



office of the premier

Department:
Office of the Premier
Northern Cape Province
REPUBLIC OF SOUTH AFRICA

STRATEGIC PLAN

2025-2030

Modern, Growing and Successful Province

The 2025-2030 Strategic Plan of the Office of the Premier Northern Cape.

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EXECUTIVE AUTHORITY STATEMENT

In my capacity as the Premier and Executive Authority of the Province of the Northern Cape. It gives me immense pleasure to hereby endorse the Strategic Plan for 2025-2030.

The Northern Cape showcases a mind-blowing welter of synergies, a fascinating synthesis of contrasts, providing the relevance of traditional and ever evolving systems in the contemporary context.

This Province Northern Cape is aptly positioned and poised to take off, economically during the 7th Administration while collectively exulting in our rich heritage and fine tuning our ambitions, hopes and aspirations for both existing and fresh challenges.

Underpinning all the work is our resolute desire to realise our vision of a Modern, Growing and Successful Province that is both determined to foster and maintain a developmental trajectory while ensuring that our projects and programmes are unapologetically aimed at catering for the needs of the poor, vulnerable and downtrodden citizens of our Province, irrespective of colour or creed.

In view of the foregoing, and taking into account our progressive yet pragmatic stance on a range of socio-economic matter, I am pleased to advise on some of our plans for the period ahead:

Youth Development

The internship programme of the Office of the Premier is designed to provide practical skills training opportunities to unemployed qualified youth and those who have completed their theoretical coursework at recognised institutions of higher learning. The express aim is to enhance their employability while contributing to service delivery. The Office the Premier will continue to strengthen and implement its internship programme to benefit our youth from our various projects and programmes. Though the training opportunities we provide, they will be better placed to access sustainable employment.

Service Delivery

Service delivery performance verification has been conducted through the Frontline Service Delivery Monitoring (FSDM) programme, supplemented by triangulation against sector-specific secondary data. Additionally, quarterly analyses and assessments of the sector development indicators were used to validate information for the draft 30-year review report of the province. However, due to capacity and budget constraints, Evolution Studies to track the long-term development impacts of programmes and policies remain pending. Our primary focus will continue to revolve around harnessing the potential of cutting-edge technologies to enhance government service delivery while addressing fiscal constraints.

Centralisation of Bursaries

We made noteworthy progress with bursary applications for the 2024/2025 academic year. The application period for the bursaries during the month of November 2024 and applications are currently being reviewed. The criteria for the selection process mainly comprise assessing academic performance, vis-à-vis financial need. Successful candidates are required to enter into a contractual agreement outlining the terms and conditions of the bursary.

Provincial Information Technology Shared Services

Due to financial challenges, efforts are being intensified to secure additional funding through PMTEC processes. This will be done by presenting detailed proposals that highlighted the critical need for ICT budget allocations to support the ITSSC and Thusong Service Centres. We are in the process of seeking partnerships with the private sector to co-fund various project. We are of the considered view that alternative funding sources can bring the necessary expertise and resources that complement our initiative. The unit is also in the process of exploring opportunities of applications for external funding and grants from national and international organisations that support digital transformation and public service enhancement. This will be inclusive of more cost-effective technology and streamlining processes. Our aim to build a strong support base is to advocate for our

funding needs through engagements with local communities and stakeholders, leveraging more cost-effective technologies and streamlining processes. Pioneering funding models such as crowdfunding is being explored in order to test new avenues for raising necessary funds, to overcome financial constraints and to enhance service delivery through the effective use of technology.

While these are just a few of our many critical priorities in service of community of the Northern Cape, I am confident that with the diligent and hard-working team in the Office of the Premier, our next Annual Performance Plan will incorporate further watershed projects in our quest to build a province free of poverty and unemployment.



DR ZAMANI SAUL
EXECUTIVE AUTHORITY OF THE NORTHERN CAPE


ACCOUNTING OFFICER STATEMENT

The 2025/2026 marks the first financial year of the 2025-2030 strategic planning cycle. The plan is presented at a time where the 7th administration is established and seeks to continue to integrate and monitor the implementation of the National Development Plan (NDP) as well as the Medium-Term Development Plan (MTDP). The Northern Cape Administration is in the process of developing our Provincial Medium Term Development Framework 2024-2029 aligned to the three strategic priorities: drive inclusive growth and job creation; reduce poverty and tackle the high cost of living; and to build a capable, ethical and developmental state, to ensure coordination and policy implementation through the MTDP 2024-2029 and the District Development Model.

The utilisation of web-based reporting on PIMS for seamless and non-duplicative reporting will also be continually implemented in order to enhance financial and service delivery performance analysis. Furthermore, plans to monitor frontline service delivery to address performance gaps and adopt integrated reporting aligned with the Modern, Growing and Successful Province is prioritised. Other key approaches to ensure real-time data utilisation and enhanced access to detailed information of the Northern Cape Provincial Spatial Development Framework is the Northern Cape Planning System (NCPS). This system aims to ensure that the PSDF implementation stays on track and achieves the desired outcomes.

We remain resolute in our efforts to align our work with a mission oriented, collaborative and integrated governance approach to ensure an environment that is trusted and investment friendly, institutionalised through the Provincial Governance, Coordination and Service Delivery Model.

The Strategic Plan for 2025-2030 has been developed through inclusive engagements with all relevant stakeholders. Together with the management and staff of the Office of the Premier, I am fully dedicated to its effective implementation.



JUSTICE BEKEBEKE
DIRECTOR GENERAL
NORTHERN CAPE

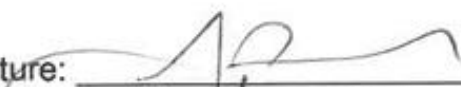
OFFICIAL SIGN-OFF

It is hereby certified that this Strategic Plan:

- Was developed by the management of the Office of the Premier under the guidance of the executive authority, Dr Z Saul.
- Takes into account all the relevant policies, legislation and other mandates for which the Office of the Premier is responsible.
- Accurately reflect the impact outcome which the Office of the Premier will endeavour to achieve over the period 2025-2030.

Signature:  _____

Ms Maletsha Tlaletsi: Acting Deputy Director General: Institutional Development

Signature:  _____

Dr Steven Jonkers: Deputy Director General: Policy and Governance

Signature:  _____

Ms Nolene Kruger: Chief Financial Officer

Signature:  _____

Mr Lebogang Maubane: Official responsible for departmental strategic planning

Signature:  _____

Adv. Justice Bekebeke: Accounting

Approved by:  _____

Dr Zamani Saul: Executive Authority

LIST OF ABBREVIATIONS / ACRONYMS

AFS	Annual Financial Statement
AGSA	Auditor General South Africa
AIDS	Acquired Immune Deficiency Syndrome
APP	Annual Performance Plan
APR	Annual Performance Report
CBM	Citizen-Based Monitoring
COVID	Coronavirus
DG	Director General
eQPRS	Electronic Quarterly Performance Reporting System
EXCO	Executive Council
FOSAD	Forum of South African Director Generals
FSD	Frontline Service Delivery
GBVF	Gender Based Violence & Femicide
GDP	Gross Domestic Product
GRBPMEA	Gender Responsive Planning Budgeting Monitoring and Evaluation
HIV	Human Immunodeficiency Virus
HOD	Head of Department Forum
HR	Human Resource
HRD	Human Resource Development
IDC	Inter Departmental Committee
ICT	Information Communication Technology
IR	Industrial Revolution
IT	Information Technology
MEC	Member of Executive Council
M&E	Monitoring and Evaluation
MPAT	Monitoring Performance Assessment Tool
MTBPS	Medium Term Budget Policy Statement
MTEF	Medium Term Expenditure Framework
NCPA	Northern Cape Provincial Administration
NDP	National Development Plan

NEET	Not in Employment and Training
NEPF	National Evaluation Policy Framework
NSPGBVF	National Strategic Plan on Gender Based Violence & Femicide
NSP HIV, TB &STI's	National Strategic Plan on HIV, TB and STI's 2017-2022
OTP	Office of the Premier
PEP	Provincial Evaluation Plan
PFMA	Public Finance Management Act
PGDP	Provincial Growth and Development Plan
PIP	Provincial Implementation Plan on HIV, TB and STIs 2017-2022
PMDS	Performance Management Development System
PMTEC	Provincial Medium Term Expenditure Committee
POA	Programme of Action
POE	Portfolio of Evidence
PSDF	Provincial Spatial Development Framework
SANAC	South African AIDS Council
SCM	Supply Chain Management
SEIA	Socio Economic Impact Assessment System
SITA	State Information Technology Agency
SOPA	State of the Province Address
STI	Sexually Transmitted Infection
TB	Tuberculosis
WAD	World AIDS Day
WTBD	World TB Day
WOP	War on Poverty
(UNCRPD)	United Nations Convention on the Rights of Persons with Disabilities
(WPRPD)	White Paper on the Rights of Persons with Disabilities
(PRAAD)	Policy on Reasonable Accommodation and Assistive Devices

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PART A

OUR MANDATE

PART A: OUR MANDATE

1. CONSTITUTIONAL MANDATE

The Office of the Premier is centrally positioned within the provincial government and derives its mandates from the Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996). The department acts in support of the powers and duties of the Premier and the Executive Council, provided for *inter alia* under Section 125 and Section 127 of the Constitution and in support of the powers and duties of the Director-General as Head of the Office of the Premier, provided for under Section 7(3) of the Public Service Act, 1994 (Proclamation 103 of 1994).

In accordance to Section 125 of the Constitution: The Premier exercises executive authority, together with the other members of the Executive Council, by:

- implementing provincial legislation in the Province;
- implementing all national legislation within the functional areas listed in Schedule 4 or 5 except where the Constitution or an Act of Parliament provides otherwise;
- administering in the Province, national legislation outside the functional areas listed in Schedule 4 and 5, the administration of which has been assigned to the provincial executive in terms of an Act of Parliament;
- developing and implementing provincial policy;
- co-ordinating the functions of the provincial administration and its departments;
- preparing and initiating provincial legislation; and
- performing any other function assigned to the provincial executive in terms of the Constitution or an Act of Parliament;
- In accordance to Section 127 of the Constitution of the Republic of South Africa the following functions are assigned specifically to the Premier:
 - assenting to and signing Bills;
 - referring a Bill back to the provincial legislature for reconsideration of the Bill's constitutionality;
 - referring a Bill to the Constitutional Court for a decision on the Bill's constitutionality;
 - summoning the legislature to an extraordinary sitting to conduct special business;
 - appointing commissions of inquiry;
 - calling a referendum in the Province in accordance with national legislation;
 - appoint members of the Executive Council, assigns their powers and functions, and may dismiss them

1.1 CORE LEGISLATIVE MANDATE (DIRECTOR-GENERAL)

Our core legislative mandate is derived from *Section 7(3) (c)* of the Public Service Act, 1993 (Proclamation No. 103 of 1994), which provides as follows:

- (i) In addition to any power or duty entrusted or assigned by or under this Act or any other law to the head of the Office of a Premier (Director-General), the said head shall-
- (ii) subject to section 125 (2) (e) of the Constitution, be responsible for *intergovernmental relations on an administrative level* between the relevant province and other provinces as well as national departments and national government components and for the *intra-governmental co-operation* between the relevant Office of the Premier and the various provincial departments and provincial government components, including the *co-ordination* of their actions and legislation; and
- (iii) be responsible for the giving of *strategic direction* on any matter referred to in section 3 (1), but 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.

