



# ANNUAL CITIZENS REPORT

2017/18 FINANCIAL YEAR

Together, Moving Gauteng City Region Forward



**GAUTENG PROVINCE**  
OFFICE OF THE PREMIER  
REPUBLIC OF SOUTH AFRICA

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## 1. LIST OF ABBREVIATIONS/ACRONYMS

|        |   |
|--------|---|
| APP    | Annual Performance Plan                               |
| BEPP   | Built Environment Performance Plan                    |
| CCC    | Community Care Centre                                 |
| CDW    | Community Development Worker                          |
| DLTC   | Driving License Testing Centre                        |
| Exco   | Executive Council                                     |
| FSDM   | Frontline Service Delivery Monitoring                 |
| GCR    | Gauteng City Region                                   |
| GEYODI | Gender, Youth and Disability Interventions            |
| GEP    | Gauteng Enterprise Propeller                          |
| GICC   | Gauteng Infrastructure Coordinating Committee         |
| GPD    | Gauteng Planning Division                             |
| GPG    | Gauteng Provincial Government                         |
| HOD    | Head of Department                                    |
| MEC    | Member of the Executive Council                       |
| MTEF   | Medium Term Expenditure Framework                     |
| NDP    | National Development Plan                             |
| NSDWR  | Ntirhisano Service Delivery War Room                  |
| OoP    | Office of the Premier                                 |
| PFMA   | Public Finance Management Act                         |
| POA    | Programme of Action                                   |
| PSA    | Public Service Act                                    |
| SAPS   | South African Police Service                          |
| SDIP   | Service Delivery Improvement Plan                     |
| SMME   | Small, Medium and Micro Enterprise                    |
| SPLUMA | Spatial Planning and Land Use Management Act          |
| TMR    | Transformation, Modernisation and Reindustrialisation |

# GENERAL INFORMATION

# PART A

## 2. OVERVIEW BY THE ACCOUNTING OFFICER



In giving effect to the National Development Plan: Vision 2030, the fifth Administration adopted the Gauteng Ten-Pillar Transformation, Modernisation and Reindustrialisation (TMR) Programme as the strategic focus for the Gauteng Provincial Government for the 2014-2019 period, and beyond to 2030.

The role of the Office of the Premier is to ensure that the ten pillars of the TMR Programme are integrated into the plans of all Gauteng provincial departments and that the implementation thereof

is monitored, evaluated and reported on. In addition, the improvement of service delivery is the hallmark of the fifth Administration. We continued strengthening the Ntirhisano service delivery response system to ensure that all spheres of government respond effectively to community needs and concerns. The 2017/18 financial year was the third full year of implementation of the TMR Programme and was characterised by intensive work by all Gauteng departments, with the support of the Office of the Premier, to ensure that the set targets are on track to be achieved by 2019. This included the continued focus by MECs, HODs and the Service Delivery team on the development of tailor-made interventions in areas of underperformance. It further saw an increase in site visits in relevant departments to review reported information.

The role of the Office of the Premier is to provide leadership to government; oversee the effective functioning of the entire provincial administration; coordinate long term planning; monitor and evaluate the performance of government; actively advance gender equality, youth empowerment, the rights of persons with disabilities, older persons and military veterans; and promote and facilitate effective communication between government and the people. In 2017, we signed a Memorandum of Understanding with all Gauteng-based universities to foster collaboration on skills development and infrastructure development, as well as investment in innovation and research and development.

Gauteng runs the second largest public education system in South Africa. Enrolment grew from 1.3 million in 1994 to 2.3 million in 2018. Gauteng has achieved 95%

universal access to Grade R. Our smart schools programme benefits over 64 000 Grade 12 learners in 377 township no-fee paying schools. Over 1 800 classrooms have been converted into smart classrooms and over 9 000 educators have been retrained in digital skills and issued with laptops. Every new school being built in Gauteng comes fully equipped with state-of-the-art technology, free Wi-Fi and smart classrooms.

Crime remains a major concern. In 2017, we improved our working relations with the SAPS and other law enforcement agencies. We agreed on targets to reduce crime by 50% in the precincts of the 40 police stations that contribute more than 50% to crime in Gauteng, and have added a further 1 266 police personnel and 859 high performance vehicles to improve police response and visibility. We have reintroduced the specialised police units focusing on priority crimes, such as gender-based violence, trio crimes (carjacking, house and business robberies), drugs and farm murders. Due to the escalation of crimes against women and children, we launched a campaign focusing on the plight of girl children and young women and appointed an Exco sub-committee to coordinate a comprehensive, multi-sectoral and multi-disciplinary response to crimes against women and girl children.

Thirty one (31) new mega settlements projects have been approved in the five development corridors of Gauteng, with the aim of yielding over 700 000 housing opportunities over a five- year period. To date, seven of these mega projects have been launched, and have already attracted private and public sector investment of over R100 billion.

In January 2017 the accelerated Tshepo 1 Million programme was launched. Over 120 000 unemployed youth in Gauteng were supported by the programme in 2017, bringing the total number of youth to have benefited from the programme since 2014 to over 450 000. This includes over 8 000 young job-seekers getting placed into permanent jobs in various economic sectors. Over 5 000 unemployed youth have been placed into transitional jobs through the programme in this year alone, including internships and temporary contracts, as well as opportunities for those who have not passed matric. It was also the first provincial programme to formally integrate with the Youth Employment Service (YES) Initiative. To date, over 40 private companies have signed up for partnership in support of the programme. Significant work has been undertaken and partnerships established for advancing and protecting the rights of youth, women, persons with disabilities, the elderly and military veterans. The Office of the Premier will continue to ensure greater and coordinated support for these target groups. In 2017, the Military Veterans Desk was established in the Office of the Premier, which works with the Department of Military Veterans and municipalities to address the plight of Gauteng's Military Veterans.

