



Western Cape
Government

Department of the Premier



2019/2020

ANNUAL PERFORMANCE PLAN

FOREWORD

The South African political and socio-economic landscape can best be described as Volatile, Uncertain, Complex and Ambiguous, a VUCA context (PERO 2018). It is within this context that the Department of the Premier continued to display resilience in its efforts to maintain performance gains achieved over the past couple of years. As we enter the final year of the 5-year electoral term, we are able to reflect on a race well run whilst taking cognisance of the opportunities it created for the next term.

In our capacity as the leading Department of the Western Cape Government, we endeavoured to continuously improve its governance maturity as the centre for good governance. This is reflected in the achievement against our Departmental strategic goals and objectives contained in its 5-year Strategic Plan and particularly as it relates to Provincial Strategic Goal 5, dealing with good governance, the importance of nurturing strategic partnerships and the appreciation that all Government's intervention have specific geographical results. This also articulates the specific focus of the next financial year, which is to strengthen integrated planning, budgeting and implementation, through our Whole of Society Approach (WOSA) and Whole of Government Approach.

Through the WOSA, I am pleased to report that great strides have been made with embedding integrated management in the Western Cape Government as it aims to drive key provincial transversal and strategic processes with a strong focus at local government. More work will be done to ensure that citizens are put at the centre of service delivery. The WOSA seeks to engage communities in an inclusive manner within a spatial context.

The roll-out of pervasive broadband throughout the province remains one of the WCG's flagship programmes and, apart from its direct and obvious benefits, has been a catalyst for various other major provincial initiatives. A total of 1 875 sites throughout the province have been connected to minimum network speeds of 10 megabytes per second up to a maximum speed of 10 gigabytes per second. By being the anchor tenant for the provincial-wide broadband network, the WCG has managed to facilitate private sector investment in telecommunications infrastructure in areas that would previously not have been feasible for fibre roll-out.

One of the province's other flagship projects, the e-Learning Game Changer, would not have been possible without the broadband infrastructure. While we acknowledge that we are still experiencing teething problems in this domain, the substantial gains that have been made in the education environment have become irreversible. Further value derived from the broadband programme are the roll-out of broadband links to municipalities, migrating from analogue telephony to VOIP and the availability of free Wi-Fi to our citizens at the province's 178 Public Wi-Fi Hotspots.

During the 2019 MTEF period this Department will continue its investment in phase two of the provincial broadband programme by increasing the minimum network speeds to 100mbps. We will also intensify our efforts to derive consequent value from the broadband network by increasing the number of Public Wi-Fi Hotspots to 1 600 and to continue effecting telephony savings by migrating more corporate sites to the VOIP platform.

Through the Digital Government Strategy (DGS), the Department aims to coordinate and direct all provincial ICT initiatives towards optimising and transforming existing public services and to create new public services for citizens of the Western Cape through digital empowerment of residents and employees. During the year ahead the Department will be developing the Digital Transformation Plan (DTP) which will be the implementation plan for the DGS. This will be done through a series of workshops and consultations with other departments, citizens, academia, businesses as well as local and national government. This plan will be fully aligned to the next iteration of the WCG Provincial Strategic Plan (PSP) as ICTs are increasing in its importance as enablers of achieving of the PSP goals and objectives.

The Data Governance Strategy is about the overall management of the availability, usability, integrity and security of the data to be managed as a strategic asset in the WCG. This will enable better evidence-based decision-making at strategic and operational level.

Good Governance thus remains an ongoing focus in the final year of the current electoral cycle with specific attention to the refinement of the WCG Governance Index and interventions to improve the audit outcomes across departments, public entities and municipalities. In this regard the Department achieved its fifth clean audit and its overall MPAT performance registering a compliance level of 91% is evidence of the success with which the Department has managed to embed good governance.

These achievements are as a result of a collaborate effort of maintaining high performance levels and a continuous strive to move beyond compliance to value added services.

I am thus confident that the Department of the Premier guided by its management team and support staff, will continue to take the lead in ensuring that the WCG serve the people of this Province in an integrated and sustainable manner with good clean governance as the foundation of a capable state.



Helen Zille

Executive Authority of the Department of the Premier

OFFICIAL SIGN-OFF

It is hereby certified that this Annual Performance Plan:

- was developed by the management of the Department of the Premier under the guidance of Premier Helen Zille;
- was prepared in line with the current Strategic Plan of the Department of the Premier; and
- accurately reflects the performance targets which the Department will endeavour to achieve given the resources made available in the budget for the 2019/20 financial year.



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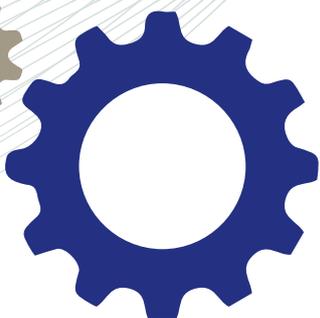
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ABBREVIATIONS

AG	Auditor General
APP	Annual Performance Plan
BAS	Basic Accounting System
BPO	Business Process Optimisation
BRICS	Brazil, Russia, India, China and South Africa
CD	Chief Director
Ce-I	Centre for e-Innovation
Capex	Capital Expenditure
DCAS	Department of Cultural Affairs and Sport
CD-GMS	Chief Directorate: GITO Management Services
CEMIS	Central Education Management Information System
CFO	Chief Financial Officer
CGRO	Corporate Governance Review and Outlook
CHEC	Cape Higher Education Consortium
COBIT	Control Objectives for Information and Related Technology
COCT	City of Cape Town
COE	Compensation of Employees
COTS	Commercial off the Shelf
CSC	Corporate Services Centre
DDG	Deputy Director-General
DEDAT	Department of Economic Development and Tourism
DGS	Digital Government Strategy
DOTP	Department of the Premier
DOCS	Department of Community Safety
DPME	Department: Performance Monitoring and Evaluation
DPSA	Department of Public Service and Administration
DSD	Department of Social Development
DSU	Delivery Support Unit
DTPW	Department of Transport and Public Works
ECM	Electronic Content Management
EHW	Employee Health and Wellness
ERM	Enterprise Risk Management
ERP	Enterprise Resource Platform
EXCO	Executive Committee
FSDM	Frontline Service Delivery Monitoring
FOSAD	Forum of South African Directors-General
GIS	Geographical Information Systems
GITO	Government Information Technology Officer
GPS	Growth Potential of Towns Study
GWME	Government-wide Monitoring and Evaluation
HCM	Human Capital Management
HOD	Head of Department
HR	Human Resources
HRD	Human Resource Development
HRM	Health Risk Manager
ICT	Information Communication Technology
IFMS	Integrated Financial Management System

IRS	International Relations Strategy
IT	Information Technology
LAN	Local Area Network
LGMTEC	Local Government Medium-term Expenditure Committee
LP	Learning Programme
M&E	Monitoring and Evaluation
MGRO	Municipal Governance Review and Outlook
MISS	Minimum Information Security Standards
MPAT	Management Performance Assessment Tool
MTEC	Medium-term Expenditure Committee
MTEF	Medium-term Expenditure Framework
MTSF	Medium-term Strategic Framework
NDP	National Development Plan
NPO	Non Profit Organisation
OD	Organisation Development
OHS	Occupational Health and Safety
PAY	Premier's Advancement of Youth
PAC	Provincial Assessment Centre
PCF	Premier's Co-ordinating Forum
PERMIS	Performance Management Information System
PESTEL	Political, Economic, Social, Technological, Environmental and Legal
PFS	Provincial Forensic Services
PFMA	Public Finance Management Act
PGMTEC	Provincial Government Medium-term Expenditure Committee
PILLR	Policy on Incapacity Leave and Ill-health Retirement
PM	People Management
PMP	People Management Practices
POPI	Protection of Personal Information
PSO	Provincial Strategic Objective
PSP	Provincial Strategic Plan
PSA	Public Servants' Association
PSG	Provincial Strategic Goal
PSO	Provincial Strategic Objective
PTE	People Training and Empowerment
PTM	Provincial Transversal Management
PTMS	Provincial Transversal Management System
PWDG	Province-wide Data Governance
PWMES	Provincial-wide Monitoring and Evaluation System
QLFS	Quarterly Labour Force Survey
QPR	Quarterly Performance Report
R&D	Research and Development
RBM&E	Results-based Monitoring and Evaluation
RLS	Regional Leaders Summit
SALGA	South African Local Government Association
SCM	Supply Chain Management
SDG	Sustainable Development Goals
SITA	State Information Technology Agency
SLA	Service Level Agreement
SMS	Senior Management Service
SP	Strategic Plan
SQL	Structured Query Language
SWOT	Strengths, Weaknesses, Opportunities and Threats
WAN	Wide Area Network
WCED	Western Cape Education Department
WCG	Western Cape Government
WOSA	Whole of Society Approach



A



part A

STRATEGIC OVERVIEW

1. VISION

The vision of the Department of the Premier is to be a leading department enabling the Western Cape Government to improve the quality of life of all its people.

2. MISSION

The mission of the Department of the Premier is to embed good governance and to enable integrated service delivery in the Western Cape through partnerships, innovation and people excellence.

3. VALUES

We commit ourselves to delivering services according to the following values:

Competence (The ability and capacity to do the job we have been appointed to do)

- We are able to do the job we have been appointed to do, and always strive for excellence.
- We develop and grow our people, enabling and empowering them to do their jobs in support of service delivery.
- We empower employees to render an excellent service to the people in the Western Cape and we focus on this.
- We demonstrate knowledge and an understanding of executing our task in terms of the constitutional, legislative and electoral mandates and we work together to achieve this.

Accountability (we take responsibility)

- We have a clear understanding of our vision, mission, strategic objectives, roles, delegations and responsibilities.
- We deliver on our outcomes and targets with quality, on budget and in time.
- We hold each other accountable as Public Servants and know we can trust each other to deliver.
- We individually take responsibility for and ownership of our work, actions and decisions.

Integrity (To be honest and do the right thing)

- We create an ethical environment by being honest, showing respect and living out positive values.
- We seek the truth and do the right things in the right way in each situation.
- We are reliable and trustworthy and behave consistently in word and in action.
- We act with integrity at all levels and in all instances, with zero tolerance for corruption.

Responsiveness (To serve the needs of our citizens and those we work with)

- Our focus is the citizens, building relationships that allow us to anticipate their needs and deal with them proactively.
- We take each other and the citizens seriously, being accessible, listening and hearing their voices.
- We respond with timeous action and within agreed timeframes.

- We collaborate with each other, providing appropriate and reliable information and sharing it responsibly.

Caring (To care for those we serve and work with)

- We value each other and citizens and treat all with dignity and respect.
- We listen actively and display compassion towards each other and citizens.
- We provide support to and show interest in each other and citizens, caring for the wellbeing of everyone.
- We show appreciation and give recognition to each other and citizens.

Innovation (To be open to new ideas and develop creative solutions to challenges in a resourceful way)

- We seek to implement new ideas, create dynamic service options and improve services.
- We strive to be creative thinkers who view challenges and opportunities from all possible perspectives.
- We are citizen-centric and have the ability to consider all options and find a resourceful solution.
- We value employees who question existing practices with the aim of renewing, rejuvenating and improving them.
- We foster an environment where innovative ideas are encouraged and rewarded.
- We understand mistakes made in good faith, and allow employees to learn from them.
- We solve problems collaboratively to realise our strategic organisational goals.

4. LEGISLATIVE AND OTHER MANDATES

The Department complies with its constitutional and legislative mandates. Additional capacity has been created in the Department to ensure compliance with all prescripts in the execution of the Department's mandates.

4.1 Constitutional mandates

The Department acts in accordance with the mandates as determined by the Constitution of the Republic of South Africa, 1996, and the Constitution of the Western Cape, 1997.

4.2 Legislative mandates

The Constitutions, together with the Acts listed hereunder, guide and direct the actions, performance and responsibilities carried out in the Department.

- Basic Conditions of Employment Act 75 of 1997
- Broad-based Black Economic Empowerment Act 53 of 2003
- Cape Town International Convention Centre Company Act 8 of 2000
- Compensation for Occupational Injuries and Diseases Act 30 of 1993
- Consumer Protection Act 68 of 2008
- Division of Revenue Act (annually)
- Electronic Communications and Transactions Act 25 of 2002
- Employment Equity Act 55 of 1998

- Employment Services Act 4 of 2014
- Financial Intelligence Centre Act 38 of 2001
- Geomatics Profession Act 19 of 2013
- Government Employees Pension Law, Proclamation 21 of 1996
- Income Tax Act 58 of 1962
- Intelligence Services Act 65 of 2002
- Intergovernmental Relations Framework Act 13 of 2005
- Labour Relations Act 66 of 1995
- Local Government: Municipal Systems Act 32 of 2000
- National Archives and Record Service of South Africa Act 43 of 1996
- National Qualifications Framework Act 67 of 2008
- Occupational Health and Safety Act 85 of 1993
- Pension Funds Act 24 of 1956
- Preferential Procurement Policy Framework Act 5 of 2000
- Prescription Act 68 of 1969
- Prevention and Combating of Corrupt Activities Act 12 of 2004
- Promotion of Access to Information Act 2 of 2000
- Promotion of Administrative Justice Act 3 of 2000
- Promotion of Equality and Prevention of Unfair Discrimination Act 4 of 2000
- Protected Disclosures Act 26 of 2000
- Protection of Personal Information Act 4 of 2013
- Provincial Archives and Records Service of the Western Cape Act 3 of 2005
- Public Administration Management Act 11 of 2014
- Public Audit Act 25 of 2004
- Public Finance Management Act 1 of 1999
- Public Service Act, Proclamation 103 of 1994
- Public Service Regulations, 2016
- Skills Development Act 97 of 1998
- Skills Development Levies Act 9 of 1999
- Spatial Data Infrastructure Act 54 of 2003
- State Information Technology Agency Act 88 of 1998
- Western Cape Provincial Coat of Arms Act 7 of 1998
- Western Cape Delegation of Powers Law 7 of 1994
- Western Cape Monitoring and Support of Municipalities Act 4 of 2014
- Western Cape Provincial Commissions Act 10 of 1998
- Western Cape Provincial Honours Act 9 of 1999
- Western Cape Consumer Affairs (Unfair Business Practices) Act 10 of 2002
- Western Cape Provincial Languages Act 3 of 1998

In addition, the Department, as an entity and in fulfilling its role within the provincial government, takes into account national policy mandates, in particular the following:

- Green Paper on National Performance Management (2009)
- Medium-term Strategic Framework – 2014–2019
- National Development Plan (2012)
- National Evaluation Policy Framework (2011)
- National Measurable Outcomes
- National Monitoring and Evaluation Framework – White Paper, October 2009
- National Skills Development Strategy (I, II and III)

- National Strategic Framework of the Department for Women, Children and People with Disabilities
- National Treasury Framework for Managing Programme Performance Information (2007)
- National Treasury Framework for Strategic Plans and Annual Performance Plans (2010)
- National Youth Policy (2009–2014) of the National Youth Development Agency
- Policy Framework for a Government-wide Monitoring and Evaluation System (2007)
- Policy Frameworks of the National Department of Public Service and Administration on Gender Equality, Disability and Youth in the Public Service
- Specific National Policy Frameworks on Gender and Women’s Empowerment, Disability and Children
- South Africa Connect – South Africa’s Broadband Strategy
- The White Paper on a New Employment Policy for the Public Service (1997)
- The White Paper on Human Resources Management in the Public Service
- The White Paper on Public Service Training and Education (1997)
- The White Paper on the Transformation of the Public Service (1995)
- The White Paper on Transforming Public Service Delivery [Batho Pele] (1997)

4.3 Policy mandates

The Provincial Strategic Plan: 2014–2019 guides the Department of the Premier’s strategic direction over the current five-year term. It is also closely aligned with the National Development Plan 2030. The Provincial Strategic Plan consists of five interrelated provincial strategic goals aimed at realising the provincial vision of “an open opportunity society for all.” The Department of the Premier strategically supports the development, implementation and monitoring and evaluation of these provincial goals and their associated Game Changers.

Together with the Provincial Treasury and the Departments of Environmental Affairs and Development Planning and Local Government, the Department of the Premier is the custodian of the fifth Provincial Strategic Goal (PSG 5), which aims to embed good governance and integrated service delivery through partnerships and spatial alignment. This PSG is aimed at strengthening governance in the Western Cape Government in line with the values and principles for public administration as outlined in the Constitution. It also aims to support the Western Cape’s municipalities with efforts to improve their governance – a prerequisite for improved service delivery.

PSG 5 pursues three main outcomes:

1. Enhanced Governance;
2. Inclusive Society; and
3. Integrated Management.

Efficient, effective and responsive local and provincial government governance are key tenets for enhanced governance. The development of new approaches to engage with communities together with attempts to improve the users’ experience when accessing Government’s services will contribute towards an inclusive society. Integrated management in the public sector remains a challenge. The Western Cape Government will pursue this outcome through fostering partnerships and partnering for development, providing integrated systems for the implementation of the Provincial Strategic Plan, and policy alignment. Integrated planning, budgeting and implementation, Province-wide monitoring

and evaluation and spatial governance, alignment and performance management will also contribute to integrated management in the public sector.

One of the key focus areas of PSG 5 relates to improving integrated service delivery in the Province. PSG 5 acknowledges that for services to be properly integrated, the spatial consequences of decisions need to be taken into account. In this regard, the Whole-of-Society Approach, the Provincial Spatial Development Framework (PSDF) and the Growth Potential of Towns Study (GPS) are important guiding strategic imperatives. The Department uses the Growth Potential of Towns Study by integrating it with other socio-economic data for the development of spatial information products. The spatial data set underpinning the results from this study is centrally located in the Western Cape Spatial Data Observatory and its utility value when using it with Geographical Information tools can serve as a decision-making mechanism in visualising the best potential for socio-economic growth and development. An example here is the benefit from Government investment in related infrastructure development. It also highlights those geographical locations that require Government's investment in social programmes in order to provide a safety net where development opportunities are limited.

Taking Broadband to the corners of the province where telecommunications companies would generally not have ventured was one of the main reasons for embarking on this connected government journey of the WCG. Provincial government buildings from Bitterfontein to Murraysburg to KwaNokothula and everywhere in between have now been connected with high speed broadband. Through Phase Two of the Broadband Game Changer, we will be increasing the network speed at all our sites to a minimum of 100Mbps. We will also be expanding the footprint of our Public Wi-Fi hotspots from 178 to 1 600 over the next three years. In addition, this Department is rolling out single broadband links to all the municipalities in the province. Knysna Municipality was one of the first municipalities that has expressed their appreciation for the difference in the network speeds experienced.

The Department must also support the implementation of the other four Provincial Strategic Goals. As the centre of Government agency, it possesses strategic tools and instruments that enable other Western Cape Government departments to fulfil their mandates and responsibilities in the implementation of the Provincial Strategic Plan. The Department recognises that it also has a responsibility to proactively determine how it could support the implementation of all five provincial goals with the resources at its disposal. It also monitors implementation of the Provincial Strategic Goals and their spatial alignment with the Western Cape Government policies and strategies.

The Department of the Premier does not deliver services directly to the residents of the Province, but, instead, it enables the rest of the Provincial Government to deliver services efficiently and effectively. In this regard, it guides the rest of the Provincial Government and ensures that service delivery is broadly in line with spatial parameters.

4.4 Relevant court rulings

All judgments relevant to the operations of the Department as handed down by the Constitutional Court, the Supreme Court of Appeal, the Labour Appeal Court, the Western Cape High Court and the Labour Court are perused and implemented.

4.5 Planned policy initiatives

4.5.1 PROVINCIAL STRATEGIC PLAN

A key deliverable for 2019/20, under the direction of the Premier and Cabinet of the new term of government, will be the development of a Provincial Strategic Plan for the new five-year term after the National Elections in May 2019.

4.5.2 DATA GOVERNANCE

To drive business performance, the Western Cape Government (WCG) has already embarked on using Performance Measurement as a product of Monitoring and Evaluation; and Business Intelligence (BizBrain) as a solution in delivering on Strategic Data and Information. In line with the Global Data Agenda the WCG is moving towards a data driven organization for better evidence and decision making; and for this reason Province-wide Data Governance (PWDG) is embarked upon as a transversal and strategic intervention to respond to the high demand for coherence in the production and use of data and information to inform evidence-based decision-making. PWDG includes the management of the availability, usability, integrity and security of data assets and is therefore a priority.

The Master Plan on PWDG was approved by Cabinet on 6 December 2017. This also marks the completion of Stages 1 (conceptualisation and design) and 2 (pre-implementation) of Province-wide Data Governance. The progression to Stage 3 (implementation) served at e-PTM on 24 May 2018. A PWDG Master Programme Plan for stage 3 is in place to contextualise the implementation stage of PWDG and its related programme.

The programme plan provides for four (4) streams:

Stream 1: Effective coordination of data sources across sectors towards a logical data warehouse;

Stream 2: Better data and information policy, standards for data management, privacy, compliance and security;

Stream 3: Effective implementation of consistent standards and application of indicators, data quality and metadata standards; and

Stream 4: Advocacy (information, communication, learning).

The next three (3) years is about implementation with defined PWDG delivery and results to be achieved. The scope of work relates to the identified high-level outputs which covers the following:

- Data Quality Management;
- Master Data Management;
- Logical Data Warehouse;
- Data and Information Governance; and
- Data Analytics Capability.

A PWDG results framework has been developed that articulates the strategic context and the delivery context with the short and long-term results. The delivery is supported by key levers and pre-conditions for implementation. The delivery on the scope of work is in alignment to the Provincial Digital Strategy.

