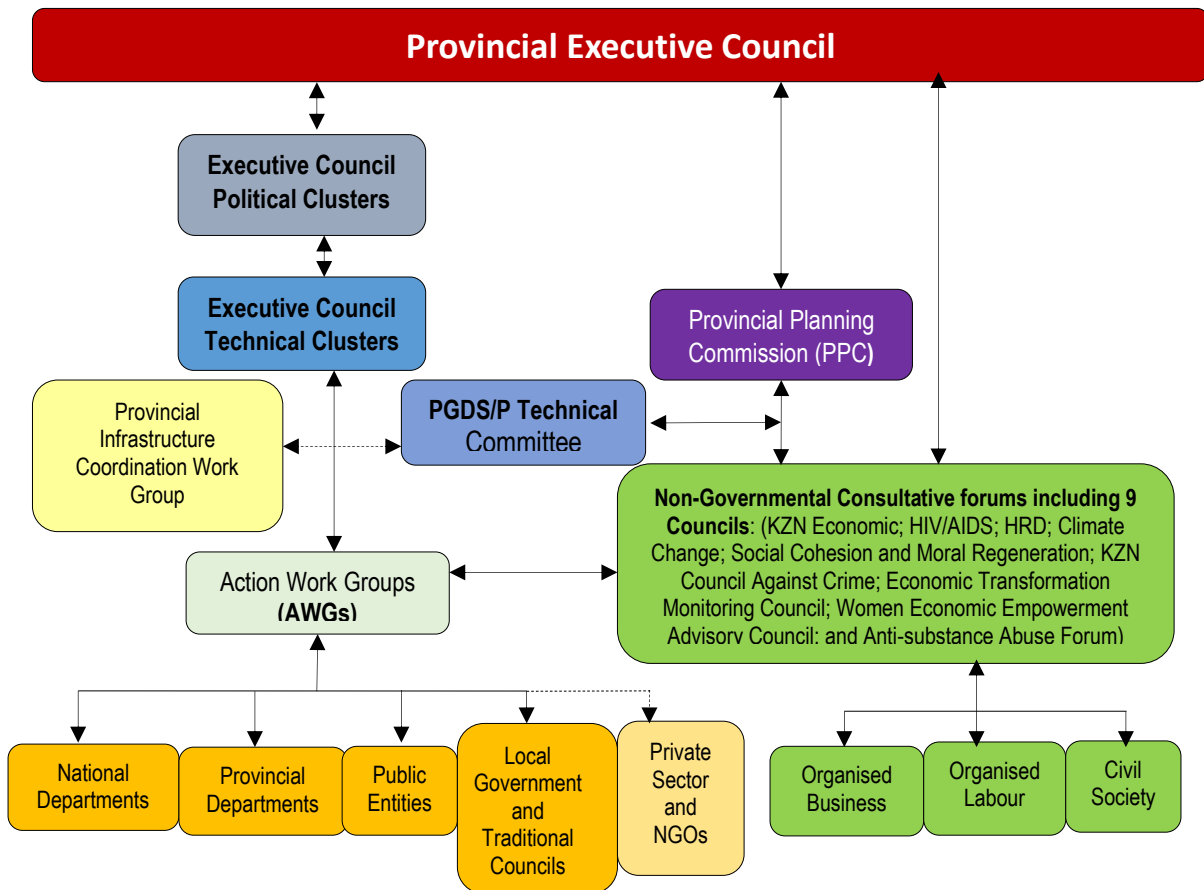
Implementation of the Provincial MTSF Implementation Plan is further developed through Departmental MTSF Implementation Plans and the AWGs' MTSF Implementation Plans, using the same Annexure 1 as indicated above. The Departmental MTSF Implementation Plans provide departmental interventions that support the PGDS / Revised MTSF 2019 – 2024 and the Provincial MTSF Implementation Plan, which further need to reflect in departmental Annual Performance Plans and / or Operational Plans. The Departmental MTSF Implementation Plans feed into AWGs for consolidated AWG MTSF Implementation Plans which inform the relevant high-level Cluster Plans and ultimately the Provincial MTSF Implementation Plan.

The development of the MTSF Implementation Plans for Clusters, Departments and AWGs is not a linear process and requires an integrated approach of working together to produce these plans.

