

OFFICE OF THE PREMIER
SERVICE DELIVERY IMPROVEMENT PLAN
2012 – 2015



Towards a strategic centre for co-operative and good governance in
Mpumalanga Province




SDIP Champion: Kedibone Irine Mateta

Contact Detail: Tel: 013 766 2331
084 437 1701

Signature: 

Office of the Premier
SDIP Champion

Date: 15/05/2012

Signed: 

(Chief Financial Officer)
Mr T Nkojoana

Date: 15/05/2012

Signed: 

(Director General)
Mr JM Rabodila

Date: 10/05/2012

Signed: 

(Honourable Premier)
DD MABUZA

Date: 19.06.2012

VISION

A strategic centre of excellence for good governance and improved service delivery.

MISSION

Provide strategic leadership through effective coordination of government programmes, integrated planning, monitoring and evaluation, and institutional development.

LEGISLATIVE AND OTHER MANDATES

There have been no significant changes to the Office of the Premier's Legislative and other mandates.

Constitutional mandates

The Constitution of the Republic of South Africa, Act No.108 of 1996, Section 125 (2) (a) - (g), mandates the Office of the Premier to, among others:

- Develop and implement provincial policies;
- Preparing and initiating Provincial Legislation;
- Coordinate functions of Provincial Administration;
- Implement Provincial Legislation in the Province.

LEGISLATIVE MANDATES

The Constitution of the Republic of South Africa Act, 1996 (Act No. 108 of 1996);

Provides Basic and democratic values, principles governing public administration.

▪ **The Public Service Act, 1994 (Proclamation No. 103 of 1994);**

To provide guidance on the effective human resource management for the organization and administration of the public service of the republic, and regulating the conditions of employment, terms of office, discipline, retirement and discharge of members.

▪ **The Public Finance Management Act, 1999 (Act No. 1 of 1999);**

Regulates public financial management to ensure effective, efficient, accountable and responsible use of money for assets and provision of responsible persons entrusted with the financial management.

▪ **The Promotion of Access to Information Act, 2000 (Act No. 2 of 2000);**

Give effect to the constitutional right of access to any information held by the provincial government or another employee that is required for the exercise or protection of any rights.

▪ **The Promotion of Administrative Justice Act, 2000 (Act No. 3 of 2000);**

To give effect to the right to administrative action that is lawful, on discriminatory and procedurally reasonable and fair for administrative management and action.

▪ **Labour Relations Act No. 66 of 1995;**

To advance and promote good working relations, labour peace and upholding of rights of individuals in the workplace whilst fulfilling the mandates of the provincial government.

- **Skills Development Act No.97 of 1998;**

To provide guidelines on development and up skilling of the employees in order to able to perform their duties effectively and efficiently.

- **Employment Equity Act No. 55 of 1998;**

To achieve equality in the workplace by –

Promoting equal opportunity and fair treatment in all human resource management functions and practices and also addressing the disparities of the past; and

Implement affirmative action measures to redress the disadvantages in employment experienced by designated groups, in order to ensure their equitable representation in all occupational categories and levels in the workforce.

- **Preferential Procurement Policy Framework Act No.5 of 2000;**

To give effect to section 217 (3) of the constitution by providing a framework for the implementation of a procurement policy contemplated in section 217(2) of the constitution.

- **Basic Conditions of Employment Act, Act No.75 of 1997.**

The purpose of this Act is to advance economic development and social justice by fulfilling the primary objects of this Act which are—

(a) To give effect to the regulation and entrenchment of fair labour practices and ensuring that everybody understands expectations as public servants.

2.3 Policy mandates

- State of the Nation Address (SONA) – the Office of the Premier ensures implementation and monitoring of SONA.
- State of the Province Address (SOPA) - the Office of the Premier ensures implementation and monitoring of SOPA.
- Medium Term Strategy Framework (MTSF) Priorities - the Office of the Premier ensures implementation and monitoring of MTSF.

- Provincial Growth and Development Strategy (PGDS) – coordinate development of the PGDS and ensure implementation and monitoring.