Section 3(1) of the Public Service Act, which sets out the areas in regard to which the Director-General as Head of the Office of the Premier must give strategic direction, are the establishment of norms and standards, in the province, relating to-

- (a) the functions of the public service;
- (a) the organisational structures and establishments of departments and other organisational and governance arrangements in the public service;
- (b) the conditions of service and other employment practices for employees;
- (c) labour relations in the public service;
- (d) health and wellness of employees;
- (e) information management in the public service;
- (f) electronic government;
- (g) integrity, ethics, conduct and anti-corruption in the public service; and
- (h) Transformation, reform, innovation and any other matter to improve the effectiveness and efficiency of the public service and its service delivery to the public.

1.2 LEGISLATIVE AND POLICY MANDATES

The mandate of the Office of the Premier is to:

- Act as a centre for strategic coordination in government by identifying and addressing major impediments to the effective implementation of government's programme of action, which is aimed at eliminating poverty, unemployment and inequality; and
- Support the Premier in leading government's programme, aimed at advancing radical social and economic transformation to promote job creation and inclusive growth.

In fulfilling its constitutional and core mandates, the Office of the Premier is bound by all transversal, national legislation and national policy instruments, as well as international treaties, protocols and instruments adopted by and/or of which the country is a party state.

Below are the legislative and other mandates that the Office of the Premier is responsible for implementing, managing and overseeing. The Office of the Premier is thus centrally positioned within the Provincial Government of the Northern Cape Province and derives its mandates from the following legislative and regulatory frameworks:

- ▶ Medium Term Development Plan 2024-2029
- ▶ National Development Plan – Vision 2030
- ▶ National Plan of Action for Children
- ▶ National Strategic Plan for HIV, TB and STIs, 2023-2028
- ▶ National Youth Policy 2020-2030
- ▶ National Youth HIV Prevention Plan 2022-2025
- ▶ Policy Framework for the Government-wide Monitoring and Evaluation System (GWM&ES), Presidency 2007
- ▶ Revised Framework for Strategic Plans and Annual Performance Plans, DPME 2019
- ▶ Revised National Evaluation Policy Framework 2019
- ▶ South African Charter on Children's Rights
- ▶ South African Children's Manifesto 1999
- ▶ South Africa's National Policy Framework for Women's Empowerment of Gender Equality
- ▶ South African Statistical Quality Assessment Framework, Statistics SA 2010
- ▶ Sustainable Development Goals: 17 Goals to Transform our World
- ▶ The Charter of Positive Values
- ▶ White Paper for Post School Education and Training
- ▶ White Paper on the Rights of Persons with Disabilities

2. UPDATES TO INSTITUTIONAL POLICIES AND STRATEGIES

- HRM/D Provincial and departmental policies
- Integrated Provincial Human Resource Management Strategy
- Northern Cape Information Society Strategy
- Provincial Human Resource Development Strategy
- Provincial Growth and Development Plan
- Provincial Implementation Plan for HIV, TB and STIs, 2023-2028
- Provincial Information Security Policy
- Provincial integrated performance reporting, monitoring and evaluation guide
- Provincial Organisational Development Strategy
- Provincial Plan of Action for Children
- Provincial Quarterly Performance Information Guide

3. RELEVANT COURT RULINGS

At the time of developing the 2025-2030 Strategic Plan, there were no specific court ruling that had a significant, ongoing impact on the operations or service delivery business obligations of the Office of the Premier.

PART B

OUR STRATEGIC FOCUS

PART B: OUR STRATEGIC FOCUS

4. VISION

Modern, Growing and Successful Province

5. MISSION

To provide effective oversight, strategic coordination, and leadership across government departments, ensuring improved service delivery and good governance, that contributes to the growth and success of the Northern Cape.

6. VALUES

The Office of the Premier is anchored in a set of core values that guide all aspects of governance and service delivery:

- We prioritize **transparency and accountability**, ensuring that our operations are open to our stakeholders and the public.
- **Integrity** ensures that we uphold the highest standards of **honesty**.
- **Equity and Equality, Respect and Tolerance, and Environmental Awareness** shape everything we do, from how the employees relate to each other to how the employees engage with stakeholders and the people of the Northern Cape and the rest of the country.
- Through **collaboration and innovation**, we continuously seek new ways to improve governance.

7. UPDATED SITUATIONAL ANALYSIS

7.1 EXTERNAL ENVIRONMENT ANALYSIS

7.1.1 MACRO SOCIO-ECONOMIC ENVIRONMENT

The macroeconomic environment in South Africa during 2024 is mainly characterised by uncertain growth and nonstop challenges. For this year, a GDP growth of 1.2% is anticipated by the South African Reserve Bank, showing an improvement from the prior years' feeble growth. The constraining factors of growth can be attributed to matters such as distributions in terms of energy supply, interest rate surges, and snowballing fuel and food prices. Though the inflation rate is expected to ease into the South African Reserve Bank's target of 3-6%, the country continues to grapple with increasing rates of joblessness remaining a great concern.



Figure 1: Global Projections - January 2024

The economic landscape can further be identified as complex due to structural weaknesses, including a feeble taxation outline, insufficient institutional capacity, and high public debt. Efforts to improve the fiscal environment are practiced and aim to improve management of state-owned entities and fiscal consolidation measures. Though several investments go into self-generation of energy and rooftop solar power to help mitigate some of the energy shortages, household consumption remains flat which can be attributed to the high cost of living. In an effort to support modest investment growth, government is also focusing on reducing supply-side constraints, like loadshedding and infrastructure bottlenecks. South Africa's economic outlook for 2024, shows signs of slow improvement, with emphasis on addressing structural matters and leveraging private sector support to stimulate growth.

In terms of the Northern Macro-Socio-Economic Environment and according to the recent national census data, approximately 7.6% of South Africans live with some form of disability, above the national average of 6.1%. The Northern Cape has a slightly higher prevalence due to factors such as poverty, limited healthcare, restricted access to education, employment and economic opportunities, and rural isolation (Census 2022), however the Northern Cape recorded the highest

decrease of 3,4 percentage points (from 11,0% in 2011 to 7,6% in 2022) for the Moderate to Severe disability measure.

There are several noteworthy achievements in the realm of public health in the Province. In 2022, a significant 85% of household members continued to rely on public health systems as their primary healthcare provider. This robust reliance is underscored by marked improvements in several key health indicators. Life expectancy has seen a commendable rise for both genders, with males experiencing an increase from 51 to 58 years and females from 56 to 65 years in 2023. Furthermore, the infant mortality rate within healthcare facilities has declined from 17.3% per 1,000 live births to 16.1%. Similarly, the maternal mortality rate has seen a significant reduction, decreasing from 109.9 per 100,000 in 2019 to 80 per 100,000 in 2023. Additionally, connectivity across health facilities has substantially improved, with 91% (145 out of 159) of all health facilities now connected. These advancements collectively reflect the ongoing commitment to enhancing public health outcomes in the Province.

The macro socio-economic landscape for persons with disabilities in South Africa, particularly in the Northern Cape Province, reflects both systemic barriers and evolving opportunities. The Office of the Premier aims to address these challenges and create opportunities at a provincial level, in an effort to align it with the national and global disability rights frameworks such as the UN Convention on the Rights of Persons with Disabilities, the National Development Plan, and the White Paper on the Rights of Persons with Disabilities.

National fiscal constraints, as well as the Division of Revenue Act and the equitable share formula, do not adequately cater to the needs of the Northern Cape Province in addressing the needs of its people. An assessment of the macro socio-economic environment in the Province show that, to cater adequately for the needs in the Province, the equitable share allocation should focus less on the population size and more on the socio-economic challenges, some occasioned by the physical and virtual landscape of the province.

7.1.2 NORTHERN CAPE SOCIO-ECONOMIC ENVIRONMENT

7.1.2.1 SPATIAL PLANNING STATUS QUO

National Sphere		
Framework / Plan	Status	Provincial Implication
National Spatial Development Framework (NSDF)	2022 – SPLUMA Compliant	<ul style="list-style-type: none"> • Inform, align and integrate national policy and plans – guide province. • Specific NC Spatial Action Areas: <ul style="list-style-type: none"> - Arid Innovation Area - Northwestern Spatial Transformation and Economic Transition Region
Provincial Sphere		

Framework / Plan	Status	Provincial Implication
Provincial Growth and Development Plan (PGDP)	2020 – Adopted	<ul style="list-style-type: none"> Provides strategic framework and vision to guide sectoral strategies Focus on 4 Drivers of Change
Provincial Spatial Development Framework (PSDF)	2020 – SPLUMA Compliant	<ul style="list-style-type: none"> Responds to NSDF and Inform, align and integrate provincial policy and plans – guide departments and municipalities Transforms the vision into a legislated framework.
Review Provincial Spatial Development Framework (PSDF)	2025 – Currently in process	<ul style="list-style-type: none"> Review of 2020 PSDF Updating of information and pressures, strengthen implementation and includes Northern Cape Planning System (NCPS)
Regional Sphere		
Framework / Plan	Status	Provincial Implication
Karoo Regional Spatial Development Framework (KRSDF)	2022 – SPLUMA Compliant	<ul style="list-style-type: none"> Responds to NSDF and PSDF. Guide and inform MSDF Guide spatial planning, land development and management in Karoo
District Space		
District Municipality	Status	Provincial Implication
Frances Baard DM	2021 – SPLUMA Compliant	<ul style="list-style-type: none"> Responds to PSDF & sets strategic spatial guidance in the district. Provides guidance to local municipalities on higher level. All DDM One Plans completed, aligned and integrated in the SDFs. Inform review of PSDF.
John Taolo Gaetsewe DM	2023 – SPLUMA Compliant	
ZF Mgcawu DM	2023 – SPLUMA Compliant	
Namakwa DM	2023 – SPLUMA Compliant	
Pixley Ka Seme DM	2022 – SPLUMA Compliant	

The Municipal SDF plays a crucial role in integrating, coordinating, aligning, and expressing development policies and plans from various sectors. It guides development decisions and projects within the municipal space.

The following Local Municipalities are undergoing reviews currently:

- ✓ Gamagara Local Municipality (LM)
- ✓ Tsantsabane LM
- ✓ Sol Plaatje LM

The overall Local Municipal SDF SPLUMA compliance stands at 96% since SPLUMA, which contribute to the review of the Provincial Spatial Development Framework, mandates that SDFs be reviewed at least once every five years. As of September 2024, seven local municipalities have been identified for SDF review planning and require funding and prioritization. The review of the Provincial Spatial Development Framework is not about developing a completely new framework but rather about strengthening, updating, and expanding the existing PSDF. The current PSDF, drafted in 2018/2019, requires a review every five years as mandated by SPLUMA.

