



Office of the Premier

NORTHERN CAPE PROVINCE

STRATEGIC PLAN

2020-2025

Executive Authority Statement

Two days after my inauguration as Premier in May 2019, our local newspaper, the Diamond Fields Advertiser (DFA), carried an article that purported to reflect the state of the province that I inherited under the headline: “The state of Zamani’s Province.”

The article was based on Stats SA’s General Household Survey (GHS), 2018 which was released while I was delivering my inaugural speech on 28 May 2019. It could not have come at a better time. Statistics seldom if ever lie. The article and by implication the GHS point us to areas where the Northern Cape Province has been doing well, but importantly also to those areas where the Province has not been doing so well. There certainly are a range of challenges which seem to be persistent despite elaborate plans, interventions and measures implemented by the provincial government over the past few years. Key among these challenges, are the triple fault lines of poverty, unemployment and inequality that continue to rob our people of their dignity while slowly eroding the hope for a better life which was ignited 25 years ago.

It is within this context that the 6th Administration, as part of the national renewal effort, sought to craft a new vision for the province that will inspire and thus reinvigorate the hope for the better life for all envisaged by the RDP then and the NDP now.

The new vision of the Province, “A Modern, Growing and Successful Province” articulates a fresh perspective wherein is embedded the notion of renewal or modernisation as catalyst for economic growth and success in tackling the triple challenges. However, the new vision requires an outlook and paradigm that is not content with the status-quo and existing comfort zones. It is therefore not by any coincidence that the 6th Administration deliberately chose to be uncompromisingly characterised by hard-work and outside the box thinking to bring about the much needed radical changes.

The development of the Provincial Medium Term Strategic Framework Programme of Action (MTSF POA) 2019-2024 prompted us to challenge and stretch ourselves as we considered what would be the most needed radical changes that the Provincial Government, in collaboration with multi-sectoral partners, needs to bring about.

The mandate as given by the electorate when they expressed a majority vote of confidence in the ANC to deliver the seven programmatic priorities articulated in its 2019 Elections Manifesto

required us to carefully choose interventions that will guarantee that radical change in the poverty, unemployment and inequality landscape.

The development of the Provincial Programme of Action coincides with the review of the Provincial Growth and Development Plan with the objective to ensure alignment between the PGDP and the MTSF 2019-2024. This alignment is very important since the MTSF articulates the 7 Priorities that constitute government's overarching policy framework derived from the 2019 Electoral Mandate and the National Development Plan Vision 2030.

The Provincial MTSF 2019-2024 Programme of Action will thus also constitute the high level Provincial Growth and Development 5-Year Implementation Plan as it will reflect the sequenced interventions and targets based on the PGDP Pillars, Drivers and High Impact Investment Projects aimed at growth, development and prosperity.

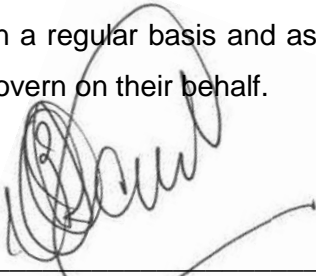
It is with a deep sense of urgency that I REITERATE some of the statements made during the post elections State of the Province Address on the 5th of July 2019. When I provided the details of the direction that we opted to embark upon over the 5 year term, I called on social partners across all sectors of society to join hands with government as we embark on the 5-year journey in pursuit of a shared vision of a Modern, Growing and Successful Province.

Because we are very much aware that the main determinant of governance is the citizen's demands and the extent to which their demands are met and satisfied, this Administration is equally mindful of the non-negligible imperative to wilfully and purposefully act out the electoral mandate. I therefore reiterate the assurance given during my Acceptance Speech, namely that the people's trust will not be betrayed nor will it ever be taken for granted. We will thus pursue the electoral mandate conscientiously and with the necessary speed.

We present this Strategic Plan for the 2019-2024 MTSF Programme of Action / PGDP 5-Year Implementation Plan and Monitoring Framework, as the instrument by which we direct the whole Provincial effort and resources to the delivery of the Provincial Growth and Development Plan in line with the 7 MTSF priorities derived from the electoral mandate given on the 8th of May 2019.

We commit to deliver accordingly, conscientiously and with the necessary speed, in the spirit of Khawuleza! The Provincial 2019-2024 MTSF Programme of Action / PGDP 5-Year Implementation Plan and Monitoring Framework will also allow us to track and report progress

on a regular basis and as such account to the electorate who has given us the mandate to govern on their behalf.

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

DR ZAMANI SAUL

EXECUTIVE AUTHORITY OF THE NORTHERN CAPE

Accounting Officer Statement

The Office of the Premier has consistently, over the last four (4) years, led by example in obtaining financially unqualified audit opinions with no findings (clean audits). This shows the level of ethical leadership that the department ascribes to and places the Department in a good position to lead Priority 7 of the MTSF Priorities 2019-24 towards a capable, ethical and developmental state at Provincial level.

The Department hosts the Premier, who is the Executive Authority of the Province entrusted with the responsibility to develop and implement legislation and policy within the functional areas of the Province. The main powers and duties of the Premier at Executive level and the Director-General at administrative level, relate to coordinating the affairs of the Northern Cape Provincial Administration, ensuring co-operation from Northern Cape Provincial Departments and providing strategic direction, as legislated.

Because of the constitutional powers of the Premier and the powers and duties entrusted to the Director-General as head of the Office of the Premier, this department has a dual function of being both inward as well as outward looking. The Programmes of the Department are accordingly structured to accommodate this duality. Programme 1 therefore takes account of the internal functions of the Department geared at providing support to the Executive Authority and Director-General to optimally exercise their powers and performing their responsibilities. It is this Programme that is the core driver of the Executive and strategic coordination functions, in that this is where the Executive Council Support as well as the Director-General (HODs') Forum supports lies. These two Fora are the main structures established for coordinating the affairs of the Northern Cape Provincial Administration.

Programmes 2 give impetus to the powers and functions of the Premier and Director-General by ensuring compliance by departments in respect of mainly the support functions that the Director-General is empowered to give strategic direction. Programme 3, similarly, provides the Executive Authority and the Director-General with the tools to exercise their powers and perform their functions optimally through research, planning and monitoring and evaluation of the affairs of the provincial administration.

Despite persistent budgetary challenges, the following major achievements from the previous five (5) year period:

- ▶ Four (4) consecutive financially unqualified audit opinions with no findings, with the other audit opinion in the first year of the previous strategic planning cycle being that of a financially unqualified audit opinion with one finding;

- ▶ Structures are in place to coordinate the affairs of the provincial administration, such as the Executive Council, the Clusters as well as the HOD Forum at an administrative level with supporting Technical Forums. At political level the Executive Outreach programme has assisted in bringing the Executive closer to the people and holding them accountable to the people of the Northern Cape Province;
- ▶ There has been a considerable improvement in the Department meeting its performance targets, which is attributable to the strengthening or capacitating of the corporate management and strategic management functions as well as the integrated approach followed by the Department between the aforementioned units with that of Performance Information Monitoring unit;
- ▶ Despite capacity constraints in the Policy and Planning unit, we have been able to finalise the draft Provincial Growth and Development Plan that will serve as the blueprint for spatial integration and moving us to a modern, growing, successful Province.

Our strategic focus for the duration of this 2020 to 2025 period is to strengthen the integration and synergy of the Provincial Departments and its affairs. It is only when the provincial administration works in harmony that we will be able to achieve maximum output to service delivery and make an impact in alleviating poverty, unemployment and inequality. This harmonious and seamless service delivery can only be achieved if Office of the Premier strengthens its role of coordination, ensuring co-operation as well as giving strategic direction to departments as espoused in the Public Service Act.

For this purpose, we will have to capacitate our planning, research, policy development and monitoring and evaluation functions. These areas, together with the Information Technology functions, will position the Province in accomplishing the vision of a Modern, Growing and Successful Province. Our planning and research capabilities would assist us in policy development, which will ultimately address the challenge the province has been facing in not developing province-specific legislation.

A lack of funds remains of biggest challenge in the department as it hampers implementation of the organisational structure, prevent us from capacitating our planning, research, policy development, and monitoring and evaluation functions and upgrading Information Technology infrastructure.

To further strengthen integration, the Department will develop a coordination and co-operation framework, which includes a review of the Cluster system and the Executive Council Outreach

programme, development of an integrated planning and monitoring system as well as the centralization of the bursary schemes in the provincial administration.

At the start of this strategic term 2020-25, the Office of the Premier will be instrumental in driving the reconfiguration of Departments and functions aimed at eliminating duplication of functions and generally improving efficiencies in the provincial administration towards a better Province, a better South Africa, a better Africa and a better World.

I acknowledge the founding documents that inform this Strategic Plan, being:

- ▶ The manifesto of the governing party;
- ▶ The Medium Term Strategic Framework (MTSF) Priorities 2019-24;
- ▶ The Draft Northern Cape Provincial Growth and Development Plan (NC PGDP);
- ▶ The Draft Northern Cape Spatial Development Framework (NC PSDF).

This Annual Performance Plan 2020/21 is a product of extensive engagement with all staff in the Department and is similarly the product of extensive engagement with Departments within the Northern Cape Provincial Administration as well as National Government Departments that were able to engage with us on statistics and other relevant information needed for planning purposes.

These processes are to ensure buy-in from all stakeholders, which we were able to obtain. Based on that buy-in, I, together with the management and staff of the department, commit to implement the targets set to the best of our abilities, in an integrated manner and within the resources allocated.



MR JUSTICE BEKEBEKE

ACCOUNTING OFFICER OF THE NORTHERN CAPE

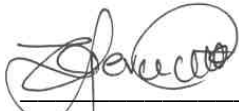
Official Sign-Off

It is hereby certified that this Strategic Plan:

- Was developed by the management of the Office of the Premier under the guidance of Dr Zamani Saul.
- Takes into account all the relevant policies, legislation and other mandates for which the Office of the Premier is responsible.
- Accurately reflects the Impact and Outcomes, which the Office of the Premier will endeavour to achieve over the period 2020-2025.



Ms G Matlaopane
Programme Manager


Dr Moses Gasela
Chief Financial Officer

Ms Zadia Langeveldt
Acting Head Official responsible for Departmental Strategic Planning



Mr Justice Bekebeke
Accounting Officer

Approved by:



Dr Zamani Saul
Executive Authority

LIST OF ABBREVIATIONS/ACRONYMS

AIDs	Acquired Immune Deficiency Syndrome
ANC	African National Congress
BBBEEE	Broad Based Black Economic Empowerment
COGTA/COGHSTA	Cooperative Governance and Traditional Affairs (Human Settlement and Traditional Affairs)
COVID	Coronavirus
CSP	Concentrated Solar Power
DDM	District Development Model
DG	Director General
DM	District Municipality
DPME	Department Planning Monitoring and Evaluation
eQPR	Electronic Quarterly Performance Report
EXCO	Executive Council
ECF	Evaluation Competency Framework
GDP	Gross Domestic Product
GIS	Geographic Information System
HOD	Head of Department Forum
HR	Human Resource
IDP	Integrated Development Plans
IGR	Inter-governmental Relations
IR	Industrial Revolution
ICT	Information Communication Technology
M&E	Monitoring and Evaluation
MEC	Member of Executive Council
MTBPS	Medium Term Budget Policy Statement
MTEF	Medium Term Expenditure Framework
MTSF	Medium Term Strategic Framework
NCPA	Northern Cape Provincial Administration
NDP	National Development Plan
NEET	Not in Employment and Training
NPC	National Planning Commission
OTP	Office of the Premier
PGDP	Provincial Growth and Development Plan
POA	Programme of Action
PSDF	Spatial Development Framework
PV	Photovoltaic
RDP	Reconstruction and Development Programme
SDF	Spatial Development Framework
SOPA	State of the Province Address
SONA	State of the Nation Address
SPLUMA	Spatial Planning land Use Management Act

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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 accordance with Section 125 and Section 127 of the Constitution of the Republic of South Africa, 1996 and acts in accordance with Section 7(3) of the Public Service Act.

