



OFFICE OF THE PREMIER

2020-2025 STRATEGIC PLAN

MID-TERM PROGRESS REPORT

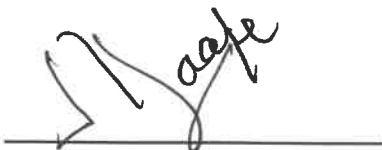
EXECUTIVE AUTHORITY STATEMENT

It gives me pleasure to present the Mid Term Review Report of the Office of the Premier. This report presents achievements and challenges over the period under review. During the period under review the following achievements in relation to policy directives and strategic outcomes related goals have been registered;

- Obtained unqualified audit opinion for the past two financial years.
- Coordinated stakeholder engagements on intergovernmental relations.
- Coordinated the assessment of annual performance plans and integrated development plans for alignment to provincial priorities.
- Coordinated Provincial interventions towards achieving the goals of the National Anti – Corruption strategy.

Regarding the challenges for the period under review, the Office was placed under section 100 (1) (a) and 100 (b) intervention in terms of the Constituting to address maladministration, non – adherence to supply chain prescripts, and poor service delivery. Since the intervention the Office has made significant strides in addressing governance and service delivery challenges facing our Province. The Office was in the third year of the section 100 (1) (a) and (1) (b) intervention in terms of the Constitution to address maladministration, non-adherence to supply chain prescripts and poor service delivery. Since the intervention the Office made significant strides in addressing the governance and service delivery challenges facing our Province. Subsequent to the intervention, progress has been registered as follows:

- Forensic investigation across departments initiated and coordinated
- Management of disciplinary cases in the Province
- Coordination of monitoring and evaluation in the Province: Diagnostic completed and improvement plan is being implemented.

A handwritten signature in black ink, appearing to read 'Maape', is written over a horizontal line.

Honourable K.B Maape

Executive Authority

Office of the Premier

ACCOUNTING OFFICER/ACCOUNTING AUTHORITY STATEMENT

The core mandate of the Office is to coordinate integrated planning and monitoring of implementation of those plans in the Province. The period under review demonstrated that there is a need to enhance the M&E processes to identify service delivery gaps earlier and enable the leadership collective to develop informed interventions on time.

The Office continued to strengthen planning and reporting processes by ensuring that the recommendation from external stakeholders is taken into consideration in order to improve operations. Provision of the portfolio of evidence is also emphasised to ensure that performance achieved met the reporting requirements.

Office of the premier managed to achieve more than 90 percent of all the indicators planned in the previous years despite the disturbances from Covid 19 where budget was reprioritised to implement Covid 19 regulation.

The Office achieved a qualified Audit opinion for the past audit period. The Office developed a Post Audit Action Plan (PAAP) to address the audit findings which the Office monitor on a Quarterly basis. This is done to ensure that the Office improve on our future audit outcome

This Mid-Term report presents the momentous achievements we have made towards the attainment of the targets set for the previous years.

The following achievements in relation to policy directives and strategic outcome related goals have been registered;

- Level of IT Governance and Management capability achieved
- Labour Relations and Employee Health and Wellness initiatives provided to departments
- 23 AIDS Councils were established
- Moral regeneration interventions coordinated



M.P. Mogotlhe

Accounting Officer

Office of the Premier

PART A: OUR MANDATE

1. Constitutional Mandate

The mandate of the office of the Premier is to support the Premier in executing constitutional responsibilities and other political and ceremonial functions. The Premier performs executive, policy, legislative, intergovernmental and ceremonial functions and responsibilities as defined in Chapter 6 of the Constitution of the Republic of South Africa. The Premier as the head of the Provincial Government is also responsible for the implementation of Chapter 3 of the Constitution. Section 125(2) of the Constitution determines that the Premier exercises the executive authority of the province together with the other members of the Executive Council (EXCO). The Premier appoints these members and assigns them their functions, responsibilities and delegate powers to them.