The primary points of departure for this review include the finalised National Spatial Development Framework guiding Spatial Action Areas, changing strategic spatial planning guidance from the Karoo Regional Spatial Development Framework and District SDF, and updated local municipal spatial planning. In addition, the review will address developmental pressures in the province,

outdated statistics from the 2022 Census and updated economic data, and improvements needed in the implementation and monitoring frameworks.

The integration and development of a GIS tool aim to support the vision of a modern, growing, and successful province. The review will also focus on expanding the PSDF implementation toolkits to enhance its effectiveness. Optimum integration between the Provincial Growth and Development Plan, Provincial Spatial Development Framework, and Medium-Term Development Plan is important to ensure aligned planning and improving the implementation of plans. The Northern Cape Planning System is an online platform where spatial information can be accessed from a computer, laptop, or mobile device. This system is available to the general public, private sector, sector departments, and municipalities, allowing them to determine the alignment, vulnerability, and desirability of proposed projects in relation to national, provincial, and regional development objectives.

An Assessment Report, which forms part of the motivation to receive funding for planned projects, is essential for spatial targeting. Updating information and data is necessary, and Standard Operating Procedures have been developed to align with MTDP spatial referencing. If projects are not aligned, departments will be referred to a toolkit that offers guidance to improve project alignment or the process to include in planning. Funding should be prioritized based on the findings of the report to enhance strategic spatial targeting and ensure that government development objectives are met.

The 2018 Northern Cape Provincial Spatial Development Framework is currently being reviewed. The review of the PSDF is not the development of an entirely new PSDF, but merely a review to strengthen, update and expand on the PSDF. SPLUMA also requires that the Province review its PSDF, at least once every 5 years.

The key focus areas of the review:

- Finalised NSDF guiding (Spatial Action Areas to be responded to)
- Changing strategic spatial planning guidance (KRSDF, District SDF)
- Changing strategic local municipal spatial planning (updated LMSDFs)
- Developmental pressures experienced in the Province
- Outdated statistics (Census 2022 data and updated economic data)
- Improvement on implementation framework

- Improvement on monitoring and evaluation framework
- Integration and development of GIS tool (Modern, Growing and Successful Province)
- Expansion of PSDF implementation toolkits

Optimal integration between the PGDP, PSDF and MTDP is crucial to ensure improved implementation and reaching of government's development objectives. To ensure aligned planning, implementation and monitoring, the integration of these plans is crucial. The review of the PSDF forms a direct link between the PGDP drivers of change and PSDF development strategies to improve help implementation.

As part of the PSDF Review process and in an effort to harmonize planning and improve implementation, the Northern Cape Planning System (NCPS) is currently being developed as an online GIS Tool.

The NCPS will be accessible for the general public/private sector, sector departments and municipalities. This is an online system where



information can be sourced for relevant areas, either from a PC, laptop or mobile device. Additionally, the NCPS includes a Project Assessment Report which is generated by considering various indicators, proposals and sensitive areas. The departments will be able to utilise the report to determine alignment, vulnerability

Enhancing our Future

and desirability of a proposed project in relation to national, provincial and regional development objectives. To ensure the relevance of the NCPS results, Departments are required to submit data as per a Standard Operating Procedure to ensure the "tool" utilises real time data. This will ensure that departments adhere to the "Spatial Referencing" requirements and ultimately improve performance reporting in the Province.

The PSDF review is expected to be completed by March 2025, after which the adoption and gazetting processes will commence to begin implementation.

Furthermore, the Northern Cape faces substantial economic disproportion, with a large portion of the population earning only a minimal share of the income, which hinders development. The province showcases diverse economic activities, with varying contributions from different regions,

especially Frances Baard. Socio-economic challenges such as a sparse population, low productivity, and remoteness negatively impact development indicators compared to more habitable areas.

The socio-economic situation of the Northern Cape faces numerous critical encounters to be addressed. Substance abuse and gender-based violence (GBV) are predominant issues that significantly impact communities. In addition, spiritual attacks on the girl child, often involving child traditional healers, pose unique threats to the welfare of young children. Teenage pregnancies and child trafficking further exacerbate the vulnerabilities of the youth in the province. The Northern Cape also experiences specific demographic trends, including population growth and changes in household dynamics, to be considered in planning and resource allocation. Addressing these problems holistically is crucial for ensuring a safer and more equitable environment for all people in the province.

7.1.2.2 NORTHERN CAPE POPULATION AND POPULATION GROWTH

The population of the Northern Cape is estimated to be approximately 1.37 million people with a population density of 3.2 people per km in mid-2024. The population growth rate was projected to be around +0.86% per year based on trends from 2011-2015. Despite experiencing a population growth rate of 1.2% per year, the

	Population estimates	% of total population
Eastern Cape	7 176 230	11,4
Free State	3 044 050	4,8
Gauteng	15 931 824	25,3
KwaZulu-Natal	12 312 712	19,5
Limpopo	6 402 594	10,2
Mpumalanga	5 057 662	8,0
Northern Cape	1 372 943	2,2
North West	4 155 303	6,6
Western Cape	7 562 588	12,0
Total	63 015 904	100,0

*Due to rounding totals may not add up to 100%

Figure 2: Mid-Year Population Estimates By Province, 2024



Northern Cape holds only 2.2% of South Africa's total population. It remains the province with the smallest share of the South African population.

The working age population increased to 41,3m in South Africa in Q2:2024 and the Northern Cape working age population was 840 thousand during the same period as shown below.

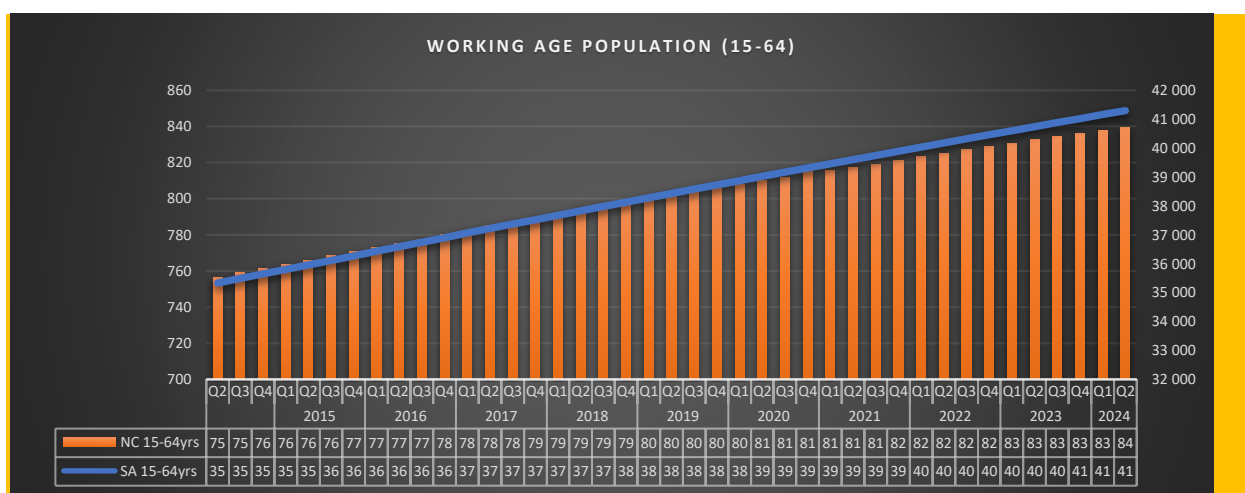


FIGURE 3: WORKING AGE POPULATION (15-64)

Source: StatsSA

Demographic detail like this is essential, as it emphasizes the need for targeted group interventions and resources to support this percentage of the community. Addressing challenges such as accessibility, healthcare, education, and employment opportunities, faced by persons with disabilities, is vital for fostering an inclusive and equitable society in the Northern Cape.

7.1.2.3 HOUSEHOLD AND HOUSEHOLD GROWTH

As of 2022 the households of the Northern Cape were about 330,000, and in informal dwellings declined from 13.6% in 2011 to 8.1 in 2022, whilst households in formal dwellings increased to 88.5%. From 66, 000 households in 2013 an increase of 371,000 is recorded in 2022.

Slightly more than four-fifths (83,5%) of South African households lived in formal dwellings in 2023. In terms of the Northern Cape figures, formal dwellings amount to 86%, Informal dwellings to 13,4%, and Traditional dwellings to 0.4%

In national context almost one quarter (23,1%) of households considered their access to food as inadequate or severely inadequate. The need was most prevalent in Northern Cape (37,7%) and least common in Limpopo (6,9%).

Based on Census 2022, households headed by persons with disabilities were found to have less access to basic services in comparison with households by persons without disabilities. In addition, there are also disparities in terms of access to assistive devices across population groups and geographic locations. One of the growing concerns such as immoral activities amongst children can be attributed to certain housing structures.

Access to basic services

Number of Households with formal dwellings increased from 78,3% to 85,9% in 2022 (Census 2022) Total number of households that have access to onsite piped water (either inside the dwelling or yard) increased to 82% in 2022. % Of households that had no access to piped water in the Province declined from 19,7% to 8,7% in 2022. Total number of households that had access to electricity as a main source of lighting increased to 92,5% in 2022 Total number of households that had access to electricity as a main source of lighting increased to 92,5% in 2022.

7.1.2.4 ECONOMY AND EMPLOYMENT

The economy and employment of the Northern Cape's landscape is diverse and has seen various developments over recent years.

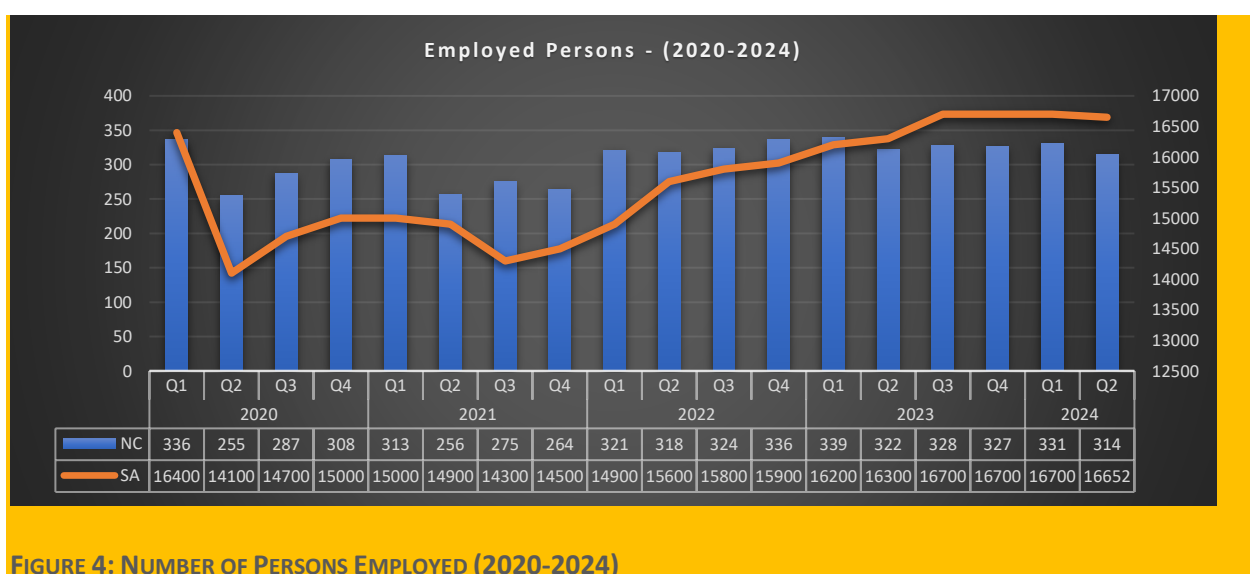


FIGURE 4: NUMBER OF PERSONS EMPLOYED (2020-2024)

Source: StatsSA

The number of employed persons in South Africa remains at 16,7M in Q2:2024 since surpassing the pre-COVID level of 16,4M in Q1:2020; the number of employed persons in the Northern Cape decreased to 314 thousand persons in Q2:2024, this is inclusive of targeted groups.