- ▶ 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

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:

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

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.

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:

- ▶ African Charter on the Rights and Welfare of the Child (ACRWC);
- ▶ African Union Agenda 2063;
- ▶ African Union Heads of States Solemn Declaration on Gender Equality in Africa 2004;
- ▶ Basic Conditions of Employment Act (BCEA);
- ▶ Beijing Platform of Action (1995);
- ▶ Child Friendly Communities (for Local Government);
- ▶ Collective Bargaining Resolutions (Agreements) and Directives;
- ▶ Convention on the elimination of all forms of discrimination Against Women and Children (CEDAW);
- ▶ Corporate Governance of ICT Policy Framework;
- ▶ Cybercrimes and Cybersecurity Bill of 2016;
- ▶ Electronic Communication and Transaction, 2002 (Act No. 25 of 2002);
- ▶ Employment Equity Act;
- ▶ Framework for Managing Programme Performance Information, National Treasury May 2007;
- ▶ Framework on gender responsive Planning, budgeting, Monitoring Evaluation and Auditing;
- ▶ Guide for the Implementation of Provincial Quarterly Performance Reports 2009
- ▶ Government Wide Enterprise Architecture Framework;
- ▶ Human Resource Development Strategy SA 2010-2030;
- ▶ ICT Security Standards and Guidelines;
- ▶ Job Access Strategic Framework;
- ▶ Labour Relations Act;
- ▶ Medium Term Strategic Framework;
- ▶ Minimum Information Security Standards (MISS).
- ▶ MTSF Integrated Monitoring Framework 2019-2024;
- ▶ National Archives and Records Service Act of South Africa 43 of 96;
- ▶ National Child Participation Framework
- ▶ National Development Plan 5 Year Implementation Plan 2019-2024;
- ▶ National Development Plan – Vision 2030

- ▶ National Digital Skills Strategy;
- ▶ National e-Strategy (ISAD Plan);
- ▶ National Monitoring and Evaluation Framework Whitepaper of October 2009
- ▶ National Plan of Action for Children in South Africa
- ▶ National Strategic Intelligence Act (NSIA);
- ▶ National Strategic Planning Green Paper of September 2009
- ▶ New Growth Path
- ▶ Northern Cape Information Society Strategy;
- ▶ Occupational Health and Safety Act;
- ▶ PAIA : Promotion of Access to Information Act, 2000;
- ▶ PAJA : Promotion of Administrative of Justice Act, 2000 (Act No. 3 of 2000);
- ▶ PAMA: Public Administration Management Act, 2014 (Act No. 11 of 2014)
- ▶ Policy Framework for Government –Wide Monitoring and Evaluation, Presidency November 2007
- ▶ POPI : Protection of Personal Information Act 4 of 2013;
- ▶ Provincial Information Security Policy;
- ▶ Public Service Act;
- ▶ Public Finance Management Act (PFMA);
- ▶ Public Service Regulations;
- ▶ Revised Framework for Strategic Plans and Annual Performance Plans, DPME 2019
- ▶ Revised National Evaluation Policy Framework 2019;
- ▶ Rights of Women in Africa (AU Women’s Protocol)2004;
- ▶ S.A. Connect : South Africa’s Broadband Strategy;
- ▶ SADC Declaration;
- ▶ SITA : State Information and Technology Act 88 of 98;
- ▶ Skills Development Act;
- ▶ Skills Development Levies Act;
- ▶ South Africa’s National Policy Framework for Women’s Empowerment of Gender Equality;
- ▶ Statistics Act 6 of 1999;
- ▶ Strategic Framework for Gender Equality within the Public Service (2006-2015);
- ▶ Sustainable development goals (SDG’s);
- ▶ The promotion of Equality and Prevention of Unfair discrimination Act, No 4 of 2000;
- ▶ United Convention on the Rights of the Child (UNCRC);
- ▶ United Nations Convention on the Rights of Persons with Disabilities;
- ▶ White Paper on the Post School Education and Training System (PSET);
- ▶ White Paper on the Rights of Persons with Disabilities
- ▶ Women Empowerment and Gender Equality Bill

2.1 Legislative Changes

There are changes in legislation that will have impact on the operations and mandate of Office of the Premier; these are amongst others the following:

- ▶ Repeal of the Provincial Development Planning Act, 1997;
- ▶ Finalisation of the Northern Cape Spatial Planning Land Use Management Act.

3. Institutional Policies and Strategies over the five year planning period

- ▶ HRM/D Provincial and departmental policies
- ▶ Integrated Provincial HRM Strategy
- ▶ Northern Cape Information Society Strategy;
- ▶ Provincial Evaluation Plan 2018/19-2020-21
- ▶ Provincial HRD Strategy;
- ▶ Provincial Information Security Policy;
- ▶ Provincial Growth and Development Plan;
- ▶ Provincial Integrated Monitoring and Evaluation Framework (draft);
- ▶ Provincial Quarterly Performance Information Guide

4. Relevant Court Rulings

The Office of the Premier does not have any specific court rulings that have a significant, ongoing impact on operations or service delivery obligations.



PART B:

OUR STRATEGIC FOCUS

Part B: Our Strategic Focus

5. Vision

Modern, Growing and Successful Province

6. Mission

Defining our mission

In order to realise and achieve the mission, the Office of the Premier will implement an integrated Service Delivery Model, coupled with vigorous projects and programs that are linked to an integrated governance approach. This will ultimately lead towards quality service delivery to the citizens of the Province.

Mission Statement

To govern the Northern Cape Provincial towards alleviating the triple challenges (unemployment, inequality, poverty) and towards a people centered Public Service.

7. Values

- ▶ Transparency
- ▶ Integrity
- ▶ Equity
- ▶ Professionalism
- ▶ Patriotism
- ▶ Accountability
- ▶ Responsiveness
- ▶ Respect
- ▶ Diversity
- ▶ Collaboration – Linked to social compacting
- ▶ Ethical Leadership of the provincial agenda
- ▶ Transformation
- ▶ Rule of Law – Adherence to the Constitution
- ▶ Passionate / Impact Driven / Focus on Impact
- ▶ Innovation

8. Provincial Strategic Outlook

8.1. 2019-2024 Medium Strategic Term Framework (MTSF) Priorities

The seven national MTSF Priorities for the 2019-2024 Administrative Term are derived from the Electoral Mandate which in turn is aligned to the NDP Vision 2030, whereby the Office of the Premier also contributes to the seven (7) priorities of the MTSF 2019-2024. The 7 priorities are listed as follows:

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

The President called on the whole of government to direct all government policies and programmes in pursuit of the abovementioned priorities, while simultaneously *restoring* “... *the National Development Plan to its place at the centre of our national effort.*” the President, His Excellency, Mr Cyril Ramaphosa, President of the Republic of South Africa, State of the Nation Address (SONA) June 2019.

In addition to this, the President also outlined five goals that are fundamentally and inextricably linked to the progress in addressing poverty, inequality and unemployment. These five fundamental goals are that by 2030

- 1) No person in South Africa will go hungry.
- 2) Our economy will grow at a much faster rate than our population.
- 3) Two million more young people will be in employment.
- 4) Our schools will have better educational outcomes and every 10-year-old will be able to read for meaning;
- 5) Violent crime will be halved.

It is within this context, that the NCPGDP is being reviewed to ensure alignment and synergies between national and provincial focused interventions based on the seven MTSF Priorities. Concurrent to the review of the NCPGDP, the Northern Cape Provincial Administration (NCPA) has also embarked on the process of developing its MTSF 2019-2024 Provincial Programme of Action (POA) as the NCPGDP 5-Year Implementation Plan (5YIP) for the 2019-2024 period.

The Provincial MTSF POA/ NCPGDP 5YIP articulates the performance indicators, targets, timeframes to be pursued against the resources allocated or required, be it through the government fiscal framework or through private and foreign investment from 2019 to 2024.

The following forms part of the key planned performance interventions over the five year planning period.

▶ **Development of the Provincial Development Plan 2030**

The purpose of the Provincial Development Plan is to enable the provincial government to implement the policies developed in the National Development Plan and to promote a more holistic, economic and social development across the Northern Cape Province. The Executive Council (EXCO) during 2013 has resolved that the focus areas would be education, health, infrastructure, green economy, manufacturing, agriculture, food security, mining and cross-cutting issues, such as skills development, job creation and SMME development.

As a long-term plan the Provincial Development Plan (PDP) is required to serve four broad objectives:

- Provide overarching goals for what the province wants to achieve by 2030
- Build consensus on the key obstacles to the province achieving these goals and what needs to be done to overcome these obstacles;
- Provide a shared long-term strategic framework within which more detailed planning can take place to advance the long-term goals set out in the PDP – Vision 2030; and
- It must create a basis for making choices about how best to use limited resources.

▶ **Review of the Provincial Spatial Development Framework**

The National Development Plan and the Spatial Planning and Land Use Management Act of 2013 (SPLUMA) have stressed the need for the development of the Provincial Spatial Development Framework (PSDF) to address spatial inefficiencies and inequalities, identify areas of opportunity and ensure proactive management of natural resources and ecosystems in the Province. The PSDF will focus on transforming spatial development whilst SPLUMA provides the tool for that transformation.

▶ **Finalisation of the Northern Cape Renewable Energy Strategy / Provincial Energy Strategy**

The Northern Cape is one of the best sites in the world to produce solar renewable energy and that this potential has attracted to the province a large number of investors who are

developing their CSP and PV plants under the DoE's Renewable Energy Independent Power Producer Procurement Programme (RE IPP). Given these facts, the finalisation of the draft Northern Cape Renewable Energy Strategy was identified as key. Since the approval of the initial Strategic Plan, government's focus with regard to energy has shifted since. This means that the Province will need to develop a Provincial Energy Strategy that does not only align the exploitation of renewables with the PGDP and PSDF focus, but also take into account the opportunities for improved energy efficiency and exploration of gas and oil reserves as the means for improved energy security and socio-economic development in the Northern Cape. The Department of Economic Development and Tourism is mandated to prioritise the development of the Provincial Energy Strategy.

► **Review of the Northern Cape Human Resource Development Strategy**

The approved strategy of 2006 was aligned to the Provincial Growth and Development Strategy of 2004-2014 and provided a conceptual framework for Human Resource Development in the Northern Cape. In light of the latest policy shift in the country, as well as the latest development in the economic landscape of the Province, it is imperative that the provincial Human Resource Development Strategy be reviewed and aligned with the dynamism of the national legislation, policies and provincial specific priorities. This will produce the specific skills required on a short, medium and long-term basis to reduce the high levels of unemployment and the existing inequalities.