It is important to re-affirm that PWDG as an initiative of WCG, is a strategic response to the complexity in which government operates within the area of managing disparate data, applications and business processes. As per the PWDG Master Plan, the PWDG Programme is pursuing four (4) ambitious missions. These are to:

- Produce reliable and accurate data and information across WCG;
- Partner in data and information products and systems;
- Ensure accountability and transparency of data and information systems; and
- Keep stakeholders informed.

4.5.3 IMPLEMENTATION OF BROADBAND-LINKED INITIATIVES (WITH DEDAT, LIQUID TELECOM AND SITA)

The Western Cape's Broadband Strategy and Implementation Plan is aligned with South Africa Connect (SA's Broadband strategy), which plans to improve Broadband penetration across the country. It further acknowledges Government's role as anchor tenant, the need to aggregate demand and the need for Open Access. It is anticipated that because of its foresight in this regard, the Western Cape Government will be in a position to achieve the targets as set out in South Africa Connect. The strategy and plan also support the Provincial Spatial Development Framework.

The Western Cape has adopted a five-stream approach to the implementation of broadband. This approach is intended to leverage the full capacity of all relevant departments and is intended to ensure that provincial and local government can harness the full benefits of having a robust and world-class broadband infrastructure.

Stream 1 is responsible for providing Broadband infrastructure and services to the WCG and is driven by the Department of the Premier. This will ensure that a scalable high-bandwidth network connects all provincial government buildings (including schools) through a long-term contract.

Stream 2 is responsible for delivery on a suite of projects to address the economic value-added services that the Broadband infrastructure will enable and comprises connected citizens, businesses, municipalities and leadership. The Department of the Premier will be responsible for delivering Free Public Wi-Fi Hotspots to over 1600 Government sites over a five-year period.

Stream 3 is an applications development stream. This stream focuses on applications (and their associated systems and processes) that will be deployed on the abovementioned Broadband infrastructure in order to maximise utilisation and thereby improve the efficiency and effectiveness of the provincial government. The implementation of Stream 3 will see a more efficient provincial government, for both internal operations as well as more citizen-facing services using Broadband as a major medium for communication and improved services.

Stream 4 consists of sector-specific initiatives, which will leverage off the three streams as highlighted above and contribute to the Provincial Strategic Plan. This stream will ensure a multisectoral and multidisciplinary approach to leveraging off the investment made in Broadband infrastructure.

Stream 5 is responsible for driving Broadband infrastructure provision to Local Government and is driven by the Department of Local Government. This will ensure that municipalities across the Western Cape will benefit from the investment made by the WCG through being able to access Broadband services in the municipalities of the Western Cape.

4.5.4 SUPPORTING THE eLEARNING GAME CHANGER

The Centre for e-Innovation is providing enabling services to the DCAS, the WCED, DEDAT, DSD and DOCS to ensure that the key outcomes of the eLearning, e-Skills and After-Schools Game Changers are met.

The implementation of the **eLearning Game Changer** has resulted in a significant requirement for growth in the Ce-I support environment and the demand in this area will continue to grow:

328 Schools Full LANs rolled out
 841 Schools SLIM labs rolled out
 1 242 Schools connected with Broadband

A Schools IT Service Desk had to be implemented to provide an IT Service Management capability to handle and manage service requests and problem calls from schools. This was required to manage the dramatic growth in the volume and complexity of calls to the old Schools IT Help Desk, as well as the fact that more and more schools are transacting with the systems of the WCED, like CEMIS and others.

The support of end-user devices for learners is probably the biggest area of dramatic potential growth and requires dedicated R&D and connectivity support for which an army of technologists or lower support staff are required. It is important to note that the "Legacy IT" environment in schools still requires support from Ce-I until such time that it is eliminated.

4.5.5 DIGITAL GOVERNMENT STRATEGY

- **Migrating to cloud services**

Cloud computing presents an opportunity for Ce-I to offer scalable and secure ICT services that supports business requirements while optimising cost and efficiencies. Cloud computing changes the traditional business and ICT model by enabling organisations to consume resources such as platforms, applications and storage as a utility rather than having to build and maintain computing infrastructures in-house. The transition to cloud computing will impact on the traditional funding for ICT services, asset ownership and methods of delivering IT and its associated services. The WCG is leveraging the high speed broadband connectivity to migrate major workloads to the cloud and gradually reducing our dependence on our on-premise infrastructure.

- **Transversal Applications**

Another key priority focus area for the Ce-I is maintaining and enhancing the suite of provincial transversal applications which include, amongst other, Bizbrain, BizProjects, Enterprise Content Management System as well as the NPO system of the Department of Social Development. The main benefits derived from having core transversal systems are sharing of platforms, integration of data and seamless integration of solutions.

- **Convergence and Digitization of the Periphery**

The convergence of voice, data and video onto the network and the digitalisation of traditional non-ICT equipment, non-ICT solutions and other non-ICT periphery, is a key area of innovation as it is driving the expansion, enhancement and capacity of the network and ICT infrastructure. This includes Video Conference solutions, Boardroom Media Technologies, Building Security and Surveillance Solutions and Equipment as well as Building Management Facilities and Equipment being connected over the WCG Networks. This is basically the “Internet of Things” manifesting internally and locally across the WCG. Whilst it has a significant impact on efficiency over the long term, it does require significant capital investment over the short to medium term to get the appropriate infrastructure technologies in place.

- **Evolution of the Cyber Security Internal and External Threat Landscape**

In recent years, the global cyber security environment has evolved significantly with a drastic increase in the volume and complexity of threat actors and attack methods used. The regulatory environment has also evolved to require more stringent compliance and data protection (e.g. POPI) requirements across systems. In addition, the expansion of the WCG IT environment as indicated earlier, has also brought about greater complexity, risk and security requirements. This includes the need to protect in excess of 24,500 workstations, over 350 key business applications and an extensive data environment over three networks consisting of over 2 000 sites.

4.5.6 PUBLIC/CITIZEN PARTICIPATION AND SERVICE INTERFACE

The Department acknowledged that there is a need for a provincial public participation strategy that will create platforms of engagement for citizens to participate meaningfully in government service delivery. The Whole of Society Approach is emerging as an alternative approach to service delivery within government. It aims to encourage and put into practice a new way of working in partnership across all levels of government, as well as with civil society, business, NGOs, and intermediary organisations. The aim of this approach is to achieve the shared purpose of socio-economic development for the benefit of all South Africans. The approach centres around shared purpose, the use of collated data to establish a common understanding of the problem, plan interventions and track impact. It also uses a systems approach for interventions and successful community entry. WOSA provides the impetus for community engagement. The approach seeks to engage communities in a spatial context and is important to move towards greater citizen centricity.

The WCG plans to explore innovative and sustainable models for frontline service delivery that can significantly improve the citizen experience when accessing government information or services through every available service interface channel. The solution lies in developing citizen-centric models that are based on citizen-focused research, draw inspiration from the relative success with which both the private sector and other governments have addressed their challenges, as well as thinking out of the box to initiate novel approaches to solving

local issues. The development of citizen-centric models calls for customer insight, looking at the customers' wants and needs (both demographic and attitudinal) in a holistic manner – distinguishing means and ends, focusing on improved customer journeys and measurable benefits, and understanding strategic risks associated with the various service models.

Through the Service Interface Strategy, the WCG aims to improve the citizen's satisfaction levels when engaging government by listening and reacting to citizens' needs, addressing the service levels and quality of Frontline Service Delivery facilities (brick & mortar sites) and services, increasing the information and service access channels and strengthening those programmes that aim to take services to the people. In order to address the challenges holistically, the Service Interface Strategy will focus on four service delivery areas:

- Service experience research and monitoring and evaluation;
- Frontline Service Delivery Improvement;
- Digital Governance Enhancement; and
- Increased Citizen Access to Services and Information.

4.5.7 EXPANSION OF THE CAPE ACCESS PROGRAMME

Cape Access is one of the key programmes for improving access to ICTs and increasing digital literacy within the rural areas of the Western Cape Province. To date 70 e-centres have been established in predominantly rural areas where communities have free access to computers, printing and scanning facilities. By providing ICT training and access to e-mail facilities and internet, low-income communities have access to government services and products, and various online services. They can also communicate more effectively with government, have access to important information around new business opportunities and jobs, and can also transact online. More importantly, communities are able to connect to other communities within the Province, around South Africa and the world. Cape Access contributes to empowering poorer communities to tackle the challenges of poverty. As such, the programme makes a significant contribution to the Provincial Spatial Development Framework and Growth Potential of Towns.

Due to severely constrained resources, the Department, in collaboration with the municipalities, will be rolling out only five new Cape Access Centres during the 2019/20 financial year. This programme is aligned with Output 1 (service interface) of an inclusive society (outcome of Strategic Goal 5: Embed good governance and integrated service delivery through partnerships and spatial alignment).

4.5.8 GOOD GOVERNANCE INDEX

Governance frameworks and maturity models were developed, that provide departments with a basis to determine and improve corporate governance. Good governance is regarded as the cornerstone of a capable state, which creates opportunities for citizens to live lives that they value.

Provincially, there is recognition that governance must translate into improving the lives of citizens through improved service delivery. There is also a sense that while the WCG performs excellently on all governance indicators, the performance has not necessarily translated into improvements on provincial-wide outcomes that impact the quality of lives of citizens.

This notion takes governance beyond compliance to value add for citizens. It requires governance to be measured differently, possibly including citizen-centric elements. Key to achieving this is the ability to measure the right outcomes and impact. The human behaviour element cannot be discounted in this conversation and it should also attempt to address fragmented reporting. Finding the right indicators to measure the right outcomes and impacts is complex in the governance space and hence the need to collaborate with other external institutions, such as the Human Sciences Research Council and StatsSA. This will move the measurement of governance beyond the current MPAT measurement tool, which measures only compliance.

Phase 2 will be completed in 2019/20 and consists of designing a Western Cape Government Good Governance Index. This includes indicator selection, index development methodology, index range definitions and data sourcing. In addition, phase 3 will be commenced with and includes implementing the index methodology and proposing actions to improve good governance.

4.5.9 INTEGRATED POLICY, PLANNING, BUDGETING AND IMPLEMENTATION

Integrated management consists of a reiterative cycle of policy, planning, budgeting and implementation. DotP plays a critical role in provincial integrated management as it relates particularly to ensuring policy alignment, strategic planning and monitoring and evaluation.

The current Provincial Strategic Plan (PSP) 2014 – 2019 has been reviewed to capture learnings and identify key issues to inform the next planning cycle. An integrated planning approach will be undertaken with departmental strategic planning stakeholders to help ensure alignment between the next Provincial Strategic Plan and Departmental Strategic Plans and APPs. At the same time an implementation evaluation of the Provincial Transversal Management System (PTMS) has been undertaken to evaluate the design and development process of the PSP and the effectiveness of the PTMS to govern the implementation of the PSP, reviewing the WCG response and contribution to improving collaboration across WCG and with external stakeholders. This will inform an improvement plan to enhance transversal strategy management in the Province.

4.5.10 CHILDREN'S COMMISSIONER

The Department tabled a draft Children's Commissioner Bill in 2018 for the establishment of a Children's Commissioner to assist the WCG in protecting and promoting the interests of all children in the Western Cape, particularly in relation to health services, education, social development services, recreation and sport. In terms of sections 78 and 79 of the Provincial Constitution, the Commissioner will have the power to monitor, investigate, research, educate, lobby, advise and report on matters pertaining to children.

The estimated cost of establishing the Commissioner is R8m and its annual running cost is estimated at R5m per annum. The timelines for the appointment of a Children's Commissioner are dependent on the Western Cape Provincial Parliament completing its deliberations and approving the bill, and then calling for nominations and recommending a nominee to the Premier after the Bill is enacted.

5. UPDATED SITUATIONAL ANALYSIS

Against the backdrop of lacklustre national economic performance, compounded by high-levels of policy uncertainty, an unsustainable national debt levels, the highest level of national unemployment being reached in 2018 since the newest version of the QLFS was released in 2008, a steady flow of South African's migrating to the Western Cape for economic opportunities who require services to be delivered, a significantly increasing population, high levels of inequality, social pathologies and a drought, the Western Cape Government remains committed to achieving the outcomes as articulated in our five-year Provincial Strategic Plan and departmental Strategic Plan.

As part of its strategic planning process the Department reflected on the strategic environment – globally, provincially and locally – in which it operates. It was recognised that we live in a VUCA world characterised by volatility, uncertainty, complexity and ambiguity. The state of performance against the Sustainable Development Goals, the National Development Plan and the Provincial Strategic Plan, particularly PSG5, was considered.

The Western Cape has an estimated population of 7.9 million by 2030 and accounts for 12.5 percent of a forecasted national population of 63.3 million. Between 2006 and 2018, the Western Cape population registered an increase of roughly 1.4 million new residents in absolute terms. Moreover, between 2018 and 2030, migration is expected to overtake natural population change to become the primary driver of population growth, accounting for about 53 per cent of the residents added to the Province (FuturesCape Policy Brief).

The Department analysed its performance from 2015/16 to 2017/18 and compared the current performance with the anticipated performance by the end of the current term in 2019/20. The analysis indicated that the Department will succeed in achieving most, if not all, of its strategic objective indicators. There is recognition that the Department's performance environment matured over time and that targets set at the beginning of the term require review for the next term. There is a need for greater synergy between the development of the next Provincial Strategic Plan (PSP) and the departmental Strategic and Annual Performance Plans. The shift of the strategic planning function from Provincial Treasury to Provincial Strategic Management in DotP creates an opportunity to drive the synchronisation of provincial and departmental strategic planning and in that way strengthens the strategic role of DotP. It can enable integrated planning, implementation and monitoring and evaluation. There is a need to ensure that indicators provide a direct line of cause and effect between the departmental strategic goals and objectives. APP indicators should thus link back to the PSP in a cascading manner. The analysis confirmed the need for strengthening of theories of change through proper root cause analysis.

The Department considered the fiscal environment within a national and provincial context and its impact on the departmental fiscal considerations for the 2019 MTEF period.

Salient issues emanating from a departmental situational analysis highlighted the following strategic imperatives that would inform the short- to medium-term strategic direction of the Department:

- There is recognition that the Department's performance environment matured over time and that targets set at the beginning of the term require review for the next term.

- Learnings from the Whole of Society Approach (WOSA) should be internalised in DotP and current departmental business models require review. It requires an understanding of what the common goals in the Western Cape Government (WCG) are and these must then land in departmental Strategic and Annual Performance Plans (APPs). There is a need for APPs to be more strategic in nature. The disjuncture between performance against predetermined objectives and budget spent was highlighted. The Department's contribution to the PSP must be operationalised at programme and project level.
- Mainstreaming of Game Changers can be considered in accordance with project management methodology implemented by the Delivery Support Unit. It may require a Project Office in DotP to track performance of Game Changers provincially.
- Organisational restructuring at a national level may have an impact on the organisational structure of the WCG.
- The departmental strategic priorities must also inform compensation of employees' funding decisions.

One of the external tools used to provide an overview of governance practices in the country is the Management Performance Assessment Tool (MPAT). The MPAT 1.7 results indicate that the WCG has maintained the year-on-year improvement, consistently building on the high overall rating for MPAT 1.2. Overall ratings achieved have improved over the years and the WCG remains the best-performing province across all MPAT key performance areas. A considerable amount of work goes into improvements in the Western Cape, and this is based on the highlighted challenges in the MPAT assessments, as well as sustaining good standards in overall governance.

Unlike the other departments, the Department of the Premier, in the main, does not render direct services to the people of the Western Cape, but predominantly plays a transversal role in supporting the other departments through its various components. This requires the Department to continuously assess the "environment" from two lenses, namely the needs and demands of the service delivery departments and its own capacity to deliver with dwindling resources.

Against this background, the Department identified a number of priorities that should guide DotP as it concludes the current term of government and commences with planning for the next term of government, of which the following can be regarded as the most pertinent focus areas for the short and medium term.

1. DotP is required to spearhead the notion of a Digital Government that is aimed at developing new processes towards enhancing the citizen's experience when engaging with government. The Digital Government Strategy is aimed at:
 - a. ensuring that citizens become digitally enabled and informed;
 - b. optimising and integrating citizen-centric services;
 - c. ensuring a connected government and sound ICT governance;

- d. ensuring data-driven service delivery and decision making; and
 - e. digitally empowered employees.
2. The need for DotP to play a transversal role in respect of sound Data Governance is gaining prominence. Data governance is essential to ensure that the Western Cape Government has accurate, timeous and reliable data at its disposal to support executive decision-making. The need for proper capabilities in this regard, particularly relating to data analytics and interpretation is fundamental.
3. DotP is required to make sense of its role and responsibility to ensure citizen-centric service delivery in the Western Cape Government. A citizen-centric approach requires an assessment of the points where government interfaces in the lives of citizens and to ease that interface for citizens. It is also about how the WCG communicates with citizens and makes them part of the decisions that impact on them. It will require a broader conversation with relevant stakeholders tasked with public participation, citizen-facing services, and frontline service delivery. DotP will explore this further as part of its key deliverables for the 2019/20 financial year.
4. It was also recognised that the Department succeeded to a large degree in embedding good governance in the fibre of the Western Cape Government. However, as the organisation matures, a next level of governance should explore the role and function of DotP in facilitating good governance towards service delivery. The development and finalisation of a Good Governance Index has become important in this context.
5. DotP, in collaboration with other central government departments, made great strides in inculcating an integrated approach in the WCG. However, more is still required to ensure integrated planning, implementation and performance management across spheres of government and the non-governmental sector. It was recognised that this requires a different set of capabilities in terms of the leadership to be provided and culture to be created. The Whole of Society Approach holds key learnings in this regard and should be infused internally with regard to how DotP manages its functions and mandates.
6. In an operating environment characterised by volatility, shrinking resources and a constrained fiscal envelope, it has become essential for DotP to foster and nurture strategic partnerships. In this regard, DotP should provide leadership to the rest of the WCG on coalescing key partners around a common goal or outcome.
7. It was recognised that the Department can improve on how it navigates change in the organisation. This is a key capability that DotP needs to foster and provide guidance and leadership on, both within the Department of the Premier and the broader Western Cape Government.

There is a need to further unpack the capabilities required to give effect to these strategic focus areas.

As part of the strategic planning process, the Department identified strategic risks that may prevent it from achieving the identified strategic priorities focus areas. The lack of capable

change navigation was registered as a risk. The shrinking fiscal envelope may result in an unsustainable budget for DotP, particularly in view of budgetary risks in the Centre for e-Innovation. Together with the continuing austere operating environment, these realities may undermine integrated planning at a provincial level – another risk related to not being able to extract full business value out of existing programmes. Insufficient capabilities may also impact negatively on the pursuit of the strategic focus areas. A fundamental requirement of all the strategic focus areas is the ability to work in a collaborative and integrated manner across various horizontal and vertical structures and entities.

The Western Cape should be classified as a water resilient area, and continued measures should be taken to make better use of this valuable resource. With a continually growing population in the Province, and high rates of urbanisation, this will remain a long-term challenge. The Department of the Premier, through the Directorate Corporate Communication, will continue to raise awareness of the impact of water scarcity and highlight innovative ways to reduce consumption of potable water at work and at home. The Department of the Premier, through the Chief Directorate: Policy and Strategy, as part of the Behavioural Insights project, is also working very closely with the Western Cape Education Department to introduce smart meters in schools, and testing approaches to shift behaviour. The Department developed its own Water Scarcity Contingency Plan. The aim of the plan is to popularise a strategy of reusing water and radically reducing demand for water.

Unemployment tends to be long-term in nature, the Western Cape, however, seems to have a shorter average unemployment duration than South Africa. While the rate of unemployment in the Western Province may be the lowest in the country it remains extremely high by international standards (PERO, 2018), and contributes to multiple socio-economic challenges. Unemployment is also concentrated amongst young people, thus threatening to create a citizenry without skills, hope or work experience. Youth unemployment is a problem for the Western Cape and South Africa. With one of the best performing regional economies in South Africa, and some of the country's best educational outcomes and health indicators, the Western Cape has experienced rapid urbanisation and population growth, from 4,5 million in 2001 to over 6.62 million in 2018, with net in-migration increasing from 294 665 in the 2001-2006 period to 451 885¹ over the 2011-2016 period (estimated to increase to 485 560 for the 2016-2021 period). This has contributed to a series of interrelated challenges including unemployment and poverty, constraints related to natural resources, energy, climate change, infrastructure, housing and skills, as well as social ills such as crime and substance abuse. Migration and population patterns directly impact school enrolment rates in the Western Cape.

Forecasts from the WCG's Strategic Foresight Unit show that the provincial population is expected to grow by 1.3 million people by 2030, with the fastest growth in numbers set to be in the older working-age population cohort (30–64 years), while the fastest growth rate will be achieved by the over-65 population group, which is set to grow by 70% in size by 2030.

The Department of the Premier is committed to taking the lead in ensuring that the WCG serves the people of the Province in an integrated and sustainable manner, with good and clean governance as the central core of service delivery philosophy. The Department will

¹ Includes a significant portion of people from outside South Africa and not from other provinces. The OSA group for all periods is the second highest group after Gauteng.

continue to underpin its planning and budgetary process with the fiscal and budget policy principles of allocative efficiency, fiscal consolidation, fiscal sustainability and fiscal discipline (Budget Circular 01, 2018/19). This will be coupled with the **MITS** (maintenance, innovation, termination and succession) model, where the Department will consider which programmes and projects should be **maintained**, where opportunities for **innovation** are, where there are underperforming programmes and projects to possibly **terminate**, and **succession** of those that perform well (Budget Circular 01, 2018/19). Given the Department's enabling role in the Western Cape Government, it is not desirable to scale back on service standards against which services are rendered to client departments as this may erode the progress made with embedding good governance in the institution.