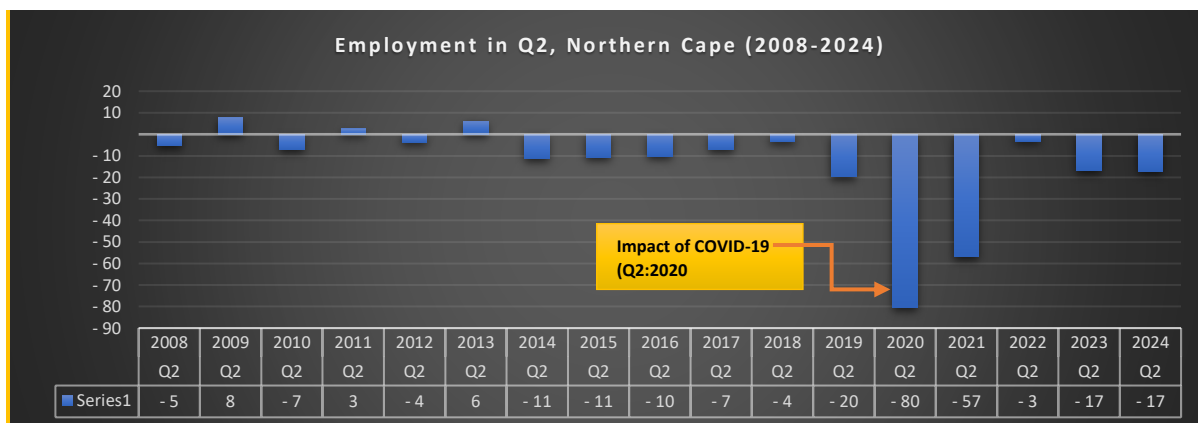


FIGURE 5: EMPLOYMENT IN Q2, NC (2008-2024)

Source: StatsSA

In more than 80% of the cases since 2008, employment during quarter 2 has been decreasing except for 2009, 2011, and 2013. Employment in the Northern Cape decreased by 17 000 persons in second quarter of 2024, following an increase of 4 000 persons in Q1:2024. Total employment decreased by 17 thousand persons to 314 thousand in Q2:2024. Northern Cape was one of 5 provinces that experienced a decrease in employment in Q2:2024.

The formal sector accounts for 70% (220 thousand) of total employment in the Northern Cape; Agriculture sector declined by 21 thousand jobs between Q1:2024 and Q2:2024.

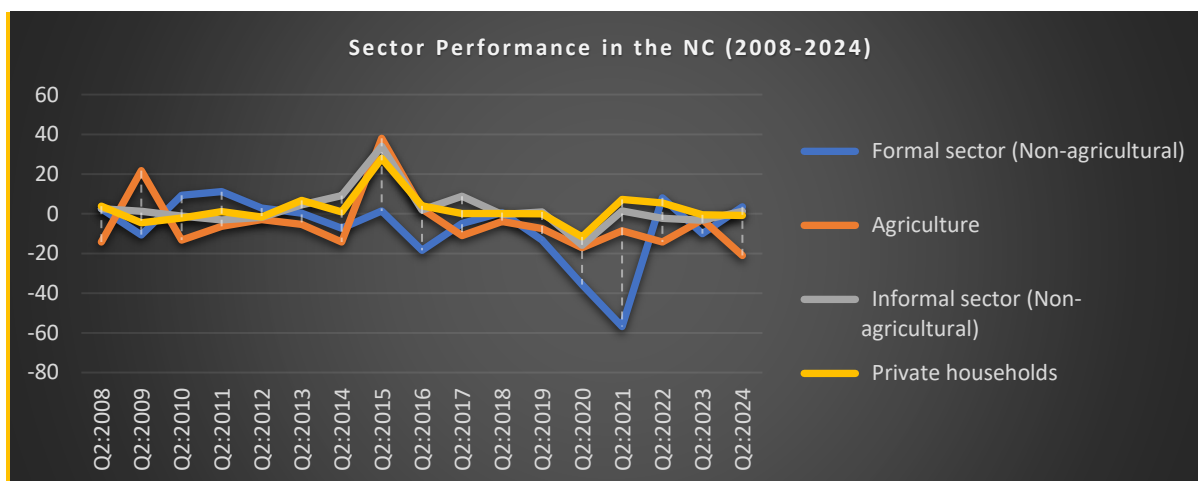


FIGURE 6: SECTOR PERFORMANCE IN THE NC (2008-2024)

Source: StatsSA

Agriculture was the key driver in employment decline during second quarters of the year. Employment in Agriculture decreased quarter on quarter (21 thousand) and year-on-year (5 000) in Q2:2024; Services (14 thousand), Construction (10 thousand), and Agriculture (5 000) declined year-on-year; Annual employment in Mining (17 thousand) increased during Q2:2024

With the economic impacts of the 2020 pandemic crises the province continues to work towards recovering from high prices brought by COVID-19 affecting both businesses and households, with ongoing efforts to boost economic growth and job creation. One of the positive steps that the province prides itself in is the establishment of the Sol Plaatje University, in an effort to provide more prospects for higher education and skills development. According to the StatsSA General Household Survey 2023, the percentage of individuals without any education have decreased from 11,4% in 2002 to 3,1% in 2023, while the percentage of individuals with at least a grade 12.

Significant strides have been made in the education sector of the Province. The proportion of individuals aged 5-24 attending educational institutions increased from 64.2% to 70.3% in 2022. Similarly, the percentage of persons aged 20 years and older with no schooling dramatically decreased from 22.7% to 6.7% in 2022. The number of educators has increased from 9,270 in 2019 to approximately 9,600 in 2024. Additionally, the matric pass rate has seen steady improvement, progressing from 66% in 2020 to 71.4% in 2021, 74.2% in 2022, and reaching 75.8% in 2024. Moreover, the attainment of qualifications has seen a significant increase, rising from 30.5% to 50.8% over the same period. These accomplishments underscore the continuing efforts and accomplishments in enhancing the educational landscape in the Northern Cape.

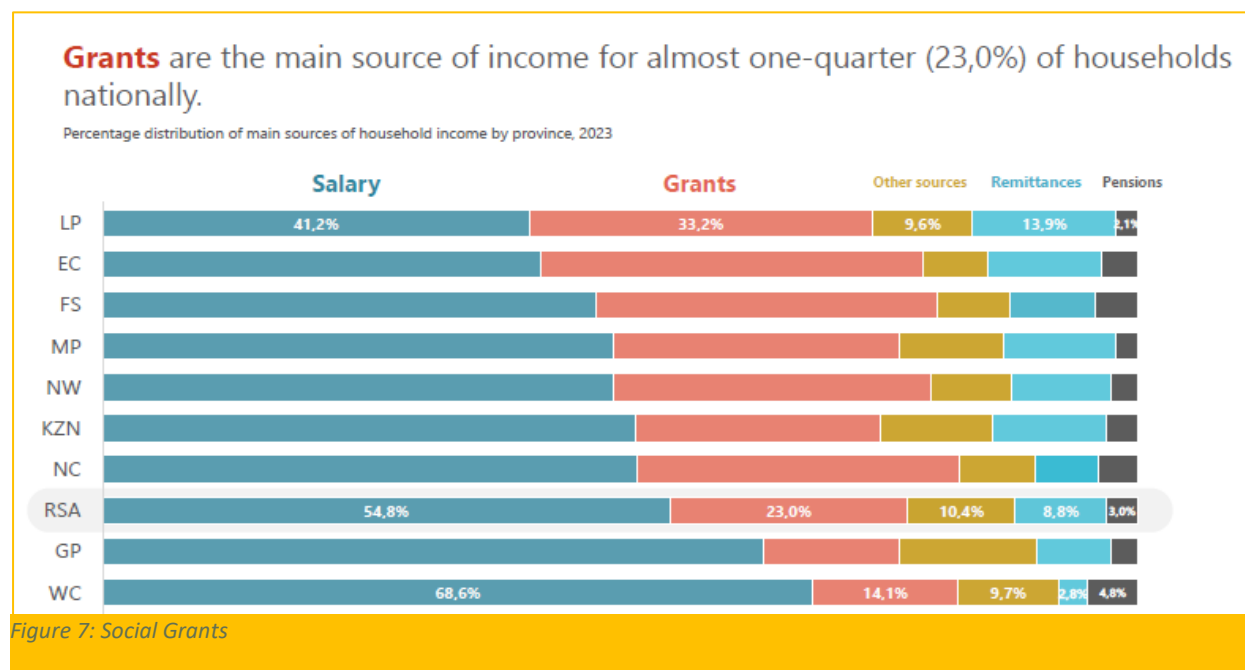
7.1.2.5 POVERTY AND INEQUALITY

The Northern Cape Province recognizes poverty and inequality as substantial challenges impacting several facets of life of people in the province.

According to the Northern Cape Socio-Economic Review 2024 conducted by the Northern Cape Provincial Treasury, the prevalence of poverty is roughly 31% of the adult population in the province in comparison with the 35% among youth. This echoes the intensity of poverty, which reflects the depth of deprivation in the province. The need for nutritional equity efforts is exacerbated by the substantial portion of population experiencing food insecurity. Income disparity is detected with significant gaps between the wealthy and the poor. This trend is more obvious in rural areas compared to areas in town.

Long term unemployment has increased steadily over the last year giving rise to higher overall unemployment rates in the Northern Cape, which led to individuals who benefited from social grants to increase from 12,8% in 2002 to 39,4% in 2023, whereas households that received at least one grant increased from 30,8% to 50,0% over the same period. The increases were predominantly due to an increased uptake of the COVID-19 Social Relief of Distress grants.

Households rely on social grants as a primary source of income, which aids in the alleviation of some of the day-to-day economic pressures as shown below.



Source: StatsSA

The province is committed to tackling poverty and inequality, with a primary focus on enhancing access to education, economic opportunities, and healthcare. Recognizing that these challenges require continuous efforts, the province seeks collaboration from the government, private sector, and community organizations to develop sustainable solutions and improve the quality of life for all residents.

A survey conducted by STATS SA during 2022 on living conditions reveals that households headed by persons with disabilities have significantly lower incomes compared to those without disabilities. This poverty deepens their exclusion from social, educational, and economic life, perpetuating the cycle of inequality.