8.1.1 The National Development Plan (NDP)

The National Planning Commission's *Diagnostic Report*, released in June 2011, set out South Africa's achievements and shortcomings since 1994. The alignment of the new strategic plan for the 2020 – 2025 period will find impetus and respond to the nine challenges as highlighted by the ND. The NDP identified a failure to implement policies and an absence of broad partnerships as the main reasons for slow progress, and set out nine primary challenges:

- 1) Too few people work;
- 2) The quality of school education for black people is poor;
- 3) Infrastructure is poorly located, inadequate and under-maintained;
- 4) Spatial divides hobble inclusive development;
- 5) The economy is unsustainably resource intensive;
- 6) The public health system cannot meet demand or sustain quality;
- 7) Public services are uneven and often of poor quality;
- 8) Corruption levels are high;
- 9) South Africa remains a divided society.

The NDP sets out a list of ten (10) critical actions to implement the plan and are all applicable to the Presidency as key driver of the NDP:

- 1) A social compact to reduce poverty and inequality, and raise employment and investment;
- 2) A strategy to address poverty and its impacts by broadening access to employment, strengthening the social wage, improving public transport and raising rural incomes;
- 3) Steps by the state to professionalise the public service, strengthen accountability, improve coordination and prosecute corruption;
- 4) Boost private investment in labour-intensive areas, competitiveness and exports, with adjustments to lower the risk of hiring younger workers;
- 5) An education accountability chain, with lines of responsibility from state to classroom;
- 6) Phase in national health insurance, with a focus on upgrading public health facilities, producing more health professionals and reducing the relative cost of private health care;
- 7) Public infrastructure investment at 10 percent of gross domestic product (GDP) financed through tariffs, public-private partnerships, taxes and loans and focused on transport, energy and water;
- 8) Interventions to ensure environmental sustainability and resilience to future shocks;
- 9) New spatial norms and standards – densifying cities, improving transport, locating jobs where people live, upgrading informal settlements and fixing housing market gaps;
- 10) Reduce crime by strengthening criminal justice and improving community environments.

9. Situational Analysis

9.1 External Environment Analysis

There remains a range of challenges, namely the triple fault lines of poverty, unemployment and inequality, which seem to be persistent despite interventions and measures implemented over the past few years. Given these challenges, the 6th Administration has crafted a new vision for the province that will inspire and thus reinvigorate the hope for a better life for all.

The new vision of the province, “A Modern, Growing and Successful Province” articulates a fresh perspective wherein is embedded the notion of renewal or modernisation as catalyst for economic growth and success in tackling the triple challenges.

The Premier in his acceptance speech on the 22 May 2019 affirmed this vision:

“Today, I commit to ensure that the next five years will be dedicated to the work of constructing and reconstructing a province that is MODERN, GROWING and SUCCESSFUL.” – Premier Zamani Saul – Acceptance Speech, 22 May 2019.

In his Inaugural Speech on 28 May 2019, the Premier went on to provide strategic direction to the Province as he outlined the defining attributes of a Modern, Growing and Successful Province.

A Modern, Growing and Successful Province is one:

- ▶ That cares for the vulnerable and makes life worth living for them by ensuring that an increased number of households have access to the grid, water and adequate sanitation;
- ▶ Is at the cutting-edge of the Fourth Industrial Revolution and prioritizes quality education, training and retraining of the youth;
- ▶ Strives to improve the health profile of its residents;
- ▶ Whose youth have reasonable access to opportunities and prospects in life; and are allowed to dream;
- ▶ Where our people, especially women and children, can freely enjoy their streets without fear of being molested or abused;
- ▶ Where people who are differently-abled or disabled are embraced and equitably given opportunities;
- ▶ With a strong government that actively fights corruption and laziness;
- ▶ That builds partnerships between the different sectors of society for shared growth and development;
- ▶ Where the political leaders are hard-working, they pay attention to detail, are incorruptible and shun self-indulgence on issues such as red carpets, blue-lights, security upgrades, State houses, etc.

The Office of the Premier plays a direct, guiding role in government's long term planning, strategic planning and annual performance planning. This role requires providing evidence-based input on cross-cutting issues that have long term implications for development. The Office of the Premier thus lead the development of the PGDP 5-year Implementation Plan to provide a medium term roadmap which will inform the basis for developing 5-Year departmental plans that will guide the realisation of the NDP and PGDP priorities. Development of the PGDP-5 Year Implementation Plan will serve as monitoring framework linked to the Programme of Action reporting system.

The purpose of the PGDP 5-Year Implementation Plan is to advance and guide medium term and short term planning that is responsive to the attainment of the NDP and PGDP priorities leading to 2030 and 2040. The PGDP 5-Year Implementation Plan will allow for the coordination and alignment of priorities across the spheres of government and non-

government stakeholders and assist in integrating all components of national and provincial development into mainstream planning processes.

The Northern Cape's complexity lies in a wide range of social and economic factors, which include the size, profile and distribution of the population; inequities in the availability and distribution of economic, social and educational opportunities; the relatively low educational and skill level of the population; and, among others, the level of income and social disparity in society. This is evident in prevailing statistics on the Province.

The Northern Cape is by far the largest province in South Africa, with a total area of 372,889 square kilometres taking up 30.5% of South Africa's land area; it has the country's smallest population with a little over 1-million people and a population density of just three people per square kilometre. Just over half of the population speaks Afrikaans, with other languages being Setswana, isiXhosa and English.

Due to the low population rate and arid conditions, it impacts on the economic activities in the Province, which contributes only 2% to South Africa's Growth Domestic Product (GDP). Its principal industries are mining (including quarrying) and agriculture. The Northern Cape mining industry makes up nearly 7% of South Africa's total mining value, and contributes 23.4% to the province's total economy. Farming contributes 6.1% to South African agriculture, but only makes up 6.6% of the Province's economy.

The Northern Cape economy consists primarily of primary sectors, which include agricultural and mining activities. These activities are generally surrounded by rural settlements due to the proximity of these activities to large towns. Rural settlements are often coupled with poor access to basic infrastructure, which creates development opportunities.

As an example, the John Taolo Gaetsewe District Municipality is included as one of 27 priority districts for the development of the Agri-Parks initiative, since it is earmarked as one of the resource poorest districts within the country by the Department of Rural Development and Land Reform.

Income disparity in the Province is apparent since only 46.92% of the population falls above the poverty line where they can afford adequate amounts of food and essential non-food products to sustain a healthy lifestyle. The limited employment opportunities in rural regions contribute to higher unemployment rates and the degradation of live quality. The Province has been struggling to decrease the Provincial unemployment rate. Since 2015 the unemployment

rate increased from 22.6% to 29.4% in 2019. This was a 5-year, consecutive increase in the unemployment rate.

Not in Employment and Training (NEET) Data and Information

Figure 1: Quarterly Labour Market, Quarter 2: 2019, StatsSA

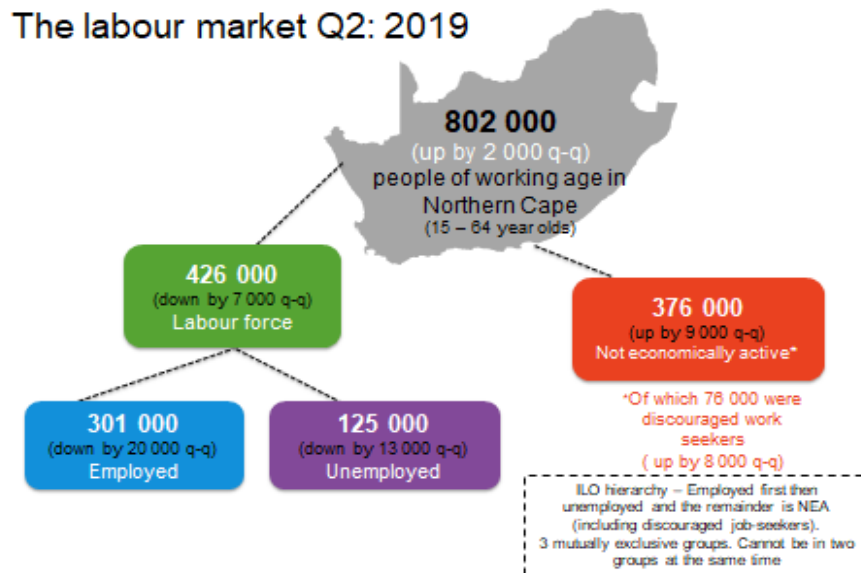


Figure 1 above shows an increase in the working age population with 802 000 persons aged between 15-64 years in quarter 2 of 2019, from 798 000 persons in quarter 1 of 2019. The labour market lost an additional 20 000 jobs in the second quarter of 2019 where 301 000 persons were employed compared to 321 000 employed persons in the first quarter of 2019. The unemployment rate increased by 3, 4 percentage points from 26% in the first quarter of 2019 to 29, 4% in the second quarter of 2019. This is as a result of an increase of 13 000 in the number of people who are unemployed and an increase of 20 000 in employment.

Figure 2: Unemployment rate in the Northern Cape Province – Q2: 2019

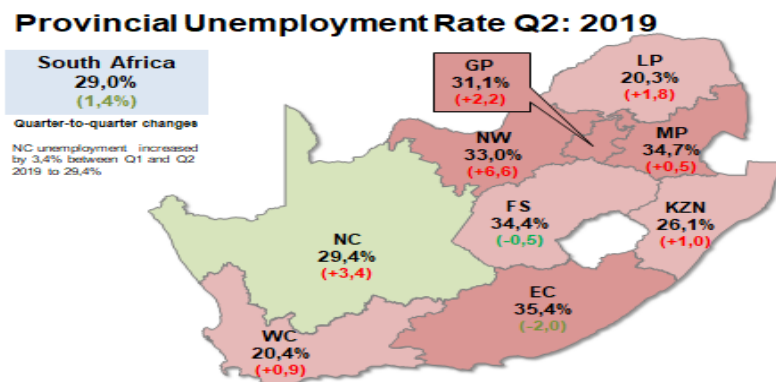


Figure 2 above shows that the South African Unemployment Rate increased by 1, 4 as a % point to 29, 0%. The Northern Cape unemployment rate increased by 3, 4 percentage points between Q1 and Q2 of 2019 to 29, 4%.

Figure 3: NEET rate in the Northern Cape Province – Q2: 2019

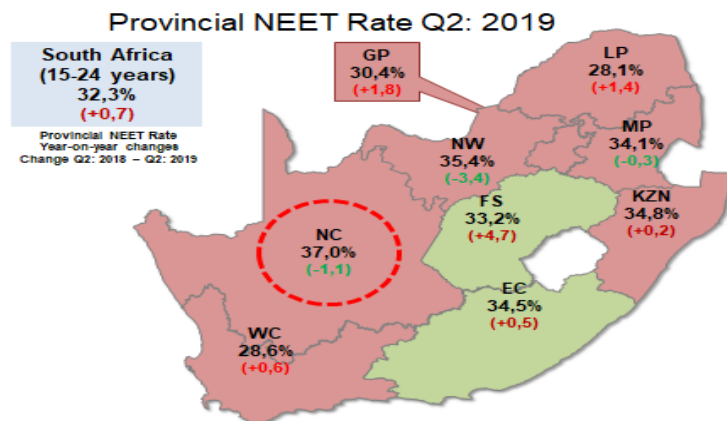


Figure 3 above shows the percentage of young persons aged 15–24 years in South Africa who were not in employment, education or training (NEET) increased from 31,6% in Q2: 2018 to 32,3% in Q2: 2019. Compared to Q2: 2018, the percentage of young persons aged 15–34 years in the Northern Cape Province who were not in employment, education or training (NEET) increased by 1,1 percentage point from 35,9% to 37,0% in Q2: 2019.