The Provincial MTSF Implementation Plan is updated on an annual basis during Quarter 4 as are the Cluster, Departmental and AWG MTSF Implementation Plans for implementation and reporting in Quarter 1.

4 THE INSTITUTIONAL FRAMEWORK FOR THE IMPLEMENTATION OF THE PGDS AND PROVINCIAL MTSF IMPLEMENTATION PLAN

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

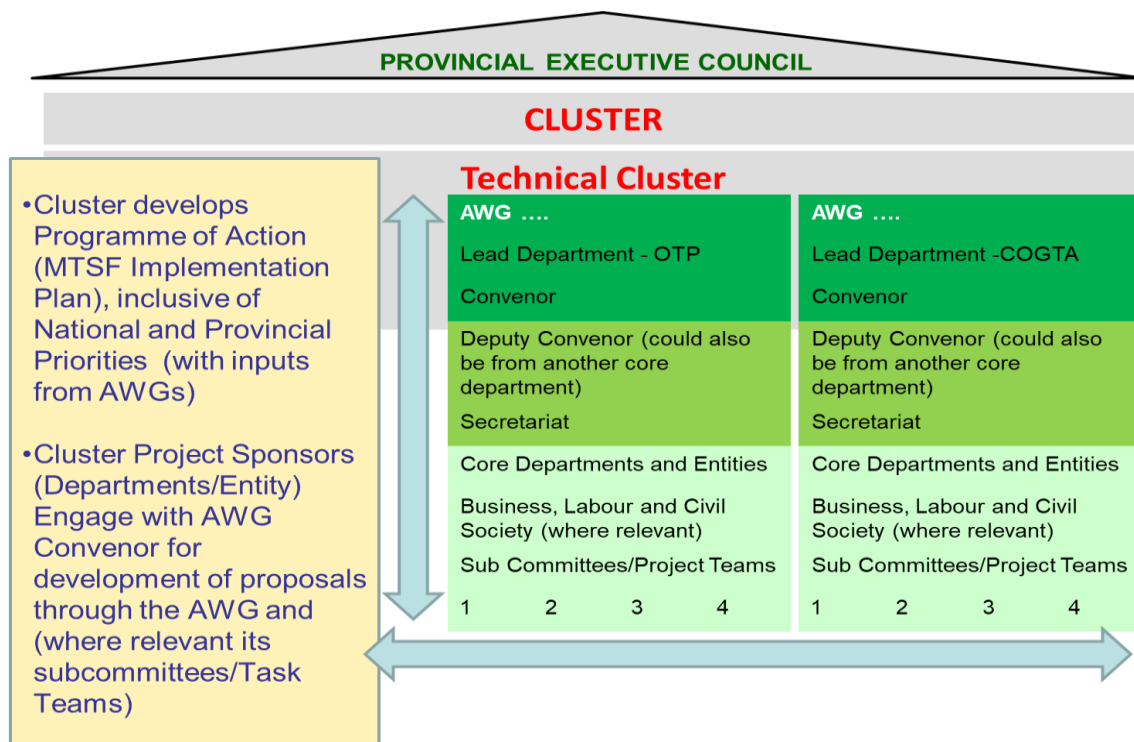


4.1 THE ROLES AND RESPONSIBILITIES FOR THE IMPLEMENTATION OF THE PGDS AND PROVINCIAL MTSF IMPLEMENTATION PLAN

The implementation of the PGDS and Provincial MTSF Implementation Plan is driven through 13 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.

AWGs are thus an integral part of the Cluster system in driving the implementation of National and Provincial Priorities. It is a strategic institutional arrangement to facilitate the integrated and programmatic planning, implementation, monitoring and evaluation, gearing service delivery. This includes the development of integrated Cluster- and AWG Plans and reports. AWGs function as task teams of the Clusters. Each AWG may also have project teams or sub-committees to focus on key outcomes or deliverables.

This is summarised in the following diagram:



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

4.1.1 THE PREMIER

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.

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.

4.1.2 MEMBERS OF THE EXECUTIVE COUNCIL

Members of the Executive Council (MECs) are accountable to the Premier for the effective implementation of the NDP, the MTSF 2019-2024, the PGDS and Provincial MTSF Implementation Plans as it relates to the mandates of their respective departments.