The Office of the Premier continues to be the best performing of the GPG departments with a 90% compliance level achievement, and remains committed to transparent, accountable and responsive governance and resolute in its commitment to enhancing integrity management across the GPG and society. Notable highlights include the establishment of the Gauteng Ethics Advisory Council, mandated to make recommendations to the Executive Council and the Legislature's Integrity

Commissioner on measures to be taken to enhance ethics, integrity and accountability in the conduct of public affairs in Gauteng. A Gauteng Ethics and Anti-Corruption Indaba was held on 21 November 2017 with the objective of promoting long-term, sustainable partnerships between government and other sectors to fight corruption and build an integrity-driven Gauteng City Region.

In the area of clean governance, Gauteng has made huge strides over the past four years, having increased the number of clean audits from 56% in 2013/14 to 65% in 2017/18, while achieving 100% unqualified audits in 2016/17 and in 2017/18. Gauteng is the only province that achieved 100% unqualified audits in 2017/18.

The achievements reflected in this Annual Citizens' Report would not have been possible without the decisive and visionary leadership of the Premier of Gauteng, Mr David Makhura, supported by the Members of the Executive Council, as well as the valuable contribution by the senior managers and all staff members in the Office of the Premier.



**Phindile Baleni (Ms)**

Director-General

31 August 2018

### 3. THE ROLE OF THE OFFICE OF THE PREMIER

The role of the Office of the Premier and our role is to provide long term planning, policy coordination, monitoring and evaluation of government performance on priorities based on the agreed outcomes.

The Office of the Premier continues to provide political and strategic leadership over the Gauteng City Region (GCR). It oversees the effective functioning of the entire provincial administration and fast-track delivery of policy priorities of this term of office and implement the NDP - Vision 2030.

Service delivery continues to be the distinguishing feature of the fifth administration. This requires government to instil service delivery into its strategic posture to be more and responsive on the ground, solving problems directly in and with communities; and being more compassionate with greater integrity of public institutions and public officials.

The OoP implements an effective Gauteng Provincial Governmentwide reporting, monitoring and evaluation system to track progress in implementing the provincial government's commitments and enable timeous interventions where progress is unsatisfactory.

The Office of the Premier promotes and facilitates effective communication between the people and the government. It monitors and evaluates progress made on gender, youth, disability and the elderly in all government programmes.

In response to the mandate of the Office of the Premier and the strategic imperatives of Government; the vision, mission and values of the Office of the Premier have been formulated to provide overall direction and inspiration in meeting and exceeding the objectives of the mandate.

#### 3.1 Vision

The vision for Gauteng Provincial Government is as follows:

In that we are building;

***“Gauteng into an integrated city-region, characterised by social cohesion and economic inclusion; the leading economy on the continent, underpinned by sustainable socio-economic development.”***

Hence, as the apex institution of the Gauteng Provincial Government, the Office of the Premier has set for itself the following vision:

***Leadership for an integrated city-region, characterised by social cohesion and economic inclusion; the leading economy on the continent, underpinned by sustainable socio-economic development.***

#### 3.2 Mission

In achieving its vision, the Office of the Premier defines its mission as follows:

***To advance radical socio-economic transformation and steer Gauteng towards a seamless and integrated City Region characterised by social cohesion and economic inclusion; by:***

- Providing strategic leadership and direction to government and society;
- Ensuring the transformation and modernisation of the public service;
- Improving government performance and service delivery through enhanced planning, coordination, monitoring and evaluation of government performance;
- Ensuring effective communication and stakeholder interfaces with communities and key sectors of society;
- Providing strategic and operational support in fulfilling constitutional and legal obligations;
- Actively advancing gender equality, women's empowerment, youth development and the rights of people with disability, older persons and military veterans; and
- Securing partnerships that support the development agenda, with both domestic and foreign partners.

### 3.3 Values

The values and principles that underpin the Office of the Premier's pursuit of its vision are predicated on the principles of Batho Pele, and are:



| Value          | What it means for the Office of the Premier in practice  |
|----------------|--|
| Patriotism     | <ul style="list-style-type: none"> <li>Remain true to the values of loyal service to the people;</li> <li>A sense of duty and service, and the passion to serve beyond the call of duty;</li> <li>Participation in all key government activities.</li> </ul>   |
| Purpose        | <ul style="list-style-type: none"> <li>Work tirelessly towards achieving goals;</li> <li>To be driven by purpose, and the achievement of results;</li> <li>Displaying the right attitude to the task at hand;</li> <li>Exude positive energy in move our province forward.</li> </ul>  |
| Team Focus     | <ul style="list-style-type: none"> <li>Working together to assist each other and to enable all departments to succeed;</li> <li>Sharing of knowledge and insights towards a common purpose.</li> </ul>   |
| Activism       | <ul style="list-style-type: none"> <li>Use all available opportunities to promote and lobby for desired social and economic changes;</li> <li>Strive to participate in all key government activities as an opportunity to lobby for key programmes;</li> <li>Exude positive energy in engaging with others about our desire and plans to move our province forward.</li> </ul> |
| Integrity      | <ul style="list-style-type: none"> <li>Value openness, honesty, consistency and fairness;</li> <li>Act in good faith in all our day to day activities;</li> <li>Display humility in our actions;</li> <li>Committed to ethical behaviour, and focus on justice and fairness;</li> <li>Exercise care not to disclose confidential information.</li> </ul>                       |
| Accountability | <ul style="list-style-type: none"> <li>Do what we say we will do, then follow through on whether it's been done correctly;</li> <li>Take ownership of the task to ensure it gets done correctly, the first time around;</li> <li>Delivering the best that we can.</li> </ul>   |
| Innovation     | <ul style="list-style-type: none"> <li>Listen to and understand needs and create new approaches to what we do;</li> <li>A focus on cutting edge, best in class and "outside the box" approaches and solutions.</li> </ul>  |