There are several key insights into the labor market. Labor force participation saw an increase from 52.9% in Q2 2023 to 54.9% in Q2 2024. The official unemployment rate for South Africa stood at 33.5% in Q2 2024, while the Northern Cape's official unemployment rate was lower at 32.0%, which is 1.5% below the national rate. However, there was a year-on-year decrease in the number of employed workers, dropping by 2.6% from Q2 2023 to Q2 2024. Additionally, the number of employed workers declined by 5.2% quarter-on-quarter, from 331,000 in Q1 2024 to 314,000 in Q2 2024. The Northern Cape also reported the highest rate of youth not employed at 50.3% in 2024. The expanded unemployment rate was 44.9%, with an absorption rate of 37.4% and a labor force participation rate of 54.9%. The number of discouraged workers decreased

annually from 102,000 in Q2 2023 to 90,000 in Q2 2024, but saw a quarter-on-quarter increase from 86,000 in Q1 2024 to 90,000 in Q2 2024. This system of measurement emphasizes the ongoing challenges and efforts in improving the employment landscape in the Northern Cape.

7.1.2.6 QUALITY OF LIFE AND CITIZEN SATISFACTION

Due to dire global and economic conditions, the province has faced several socio-economic challenges, including high unemployment and economic contraction. A report by the United Nations High Commissioner for Human Rights highlights that people with disabilities are disadvantaged compared to those without disabilities in accessing health services, which negatively impacts their quality of life. The increased unemployment rate compels government efforts to improve economic growth and employment through various provincial initiatives.

Citizen satisfaction with government services differs, with some areas depicting improvement while others continue to face challenges. To enhance service delivery and address socio-economic problems, efforts are ongoing. Efforts to recover from the COVID-19 pandemic are in place, but the significant impact on the quality of life is still evident, especially in terms of health and employment.

7.1.2.7 NORTHERN CAPE CRIME TRAJECTORY

An increase in contact crimes, including murder, rape, and assault have been observed in the province. In response, initiatives like Operation Shanela (increased police presence and targeted crimes) have been implemented, leading to the arrest of several accused for crimes such as drug dealing, illegal firearms possession, and violent offences. However, there have been a decline in residential burglaries. Efforts to combat crime involve partnership between the police, government officials, and community members. The Department of Justice has been commended for imposing hefty verdicts on crimes, mainly those related to gender-based violence, serving as a deterrent.

The increasing rate of gender-based violence remains a great concern, particularly for women with disabilities who are more vulnerable. Many of these crimes occur in domestic places, worsened by inadequate patrolling by police.

7.1.3 NORTHERN CAPE RESPONSE – MODERN GROWING SUCCESSFUL PROVINCE

Despite socio-economic challenges the province continues to endeavor to become a Modern, Growing and Successful Province. In our determination to stimulate economic growth and create jobs, the province prides itself in initiatives such as the Labour Activation Programme and partnerships with SETAs. Progress has been made in providing basic services, with increased

access to flush toilets and educational institutions. Youth development remains a priority, with programmes targeting unemployment and skills development.

7.1.3.1 FIGHTING CRIME AND CORRUPTION

Strict anti-corruption measures such as audits, public reporting, and anti-corruption units takes priority in the Northern Cape Provincial Government. Initiatives such as, public awareness campaigns educate the people of the province on their rights as well as the importance of reporting crime, which aims to create a safer, modern and more prosperous province.

7.1.3.2 STRENGTHENING THE CAPACITY OF THE NORTHERN CAPE

To strengthen the capacity of the province, enhancing governance, economic development, and social well-being takes priority through a multipronged approach that includes key strategies.

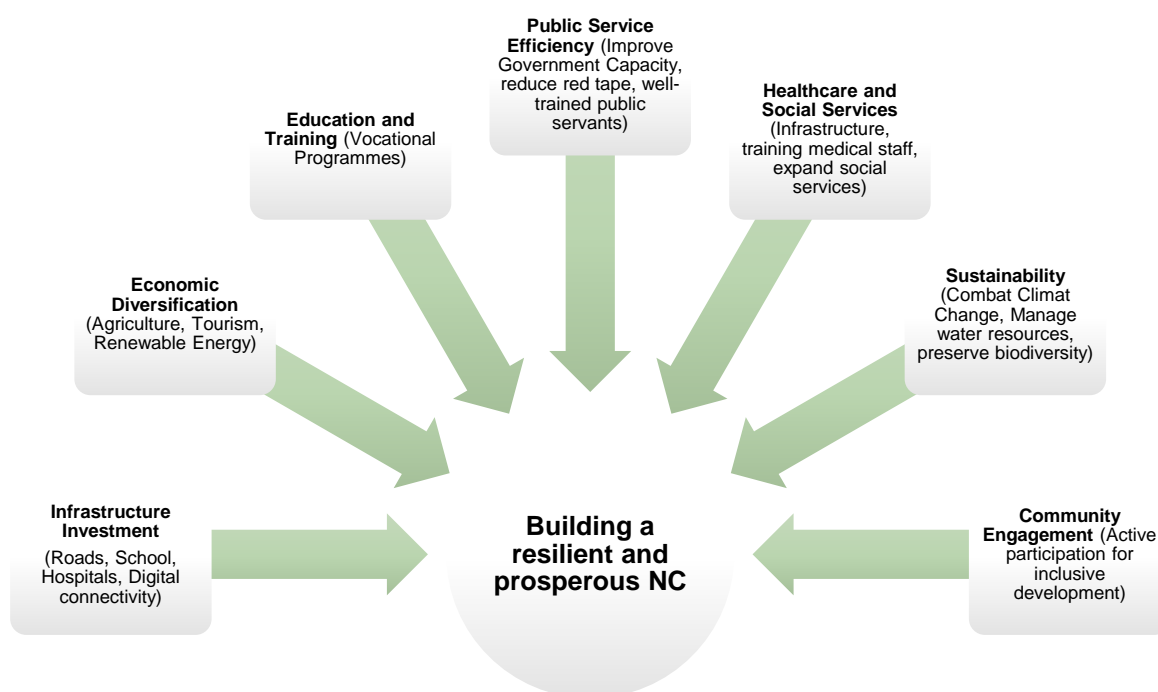


FIGURE 8: BUILDING A RESILIENT AND PROSPEROUS NC

7.1.3.3 YOUTH OPPORTUNITIES

Youth unemployment in the Northern Cape increased quarter on quarter (7,1%) and year on year (9,5%) in Q2:2024; As depicted below, the Northern Cape expanded youth unemployment rate (58,6%) is higher than the national rate (56,0%).



FIGURE 9: YOUTH UNEMPLOYMENT RATE (15-34)

Source: StatsSA

The number of unemployed persons increased by 17 thousand persons in Q2:2024 compared to Q1:2024 whilst the number of employed persons declined by 17 thousand persons during same period.

During the 6th Administration the Northern Cape has invested in skills development programmes to boost youth employment. These programmes focused on formal education, vocational training, and in-service training to equip young people with the necessary skills for the job market.

Several organizations and companies in the province offer learnerships and entry-level employment opportunities, which provide practical experience and training, helping youth build their careers. These initiatives are part of broader efforts to empower the youth in the Northern Cape and provide them with the tools they need to succeed.

7.2 INTERNAL ENVIRONMENT ANALYSIS

Separating the Corporate Management (internal departmental functions) from the core functions of the department has not been implemented since the approval of the 2017 Organisational Structure and the review of the Organizational Structure stated in the precious cycle. Over the past 3 financial years, in terms of this particular broad functional area, the focus has mainly been on the review of the organisational structure for the OTP. The structural review process formed part of the broader project, designed to ensure strategic alignment between the Strategic Plan, Service Delivery Model, Organisational Structure, HR Plan and budget structure. The Compensation of Employee Committee closely monitored the filling of vacancies within the department to ensure that critical positions are filled within the cost containment directives.

The organisation is currently facing capacity constraints and budgetary limitations. It has taken on additional functions but has not increased its human capital. The current organizational structure does not fully meet the demands of the organisation, and budget cuts have strained employees. To address this, the organization is exploring options such as leveraging technology, streamlining processes, redefining roles, and fostering a supportive environment.

The Office of the Premier has established collaborations with a diverse range of stakeholders, including universities, TVET colleges, the business sector, and the SETAs, among others. Nonetheless, the full potential of these partnerships to bolster the province's initiatives has not yet been fully realized. This area will be a heightened focus in the upcoming term.

A communication strategy was formally approved during this term with the objective of enhancing government communication within the province. The primary focus for this term will be on the adaptation of contemporary communication methodologies.

As already pointed out under 7.1.1 above, the virtual landscape of the province leaves much to be desired, and greatly affects/ disadvantages access the services. As a result, the Office of the Premier endeavours to enhance our modernisation efforts by improving technological advances required in the areas of administration across departments, cyber security for the protection of state information and digital knowledge management. This may lead to the sharing of vital IT services that may be pooled under an IT Shared Service Centre.

In our ongoing commitment to human capital development, the Office of the Premier is actively focusing on skills development as a vital element of our economic growth strategy. Through a range of initiatives, we are not only investing in the future of our youth but also proactively addressing critical skills shortages in the province. This approach aims to create a more skilled workforce and drive sustainable economic progress.

Sustainable Development Goal 5 emphasizes the importance of gender equality by advocating for the inclusion of women and women's organizations in decision-making processes and the development of socioeconomic recovery plans, specifically targeting women and girls. To achieve this, it is essential to integrate gender-responsive planning, budgeting, and monitoring and evaluation. This approach ensures that resources are allocated based on the distinct needs of women and men, and that services are provided according to the specific requirements of each gender.

The performance of the Northern Cape government in the areas of gender-responsive planning and budgeting has produced mixed outcomes. On one hand, the province has made significant progress in embedding gender considerations within its development plans and budgets. However, challenges remain in the complete implementation of gender-responsive practices and in attaining measurable benefits for women and girls.

In recent years, the Northern Cape government has improved its gender-responsive budgeting and planning. The Provincial Treasury has implemented gender-specific indicators in the budgeting process to monitor progress toward gender equity goals.

To improve compliance, gender-responsive budgeting has been integrated into all Senior Management Performance Agreements across the province. Monitoring and evaluation will take place through quarterly performance assessments.

The Monitoring and Evaluation unit leads the Institutionalisation of M&E processes through the Integrated Monitoring and Evaluation Framework, which is aimed at streamlining monitoring and evaluation processes, in its pursuit to improve the structure and performance of institutions, programmes, projects and operations; improve accountability and transparency; reduce reporting fatigue; ensure consistent and unambiguous reporting; support decision making; Interpreting performance trends; guide remedial / corrective measures; and generate knowledge.

The unit developed and implemented the Performance Information Management System, which was aimed at ensuring seamless reporting and eliminating duplication, while ensuring the ability to enhance analysis and triangulation of all reporting areas in PM&E through an automated electronic system. This system does not remain static and is adapted to the ever-changing demands, when required. Enhancements are also aimed at providing more functionality.

The M&E unit participates in Performance engagements at EXCO level, through the Premiers Bilaterals and dialogues with departmental executives through the performance reviews.

The Frontline service delivery monitoring seek to assess service delivery at the frontline through baseline assessments and Improvement verifications at identified facilities. Measuring frontline performance against set service norms and standards.