MECs are responsible for providing institutional support and to perform an influencing and strategic role to guide the AWGs to which they are assigned.

4.1.3 EXECUTIVE COUNCIL CLUSTERS

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)

The role and responsibilities of the Clusters in the implementation of the PGDS / Provincial MTSF Implementation Plan entails the following:

- (i) The Clusters must develop Cluster Plans, in an integrated way working through the AWGs and participating departments. to culminate in the Provincial MTSF Implementation Plan 2019 – 2024 which is updated on an annual basis in Quarter 4, adopted by 31 March for implementation in Quarter 1 of the new financial year.
- (ii) The Clusters provide strategic direction to AWGs and need to ensure that:
 - (a) AWGs submit annual AWG MTSF Implementation Plans to Clusters in Q4 for circulation in January, for circulation through relevant structures such as the Lekgotla and formal adoption by 31 March, and implementation in Quarter 1 of the new year.
 - (b) AWG MTSF plans and reports are aligned to inform Cluster MTSF plans and reports, and also indicate the areas of alignment to key provincial- and entity Annual Performance Plans and Operational Plans.
 - (c) AWG Convenors are permanent members of the Executive Technical Clusters, and as such, should be at the level of DDG (or CD where there is no DDG, as per the directive from the Director-General, on representation at Clusters);
 - (d) Ensure AWG MTSF progress reports are presented on a quarterly basis, as per the directive of the Premier.
 - (e) Ensure that the AWG Plans and MTSF reports are credible.
 - (f) Policies and policy instruments serving before the Clusters for approval by the Executive Council have been circulated through the relevant AWGs and are SEIAS (Socio-economic Impact Assessment System) compliant.
- (iii) The Clusters must ensure that relevant Task Teams are identified to support the implementation of the PGDS and Provincial MTSF Implementation Plan.
- (iv) The Clusters must submit to the Executive Council reports on the implementation of the PGDS and Provincial MTSF Implementation Plan.

4.2 PROVINCIAL PLANNING COMMISSION (PPC)

4.2.1 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.

4.2.2 The role of the PPC in the implementation of the PGDS and Provincial MTSF plan is in relation to the advisory mandate as indicated in paragraph 4.2.1 above.

4.2.3 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.

4.3 COMMITTEE OF HEADS OF DEPARTMENTS (COHOD)

The role of the COHOD in the implementation of the PGDS and Provincial MTSF Implementation Plan is in relation to the COHOD responsibilities as indicated below:

- (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.

4.4 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 PGDS and Provincial 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 (DDG level) and an AWG Deputy Convenor, in writing. A proforma letter for the appointment of an AWG Convenor / Deputy Convenor is attached as Annexure 2. It is recommended that the following profile is taken into consideration in the appointment of and AWG Convenor and Deputy Convenor:
 - a) 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 PGDS / Provincial 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 PGDS / Provincial MTSF Implementation Plan;

- Project management: Ability to plan, manage, monitor and evaluate AWG deliverables to drive the implementation of the PGDS / Provincial 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 PGDS / Provincial 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 PGDS / Provincial MTSF Implementation Plan; and
 - Subject expertise and experience: In depth knowledge and experience in the subject field relevant to the PGDS / Provincial 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 PGDS/ MTSF implementation progress, including the development of the annual AWG MTSF Implementation Plan.
 - b) Providing for engagement on AWG matters at departmental MANCO and EXCO meetings.
 - c) Providing secretariat support services to the AWG lead by the department or entity.
- (iv) Ensuring departmental representation in relevant AWGs; and
- (v) Approving and signing off on AWG Plans and MTSF Implementation reports for submission to the Technical Clusters.
- (vi) Facilitating contributions from participating stakeholders, including departments and entities, and escalating challenges experienced to the Director-General of the Province to facilitate interventions in terms of the Intergovernmental Relations Framework Act and Stakeholder Social Compacts and/or Partnership Agreements.