### 4. KEY FUNCTIONS

The Office of the Premier (OoP) derives its mandate primarily from the Constitution, the Public Service Act (PSA) and its regulations, the Public Finance Management Act (PFMA), policy directives and the overall mandate of government. The most important provisions are as follows:

- The Premier has executive, policy, legislative, intergovernmental and ceremonial functions and responsibilities as defined in Chapter 6 of the Constitution of the Republic of South Africa.
- The Premier, as the political head of the Provincial Government, is also responsible for the implementation of Chapter 3 of the Constitution.
- Section 41(1) defines the relationship and principles underlying cooperation between the various spheres of government.
- Section 125(2) of the Constitution determines that the Premier exercises the executive authority of the province together with other members of the Executive Council (EXCO). The Premier appoints these members and assigns their functions and responsibilities and delegate powers to them.

The Premier, together with the EXCO, exercises executive power by:

- implementing provincial legislation in the Province;
- implementing all applicable national legislation;
- administering national legislation in the Province (if assigned by Parliament);
- developing and implementing provincial policy;
- co-ordinating the functions of the provincial administration and its departments; and
- performing any other function assigned to the Provincial Executive in terms of the Constitution or an Act of Parliament.

The Executive Council is the fulcrum upon which the Provincial Government revolves. The Premier and all members of Executive Council are accountable to the Provincial Legislature for the exercise of powers and the performance of functions allocated to them. The Director-General, as the Head of the Provincial Administration, is mandated to manage the Public Service. This entails administrative leadership, planning, monitoring, co-ordination and delivery in accordance with the Public Service Act, 1994 as amended, together with the regulations.

In support of the GPG priorities, the OoP must:

- Provide strategic leadership to the entire government and society (i.e. on research and policy development, economic, societal and spatial transformation and the modernisation and reindustrialisation in the province);
- Oversee the effective functioning of the entire provincial administration and fastrack delivery of policy priorities of this term of office and implement the NDP 2030;
- Provide long term planning, policy coordination, monitoring and evaluation of government performance on priorities (coordination of government strategic

- planning process, centralised planning and provide monitoring and evaluation of transversal programs);
- d) Promotes and facilitate effective communication between the people and the government;
  - e) Provide support to the Premier and Executive Council (developing the legislative agenda for the province, support for Premier’s political role, cabinet services and leader of government business);
  - f) Promote intergovernmental and international relations (support the national, provincial and local development agenda);
  - g) Mainstream issues of Gender; Youth, Disability and the Older Person’s in our programmes (Mainstreaming of the rights and associated issues pertaining to the targeted Groups);
  - h) Service delivery interventions (Service delivery improvement and change management)

The Office of the Premier does not deliver direct services to the public. Its work is predominantly centred on three programmes, namely:

#### **PROGRAMME 1: ADMINISTRATION**

The programme is responsible for the overall strategic management and support to the Premier and the Director-General in fulfilling their statutory and political mandates. Further responsible for the provision of transformational Human Resources, Information Technology leadership and guidance to GPG departments, including the Office of the Premier.



#### **PROGRAMME 2: INSTITUTIONAL DEVELOPMENT**

The Institutional Development Programme is responsible for the promotion and facilitation of effective communication, public liaison and service delivery between government and the people of Gauteng, as well as the provision of security leadership, guidance on ethical behavioural standards and anticorruption mechanisms.

#### **PROGRAMME 3: POLICY AND GOVERNANCE**

The programme is responsible for the provision of policy and legal advice to the Executive Council, the Premier’s Coordination Forum and the Leader of Government Business; the strategic coordination and management of the Executive Council Cluster System; the management of international relations; integrated cooperative governance; integrated planning for a sustainable GCR; performance monitoring and evaluation and the advancement of Gender, Youth and People with Disabilities (GEYODI) and Militar y Veterans and Older Persons (MVO).

The functions of the programmes above are performed by five (5) branches, namely:

- Policy Coordination, Monitoring and Evaluation
- Executive Support & Stakeholder Management
- Institutional Development and Integrity Management
- Corporate Management
- Provincial Communications Services

## **5. WHO IS IN CHARGE**

The Premier of Gauteng is Mr David Makhura, who is the Executive Authority in terms of the Constitution of the Republic of South Africa.

The Director-General of the Office of the Premier is Ms Phindile Baleni, who is the Accounting Officer in terms of the Public Finance Management Act 1999.

## 6. OUR STANDARDS, HOW WE MEET THEM AND THE RESULTS ACHIEVED

The 2017/18 financial year represents the third full year of office for the Gauteng Province's fifth administration that assumed office in June 2014. The Province remains resolute in its strategic focus, through the vision of building Gauteng into a seamlessly integrated, economically inclusive, socially cohesive and globally competitive City Region; a leading economy on the African continent with smart, innovation-driven, knowledge-based and ecologically sustainable industries of the future; an activist, accountable, responsive and clean government and an active citizenry.