7.2.1 ANALYSIS OF PREVIOUS TERM PERFORMANCE 2019-2024

Towards the end of the last term of office, a number of studies / assessments were conducted to enable the Northern Cape Office of the Premier to understand the impact of its work over the 2020-2025 period. These studies/assessments included the:

- 1) Economic Impact Analysis:** This was conducted to comprehend the economic impact of the pandemic on the province, including GDP contribution, unemployment rates, and sector-specific performance.
 - 2) Health and Social Services Review:** This included an analysis of the healthcare system's response to COVID-19, vaccination rollout, and its effect on social services.
 - 3) Governance and Accountability:** This refers to the Auditor General's report on predetermined objectives provided insights into the performance and accountability of various departments, highlighting areas of achievement and those necessitating improvement.
 - 4) Risk Management and Fraud Prevention:** Assessments were carried out to evaluate the effectiveness of risk management plans and measures to prevent fraud and corruption within the provincial government. The department commenced with a provincial lifestyle Audit
- These studies were critical in determining the strategic direction and policy adjustments for the province, ensuring that the Northern Cape Government could better serve its citizens and address the challenges brought by the pandemic.

7.2.2 OFFICE OF THE PREMIER PERFORMANCE DURING 2020-2025

During the 6th Administration several assessments were conducted to enable the OTP to understand the impact of the work in the province over the 2019-2024 period. Assessment of all department's performance on the implementation of priorities and outcomes, as well as the APPs for the 6th Administration. The assessment was done through the quarterly assessment reports of departments as well as bi-lateral session between the Premier and MECs with departments management teams. These are the prominent issues arising from the assessment of departments by the Office of the Premier's performance during the 6th Administration to date.

Depicted below is the Audited APP Performance for the last past five years. It also shows that, Departments of Cooperative Governance, Human Settlement and Traditional Affairs, Education, Health, Roads and Public Works, and Sport, Arts and Culture achieved an average of 67,9%, which is below provincial average.

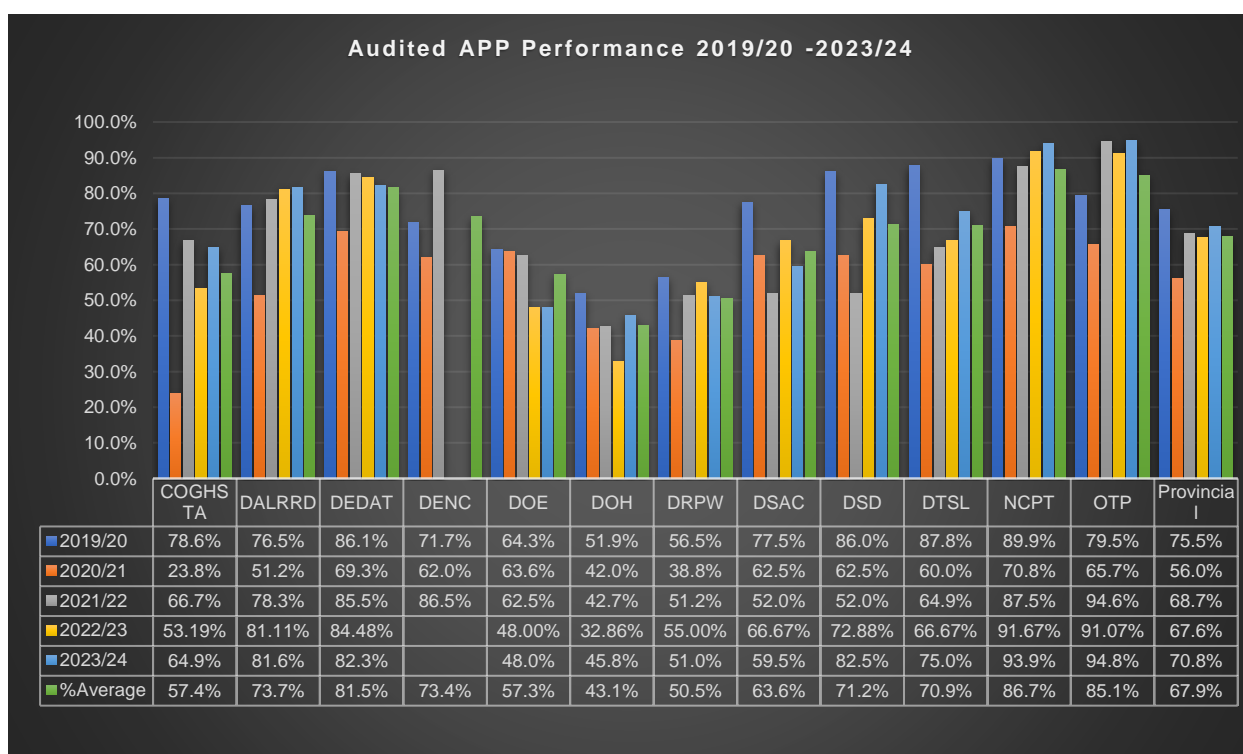


FIGURE 10: AUDITED APP PERFORMANCE 2019/20 - 2023/2024

Source: PIMS - OTP

Through the M & E system and processes, the OTP ensures implementation of the provinces development priorities, fostering accountability for performance (efficiency and effectiveness), promoting learning from experience, facilitating stakeholder coordination, continuously improving use of evidence in decision-making and contributing to policy coherence and impact. The aforementioned statement adequately links the impact statement (improved developmental outcomes) with the outcome of improving accountability through institutional support.

Accountability measures on performance will remain central to ensure that the 7th Administration delivers on its mandates.

During the 6th Administrative cycle, the province adopted Integrated Reporting, Monitoring and Evaluation to guide performance monitoring. This has been aligned to the 3 Pillars of the Vision of a Modern, Growing and Successful Province.

The integrated performance reporting, monitoring and evaluation system adopted in the province will continue to gain momentum in this financial year, aligning to the monitoring requirements of the 2024-2029 Medium Term Development Plan (MTDP), thereby ensuring that government wide monitoring is concluded on a priority area of the province.

This Integrated M & E has been strengthened through the implementation of the Web based Performance Information Management System (PIMS). This has provided for automated reporting on all deliverables by provincial departments aimed at addressing the challenges presented by the cumbersome manual reporting and monitoring processes, allowing for seamless reporting, thus improving on M & E practices and processes in the province. The reporting, monitoring and analysis of performance of all departments will continue through the PIMS.

The OTP M & E plans for the 2024/25 – 2029/30 MTDP are aimed at generating good quality and timeous information to guide decision-making across the province and unlock service delivery challenges through remedial intervention. Planned actions include;

- Enhancing the PIMS system as the central point of quarterly reporting by all provincial departments in relation to all areas being monitored, thus ensuring that performance analysis is integrated. This includes expanding PIMS reporting at departmental level.
- The Frontline Service Delivery monitoring of selected facilities spread across the districts with a total of 69 facilities identified for improvement monitoring.
- Ensuring that the voice of the citizen and concerns of the citizens of the province are heard and responded to through the monitoring of the Presidential Imbizo concerns registered by communities.
- Establishing M & E frameworks for the monitoring of the Provincial priorities aligned to the vision of the Province, the MTDP results framework, Provincial MTDP Implementation Plan.
- Monitoring and analysis of the implementation of Annual Performance Plans Performance Information, as well as Conditional Grants planned outputs of all provincial departments.
- Integrating performance analysis of financial and service delivery performance through the WEB reporting system PIMS.
- Creation of a Development Indicator Database for the Province on indicators identified to illustrate the progress of the province towards meeting a range of economic, social, governance and environmental goals. Planning in this regard has begun in 2024/25 financial year and implementation will be a continuous project over the MTDP. This Development Indicator Database will provide performance trends over a timeline, with regards to specific indicators. This will be accessible to planners and other stakeholders enabling them to measure trends for improved decision making and track outcomes.
- A range of capacity building initiatives aimed at strengthening M & E capacity within the province so that the M & E processes are evidence based.

- Investigate innovative technological possibilities to assist with capacity challenges and improve quality of work.
- With the funding and capacity constraints to coordinate and implement Evaluations in the province, partnerships with DPME and other funders are being explored towards conducting and capacitating for Evaluations in the province.

7.2.3 ANALYSIS OF ORGANISATIONAL CAPACITY AND CAPABILITY

To leverage its unique strategic position at the provincial level, the Office of the Premier conducted a review of its organizational structure. This review aimed to create an enabling policy environment and support the effective implementation of policies across various departments. The objective was to establish organizational architecture that would enable the Premier's Office to provide strategic leadership, coordination, guidance, and implementation support to provincial departments. This initiative was also intended to help address the growing responsibility of delivering government services to the citizens of the Northern Cape Province in a manner that meets their needs.

Although this process has been extremely challenging due to significant fiscal constraints, it is now nearing completion. It is envisaged that the Premier will be able to do the final approval of the proposed organisational structure, following consultation with the Minister of Public Service and Administration, for implementation from as April 2025, for full completion over the 2025/26 to 2027/28 Medium-Term Expenditure Framework (MTEF) period.

Once approved, the implementation of the organizational structure will involve a critical reassessment of current position designs and a revision of all job descriptions to ensure their relevance. This process will optimize the limited available positions within the Department. Furthermore, the Medium-Term Expenditure Framework (MTEF) Human Resources Plan will be aligned to help build the strongest possible team while staggering the implementation of the organizational structure throughout the MTEF period. It is essential for the Department to re-evaluate processes and ensure an equitable distribution of responsibilities and workload, prioritizing quality and effectiveness over mere numbers. The Department is experiencing a lack of capacity across the organisation, but notably in areas such as Monitoring and Evaluation, Policy and Planning, Knowledge Management, ICT and Change Management, with skills shortages in areas such as strategic planning, research, organisational development, HR planning and data analysis, amongst others, which puts severe strain on the organisation to deliver on its mandate

in such areas. The lack of human resources also significantly limits the reach of the functions performed by the Department.