4.5 PGDS TECHNICAL COMMITTEE

The PGDS Technical Committee is a coordinating and advisory structure composed of the 13 Action Work Groups. This Committee is coordinated and facilitated by the Secretariat to the Provincial Planning Commission. The role of the PGDS 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,

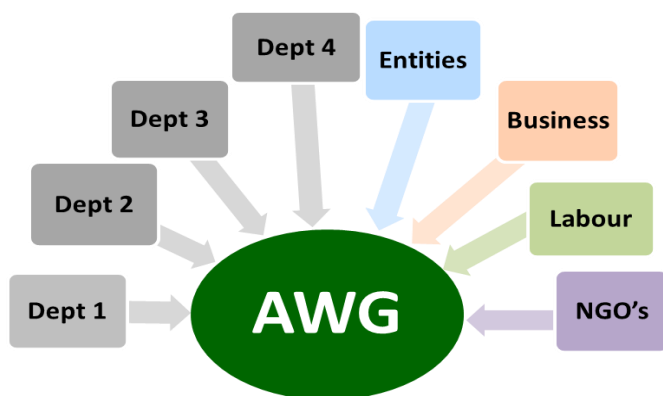
- refinement, monitoring, evaluation and reporting on progress made with the implementation of the PGDS and Provincial MTSF Implementation Plan; and
- (ii) Share knowledge, experiences and best practice aimed at supporting the implementation of the PGDS and Provincial MTSF Implementation Plan and improving the functionality of AWGs.

4.6 ACTION WORK GROUPS (AWGs)

The implementation of the PGDS and Provincial MTSF Implementation Plan is driven through the structure of AWGs, of which there are 13. AWGs have been reconfigured based on national priorities with consideration of national outcomes and themes, inclusive of the formation of Task Teams. Refer to the attached document on the 13 reconfigured AWGs (Annexure 3).

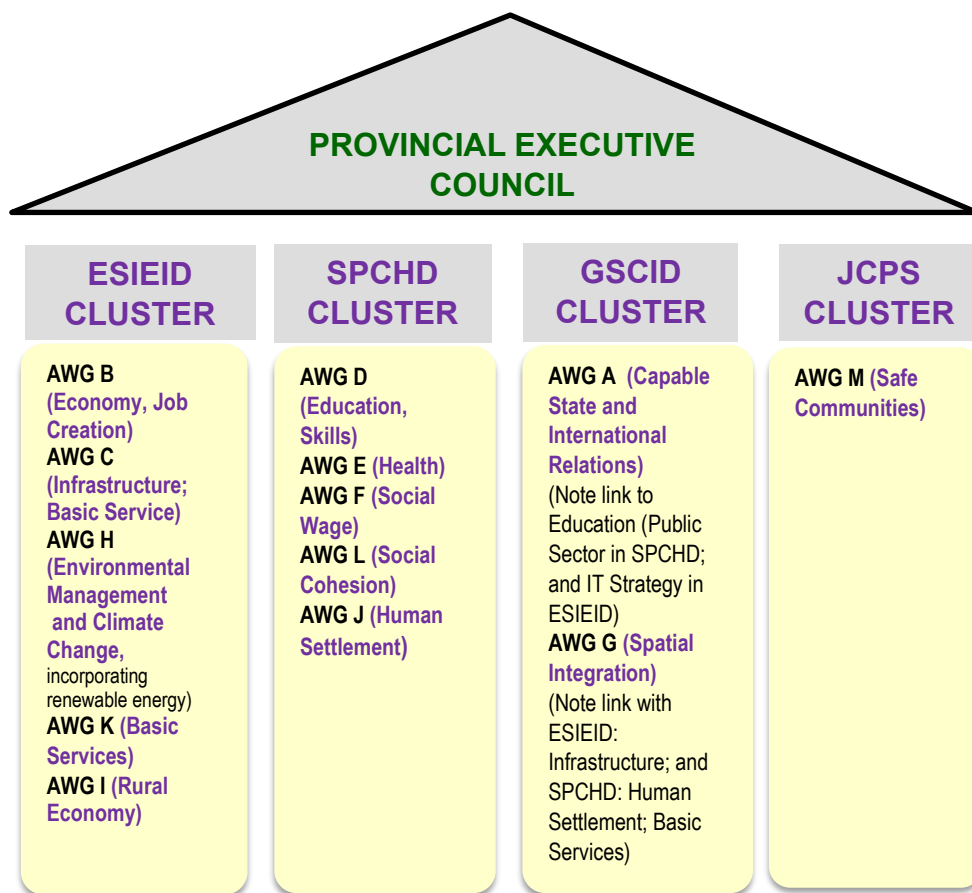
The membership of AWGs comprises of government departments and external stakeholders, including organised business, labour and civil society to promote collaborative planning, resource allocation, implementation and reporting.