To give effect to this strategic intent, emanating from the inaugural State of the Province Address in 2014 by the Premier, the Office of the Premier adopted the strategic posture of an activist government that is responsive and actively engages with communities to find solutions to their developmental challenges. Through the Ntirhisano Community Outreach Programme led by the Premier, Members of the Executive Council and the Service Delivery War Room, significant progress in changing the people of Gauteng's experience of government has been made. The Ntirhisano Service Delivery Rapid Response system is a key area of focus to ensure quicker response times to service delivery issues and the strengthening of Intergovernmental Relations (IGR) governance.

The Transformation, Modernisation and Reindustrialisation (TMR) Programme was designed to transform, modernise and reindustrialise the Province, through attention to the basics of service delivery, good governance, building integrated human settlements, unlocking key sectors of growth, promoting innovation and providing opportunities for employment and development. This programme remains the cornerstone in the service delivery mandate of Office of the Premier.

The service delivery standards of the Office of the Premier are contained in its Service Delivery Improvement Plan (SDIP) for the 2015-2018 cycle. The SDIP serves as a framework to inform stakeholders regarding the OoP's service delivery standards. The following table reflects the components of the SDIP as well as the milestones reached in implementing the plan.

### OFFICE OF THE PREMIER SERVICE STANDARDS

We have set the following minimum standards for the level and quality of the services we provide:

| KEY SERVICES   | SERVICE BENEFICIARY  | CURRENT SERVICE STANDARD   | ACTUAL ACHIEVEMENT AGAINST STANDARDS  |
|--|--|--|---|
| Implement Government's Five Year Programme of Action | <ul style="list-style-type: none"> <li>Residents of Gauteng</li> <li>Government Departments</li> <li>Visitors from other provinces</li> <li>Visitors to the GPG website</li> </ul> | Regular quarterly performance information on the achievements against the Annual Performance Plan (APP) is collected, verified and analysed and performance reports with ratings and key findings and recommendations are tabled in the Legislative. | <p>A new approach to the analysis of performance per cluster, per pillar and per programme was introduced to provide the legislature with a high-level aggregated analysis and graphs to complement more detailed reports and data on specific areas of performance.</p> <p>The Annual Performance Plan performance reports continued to provide a consistent basis through which the Provincial Legislature and all oversight structures could be informed of progress in key delivery areas and could institute corrective measures in areas of sustained under-performance and/or systemic weakness.</p> <p>Progress in relation to the identified intervention areas was monitored and reported to the Provincial Legislature and all oversight structures as part of monthly and quarterly performance plan reporting.</p> |



| KEY SERVICES                                | SERVICE BENEFICIARY  | CURRENT SERVICE STANDARD  | ACTUAL ACHIEVEMENT AGAINST STANDARDS   |
|---|--|---|--|
| Establishment of the Public Service Hotline | <ul style="list-style-type: none"> <li>Residents of Gauteng</li> <li>Government Departments</li> <li>Visitors from other provinces</li> <li>Visitors to the GPG website</li> </ul> | Complaints resolved within 72 hours. Communicating the outcomes of government interventions on issues raised through the Hotline. | <p>Since inception of the Ntirhisano Service Delivery War Room (NSDWR), a total of 4, 578 Community Development Workers (CDWs) have been integrated into the NSDWR system.</p> <p>68 % of GCR-wide War Room cases were acknowledged within three (3) days of receipt. A sample of 1438 citizens participated in the Customer Satisfaction Survey. 87% (1258/1438) of citizens rated government service as satisfactory.</p> <p>The Rapid Response Team received twenty-eight (28) walk-in queries; twenty-six (26) memorandum of service delivery concerns as well as sixty (60) correspondences from concerned communities.</p> |
|   |  |   | Upon receipt of these service delivery complaints, the OoP coordinated and facilitated the response to and resolution of these community concerns with relevant departments, agencies and municipalities within the Gauteng City Region (GCR). In other cases, mitigation and/or mediation meetings were held with relevant stakeholders   |

| KEY SERVICES                           | SERVICE BENEFICIARY   | CURRENT SERVICE STANDARD  | ACTUAL ACHIEVEMENT AGAINST STANDARDS  |
|--|---|---|---|
|  |   |   | <p>The OoP Entity Management Team provides continuous support to Case Resolvers, Capturers, Customer Care Centre (CCC) Managers and Community Development Workers (CDWs) to hone and deepen their skills in responding and resolving community service delivery complaints.</p> <p>This assists in ensuring that both theoretical and practical know-how imparted through the Ntirhisano Service Delivery Programme training sessions is retained and utilised for the maximum benefit of society</p> |
| Certification of Bills and Regulations | <ul style="list-style-type: none"> <li>Role-players in the legislative path from inception to final promulgation</li> </ul> | Scrutinise and certify bills, notices and regulations to ensure compliance with the Constitution, national legislation and provincial policies. | Legislative requirements achieved with all Bills, Notices and Regulations passed.   |