CORE FUNCTIONS OF THE OFFICE OF THE PREMIER

In the next three years, the Office has outlined its strategic imperatives which intend to position the office as centre of excellence and enhance the performance and capacity of provincial administration. The following strategic objectives will be the focus of Office of the Premier:

- Provide strategic direction and leadership to Mpumalanga Provincial Administration by 2015;
- Provide administrative direction through improving capacity of the Provincial Administration by 2015;
- Improve the coordination and implementation of Executive council decisions within the province by 2015
- Strengthen cooperative governance within 12 departments;
- Strengthen the organisational performance in terms of business processes;
- Ensure the implementation and coordination of human resources programmes in the Province;
- Ensure implementation and coordination of legal advisory service in the Province;
- Strengthen integrated planning and policy development in the Province;
- Monitor and Evaluate the effectiveness and impact of Government programmes within the Province;
- Ensure the coordination of strategic ICT programmes and projects within the Province;
- Strengthen the protocol, regional and international co-operation by 2015;
- Create a safe environment for service delivery through a centralized security management workforce by 2015

3. Strategic Overview

3.1 Updated Situational Analysis

The Annual Performance Plan of the Office is in line with the sectoral budget and programme structure of the Office of the Premier. The sector specific budget and programme structure ensures inter-Provincial comparability of the Offices of the Premier. The Office has three programmes viz:

1. **Administration**, which provides strategic and administrative direction, coordination and monitor implementation of government programmes and projects.
2. **Institutional Development**, which provides internal back office functions and services as well as the strategic support and coordination on the development of critical policies to ensure operational efficiency, alignment and corporate compliance with a view to improve the capacity of the Mpumalanga Provincial Government.
3. **Policy and Governance**, is responsible for effective macro policy advice, coordination and monitoring on Provincial Planning, implementation of provincial programmes, mainstreaming of gender, disability, and children, regional and international cooperation, research and information management, advisory services to the Premier, EXCO committees & EXCO, and coordination of key strategic interventions to improve departmental performance.

3.1. Performance Delivery Environment

The Annual Performance Plan is based on the five year strategic plan which is aligned to the National and Provincial priorities of Government as outlined in the State of the Nation and Province addresses as well as the Provincial Growth and Development Strategy.

The core business of the Office of the Premier is to “Provide Strategic Direction for the Province” and its core functions being the Integrated Planning, Monitoring and Evaluation, Institutional Strengthening of the Office of the Premier and Coordination of Provincial Programmes.

Based on the outcome based planning approach, the Office of the Premier leads the following two Outcomes:

- Outcome 11: Create a better South Africa and contribute to a better and safer Africa and the World; and
- Outcome 12: An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship.

The following are some of the challenges facing the Office of the Premier:

- Reorganizing the Office to deliver on the new mandate;
- Development of Macro Indicators for monitoring the 12 Outcomes;

- Alignment of Departmental plans and Municipal IDPs to the 5 year plan;
- Monitoring and designing of interventions for the attainment of the Millennium Development Goals;