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)
Task / Project Teams
Member of Provincial Planning Commission

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



4.6.1 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. A stakeholder analysis template is attached (Annexure 4). 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 AWG MTSF Implementation Plan. An example of an agenda for AWG meetings is attached (Annexure 5).
 - 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 MTSF Implementation Plan and track implementation progress

The Provincial MTSF Implementation Plan is updated on an annual basis during Quarter 4 as are the Cluster and AWG MTSF Implementation Plans for implementation and reporting in Quarter 1.

The Annual AWG MTSF Plan (Annexure 1) provides an annual implementation plan for identifying and implementing key priorities, projects or interventions to enable delivery against the PGDS / Provincial MTSF Implementation Plan and the relevant Cluster Plan.

This plan is to be approved by the HOD of the Lead Department and endorsed by the Cluster to ensure alignment to the key priorities assigned to the cluster in terms of its scope.

Challenges with inputs are to be escalated via the Head of Department to the Director-General of the Province to facilitate inputs in terms of the Intergovernmental Relations Framework Act and Stakeholder Social Compacts and/or Partnership Agreements.

(iv) Compilation of planning and reporting inputs and submission of plans and reports

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

- a) The relevant Technical Cluster and ensure sign off by the HOD.
- b) The PGDS Technical Committee as requested.
- c) 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 AWG 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.

4.6.2 Action Work Group Responsibilities

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

(i) An understanding of the National and Provincial Priorities, PGDS, Provincial MTSF Implementation Plan, relevant Cluster Plan and Departmental MTSF Implementation plans

An AWG needs to understand the PGDS, Provincial MTSF Implementation Plan, relevant Cluster Plan and Departmental MTSF Implementation Plans for the development of the AWG MTSF Implementation Plan.

This includes ensuring alignment of interventions to the NDP, PGDS, SONA, SOPA, Lekgotla Resolutions, and incorporation of pertinent policy directives.

(ii) Focused, coordinated and integrated results based interventions.

Whilst alignment to key priorities is non-negotiable, the development, implementation and monitoring needs to be integrated, with clearly articulated impacts, outcomes and outputs in plans and reports. This means moving beyond the individual contributions through Departmental APPs and Operational Plans to holistic programmatic interventions being developed, implemented and monitored.

This might require AWGs to **engage with other relevant AWGs**, either via electronic feedback or joint meetings, when required / as necessary.

(iii) Allocation of responsibilities for planning and reporting

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 planning, implementation and reporting on implementation progress of the AWG MTSF Implementation Plan.

(iv) Secure and track expenditure of the budget for AWG MTSF implementation

It is critical that the budgets for the AWG 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 PGDS and Provincial MTSF Implementation Plan rests with the departments

themselves i.e. departments are aware of the MTSF projects they will be implementing over the MTEF and must therefore ensure that these projects are costed and funded from within their baselines.

(v) **Drive the implementation of the AWG 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.

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

The AWG compiles the AWG Report on the Implementation of the AWG 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.

4.6.3 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 and/or contributions 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 AWG MTSF Implementation Plan.

4.6.4 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.

5 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 annual Provincial MTSF Implementation Plan is effective annually from 1 April 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.

6 APPROACH ON FUNCTIONALITY OF ACTION WORK GROUPS

OTP with MicroSoft is currently developing the online system that will be used to monitor and report on MTSF/PGDP Reporting The Implementation Plan will have

planned targets which are reported on Quarterly, Annually, Biannually, 3 Yearly and 5 Yearly. To draw more from the progress, Key milestones have been added and will allow for more information that could not have found expression to the report. The assessment of the report will be reported on outcomes and delineate to interventions broken down to indicators and make conclusion on the performance of each outcome.

The Quarterly and Biannual Targets will be measured with “Achieved, Not achieved”. Where in the reporting period, there is no progress expected, “Not applicable” will be used. 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. Manually, the outcome performance will be assessed for each priority.

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.