The constitution defines the powers and functions of the Premier, among others, as follows:

- To assent to, sign and promulgate Bills duly passed by the Provincial Legislature and in the event of a procedural shortcoming in the legislative process, to refer a Bill passed by the provincial legislature back for further consideration by such legislature;
- To convene meetings of the Executive Council;
- To appoint commissions of enquiry; and
- To make such appointments as may be necessary under powers conferred upon him/ her by this Constitution or any other law

The Premier and MECs must act in accordance with the Constitution and provide the Legislature with full and regular reports concerning matters under their control. The Premier and MECs must act in accordance with the code of conduct prescribed by national legislation. The Constitution assigns functions to the three spheres of government. Schedules 4 and 5 of the Constitution detail the specific areas of service delivery that provincial governments, concurrently with national and local government, are tasked with.

CONSTITUTION OF THE REPUBLIC OF SOUTH AFRICA, 1996

Section	Responsibilities
125. Executive authority of the Provinces	<p>The executive authority of a province is vested in the Premier of that province. The section provides for the Premier exercising the executive authority, together with the Executive Council, in the Province by:</p> <ul style="list-style-type: none"> • Implementing provincial legislation • Administering national legislation falling outside legislative competence assigned to province • Developing and implementing provincial policy • Co-coordinating functions of the provincial administration and its departments • Preparing and initiating provincial legislation; and • Performing any other function assigned to the provincial executive.
126. Assignment of functions	<p>A member of the Executive Council of a province may assign any power or function that is to be exercised or performed in terms of an Act of Parliament or a provincial Act, to a Municipal Council.</p>
127. Powers and functions of Premier	<p>The Executive authority of a province is vested in the Premier of that province. The section provides for the Premier exercising the executive authority, together with the Executive Council, in the Province by:</p>
	<ul style="list-style-type: none"> • Appoint commissions of inquiry • Summoning the legislature to an extraordinary sitting to conduct special business • Assenting to and signing Bill
132. Executive Councils	<p>The Executive Council of a Province consists of the Premier, as head of the Council, no fewer than five and no more than ten Members appointed by the Premier from among Members of the Provincial Legislature. The Premier of a Province appoints Members of the Executive Council (MECs) assigns powers to them and functions, and may dismiss them</p>

2. Legislative and policy mandates

The Public Service Act, 1994 (Proclamation 103 of 1994) initially gave the Director General of a Province broad powers to be the Accounting Officer for the entire province; and stipulated that Deputy Directors General were “accountable” to his or her office. This position was changed dramatically by the Public Service Amendment Act, 1998, which reduced the official status of the Director General to being the Administrative Head of the Office of the Premier only. Section 7(3) of the Act lays down the duties and responsibilities of the Director General as follows:

(b) [As] a head of Office, [she or he] shall be “responsible for the efficient management and administration of his or her Office, including the effective utilization and training of staff, the maintenance of discipline, the promotion of sound labour relations and the proper use and care of state property, and he or she shall perform the functions that may be prescribed.”

In addition to the above, the Director General shall be:

- (i) The Secretary to the Executive Council of the Province concerned.
- (ii) responsible for inter-governmental relations between the relevant provincial administration and other provincial administration as well as national Offices and for the intra-governmental co-operation; between the relevant administration and its Provincial Offices including the co-ordination of their actions and legislation; and
- (iii) Responsible for the giving of strategic direction on any matter referred to in Section 3 (1) of the Act.

To make sure that the Director General does not interfere in the affairs of the Provincial Departments, the Public Service Act expressly provides, under Section 7 (3) (d) that:

“The head of the Office of a Premier shall, in respect of a provincial department of the relevant province, exercise no power or perform no duty which is entrusted or assigned by or under this Act or any other law, to the head of the provincial department.”.

These responsibilities of the Director General are also in line with the entire spirit of the Public Finance Management Act, 1999 as amended. The PFMA clearly puts accountability of financial management in government on the shoulders of heads of

departments who are designated as Accounting Officers, in both national and provincial spheres of government.