Organizational Environment

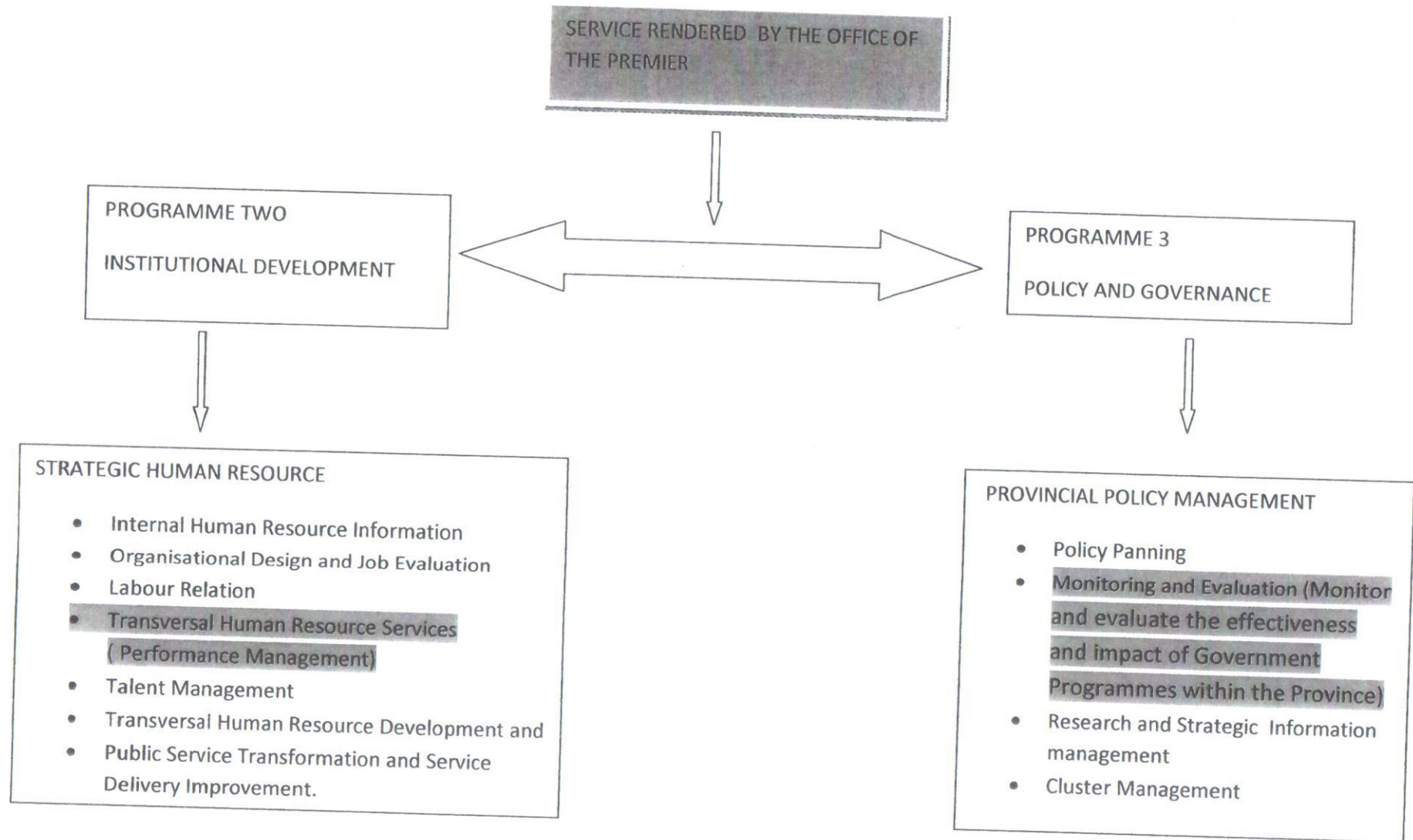
The Office of the Premier primary function has been that of coordination, monitoring and evaluation of service delivery in the Province. Sector departments and municipalities are the implementing arm of the Province. Demand for service delivery has to happen within the constraints of socio-economic realities of the Province. The Office, through its Macro Policy programme ensures that provincial priorities which include the Provincial 5 year plan and Programme of Action are effectively implemented through well designed capacities. It has the responsibility to ensure that provincial monitoring and evaluation system and tools are designed to quantify both the outputs and outcome of the programmes in place.

4. Services rendered by the Office of the Premier

4.1 The services rendered by the Office are discussed elsewhere in the Annual Report but the broad objectives as outlined in the Strategic Plan document are:

- Provision of private secretariat and administrative services to the Premier and the Director-General.
- Co-ordination of policy processes within the Provincial Government.
- Rendering of corporate services functions such as Labour Relations, Human Resource Development, Workstudy and Job Evaluation as well as Human Resource Policy Co-ordination.
- Management of intra and intergovernmental as well as international relations and protocol.
- Management of a coherent and co-ordinated Government communication service.
- Rendering of Legal Advisory Services to the Provincial Government.
- Improvement of financial management and internal controls to ensure good governance.
- Development and maintenance of Provincial macro policies and strategies.
- Facilitation, monitoring and evaluation of the implementation of national transformation frameworks and policies.

4.2. Identified key services



KEY SERVICE/S AREA

Improvement of performance management in the Office of the Premier

PROBLEM STATEMENT:

Ineffective implementation of the performance management system in the Office of the Premier, which is evident by the number of disputes arising and the non adherence of timorously submission of assessment documents by Line Managers.

PROCESS MAPPING

PROCESS	HUMAN RESOURCE/S	TIME	COST/S
Compilation of individual performance undertakings by officials on salary level 1 to 12	One PMDS coordinator line manager and Official	Within thirty days of the new financial year (30 April)	N.A
First quarter assessment between line manager and officials	Thirty four section heads and two hundred and twenty one Officials	Within one hundred and twenty days.	N.A
Second quarter assessment between line manager and officials	Thirty four section heads and two hundred and twenty one Officials	Within one hundred and twenty days.	N.A
Third quarter assessment between line manager and officials	Thirty four section heads and two hundred and twenty one Officials	Within one hundred and twenty days.	N.A
Fourth quarter assessment between line managers and officials	Thirty four section heads and two hundred and twenty one Officials	Within one hundred and twenty days.	N.A