The fiscal context is characterised by the need for fiscal sustainability, which will require a return of public spending to a more sustainable path and the stabilisation of public debt (Budget Circular 01:2018/19). "Doing more with less" has become the dictum in the Department of the Premier's strategic discourse. This is particularly important as it is clear that there is no scope for allocation expansion. This Department, therefore, will have to remain within its current allocative envelope over the MTEF, as confirmed by Provincial Treasury.

5.1 Performance environment

In developing its strategies for the 2019/20 financial year, the Department conducted a situational analysis, which included a review of past and current performance and an assessment of the environment in which it functions.

As the lead department responsible for supporting the Executive in governing the Western Cape, the Department provides strategic governance support, policy and strategy support and transversal corporate services. It also plays an enabling role in the Province by providing the decision-making mechanisms of Government, policy guidance and support, by ensuring sufficient people in appropriate structures who are fit for purpose to do the job, business process optimisation, technologies that support and optimise core business and by providing corporate assurance services to the Western Cape Government.

The Department managed to maintain high levels of performance against predetermined objectives over the medium term, with a recorded 92% achievement of indicators for the 2017/18 financial year, 94.% for 2016/17, 96% for 2015/16 and 93.6% for the 2014/15 financial year.

The Department continued to show diligence in the management of its financial affairs. During the previous term of government, it received an unqualified audit in each financial year, while a clean audit was received for the past five financial years (2013/14 to 2017/18). The department received no findings by the Auditor General on its procurement processes for the 2017/18 financial period. This positive achievement is a result of a collaborative and integrated manner of procurement processes that involves various role players within the Department. It is also evidence of the maturity achieved after a number of sustained procurement development initiatives of officials over the past years.

It furthermore improved on budget spent from 77.34 percent in 2014/15 to 94.4 percent in 2015/16, 98.4 percent in 2016/17, and 97.15 percent in the 2017/18 financial year.

Underspending was mainly due to the slower than anticipated roll-out of the Broadband project and staff leaving the Department.

Given the constrained financial environment and financial uncertainties, the Executive Committee of the Department recognised the need for building strategic partnerships internally, inter-departmentally and with key local, national, as well as international stakeholders. Internally, collaboration between business units is encouraged as a means to augment capabilities across the organisation. Collaboration is also required to internalise support processes and systems that cut across the Department. This in turn requires that supporting business processes and systems must be understood and implemented by all. The Department succeeded in building strong partnerships in some areas, even internationally, while there is still scope for the strategic identification of more partners and even exploring different funding sources. In this regard, the Department needs to do more to explore what exists within Official Development Assistance (ODA) funding, so that it can augment funding sources for some of its strategic projects. Work in this regard, through International Relations Unit, is underway. A dedicated strategy to nurture these partnerships is required.

There is a need to protect performance gains achieved over the past couple of years in spite of the continued austerity measures and capping of the Compensation of Employees funding. A real risk that emanates from functioning in such a resource-constrained environment over a sustained period of time is that performance gains may be eroded through a weakened control environment. Quality and meeting of service standards may also become at risk. These factors will jeopardise the Department's ability to protect the Province's established governance track record, potentially resulting in reputational damage.

The Department appears to have reached acceptable levels of compliance against a number of measurement instruments. However, it must be noted that obtaining these levels of compliance came at a cost and careful consideration should be given as to how such levels can be sustained in the current resource-constrained environment. The highly regulated environment of specifically supply chain management compliance, its available resources and current funding limitations, remains an area of concern.

Compliance is accepted as the cornerstone of good governance, thus enabling service delivery and should therefore be maintained. However, the natural growth path of organisations suggests that once an institution has reached sufficient levels of compliance its readiness to move into the next levels of organisational growth should be prepared. In the next level of maturity, systems processes, leadership styles and the organisational culture allow for the organisation to be managed strategically as it functions optimally. During this phase, the organisation displays a proactive approach to work and true value-add, which drives what the organisation does on a daily basis.

It is against this background that the Department has organically renewed an internal debate about its changing role and function, giving expression to a need to define its value propositions to the rest of the Western Cape Government. In this regard, a strong voice for a more robust service orientation and citizen-centric approach is being heard. In support of this notion, the Department's Service Delivery Improvement Plan prioritises improvement in the service interface with the public and the strengthening of the Cape Access programme

over the 2019/20 financial year, provided that sufficient resources are made available. The service interface initiative focuses on the Presidential Hotline resolution rate and the number of e-government citizen access channels managed. The Department is also articulating a need to consider a shift in focus from being an enabler of service delivery to an influencer to ensure an uptake in and use of enabling mechanisms.

There is a pervasive sense that the Department and, in particular, the Corporate Services Centre has stabilised. There is more emphasis on fostering alignment with sustainable development goals, national and provincial plans and making sure that delivery mechanisms adequately support policies and strategies. Coupled with political stability in the Province, it creates fertile ground to prepare for the next institutional growth stage. There are also many examples of where the Department registered significant achievements in strategic management models and implementation systems that can be used as solid building blocks.

On the other hand, the Department is experiencing an increased demand for services across most programmes, but without a commensurate increase in resources given economic and fiscal realities, which may potentially impact the sustainability of effective results in future.

As a centre of government agency, the Department of the Premier in collaboration with predominantly the Provincial Treasury has a responsibility to protect the governance gains registered over the past term, mainly as a result of the work conducted under the rubric of Provincial Strategic Goal 5. These gains were made with great effort and resources and need to remain in place until the financial situation of the country and region improve sufficiently to expand service delivery offerings.

The future is undoubtedly going to look vastly different, both in terms of the world at large, and more specifically the world of work. We can expect that the worker, leadership and organisation of the future, regardless of sector, whether public or private, will undergo fundamental and radical change. A greater strategic emphasis is therefore required to embrace a mode of delivery that is digitised, interconnected, virtualised and automated.

Internal communication is the cornerstone of an effective and efficient organisation and requires a particular set of main actions to be put in place. If used effectively it can serve to build trust and cohesion within the organisation.

More emphasis is required on how ICTs can be used creatively as an enabling tool for innovation and creating further efficiencies. However, the current economic realities may curtail efforts to enhance existing systems to address business needs sufficiently. The Department should also consider its readiness and capabilities to embrace the fourth industrial revolution, which includes advances in artificial intelligence, intelligent apps and analytics, and internet of things, among others. The notion of a Digital Government becomes an important strategic consideration over the medium term. It is designed to use data in an optimising, transforming way that creates services to address societal needs. It requires collaborative approaches to evaluate and re-engineer service models to improve core function effectiveness and realise long-term cost savings through optimised outcomes.

As a centre of Government agency, the Department has a strong coordinative role to play in how national legislative frameworks find expression in the Western Cape Government.

Challenges in this area relate to different interpretations across the country on some legal frameworks as these are seldom accompanied by regulations and prescripts. Quite often frameworks are not reviewed often enough to keep abreast of developments in the environment.

There is further recognition that the Department needs to improve its capability for data coordination and governance in the Western Cape Government as there is a growing demand for sound and quality data and information to inform evidence-based decision making. The notion of managing data as a strategic public asset is finding traction, especially because of its ability to deepen integration in the Western Cape Government and its inherent transformative value. As such, it could also play a significant role in avoiding duplication and wastage. The quest for appropriate data-analytics also becomes a requirement for efficient government procurement initiatives and strategic sourcing.

The Centre for e-Innovation relies heavily on an uninterrupted energy supply to meet demands. While relative energy stability is currently being experienced, localised outages have occurred. Water availability and quality appear to be the next big environmental challenges that will require adaption and mitigation as part of the overall climate change strategy.

The Branch: Executive Governance and Integration provides executive governance and integration services. The programme strategically supports the Department of the Premier, Cabinet, the Accounting Officer and Provincial Top Management by providing good governance support and seamless executive secretariat support services for effective decision making by the Executive.

There is a growing awareness of the increasing public and internal client needs which require the Branch to respond innovatively, to enable the Department to do more with fewer resources. Employing various austerity measures across the Department is one of the ways in which the sub-programme Financial Management has managed the continuous slow growth in budget resources whilst at the same time meeting service delivery/client demands. The Department continues to exercise diligence in the management of its financial affairs, achieving a departmental spend of 97.15% and again obtaining a clean audit in 2017/18.

The Supply Chain Management (SCM) & Administration directorate continues to engage in value-for-money (cost-efficient and effective) procurement. A culture of compliance with procurement prescripts to ensure good governance (accountability, credibility, clean government) is perpetually instilled by the SCM directorate through its training programmes, awareness sessions and collaboration between line functions and the SCM officials. The Department, through SCM is also considering demand management to achieve continued service delivery in an austere environment. This Directorate is also improving its asset disposal practices. The growing ICT asset base of the Department together with the need to implement the Inventory Chapter of the 2016 Modified Cash Standard successfully will require additional capacity to comply with assets and inventory requirements.

From 2016/17, the Programme took on board the sub-programme: Strategic Communication. This sub-programme reports on the co-ordination of external communication and ensures that the Western Cape Government communicates the delivery intents and outcomes of the Provincial Strategic Plan to the people of the Western Cape.

The Branch: Strategic Programmes has reflected on its role in strengthening the strategic and integrated approach to the work of the WCG through leading and driving a data-driven organisation, coordinating provincial and policy, strategy, planning and implementation and developing and facilitating local, national and international partnerships and stakeholder engagement.

The Chief Directorate: Policy and Strategy's role is to lead, coordinate and support evidence-based policy development and innovation, planning and review across and within the WCG to support responsive service delivery and development outcomes. Aligned to the Sustainable Development Goals (SDGs) and the National Development Plan (NDP), the Provincial Strategic Plan (PSP) has been crafted with special attention to Western Cape priorities. In anticipation of the new political term the emphasis has been on the End-of-term Review.

The Chief Directorate is leading the End-of-Term Review and will support the new Executive in developing the next Provincial Strategic Plan for 2019 - 2024. Together with further research undertaken by a number of departments across the WCG to inform an updated situational analysis, the End-of-Term Review will generate recommendations to be considered by the new administration at the start of the new term.

Regular assessments on the rollout and implementation of the PSP are conducted and feedback provided to Cabinet. The Chief Directorate also assesses all departmental Annual Performance Plans to ensure that they are aligned to the high level policies and strategies such as the PSP and NDP, and will coordinate an integrated planning cycle to achieve this. This will be pursued in close collaboration with the Chief Directorate: Strategic Management Information and Provincial Treasury, to enable results-based decision-making and the fostering of even greater alignment between the various strategic government agents. The Chief Directorate will also continue to provide analysis and comment on various provincial and national draft policies, strategies and bills for Executive consideration.

The Chief Directorate: Policy and Strategy has also played a significant role in the implementation of policies or ensuring that policies and strategies are implemented by sector departments. In particular, the Chief Directorate has played a leading role in the Year Beyond programme, as part of the implementation of the Youth Development Strategy. While we will continue to support this programme with evaluation and review, programme management will be handed over to the After School Game Changer team in the Department of Cultural Affairs and Sport.

The Chief Directorate will continue to support the development of new legislation linked to the Alcohol Harms Reduction Policy in 2019/20, while Behavioural Insights and Strategic Foresight research will be designed to support the development of the new Provincial Strategic Plan and the design of policies/programmes to implement it.

The Chief Directorate: International Relations and Priority Programmes is at the forefront of key stakeholder engagements at all levels – international, national, provincial and local spheres, including with community and sector-based organisations.

The Chief Directorate is also responsible for facilitating the implementation of the Human Rights Framework. The 2019/20 financial year will see a deepening of the rollout of the

Human Rights Framework that was approved by Cabinet in 2017. In this regard, in collaboration with the Human Rights Commission, the sub-programme will issue a report on the state of human rights in the province during the 2019/20 financial year. The Chief Directorate will also continue monitoring the implementation of commemorative day programmes. Within this context systems will continue to be developed to streamline the reporting and activation processes in relation to commemorative days that are driven locally and by national government. A key aspect of the work will be to explore ways of engaging our youth that enables them to gain an understanding of the issues of the day that impact on their lives. This will continue to be done through programmes such as National Children's Parliament.

The sub-programme will continue to drive the Community Engagement Forum, which is part of PSG 5. The objective is to enhance the interaction of the WCG officials with communities. There will also be a further exploration on how the approach to community engagement can be broadened to include other elements of the WCG's current and desired approaches to community engagement.

Linked to the above is the work done by this sub-programme in managing and facilitating the resolution of social conflict situations across the province. In addition, this sub-programme in collaboration with national government and other stakeholders, works on mechanisms to manage international migration. The sub-programme also drives social cohesion, especially co-existence between locals and foreign nationals.

Furthermore, the sub-programme will continue to implement, monitor and evaluate both the International Relations Strategy and the Integrated Events Strategy.

A more proactive approach will be employed to encourage the WCG's international engagements to focus on priority geographical areas (i.e. Africa, BRICS, Regional Leaders Summit (RLS) partners, ²Next-11 countries and traditional market countries), as identified in the International Relations Strategy (IRS). The objective of this approach is to grow tourism, trade and investment, as well as learning and sharing good practices and helping to address climate change.

Furthermore, the Sub-programme International Relations and Priority Programmes will be starting a process of identifying critical areas that WCG should focus on, within the strategic objectives of the IR Strategy. This is aimed at assisting government's work on international engagements to be more focussed and serve the strategic interests of the Western Cape and the country at large, bearing in mind the limited resources. This process could potentially also involve a review of the IR Strategy.

The International Relations Forum (IR Forum) led by the Department of the Premier through this sub-programme, is a transversal platform where provincial departments, WESGRO, SALGA, CoCT, and other international relations think-tanks share information on how international engagements contribute to achieving the strategic goals and objectives of the WCG. During the year 2019/20, the work of this platform will be guided by IR Praccise Guide, as well as the adoption of new terms of reference for the forum. The IR Forum will continue to analyse trends in respect of international engagements (e.g. courtesy calls,

² Bangladesh, Egypt, Indonesia, Iran, South Korea, Mexico, Nigeria, Pakistan, the Philippines, Turkey and Vietnam

incoming & outgoing visits), using the IR Strategy as a point of departure. Going forward, the IR Forum will also deepen its discussions with thought leaders and practitioners on international relations, and an annual review of the economic value-add of the Province's IR Strategic engagements is planned.

The annual Diplomatic Brunch continues to be an effective platform for the Executive to engage with members of the diplomatic corps on the provincial strategic priorities and provide an update on the local socio-economic and political scene.

The sub-programme IR and Priority Programmes will continue to drive the annual Africa Day/Month Programme. This Programme has matured as a key promoter of intra-Africa trade, tourism and investment, while at the same time promoting social cohesion through a plethora of activities.

The Regional Leaders Summit held every two years continues to be an effective multilateral platform where partners share perspectives and strategies for a sustainable and ever-changing world. The next meeting will be in Linz (Upper Austria) in May 2020, under the theme Smart Regions. Preparations for this global event will be kick-started at the beginning of 2019.

The sub-programme: Strategic Management Information led the development of Results-based M&E (RBM&E) from 2006 to 2018, for the provisioning of relevant and accurate data and information within the context of a Province-wide M&E System. In line with the Government-wide M&E System, the sub-programme has led the institutionalisation of the National Evaluation System (NES) at a provincial level since 2012. The sub-programme has also led the Performance Information System on non-financial performance data since 2015. The provisioning of relevant and accurate data and information is accessible via the WCG Business Intelligence System (BizBrain) and the Spatial Data Observatory. In this regard, performance information, evaluation information, official statistics and departmental administrative data became useful for evidence practice and decision-making. This work identified the need for the Department of the Premier to play a transversal role in ensuring the WCG has relevant, reliable, accurate and timeous data and information, as an evidence base and for decision-making.

The scope of the work for this sub-programme evolved into Province-wide Data Governance as the WCG realised the strategic, operational and public value of data governance for improved performance of service delivery. The Master Plan on PWDG was finalised, as well as the completion of Stages 1 (conceptualisation and design) and 2 (pre-implementation) of Province-wide Data Governance; and the progression into Stage 3 (implementation).

In line with the DPME focus areas, the journey on evaluations has strengthened so that the evaluation cycle is aligned to the budget cycle; and it delivers credible evidence for further action. Since 2011, the results of the Management Performance Assessment Tool (MPAT) demonstrated consistent improvement, notwithstanding the changes to the instrument. The revised approach of Frontline Service Delivery Monitoring (FSDM) has been embarked upon, where the geographic locations for service delivery areas have been sampled to align with the WOSA areas. Annual periodic independent assessment reports are compiled with a view to improve the quality of Annual Performance Plans and Quarterly Performance Information.

The sub-programme continuously provides technical and methodological support on standards for indicators, data sources, spatial analysis and evaluation across all departments. Furthermore, in the absence of a central location in the WCG to manage data as a strategic asset, the Chief Directorate is acting as the Data Office to institutionalise PWDG.

The sub-programme continues to advocate and share WCG stories on M&E and Data Governance at a local, national and international level.

The Branch: People Management pursues the strategic objective that seeks to provide a highly capable workforce, create an enabling workplace and develop leadership that promotes employee engagement and optimal service delivery. The Branch is placed within the Corporate Services Centre of the Department and provides transversal services across Western Cape Government (WCG) departments, which range from the high-volume transactional to expert advice and consultancy. As such it encompasses day-to-day operational activities, as well as an array of different initiatives, programmes, interventions and projects. The Branch is not limited to the operational space, but ensures that people management contributes to the achievement of the strategic goals of the Department and the WCG as a whole. It ensures that people management contributes to the achievement of the strategic goals aligned with the National Development Plan, specifically the achievement of a Capable State and Provincial Strategic Goal 5.

The PSG 5 project that contributes specifically to the sub-output Service Excellence with People is the development and implementation of a people management maturity model that is based on the principles of self-assessment and panel moderation. It consists of a maturity growth-path of levels 1-5 (with 1 being “fragmented” and 5 being “continuously improved”). In the latter part of the previous financial year, the assessment tool was tested within the Branch with a view to setting a baseline and is planned to be ready for further implementation. The People Management Branch delivers its core function of people management through organisational development, people management practices and people training and empowerment. The continued constrained budget allocation, an unabated increase in demand for services, limited joint planning and ad hoc requests from departments all continue to place the ability of the Branch to perform its functions under serious strain. The streamlined service level agreements with departments and envisaged expanded service schedules as well as continued regular engagement with senior officers of departments ensure that there is a clearer understanding of respective roles and responsibilities, more planned and agreed interventions, and improved service delivery. The overall emphasis of the CSC on demand planning processes led to the piloting of the Annual People Planner initiative in the Branch and will assist in improving the performance of the Branch. The continued Values-based Leadership Development initiative will also play a pivotal role in increasing the required leadership capability that is so vital in the challenging, austere environment in which the WCG finds itself. The Change Capability Programme is aimed at understanding the level of change capability required of/within the WCG to be able to not only respond to the continual changes, but to thrive and embrace change.

The continuing delay in the implementation of the Integrated Financial Management System (IFMS) continues to have a negative impact on the replacement of legacy systems and streamlining of manual processes. As previously indicated, while the benefits of IFMS in the long and medium term are not disputed, before any roll-out of the project can commence,

clarity and agreement are required on inter alia adequate funding, dedicated capacity and a clear governance structure. The Branch will continue with the increased focus on closer integration between Cel and Organisation Development with regard to process optimisation.

The Branch has ensured that its policies, processes and systems are in line with the new Public Service Regulations (2016) that came into effect on 1 August 2016. A new emphasis has been placed on communicating the Branch's services to employees on the provincial intranet (MyGov) and this initiative will be further enhanced on an ongoing basis. In addition, the MyGov platform is being used to empower People Managers (Supervisors) in the execution of their people management responsibilities and this initiative will also be expanded and optimised going forward.

The Branch: Centre for e-Innovation (Ce-I)

The Branch is a key enabler of the WCG service delivery machinery as almost all services delivered by the WCG are dependent on ICTs. Some of the areas in which Ce-I either plays a key role or is responsible for execution are:

- the implementation of Broadband throughout the Western Cape;
- support of the e-Learning Game-Changer;
- support of the e-Skills and After-Schools Game Changers;
- support of PSG 5 (ICT Governance maturity improvement and the Service Interface Programme in particular);
- collaborating on the Provincial Data Governance Programme;
- the development of key Transversal Applications such as BizBrain, Bizprojects and MyContent;
- the management of Schools Transversal IT infrastructure;
- managing the IT service desk and IT services management to client departments;
- managing the distributed computing environment;
- ensuring cyber security to the entire corporate ICT domain;
- providing public access to ICTs and digital skills training at the 70 Cape Access Centres;
- providing citizens with quality and timeous government information through the WCG Portal and Social Media Channels; and
- facilitating the development of departmental ICT plans.

The demand for ICT services continued to grow exponentially which places further pressure on the Ce-I's already severely strained budget, to the extent that the budget has become close to unsustainable. The main drivers of these budget pressures include, amongst others, the increasing demand for new technologies and services, the continuing increase in the cost of technology and skilled resources; the declining number of internal resources on top of a shrinking COE budget; a significant growth in the number of sites and devices to be supported due to the Broadband roll-outs; and the dynamically changing technology that requires additional investment to upgrade existing technologies or migrate to new technologies.