Total Staff on Approved Structure	
Filled Posts as 31 August 2024	249
Vacant Posts as on 31 August 2024	24
Vacancy Rate as 31 August 2024	9.6%
Gender Composition	Males = 89
	Females = 160

TABLE 1: TOTAL STAFF ON APPROVED STRUCTURE AS AT 31 AUGUST 2024

7.2.4 PLANNING INSTRUMENTS

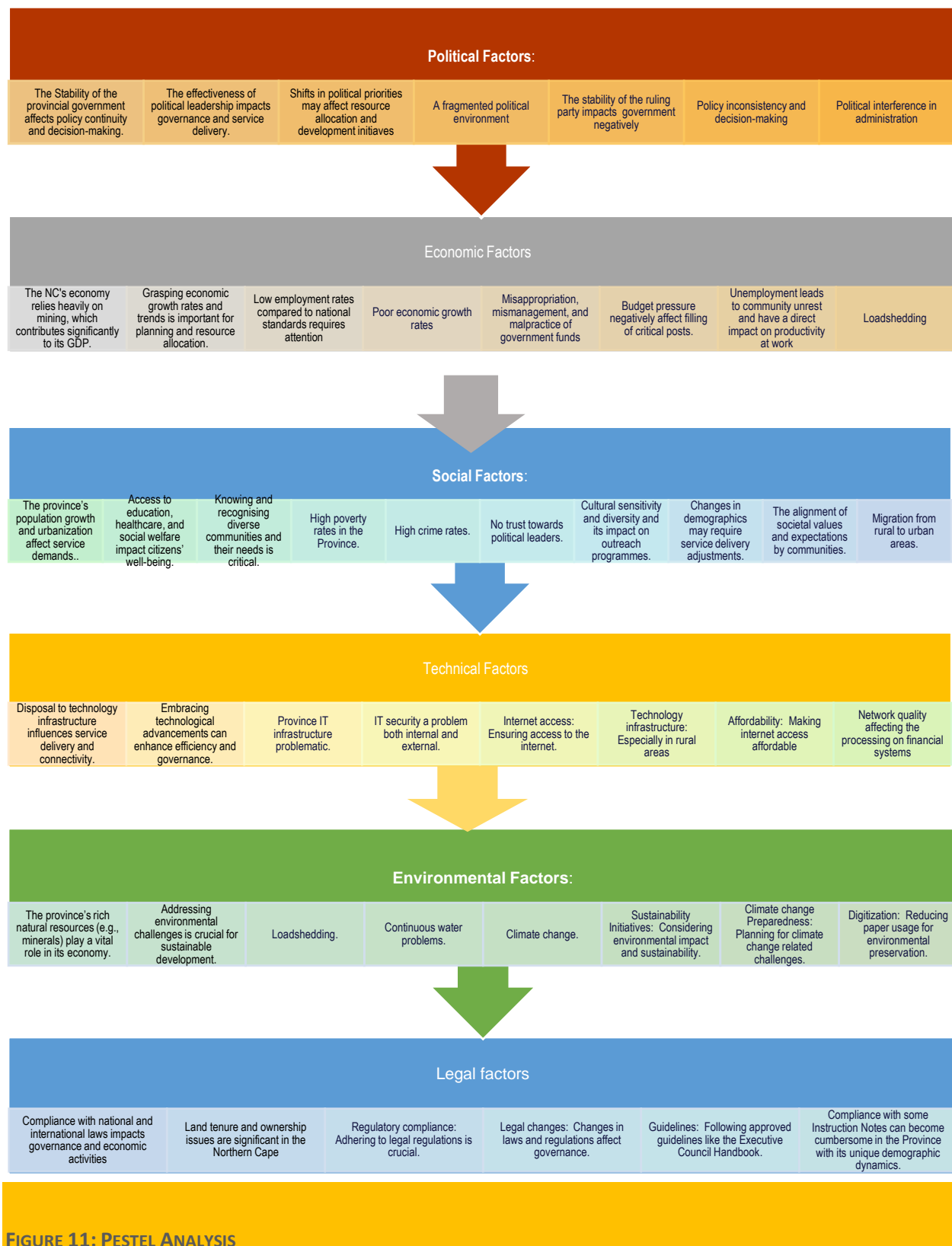
Planning tools for understanding the Province's position and potential approaches for improvement.

7.2.4.1 PESTEL

The PESTEL analysis serves as our strategic tool to assess external factors influencing the department's operations and strategies. It provides a comprehensive interpretation of the broader environmental context, considering political, economic, social, technological, legal, and environmental aspects. On the other hand, the theory of change focuses specifically on our programme logic and outcomes. By understanding the causal pathways between events, immediate outcomes, and long-term impact, the theory of change guides the planning, implementation, and evaluation of social interventions for the Office of the Premier.

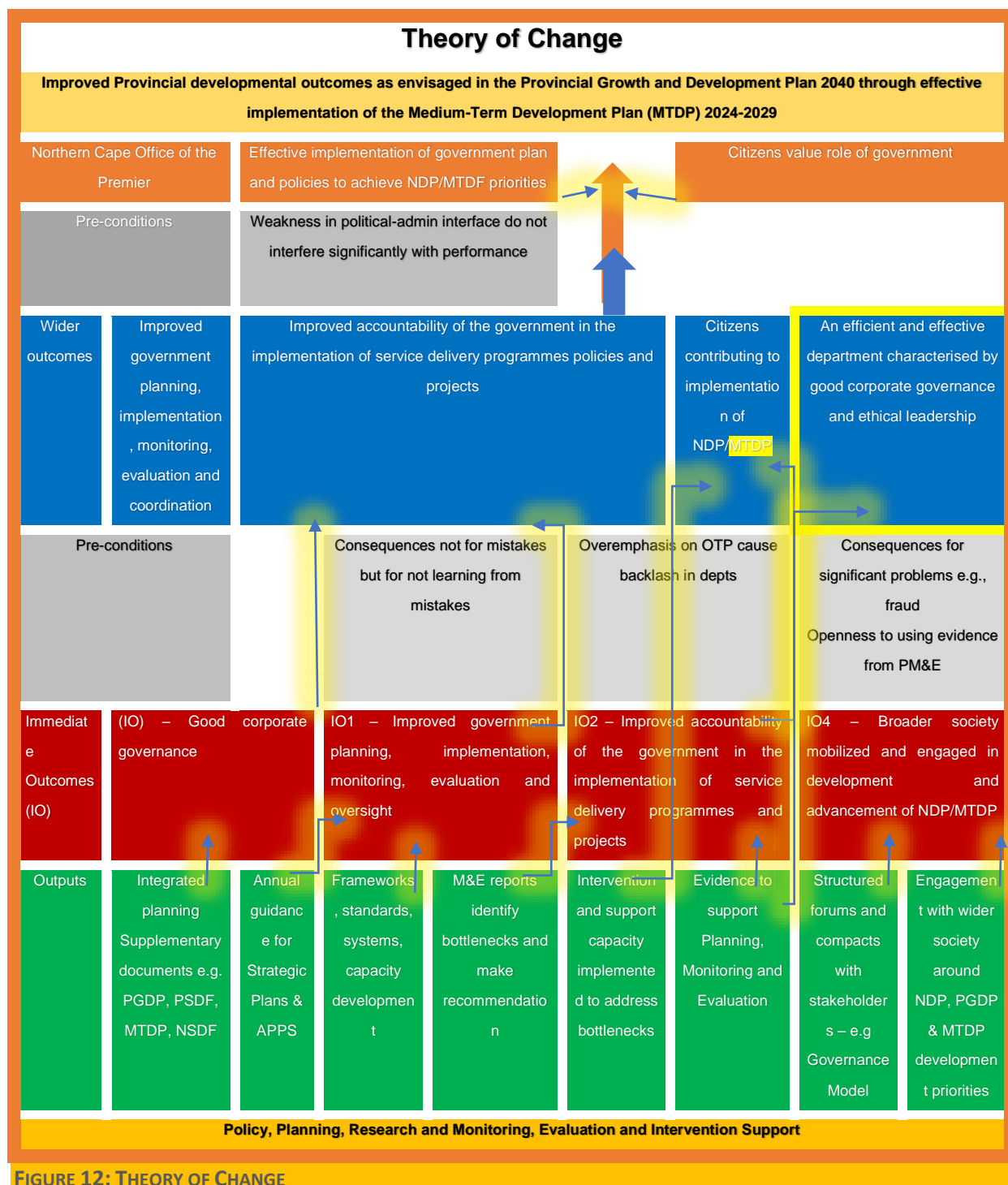
Merging both approaches augment the strategic decision-making of the Office of the Premier. The PESTLE analysis informs the external context, while the theory of change ensures alignment between activities and desired outcomes. By integrating these frameworks, the Office of the Premier envisages to navigate complex environments effectively and achieve meaningful results, by considering the political, economic, social, technical, environmental and legal factors.

As showed below the Northern Cape Provincial Government consider these factors when formulating policies, allocating resources, and planning for sustainable development. *The province's unique economic structure, population dynamics, and environmental context shape its governance landscape.*



7.2.4.2 THEORY OF CHANGE

The theory of change for the Office of the Premier serves as a strategic framework to outline how specific interventions are projected to lead to the anticipated development outcomes. The main facets of this theory involve the following:



The aforementioned changes with the changing landscape, ensuring effective governance and positive impact in the Northern Cape Province.

7.2.4.3 SWOT ANALYSIS

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> ✓ Skilled, Capable and dedicated workforce ✓ Diversity ✓ Sound Regulatory environment ✓ Upskilling and study opportunities ✓ Governance and policy-making ✓ Well-defined strategic plans ✓ Regular reporting on achievements and challenges ✓ Capable staff in place with the requisite skills. ✓ Established and functional structures. ✓ Disciplined staff who comply with operating protocols. ✓ Functional civil society forum sectors at all spheres of government ✓ Multi-sectoral structures in all spheres of government ✓ Sound business processes and policies in place ✓ Low turn-around of staff leaving, backing corporate memory ✓ Good interface with internal and external stakeholders 	<ul style="list-style-type: none"> ✓ Insufficient financial and human capital ✓ Resistance to change ✓ Working in Silos ✓ Too many critical vacant posts & Low staff morale ✓ Frequent change in budgets ✓ Lack of human capacity ✓ Turnaround time of initiation interventions ✓ Financial limitations impact resource allocation ✓ Budget challenges due to cost containment, reprioritisation of financial and human resources may be necessary ✓ Not meeting all planned targets ✓ Insufficient human and financial resources ✓ Fiscus is shrinking - negative impact on service delivery ✓ Late exchange of information / Lack of communication ✓ Poor/weak bottom-up communication / interventions ✓ Lack of capacity on research, monitoring, and evaluation ✓ Skewed focus on compliance at the expense of service delivery and government's mandate ✓ Misalignment of strategy, structure and budget ✓ No opportunities to conduct frontline research or benchmarking international best practices ✓ Inability to implement action plans
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> ✓ Youth unemployment ✓ Retention Strategy Research ✓ Strong leadership ✓ Good stakeholder relations ✓ Untapped potential for economic growth, tourism, and natural resources ✓ Partnerships with other government departments, private sector, and civil society can enhance impact ✓ Leveraging technology and innovative approaches can drive efficiency ✓ Review of the SP/OS/Budget structure ✓ Doing more with less ✓ Streamlining internal and external business processes ✓ Digitizing work processes ✓ Conduct research ✓ Continuous updating of business processes to strengthen coordination ✓ Need for political and administrative support ✓ Manageable media environment ✓ Strong relations and networks with key stakeholders ✓ Co-operative civil society 	<ul style="list-style-type: none"> ✓ Skills competition between private and government ✓ Climate change & Natural Disasters ✓ Litigations ✓ Population growth's food security ✓ Declining capacity of natural resources to sustain livelihoods ✓ Perceived lack of opportunities in the NC ✓ Cost containment measures ✓ Providers not implementing projects as envisaged ✓ Lack of job opportunities ✓ Fraud and corruption ✓ Lack of capacity ✓ Economic fluctuations and external factors can affect development initiatives ✓ Changes in political leadership or policies may impact the organization ✓ Meeting citizens' expectations while managing limited resources ✓ Poor feedback on commitments to communities ✓ Lack of responsiveness by local government to community concerns and issues

✓ Dialogues with communities	✓ Poor governance ✓ Corruption and mismanagement of resources ✓ Fiscal constrains / Cost containment coupled with shrinking budgets ✓ Persistent Loadshedding and Internet connectivity
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FIGURE 13: SWOT ANALYSIS

PART C

MEASURING OUR PERFORMANCE

PART C: MEASURING OUR PERFORMANCE

8. INSTITUTIONAL PERFORMANCE INFORMATION

8.1 MEASURING THE IMPACT

Impact statement
Improved Provincial developmental outcomes as envisaged in the National Development Plan (NDP 2030), PGDP Vision 2040 through effective implementation of the Medium-Term Development Plan (MTDP) 2024-2029.