Human Resources planning take place at the backdrop of massive unemployment. According to research by The Labour Market Intelligence Partnership, the South African labour force is made up of 15 million employed and 7.5 million unemployed people. Three quarters of the employed and 90% of the unemployed are from the African population group. Unemployment is also particularly high amongst youth (15 to 34 years) and this is increasing as more young people join the labour force.

Sustainable job creation is thus constrained by structural mismatch between labour and demand supply. The mismatch explains the fact that economic growth favours high skilled workers, despite the fact that the majority of the employed and the unemployed have low level of education.

Secondly, there is absence of low skilled jobs in manufacturing while the structural shift is towards a service economy which depends on high skills. It provides limited job opportunities leaving the public sector to be the only to provide employment growth, but not sustainable. The report recommends a response to the twin challenges of participating in a globally

competitive environment which requires a high skills base and a local context that creates low-wage jobs skills (LMIP 2016).

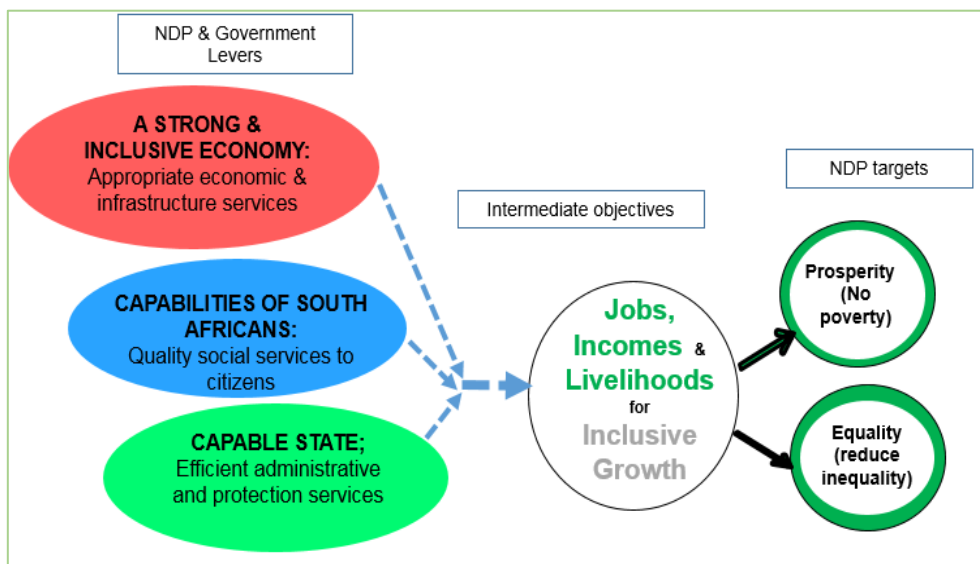
9.1.1 The National Development Plan (NDP): DRIVERS / Levers and Targets

The NDP was adopted in 2012 and its implementation commenced in 2014 with the 2014-2019 MTSF, which ushered in the 14 Outcomes towards the **eradication of poverty, halving of unemployment and the substantial reduction of inequality** by 2030.

The NDP aims to mobilise South Africans around a common strategy built on 3 broad DRIVERS or levers (as shown in figure 2), namely:

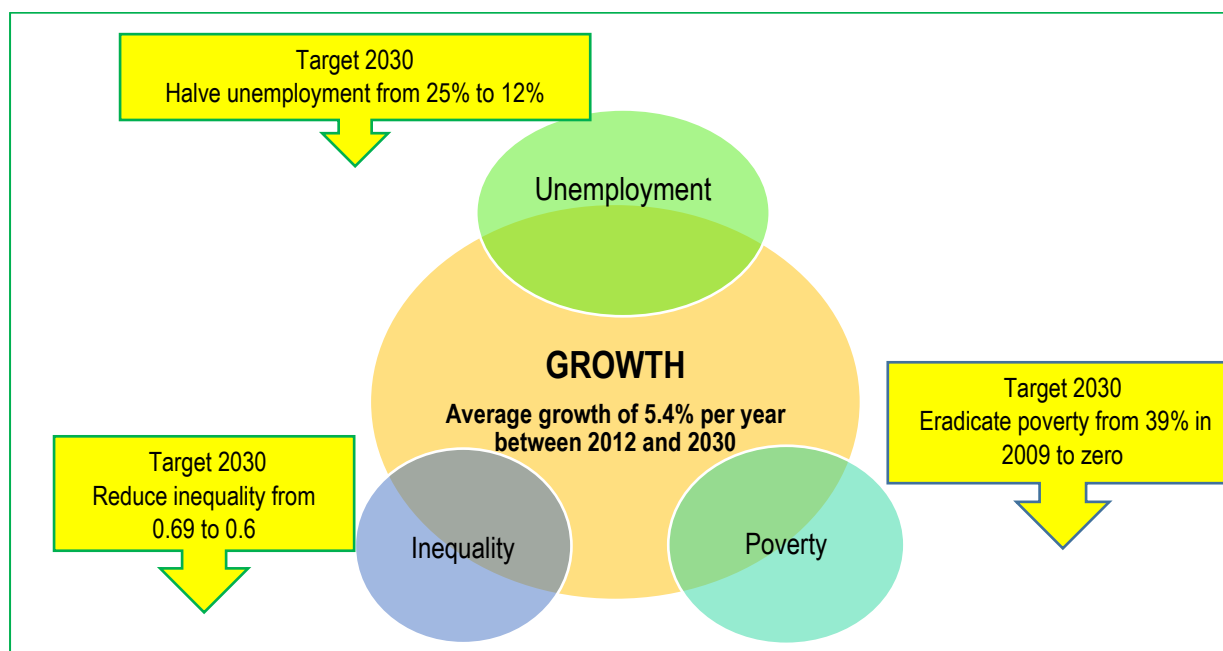
- Building a stronger and more inclusive economy for faster employment and income growth;
- Enhancing the capacities of South Africans through providing social services including quality education, skills development, health and social protection; and
- Building the capability of the state to play a leading role in South Africa’s economic, social and political development.

Figure 4: DRIVERS of the NDP: Main levers to grow jobs, livelihoods and the economy in order to reduce poverty and inequality



These DRIVERS are designed to support economic growth and incomes through generating jobs and livelihoods. The impact of this will be increased prosperity and a reduction in inequality.

Figure 5: NDP Vision 2030 Transformation Targets



In order for Government to be effective in progressively bringing about socio-economic transformation, it is critical that it be focused and consistent in decisions about where and how much to invest (e.g. skills, infrastructure, science and technology and beneficiation) and which capacities to build (planning and coordination systems) in line with the long-term trajectory of the NDP.

The NDP identifies increased investment in science, technology and innovation as critical areas to ensure the competitiveness of the South African economy and our ability to raise living standards sustainably. Following on the digital revolution, a range of new technologies such as big data, the Internet of Things, artificial intelligence and genome mapping, components of what is being referred to as the Fourth Industrial Revolution (4IR), are sweeping the world. South Africa has to be part of this revolution, advancing and harnessing these technologies to improve living standards.

9.1.2 The Northern Cape Provincial Growth and Development Plan

The Northern Cape Provincial Growth and Development Plan (NCPGDP) take its cue from the NDP in:

- ▶ seeking to eradicate poverty, inequality and halve unemployment by 2030
- ▶ focusing on the critical enablers of socio-economic transformation and
- ▶ alignment with the strategic priorities set out in the NDP Vision 2030

The NCPGDP Conceptual Framework is based on the Provincial Vision supported by four DRIVERS that represent the provincial four inter-related priority areas which underpin the Northern Cape Province's sustainable development trajectory towards the then MTSF 2014-2019 fourteen (14) Outcomes as derived from the NDP. Following the 2019 General Elections, the vision, four DRIVERS and 14 Outcomes are being revised and streamlined to reflect the new provincial vision and seven 2019-2024 MTSF Priorities.

The Four NCPGDP DRIVERS

The four NCPGDP DRIVERS remain relevant in anchoring the new vision but have been slightly revised to ensure alignment with the seven 2019-2024 MTSF Priorities. The four DRIVERS are briefly explained and depicted in Figure 6 below.

DRIVER 1: Economic Transformation, Growth and Development (NDP DRIVER: A strong Inclusive Economy)

To ensure economic growth and development that will lead to job creation and radical economic transformation for the people of the Northern Cape Province, ten (10) economic drivers or development paths have been identified namely

- 1) Agriculture and Agro-processing;
- 2) Mining and Mineral Beneficiation;
- 3) Tourism Market Development;
- 4) Rural Development and Land Reform;
- 5) Development of Energy Sector;
- 6) Manufacturing and Trade;
- 7) Competitive Infrastructure Development;
- 8) Employment and Skills Development;
- 9) Innovation and Knowledge Economy;
- 10) Marine Economy

DRIVER 2: Social Transformation and Human Welfare (NDP DRIVER: Capabilities of South Africans)

To sustainably address the social injustices and inequalities in the Province, social transformation must be accelerated and deepened towards human development and welfare. To achieve this, the following six (6) drivers have been identified.

- 1) Quality Basic Education;
- 2) Quality Health Care;
- 3) Social Cohesion and Community Participation;
- 4) Social Protection and Safety;
- 5) Sustainable Human Settlements;
- 6) Employment and Skills Development

DRIVER 3: Environmental Sustainability and Resilience

The Northern Cape Province has an abundance of natural resources and environmental assets. While these present a plethora of economic opportunities, a concerted effort must be made to ensure that these are protected and enhanced to support our developmental objectives.