Section 36 of the PFMA provides that:

1. Every department...must have an accounting officer.
2. Subject to subsection (3) (a) “a head of a department must be the accounting officer for the department;”

The Premier and MEC’s must act in accordance with the Constitution and provide the Legislature with full and regular reports concerning matters under their control. The Premier and MECs must act in accordance with the code of conduct prescribed by national legislation.

In terms of Section 125 (1) of the Constitution, the executive authority of a Province is vested in the Premier of that Province.

The mandates are further enhanced by the following legislation and related policy documents:

Legislation	Responsibilities
Section 114 of the Constitution - Powers of Provincial Legislature	<p>In exercising its legislative power, a provincial legislature may:</p> <ul style="list-style-type: none"> • Consider, pass, amend or reject any Bill before the legislature and • Initiate or prepare legislation, except money Bills <p>A provincial legislature must provide for mechanisms to:</p> <ul style="list-style-type: none"> • Ensure that all provincial executive authority organs of state in the province are accountable to it <p>To maintain oversight of:</p> <ul style="list-style-type: none"> • The exercise of provincial executive authority in the province including the implementation of legislation and • Any provincial organ of state
Section 188 of the Constitution - Auditor General	<p>The Auditor General must audit and report on the accounts, financial statements and financial management of :</p> <ul style="list-style-type: none"> • All national and provincial departments and administrations • All municipalities and <p>Any other institution or accounting entity required by National and provincial legislation to be audited by the Auditor General</p> <p>Auditor General must submit audit reports to any legislature that has a direct interest in the audit and to any other authority prescribed by national legislation.</p>
Section 182 of the Constitution - Public Protector	<p>The Public Protector has the power as regulated by national legislation to:</p> <ul style="list-style-type: none"> ▪ Investigate any conduct in state affairs or in the public administration in any sphere of government that is alleged or suspected to be

	<p>improper or to result in any impropriety or prejudice</p> <ul style="list-style-type: none"> ▪ To report on that conduct and ▪ To take appropriate remedial action
Public Finance Management Act, 1999 and Treasury Regulations	<p>Regulate financial management in the national government and provincial governments to:</p> <ul style="list-style-type: none"> ▪ Ensure that all revenue, expenditure, assets, and liabilities of those governments are managed efficiently and effectively. ▪ Provide for the responsibilities of persons entrusted with financial management in those governments. <p>Reporting responsibilities Submission of required information to Treasury and the Auditor-General, including motivations for expenditure, Strategic planning; monitoring and evaluation.</p>
Intergovernmental Relations Framework Act, 2005 (Act No.13 of 2005)	<p>This Act provides for a framework for the National Government, Provincial Governments and Local Governments</p> <ul style="list-style-type: none"> ▪ To promote and facilitate intergovernmental relations ▪ To provide for mechanisms and procedures to facilitate the settlement of intergovernmental disputes and ▪ Provision of strategic direction
White Paper on the Rights of Persons with Disabilities (WPRPD)	<ul style="list-style-type: none"> ▪ Updates South Africa's 1997 White Paper on an Integrated National Disability Strategy (INDS), ▪ Integrates obligations of the UN Convention on the Rights of Persons with Disabilities (UNCRPD) and in the Continental Plan of Action for the African Decade of Persons with Disabilities (both of which South Africa has signed), with South Africa's legislation, Policy Frameworks and the National Development Plan 2030
Medium Term Strategic and Expenditure Frameworks	<ul style="list-style-type: none"> ▪ The Medium Term Strategic Framework (MTSF) is a conceptual Framework developed by the centre of government that seeks to identify the development challenges that the public sector has to confront. It serves to guide planning and budgeting across all three spheres of government. As a statement of intent, the MTSF serves as the principal guide to government planning and resource allocation.
Government Wide Monitoring and Evaluation framework	<ul style="list-style-type: none"> ▪ This document is the overarching policy framework for monitoring and evaluation in the South African Government. It sketches the policy context for supporting frameworks, such as National Treasury's Framework for Managing Programme Performance information and Statistics South Africa's South African Statistics Quality Assurance Framework.
Framework for Managing Programme Performance Information	<ul style="list-style-type: none"> ▪ National Treasury's "Framework for Managing Programme Performance Information" provides the overarching conceptual framework for the Office of the Premier's approach to monitoring its performance. In terms of this framework, the Office of the Premier produces two important types of performance reports: Quarterly Performance Reports and Annual Reports.
National Evaluation Policy Framework	<ul style="list-style-type: none"> ▪ This Policy framework provides the basis for a minimum system of evaluation across government. Its main purpose is to promote quality evaluations which can be used for learning to improve the