The following is a **summary of the tremendous growth experienced since 2009** when the IT Service Improvement Blueprint was approved for implementation to date:

Table 1: Growth in ICT Services

Item	Status in 2009	Status in 2018	Increase	% Increased
General				
Networks	1	3	2	200.0%
Sites	220	2 000	1 780	700.0%
Corporate Network				
Corporate Sites	220	450	230	105%
Workstations	14 500	24 500	10 000	68.9%
Users	16 000	28 600	12 600	78.7%
NWK Devices	1 041	6 546	5 505	528.8%
ITSM Requests	35 609 (2013)	86 481	50 872	142.8%
e-Mail Users	12 000	28 600	14 600	138.3%
e-Mail Volumes	600 000 pm	7,682Mil pm	7,082Mil pm	1 180.33%
Internet Traffic	5.1TB pm (2013)	55.75TB pm	50.65TB pm	1 329.0%
NWK Traffic	3.9GB pm	237TB pm	236.91TB pm	5 976.0%
Internet Users	5 600	14 941	9 341	166.8%

As part of the WCED's e-Learning vision, Ce-I established a schools' network resulting in a whole new domain that had to be supported. The difference in the education ICT operational environment since 2009 is as follows:

Table 2: Growth in education ICT environment

Item	2009	2018
Full Local Area Networks	0	328
SLIM Local Area Networks	0	841
Schools connected	0	1 241
Smart Classrooms	0	1 069
Devices	0	9 100

The above **excludes teacher and learner devices and smart class rooms (1 069 class rooms with 9 100 devices)** which has experienced, and will in future experience an exponential growth.

It needs to be reiterated that the estimated growth and expanded mandate for Ce-I as reflected above will pose a significant challenge for Ce-I as it will require sufficient and appropriate resourcing to ensure adequate capacity, skills and infrastructure to deliver on its mandate and ensure the proper sustainability of the key game changes being supported.

Branch Corporate Assurance

The current economic climate, resultant budget reductions over the MTEF period and introduction of “Compensation of Employees funding ceilings” are having an impact on the ability of this branch to respond to the demand for its services. The main cost driver for this branch is Compensation of Employees, and with 85% of the budget allocated to this, the branch’s ability to fund its vacancies is a pressure point. Although the majority of the services in the branch are delivered based on approved delivery plans, there are some services that are not predictable. The delivery plans are finalised and agreed at the start of the financial year and there are processes in place to amend these if required. The business units evaluate this on an ongoing basis and request changes to the plans if and when required.

The structure of the Directorate: Enterprise Risk Management restricts risk coverage in client departments to a focus on programme risks. This while there is a constant demand for assistance with risk identification on a lower level, in some departments even on a project level. The analysis of risk using approved tolerance levels has matured further and continues to improve the quality of risk discussions in relevant forums (including departmental Enterprise Risk Management Committees). The Directorate will further solidify the provincial risk register and drive the identification and management of these risks.

The Chief Directorate: Internal Audit follows an intensive planning process for a particular financial year based on its available resources. Only 67% of its approved establishment is funded and filled, which has a direct impact on the available capacity to deliver services.

The Chief Directorate: Provincial Forensic Services renders proactive and reactive forensic services to all provincial departments. Fifty eight per cent of the posts on the approved establishment are funded, several vacancies are, however, at different stages of the recruitment process. The demand for forensic proactive services has increased and if this trend continues, it might be a challenge to meet demand.

The significant growth in demand for legal services (from 970 requests for services in 2001 to 2629 in 2016) prompted a realignment of the unit’s structure to enhance strategic and operational capacity to meet demand. Funding the associated additional capacity will enable the unit to meet demand and pre-empt the outsourcing of legal services to the private sector at exorbitant rates to the detriment of the corporate services model and departmental budgets.

5.2 Organisational environment

The programme and sub-programme structure of the Department of the Premier deviates from the approved programme and sub-programme structure as communicated by the National and/or Provincial Treasury. The reason for this can be found in the existence of the Corporate Services Centre, bringing efficiencies through the rendering of transversal corporateservices to the whole Western Cape Government. This frees resources in departments to enable improved service delivery. The structure was approved by the Premier and the Department of Public Service and Administration. The Department received approval from Provincial Treasury for the deviation from the uniform budget structure.

Structural alignment investigations are continuing in some business units to ensure that structures remain focused on core mandates and that there is a logical and rational approach to functional distribution. In some areas it is necessary to bring closer synergy with

the demand for services and addressing Western Cape Government business needs. Given the challenges inherent to an austere environment, there will be a renewed focus going forward to ensure sustainable establishments (based on proven need and affordability).

The approved organisational structure of the Department is appended as Annexure A.

Organisation design interventions commenced in Programme 1 (**Branch: Executive Governance and Integration**) in the directorates: Director-General Support, Executive Council Support, Supply Chain Management and Administration and Departmental Strategy.

Programme 2 (**Branch: Strategic Programmes**) includes the Chief Directorate: Policy and Strategy, the Chief Directorate Strategic Management Information and Chief Directorate: International and Priority Programmes. These Chief Directorates report to the DDG: Strategic Programmes, while the Directorate: Strategic Communications, which used to be part of this Programme, has now been relocated to Programme 1 (Executive Governance and Integration). It is important to note that the staff establishment of the Chief Directorate: International and Priority Programmes has been severely and negatively affected by the austere environment and continues to operate under strain, with only one senior manager (Chief Director) for several years. Furthermore, the structure does not reflect the organisational strategic function. Similarly, the Chief Directorate: Policy and Strategy has lost five senior and middle-level managers over the past two years. The Chief Directorate has implemented a matrix management approach to mitigate against these resource constraints, matching demand for its policy development, implementation and commentary/analysis to the best available skills to undertake the work in the unit, notwithstanding formal reporting lines.

The Chief Directorate: Strategic Management Information, due to its ever-expanding institutional mandate, centrally drives five (5) province-wide focal areas across all departments within the WCG. These are Business Intelligence and Data Analytics, Data Governance, Results-based Monitoring and Evaluation, Programme Performance Information and Spatial Information. These focal areas evolve over time, and in this regard, it is important that the sub-programme partner with key data producers and users facilitates coherence of the production and use of quality data and information products across the WCG.

The organisational structure is continuously experiencing an expansion of its institutional mandate, is outdated and out of touch with the demands of the WCG business needs; and hence the sub-programme continuously functions within the context of a virtual structure.

Within the **Branch: People Management** the organisational environment was relatively stable although challenged by the ever-increasing number of vacant posts being unfunded in the face of the prevalent budget constraints and negative fiscal outlook over the MTEF. Although new organisational components have been established (Performance and Priority Unit and the management of the PAY project), these initiatives are hampered by the said budgetary constraints. The focus on gaining greater efficiencies and ensuring integration between the business units has continued, while endeavouring to continue to respond to new challenges and initiatives despite the constrained environment. Any further organisational review in the Branch will take into account the tension between limiting operational cost as a result of austerity and the need for adequate capacity to fulfil the mandate, combined with being agile to the changing world of work and new legislative prescripts.

The **Branch: Centre for e-Innovation** is tasked with driving the optimisation of service delivery in the Western Cape Government through the implementation of innovative information and

communication technologies, solutions and services with a focus on the delivery of Broadband connectivity across the Western Cape Province, provincial transversal applications and major departmental applications and solutions. Substantial use has been made of a temporary structure for the Connected Government and Transversal Applications chief directorates. This arrangement has been far from ideal and was initially required to ensure sufficient capacity for the core roles required for the Broadband and Applications environment. A Ce-I structure review process has however been finalised and the recruitment process has begun to fill the permanent structure as approved by DPSA.

It should also be noted that the Ce-I is largely dependent on the use of externally sourced resources (professional services) as a result of the difficulty experienced by government with attracting, developing and retaining staff in the application development, technologist and business analyst roles (of late there has been a notable increase in staff turnover, with staff leaving for the private sector).

The organisational structure of the **Branch: Corporate Assurance** is, although not ideal, responding reasonably to the demand for services in the Branch. In the context of the weak economic outlook, additional funding is not foreseen in the medium term, and in line with departmental planning processes certain posts are not funded (refer to section 5.1). The funded posts in this branch have been filled and where vacancies arise, they are addressed expeditiously if approved for filling. There is no budget flexibility to augment capacity, but where required and within the available budget, capacity is augmented by insourcing capacity, especially in the Chief Directorate: Internal Audit. There are some areas where it is not viable to create permanent posts in the approved structures due to the specific expertise required; these skills will be insourced as and when required.

Legal Services will continue to optimise available resources in order to meet demand for services, pending implementation of the recommendations by the Chief Directorate: Organisation Development pertaining to the realignment of Legal Services' structure and organisation. Implementation is, however, dependent on the availability of funding in a constrained fiscal environment. Every effort will be made to respond to the operational needs and requirements of provincial departments, as largely identified by the departments themselves, but until such time as capacity has been enhanced, the unit will be unable to address weaknesses in the legal governance domain in a more transversal and strategic manner. Outsourcing of the services that are rendered by Legal Services is by and large not feasible due to the high cost of services that are rendered by legal practitioners in the private sector.

One of the key services that is meant to be provided by the Directorate: Legal Governance, namely to perform due diligence assessments on behalf of client departments, cannot be activated until such time as capacity has been augmented. These assessments, if conducted by private law firms on behalf of client departments (as is currently the case) are prohibitively expensive and not justifiable from a holistic budget perspective.

Table 3: Employment and vacancies by programme as at 31 January 2019

Programme	Number of active posts	Number of posts filled	Vacancy rate %
Programme 1	144	138	4.2%
Programme 2	69	67	2.9%
Programme 3	353	329	6.8%
Programme 4	315	303	3.8%
Programme 5	166	152	8.4%
Total	1 047	989	5.5%

Table 4: Employment and vacancies by salary bands as at 31 January 2019

Salary band	Number of active posts	Number of posts filled	Vacancy rate %
Lower skilled (Levels 1-2)	22	22	0.0%
Skilled (Levels 3-5)	127	126	0.8%
Highly skilled production (Levels 6-8)	213	207	2.8%
Highly skilled supervision (Levels 9-12)	620	611	1.5%
Senior management (Levels 13-16)	74	73	1.4%
Total	1 047	989	5.5%

5.3 Description of the strategic planning process

The Department held a two-day strategic planning session on 25-26 July 2018. The purpose of the session was to plan for the 2019/20 Annual Performance Plan period and to reflect on the challenges and opportunities ahead. It was recognised that the Department operates in a VUCA world characterised by volatility, uncertainty, complexity and ambiguity. The state of performance against the Sustainable Development Goals, National Development Plan and the provincial Strategic Plan, particularly PSG5, was considered. An analysis of global and national risks, as well as the fiscal outlook was also shared. Progress registered against the departmental strategic goals and objectives were considered. Overall, the Department appears to be on track with delivery against the strategic objectives indicators with delays being experienced in a few instances. The focus was hence on how the DotP can approach its business differently and measuring the right indicators that reflect an impact on the client it serves, thus reflecting a more humanistic approach to planning and delivery that is citizen-centric. Against this background, some of the strategic priorities were considered that should guide the Department as it concludes the current term of government and commences with planning for the next term of government. The Department's strategic outcome-oriented

goals and objectives for the five-year Strategic Plan: 2015-16 - 2019/20 were reconfirmed.

The programme included the following:

- Input regarding the Executive Authority's policy priorities;
- Input from the Accounting Officer on the strategic outlook and delivery requirements;
- Presentations on critical challenges impacting on service delivery, including;
 - Budget planning considerations - including prospects for budget reprioritisation;
 - Digital Government;
 - Sound data governance;
 - Citizen-centric approach;
 - A Good Governance Index;
 - The Whole of Society Approach;
 - Strategic Partnerships; and
 - Change Navigation.

The outcome of the strategic planning session resulted in the confirmation of the DotP's Strategic Outcome-oriented Goals and provided direction to Programme and Branch Managers on the completion of their strategic objectives and also on the completion of the Annual Performance Plan and budget for 2019/20. The indicators and targets were reviewed after the MTEC 2 engagements that resulted in the addition of two new indicators in Programme 4.

6. STRATEGIC OUTCOME-ORIENTED GOALS OF THE INSTITUTION

Strategic outcome-oriented goals indicate the broad strategic focus areas that the Department will pursue towards the achievement of its vision and mission. The Department thoroughly reviewed the goals for their appropriateness and sufficiency in line with the strategic requirements of Provincial Strategic Goal 5: "Embed good governance and integrated service delivery through partnerships and spatial alignment", as well as the Medium-term Strategic Framework (MTSF) and National Development Plan (NDP). The Strategic outcome-oriented goals remained unchanged.

There remains clear alignment between the NDP and MTSF outcomes, the PSP, particularly as it relates to PSG 5 and the Department's strategic goals and objectives. The departmental strategic goal: "improved good governance in the WCG" supports the PSG 5 outcome, which relates to enhanced governance. Enhanced governance in turn contributes to national outcome 12: "an efficient, effective and development orientated public service". This departmental strategic goal further supports national outcome 3: "all people in SA are and feel safe", through the work conducted by the Provincial Forensic Services unit in the prevention and detection of fraud and corruption in the public service.

The departmental strategic goal: "enabled strategic decision-making and stakeholder engagement" contributes to the PSG 5 outcomes related to enhanced governance, inclusive society, and integrated management. Again, all three of these PSG 5 outcomes insofar as

they embed good governance and integrated service delivery contribute to an efficient, effective and development-oriented public service.

The departmental strategic goal: enabled service delivery excellence to the people of the Western Cape with people, technology and processes mainly guides the work of the CSC. As such it contributes to all three PSG 5 outcomes (enhanced governance, inclusive society, integrated management) and hence support the realisation of national outcome 12, an efficient, effective and development-orientated public service. It also contributes to national outcome 6 insofar as the Western Cape's broadband strategy and implementation plan prioritise access to Broadband as a catalyst for economic development.

Table 5: Strategic outcome-oriented goals

Strategic Outcome-oriented Goal 1	Improved good governance in the Western Cape Government
Goal statement	To improve good governance in the Western Cape Government
Strategic Outcome-oriented Goal 2	Enabled strategic decision making and stakeholder engagement
Goal statement	To enable strategic decision making and stakeholder management in the Western Cape Government by Premier, Cabinet Ministers and Heads of Departments
Strategic Outcome-oriented Goal 3	Enabled service delivery excellence to the people of the Western Cape with people, technology and processes
Goal statement	To enable service delivery excellence to the people of the Western Cape with people, technology and processes

Strategic analysis indicates that the Department's strategic focus areas for 2019/20 and beyond are well aligned with national, provincial and departmental strategic imperatives. Alignment between departmental strategic goals and the anticipated impact of the strategic focus areas can be depicted as follows:

A

Table 6: Strategic Alignment between departmental goals and strategic focus areas

Strategic Goal 1: Improved Good Governance in the WCG	Strategic Goal 2: Enabled strategic decision-making and stakeholder engagement	Strategic Goal 3: Enabled service delivery excellence to the people of the WC with people, technology and process
<p>Good Governance - a number of frameworks and maturity models were developed which provides departments with a basis to determine and improve corporate governance resulting in minimal adverse finding from assurance providers</p>	<p>Integrated policy, planning for service delivery impact and performance management</p>	<p>Digital Government Strategy towards:</p> <ul style="list-style-type: none"> Digitally empowering and informing citizens – improved access to services, free access to internet connectivity, digitally skilled citizens, govt engaging citizens via digital platforms Optimising and integrating services to WCG citizens - digitalising/automating services, packaged services, mobile applications
	<p>Province-wide Data Governance Programme for evidence-led decision-making</p>	<p>Leverage of the WCG BB infrastructure towards:</p> <ul style="list-style-type: none"> Connecting government for improved service quality, resilient network, enabling VOIP Digitally empowered employees and innovative culture - United Communications, WiFi in boardrooms, teleworking
	<p>Community Engagement and Whole of Society Approach for citizen-centric service delivery impact</p>	
	<p>Establishment of a Children's Commissioner in response to our Constitutional mandate to assist the WCG in protecting and promoting the interest of children in the Western Cape</p>	

It is difficult to pinpoint accurate measurements that relate to the three strategic outcome-oriented goals as the concepts related to good governance, stakeholder engagement and service excellence are not concisely defined. The goals will therefore be reflected by means of the two indicators below:

Outcome Indicators	
	<p>A. Level of governance maturity, management and stakeholder engagement attained B. MPAT level obtained³</p>

The objective is to get an overall picture of how the organisation is performing in terms of the selected variables (the maturity models, MPAT) associated with the goals. The first composite indicator (level of governance maturity, management and stakeholder engagement) will be measured internally and will show a score based on the five governance instruments used by DotP, namely People Management Maturity, WCG Corporate Governance Maturity, Results-based M&E Maturity, ICT Governance Maturity and Stakeholder Engagement (still to be developed). This will be illustrated by means of a radar diagram with the middle of the web representing a 0 value, while each of the five arms represent one of the maturity models.

The second indicator will be externally measured and will reflect the MPAT level attained against the management performance standards as measured by DPME. MPAT results as an indicator of the departmental performance (over the past four years) reflect consistent progression towards the achievement of the Departmental strategic outcomes. The

³ MPAT will be discontinued and not implemented in the 2019/20 year. The Department will, however, continue to monitor and report on the MPAT indicators internally.

Department increased its year-on-year level of compliance to the key performance areas of Strategic Management, Governance and Accountability, Human Resource Management and Financial Management.

OVERVIEW OF 2019 BUDGET AND MTEF ESTIMATES

Medium-term Revenues

The Department's expenditure is funded through three main sources: namely national transfers, which include the Provincial Equitable Share of revenue collected nationally, the provincial own sourced receipts and financing from the Provincial Revenue Fund.

Table 7: Summary of Revenue

Preliminary Allocations	Outcome			Adjusted Appropriation 2018/19	Medium-term estimate		
	Audited 2015/16 '000	Audited 2016/17 '000	Audited 2017/18 '000		2019/20 '000	2020/21 '000	2021/22 '000
Equitable Share	749 769	1 078 665	1 035 865	1 120 815	1 267 875	1 330 261	1 402 851
Own Receipts	8 927	3 373	4 080	1 798	1 899	2 002	2 112
Own Receipts (Vote 3)	245 625	246 129	246 129	260 404	274 987	290 111	306 068
Financing							
- Provincial Revenue Fund	196 452	14 777	72 211	113 586	26 353	483	-
Total	1 200 773	1 342 944	1 358 285	1 496 603	1 571 114	1 622 857	1 711 031

Departmental revenue collection

The Department's own receipts are derived from sales of goods and services other than capital assets. Table 6 below shows the historical trends and the medium-term estimates.

Table 8: Summary of Departmental revenue collection

Preliminary Allocations	Outcome			Adjusted Appropriation 2018/19	Medium-term estimate		
	Audited 2015/16 '000	Audited 2016/17 '000	Audited 2017/18 '000		2019/20 '000	2020/21 '000	2021/22 '000
Sales of goods and services other than capital assets	4 158	2 933	1 859	1 786	1 886	1 988	2 097
Transfers received	3 786	-	-	-	-	-	-
Interest, dividends and rent on land	6	16	16	12	13	14	15
Sales of capital assets	-	4	32	-	-	-	-
Financial transactions in assets and liabilities	977	420	2 173	-	-	-	-
Total	8 927	3 373	4 080	1 798	1 899	2 002	2 112

Sales of goods and services other than capital assets

The department remains non-revenue generating with income subject to demand in terms of the usage of venues and facilities at the Provincial Training Institute and advertising space in the Provincial Government Gazette.

Table 9: Expenditure Estimates

Sub-programme	Expenditure outcome			Adjusted appropriation 2018/19	Medium-term expenditure estimate		
	R thousand	2015/16	2016/17		2017/18	2018/2019	2019/20
1 Executive Support (Administration)	80 245	93 764	101 449	117 275	109 591	111 541	119 218
2 Provincial Strategic Management	87 982	55 790	50 284	53 410	64 906	73 747	78 588
3 People Management (CSC)	170 931	177 886	185 796	202 745	214 857	226 058	241 896
4 Centre for e-Innovation (CSC)	757 799	904 094	903 040	988 910	1 041 788	1 063 042	1 114 252
5 Corporate Assurance (CSC)	103 816	111 410	117 716	134 263	139 972	148 469	157 077
Total	1 200 773	1 342 944	1 358 285	1 496 603	1 571 114	1 622 857	1 711 031

Note: Programme 1: Premier total remuneration package: R 2 260 409 with effect 1 April 2018.

Economic Classification	Outcome			Adjusted Appropriation 2018/19	Medium-term estimate		
	Audited 2015/16 '000	Audited 2016/17 '000	Audited 2017/18 '000		2019/20 '000	2020/21 '000	2021/22 '000
Compensation of employees	493 760	544 460	572 959	616 263	658 116	705 256	756 601
Goods and services	562 583	692 763	715 511	817 100	847 484	847 995	881 433
Transfer and subsidies	34 208	21 654	23 340	22 042	16 936	16 936	16 936
Payments of capital assets	110 106	83 346	46 071	41 198	48 578	52 670	56 061
Payment for financial assets	116	721	404	-	-	-	-
Total	1 200 773	1 342 944	1 358 285	1 496 603	1 571 114	1 622 857	1 711 031

Relating Expenditure Trends to Strategic Goals

The current baseline cannot sustain the spending pressures experienced within the Department, especially within Cel, where short to medium-term funding risks are real in terms of licencing costs, depreciation costs and costs consequential to Broadband roll-out. In addition, and further exacerbating the Department's financial position going forward, are amounts of accrued expenditure and commitments at financial year end that could possibly impact on or scale back planned projects.

The expenditure trends are set out per Programme below:

Programme 1: Executive Governance and Integration

The provision for 2019/20 for the Programme has decreased by 3.39 percent compared to the main appropriation for 2018/19 and has decreased by 6.55 percent compared to the revised estimates for 2018/19. The provision for payments of capital assets for 2019/20 has increased by 37.55 percent compared to the main appropriation for 2018/19, while current payments have decreased by 4.23 percent and transfer payments have increased. The decrease for the Programme is mainly due to a decrease in projects.