At the same time, as an arid region, the Province must ensure that enough is done to mitigate the real threat of climate change through Driver 3.1 Enhance Environmental sustainability

DRIVER 4: Effective, Efficient and Accountable Governance (NDP DRIVER: Capable State)

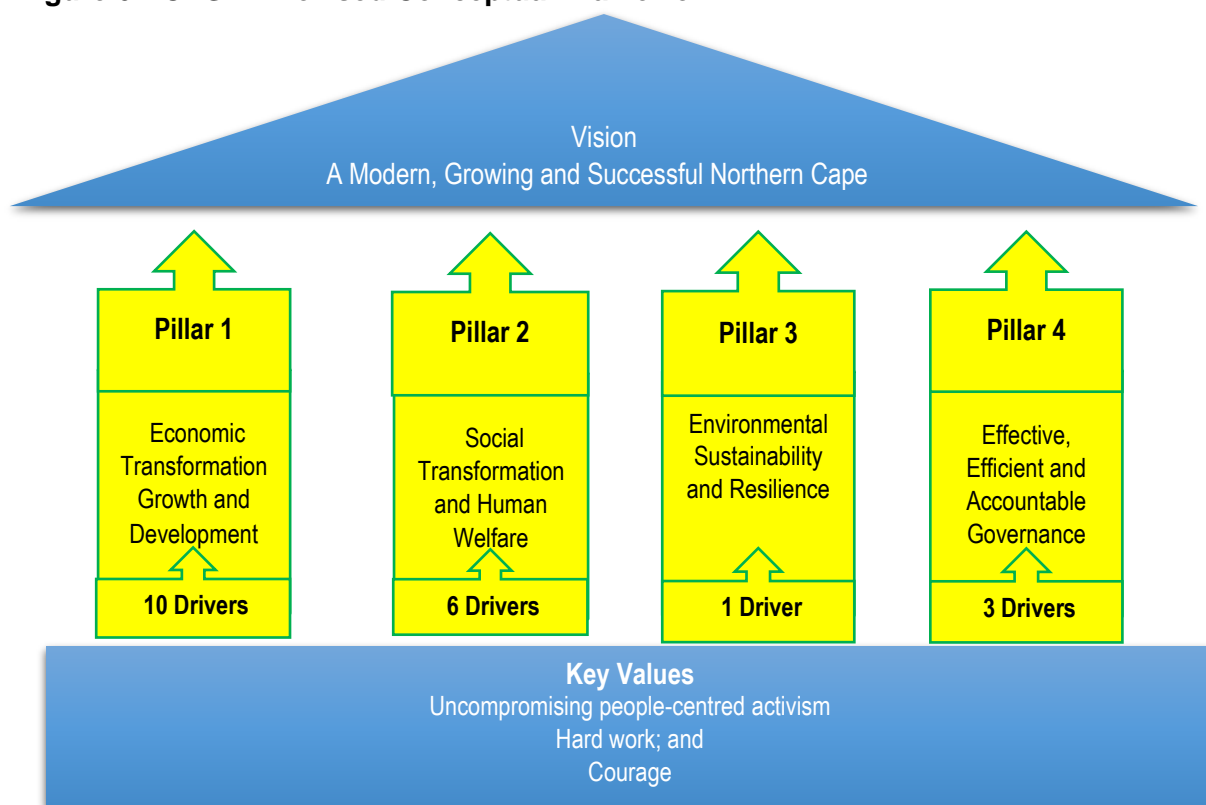
A capable and accountable government based on strong inter-governmental cooperation and integration and participatory governance with civil society will be better positioned and capable of delivering seamless services based on the needs of those on whose behalf they govern. Three drivers have been identified to facilitate effective, efficient and accountable governance

- 1) Developmental and Democratic State;
- 2) Effective Local Government;
- 3) International Relations

The development of the NCPGDP coincided with the review of the Northern Cape Provincial Spatial Development Framework (NCPSDF) and development of the Northern Cape Provincial Spatial Planning Land Use Management Bill (SPLUMB). This enabled the province to ensure that the NCPGDP is aligned to the NCPSDF.

Unfortunately, due to serious capacity constraints in the areas of spatial planning (town/regional planners and Geographic Information System (GIS) specialists, spatial referencing and mapping of priority developments remain critical challenges in the Northern Cape, and especially at the Office of the Premier where the NCPGDP and NCPSDF, and by implication the MTSF POA is to be coordinated and driven from.

Figure 6 NCPGDP Revised Conceptual Framework



9.1.3 Alignment of NCPGDP with NDP Vision 2030 Transformation Targets

The NCPGDP further sets out the specific interventions and targets in the areas of economic growth, employment creation, poverty eradication and socio-economic transformation in line with the objectives of the NDP and mapped in line with the NCPSDF.

The attainment of the NDP targets requires provinces to be specific in terms of their proportional contribution towards those targets based on their own statistical context in regards to the triple fault lines of poverty, inequality and unemployment in the main.

Table 1 below depicts the NDP transformation indicators and targets for 2030 and the interpolated NCPGDP targets against baselines as between 2014 and 2015. It is critical to note that the 2019-2024 strategic cycle is the second last 5-year period to work towards attainment of these NDP 2030 targets. Every effort will thus have to be made to either make up for lost ground in relation to elusive targets and redouble efforts to get as close as possible to the attainment of the NDP 2030 targets if all else fail to fully achieve those.

Table 1: NCPGDP 5YIP and MTSF POA targets linked to overarching NDP indicators and targets

National Development Plan: Vision 2030			NC Provincial Growth and Development Plan		
NDP Poverty, Inequality and Unemployment related targets: BY 2030	National Baseline 2014/2015	National Target 2030	NC Baseline 2014/2015	NC Target 2024	NC Target 2030
1. Reduce the proportion of persons living below the lower-bound poverty line from 39% (in 2009) to 0	40,0% (2015)	0%	% (40.7% - 2015)	21,4%	0%
2. Reduce poverty-induced hunger to 0%	25,2% (2015)	0%	31,3% (2015)	16%	0%
3. Reduce income inequality from 0,7 in 2010 to 0,6	0,68 (2015)	0,60	0.67 (2015)	0	0.60
4. Halve Unemployment	25,3% (2015)	12%	29% (Q1 2014)	21%	14,5%
5. GDP Growth (Average growth of 5.4% per year between 2012 and 2030)	1,8% (Q1 2014)	5.4%	3% (2014)	3,5%	5%

StatsSA: Poverty Trends in South Africa 2006-2015

9.1.4 The Socio-Economic and Fiscal Context

Global growth in 2019 is expected to slow to 2.6 percent, reflecting weaker-than-expected trade and investment at the start of the year. Growth is projected to gradually rise to 2.8 percent by 2021, predicated on continued benign global financing conditions and a modest recovery in emerging market and developing economies (EMDEs).

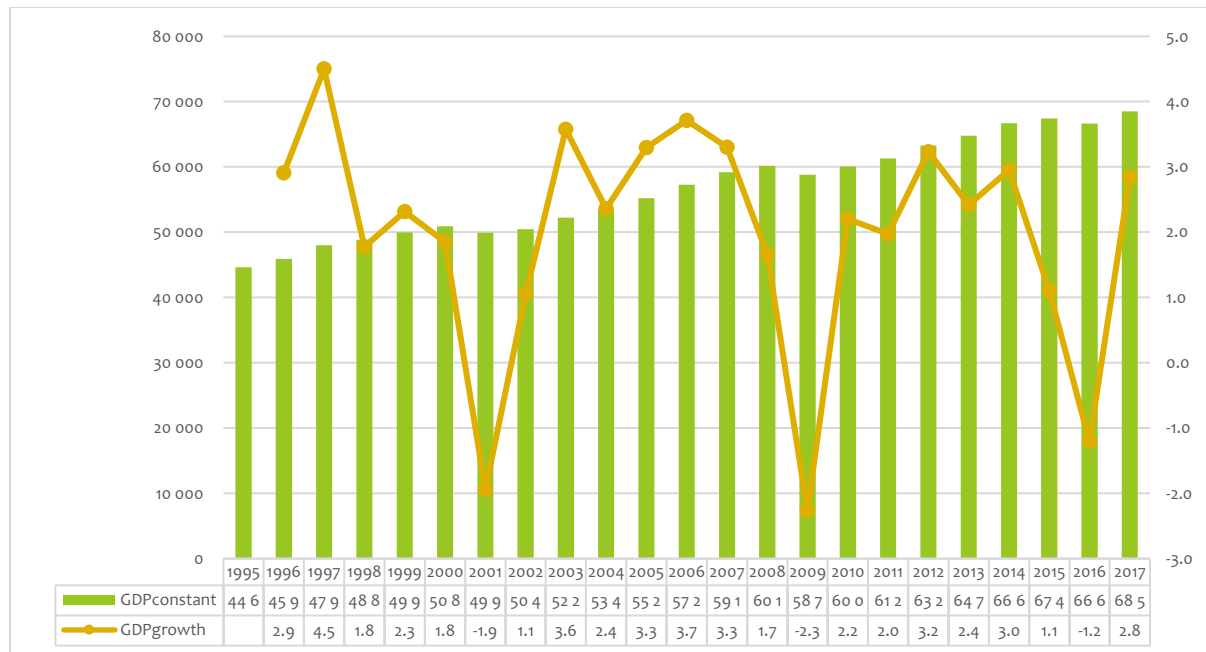
The medium-term outlook is weaker than projected in the 2018 MTBPS. Economic growth is expected to reach 1.5 per cent in 2019, rising to 2.1 per cent by 2021. The revisions take into account weaker investment outcomes in 2018, a more fragile recovery in household income and slower export demand than expected due to moderating global growth. Consumer inflation has also been revised down due to lower oil prices and food inflation than previously assumed.

The Northern Cape Province has a population of over 1.2 million. The majority of the population is aged younger than 15 years, that is, 30.1% or about 369 279. Whilst, true to the normative demographic patterns, the Northern Cape has fewer males (i.e. 183 000) in the Ages 0-14, when compared to the females (i.e. 185 000). It is worth noting that the Northern

Cape has a youthful population, with 64.0% (or about 784 495) of the population below the age of 35.

There is an increase in the province’s net migration, this implies that there were more persons migrating to the Northern Cape (i.e. 83 000), than those leaving the province (i.e. 76 512), culminating in a positive net-migration of 6 489.

Figure 7: Provincial GDP growth at constant prices: 1995-2017



Noteworthy, the mining sector continues to be the biggest sector provincially, with a contribution of 20, 2% towards the economy. The mining sector is followed by Government services (15.5%) and the finance (11.9%) sectors. Although marginally increasing its contribution, government services grew by nought (i.e. 0.03%) – which amounts to a stagnation. This is somewhat of an improvement though given the sector’s decline in the previous year, when it recorded -1.2%.

The financial position of the province is not in a satisfactory state. The provincial reserves are currently depleted and the province will no longer have the leverage to tap into these resources as part of the allocation process, which means that any additional requirements will have to implement within the current expenditure ceilings of departments. The 2020 Budget forecast is unlikely to improve and government is maintaining the existing expenditure ceilings and compensation ceilings as part of the overriding budget context moving forward. This situation affects the opportunities of the Office of the Premier to acquired sufficient capacity to execute

its mandate effectively. Innovative measures are being implemented to address the current fiscal challenges.

9.1.5 District Development Model

During his State of the Nation Address, the President of the Republic of South Africa directed the 6th Administration to develop and implement a new integrated district based approach to address service delivery challenges. As a result, the Minister of Cooperative Governance and Traditional Affairs announced in her Budget Speech that the Department would lead the development and implementation of the District Development Model to address service delivery challenges in the 44 districts and 8 metropolitan municipalities. Subsequently, the Department of Cooperative Governance and Traditional Affairs has developed the District Development Model, upon which it was approved by Cabinet on 21 August 2019. The model seeks to bring about a coherent system, which will enable government to address the fragmented coordination and implementation of government programmes and projects in all districts and metro spaces. It further seeks to solve the “pattern of operating in silos” at a horizontal and vertical level.