Appointment of PMDMC and the formal : assessment of officials	PMDS Coordinator and members of the PMDMC	Appointment of PMDMC 30 days (End of May) 15 days (Formal Assessment of officials 1-15 July))	R 15 000
Training of line managers and level 1-12 officials on PMDS	Training Officers from within the training unit	Continuous training	R 15 000
Total cost			R 30 000

KEY SERVICE/S	SERVICE BENEFICIARY	CURRENT STANDARD		DESIRED STANDARD		
		2011/2012		01/04/12-31/03/13	01/04/13-31/03/14	01/04/14-31/03/15
Effective and efficient implementation of performance management system in the Office of the Premier	Line managers and Officials on salary level 1-12.					
		Quantity	The total number of one hundred and seventy one officials was assessed at the end of the 3 rd quarter, which calculates to a total of eighty percent..	All official trained on PMDS in the office of the Premier.	All official trained on PMDS in the office of the Premier.	All official trained on PMDS in the office of the Premier.
		Quality	Performance agreements to be entered into by end of April	Eighty percent of Officials to enter into performance agreements	Ninety percent of Officials to enter into performance agreements	Hundred percent of Officials to enter into performance agreements
		Consultation	On request consultation would take	Continuous training and memoranda to	Continuous training and memoranda to	Continuous training and memoranda to

			place between line managers and Human Resource Management	all Officials and Line Managers within the Office	all Officials and Line Managers within the Office	all Officials and Line Managers within the Office
		Access	Performance Management and development policy is in place	Available in the HRM, Asking Question from the HRM unit	Available in the HRM, Asking Question from the HRM unit	Available in the HRM, Asking Question from the HRM unit
		Courtesy	Training are conducted for line managers and officials on the performance management and development system	Training are conducted for line managers and officials on the performance management and development system, communication will be strengthened through more Memoranda, and subsequent meetings with	Training are conducted for line managers and officials on the performance management and development system, communication will be strengthened through more Memoranda, and subsequent meetings with	Training are conducted for line managers and officials on the performance management and development system, communication will be strengthened through more Memoranda, and subsequent meetings with

		Openness and Transparency	Performance Management and development policy is readily available	line Managers Reviewed copy of policy, performance management cycle, memos on the notice board, website and union participating on process of assessment.	line Managers Reviewed copy of policy, Performance management Cycle, memos on the notice board, website and union participating on process of assessment	line Managers Review copy of policy, Performance management cycle memos on the notice board, website and unions participating on process of assessment .
		Information	Communication on performance management and development is available through circulars and various memoranda.	Communication on performance management and development is available through circulars and various memoranda.	Communication on performance management and development is available through circulars and various memoranda.	Communication on performance management and development is available through circulars and various memoranda.
		Redress	Change on Performance management and development is done through the bargaining	Suggestion box to improve the system.	Suggestion box to improve the system.	Suggestion box to improve the system.

			chamber and communicated to Officials			
		Value for money	As determined by the Performance Management and development Policy	Benefit for the office of the Premier.	Benefit for the office of the Premier.	Benefit for the office of the Premier.
		Encouraging innovation and Rewarding Excellence	Officials are encouraged and rewarded through incentives	Officials are encouraged and rewarded in line with the performance management and development system, for instance, incentives and training	Officials are encouraged and rewarded in line with the performance management and development system, for instance, incentives and training	Officials are encouraged and rewarded in line with the performance management and development system, for instance, incentives and training
		Customer Impact	Discussion are continuously held with line managers	Discussion are continuously held with line managers	Discussion are continuously held with line managers	Discussion are continuously held with line managers
		Integrated Service Delivery	Staff get more focused in the Performance	Training will motivate staff and work very	Training will motivate staff and work very	Training will motivate staff and work very

			Management	hard in Service Delivery	hard in Service Delivery	hard in Service Delivery
		Time	Annually	Annually	Annually	Annually
		Cost	R 30 000	R 30 000	R 30 000	R 30 000
		Human Resources	Thirty four section heads and two hundred and twenty one Officials	Thirty four section heads and two hundred and twenty one Officials	Thirty four section heads and two hundred and twenty one Officials	Thirty four section heads and two hundred and twenty one Officials

Problem statement

Through office of the Premier Department and Municipalities are monitored and evaluated that Service delivery rendered have been a challenge in most Departments and municipalities which resulted in the customer suffering because of poor service rendered

Key Service area:

Monitor and evaluate the effectiveness and impact of Government Programmes within the Province.