Programme 2: Provincial Strategic Management

The provision for 2019/20 for the Programme has increased by 20.0 percent compared to the main appropriation for 2018/19 and has increased by 21.52 percent compared to the revised estimates for 2018/19. The provision for payments of capital assets for 2019/20 has decreased by 36.00 percent compared to the main appropriation for 2018/19, while current payments have increased by 22.0 percent and transfer payments decreased by 36.0 percent. The increase for the Programme is mainly due to funding allocated for the roll-out of the Province-wide Data Governance project.

Programme 3: People Management (CSC)

The provision for 2019/20 for the Programme has decreased by 1.43 percent compared to the main appropriation for 2018/19 and has increased by 5.97 percent compared to the revised estimates for 2018/19. The provision for payments of capital assets for 2019/20 has decreased by 5.28 percent compared to the main appropriation for 2018/19, while current payments have decreased by 1.34 percent and transfer payments remained the same. The Programme shows an increase which is due to the filling of posts as approved by the COEFC.

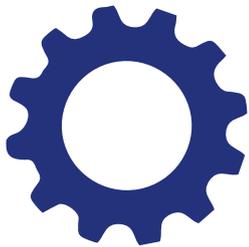
Programme 4: Centre for e-Innovation (CSC)

The provision for 2019/20 for the Programme has increased by 7.18 percent compared to the main appropriation for 2018/19 and has increased by 5.35 percent compared to the revised estimates for 2018/19. The provision for payments of capital assets for 2019/20 has decreased by 13.89 percent compared to the main appropriation for 2018/19, while current payments have increased by 8.42 percent and transfer payments increased by 3.22 percent.

The increase for the Programme is mainly due to the growth in the Cel allocations over the 2019 MTEF.

Programme 5: Corporate Assurance (CSC)

The provision for 2019/20 for the Programme has increased by 8.58 percent compared to the main appropriation for 2018/19 and has increased by 4.25 percent compared to the revised estimates for 2018/19. The provision for payments of capital assets for 2019/20 has increased by 5.5 percent compared to the main appropriation for 2018/19, while current payments have increased by 8.60 percent and transfer payments remained the same. The increase for the Programme is mainly due to provision made for filling of posts.



B



part B

STRATEGIC OBJECTIVES

7. PROGRAMME 1: EXECUTIVE GOVERNANCE AND INTEGRATION

PURPOSE: To provide executive governance support services

The programme strategically supports the Department of the Premier, Cabinet, the Accounting Officer and the Provincial Top Management by providing good governance support and seamless executive secretariat support services for effective decision making by the Executive. In addition, the programme enables the Accounting Officer to comply with his corporate responsibilities, e.g. finance, supply chain management, strategic management, Minimum Information Security Standards (MISS) and Occupational Health and Safety (OHS). The departmental Deputy Information Officer function is also provided for in this programme.

The programme contributes to Provincial Strategic Goal 5 aimed at enhancing good governance in the Western Cape Government through efforts to improve corporate governance maturity, people management maturity and e-governance maturity and connectivity. To this end the Department is building capacity on SCM financial governance and awareness through supply chain management eLearning initiatives and various communication activities, including flyers, workshops toolkits, circulars, notifications, stickers, templates, etc. The Department also ensures the effective and efficient functioning of all the committee structures in SCM to enhance good governance processes. Collaborative platforms for engagement and improvement of governance processes in SCM on various levels are maintained in the Department.

There is also a linkage with the 2014/19 Medium-term Strategic Framework as it relates to obtaining a positive audit outcome, payment of unopposed invoices within 30 days, maintenance of financial delegations and a procurement system that delivers value for money, which are all critical landmarks of good governance. The supply chain management policy and delegations are reviewed annually to incorporate changes in the policy environment and introduce improved practices to officials in the Department.

The programme provides for the following functions to be delivered:

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Sub-programme 1.1: Programme support: To provide administrative support to the management of this programme.

Sub-programme 1.2: Office of the Premier: To provide operational support to the Premier. Operational support largely entails office administration, correspondence management, media liaison, parliamentary support, diary management and a reception service, as well as a household support service at the official residence. Most of the positions in this sub-programme are filled on a contract basis, as they are linked to the Premier's term of office. Provision is also made for the appointment of special advisors in accordance with the Ministerial Handbook.

Sub-programme 1.3: Executive Council Support: To manage the executive secretariat. This sub-programme manages the provision of secretariat, logistical and decision support services to the Cabinet, the Premier's intergovernmental relations forums, the provincial top

management and the Department of the Premier's executive committee. The sub-programme further deals with provincial protocol matters and administers the provincial honours.

Sub-programme 1.4: Departmental Strategy: To provide strategic management, coordination and governance support services. The sub-programme facilitates the departmental strategic management processes, and the safety and security arrangements for the Department.

Sub-programme 1.5: Office of the Director-General: To provide operational support to the Director-General. The sub-programme provides operational and administrative support services to the Director-General, manages departmental responses to parliamentary questions and assists with communication between the Director-General and relevant role players. In this sub-programme, provision is made for the Delivery Support Unit to provide strategic oversight and guidance to provincial departments and monitor the implementation of the Game Changer plans.

Sub-programme 1.6: Financial Management: To manage departmental financial and supply chain management services. The sub-programme provides a comprehensive financial management support service to the Department, and includes financial management, supply chain management, asset management, records management and transport and general support services.

Sub-programme 1.7: Strategic Communication: This directorate will continue to coordinate external communication and public engagement in order to ensure that the Western Cape Government communicates its strategic goals and service delivery outcomes to the people of the Western Cape.

7.1 STRATEGIC OBJECTIVES

Table 10: Programme 1 strategic objectives

Strategic objective 1.1	Departmental strategic management enabled
Objective statement	To enable departmental strategic management through facilitating departmental strategic planning processes
Strategic objective indicator 1.1	Strategic Management MPAT level obtained
Baseline	3
2020 target	Strategic Management MPAT level 4 (against MPAT 1.4)
Strategic objective 1.2	Proper departmental financial management enabled
Objective statement	To enable proper departmental financial management as reflected by the audit opinion obtained in respect of the preceding financial year
Strategic objective indicator 1.2	Audit opinion obtained in respect of the previous financial year
Baseline	Clean audit in 2014/15
2020 target	Unqualified audit opinion
Strategic objective 1.3	Strategic goals of the Western Cape Government communicated to the people of the Western Cape
Objective statement	To coordinate communication and public engagement to ensure that the strategic goals of the Western Cape Government are communicated to the people of the Western Cape

Strategic objective indicator 1.3	Number of assessment reports submitted to Cabinet on the Western Cape Government communication environment
Baseline	18 in 2014/15
2020 target	12

7.2 STRATEGIC OBJECTIVE ANNUAL TARGETS FOR 2019/20

Table 11: Programme 1 strategic objectives and annual targets

Strategic objective	Strategic objective indicator	Audited/actual performance			Estimated performance	Medium-term targets		
		2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
1.1	To enable departmental strategic management through facilitating departmental strategic planning processes							
	Strategic Management MPAT level obtained	3	4	3	3	3	3	
1.2	To enable proper departmental financial management as reflected by the audit opinion obtained in respect of the preceding financial year							
	Audit opinion obtained in respect of the previous financial year	Clean audit	Clean audit	Clean audit	Unqualified	Unqualified	Unqualified	
1.3	To coordinate communication and public engagement to ensure that the strategic goals of the Western Cape Government are communicated to the people of the Western Cape							
	Number of assessment reports submitted to Cabinet on the Western Cape Government communication environment	16	12	12	12	12	12	

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While it may appear as if targets remain unchanged and do not denote intent to improve, it must be kept in mind that the requirements for MPAT and AGSA become more onerous each year as the systems mature. Capacity to comply with the higher requirements does not necessarily become available at the same time. Keeping the targets static, but at the higher levels of compliance, is realistic given the resource constraints. The number of assessment reports is based on the assumption that Cabinet meets once per month.

7.3 RISK MANAGEMENT

An important risk to the achievement of the strategic objectives of this programme is its dependency on third parties, and especially changing requirements of external oversight agencies (AGSA, DPME, NT, PT etc.). Further risks emanate from the misalignment of structures within Departmental Strategy and Supply Chain Management due to limited funding, inhibiting them to fulfil legally prescribed requirements for certain functions. Such

misalignment creates very real risks of litigation and avoidable media attention, should inadequate SCM processes result. To try and mitigate these risks, organisation design investigations commenced in the 2014/2015 financial year. However, insufficient funding, due to austerity measures, for resources identified through these investigations, may impact negatively on such mitigation and the sustainable performance of these sub-programmes.

Table 12: Programme 1 risk identification and mitigation

RISKS	MITIGATION
Legislation and national directives impacting negatively on available SCM resources and processes. Implementation impact not assessed.	Improving internal capacity and providing interim resources. Realigned structures to attend to business requirements and external expectations from third parties.
Negative external assessments based on Legislation and directives i.e. AG, NT, PT, and DPME.	Improving internal capacity and providing interim resources. Realigned structures to attend to business requirements and external expectations from third parties. Sufficient funding for COE.
Inadequate service delivery capacity due to budget cuts, and critical vacancies impacting on performance.	Continuous training and development of staff together with adequate budget (including COE).

7.4 PROGRAMME PERFORMANCE INDICATORS AND ANNUAL TARGETS FOR 2019/20

Table 13: Programme 1 performance indicators and annual targets

Strategic alignment	Programme Performance Indicator	Audited/actual performance			Estimated performance	Medium-term targets								
		2015/16	2016/17	2017/18	2018/19	2019/20	Reporting cycle	Q1	Q2	Q3	Q4	2020/21	2021/22	
Sub-programme 1.4: Departmental Strategy														
MP AT	1.4.1	Number of statutory reports submitted to Provincial Treasury	7	6	6	6	7	Quarterly	2	2	1	2	6	
Sub-programme 1.6: Financial Management														
NDP	1.6.1	Percentage spend achieved on the budget of the Department in respect of the preceding financial year	94.4% Numerator: R1200773 Denominator: R1272608	98.4% Numerator: R1342944 Denominator: R1364850	97.15% Numerator: R1358285 Denominator: R1398124	98%	98%	Annually	98%	-	-	-	98%	
MP AT	1.6.2	Supply chain management MPAT level obtained	3.9	4	4	3+	3+	Annually	-	-	-	3+	3+	

Strategic alignment		Programme Performance Indicator	Audited/actual performance			Estimated performance	Medium-term targets							
			2015/16	2016/17	2017/18		2018/19	2019/20	Reporting cycle	Q1	Q2	Q3	Q4	2020/21
NDP	1.6.3	Departmental SCM policy and delegations reviewed	1	1	1	1	1	Annually	1	1	1	1	1	
NDP	1.6.4	Number of SCM capacity-building interventions	8	2	2	2	3	Quarterly	1	1	1	1	3	
NDP	1.7.1	Number of monthly communication tracking reports produced	New indicator	11	11	11	11	Quarterly	3	3	2	3	11	

7.5 RECONCILING PERFORMANCE TARGETS WITH THE BUDGET AND MTEF

Table 14: Programme 1 expenditure estimates

Sub-programme	Expenditure outcome			Adjusted appropriation	Medium-term expenditure estimate		
	R thousand			2018/2019	2019/20	2020/21	2021/22
	2015/16	2016/17	2017/18				
1 Programme Support	1 783	1 949	2 076	2 687	2 863	3 043	3 231
2 Office of the Premier	15 685	16 129	15 127	16 240	16 488	17 547	18 675
3 Executive Council Support	8 385	8 979	10 321	10 500	12 045	12 449	13 290
4 Departmental Strategy	4 107	4 095	4 163	5 655	6 385	6 305	6 732
5 Office of the Director-General	13 267	21 837	27 813	32 417	19 511	17 211	18 295
6 Financial Management	32 895	36 805	38 279	43 403	47 564	49 928	53 508
7 Strategic Communication	4 123	3 970	3 670	6 373	4 735	5 058	5 487
Total	80 245	93 764	101 449	117 275	109 591	111 541	119 218
Economic classification							
Current payments	78 477	90 908	99 295	114 843	107 153	109 513	117 096
Compensation of employees	64 622	76 585	83 217	95 042	91 028	93 756	100 475
Goods and services of which:	13 855	14 323	16 078	19 801	16 125	15 757	16 621
Communication	880	933	477	1 188	1 291	1 335	1 380
Computer services	557	553	751	607	392	414	437
Consultants, contractors and special services	2 279	1 558	3 439	3 834	1 810	1 632	1 721
Audit cost: External	4 932	5 437	4 523	5 332	5 833	5 127	5 412
Consumables	1 076	1 146	1 730	1 309	1 153	1 216	1 282
Lease payments	741	600	620	566	485	513	541
Travel and subsistence	1 437	905	1 380	1 218	1 221	1 078	1 137
Venues and facilities	470	979	1 161	945	1 264	1 567	1 652
Other	1 483	2 212	1 997	4 802	2 676	2 878	3 059
Financial transactions in assets and liabilities	38	691	53	-	-	-	-
Transfers and subsidies to:	654	875	342	432	306	306	306
Provinces and municipalities							
Departmental agencies and accounts	13	4	3	6	6	6	6
Universities and Technicon's							
Public corporations and private enterprises							
Foreign governments and international organisations							
Non-profit institutions	194	249	265	300	300	300	300
Households	447	622	74	126	-	-	-
Payments for capital assets	1 076	1 290	1 759	2 000	2 132	1 722	1 816
Buildings and other fixed structures							
Machinery and equipment	1 076	1 290	1 759	2 000	2 132	1 722	1 816
Software and other intangible assets							
Total	80 245	93 764	101 449	117 275	109 591	111 541	119 218

Performance and expenditure trends

The programme's budget allocation shows a decrease of 6.55 percent between 2018/19 and 2019/20. The decrease of 6.55 percent is due to a decrease in projects.

8. PROGRAMME 2: PROVINCIAL STRATEGIC MANAGEMENT

Purpose: To provide policy and strategy support as well as strategic management information and to coordinate strategic projects through partnerships and strategic engagement.

Strategic importance of the programme

The Branch: Strategic Programmes coordinates a range of transversal programmes of strategic importance to the WCG. These include leading, developing and coordinating programmes across the areas of evidence-based policy development, provincial strategy, planning and implementation, management of data and information as a strategic asset and stakeholder engagement including creating value from international relations.

Critical stakeholders of this Branch are the Premier and Cabinet, the Director-General and Heads of Departments, provincial departments and entities, academic institutions, members of the diplomatic and consular corps, non-governmental organisations, community-based organisations, faith-based organisations and national and local spheres of government as well as international partners. Dynamic governance arrangements and partnerships are key elements of the Branch's work.

The Programme⁴ contributes towards ensuring that the strategic priorities and performance of the Department of the Premier, and the broader Western Cape Government, are aligned to the policies and high level strategies of government including the PSP, OneCape 2040, MTSF and NDP, as well as the global Sustainable Development Goals (SDGs). The strategic coordination of WCG priorities through PSG 5 is critical to the success of the implementation of the Provincial Strategic Plan.

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The Branch leads in institutionalising evidence-based practices and directs its focus on the increased use of quality data and information and improved use of evaluations and research, as evidence for better planning, M&E, informed citizenry, policy development, decision making and governance.

The Branch also manages the international engagements between the Western Cape and international community and coordinates strategic priority programmes including those related to Human Rights and community engagement.

The three Chief Directorates within this Branch bring together policy imperatives, evidence, innovation, key stakeholder engagements and partnerships – local and international – towards supporting citizen centric service delivery and development outcomes.

⁴ Sub-programme 2.1 is Programme Support, which provides administrative support to the programme.

The **Chief Directorate: International and Priority Programmes** will continue to promote the strategic goals of the Western Cape Government through key partnerships and engagements.

Key to the work of the Chief Directorate during the 2019/20 financial year will be the review of the Integrated Events Strategy and the International Relations Strategy. The strategies will be nearing their mid-points and the review will serve to either further embed or shift the WCG's existing response to the event sector and its international engagements.

With regard to the human rights work of the Chief Directorate, the focus will be on human rights mainstreaming to assist all departments to finalise their human rights plans, in accordance with the Cabinet-approved Framework for the Implementation of the Human Rights of Priority Groups in the Western Cape. Periodic reports will also be issued on the state of human rights in the province.

The work of the Community Engagement Work Group under PSG 5 will continue to be strongly enmeshed in the Whole of Society Approach. Training for both WCG officials and master trainers will continue. There will also be a further exploration as to how the scope of the WG can be broadened to include other elements of WCG's current and desired approach to community engagement.

The unit is responsible for the monitoring, management and coordination of the Western Cape Government's International Relations Strategy. On the international engagements' front, the focus will be on the implementation of an IR Practice-guide, preparations for the Regional Leaders Summit, as well as identifying critical areas, within the strategic objectives of the IR Strategy. The objective of this process is to assist government's work on international engagements to be more focussed and serve the strategic interests of the Western Cape, bearing in mind the limited resources. This process should also involve a review of the IR strategy.

This Chief Directorate is also instrumental in mediation during conflict situations and is currently a key stakeholder in the management of the implementation of the Hangberg Peace and Mediation Accord of 2011, working together with the City of Cape Town and the Community of Hangberg (represented by Hangberg Peace and Mediation Forum(HPMF)).

The purpose of the Chief Directorate: Policy and Strategy is to lead, coordinate and support evidence-based policy development and innovation, planning and review across and within the WCG to support improved decision making and policy implementation that contributes to improved socio-economic outcomes. It aims to fulfil this purpose through the following focal areas:

- High level policy development, analysis and specialist research services;
- Providing strategic advice and support on policy implementation and review;
- Coordinating integrated provincial strategic planning;
- Monitoring, review and analysis of the implementation of the PSP;
- Providing capacity building and support to WCG departments in policy development; and
- Analysis, planning and research.

2019/20 represents a transition year between political terms, with the next national election due to be held in the first quarter. The **Chief Directorate's** key priority for the financial year is

preparing for and supporting the executive in the development, consultation and finalisation of a Provincial Strategic Plan for the new five-year term. This includes compiling an evidence base for the situational analysis and preparing a discussion document incorporating recommendations from the End-of-Term Review, and translation of the political mandate in the form of national and provincial manifestos of the incoming executives into the Western Cape Government legislative mandate.

Supporting priorities include:

- Research and strategic foresight modelling to inform the situational analysis and policy options analysis;
- Development of a relevant, reliable and rigorous M&E framework supporting the PSP Implementation Plan;
- Development and implementation of an Improvement Plan for the Provincial Transversal Management System, based on the Implementation Evaluation of the PTMS conducted in 2018/19;
- A baseline report on the new PSP;
- Policy and strategy support to sector departments to develop and initiate programmes as part of the PSP Implementation Plan, including the application of Behavioural Insights to programme design, where relevant; and
- Monitoring, reviewing and reporting on the implementation of the PSP across departments.

Some policy and strategy development work will continue into 2019/20, including supporting the drafting of a new Western Cape Liquor Bill to implement the Western Cape Alcohol Harms Reduction White Paper, approval and implementation of a reviewed Food and Nutrition Security Strategic Framework, the Living Cape Framework, an Animal Welfare Policy and the institutionalisation of the Children's Commissioner.

The Chief Directorate will also continue to provide analysis and comment on various provincial and national draft policies, strategies and bills for Executive consideration. It will also coordinate the provincial planning cycle in partnership with Provincial Treasury to ensure that the new Provincial Strategic Plan and National Development Plan Implementation Plan find expression in the new Departmental 5-year Strategic plans and Annual Performance Plans and budgets of departments.

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While we will continue to support the Year Beyond Programme strategically, with evaluation and review, programme management will be handed over to the After Schools Game Changer team in the Department of Cultural Affairs and Sport. We will provide similar strategic support to the broader Youth Development Strategy. The Policy and Strategy Unit will continue to support the WCED to roll out the Growth Mindset intervention at schools across the province after positive results were found in the test phase. Similarly, WCED will be supported to scale up those communication and competition interventions found to have the greatest impact in the Smart Meters Water Saving project at schools. A new project with the Department of Health on water savings is also underway and will continue into the new financial year. An agreement between the Western Cape Government and the Cape Higher Education Consortium (CHEC) is managed by this Chief Directorate.

The approval of a new Provincial Strategic Plan will necessitate the review of WCG policies and strategies to ensure alignment, and an initial assessment and prioritisation will be undertaken once the new PSP is approved. Policy and Strategy will continue to co-chair the strategic WCG-CHEC partnership. Finally, the sub-programme will continue to chair the Provincial Regulatory Impact Assessment Steering Committee and coordinate regulatory impact assessments of new policies and legislation in the province.

The **Chief Directorate: Strategic Management Information** strategically supports the Executive in respect of province-wide M&E; and the emergence of Data Governance for the provision of accurate and reliable data and information to inform evidence-based decisions on policy development, development outcomes and service delivery.

In line with Government-wide M&E, the sub-programme leads the Department's mandate on the role of Offices of the Premier in monitoring. This includes driving the provincial institutionalisation of all DPME focal areas; and being responsive to the ever increasing demands to analyse data and reports, complete surveys and the provision of technical support.

The sub-programme is driving its five (5) focal areas to ensure that it sets the foundation to strengthen the overall management of data and information as a strategic asset, and increase the access to and use of data and information for results. The RBM&E approach is also used across all provincial departments within the Province-wide M&E System.

The focus is on producing quality programme performance information across all provincial departments; and quality portfolio of projects performance information across provincial strategic priorities. Measuring results, translates into having a compendium of quality outcome indicators with data trends across statistical themes and conducting evaluations for an objective analysis of performance related to strategic priorities. The focus is also on an integrated Geographic Information System (GIS) that will enable WCG departments to perform self-service GIS towards faster and more relevant decisions; using spatial data and the Western Cape Spatial Data Observatory.