| KEY SERVICES           | SERVICE BENEFICIARY  | CURRENT SERVICE STANDARD   | ACTUAL ACHIEVEMENT AGAINST STANDARDS  |
|------------------------|--|--|---|
| Communication Services | <ul style="list-style-type: none"> <li>Residents of Gauteng</li> <li>Poor and disadvantaged communities</li> <li>Private Sector</li> </ul> | <p>Ntirhisano</p> <p>Stakeholder engagement sessions</p> <p>Economic Opportunities</p> <p>Road shows</p> <p>Service Delivery Programme initiatives</p> <p>Thusong Service Centres including Open Days</p> <p>Distribution of information leaflets, posters, pamphlets and monthly issues of Gauteng News</p> | <p>Public campaigns linked to the Gauteng strategic focus, State of the Province Address, Deliverology and Tshepo Programmes, Ntirhisano Outreach Programme, Girl child, Premier's Service Excellence Awards, Women's Excellence Awards have been implemented through various platforms.</p> <p>Meaningful dialogue between government and the people was fostered through several community engagements that were facilitated for the Premier and the Legislature.</p> <p>Matters ranging from government's programme of action and the vision on radical transformation, modernisation and reindustrialisation, were discussed.</p> |
| GPG services           | <ul style="list-style-type: none"> <li>All residents of Gauteng</li> </ul>   | Produce and distribute Directory of Services to all residents of Gauteng   | Directory of Services produced and distributed  |
| Branding of Gauteng    | <ul style="list-style-type: none"> <li>Residents of Gauteng</li> <li>Visitors from other provinces</li> </ul>                              | Marketing and promotion of Gauteng through billboards and other platforms as a tourist and investment destination.   | Multimedia platforms – such as print, broadcast, digital and outdoor were used to communicate government messages and programmes.   |

| KEY SERVICES         | SERVICE BENEFICIARY  | CURRENT SERVICE STANDARD                    | ACTUAL ACHIEVEMENT AGAINST STANDARDS   |
|----------------------|--|---|--|
| Centralised Planning | <ul style="list-style-type: none"> <li>Residents of Gauteng</li> <li>National Government</li> <li>Provincial and Local Government</li> </ul> | Gauteng Planning Division (GPD) established | <p>Throughout the financial year, the GPD continued with ongoing engagements with municipalities and sector departments as part of the implementation of the different components of the GCR Implementation Plan for SPLUMA.</p> <p>The GCR Implementation Plan for SPLUMA Implementation Plan provides an opportunity for an inclusive, equitable spatial and land regulatory environment that builds towards decisive spatial transformation.</p> <p>The GPD also supported the Mid-Year Budget and Built Environment Performance Plan (BEPP) review for the three Metropolitan Municipalities hosted by National Treasury, where the GPD established the Tri-Metro Joint Planning Task Team, to allow for cooperative planning between the main cities in the GCR. The BEPP is a spatial transformation plan that provides for an opportunity to plan for the alignment of the various build environment grants within a municipal space thus improving integrated planning and implementation of urban investment.</p> |



| KEY SERVICES               | SERVICE BENEFICIARY  | CURRENT SERVICE STANDARD   | ACTUAL ACHIEVEMENT AGAINST STANDARDS   |
|----------------------------|--|--|--|
| Supporting Targeted Groups | <ul style="list-style-type: none"> <li>Targeted groups: women, children, youth, persons with disabilities</li> </ul> | Special Programmes support through a number of intergovernmental forums held | <p>The assessments found a level of alignment in each of the 14 Departments' policies, strategic plans and programmes to the GPG policies on the rights of each of the targeted groups showed a high degree of mainstream inclusion of the targeted groups. This and the use of a human rights and developmental approach in the programmes targeting each marginalised group; youth, women, persons with disabilities, older persons and military veterans give us more confidence that all members of each targeted groups will soon be able to access an appropriate and equitable share the Province's services.</p> <p>The Office of Premier established the Universal Design &amp; Access Reference Group which will contribute experienced and multi-disciplinary advice to the Gauteng City Region officials.</p> <p>The civil society organisations of persons with disabilities and professionals in this reference group will work collegially with Gauteng City Region officials to design a truly radical spatial transformation to achieve a universally accessible Gauteng City Region.</p> |

| KEY SERVICES               | SERVICE BENEFICIARY  | CURRENT SERVICE STANDARD   | ACTUAL ACHIEVEMENT AGAINST STANDARDS  |
|----------------------------|--|--|---|
| Support social development | <ul style="list-style-type: none"> <li>Residents of Gauteng</li> </ul> | Dialogue for Women held with Premier. Commemoration of Youth Day, International Women's Day and International Day of Persons with Disabilities | Partnerships formed for Youth Month, Women's Month, Disability Rights Month, International Day of Persons with Disabilities and International Women's Day activities. |

### Batho Pele arrangements with beneficiaries (consultation, access etc.)

| CURRENT/ ACTUAL ARRANGEMENT            | DESIRED ARRANGEMENTS   | ACTUAL ACHIEVEMENTS   |
|--|--|---|
| Public participation events            | <ul style="list-style-type: none"> <li>Residents and communities of Gauteng</li> </ul>   | <ul style="list-style-type: none"> <li>A range of public participation events were held throughout the financial year.</li> <li>Sector based stakeholder engagements were held with various stakeholders.</li> </ul>  |
| Interactive meetings with stakeholders | <ul style="list-style-type: none"> <li>Residents and communities of Gauteng</li> <li>Provincial Government departments</li> <li>Civil society</li> <li>Public entities and state owned enterprises</li> <li>Private sector entities</li> </ul> | <ul style="list-style-type: none"> <li>Meetings with internal and external stakeholders held, as and when the need arose.</li> <li>The Premier's Conversation with Business provided a great platform to engage with business to form a partnership to create viable economic opportunities.</li> <li>Ntirhisano outreach programme has made fair progress in achieving the short-term commitments in 2017/18.</li> </ul> |