	effectiveness and impact of government, by reflecting on what is working and what is not working and revising interventions accordingly.
Performance Information Handbook	<ul style="list-style-type: none"> ▪ This handbook provides descriptions of approaches and tools that national and provincial Offices, public entities and constitutional institutions can use to implement the Programme Performance Information developed by the National Treasury and as outlined in chapter 5 of the Treasury Regulations.
Gender-Responsive Planning, Budgeting, Monitoring, Evaluation & Auditing (GRPBMEA) Framework	<ul style="list-style-type: none"> ▪ Aims to ensure a more sustainable, comprehensive and multi-sectoral approach to gender mainstreaming within the country's planning, monitoring and evaluation and public financing systems. It focuses on closing the gap between plans and budgets through an overall approach of mainstreaming gender through the planning, budgeting, monitoring, evaluation and audit cycle.

3. Institutional policies and strategies governing the five-year planning period

3.1 Strengthening Intergovernmental Relations through the District Development Model

As pronounced by the President in the Presidency Budget Speech (July 2019), “for the effective implementation the government’s priorities, the structures of government will need to function with maximum coordination and cooperation as it is envisaged in our Constitution. The truth is that lack of coordination between national and provincial governments, between departments and particularly at local government level, has not served us”.

In this regard, there is a need to:

1. Solve the silos at a horizontal and vertical level.
2. Narrow the distance between the people and government by strengthening the coordination role and capacities at the district and city levels, as it is the penultimate sphere of government afterward and local level.
3. Deliver integrated services, whilst strengthening monitoring and evaluation and impact at district and local levels.
4. Ensure inclusive and gender mainstreamed budgets, based on the needs and aspirations of our people and communities at a local level.
5. Maximise impact and align resources at our disposal.
6. Change the face of our rural and urban landscapes by ensuring complementarity between urban and rural development, with a deliberate emphasis on Local Economic Development; and

7. Ensure sustainable development, whilst accelerating initiatives to promote poverty eradication, employment, and equality.

The 6th Administration will strengthen intergovernmental collaboration and coordination and adopt a District Development Model. The new model is located within the current constitutional framework for cooperative governance and intergovernmental relations, and the Constitution and IGR Act are seen as adequate to support it. However, consequence management and developmental incentives must be strengthened.

The processes and outcomes of intergovernmental programmes must:

1. Promote the electoral mandate and our service delivery agenda for impact, especially towards the 2021 Local Government elections period.
2. Provincial and national role-players must sufficiently support municipalities; and
3. Inform decision-making structures, such as the Municipal Council and the Executive Council to coordinate interventions that require input resourcing from the 3 spheres.
4. Institutionalise IGR responses to emerging service delivery issues:
 - a. Stronger forms of collaboration between CoGTA and Treasury.
 - b. Improving our system for effective oversight, monitoring and support, and strengthening of regulatory levers - some municipalities are failing at effectively delivering basic services, billing for services, and collecting the revenue due.
 - c. Allow organised local government, SALGA and other interested persons an opportunity to make representations to IGR
 - d. Maximise impact and align plans and resources at our disposal through the development of "One District, One Plan and One Budget".
 - e. Build government capacity to support to municipalities
 - f. Strengthen monitoring and evaluation at district and local levels.