7 ANNEXURES

Annexure 1: PGDS / MTSF Implementation Plan and Reporting Template

Refer to the attached excel spreadsheet.

Annexure 2: Proforma letter of appointment of an AWG Convenor / Deputy Convenor

XXXX Date

To: xxxxxx

Dear xxxxx

APPOINTMENT AS AN ACTION WORK GROUP CONVENOR / DEPUTY CONVENOR FOR ACTION WORK GROUP X

This letter serves to confirm your appointment as an Action Work Group Convenor / Deputy Convenor for Action Work Group (AWG) x, PGDS/MTSF Priority x which is responsible for the following Outcomes / Themes (*note: this can be extracted from Annexure 3 of this manual*):

Xxxxx

xxxxx

All roles and responsibilities of an AWG Convenor, as contained in the Quick Start Operations Manual for the Implementation of the PGDS and Provincial MTSF Implementation Plan, are empowered to xxxx (name) with effect from xxxxx (date) until further notice.

The role and responsibilities of an AWG Convenor are to be incorporated in your Performance Agreement as a Core Management Criteria (CMC).

Yours sincerely

Xxxxxxx

HEAD OF DEPARTMENT: xxxxx

Annexure 3: Reconfigured Action Work Groups

AWG	National Priority and Outcomes / Themes	Lead Department	Participating Departments /Entities	Task Teams for finalisation by Clusters
A	Priority 1: Building a capable, ethical and developmental state. <u>Outcomes / Themes:</u> <ul style="list-style-type: none"> • Improved governance and accountability • Functional, efficient and integrated government • Professional, meritocratic and ethical public administration • Social compact and engagement with key stakeholders • Cross-cutting focus areas – vulnerable groups 	OTP	TREASURY COGTA EDTEA DSD DARD DOPW	• TBC
	Priority 7: Better Africa and World <u>Outcomes / Themes:</u> <ul style="list-style-type: none"> • Agenda 2063 • Global governance • International protocols and commitments – a peaceful and secure continent (also links with Priority 6 Safer Communities) • Cross-cutting focus areas – vulnerable groups 		COGTA EDTEA DCSL	TBC
B	Priority 2: Economic transformation and job creation <u>Outcomes / Themes:</u> <ul style="list-style-type: none"> • Jobs 	EDTEA	All	<ul style="list-style-type: none"> • TBC • Job creation
	<ul style="list-style-type: none"> • Economic Growth and Transformation 		All	<ul style="list-style-type: none"> • RET •
	<ul style="list-style-type: none"> • Sector Development and Industrialisation 		DARD DSR DAC MKI TIKZN	
	<ul style="list-style-type: none"> • Cross-cutting focus areas – vulnerable groups 		All ADA	• TBC
	Priority 7: Better Africa and World <u>Outcomes / Themes:</u>		TIKZN KZN Fund	Growth

AWG	National Priority and Outcomes / Themes	Lead Department	Participating Departments /Entities	Task Teams for finalisation by Clusters
	<ul style="list-style-type: none"> Increased Foreign Direct Investment Exports Tourism as a growth driver Trade and regional integration Cross-cutting focus areas – vulnerable groups 		Tourism KZN Dube Tradeport RBIDZ OTP	
C	<p>Priority 2: Economic transformation and job creation</p> <p><u>Outcomes / Themes:</u></p> <ul style="list-style-type: none"> Infrastructure Investment and PPP Infrastructure and Catalytic Projects Cross-cutting focus areas – vulnerable groups 	DOPW	DHS COGTA Treasury EDTEA DOT OTP Dube Tradeport RBIDZ	• TBC
D	<p>Priority 3: Education, Skills and Health</p> <p><u>Outcomes / Themes:</u></p> <ul style="list-style-type: none"> Education Skills Cross-cutting focus areas – vulnerable groups 	DOE	EDTEA OTP DARD DOH DSD MKI DHET DEL	• TBC
E	<p>Priority 3: Education, Skills and Health</p> <p><u>Outcomes / Themes:</u></p> <ul style="list-style-type: none"> Health Cross-cutting focus areas – vulnerable groups 	DOH	OTP DSD DSR COGTA DOE	• TBC
F	<p>Priority 4: Consolidating the Social Wage through reliable and quality basic services</p> <p><u>Outcomes / Themes</u></p> <ul style="list-style-type: none"> Transformed social welfare Sustainable community development interventions Comprehensive social security system Increased access to development opportunities for children, youth and parents/guardians Cross-cutting focus areas – vulnerable groups 	DSD	OTP COGTA EDTEA DCSL DEL DOH DOE SASSA	• TBC