In terms of Province-wide Data Governance, a transversal Data Office has been established to drive the technical delivery of the programme plan in collaboration with departments; while the Data Competency Centre ensures that the programme find traction within the WCG.

8.1 STRATEGIC OBJECTIVES

Table 15: Programme 2 strategic objectives

Strategic objective 2.1	Executive policy development and implementation strategically supported
Objective statement	To support the Executive strategically in the development and implementation of high-level provincial policies and strategies
Strategic Objective Indicator 2.1	Number of action minutes reflecting decisions taken by Cabinet based on PSP implementation reviews
Baseline	2
2020 target	1 per annum
Strategic objective 2.2	Results-based M&E embedded in the Western Cape Government
Objective statement	To lead the development of Results-based Monitoring and Evaluation for the provisioning of relevant and accurate data and information within the Province-wide Monitoring and Evaluation System
Strategic Objective indicator 2.2	Level of results-based monitoring and evaluation maturity achieved in the Western Cape Government
Baseline	1
2020 target	3
Strategic objective 2.3	Strategic partnerships and stakeholder engagement facilitated.
Objective statement	To promote the strategic goals of the Western Cape Government through key partnerships and engagements.
Strategic Objective indicator 2.3	Number of consolidated reports submitted on key partnerships and engagements.
Baseline	8
2020 target	8

8.2 STRATEGIC OBJECTIVE ANNUAL TARGETS FOR 2019/2020

Programme 2: Strategic objectives and annual targets

Table 16: Programme 2 strategic objectives and annual targets

Strategic objective	Strategic objective indicator	Audited/actual performance			Estimated performance	Medium-term targets		
		2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Sub-programme 2.2: Policy and Strategy								
2.1	To enable departmental strategic management through facilitating departmental strategic planning processes	Strategic Management MPAT level obtained	3	4	3	3	3	3
Sub-programme 2.3: Strategic Management Information								
2.2	To lead the development of Results-based Monitoring and Evaluation for the provisioning of relevant and accurate data and information within the Province-wide Monitoring and Evaluation System	Level of results-based monitoring and evaluation maturity achieved in the Western Cape Government	3.15	3.15	3.21	2	3	3
Sub-programme 2.4: Strategic Programmes								
2.3	To promote the strategic goals of the Western Cape through key partnerships and engagements	Number of consolidated reports submitted on key partnerships and engagements	8	8	8	8	8	8

8.3 RISK MANAGEMENT

Table 17: Programme 2 risk identification and mitigation

RISKS	MITIGATION
Difficulty in delivering on mandate and associated responsibilities.	<ul style="list-style-type: none"> Organisational review inclusive of job evaluations required as the organisational structure is outdated. Reprioritisation of work and overtime in order to meet deliverables. Upskilling of competencies to address the evolvement of functional requirements. Business plan includes project prioritisation based on available resources.

8.4 PROGRAMME PERFORMANCE INDICATORS AND ANNUAL TARGETS FOR 2019/2020

Table 18: Programme 2 performance indicators and annual targets

Strategic alignment	Programme Performance Indicator	Audited/actual performance			Estimated performance	Medium-term targets								
		2015/16	2016/17	2017/18	2018/19	2019/20	Reporting cycle	Q1	Q2	Q3	Q4	2020/21	2021/22	
Sub-programme 2.2: Policy and strategy														
NDP PSP	2.2.1	Number of assessment reports submitted on the alignment and non-alignment of Departments' APP's to the Provincial Strategic Plan ⁵	1	13	13	13	13	Annually	Nil	Nil	Nil	13	13	
NDP PSP PSG 5	2.2.2	Number of policy and strategy papers compiled in response to national and provincial strategic imperatives	20	20	19	14	14	Quarterly	3	4	4	3	14	
NDP PSP PSG 5	2.2.3	Number of progress reports submitted to Cabinet on implementation of the Provincial Strategic Plan	3	2	2	2	1	Annually	0	0	0	1	2	
Sub-programme 2.3: Strategic Management Information														
	2.3.1	Number of annual publications produced on measuring a set of outcome indicators within key policy thematic areas	1	1	1	1	1	Annually	Nil	Nil	Nil	1	1	
	2.3.2	Number of project performance reviews produced of strategic projects managed through the BizProjects System	4	4	4	4	4	Quarterly	1	1	1	1	4	

⁵ These reports will include assessment of departmental APP's alignment with the Game Changers. The Chief Directorate has also introduced an update of the assessment per APP in the fourth quarter on the responses to recommendations and the associated change made to APPs: =the final assessment report is thus signed off in the fourth quarter.

Strategic alignment	Programme Performance Indicator	Audited/actual performance			Estimated performance	Medium-term targets								
		2015/16	2016/17	2017/18	2018/19	2019/20	Reporting cycle	Q1	Q2	Q3	Q4	2020/21	2021/22	
Sub-programme 2.3: Strategic Management Information														
	2.3.3	Number of annual reviews produced on implementation of WC Provincial Evaluation Plan	1	1	1	1	1	Annually	1	Nil	Nil	Nil	1	
Sub-programme 2.4: Strategic Programmes (Chief Directorate: International and Priority Programmes)														
NDP PSG 5	2.4.1	Number of reports submitted on strategic international engagements	4	4	4	4	4	Quarterly	1	1	1	1	4	
NDP PSG 5	2.4.2	Number of reports submitted on strategic priority projects	4	4	4	4	4	Quarterly	1	1	1	1	4	

8.5 RECONCILING PERFORMANCE TARGETS WITH THE BUDGET AND MTEF

Table 19: Programme 2 expenditure estimates

Sub-programme	Expenditure outcome			Adjusted appropriation	Medium-term expenditure estimate		
	R thousand			2018/2019	2019/20	2020/21	2021/22
	2015/16	2016/17	2017/18				
1 Programme Support	2 600	2 987	2 434	2 623	2 789	2 969	3 159
2 Policy and Strategy	23 018	11 247	13 515	16 824	15 301	16 280	17 359
3 Strategic Management Information	45 102	24 872	19 220	18 359	30 997	37 993	40 454
4 Strategic Programmes	17 262	16 684	15 115	15 586	15 819	16 505	17 616
Total	87 982	55 790	50 284	53 410	64 906	73 747	78 588
Economic classification							
Current payments	86 376	54 511	49 484	52 304	63 980	72 586	77 396
Compensation of employees	34 625	34 462	36 013	39 695	44 471	47 569	50 885
Goods and services of which:	51 751	20 049	13 471	12 609	19 509	25 017	26 511
Advertising	4 472	3 847	3 985	2 571	2 256	1 296	1 367
Communication	223	163	159	330	345	394	416
Computer services	30 544	7 086	2 78	1	9 181	14 658	15 536
Consultants, contractors and special services	13 382	5 857	5 479	4 788	3 118	3 222	3 418
Consumables	280	238	196	273	230	257	281
Lease payments	86	160	206	217	257	307	318
Travel and subsistence	1 484	1 576	1 844	2 270	2 303	2 444	2 573
Venues	662	531	825	1 267	1 035	1 254	1 351
Other	618	591	499	892	784	1 185	1 251
Financial transactions in assets and liabilities	-	1	24	-	-	-	-
Transfers and subsidies	1 514	1 177	746	606	604	604	604
Provinces and municipalities	-	-	-	-	-	-	-
Departmental agencies and accounts	501	500	1	4	4	4	4
Public corporations and private enterprises							
Non-profit institutions	620	613	593	600	600	600	600
Households	393	64	152	2	-	-	-
Payments for capital assets	92	101	30	500	322	557	588
Buildings and other fixed structures							
Machinery and equipment	92	101	30	500	322	557	588
Software and other intangible assets							
Total	87 982	55 790	50 284	53 410	64 906	73 747	78 588

Performance and expenditure trends

The programme's budget allocation shows a increase of 21.52 percent from 2018/19 to 2019/20. The increase is due to funding allocated for the roll-out of the Province-wide Data Governance project.

9. PROGRAMME 3: PEOPLE MANAGEMENT (CORPORATE SERVICES CENTRE)

Purpose: To render a transversal people management service, consisting of organisational development, training and empowerment, and people practices.

The Branch: People Management seeks to enable service excellence with people through the provision of highly capable people, a performance-conducive workplace and leadership that drives employee engagement. For this reason, the vision of the Branch: People Management is: "Highly competent people contributing to the Capable State." The Branch falls within the Corporate Services Centre of the Department and provides transversal services across WCG departments which range from the high-volume transactional to expert advice and consultancy services. As such, it encompasses day-to-day operational activities as well as an array of different initiatives, programmes, interventions and projects. The mission of the Branch is to be "a trusted partner providing integrated and innovative people solutions to the WCG departments through clear strategy, talent management expertise and professional engagement that contributes to good governance and improved organisational performance."

The Branch therefore also aims that people management contributes to the achievement of the strategic goals of the Department and the WCG as a whole. The strategic objective is aligned with the National Development Plan, specifically the achievement of a capable state. The objective is also linked to the MTSF and specifically Outcome 12 thereof which seeks to achieve an efficient, effective and development-orientated public service through a number of identified Sub-outcomes such as creating a public service that is a career of choice; and increased responsiveness of public servants.

There is thus an acknowledgement of the centrality that people management plays in achieving these strategic goals. In this regard, it also falls within the ambit of Outcome 1 (Enhanced Governance) of the PSG 5. As such, Service Excellence with People is a sub-output of Output 1 of this Outcome, which is efficient, effective and responsive provincial governance. The PSG 5 project contributing specifically to the sub-output Service Excellence with People is the "Development and implementation of a WCG people management maturity model". The model has been developed to ensure objective measurable levels of people management maturity in the provincial government. The people management maturity model is based on the principles of self-assessment and panel moderation (much like the current MPAT process). It consists of a maturity growth-path of levels 1-5 (Fragmented and Reactive; Compliance driven; Standardised; Optimised and Continuously improved. It has **Maturity level descriptors** (*the definition of the functions at each level*), **practice standards** (*Operational/Strategic requirements at each level*) and **evidence** that will provide the people practitioner with the state of practices per level and the required improvements to advance to the next level.

The measurement instrument has also been developed and a pilot (based on an internal assessment) has been rolled out for the setting of the baseline measurement.

The people management strategy of the Western Cape Government has been implemented to provide a clear understanding of the current people management context and the desired people state in line with the Provincial Strategic Plan (PSP). The strategy defines a distinctive people philosophy, value proposition, ideal people profile, strategic initiatives; people score card as well as the implementation of governance architecture that will facilitate an improved citizen experience through people efficiencies.

The future is going to look vastly different: both in terms of the world at large, and more specifically the world of work. In particular, the worker, leadership and organisation of the future, regardless of sector, whether public or private, are and will continue to undergo fundamental and radical change.

People Management is not immune to these changing environment and technology advances. In order to meet this challenge, the Branch has embarked on a journey to develop a Future-fit Guide for People Professionals aimed at transforming the Branch and its people professionals to become future-fit pro-actively, and travel well capacitated for and into the future. At the outset, it was important to identify the trends that are impacting on people management and our response thereto, and then to co-create an implementation plan.

Programme 3 performs its people management functions through its three sub-programmes, viz:⁶

- 3.2 Organisation Development;
- 3.3 People Training and Empowerment; and
- 3.4 People Management Practices.

The role of the **Chief Directorate: Organisation Development** is to enable improvements, in a healthy way, in organisational efficiency and effectiveness through planned interventions aimed at developing and optimising the organisational capabilities within departments and across the WCG as a whole and so contribute to service delivery improvement. During 2019 the key focus will be on confirming the Capability Framework that need to enable the delivery of the new PSP. The Chief Directorate's strategic intent is to become a business partner to its clients. To enable this, focus has been applied over the past year and will continue in 2019, on the development of the internal capabilities of the OD unit. Going forward, focus will also be applied on the development of the organisational development knowledge, abilities and skill within departments. It is the belief that if these two capabilities (internal and departmental knowledge, ability and skill in OD practices) are then seamlessly aligned, it will enable an organisation to fulfil its purpose/role i.e. to enable improvements in organisational efficiency and effectiveness. Organisation design interventions of varying focus and scope are conducted as part of a continuous process of assessing and enhancing departmental capabilities to evolving internal and external environmental requirements and challenges, such as statutory and strategic mandates, client needs and expectations, fiscal constraints and information and communication technology advancements. The Work Organisation policy which embeds the principles of affordability and proven need is pivotal in this regard. The new Job Description Format project, a joint initiative with the DPSA, aims to deliver a feasibility assessment at the end of the financial year. This will lay the foundation for competency-informed and outcome-based people management practices in the WCG.

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⁶ Subprogramme 3.1 is Programme Support, which provides administrative support to the programme.

Business Process Optimisation (BPO) across all departments will be mainstreamed going forward i.e. will be facilitated through departmental prioritisation and budget allocations. Enabling process owners to manage/lead processes (Departmental and Inter-Departmental) more effectively will be a priority in 2019/20. The BPO project focused on the development of departmental process architectures, during which process selection criteria were developed to identify priority business processes to be optimised within each department. Business process design and improvement in core citizen-centric and support processes across the WCG departments also includes the development of service charters (service standards included) and Batho Pele-related interventions. The outcome of the Proof of Concept conducted on the e-Xpertise (a process knowledge management solution), was promising and work is envisaged to assess the potential of mainstreaming this solution across the WCG.

Competency assessments for senior and middle management across various occupations continue to be coordinated or conducted to determine person job fit and development areas. As part of the Capability Framework initiative, focus will be applied on defining the Future-fit competency model for the WCG. Change navigation support, especially large-scale ICT systems changes, change capability development and leadership development interventions are part of building a strong, positive, values-driven culture which is a key determinant of any successful organisation. The leadership philosophy approved by Cabinet is currently being expanded into a leadership development program which will be piloted in August 2019. Provision of support to staff through the Employee Health and Wellness (EHW) programme is also provided.

A key strategic focus within the Chief Directorate is to find a meaningful way to integrate its resources, practices and competencies to deliver value-added solutions to its clients.

The Chief Directorate: People Training and Empowerment (PTE) ensures people development through the identification of training needs by designing and offering relevant learning programmes directly or through appointed service providers. The PTE also plays a broader strategic role in the governance and management of transversal HRD and training in the Province, taking into account the strategic objectives and plans of provincial departments. The Chief Directorate also conducts training impact assessments on selected learning programmes and assumes responsibility for the development of Workplace Skills Plans, learnerships, administering the placement of interns and facilitating the process for awarding bursaries.

The Chief Directorate also administers the Premier's Advancement of Youth (PAY) project. The PAY project is one of the attempts by the WCG to address the growing youth unemployment and skills challenge in South Africa. It does this by providing a number of matriculants from the previous year with experiential learning within the 13 government departments. During the one-year internship the young people are exposed to skills development programmes and supported through mentorship, coaching and career guidance in order to make them more marketable and employable. Candidates are recruited from secondary schools throughout the Western Cape. Much focus is placed on advocacy in community newspapers, community structures and government platforms like the Cape Access and Thusong centres, to ensure that as many matriculants as possible are reached.

The role of the Chief Directorate: People Management Practices is talent attraction and retention through its five directorates that are responsible for driving strategic workforce

planning and effective people management practices as part of the people management value chain. People policy and workforce planning, recruitment and selection, service benefits, performance management and priority matters, as well as employee relations fall within the purview of this Chief Directorate.

Recruitment and selection is constantly monitored and an analysis of the workflow and timeline indicates that the shortlisting process remains the most time consuming. This is further impacted upon by the number of regulated activities which have to be concluded before an appointment can be made.

People policies are reviewed in addition to monthly people barometer and quarterly trend analysis reports issued to enable people managers to make informed decisions regarding people-related matters. Employee Relations manages and coordinates Collective Bargaining on labour issues. A dedicated panel of presiding officers assists in improving timelines for dealing with disciplinary cases while training interventions improve the capacity of people managers (line managers) to deal with labour issues and capacitate employees on their rights within the workplace.

Technology is a key driver of efficiency and transactional excellence and hence the contract with an e-recruit service provider was concluded, aimed to, amongst other things, assist with shortlisting of applicants by the introduction of applicant ranking through an online self-scoring capability. An interactive, shareable database of recruitment processes enables automated responses to applicants and selection committees and facilitates real-time status-reporting.

The delay in the finalisation of the roll out of the IFMS continues to have a negative impact on improving the efficiency and effectiveness of services to departments. While the Branch is in clear support for an Enterprise Resource Platform (ERP) system, it is imperative that given its scope and impact, it is necessary that the rollout of such a system by National Treasury and DPSA must be very well planned and managed with adequate funding, dedicated capacity and a clear governance structure.

The need has also been identified to upgrade the network connectivity at Kromme Rhee and for the establishment of computer labs at Kromme Rhee and in the City Bowl for eLearning and systems training. Pending the implementation of the IFMS (referred to above) legacy systems such as PERMIS may need to be upgraded.

In the area of procurement planning, various transversal contracts continue to be managed. Within this period and where required, transversal or major services may need to be procured in line with the regulatory framework and policies of supply chain management. These include a Health Risk Manager for PILIR applications, personnel suitability checks, recruitment advertising in print-media and employee health and wellness.

Accommodation remains a challenge in several areas, due to inter alia the increased demand for services, as a result of the reallocation of staff from Kromme Rhee to the City Bowl, or the temporary decanting of staff due to building renovations. There is also the ever-increasing demand for maintenance of the facilities and buildings of the provincial training campus at Kromme Rhee.

9.1 STRATEGIC OBJECTIVES

Table 20: Programme 3 strategic objectives

Strategic objective 3.1	Enabled service excellence with people
Objective statement	To enable service excellence with people through the provision of highly capable people, a performance-conducive workplace and leadership that drives employee engagement
Outcome indicator 3.1	Level of people management maturity attained
Baseline	Development of People Management Maturity Model finalised and baseline determined
2020 target	Level 3

9.2 STRATEGIC OBJECTIVE ANNUAL TARGETS FOR 2019/2020

Table 21: Programme 3 strategic objective and annual targets

Strategic objective	Strategic objective indicator	Audited/actual performance			Estimated performance	Medium-term targets			
		2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	
Sub-programme 3: People Management Practices									
3.1	To enable service excellence with people through the provision of highly capable people, a performance-conducive workplace and leadership that drives employee engagement	Level of People Management Maturity attained	Developing the Maturity Framework	Development of People Maturity Model finalised	Development of the Assessment Tool for the Maturity Model	Self-Assessment Report on Maturity Model Pilot implementation in Programme 3 submitted	Level 3	Level 3	

9.3. RISK MANAGEMENT

The shrinking budget allocation compounded by an increase in demand for services is placing the ability of the Branch to perform its functions under serious strain. This is further compounded by a lack of joint planning with departments, as well as an increased number of ad hoc requests for services. It also increases the risk to compliance with regulatory prescripts and the achievement of national, provincial and departmental outcomes and outputs. A number of areas of concern on practicality as well as vagueness on certain provisions of the Public Service Regulations (2016) still remain and these together with the relative slow response in providing guidance and direction from the DPSC continue to impact on the workload as well as current people management processes. The continuing delay in the

implementation of the IFMS also has a negative impact on the replacement of legacy systems and streamlining or automation of manual processes. There is also still a requirement for clarity and agreement required on inter alia adequate funding, dedicated capacity and a clear governance structure. The Branch has and will continue to liaise with Provincial Treasury who is the provincial lead on the project. The Branch will also continue with the increased focus on closer integration between Cel and Organisation Development with regards to process optimisation.