3.2 Role of OOP: District Development Model

- Oversee the effective implementation of the DDM within the province;
- Oversee provincial policy and provincial sector planning and budgeting coherence according to national priorities and towards district developmental impact;
- Ensure provincial sector alignment in district/metro Intergovernmental Working sessions and approving and adopting One Plans, capacity building plans and shared resourcing

initiatives;

- Convene Premier's Coordinating Forum (PCF) meetings and provide feedback and strategic guidance to districts and municipalities;
- Receive and engage on-going reports via CoGTA and PCF from the District Hubs packaged per district;
- Receive and engage with impact monitoring reports.

3.3 Provincial Spatial Development Framework

The North West Province has published its Spatial Development Framework which, amongst other key objectives, includes giving spatial effect to objectives set by National Government Policies on Sustainability to support the optimal integration of the aspects of social, economic, institutional, political, physical and engineering services and creating an enabling environment for sustainable employment and economic growth and infrastructure development, promoting the objectives of the National Growth Path, The Industrial Policy Action Plan (IPAP) and The National Infrastructure Plan.

Part B: Our Strategic Focus

Vision

A united, non-racial, non-sexist and prosperous democratic society for the people of North West

Mission

To facilitate integrated governance, planning and accelerate service delivery that is people-centered for improved economic growth and in North West

Values

Caring

Agile

Responsive

Excellence

Part C: Measuring our Performance

1.1 Impact statement

An Ethical, capable, Developmental and Responsive Provincial Administration

1.2 Progress made towards the achievement of the impact statement.

The Office has maintained the highest standard of good governance to ensure proper management and accountability of public funds and resources. This is realised through the establishment of governance structures. The governance structures are as follows: Executive Counsel,(EXCO),North West Coordinating Committee(NWCC),Executive Management Committee(EMC) and North West Premier's Coordinating Council (NWPPC).

The period under review has presented significant global challenges such as the World wide COVID 19 pandemic. The Office had to develop new strategies in line with global demands, as well as Presidential instructions and National guidelines to coordinate our collective provincial efforts during this difficult period in global history. The strategies were implementation of covid protocols according to the guidelines.

Office of the Premier managed to achieve more than 90 percent of all the indicators planned in the previous years despite the disturbances from COVID 19 where budget was reprioritised to implement COVID 19 regulation.

The following achievements in relation to policy directives and outcome related goals have been registered;

- The Office obtained unqualified opinion
- Provincial intergovernmental programmes coordinated amongst others for example wellness, older people, women, youth and disability empowerment programmes.
- Level one IT Governance and Management capability achieved
- Provincial AIDS Council was established in the Province in order promote intersectoral collaboration and overseeing the overall implementation and review of the National Strategic Plan on HIV and AIDS and Sexually Transmitted Infections. Councils were established in the districts according to the guiding framework. 23 AIDS Councils were established
- The Office collaborated with religious institution to strengthen the implementation of Covid protocols at the community levels. Continued collaboration with other Departments and stakeholders to coordinate moral regeneration interventions across the districts. Intervention on substance abuse and crime was between Social Development and South African Police Services where ten schools in the districts were sampled. The Office also engaged Bojanala districts on issues of unemployment, gender base violence, homelessness miners and lack of recreational facilities.
- Provincial Growth and Development Strategy was developed with the vision to provide economic growth, reduce poverty inequality in the Province. The draft strategy was completed but could set targets but the panel of expert are appointed to finalise the process by setting economic targets for all the sector.