8.2 MEASURING OUTCOMES

Medium Term Development Plan Priority		Priority 3: Build a capable, ethical and developmental state	
Outcome 1	Outcome indicators	Baseline	Five-year targets
An effective and efficient department that promotes transparency, accountability, and ethical decision-making	Unqualified audit opinions	9 consecutive clean audits	Annual unqualified audit opinion
Medium Term Development Plan Priority		Priority 1: Inclusive growth and job creation Priority 2: Reduce Poverty and tackle the high cost of living Priority 3: Build a capable, ethical and developmental state	
Outcome 2	Outcome indicators	Baseline	Five-year targets
Improve compliance with the HRM&D Legislative Framework	Level of compliance by stakeholders with the HRM&D Legislative Framework monitored	New	Compliance by the stakeholders with the HRM&D Legislative Framework reported
Institutionalisation of the Northern Cape Provincial IT Shared Service Centre	Institutionalisation of the Northern Cape Provincial IT Shared Service Centre	IT Shared Service Centre Proposal	Northern Cape Provincial IT Shared Service Centre
Medium Term Development Plan Priority		Priority 1: Inclusive growth and job creation Priority 2: Reduce Poverty and tackle the high cost of living Priority 3: Build a capable, ethical and developmental state	
Outcome 3	Outcome indicators	Baseline	Five-year targets
Improved government planning, implementation, monitoring, evaluation, oversight and coordination	Institutionalised planning into a functional integrated system through the Provincial Governance, Coordination and Service Delivery Model	Approved Provincial Governance, Coordination and Service Delivery Model	100% District Development Model integrated as a primary planning tool in the system of planning
	Average provincial performance	67,9%	75%

	on planned provincial priorities		
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8.3 EXPLANATION OF PLANNED PERFORMANCE OVER THE FIVE-YEAR PLANNING PERIOD

The Office of the Premier plays a crucial role within the provincial government, primarily responsible for coordinating the operations of the Northern Cape Provincial Administration and offering strategic leadership. Therefore, our envisaged impact is linked to the three strategic priorities of the Medium-Term Development Plan for 2024-2029. The Office of the Premier will ensure integrated service delivery, aligned with the goal of good corporate governance. To contribute towards the MTDP 2024-2029 the department envisaged to enhance sustainable development, social equity, and economic growth through effective strategic and spatial planning, monitoring, and evaluation, in alignment with the Provincial MTDP 2024-2029. Effective coordination across policy, planning and implementation through the Province IGCSD Model will be key focus area.

The Office of the Premier remains committed to prioritise designated groups through procurement expenditure. Furthermore, the targeted advertisements for the appointments of people with disability in critical positions will ensure the achievement of the 2% target, and increase the current average of 2.6% within the Office of the Premier. The female appointments at SMS level will also be a priority for the next 5 years to ensure the 50% level is maintained.

Impact of Outcomes

In order to facilitate an evidence-based approach to the implementation of the MTDP the roadmap for the period 2025-2029 for be followed:



Implication of the MTDP on Policy, planning and monitoring

The MTDP 2024-2029	The OTP 2024-2029
<ul style="list-style-type: none"> ▪ The MTDP continues to support the NDP goals and builds on the Statement of Intent of the Government of National Unity ▪ The MTDP outlines 3 Strategic Priorities, but the focus on economy cuts across all strategic priorities and priority interventions to direct planning and resources ▪ The plan will primarily respond to addressing the economic and socio-economic challenges that faces the country ▪ Greater focus and a reduction in priority interventions ▪ Incorporates scenario planning ▪ Cluster implementation plans ▪ Resource considerations 	<ul style="list-style-type: none"> • Facilitate Coordination: Expected to facilitate the coordination, integration, and alignment for policy development, planning, and implementation of the MTDP in the Province. • Agenda Setting: Manage agenda setting and reform the cluster system to improve its effectiveness. • Programmatic Approach: Develop a programmatic approach to identify areas of duplication and inefficient programs using financial and performance information. • Organizational Structure Reform: Advice on reforming the macro organizational structure and functioning of the state to improve effectiveness and limit duplication. • Evidence-Based Implementation: Facilitate an evidence-based approach to the implementation of the MTDP, supporting, planning, monitoring and evaluation, • Integrated Data Management: For tracking and managing performance, decision making

Through the M & E system and processes, the OTP ensures implementation of the provinces development priorities, fostering accountability for performance (efficiency and effectiveness), promoting learning from experience, facilitating stakeholder coordination, continuously improving use of evidence in decision-making and contributing to policy coherence and impact. The afore-mentioned statement adequately links the impact

statement (improved developmental outcomes) with the outcome of improving accountability through institutional support.

Accountability measures on performance will remain central to ensuring that the 7th Administration delivers on its mandates.

During the 6th Administrative cycle, the province adopted Integrated Reporting, Monitoring and Evaluation to guide performance monitoring. This has been aligned to the 3 Pillars of the Vision of a Modern, Growing and Successful Province.

The integrated performance reporting, monitoring and evaluation system adopted in the province will continue to gain momentum in this financial year, aligning to the monitoring requirements of the 2024-2029 Medium Term Development Plan, thereby ensuring that government wide monitoring is concluded on a priority area of the province.

This Integrated M & E has been strengthened through the implementation of the Web based Performance Information Management System (PIMS). This has provided for automated reporting on all deliverables by provincial departments aimed at addressing the challenges presented by the cumbersome manual reporting and monitoring processes, allowing for seamless reporting, thus improving on M & E practices and processes in the province. The reporting, monitoring and analysis of performance of all departments will continue through the PIMS.

The OTP M & E plans for the 2024/25 – 2029/30 MTDP are aimed at generating good quality and timeous information to guide decision-making across the province and unlock service delivery challenges through remedial intervention. Planned actions include:

- Enhancing the PIMS system as the central point of quarterly reporting by all provincial departments in relation to all areas being monitored, thus ensuring that performance analysis is integrated. This includes expanding PIMS reporting at departmental level.
- The Frontline Service Delivery monitoring of selected facilities spread across the districts with a total of 69 facilities identified for improvement monitoring.
- Ensuring that the voice of the citizen and concerns of the citizens of the province are heard and responded to through the monitoring of the Presidential Imbizo concerns registered by communities.
- Establishing M & E frameworks for the monitoring of the Provincial priorities aligned to the vision of the Province, the MTDP results framework, Provincial MTDP Implementation Plan.
- Monitoring and analysis of the implementation of Annual Performance Plans Performance Information, as well Conditional Grants planned outputs of all provincial departments.

- Integrating performance analysis of financial and service delivery performance through the WEB reporting system PIMS.
- Creation of a Development Indicator Database for the Province on indicators identified to illustrate the progress of the province towards meeting a range of economic, social, governance and environmental goals. Planning in this regard has begun in 2024/25 financial year and implementation will be a continuous project over the MTDP. This Development Indicator Database will provide performance trends over a timeline, with regards to specific indicators. This will be accessible to planners and other stakeholders enabling them to measure trends for improved decision making and track outcomes.
- A range of capacity building initiatives aimed at strengthening M & E capacity within the province so that the M & E processes are evidence based.
- Investigate innovative technological possibilities to assist with capacity challenges and improve quality of work.
- With the funding and capacity constraints to coordinate and implement Evaluations in the province, partnerships with DPME and other funders are being explored towards conducting and capacity for Evaluations in the province.

9. KEY RISKS

Outcomes	Key Risks	Risk Mitigations
An effective and efficient department that promotes transparency, accountability, and ethical decision-making	Insufficient financial and human resource allocation	Reorganisation of functions and filling of absolute critical posts within the Department
Improve compliance with the HRM&D Legislative Framework	Lack of cooperation and non-compliance from provincial departments	Development of an HRM/D compliance framework
Institutionalisation of the Northern Cape Provincial IT Shared Service Centre	Inadequate stakeholder engagement and resources	Follow PMOG processes for establishment of IT shared service centre
Improved government planning, implementation, monitoring, evaluation, oversight and coordination	Inadequate stakeholder engagement	Use participatory planning tools to facilitate active involvement.
	Lack of capacity to support all institutions	Investigate the utilisation of AI to assist provincial institutions

10. PUBLIC ENTITIES

The department does not have any entities.

PART D

TECHNICAL INDICATOR DESCRIPTION

PART D: TECHNICAL INDICATOR DESCRIPTION

Indicator Title	1.Unqualified audit opinions
Definition	Auditing supports good corporate governance by providing independent verification, ensuring compliance, assessing risk management, and enhancing transparency and accountability. The Audit General audit the department's non-financial and financial performance and the department strive to achieve a unqualified audit report
Source of data	AGSA
Method of Calculation / Assessment	Qualitative
Assumptions	Legislative Frameworks are complied with
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Desired performance	Higher performance desired
Indicator Responsibility	Chief Financial Officer
Indicator Title	2. Level of compliance by stakeholders with the HRM&D Legislative Framework monitored
Definition	Compliance with HRM/D frameworks
Source of data	Provincial departments
Method of Calculation / Assessment	Qualitative
Assumptions	Legislative Frameworks are complied with
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Desired performance	Higher performance desired
Indicator Responsibility	Chief Director: HRM/D
Indicator Title	3. Institutionalisation of the Northern Cape Provincial IT Shared Service Centre
Definition	Refers to the centralisation of IT related services and resources to improve service delivery
Source of data	Approved IT Shared Service Centre Proposal
Method of Calculation / Assessment	Qualitative
Assumptions	Establish and resource the IT Shared Service Centre
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Desired performance	Implementation of the IT Shared Service Centre
Indicator Responsibility	Chief Director: ICT
Indicator Title	4. Institutionalised planning into a functional integrated system through the Provincial Governance, Coordination and Service Delivery Model
Definition	Institutionalised planning into a functional integrated system
Source of data	NCPA
Method of Calculation / Assessment	Qualitative
Assumptions	Legislative Frameworks are complied with
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Desired performance	Higher performance is desirable
Indicator Responsibility	Chief Director: Policy and Planning
Indicator Title	5. Average provincial performance on planned provincial priorities
Definition	Refers to improvement in the average performance of provincial departments on PDOs over the MTDP.
Source of data	PIMs

Method of Calculation / Assessment	Sum of annual PDO performance of all provincial departments /total provincial institutions *100 (Quantitative)
Assumptions	All provincial institutions report quarterly All indicators are relevant Requisite capacity is available to provide support
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Desired performance	Higher performance is desirable
Indicator Responsibility	Chief Director: Performance Monitoring and Evaluation