Table 22: Programme 3 risk identification and mitigation

RISKS	MITIGATION
Cultural entropy due to red tape, information withholding, job strain/stress as a result of austerity, and relationship issues which impact on performance and service delivery	Leadership and culture initiative
Capacity and competence due to the skills deficiencies, and critical vacancies impacting on performance	Development of methodologies; continuous professional development and ensuring budget (including COE) credibility
Efficiency of transactional services impacting on the performance	Review of service schedules to reach agreement on both the CSC and departmental obligations
Competence of people managers impacting on and compromising service standards and APP targets	People management toolkits, Enterprise Resource Platform (ERP) solutions training programmes and enhancing an internal consultancy service
Access, responsiveness and availability of clients	Alternative methods of engagement and enabling
Impracticality, vagueness of certain provisions of the new Public Regulations (2016) and Directives and non-responsiveness of DPSA	Continues engagement with DPSA
Resource constraints impacting on the effectiveness and efficiency of services (inadequate budget allocation, outdated ICT legacy systems, accommodation shortage)	Prioritising of funding allocation; new systems roll-out; identification of suitable accommodation

9.4 PROGRAMME PERFORMANCE INDICATORS AND ANNUAL TARGETS FOR 2019/20

Table 23: Programme 3 Performance indicators and annual targets

Strategic alignment	Programme Performance Indicator	Audited/actual performance			Estimated performance	Medium-term targets								
		2015/16	2016/17	2017/18	2018/19	2019/20	Reporting cycle	Q1	Q2	Q3	Q4	2020/21	2021/22	
Sub-programme 3.2: Organisation Development														
MTSF NDP – Capable state	3.2.1	Number of departmental organisational behaviour reports submitted	New indicator	13	13	13	13	Annually	-	-	-	13	13	
MTSF NDP – Capable state	3.2.2	Number of departmental business process reports submitted	New indicator	New indicator	13	13	13	Annually	-	-	-	13	13	
MTSF NDP – Capable state	3.2.3	Number of transversal service delivery intervention reports submitted bi-annually	New indicator	2	2	2	2	Bi-annually	1	-	1	-	2	
MTSF NDP – Capable state	3.2.4	Number of departmental organisation design reports submitted	New indicator	13	13	13	13	Annually	-	-	-	13	13	
Sub-programme 3.3: People Training and Empowerment														
MTSF NDP – Capable state	3.3.1	Number of learning programmes offered		49	51	57	50	50	Annually	0	0	0	50	50
MTSF NDP – Capable state	3.3.2	Number of learning programmes assessed for training impact		8	8	8	9	8	Annually	0	0	0	8	8
MTSF NDP – Capable state	3.3.3	Number of projects for Youth Empowerment offered	New indicator	1	1	1	1	1	Annually	0	0	0	1	1

Strategic alignment		Programme Performance Indicator	Audited/actual performance			Estimated performance	Medium-term targets							
			2015/16	2016/17	2017/18	2018/19	2019/20	Reporting cycle	Q1	Q2	Q3	Q4	2020/21	2021/22
Sub-programme 3.4: People Management Practices														
MTSF NDP – Capable state	3.4.1	Percentage of planned strategic business partnership initiatives completed	80% Numerator:32 Denominator:40	95.24% (40 achieved, 42 planned)	92.55% Numerator: 87 Denominator: 94	90%	90%	Annually	·	·	·	90%	90%	
MTSF NDP – Capable state	3.4.2	Percentage planned innovative people practices initiatives completed	87.5% Numerator:7 Denominator:8	88.89% (8 achieved, 9 planned)	90% Numerator: 9 Denominator: 10	85%	85%	Annually	·	·	·	85%	90%	
MTSF NDP – Capable state	3.4.3	Percentage planned transactional excellence initiatives completed	87.5% Numerator:21 Denominator:24	91.66% (22 achieved, 24 planned)	83.87% Numerator: 26 Denominator: 31	85%	85%	Annually	·	·	·	85%	90%	
MTSF NDP – Capable state	3.4.4	Percentage planned people manager and professional empowerent initiatives completed	80% Numerator:8 Denominator:10	83% (10 achieved, 12 planned)	91.66% Numerator: 11 Denominator: 12	85%	85%	Annually	·	·	·	85%	90%	

9.5 RECONCILING PERFORMANCE TARGETS WITH THE BUDGET AND MTEF

Expenditure estimates

Table 24: Programme 3 expenditure estimates

Sub-programme	Expenditure outcome			Adjusted appropriation	Medium-term expenditure estimate		
	R thousand	2015/16	2016/17	2017/18	2018/2019	2019/20	2020/21
1 Programme Support	2 376	2 625	2 684	2 810	3 032	3 231	3 426
2 Organisation Development	52 034	56 127	54 338	63 519	64 436	67 242	71 920
3 People Training and Empowerment	31 495	31 038	34 651	35 365	38 208	40 117	42 929
4 People Management Practices	85 026	88 096	94 123	101 051	109 181	115 468	123 621
Total	170 931	177 886	185 796	202 745	214 857	226 058	241 896
Economic classification							
Current payments	167 374	175 604	183 413	200 294	212 920	223 664	239 372
Compensation of employees	135 530	148 537	155 796	166 782	182 359	195 021	209 156
Goods and services of which:	31 844	27 067	27 617	33 512	30 561	28 643	30 216
Advertising	4 329	2 615	4 038	4 122	4 679	4 192	4 422
Communication	689	652	627	1 021	734	828	902
Computer services	2 167	2 919	2 870	2 305	3 068	2 072	2 194
Consultants, contractors and special services	11 823	8 373	7 157	14 341	8 772	10 061	10 617
Consumables	870	696	683	1 177	1 113	1 033	1 100
Lease payments	612	615	389	730	557	812	856
Travel and subsistence	2 171	2 063	2 365	2 012	2 326	1 674	1 766
Venues	509	1 638	439	496	1 254	234	247
Other	8 674	7 496	9 049	7 308	8 058	7 737	8 112
Financial transactions in assets and liabilities	36	3	78	-	-	-	-
Transfers and subsidies to	1 451	609	727	424	17	17	17
Provinces and municipalities							
Departmental agencies and accounts	16	14	16	17	17	17	17
Universities and Technicon's							
Public corporations and private enterprises							
Non-profit institutions	-						
Households	1 435	595	711	407	-	-	-
Payments for capital assets	2 070	1 670	1 578	2 027	1 920	2 377	2 507
Buildings and other fixed structures							
Machinery and equipment	2 046	1 670	1 578	2 027	1 920	2 377	2 507
Software and other intangible assets	24	-	-	-	-	-	-
Total	170 931	177 886	185 796	202 745	214 857	226 058	241 896

Performance and expenditure trends

The programme's 2019/20 budget shows an increase of 5.97 percent due to the filling of posts approved by the COEFC.

10. PROGRAMME 4: CENTRE FOR e-INNOVATION (CORPORATE SERVICES CENTRE)

Purpose: To enable service excellence to the people of the Western Cape through Information and Communication Technologies.

The Centre for e-Innovation will drive the optimisation of service delivery in the Western Cape Government through the coordinated implementation of innovative information and communication technologies, solutions and services with a focus on the delivery of broadband connectivity across the Western Cape Province, provincial transversal applications and major departmental applications and solutions.

The programme provides for the following functions to be delivered:

Sub-programme 4.1: Programme support : Provides administrative support to the programme.

Sub-programme 4.2: Strategic ICT Services: renders strategic ICT services to the WCG focusing on planning and development, the coordination of the Corporate Governance of ICTs as well as the Digital Government agenda which includes the citizen interface.

Sub-programme 4.3: GITO Management Services: provides transversal ICT services to the WCG which includes the management of transversal infrastructure, the IT service desk as well as IT service management to the Ce-I client departments. This sub-programme is also responsible for the distributed computing environment and department-specific IT solutions and systems.

Sub-programme 4.4: Connected Government and Infrastructure Services: is responsible for Stream 1 of the Broadband initiative which will provide connectivity to WCG sites.

Sub-programme 4.5: Transversal Applications Services: is primarily responsible for Stream 3 of the Broadband initiative which focuses on transversal applications development and support.

Through the Digital Government Strategy (DGS), the Ce-I aims to coordinate and direct all provincial ICT initiatives towards optimising and transforming existing public services and to create new public services for citizens of the Western Cape through digital empowerment of residents and employees. During the year ahead the Department will be developing the Digital Transformation Plan (DTP) which will be the implementation plan for the DGS. This will be done through a series of workshops and consultations with other departments, citizens, academia, businesses as well as local and national government. This plan will be fully aligned to the next iteration of the WCG Provincial Strategic Plan as ICTs are destined

to be one of the key enablers of the achieving of the PSP goals and objectives.

During the 2019 MTEF period this Department will continue its investment in phase two of the provincial broadband programme by increasing the minimum network speeds to 100Mbps. We will also intensify our efforts to derive consequent value from the broadband network by increasing the number of Public WiFi Hotspots to 1 600 and to continue effecting telephony savings by migrating more corporate sites to the VOIP platform.

The Department understands that data is at the core of digital transformation towards improving services to our citizens as well as improving planning and decision-making within our organisation. Our Province-wide Data Governance (PWDG) programme is thus seen as the predominant technology area that will contribute to achieving our organisation's top priorities. As broadband was the catalyst for various other major initiatives, data governance is the foundation for digital transformation initiatives such as artificial intelligence, single view of the citizen, single view of government, evidence-based decision making, client relationship management, integrated service delivery, cross-sphere collaboration, service automation, application portfolio rationalization, etc. The Ce-I will therefore continue with its strong partnership with the PWDG programme towards enabling the data governance deliverables.

Cloud computing presents an opportunity for Ce-I to offer scalable and secure ICT services that supports business requirements while optimising cost and efficiencies. Cloud computing changes the traditional business and ICT model by enabling organisations to consume resources such as platforms, applications and storage as a utility rather than having to build and maintain computing infrastructures in-house. The transition to cloud computing will impact the traditional funding for ICT services, asset ownership and methods of delivering IT and its associated services. The WCG is leveraging the high speed broadband connectivity to migrate major workloads to the cloud and gradually reducing our dependence on our on-premise infrastructure.

Another key priority focus area for the Ce-I is maintaining and enhancing the suite of provincial transversal applications which include, amongst other, Bizbrain, BizProjects, Enterprise Content Management System as well as the NPO system of the department of the Department of Social Development.

Maintaining an efficient, responsive, agile, stable, resilient and secure infrastructure and operations service is fundamental to the operations of the province and our service delivery to the citizens. The Ce-I will therefore maintain the operations pertaining to, amongst others, the information security, ICT Helpdesk (corporate and schools), client service management, storage and processing (on-premise and cloud), applications development and maintenance, and infrastructure maintenance and refresh.

In the area of citizen-facing services, the Ce-I will continue to focus on improving and expanding digital access to government services and information through the multiple citizen access channels that include, amongst other, the provincial government portal, various social media platforms, the Cape Access Programme and the WCG contact centre.

Consistent with the Units' transversal role in respect of ICTs, the Centre for e-Innovation is responsible for a number of ICT-related contracts. Amongst others, the Branch is responsible for the management of the following major contracts and service level agreements:

- Numerous ICT-related services in collaboration with the State Information Technology Agency (SITA)
- The Broadband Contract in partnership with SITA
- The IT Service Desk
- Business Analysis Services
- Architecture Services
- Application Development Services
- SQL and SharePoint Services, etc.
- Web development Services
- Contact Centre Management Services
- Cloud hosting and Storage Services

The CD GITO Management Services (GMS) delivers the following as **average annual outputs**, some of which is co-funded by departments when the budget allocations to Ce-I are inadequate:

- Training of 8 500 employees in IT literacy and IT advanced courses with a focus on educators in the WCED in support of the e-Learning Game Changer;
- Technical support for the Game Changers with a focus on the After-Schools, Skills and E-learning Game Changers;
- Supporting the building capital and maintenance projects of the Department of Transport and Public Works (DTPW) with IT infrastructure and services;
- Network technology refresh of 1,024 items (APS's, switches, wireless LAN controllers);
- Technology refresh of 8,488 IT end-user devices across all departments;
- Enhancement of 107 departmental systems;
- GIS technology services across the WCG;
- Improvements to the Network and Infrastructure Operations Centre management;
- Improvements to the IT Security capability including continued and extensive awareness campaigns on information/cyber security threats;
- Enhancement to the cyber security capabilities of the WCG networks;
- IT Service-desk manages 14,000 calls per month and maintained resolution rate of under 6.00 days per call, of which more and more are requests for services as opposed to problem calls;
- Enhancements and testing the IT Business Continuity Plan and the IT Disaster Recovery Plan; and
- Maintains average network and system uptime and availability of over 98 per cent.

All the service standards according to which the services are to be delivered are specified in the Corporate Services Centre's service schedules that are signed with client departments.

10.1 STRATEGIC OBJECTIVES

Table 25: Programme 4 strategic objectives

Strategic objective 4.1	ICT governance maturity improved
Objective statement	To improve ICT governance maturity of the Western Cape Government
Strategic Objective indicator 4.1	ICT Governance maturity rating (Cobit 5)
Baseline	1 ⁷
2020 target	ICT governance maturity level of 2 (against Cobit 5)
Strategic objective 4.2	Access to Western Cape e-Government information and services enabled and improved
Objective statement	To enable and improve access to Western Cape e-Government services through the automation of prioritised Western Cape Government citizen-facing services
Strategic Objective indicator 4.2	Number of prioritised Western Cape Government citizen-facing services automated
Baseline	0
2020 target	6
Strategic objective 4.3 (sub-programmes 4.3, 4.4 and 4.5)	Improved ICT Services provided to the Western Cape Government
Objective statement	To improve ICT services to the Western Cape Government through the provision of ICT infrastructure, applications and services
Strategic Objective indicator 4.3	Percentage of Ce-I service standards met in a given year
Baseline	Percentage to be achieved in 2015–2016 (Denominator: 35 service standards)
2020 target	90%

10.2 STRATEGIC OBJECTIVE ANNUAL TARGETS FOR 2019/20

Table 26: Programme 4 strategic objective and annual targets

Strategic objective	Strategic objective indicator	Audited/actual performance			Estimated performance	Medium-term targets		
		2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
4.1	To improve ICT governance maturity of the Western Cape Government ICT governance maturity rating (COBIT 5)	1	1 (COBIT5)	1	1	1	2	
4.2	To enable and improve access to Western Cape e-Government services Number of prioritised Western Cape Government citizen-facing services automated	1	1	2	2	4	6	
4.3	To improve ICT services to the Western Cape Government through the provision of ICT infrastructure, applications and services Percentage of Ce-I service standards met in a given year	85%	85%	99.11%	85%	90%	90%	

⁷ The drop in the ICT Governance Maturity rating is due to the reclassification of maturity levels in the new Cobit 5 assessment tool which is more stringent than the Cobit 4.1 assessment metrics against which we have been assessed to date. Entities that were previously assessed to be at level 3 have predominantly now dropped to level 1.

10.3 RISK MANAGEMENT

The following risks have been identified for the programme:

Table 27: Programme 4 risk identification and mitigation

RISKS	MITIGATION
Correct capacity and capability to adequately support business (staffing and skills within Ce-I as well as departments)	<ul style="list-style-type: none"> Further structural refinements were concluded within the 2017/18 financial year which will ensure the correct structures within Ce-I. Ce-I will continue with its co-sourcing strategy through which it on-boards contract and consultant resources to ensure that it can fulfil its service delivery mandate.
Increasing demand for ICT services in a resource-constrained environment	The ICT planning processes and the MTEC ensures joint planning between Ce-I and Departments and alignment of resources. Implementation of the IT Tariff Policy which ensures adequate resourcing of ICT initiatives (resourcing will be split between Ce-I and Departments).
Organisational readiness for uptake of solutions	Change navigation will form part of the ICT Initiatives to ensure organisational readiness.
The dependence on service delivery by the State Information Technology Agency (SITA) and other third parties	The relationship with SITA and third parties will be managed through the relevant contractual arrangements (through the Business Agreement and Service Level agreements (SLA) with SITA and SLAs with third parties).
The timeous procurement of IT goods and services which are dependent on the relevant contracts and tenders being in place	<ul style="list-style-type: none"> Transversal ICT procurement mechanisms will be put in place (in collaboration with SITA). The WCG to conclude a Memorandum of Agreement with SITA to regulate the procurement processes and clearly define roles, responsibilities and time frames.
Ageing network infrastructure and end-user equipment	A technology renewal plan to address the ageing network infrastructure will be compiled. Departments will be involved in order to encourage them to address their infrastructural challenges.
New Legislative Mandates (POPI, etc.)	Will collaborate with Legal Services to understand the legislative requirements and finalise a plan to ensure compliance.
The impact of persistent load shedding and water shedding	Disaster Recovery and Business Continuity Plans will be further improved to mitigate the risk of load shedding over the medium to long term.
Risks related to the WCG Broadband initiative	The WCG in partnership with SITA and Liquid Telecom will maintain a risk log for the WCG Broadband initiative highlighting the remediation plan for each identified risk.
Exchange Rate Fluctuations	R/\$ exchange rate fluctuations pose a significant risk going forward as a number of hardware and software obligations are priced in dollars. The Ce-I will, in partnership with the Provincial Treasury, carefully monitor this risk and identify appropriate remedial actions where required.

10.4 PROGRAMME PERFORMANCE INDICATORS AND ANNUAL TARGETS FOR 2019/2020

Table 28: Programme 4 performance indicators and annual targets

Strategic alignment	Programme Performance Indicator	Audited/actual performance			Estimated performance	Medium-term targets								
		2015/16	2016/17	2017/18	2018/19	2019/20	Reporting cycle	Q1	Q2	Q3	Q4	2020/21	2021/22	
Sub-programme 4.2: Strategic ICT Services														
PSG 5 Outcome 1: Enhanced governance	4.2.1	Number of departmental ICT plans reviewed	13	13	13	13	13	Annually	-	13	-	-	13	
FOSAD	4.2.2	Presidential Hotline resolution rate	99.46% Numerator:1782 Denominator:1792	99.3% Numerator:	99.40% Numerator:2148 Denominator:2161	95%	95%	Quarterly	95%	95%	95%	95%	95%	
MTSF NDP	4.2.3	Total number of new Cape Access Centres established	10	10	2	-0	5	Quarterly	0	1	2	2	-0	
MTSF NDP	4.2.4	Number of e-government access channels managed through which citizens actively engage government	8	9	10	11	11	Annually	-	-	-	11	11	
MTSF NDP	4.2.5	Number of prioritised Western Cape Government citizen-facing services automated	New indicator	1	1	1	6	Quarterly	-	1	2	3	6	

Strategic alignment	Programme Performance Indicator	Audited/actual performance			Estimated performance	Medium-term targets								
		2015/16	2016/17	2017/18	2018/19	2019/20	Reporting cycle	Q1	Q2	Q3	Q4	2020/21	2021/22	
Sub-programme 4.3: GITO Management Services														
PSG5 Outcome 1: Enhanced governance MTSF NDP	4.3.1	Average percentage systems uptime and availability maintained	99.68% Numerator: 8755.82 Denominator: 8784	99.92% Numerator: 8752.99 Denominator: 8760	99.84% Numerator: 8745.98 Denominator: 8760	98%	98%	Quarterly	98%	98%	98%	98%	98%	
PSG5 Outcome 1: Enhanced governance MTSF NDP	4.3.2	Average percentage network uptime and availability maintained	98.17% Numerator: 8623.45 Denominator: 8784	98.72% Numerator: 8647.87 Denominator: 8760	98.85% Numerator: 8659 Denominator: 8760	98%	98%	Quarterly	98%	98%	98%	98%	98%	
PSG5 Outcome 1: Enhanced governance MTSF NDP	4.3.3	Average turnaround time in days for finalising IT Service Desk requests	3.37	5.70	4.95	6	6	Quarterly	6	6	6	6	6	
Sub-programme 4.4: Connected Government and Infrastructure Services														
PSG5 Outcome 1: Enhanced governance MTSF NDP SA Connect	4.4.1	Number of WCG sites upgraded to the phase 2 broadband	New	New	522	670	957	Annually	-	957	-	-	2000	
PSG5 Outcome 1: Enhanced governance MTSF NDP SA Connect	4.4.2	Number of WCG sites provided with Free Public Wi-Fi Hotspots	New indicator	New indicator	New Indicator	New indicator	400	Annually	-	-	-	400	1600	
Sub-programme 4.5: Transversal Applications Services														
PSG5 Outcome 1: Enhanced governance MTSF NDP	4.5.1	Percentage of transversal business application solutions implemented	83% Numerator: 20 Denominator: 24	85% Numerator: 11 Denominator: 13	93% Numerator: 14 Denominator: 15	80%	80%	Annually	-	-	-	80%	80%	

B

10.5 RECONCILING PERFORMANCE TARGETS WITH THE BUDGET AND MTEF

Table 29: Programme 4 expenditure estimates

Sub-programme	Expenditure outcome			Adjusted appropriation	Medium-term expenditure estimate		
	R thousand	2015/16	2016/17		2017/18	2018/2019	2019/20
1 Programme Support	7 280	7 786	8 340	8 652	9 439	9 768	10 466
2 Strategic ICT Services	97 431	86 283	87 856	104 076	103 204	99 332	106 524
3 GITO Management Services	440 825	559 794	519 109	496 785	427 590	447 971	464 536
4 Connected Government and Infrastructure Services	132 133	180 927	232 521	311 746	428 280	448 094	470 480
5 Transversal Applications Services	80 130	69 304	55 214	67 651	73 275	57 877	62 246
Total	757 799	904 094	903 040	988 910	1 041 788	1 063 042	1 114 252
Economic classification							
Current payments	622 122	805 781	839 344	932 591	982 383	999 883	1 048 004
Compensation of employees	174 830	188 947	197 155	201 756	219 073	239 065	256 860
Goods and services of which:	447 292	616 834	642 189	730 835	763 310	760 818	791 144
Minor assets	1 193	1 070	876	1 123	1 186	1 252	1 321
Communication	2 438	3 444	2 528	3 612	4 040	4 262	4 495
Computer services	424 085	573 519	624 473	709 831	742 048	738 378	767 473
Consultants, contractors and special services	9 916	20 418	4 608	1 453	1 363	1 463	1 563
Consumables	1 250	1 778	1 502	1 590	1 679	1 771	1 867
Inventory	-	6 718	80	2 000	-	-	-
Lease payments	726	695	790	646	683	721	760
Travel and subsistence	2 084	1 950	1 890	3 005	3 260	3 494	3 742
Other	5 600	7 242	5 442	7 575	9 051	9 477	9 923
Financial transactions in assets and liabilities	21	26	231	-	-	-	-
Transfers and subsidies to	30 439	18 894	21 395	20 495	16 006	16 006	16 006
Provinces and municipalities	7 298	-	-	-	-	-	-
Departmental agencies and accounts	6	9	9	6	6	6	6
Non-profit institutions	22 800	18 600	21 000	19 700	16 000	16 000	16 000
Households	335	285	386	789	-	-	-
Payments for capital assets	105 217	79 393	42 070	35 824	43 399	47 153	50 242
Buildings and other fixed structures	104 801	79 156	42 070	35 824	43 399	47 153	50 242
Machinery and equipment	416	237	-	-	-	-	-
Software and other intangible assets	-	-	-	-	-	-	-
Total	757 799	904 094	903 040	988 910	1 041 788	1 063 042	1 114 252

Performance and expenditure trends

The programme's growth in budget is 5.35 percent and is due to the growth in the Ce-I allocations over the 2019 MTEF period.