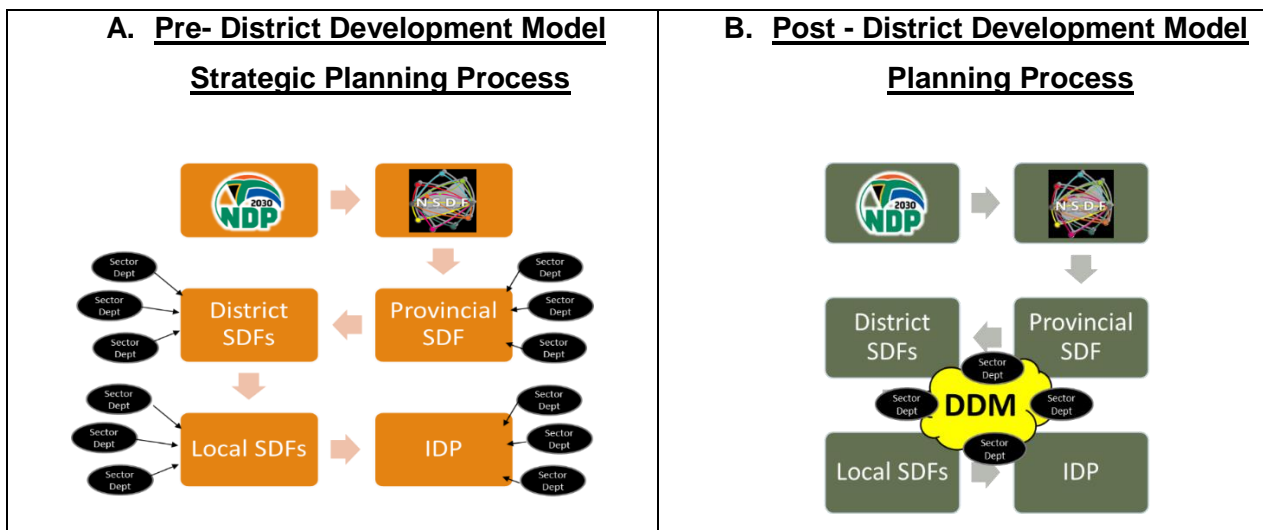
The objectives of the District Development Model will inter alia include the following:

- enable the government to focus on the 44 districts and 8 metropolitan municipalities as developmental spaces (IGR Impact Zones) that will be strategic alignment platforms for all three spheres of government (national/provincial/local).
- produce a Spatially Integrated Single Government Plan for each of these spaces that guides and directs all strategic investment spending and project delivery across government, and forms the basis for accountability.

ALIGNMENT WITH STRATEGIC PLANNING PROCESS

The diagrams below summaries the a) approach that was followed before the Model, which created silo operations, and b) the new approach to strategic planning process with the Model that aims to provide a platform that will enhance participation and prioritization on provincial, district and local government. The District Development Model will do away with the silo mentality, aligned to the existing policy and planning frameworks and ultimately implementation from a district perspective will have a local and district wide impact.

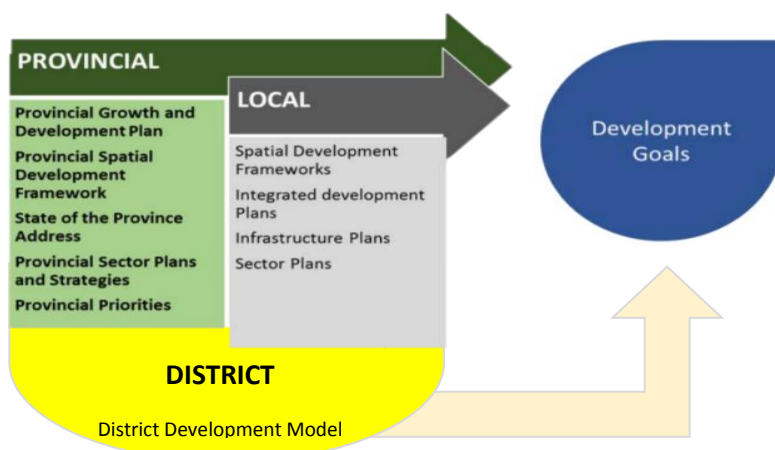
Figure 8: Pre - & Post District Development Model Planning Processes



ALIGNMENT WITH THE NORTHERN CAPE STRATEGIC PLANNING PROCESS

Policy alignment plays a key role in spatial governance, as a holistic approach needs to be followed to ensure all stakeholders play their roles, in order to create a conducive developmental state. As it is the goal to achieve a developmental state, it is crucial for all spheres of government to coordinate and function effectively. As South Africa and the Northern Cape, have regional economies that extend across borders. International as well as national and provincial policies need to align to a certain extent. One of the objectives of the Model is to do away with the silo mentality and ensure that government works in an integrated manner. Considering the arrangements and spheres of government (from international to national, provincial and local), it can be derived that the District Development Model will function within the Provincial and Local Spheres as illustrated in figure 7 below:

Figure 9: Vertical and horizontal policy alignment (Adapted from the NC PSDF, 2019:30)



The District Development Model and One Plan will function within the provincial and local spheres’ policy and planning frameworks. The provincial and local programmes, as well as the plans will be managed and implemented through a shared

service approach from a District Municipal perspective. To ensure alignment within all the relevant plans, starting from the Provincial Growth and Development Plan (PGDP), the Provincial Spatial Development Framework (PSDF), the Local Spatial Development Framework (Municipal SDF) and ultimately the Integrated Development Plan (Municipal IDP), the programmes and plans in both provincial and local sphere should find expression in the District Development Model and One Plan. Based on the District Development Model approach the four principle drivers in the Provincial Growth and Development Plan (PGDP – refer to paragraph 4.1.2) has been included and aligned in the District Profile. To align the District Development Profile and One Plan the chapters and proposed catalytic projects contained in the District Development Profile will be linked to these principle drivers. This will ensure that the District Development Profile and One Plan aligns in the current policy and planning framework of the province.

Since the inception of the 6th Administration the Abridged version of the PGDP was developed, followed by an external review process. Upon finalisation of the PGDP the PSDF will be finalised in terms of an Implementation Framework. The announcement of the District Development Model creates an ideal opportunity for the province to ensure all strategic plans are aligned and supported in the District Development Model.

DEVELOPMENT PROCESS AND CAPACITY CONSTRAINTS

As part of the implementation of the Model, the Northern Cape Province has established a Project Working Committee, comprising from COGTA, COGHSTA, Office of the Premier, Provincial Treasury, Sector Departments, District and Local municipalities, with clear roles and responsibilities. This committee will be driving the development of the District Models in the province and their roles and responsibilities has been clearly outlined. The responsibility of the Office of the Premier is to coordinate inputs and mobilise provincial, district and local support.

However, the implementation of the Model is coupled with challenges, such as capacity constraints. The Northern Cape Province operates with a reduced and limited foundation in terms of human resources. This gap in resources contributes to the lack of implementation and alignment of different plans from provincial level down to local level. Apart of this implementation, the immediate need is experienced in the actual compilation and finalisation of the District Profiles and Plans. These profiles are supposed to inform the District Plans, which is backed-up by local institutional knowledge and processes hampering effective intergovernmental support and coherence. The current gaps in the system is directly contributing to challenges experienced to comply with submissions and keeping momentum

on the District Development Model process while the national sphere is assisting in readiness for the District Development Model approach.

COGTA provided guidelines to develop a District Profile and shared with the province the District Development Model Profiles of the three pilot districts in South Africa (Waterberg DM, Ethekewini Metro and OR Tambo DM). COGTA advised that the Northern Cape align with the general content of the Waterberg profile as these districts have more similarities compared to the other.

Based on the guidelines and example of the Waterberg DM Pilot, Northern Cape proceeded in the compilation of 5 District Development Model Profiles. The content and approach in each of these profiles are aligned to the national guidelines and pilot examples, and also supported by Northern Cape initiatives in an effort to align all strategic planning frameworks. The alignment of these frameworks are crucial to prevent risks of tribunals not approving projects on the District Development Model but rather the SDFs. To limit these risks the PGDP, PSDF, District SDFs, Local SDFs and IDP were used to compile the DRAFT profiles. These profiles will also be engaged with sector departments and municipalities through the current IGR structures and War Room concept implemented by the Premier.

9.2 Internal Environment Analysis

Given the constitutional powers of the Premier and the powers and duties entrusted to the Director-General as head of the Office of the Premier, this department has a dual function of being both inward as well as outward looking. The Programmes of the department are accordingly structured to accommodate this duality and is aligned to the Budget Programme Structure approved by National Treasury. **Programme 1: Administration** is solely responsible for internal functions and **Programme 2: Institutional Development** executes a dual function. Programme 2 give impetus to the powers and functions of the Premier and Director-General by ensuring compliance by departments in respect of mainly the support functions that the Director-General is empowered to give strategic direction. **Programme 3: Policy and Governance** is outward looking, and provides the Executive Authority and the Director-General with the tools to exercise their powers and perform their functions optimally through research, planning and monitoring and evaluation of the affairs of the provincial administration.

The Chief Directorate: Provincial Policy and Planning is responsible to facilitate and coordinate macro and transversal planning, Policy and Research across government. The key objective is to institutionalise planning across government by providing guidance on short,

medium and long term planning to support the implementation of the National Development Plan Vision 2030 through the Provincial Growth and Development Plan Vision 2040. Furthermore, finalise the revision of planning frameworks and ensure alignment of strategic plans, annual performance plans and Medium Term Expenditure Framework (MTEF) budget allocations to be aligned with the Medium Term Strategic Framework (MTSF) priorities.

In collaboration with Provincial Treasury, the Office of the Premier will ensure that the provincial budget is directed towards the PGDP/MTSF priorities. It will also support the work of the National Planning Commission (NPC) and the Provincial Growth and Investment Council. Furthermore, plans and coordinates stakeholders and partnership engagements with various sectors of society on matters pertaining to the long-term development of the Northern Cape.

In addition, the Office of the Premier will continue with its effort to work with the Department of Rural Development and Land Reform (DRDLR) until the necessary spatial planning and geographic information systems (GIS) capacity is created. In ensuring that that Office of the Premier becomes the strategic centre of provincial government additional capacity is required, which will be address through the Institutionalisation of Planning, Policy and Research business case. This business case will inform the review of the Organisational Review Process which will unfold in 2020-2021.

The National Development Plan (NDP) points out that the creation of a developmental and capable state is a prerequisite for addressing South Africa's development challenges and further emphasises the need for an active citizenry and strong leadership. All spheres of government "can enhance citizen's participation through a variety of two-way information gathering and sharing forums and platforms between citizens and government. While these platforms can enable government to inform, they also enable citizens to give feedback to government and monitor performance. Active citizenship requires inspirational leadership at all levels of society." (Page 474)

Further, the NDP notes that weaknesses in how government institutions function constrain the state's ability to pursue its developmental objectives. It identifies the primary problem as weaknesses in capacity, which leads to weaknesses in performance. It then makes a range of proposals for addressing this problem, including the development of managerial skills and oversight, clear lines of accountability, establishing appropriate systems.

Within the context of the aforementioned areas highlighted in the NDP, Monitoring and Evaluation can certainly be established as one of the key management functions, which require development in order to improve the capacity of government to plan and implement services, programmes and projects through evidence-based results.

The Policy Framework for the Government-Wide Monitoring and Evaluation System (GWMES) provides for three data terrains, which underpin the Monitoring and Evaluation System in Government. These three data terrains namely, programme performance information, social, economic and demographic statistics and evaluation.

In support hereof various policies, frameworks and guidelines have been instituted aimed at structuring monitoring and evaluation in government through the monitoring of, amongst others performance information, the government priorities, frontline service delivery monitoring, and citizen based monitoring. In terms of evaluation, the National Evaluation Policy Framework sets out guidelines for the evaluation of government projects, programmes and policies to improve their relevance, effectiveness, efficiency, impact and sustainability.