| CURRENT/ ACTUAL ARRANGEMENT  | DESIRED ARRANGEMENTS  | ACTUAL ACHIEVEMENTS  |
|--|---|--|
| Various forums across programmes, such as human resources, anti-corruption, ethics, service delivery, monitoring and evaluation and targeted group support | <ul style="list-style-type: none"> <li>Residents and communities of Gauteng</li> <li>Provincial</li> <li>Government departments</li> <li>Public entities and state owned enterprises</li> <li>Civil society</li> <li>Targeted groups: women, youth and persons with disabilities</li> </ul> | <ul style="list-style-type: none"> <li>Monthly and quarterly meetings held with HR professionals from all Departments.</li> <li>Quarterly Gender Forum, civil society and Interdepartmental Disability Rights meetings for targeted groups held.</li> <li>PME Forum met on a monthly and quarterly basis.</li> <li>IGR and IR Forums held.</li> <li>Gauteng Ethics Advisory Council meetings held.</li> <li>Service Delivery Forum met on a quarterly basis.</li> <li>Quarterly Legal Forum meetings with all departmental Legal Units were held.</li> <li>Service Delivery Intervention Programmes held.</li> <li>GPG Intergovernmental Communication Lekgotla held quarterly.</li> <li>Other engagements held as and when the need arose.</li> </ul> |
| Thusong Service Centres (TSCs)   | Communities where TSCs are located  | Various Open Days held to consult and engage on government service delivery.   |

## Service Delivery Information Tool

| CURRENT/ACTUAL INFORMATION TOOLS  | DESIRED INFORMATION TOOLS   | ACTUAL ACHIEVEMENTS   |
|---|---|---|
| Gautengonline.  | Gautengonline.  | The website was updated daily with important news, events, programmes, policies, strategies and media statements.   |
| Gauteng news, pamphlets, information brochures, posters, banners, leaflets. | Gauteng news, pamphlets, information brochures, posters, banners, leaflets. | Gauteng News was issued on a monthly basis covering a range of topics of matters of interest to communities.<br><br>Information leaflets, brochures, posters and banners on government's services, such as Ntirhisano, Women, Children, Youth and Persons with Disabilities, among others, including public participation events, road shows, are distributed on a regular basis.<br><br>A services database is also available. |
| Advertising campaigns on strategic direction and policy initiatives.        | Advertising campaigns on strategic direction and policy initiatives.        | Advertising campaigns linked to the Ntirhisano Outreach Programme, Tshepo 1 Million, Girl Child, Gauteng City Region's Ten-Pillars of Transformation, Modernisation and Re-industrialisation Programme were done to profile government programmes.  |

## Complaints mechanism

| CURRENT/ ACTUAL COMPLAINTS MECHANISM  | DESIRED COMPLAINTS MECHANISM  | ACTUAL ACHIEVEMENTS  |
|---|---|--|
| Complaints are invited from residents in person, writing, by email and through public participation events. | <ul style="list-style-type: none"> <li>Complaints are invited from residents in person, writing, by email and through public participation events.</li> <li>Service Delivery War Room.</li> <li>Ntirhisano Outreach Programme.</li> </ul> | Complaints were dealt with effectively through the Service Delivery War Room, Ntirhisano Case Management System and through the Ntirhisano Outreach engagements. The Office adopted a strategic posture of an activist government that is responsive and actively engages with communities to find solutions to their developmental challenges. Service delivery interventions have been strengthened through the Service Delivery War Room. |

| CURRENT/ ACTUAL COMPLAINTS MECHANISM | DESIRED COMPLAINTS MECHANISM | ACTUAL ACHIEVEMENTS   |
|--------------------------------------|------------------------------|---|
| Public Service Hotline.              | Public Service Hotline.      | Achievement rate of 89% on GPG departments and 19% on municipalities of escalated cases resolved. |

## NTIRHISANO OUTREACH PROGRAMME

The Ntirhisano Outreach Programme was introduced in July 2015 as a community and stakeholder engagement platform, towards changing the people of Gauteng's experience and perceptions of government to that of being responsive, proactive and giving hope to communities and demonstrating capability and willingness to solve people's problems and improve their lives.

Emanating from concerns raised during Ntirhisano engagements, interventions are underway to respond more effectively. By the end of the 2017/18 financial year, the Ntirhisano Outreach reached over 70 communities attracting on average 2 000 participants per public meeting while through the media, over 9 million citizens were reached.

The programme have also recorded a number of successes including the establishment of Ekasi Labs, implementation of the Qondisa ishishini lakho campaign which seeks to ensure that businesses in the townships are registered, activation of Tshepo 1 million in various areas, fast-tracking the reinstatement of train services between Vereeniging and Johannesburg, completion of various routes including Sebe Rd, improvement of admin systems in Jubilee Hospital, extension of the waiting area in Tshepiso Clinic, and renovations of the ICU and the pharmacy in Sebokeng Hospital. The community engagements have also confirmed that access to housing and related services is the key issue facing most residents of Gauteng.

Ntirhisano has also forced government departments to be community-oriented by ensuring that issues for, public meetings and site visits form part of the annual performance plans of departments and budgets. There is now evidence from the Quality of Life surveys that the performance rating of the provincial government by Gauteng residents has steadily been improving since 2015/16. The 2017/18 survey reveals that satisfaction with government is at its highest level of 45% since 2011, while national government is at 43% and local government is at 39%.