1. Progress on the Achievement of Outcomes

2.1 Table of Outcomes, Indicators and Targets

Outcome	Outcome Indicator	2019/20 Baseline	2024/25 Target	Actual achievement as at 30 September 2022	Data Sources (refer to TIDS)	Improvements required for the remainder of the planning period
Improved governance and accountability	Functional governance structure	N/A	100%	All the meetings in 2021 were held virtually. From April 2022 to date meetings were held physically.	Invitations, attendance registers and quarterly reports	The Office will circulate the scheduling of NWPPC meetings to all stakeholders on time, including change of dates of those meetings.
	Audit outcome achieved	Qualified audit opinion	Clean Audit opinion	Qualified Opinion	Annual Report	<p>Establishment of internal control unit in the office</p> <p>Effective systems and procedures shall be enforced to substantially improve turnaround time in meeting targets and to remain compliant without compromise</p> <p>Management shall implement projects / programs in accordance with the approved timelines in the procurement plan and contribute immensely in improving expenditure pattern performance.</p> <p>Effective mitigation controls shall be implemented and monitored adequately to curb any level of risks.</p>
	Compliance to legislature prescripts	N/A	100%	50%	IGR Policy Framework	The Office will be hosting a Provincial Protocol Training to improve coordination of stakeholder engagements.
Improved integrated	Level of stakeholder participation	N/A	100%	50%	IGR Policy Framework	The Office will be hosting a Provincial Protocol Training to improve

and this contributed positively on the improvement of governance and accountability to the citizens.

- The province complied 100% in terms of departments having approved MTEF HR Plans in 2022/2023 and some managed to implement them. The role of the Office was to conduct workshops on the new HR planning directive.
- The Office of the Premier continued to strength the planning, implementation and reporting support to sector departments with regard to the mainstreaming of Human Rights Programs across government

b) Progress made so far towards the achievement of the five-year targets for the outcome indicators.

- The IT Function has laid the foundation for the improvement of the provincial IT Infrastructure, especially the broadband network as well as the server / mainframe systems. The implementation thereof will be finalized in the second half of the medium term strategic framework period
- There are improvements registered in relation to the management of vacancy rate of the Province.
- There is ongoing monitoring of the departments to ensure implementation of the provincial communication strategic framework and continuous production and distribution of newspapers to the citizens on all the targeted dates.
- Linkage of the HR Plans with the MTSF period to ensure implementable plans with clear targets and objectives
- In 2022/23, Departments mainstreamed needs of priority groups in their Annual Performance Plans to ensure that they implemented and monitored in order to improve service delivery to the priority groups as well as to inform policy decisions

c) Challenges that may have affected the performance of the institutions in achieving the five-year targets.

- Undue delays by departments to advertise and fill positions.
- Lack of proper HR Planning and implementation of recruitment programmes
- Cancellation of the study on skills demand and supply due to SCM processes.
- Non approval of the communication strategies of some departments
- HR Plans not linked to the MTSF period, where implementation period differs according to departments.
- In relation to the infrastructure backlog and incomplete infrastructure projects, a Panel of Experts were appointed by Office of the Premier to review and advise on the feasibility of reviving old abandoned and incomplete projects, also to incorporate the cost benefit analysis to create job opportunities on a sustainable basis.
- Poor prioritisation of the objectives relating to the priority groups by Departments.

d) Corrective measures in instances where the five-year targets are likely not to be achieved by 2024/25.

- Proper human resource planning and implementation of recruitment programmes
- Strategic repositioning of human resource programmes in various departments
- Develop and implement talent management framework and strategy
- Capacity building on the interpretation and application of the 2021 HR Planning Directive and tools
- Provision of feedback to departments on the assessment of the HR Plans and Reports – peer review
- Ensuring that Executive Authorities approve communication strategies of departments
- Strengthening the inter-departmental forum on Human Rights Priority programs.

g) Findings of the evaluation of institutional programmes.

- There were no evaluation of institutional programmes planned for the period of the current strategic plan.

h) Findings of internal and external research in relations to achievement of outcomes.

- There were no internal research conducted and 10 external research and evaluation studies achieved.

Official sign off by the Executives:

Deputy - Director General:

Signature: 

Chief Financial Officer:

Signature: 

Director- General:

Signature: 

Approved by

Hon Premier:

Signature: 