The advent of the 6th Administration provides for an exciting opportunity of reflection and renewal in terms of monitoring and evaluation. The new vision and Medium Term Strategic Framework directs that the existing monitoring and evaluation frameworks be customised towards attainment of such.

The NDP Five Year Implementation Plan provides for the Integrated Monitoring Framework, which relates to a suite of tools integrating information from all levels of government and across geographic spaces, as well as tracking different aspects of service delivery at each level. This integrated system will be deployed to provide credible data and an evidence base against indicators and targets in the plan to compare actual results against the set targets.

The tools that form part of the Integrated Monitoring Framework are the Performance Agreements of Ministers / MEC's, Government Priorities Reports, Sector Strategic and Annual Performance Plans, Quarterly Progress Reporting, Rapid Assessments, Frontline Service Delivery Monitoring, Presidential Hotline, Validation and Intervention Support. The integrated system will enable the OTP, working with other core departments such as StatsSA, to achieve the following goals:

- a) Track the development impacts of government policies, plans and programmes at population level (nationally) primarily through evaluation studies, but informed by monitoring data;
- b) Track whether the national development plan is translated into effective service delivery programmes at sub-national level (provincial and district levels.);
- c) Track progress at the coalface of service delivery to assess real change and improvement on the lives of citizens;
- d) Track the performance of Public Entities;
- e) Provide for monitoring of women, people with disabilities and youth development sectors, to ensure mainstreaming and tracking implementation thereof;
- f) Enable OTP to triangulate data from its different M&E systems and tools, as well as external M&E systems, to provide a holistic picture of the performance of government and impact on citizens.

Monitoring and evaluation in the province experiences a myriad of external and internal challenges, which are to be mitigated in order to provide their service successfully. These include reduced human resource capacity, lack of an easily accessible, central repository for performance information and the lack of skills to fully co-ordinate the Evaluations function. This prevents the Chief Directorate: Provincial Performance Monitoring and Evaluation to track progress at the coalface of service delivery in order to assess impact and improvement.

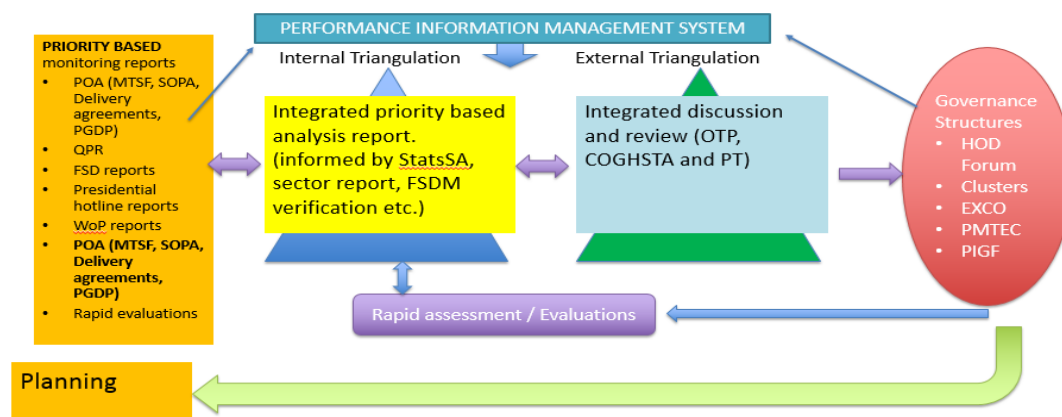
Development and maintenance of a provincial web-based performance information management system for monitoring and reporting will not only ease the reporting burden, but also serve as an accessible central repository. Currently, the province uses manual systems/templates for reporting. This often results in lack of uniformity in reporting as a result of technical glitches experienced, which in turn also affects the credibility of reports. Nationally, quarterly reporting has already been modernised with the introduction of eQPRS. The province endeavours to follow suit and replace laborious manual systems with more efficient technological implements. Reporting systems will be at the cutting edge of the 4IR. The modernisation of the management of performance information is highly dependent on access to appropriate information technology hardware and software, bandwidth, and relevant skills for the ongoing sustainability, management and maintenance thereof.

Office of the Premier and provincial departments should apply the Evaluation Competency Framework (ECF) developed by DPME, when recruiting officials in Monitoring and Evaluation. Furthermore, an integrated approach is to be followed through the application of sector analysis and rapid evaluations, in collaboration with research components and Provincial

Treasury (knowledge sharing). Budgeting for Evaluations should therefore be prioritised and be ring-fenced during the planning and budgeting processes.

The capacity challenge calls for innovation and creativity to utilise the existing pool of officials effectively in order to provide an effective support function. Through the Integrated Monitoring Framework (as per DPME approach), the **Chief Directorate: Provincial Performance Monitoring and Evaluation** will re-craft its operations in such a way that integrated monitoring and optimal utilisation of human resources, is effected.

The following diagram encapsulates the integrated approach (cyclical) with which the Provincial Performance Monitoring and Evaluation will approach its operations.



The reconfiguration of departments to respond to their mandates, as per the Premier’s pronouncements, the Province requires a holistic, comprehensive review of organisational structures across the provincial administration, which will require substantial organisational design expertise. A key consideration, which will impact on the speed with which this undertaking can be finalised, is the limited organisational design expertise (skill and experience) within the provincial administration generally, and in the Office of the Premier specifically (this has been identified as a scarce skill nationally). To add to the gravity of the situation, the provincial vision requires cutting-edge, next level organisational design, to improve the agility of departments, for which the skill-set is not currently available. Any approach, albeit the consideration of a centralised approach, or remaining with only central co-ordination and department-level implementation, would have to be supported by an aggressive up-skilling intervention, as well as a separation of departmental from provincial functions within the Office of the Premier.

The impact of the PGDP and 7 priorities of government, in particular priority 1, as well as the compounding effect of 4IR includes the following:

- ▶ By implication, efficient and effective co-ordination of the mapping and analysis of processes provincially, to ensure that streamlining/ re-engineering takes place, and that possibilities for automisation are explored. This process is labour-intensive, and requires both the requisite skill-set, as well as well-developed problem-solving and creativity as capabilities;
- ▶ Re-thinking and re-designing of work; changes in the type of organisational structures and 4IR will require a new approach to work design (job descriptions), allowing the shedding of traditional roles and levels of management, towards greater agility and more cross-functional project team approaches. This will again have an effect on the way in which Job Evaluation is approached and managed. Up-skilling in this regard (work design and Job Evaluation will be required to respond to the need);
- ▶ The impact on workforce planning will be significant, given that a shift in focus will need to be made provincially, preparing for a workforce that can deal with the challenges outlined, and which will require solid data analytics based on credible data from interactive, integrated HR systems;
- ▶ The above also indicates the need to expand the focus of organisational development to include the more people-centred elements of the discipline, such as organisational behaviour, team dynamics, productivity management, etc., which requires a corresponding expansion of the requisite skill-set, impacting on skills development requirements, including extensive networking, and the way in which recruitment is approached within the broader functional area, which is becoming increasingly multi-faceted.

These challenges therefore require alternative solutions to mitigate the capacity challenges to perform the oversight and coordinating functions of the Office of the Premier, which could include:

- the re-distribution of available resources provincially,
- the reviewing of the department's service delivery model,
- the review of current business processes in terms of efficiency and effectiveness,
- the re-organising of existing resources within the Office of the Premier to align to key priority areas,
- up-skilling and re-skilling of existing staff of the Office of the Premier (making the fast tracking of the skills audit process critical), or
- most probably a combination of these and other interventions.

The department will explore the possibilities of shared service model in areas where provincial capacity is lacking as well as possible excess capacity human resources from the merger of certain functions/programmes, sub-directorates and sub-sub directorates from both departments can also be explored to augment on the Office of the Premier's capacity constraints.

9.2.1 Organisational environment

The existing capacity constraints relating to available human resource and the precarious fiscal situation of the country poses major challenges to the Office of the Premier. These challenges leads to the overstretching of human resources and in certain areas a needs analysis should be conducted and there is a need to consider joint planning and joint budgeting.

The department's organisational structure was reviewed according to the approved generic structure for all the Offices of the Premier, which separates the department's support or inward looking function from its core provincially or outward looking function, which is responsive to the legal mandate and strategy of the Office of the Premier. The Premier approved the organisational structure in February 2017 and the delay of the implementation of this organisational structure has advanced into the 6th Administration. Failure to implement the structure has firstly prevented the separation of the departmental provincial function from the internal function, secondly, increased pressures have been and continues to be placed on the sparse resource, and lastly, certain functions have not officially been allocated in terms of operations.

Furthermore, the department have been receiving additional functions with no corresponding funding, which just adds to the department's relentless human capacity and financial challenges. In terms of aligning the organisation to the new vision and the strategic focus for the duration of this 2020 to 2025 period, which is to strengthen the integration and synergy of the provincial departments and its affairs, the organisational structure will be reviewed. The review of the organisational structure will address the crippling challenges of capacity, not only in terms of the number of vacancies, but also in terms of the requisite skill-set to fulfil the department's mandate. The majority of the human capacity and financial resource challenges reside in Programme 3. Hence, the department will be capacitating the planning, research, policy development and monitoring and evaluation functions. These areas, together with the Information Technology functions, will position the province in accomplishing the vision of a Modern, Growing and Successful province. The departments planning and research

capabilities would assist in policy development, which will ultimately address the challenge the province has been facing in not developing province-specific legislation.

Coupled with our own inherent needs to review the structure, DPSA is mandated to review the Generic Functional Structures of the Offices of the Premier, to ensure consistency and common understanding with regard to what constitute core and support functions and also to ensure that the organisational structures are aligned to the mandate and strategic objectives of the Offices of the Premier and the new development in the 6th Administration. This means that the review of the department's structure will commence after DPSA has concluded the review process of the Generic Functional Structures of the Offices of the Premier.

Fiscal and Information Technology Outlook

The 2020 Budget forecast is unlikely to improve and government is maintaining the existing expenditure ceilings and compensation ceilings as part of the overriding budget context moving forward. Furthermore, the financial position of the province is not in a satisfactory state. Funding pressures including wage settlements will have to be absorbed within baselines whilst national government is looking at modalities of reducing headcounts in the public services, as a result government has proposed a voluntary severance package for public servants in order to reduce the wage bill.

The provincial reserves are currently depleted and the province will no longer have the leverage to tap into these resources as part of the allocation process, which means that any additional requirements will have to implement within the current expenditure ceilings of departments. The current fiscal measures as approved by the Executive Council (EXCO) will continue and should provide a considerable amount of funds into the revenue fund and to this end; Provincial Treasury is doing some work in calculating the potential savings emanating from compensation of employees' budget in the 2019/20 financial year for suspension during the 2019 adjustment budget process.

Information Technology is not meeting the needs of the Province, in terms of bringing about improved, effective and efficient service delivery. Since the decentralization in 1999, Information Technology units in different departments are working autonomously in setting their own standards and implementing their own systems. The Office of the Premier, Information Technology (IT) unit is at the centre of government systems for the Northern Cape Provincial Government (NCPG), playing a major policy role in establishing norms and standards for the province, which ensure that service delivery mechanisms, integrated

systems and access, institutional development and governance initiatives are responsive to the needs of all provincial departments.

This unit provides an effective IT management and administrative support service, to the provincial government through continuous refinement of strategy and structure to ensure compliance with applicable legislation and appropriate best practices.