PROCESS MAPING

PROCESS	HUMAN RESOURCE/S	TIME	COST/S
Remind departments to submit quarterly reports and reporting cycle is included in the budget cycle	One Admin Officials in M&E Unit	At the end of each quarter on the 15 th of the following month.	N.A
Inform departments about the projects to be verified	Two M&E Managers	1 st Quarter	N/A
Analyze Departmental reports against their Plans/ APP	Nine M&E Practitioners within M&E Unit	Quarterly	None
Visits all identified projects	Nine M&E Practitioners within M&E Unit	Monthly/ Quarterly	R 82 000.00
Compile analysis and verification reports	Nine M&E Practitioners within M&E Unit	Quarterly	N.A
Provide feedback & consultancy support to all departments	Three managers	Quarterly	None
Coordinate Capacity Development to all M&E Practitioners and Planners in all Departments and District Municipalities	Two Admin Officials in M&E Unit & Three M&E Managers	Quarterly	None
Total cost			R 82 000.00

Key service	Service beneficiary	Current Standard		Desired standard		
		2011/2012		01/04/12-31/03/13	01/04/13-31/03/14	01/04/14-31/04/15
1. Monitor and evaluate the effectiveness and impact of Government Programmes within the Province.	<ul style="list-style-type: none"> Provincial Departments Executive Council Municipalities 	Quantity	Twelve department are monitored and evaluated Quarterly	Twelve department are monitored and evaluated Quarterly	Twelve department are monitored and evaluated Quarterly	Twelve department are monitored and evaluated Quarterly
		Quality	Verify 4 projects Quarterly & Produce 4 reports to Departments and EXCO	Verify 4 projects Quarterly & Produce 4 reports to Departments and EXCO	Verify 4 projects Quarterly & Produce 4 reports to Departments and EXCO	Verify 4 projects Quarterly & Produce 4 reports to Departments and EXCO

		Consultation	Consult Departments on a quarterly basis through meetings, workshops, Emails, telephones and faxes	Consult Departments on a quarterly basis through meetings, workshops, Emails, telephones and faxes	Consult Departments on a quarterly basis through meetings, workshops, Emails, telephones and faxes.	Consult Departments on a quarterly basis through meetings, workshops, Emails, telephones and faxes
		Access	M & E Framework Telephones, E-mails and faxes.	M & E Framework Telephones, E-mails and faxes.	M & E Framework Telephones, E-mails and faxes.	M & E Framework Telephones, E-mails and faxes.
		Courtesy	Convene meetings to discuss analyzed reports with M&E Practitioners and Planners.	Convene meetings to discuss analyzed reports with M&E Practitioners and Planners	Convene meetings to discuss analyzed reports with M&E Practitioners and Planners	Convene meetings to discuss analyzed reports with M&E Practitioners and Planners

		Openness & Transparency	M&E data available. Feedbacks meetings Reports produced on meetings and Forums	M&E data available. Feedbacks meetings Reports produced on meetings and Forums	M&E data available. Feedbacks meetings Reports produced on meetings and Forums	M&E data available. Feedbacks meetings Reports produced on meetings and Forums
		Information	Reports produced by M&E. Pictures taken	Reports produced by M&E. Pictures taken	Reports produced by M&E. Pictures taken	Reports produced by M&E. Pictures taken
		Redress	Feedback and consultancy support provided for Department to rectify.	Feedback and consultancy support provided for Department to rectify.	Feedback and consultancy support provided for Department to rectify.	Feedback and consultancy support provided for Department to rectify.

		Value for money	Continues improvement. -Give early warning about failure.	Continues improvement. -Give early warning about failure.	Continues improvement. -Give early warning about failure.	Continues improvement. -Give early warning about failure.
		Encouraging Innovation and rewarding excellence	Through Capacity building programmes	Capacity building Through Capacity building programmes	Through Capacity building programmes	Through Capacity building programmes
		Customer Impact.	Improved quality of services delivered to our customers	Improved quality of services delivered to our customers	Improved quality of services delivered to our customers	Improved quality of services delivered to our customers
		Integrated Service Delivery	Planners, M&E Forum for sharing common practice on how To monitor and evaluate	Planners, M&E Forum for sharing common practice on how To monitor and evaluate projects.	Planners, M&E Forum for sharing common practice on how To monitor and evaluate projects.	Planners, M&E Forum for sharing common practice on how To monitor and evaluate projects.

			projects.			
		Time:	Quarterly	Quarterly	Quarterly	Quarterly
		Cost	R 82 000.00	R90 000.00	R100 000.00	R100 000.00
		Human Resource	9 Officials	10 Officials	10 Officials	10 Officials