## TSHEPO 1 MILLION

One of the commitments we made in 2014 was that we will take decisive steps to address youth unemployment and marginalisation. In December 2014, we launched a youth empowerment programme, Tshepo 500 000, to equip young people with demand-led skills that will enable them to access the labour market, while others would begin a life of entrepreneurship. Over a period of four years, 514 000 young people have benefitted from this youth empowerment programme which is run in partnership with Harambe Youth Employment Accelerator and private sector

employers. The programme was upscaled and linked to the opportunities in the township economy, as Tshepo 1 Million.

The role of Harambe is to serve as a clearing house by preparing young people for jobs that are in demand in specific sectors and match them to specific employers, based on their skills and where they live. Many employers have gained much confidence from the preparatory work done by Harambe. This work ranges from the broad-based mass digital learning system now running in township libraries to much more job-specific and task-specific bridging programmes needed to prepare young people for what they will actually do on the job. Young women are also the major beneficiaries of Tshepo 1 Million – 60% of those who have benefitted are young women.

### **FRONTLINE SERVICE DELIVERY MONITORING (FSDM)**

The emphasis of the programme is on improving the quality of frontline service delivery and experiences of citizens by leveraging its position at the core of national and provincial government to encourage better frontline service delivery across sectors.

The programme consisted of unannounced baseline visits to monitor the quality of service delivery in relation to key indicators; feedback visits to provide feedback on the results and recommendations; improvement visits to develop site improvement plans together with the site management in cases of poor performance and further follow-up visits to monitor improvements and adherence to standards.

Linked to efforts to directly address residents' service delivery concerns, a total of 15 improvement plans were developed to ensure improved performance and customer experiences. The objective of Frontline Service Delivery Monitoring is to facilitate improvements in the performance of targeted frontline service delivery sites and to drive the implementation of improvements at those facilities targeted for improvements monitoring due to poor findings.

### **INTEGRITY**

The establishment of the civil society-led Ethics Advisory Council as the integrity promotion and anti-corruption watchdog is a step in the right direction. The Council has been running workshops with public and private sector leaders, trade unions and professional bodies and getting them to sign integrity pledges, and this has generated a strong positive drive to ensure clean governance in the public and private sector alike in Gauteng. All surveys shown that corruption is a matter of grave concern to citizens and it must be tackled head-on through institutional measures that make it very difficult for acts of corruption without consequences.

The introduction of the Open Tender Process has improved transparency and public scrutiny over the procurement processes. It has also reduced irregular and wasteful expenditure. As we perfect the Open Tender Process, efforts will be made to continue to move with speed in ensuring that it is enacted into a provincial legislation. This ANC-led administration is very serious about promoting transparency and integrity as antidotes to corruption.

## **7. HOW WE INTEND IMPROVING OUR SERVICES**

In order to continuously improve on its services, the Office of the Premier reviews its SDIP on an annual basis as required by the Public Service Regulations. The Office of the Premier has developed the SDIP for the new 2018-2021 cycle. An assessment of the new SDIP was conducted at a workshop convened by the Department of Public Service and Administration (DPSA) with all GPG departments held on 13 – 14 February 2018. In terms of Treasury Regulations, the Accounting Officer of an institution is required to prepare a strategic plan for the forthcoming Medium Term Expenditure Framework (MTEF) period. The Office of the Premier's SDIP is informed by the 2015-2020 Strategic Plan and is aligned to the Annual Performance Plan (APP) for 2018/19. This strategic plan reflects the strategic outcomes oriented goals and objectives which the Office of the Premier will endeavour to achieve over the MTEF period.

Copies of the SDIP for 2015-2018 and the new SDIP for the 2018-2021 MTEF periods and the Strategic Plan for the fiscal years 2015–2020 are available on request from the Director: Performance Monitoring and Evaluation, Ms Vuyiswa Stephens. Her contact details are: Tel: (011) 355 6216, E-mail: [Vuyiswa.stephens@gauteng.gov.za](mailto:Vuyiswa.stephens@gauteng.gov.za). Both documents will also be made available on the OoP website, [www.gautengonline.gov.za](http://www.gautengonline.gov.za).



## 8. ORGANISATIONAL STRUCTURE

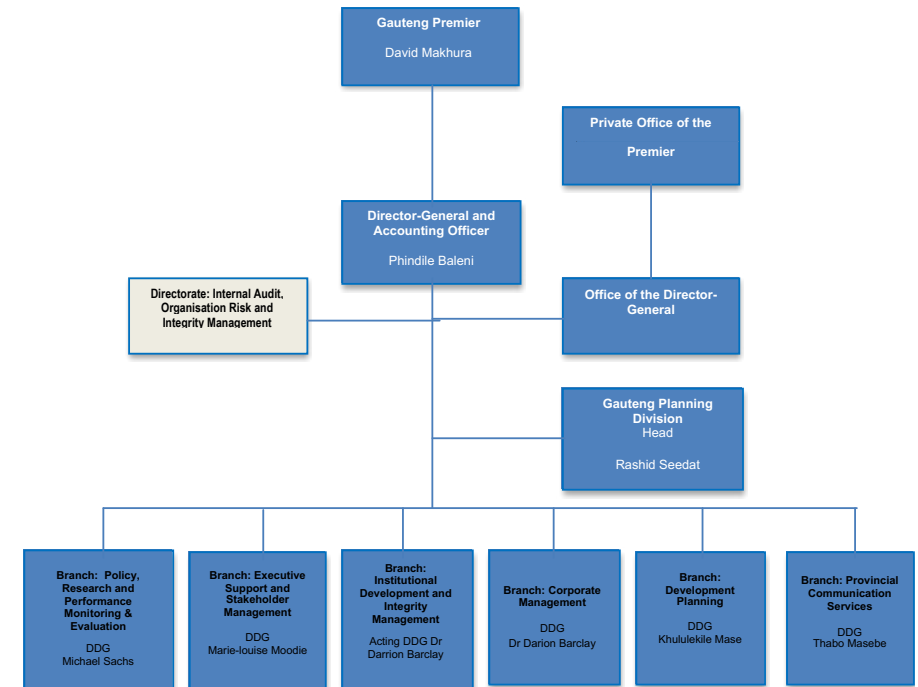
In the 2017/18 period, significant emphasis was placed on filling vacant funded posts in line with the Transformation, Modernisation and Reindustrialisation Programme. The implementation of the structure is ongoing and funded vacancies, including critical positions, will continue to be advertised and filled.