The situational analysis indicates that the under-investment in the Information Communication Technology (ICT) domain over a significant period has resulted in critical challenges experienced in the efficacy and efficiency of ICT systems delivering services. A key challenge that has emerged with the decentralization of IT is the alignment and implementation of transversal decisions to ensure that NCPG is compliant with the Public Service Regulations and Monitoring Performance Assessment Tool, presenting serious challenges. Added to this is also the management of the State Information Technology Agency contracts, Telkom contracts, departmental traffic shaping and support to 5,500 provincial email users with outdated server infrastructure and software. Resource constraints are the number one challenge in driving the ICT agenda of the province. To address these challenges, the Office of the Premier, embarked on various Information Technology initiatives.

The Head of Department's (HOD's) Forum adopted a proposal for a Provincial Shared Service Centre, in 2017, for implementation. Albeit critical budget constraints to kick start the project with respect to initial funding for the appointment of a core-team and project initiation funding.

A high-level project plan as well as a Human Resource Plan was developed for the year under review. In addition, the HOD Forum also approved a proposal for a Provincial Virtual Private Network (VPN), in 2017. For the implementation, a Firewall policy in consultation with all provincial departments was developed and adopted.

The VPN implementation was completed in March 2019. In addition, a provincial project on Technology Refresh, Business Continuity and a Shared Provincial Disaster Recovery Plan was approved by the HOD Forum in 2018. This is a three-year project, which has started in the 4th quarter (2019-20) with Business Impact Assessments for all the departments.

BBBEE Act and Designated Target Group factors

The Office of the Premier fully complies with the directives as contained in the Broad Based Black Economic Empowerment Act (BBBEE Act), Act No 53 of 2003, and amended Preferential Procurement Regulations of 2017, in its procurement processes. Seventy percent

(70%) of the annual allocated budget for goods and services is directed to designated groups of service providers around the Northern Cape Province, including rural areas.

Information on elements such as equity and locality contained on the central supplier database assist in the criteria used in procurement processes. This directive forms part of the annual targets of the department, which commits to identify opportunities to advance designated targeted groups by applying pre-qualification criteria as stipulated in the Preferential Procurement Regulations of 2017. Economic transformation is continuously promoted through preferential procurement in order to promote meaningful participation of black people including women, youth, people with disabilities and people living in rural areas, in the Province.

The Office of the Premier is committed to the transformation and the development of its human capital, through skills development and employment equity. The Office of the Premier has an Approved Employment Equity Plan, which was developed around the guiding principles of Transformation, Transparency, Equality, Diversity, Representivity, Equality and Empowerment. These principles underpin our commitment to ending unfair discrimination and achieving equity and equality, thorough affirmative action and skills development and transformation, by managing diversity and creating and organisational culture where all employees can reach their full potential.



PART C:

MEASURING OUR MANDATE

Part C: Measuring Our Performance

10. Institutional Performance Information

10.1 Methodology

In developing the strategic plan, the Office of the Premier used a mixed methodology approach between SWOT and PESTEL Analysis.

A SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis is a high-level strategic planning model that helps organisations identify where they are doing well and where they can improve, both from an internal and external perspective. It is an acronym for “**S**trengths, **W**eaknesses, **O**pportunities, and **T**hreats.”

The Office of the Premier conducted a SWOT analysis at the beginning of the new strategic planning cycle. The entire leadership team was heavily involved, because they have the ability to look across the organisation and offered insight into both the internal and external operations environments and over all service delivery landscape. The leadership team of the Office of the Premier offered appropriate recommendations regarding the organisations strengths, weaknesses, opportunities, and threats; and we could end up with a SWOT analysis that has the credibility to be used constructively in the strategic planning process.

A PESTEL analysis is an acronym for a tool used to identify the macro (external) forces facing an organisation. The letters stand for Political, Economic, Social, Technological, Environmental and Legal. The PESTEL Analysis is a measurement tool, which is used to assess markets for a particular product or a business at a given timeframe. Once these factors are analysed organisations can take better business decisions.

The PESTEL Analysis was also used to help the Office of the Premier take better business decisions and improve efficiency by studying various factors which might influence service delivery such as political, economic, social, technology, environment and legal. The PESTEL analysis similar to the SWOT analysis and organisations that successfully monitor and respond to changes in the macro-environment are able to differentiate from the competition and create a competitive advantage.

10.2 Measuring the Impact

Impact Statement	A department that coordinates an ethical and development oriented Northern Cape Provincial Administration for the attainment of service delivery goals set out in the MTSF 2019-24.
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10.3 Measuring Outcomes

Outcome	Outcome Indicator	Baseline	Five year target
Integrated service delivery goals achieved through strategic leadership and coordination of the effective functioning of the Northern Cape Provincial Administration and its Departments.	% achieved on the NC MTSF Programme of Action 2019 – 2024 Impact Indicators per Priority	0	100% per MTSF Priority

10.4 Explanation of Planned Performance over the Five Year Planning Period

10.4.1 Prioritisation Criteria on Planned Performance

Following the 2019 National and Provincial General Elections in May 2019, it became necessary to review the NCPGDP to align it to:

- ▶ the seven (7) priorities derived from the Electoral Mandate as articulated in the Medium Term Strategic Framework (MTSF) 2019-2024, circulated by the Department of Performance Monitoring and Evaluation (DPME); as well as;
- ▶ the new Provincial Vision and emerging priorities

In order to ensure the key alignment of plans (NDP, MTSF, PGDP, PSDF), it was important to look at some of the medium to long-term plans of the Office of the Premier.

10.4.2 Future Plans of the Office of the Premier

In order to reach certain outcomes, more specifically over the medium term, the Office of the Premier should focus on:

- ▶ promoting an integrated approach to governance;
- ▶ leading the coordination of government policies and programmes;
- ▶ supporting initiatives that promote nation building and social cohesion; and advancing South Africa's interests in the international arena

10.4.3 Promoting an Integrated Approach to Governance

Over the MTEF period, the department intends improving the coordination of government departments to ensure that policies are implemented in line with national (NDP) and provincial (PGDP) development agenda. This entails providing training to and facilitating briefing sessions with relevant senior management officials working in ministerial offices.

The department also plans to entrench the integrated approach to governance, which involves coordination between government departments, by providing administrative and technical support to:

- ▶ Executive council
- ▶ Political clusters
- ▶ Technical Clusters
- ▶ HOD Forum

During the life span of this five-year strategic plan, the OTP will embark on a process of the reviewing the cluster system as well as investigate and cost the implementation of an e-Cabinet system for the Province. The e-Cabinet system will enable members of the executive, heads of department and executives support staff to share, manage and store information securely.

10.4.4 Leading the Coordination of Government Policies and Programmes

As provincial government's lead coordinating department, the Office of the Premier seeks to promote good governance on an ongoing basis. In this regard, over the medium term, the department intends to coordinate policies and programmes in line with the PGDP and MTST 2019-2024 through the:

- ▶ Growth and Investment Council (operational in October 2019) – technical support provided by the Planning secretariat;
- ▶ SMART City Integrated Planning Committee (operational September 2019) – technical support provided by planning secretariat;
- ▶ War Room;
- ▶ Human Resource Development Council;
- ▶ Premier's Intergovernmental forum;
- ▶ AIDS Council

The department will continue to provide technical support to Premier in his role as the Leader of Government Business; hold engagements with multi-stakeholders like labour, business, civil society and black professionals, and continue to support Youth Career Expos as well as

the various other commitments made by government to advance the objectives of youth development.

The ultimate aim is to ensure that both technical and administrative support is provided by:

- ▶ Exercising political and administrative oversight of the implementation of government policies and programmes towards realising PGDP Vision 2040 – A Modern, Growing and Successful Province;
- ▶ Leading integrated planning, research and policy coherence in government to advance socio-economic transformation and inclusion;
- ▶ Supporting oversight and coordination structures such as the PIGF, Growth and Investment Council, Executive council, HOD forum, monitoring programme, and performance dialogues with Members of the Executive Council (MEC’s) and HOD’s;
- ▶ Supporting interventions and participation engagements aimed at enhancing public accountability and integrated communication;
- ▶ Fast-tracking service delivery and economic development;
- ▶ Monitoring infrastructure projects;
- ▶ Supporting presidential working group structures, strategic partnerships, and the promotion of nation building and social cohesion.

10.4.5 Promoting National Building and Social Cohesion

The department plans to continue providing support to initiatives that promote nation building and social cohesion through observing national days of celebration and special days, and officiating and hosting national orders ceremonies. The Office of the Premier will continue to lead Moral Regeneration and promoting collective activism on issues of moral renewal.

10.4.6 Advancing Northern Cape’s Interests

The fundamental role of the Office of the Premier in the international arena is to assist Premier in advancing Northern Cape’s interests in the global community. Over the MTEF period, the department expects to continue providing strategic and administrative support to unilateral, bilateral and multilateral meetings and summits and state visits.

11. Key Risks

Outcome	Key Risks	Risk Mitigation
Integrated service delivery goals achieved through strategic	Inability to sustain the service delivery agenda for the	1) Develop Provincial Disaster Recovery Strategy;

Outcome	Key Risks	Risk Mitigation
leadership and coordination of the effective functioning of the Northern Cape provincial administration and its departments	Northern Cape Provincial Administration	<ul style="list-style-type: none"> 2) Develop/review Terms of Reference for Governance Structures (coordination, accountability, etc.); 3) Continuously ensure an assessment and management of risks associated with service delivery; 4) Prepare and drive the provincial ethics strategy to ensure effective governance and professionalism in the NCPG; 5) Ensure the development of a human resource plan for the provincial administration that is responsive to the service delivery needs and within the financial constraints
	Inability to implement the core objectives of the OTP	<ul style="list-style-type: none"> 1) Develop Departmental Business Continuity Strategy; 2) Develop/review Terms of Reference for Governance Structures (coordination, accountability, etc.); 3) Continuously perform an assessment and ensure management of all risks associated with the implementation of OTP's core objectives; 4) Continuously review and implement the departmental ethics strategy to ensure effective governance and professionalism in the OTP; 5) Ensure the development of a human resource plan for the OTP that is responsive to the achievements of its objectives and within the financial constraints.

12. Public Entities

The Office of the Premier does not have any public entities but it have two trust funds.

Part D: Technical Indicator Description (TID)

Office of the Premier	
Indicator 1	
Indicator Title	% achieved on the Northern Cape Medium Term Strategic Framework (NC MTSF) Programme of Action (POA) 2019 – 2024 Impact Indicators per Priority
Definition	Refer to the achievement of impact indicators per Priority of the NC MTSF POA 2019-2024. <ul style="list-style-type: none"> • Impact Indicators refer to what we aim to change. • Priority refers to the importance of certain problems in the province and on what to concentrate on first.
Source of data	NC MTSF 2019-2024 POA document
Method of Calculation/ Assessment	<p>Numerator Calculate the sum of the all targets achieved in the NC MTSF POA 2019-2024 as at end of the reporting cycle</p> <p>Denominator Total number of targets in the NC MTSF POA 2019-2024</p> <p>Calculation Numerator/Denominator x 100</p>
Assumptions	Targets will be achieved as planned in the NC MTSF POA 2019-2024
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Annual
Desired performance	Performance target is achieved
Indicator Responsibility	Accounting Officer