AWG	National Priority and Outcomes / Themes	Lead Department	Participating Departments /Entities	Task Teams for finalisation by Clusters
G	Priority 5: Spatial integration, human settlements and local government <u>Outcomes / Themes</u> <ul style="list-style-type: none"> • Spatial Integration • Cross-cutting focus areas – vulnerable groups 	COGTA	All	• TBC
H	Priority 5: Spatial integration, human settlements and local government <u>Outcomes / Themes</u> <ul style="list-style-type: none"> • Environmental Management and Climate Change • Cross-cutting focus areas – vulnerable groups 	EDTEA	DHS COGTA DOPW DOT DOH DARD	• TBC
I	Priority 5: Spatial integration, human settlements and local government <u>Outcomes / Themes</u> <ul style="list-style-type: none"> • Rural economy • Cross-cutting focus areas – vulnerable groups 	DARD	EDTEA COGTA DHS ADA DRDLR	• TBC
J	Priority 5: Spatial integration, human settlements and local government <u>Outcomes / Themes</u> <ul style="list-style-type: none"> • Human settlements • Cross-cutting focus areas – vulnerable groups 	DOHS	COGTA DARD OTP	• TBC
K	Priority 5: Spatial integration, human settlements and local government <u>Outcomes / Themes</u> <ul style="list-style-type: none"> • Basic Services • Cross-cutting focus areas – vulnerable groups 	COGTA	DHS DOPW DOT DARD	• TBC
L	Priority 6: Social cohesion and safer communities <u>Outcomes / Themes</u> <ul style="list-style-type: none"> • Social cohesion • Cross-cutting focus areas – vulnerable groups 	DAC	DSD DSR DCSL DOE EDTEA OTP DHS COGTA KZN Film Commission DEL	• TBC

AWG	National Priority and Outcomes / Themes	Lead Department	Participating Departments /Entities	Task Teams for finalisation by Clusters
M	<p>Priority 6: Social cohesion and safer communities</p> <p><u>Outcomes / Themes</u></p> <ul style="list-style-type: none"> • Safer communities • Cross-cutting focus areas – vulnerable groups 	DCSL	DOE EDTEA OTP DSD DHS SAPS SSA DCS NPA DOJ&CD COGTA DHA DOT	<ul style="list-style-type: none"> • TBC

Annexure 4: An example of an Action Work Group Meeting Agenda

AWG MEETING xxx (*logistic details*)

1. Opening and Welcome
2. Apologies
3. Adoption of the agenda
4. Confirmation of minutes of meeting held on XXX
5. Matters arising from the minutes of the meeting held on XXX
6. Presentations (*to be included if applicable*)
7. Standing Items
 - 7.1 AWG MTSF Implementation Report: Quarterly progress update
 - 7.2 Submission of AWG MTSF Implementation Report to the Executive Council Technical Cluster
 - 7.3 Feedback on AWG matters from the Executive Council Technical Cluster
8. Preparation of inputs for Executive Council Lekgotla (*an agenda item prior to February and August Makgotla*)
9. Annual AWG MTSF Implementation Plan (*an agenda item for January*)
10. Date of next meeting
11. Closure

Annexure 5: A Stakeholder Analysis Template

The following questions, although not exhaustive, will assist to identify key PGDS / MTSF Stakeholders:

- Who are the stakeholders (internal and external) who have the most influence on the implementation of the PGDS / MTSF and Interventions relevant to our Action Work Group? (Influence is the level of involvement of a stakeholder)
- How could the stakeholder (internal and external) impact the implementation of PGDS / MTSF and Interventions relevant to our Action Work Group? (Impact is the ability of a stakeholder to bring about the desired change)
- Which stakeholders (internal and external) will be most affected by the implementation of the PGDS / MTSF Interventions relevant to our Action Work Group?
- Who controls the resources?
- Who are the experts on our Action Work Groups' PGDS / MTSF Interventions?