The current status of filled and vacant positions is as follows:

| ITEM                                    | STATUS |
|---|--------|
| Total staff posts on approved structure | 316    |
| Total posts on the post establishment   | 558    |
| Funded posts on the establishment       | 498    |
| Filled posts as at 31 March 2018        | 453    |
| Vacant funded posts as at 31 March 2018 | 45     |
| Vacancy rate as at 31 March 2018        | 9%     |



The high-level structure of the Office of the Premier is outlined below:



## ENTITIES REPORTING TO THE PREMIER

The Office of Premier does not have any direct reporting entities.

## 9. BUDGET AND MTEF ESTIMATES

### 9.1 Expenditure estimates: Office of the Premier

#### 9.1.1 Summary of Actual and Budgeted Payments

| Programme                 | 2014/15         | 2015/16        | 2016/17        | 2017/18            |                        |                   | 2018/19        | 2019/20        | 2020/21        |
|---------------------------|-----------------|----------------|----------------|--------------------|------------------------|-------------------|----------------|----------------|----------------|
|                           | Outcome/Audited |                |                | Main Appropriation | Adjusted Appropriation | Revised Estimates | MTEF           |                |                |
| Administration            | 90388           | 101054         | 107 648        | 119 391            | 141 598                | 132 725           | 161 526        | 128 708        | 121 958        |
| Institutional Development | 126912          | 206900         | 209 239        | 228 793            | 241 167                | 227 156           | 245 138        | 252 154        | 266 560        |
| Policy and Governance     | 86478           | 105895         | 153 439        | 261 126            | 258 589                | 247 372           | 296 030        | 314 686        | 347 194        |
|                           | <b>303 778</b>  | <b>413 849</b> | <b>470 326</b> | <b>609 310</b>     | <b>641 354</b>         | <b>607 253</b>    | <b>702 694</b> | <b>695 548</b> | <b>735 712</b> |

#### 9.1.2 Summary of Actual and Budgeted Payments by Economic Classification

| Economic Classification              | 2014/15         | 2015/16        | 2016/17        | 2017/18            |                        |                   | 2018/19        | 2019/20        | 2020/21        |
|--------------------------------------|-----------------|----------------|----------------|--------------------|------------------------|-------------------|----------------|----------------|----------------|
|                                      | Outcome/Audited |                |                | Main Appropriation | Adjusted Appropriation | Revised Estimates | MTEF           |                |                |
| Current payments                     | 279 545         | 381 262        | 436 422        | 466 902            | 487 746                | 457 931           | 553 415        | 540 827        | 572 481        |
| Compensation of employees            | 147 909         | 234 004        | 256 909        | 292 158            | 292 474                | 281 344           | 307 088        | 341 264        | 360 035        |
| Goods and services                   | 131 636         | 147 258        | 179 513        | 174 744            | 195 272                | 176 587           | 246 327        | 199 563        | 212 446        |
| Transfers and subsidies              | 14701           | 19142          | 19 996         | 130 876            | 133 886                | 131 884           | 138 716        | 146 815        | 154 890        |
| Machinery and equipment              | 9 448           | 13 445         | 13 898         | 11 532             | 15 839                 | 13 555            | 10 563         | 7 906          | 8 341          |
| Software and other intangible assets | 5               |                |                |                    |                        |                   |                |                |                |
| Payments for financial assets        | 79              | 1              |                |                    | 3 883                  | 3 883             |                |                |                |
| Total economic classification        | <b>303 778</b>  | <b>413 849</b> | <b>470 326</b> | <b>609 310</b>     | <b>641 354</b>         | <b>607 253</b>    | <b>702 694</b> | <b>695 548</b> | <b>735 712</b> |

## 10. CONTACT DETAILS

PHYSICAL ADDRESS: 30 Simmonds Street  
Marshalltown  
Johannesburg  
2001

POSTAL ADDRESS: PO Box 61  
Marshalltown  
2107

TELEPHONE NUMBER/S: 011 355 6000

FAX NUMBER: 011 834 9177

EMAIL ADDRESS: [hotline@gauteng.gov.za](mailto:hotline@gauteng.gov.za)

WEBSITE ADDRESS: [www.gautengonline.gov.za](http://www.gautengonline.gov.za)

Complaints may be addressed telephonically or in writing to the Gauteng Government Public Liaison Hotline.

The Public Liaison Hotline operates from 7am to 6pm – Monday to Friday – and is accessible through four different channels:

- Calls: 08600 - 11000 (Shared Cost)
- Fax: 011 429 3222
- E-Mail: [hotline@gauteng.gov.za](mailto:hotline@gauteng.gov.za)
- Post: Gauteng Public Hotline, Private Bag x 115 Marshalltown, Johannesburg 2011





## **GAUTENG PROVINCE**

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