The **growth in the province's installed base since 2009 has been tremendous** (as reflected in details on page 26), but the corresponding funding for the operational support and maintenance has not increased proportionally nor adequately to cover the basic levels of ICT services required from Ce-I by departments and for the provincial strategic priorities, Game Changers and related initiatives.

In addition to the above, there were severe budget cuts across Ce-I for 2018-19 onwards as reflected in the key CD's below:

- The Broadband budget was reduced by R31Mil per annum and this is over and above the R50Mil allocation in 2017-18 to alleviate the water crises facing the Western Cape Province.
- The GITO Management Services budget was reduced by R25Mil per annum and this is over and above the budget pressures imposed over the past three years.
- The COE situation facing the Department of the Premier (DOTP) would also impact Ce-I as Ce-I comprises about 35% of the Department's COE baseline.

The impact of these budget cuts are clearly reflected below and were conveyed during MTEC discussions:

- The area that has been most impacted by the cuts is the **GITO Management Service Chief-Directorate**. Cuts have been effected to the CAPEX, end-user equipment, network monitoring and professional services budget line items. The primary risks for the WCG of these cuts relate to our inability to maintain our core infrastructure which will have an impact on infrastructure and systems availability i.e. the Eskom type scenario. Furthermore, this Chief-Directorate is at most risk of currency fluctuations and future licensing obligations – these are both matters that we have been taking up with the Provincial Treasury in the past.
- Funding for Cyber Security has historically been limited and it is only recently that it has received some priority. However, **ICT and Cyber Security** are high risk areas which must be reasonably mitigated. Recent budget cuts had a negative impact on the ability to appropriately staff and fund cyber security initiatives. This is over and above the consistent underinvestment in IT Security over the years.
- The biggest budgetary impact for the **Strategic ICT Services Chief-Directorate** is its inability to open any new Cape Access Centres in 2018/19 and which will again be the case in the 2019/20 financial year. Furthermore, the budgets for Enterprise Architecture, IT Governance and the Western Cape Portal enhancement have had to be reduced. These cuts will have an impact on our planning and development as well as service interface initiatives. From a medium to long-term perspective the greatest concern must be the fact that there is no specific allocation for the Digital Government Strategy implementation.
- The **Transversal Applications Services Chief-Directorate** has had to reduce its professional services budget for the support of the Biz Systems and the ECM initiatives.

The unit is therefore entering into a holding period and will, at best, attempt to maintain and support existing solutions. Very limited scope for new applications and initiatives exists. The biggest risk for this Chief-Directorate is the sustainability and credibility of the budget over the MTEF. This matter is being taken up with the Provincial Treasury.

- The Connected Government Chief-Directorate is not sufficiently resourced over the long term to cover for the operational consequences. The reasons being that the department has largely been funded for the broadband contract value but not for the enabling services such as network monitoring, support services, etc. Furthermore, a specific allocation has been made for the Public WiFi initiative which has received substantial funding over the MTEF but for which there is no resourcing for managing its roll-out and supporting its operational imperatives.

In the light of the above, it is essential to address the budget resourcing baselines in this financial year as a matter of urgency and serious concern.

11. PROGRAMME 5: CORPORATE ASSURANCE (CORPORATE SERVICES CENTRE)

Purpose: To render enterprise risk management, internal audit, provincial forensic, legal and corporate communication services.

This Branch falls within the Corporate Services Centre of the Department and, through the services it offers, contributes to the improvement of governance in the WCG. The strategic objective links directly to the National Development Plan and the Medium-term Strategic Framework, particularly Outcome 12 (an efficient, effective and development-oriented public service), and Outcome 3 (All people in SA are and feel safe), particularly as it pertains to fighting corruption. Provincial Strategic Goal 5 (and more specifically the output “Efficient, effective and responsive provincial government governance”) in this context focuses on improving the maturity level for corporate governance in the WCG.

The Branch has defined its strategy to be a catalyst for corporate governance in the WCG and this is in line with the Department’s approach of enabling corporate governance for improved service delivery. The current service delivery environment is characterised by increased requirements to achieve outcome-oriented goals within a weakened economic outlook and the reality that complexities at ground level are impacting on the WCG’s ability to respond to community needs. This necessitates that governance is not addressed from a compliance perspective, but intentionally linked to service delivery. The “governance for service delivery” holistic strategic approach is pursued in collaboration with a number of stakeholders and entails the following:

- A robust Corporate Governance Framework and Maturity Model that drives the governance culture and embed governance principles, such that governance is inherently part of a Department’s operations and service delivery model. The Corporate Governance framework and its concomitant Maturity Assessment Tool were deliverables in line with the Departmental Strategic Plan and PSG 5 creating the impetus for the services of this branch, with an ultimate goal of enabling corporate governance for improved service delivery in the WCG.

- Implementation of vigorous processes of joint planning and prioritisation, agreeing on service delivery imperatives and ensuring that the governance agenda and activities enable the efficient rollout of such imperatives; ultimately resulting in achievement of the outcome-oriented goals.
- Integration of the governance agenda and activities becomes critical, hence collaboration between those who are entrusted with improving governance to enable the “governance for service delivery” strategic approach.

Programme 5’s services are delivered by its five sub-programmes, namely:

- ⁸5.2 Enterprise Risk Management;
- 5.3 Internal Audit;
- 5.4 Provincial Forensic Services;
- 5.5 Legal Services; and
- 5.6 Corporate Communication.

The Directorate: Enterprise Risk Management renders risk management services to departments of the WCG, and ultimately executes the responsibilities of departmental Chief Risk Officers. Enterprise risk management is approached from a governance perspective. The principal goal of governance improvement is to ensure that the Department continues to create value for the citizens through achieving its strategic objectives whilst exploiting opportunities and managing risks.

Provincial Top Management is currently pioneering the drive towards a provincial risk profile that describes the WCG’s key risks. A provincial risk profile enhances the WCG’s analysis and decision making related to priority setting and resource allocation (especially under the current challenging economic climate). It provides a clear snapshot of the WCG’s key risks and once sufficiently matured can help identify areas of efficiency and potential opportunity.

The provincial risk management process is supported by a transversal internal audit approach that would provide assurance on these provincial risks (in addition to the departmental risks).

The Chief Directorate: Internal Audit independently evaluates the adequacy and effectiveness of controls for areas included in the Internal Audit Plans for all departments in the WCG. Internal Audit has selected the following strategic imperatives to contribute to the Branch’s overall strategic intent:

- a) Delivering an integrated, quality internal audit service, compliant to the International Standards for the Professional Practice of Internal Auditing; this ultimately entails developing internal audit plans aligned to departmental strategies and issuing reports that contain value-add recommendations.
- b) Implementation of Continuous Auditing and Data Analytics (with an increased focus on the latter) is envisaged over the period, to provide organisational value in terms of innovative auditing practices and responding to the coverage dilemma. The integration of

⁸ Sub-programme 5.1 is Programme Support, which provides administrative support to the programme.

operational internal audits and the information and communication technology audits is being embedded and upskilling of operational internal auditors is envisaged.

- c) Strategic partnering that will result in a better implementation rate of Internal Audit Recommendations and play a pivotal role in provincial strategic projects (such as the development of the Corporate Governance Framework and other key initiatives). Strategic engagements with client departments that focus on finding better ways and audit approaches to significantly address contentious issues that are impacting on the control/governance environment, with an ultimate intent to improve or contribute to its maturity.
- d) There will be key focus on collaboration with key stakeholders, such as Organisational Development and Internal Control Units to ensure synergy in methodologies to expedite the growth and improvement of the governance environment.
- e) Play a strategic and leadership role in the entire WCG to facilitate the implementation of the Combined Assurance Framework. This entails engaging with all key stakeholders to enable them to augment their processes and embed the principles of the Combined Assurance Framework, ultimately realising the benefits in the long term.

The Chief Directorate: Provincial Forensic Services (PFS) renders proactive and reactive forensic services to all departments in the WCG. It aims to create a zero-tolerant environment towards fraud, theft and corruption by means of its proactive programmes agreed upon with each department annually. These programmes include fraud risk assessments for each provincial department, anti-fraud and corruption training sessions (about 100 in total) to officials across all provincial departments and issuing electronic newsletters and other anti-fraud communication measures.

The PFS also contributes to creating and inculcating a culture of responsible whistle-blowing. It further strives to combat economic crime and plays a pivotal role in ensuring that allegations of fraud, theft and corruption are investigated and reported to the relevant Accounting Officer and that appropriate remedial action is taken in this regard. These forensic investigation reports encapsulate findings and recommendations to take disciplinary action, lay criminal charges with the South African Police Service, take civil action for the recovery of losses, restrict service providers and improve control weaknesses. The PFS follows up quarterly on these recommendations to monitor the impact of its work. The aim is to ensure that WCG resources are protected and to enhance good governance for service delivery to the public.

Legal Services promotes efficient and effective governance by rendering legal advice in support of executive and administrative decision making. Both proactive and reactive advice is furnished, aimed at ensuring legally sound decisions by the Provincial Cabinet, members of the Provincial Cabinet (when exercising and performing the powers and functions associated with their respective executive portfolios), provincial departments and a number of provincial public entities.

The objective of all legal advice is to safeguard decisions from irregularities and/or legal challenges, and to avoid irregular and/or fruitless expenditure that is incurred if actions and decisions are non-compliant with the Constitution and other legislation. In this regard Legal Services aims to, amongst others, receive and attend to 2460 requests for legal advice

attended to by its traditional reactive disciplines (litigation, legislation and legal advisory services) and by its proactive delivery mechanism, the Legal Governance Unit. The latter aims to provide 40 legal training opportunities to employees of the Western Cape Government, provincial public entities and municipalities.

The Directorate: Corporate Communication's main objective is to ensure the consistent application of the Western Cape Government corporate identity, messaging and brand through rendering professional corporate communication services. The main focus is the transversal implementation of the corporate identity and the Better Together philosophy. The Directorate strives to achieve its objective with a number of continual engagements with communication teams of all Western Cape Government departments and its partners. This is done through briefing sessions, brand assessment reports and daily feedback on brand implementation. Corporate Communication delivers an oversight role and provides support on how to deliver the Western Cape Government brand strategy.

11.1 STRATEGIC OBJECTIVES

Table 30: Programme 5 strategic objectives

Strategic objective 5.1	WCG governance improved
Objective statement	To improve WCG governance through embedded risk management, improved business processes and the prevention and detection of fraud and corruption
Strategic Objective Indicator 5.1	Level of WCG governance maturity
Baseline	To be determined in 2018/2019
2020 target	To achieve the targeted provincial governance maturity level as determined in 2018/2019
Strategic objective 5.2	Legally sound executive and administrative decisions and actions promoted
Objective statement	To promote executive and administrative decisions and actions that are sound in law through the provision of legal advice
Strategic Objective Indicator 5.2	Number of Legal Services service standards achieved
Baseline	14
2020 target	14
Strategic objective 5.3	Strategic goals of the Western Cape Government communicated to the people of the Western Cape
Objective statement	To coordinate communication messaging to ensure that the strategic goals of the Western Cape Government are communicated to the people of the Western Cape
Strategic Objective Indicator 5.3	Number of communication campaign reports issued
Baseline	To be established during 2016/17
2020 target	2

11.2 STRATEGIC OBJECTIVE ANNUAL TARGETS FOR 2019/20

Table 31: Programme 5 strategic objective and annual targets

Strategic objective		Strategic objective indicator	Audited/actual performance			Estimated performance	Medium-term targets		
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
5.1	To improve WCG governance through embedded risk management, improved business processes and the prevention and detection of fraud and corruption	Level of WCG governance maturity	New indicator	Ongoing development resulted in final draft framework and maturity model issued for comments in November 2016	Single governance framework for WCG was finalised	Perform baseline assessment on governance maturity and determine targeted provincial governance maturity level	To achieve the targeted provincial governance maturity level as determined in 2018/19	To achieve the targeted provincial governance maturity level as determined in 2018/19	
5.2	To promote executive and administrative decisions and actions that are sound in law through the provision of legal advice	Number of Legal Services service standards achieved	New indicator	14	15	14	11	12	
5.3	To co-ordinate communication messaging to ensure that the strategic goals of the Western Cape Government are communicated to the people of the Western Cape	Number of communication campaign reports issued	New indicator	2	2	2	2	2	

11.3 RISK MANAGEMENT

Table 32: Programme 5 risk identification and mitigation

RISKS	MITIGATION
Interdependence on third parties to achieve our strategic goals.	Monitoring compliance to/achievement of agreed upon service standards and measures, determine root cause of not meeting standards and intervening through relevant officials. The broader WCG service standards will further strengthen dual accountability.
Alignment/coordination of services within Branch Corporate Assurance to ensure seamless service delivery to client departments	Alignment of methodologies and terminology will receive attention and time will be spent with individual units and collectively to entrench this.
Uncertainty regarding demand for services	Active screening of requests to ensure that they fall within the respective mandates and allowing some margin for uncertainty when annual operational plans are compiled. Work allocations will be reviewed on a continuous basis to relieve this as and when required.
Recruitment and retention of specialised skills across the branch	We will consider personalised development plans to reskill staff in instances of scarce skills. In the longer term, internship programmes could be considered again. Furthermore, continuous professional development and relevant certifications will be encouraged.

11.4 PROGRAMME PERFORMANCE INDICATORS AND ANNUAL TARGETS FOR 2019/20

Table 33: Programme 5 performance indicators and annual targets

Strategic alignment	Programme Performance Indicator	Audited/actual performance			Estimated performance	Medium-term targets								
		2015/16	2016/17	2017/18	2018/19	2019/20	Reporting cycle	Q1	Q2	Q3	Q4	2020/21	2021/22	
Sub-programme 5.2: Enterprise Risk Management														
Sub-output 1.1.1 of PSG 5 - Improved Corporate Governance Maturity	5.2.1	Number of enterprise risk management implementation plans approved by Accounting Officers.	13	12	12	12	Annually	12	Nil	Nil	Nil	Nil	12	
Sub-output 1.1.1 of PSG 5 - Improved Corporate Governance Maturity	5.2.2	Percentage completion of activities in approved enterprise risk management implementation plans allocated to D:ERM	89.3% Numerator: 585 Denominator: 655	91.97% (523 allocated, 481 completed)	95% Numerator: 481 Denominator: 540	85%	87%	Annually	Nil	Nil	Nil	87%	87%	

B

Strategic alignment	Programme Performance Indicator	Audited/actual performance			Estimated performance	Medium-term targets								
		2015/16	2016/17	2017/18	2018/19	2019/20	Reporting cycle	Q1	Q2	Q3	Q4	2020/21	2021/22	
Sub-programme 5.3: Internal Audit														
Sub-output 1.1.1 of PSG 5 - Improved Corporate Governance Maturity	5.3.1	Percentage of internal audit areas completed as per approved internal audit coverage plans.	94% Numerator:72 Denominator:77	100% (133 out of 133)	100% Numerator: 98 Denominator: 98	100%	100%	Annually	Nil	Nil	Nil	100%	100%	
Sub-output 1.1.1 of PSG 5 - Improved Corporate Governance Maturity	5.3.2	Percentage internal audit recommendations incorporated into agreed action plans	95% Numerator: 574 Denominator: 604	99% (781 out of 789)	98.5% Numerator: 679 Denominator: 689	98%	98%	Annually	Nil	Nil	Nil	98%	98%	
Sub-output 1.1.1 of PSG 5 - Improved Corporate Governance Maturity	5.3.3	Percentage of action plans expired by the end of the third quarter followed up	87% Numerator: 653 Denominator: 748	99% (856 out of 867)	100% Numerator: 779 Denominator: 779	98%	98%	Annually	Nil	Nil	Nil	98%	98%	
Sub-programme 5.4: Provincial Forensic Services (PFS)														
Sub-output 1.1.1 of PSG 5 - Improved Corporate Governance Maturity	5.4.1	Number of fraud and corruption training sessions facilitated	New indicator	New indicator	120	100	100	Annually	Nil	Nil	Nil	100	100	
Sub-output 1.1.1 of PSG 5 - Improved Corporate Governance Maturity	5.4.2	Percentage of fraud prevention activities allocated to the PFS implemented	New indicator	New indicator	101.6% Numerator: 127 Denominator: 125	85%	85%	Annually	Nil	Nil	Nil	85%	85%	
Sub-output 1.1.1 of PSG 5 - Improved Corporate Governance Maturity	5.4.3	Number of forensic investigations finalised	New indicator	New indicator	33	30	30	Annually	Nil	Nil	Nil	30	30	
Sub-output 1.1.1 of PSG 5 - Improved Corporate Governance Maturity	5.4.4	Percentage of PFS recommendations followed up	96%	91% (253 out of 279)	89.8% Numerator: 211 Denominator: 235	85%	85%	Quarterly	85%	85%	85%	85%	85%	

Strategic alignment	Programme Performance Indicator	Audited/actual performance			Estimated performance	Medium-term targets									
		2015/16	2016/17	2017/18	2018/19	2019/20	Reporting cycle	Q1	Q2	Q3	Q4	2020/21	2021/22		
Sub-programme 5.5: Legal Services															
MTSF	5.5.1	Number of reports containing an analysis of all provincial litigation matters and associated awards and judgments submitted		2	2	2	2	2	Bi-annually	Nil	1	Nil	1	2	
MTSF	5.5.2	Number of legal training opportunities provided to employees of the Western Cape. Government, provincial public entities and municipalities		67	58	44	40	40	Bi-annually	Nil	20	Nil	20	40	
MTSF	5.5.3	Number of requests assigned and attended to by legal advisers		2 443	2 627	2 222	2450	2260	Quarterly	565	565	565	565	2260	
MTSF	5.5.4	Number of reports containing an overview of the provincial legislative drafting programme		New indicator	1	1	1	1	Annually	-	-	-	1	1	

Strategic alignment	Programme Performance Indicator	Audited/actual performance			Estimated performance	Medium-term targets								
		2015/16	2016/17	2017/18	2018/19	2019/20	Reporting cycle	Q1	Q2	Q3	Q4	2020/21	2021/22	
Sub-programme 5.6: Corporate Communication														
	5.6.1	Number of on-brand creative execution assessment reports issued	4	4	4	4	4	Quarterly	1	1	1	1	4	
	5.6.2	Number of Better Together magazines published to communicate the vision, values and brand to Western Cape Government employees	5	4	4	4	4	Quarterly	1	1	1	1	4	
	5.6.3	Number of reports issued on completed client-generated products and services	2	2	2	2	2	Bi-annually	Nil	1	Nil	1	2	

11.5 RECONCILING PERFORMANCE TARGETS WITH THE BUDGET AND MTEF

Expenditure estimates: Corporate Assurance (Corporate Services Centre)

Table 34: Programme 5 expenditure estimates

Sub-programme	Expenditure outcome			Adjusted appropriation	Medium-term expenditure estimate			
	R thousand	2015/16	2016/17	2017/18	2018/2019	2019/20	2020/21	2021/22
1 Programme Support		2 422	2 608	2 769	3 165	2 834	3 010	3 198
2 Enterprise Risk Management		4 943	6 146	5 542	7 325	9 364	10 015	10 711
3 Internal Audit		34 657	40 151	39 314	44 571	46 963	50 121	53 566
4 Provincial Forensic Services		14 340	13 484	14 101	16 363	18 843	20 003	21 373
5 Legal Services		33 873	35 940	39 193	44 311	45 923	49 724	51 564
6 Corporate Communication		13 581	13 081	16 797	18 528	16 045	15 596	16 665
Total		103 816	111 410	117 716	134 263	139 972	148 469	157 077
Economic classification								
Current payments		101 994	110 419	116 934	133 331	139 164	147 605	156 166
Compensation of employees		84 153	95 929	100 778	112 988	121 185	129 845	139 225
Goods and services of which:		17 841	14 490	16 156	20 343	17 979	17 760	16 941
Communication		252	278	1 200	418	421	569	601
Computer services		1 310	1 439	923	1 428	1 299	1 333	1 402
Consultants, contractors and special services		9 673	6 582	5 158	7 041	8 567	9 124	8 327
Consumables		1 311	455	314	739	731	770	810
Leases payments		283	269	278	362	360	379	399
Travel and subsistence		771	720	767	795	813	841	928
Operating Payments		2 770	2 844	2 541	2 463	1 872	1 953	1 533
Other		1 471	1 903	4 975	7 097	3 916	2 791	2 941
Financial transactions in assets and liabilities		21	-	18		-	-	-
Transfers and subsidies to		150	99	130	85	3	3	3
Provinces and municipalities								
Departmental agencies and accounts		1	3	3	3	3	3	3
Public corporations and private enterprises								
Non-profit institutions		40	-	-	-	-	-	-
Households		109	96	127	82	-	-	-
Payments for capital assets		1 651	892	634	847	805	861	908
Buildings and other fixed structures								
Machinery and equipment		1 604	892	634	847	805	861	908
Software and other intangible assets		47	-	-	-	-	-	-
Total		103 816	111 410	117 716	134 263	139 972	148 469	157 077

Performance and expenditure trends

The programme's 2019/20 budget shows an increase of 4.25 per cent which is due to the filling of posts as approved by the COEFC.



C



part C

LINKS TO OTHER PLANS

12. LINKS TO THE LONG-TERM INFRASTRUCTURE AND OTHER CAPITAL PLANS

The Department does not manage long-term infrastructure programmes.

13. CONDITIONAL GRANTS

Not applicable.

14. PUBLIC ENTITIES

Not applicable.

15. PUBLIC-PRIVATE PARTNERSHIPS

There are no public-private partnerships planned for the 2019/2020 financial year.

16. LIST OF RESOURCES

South African Government. Medium-term Strategic Framework 2014-2019. Pretoria

South African Government. The National Development Plan: vision 2030. Pretoria.

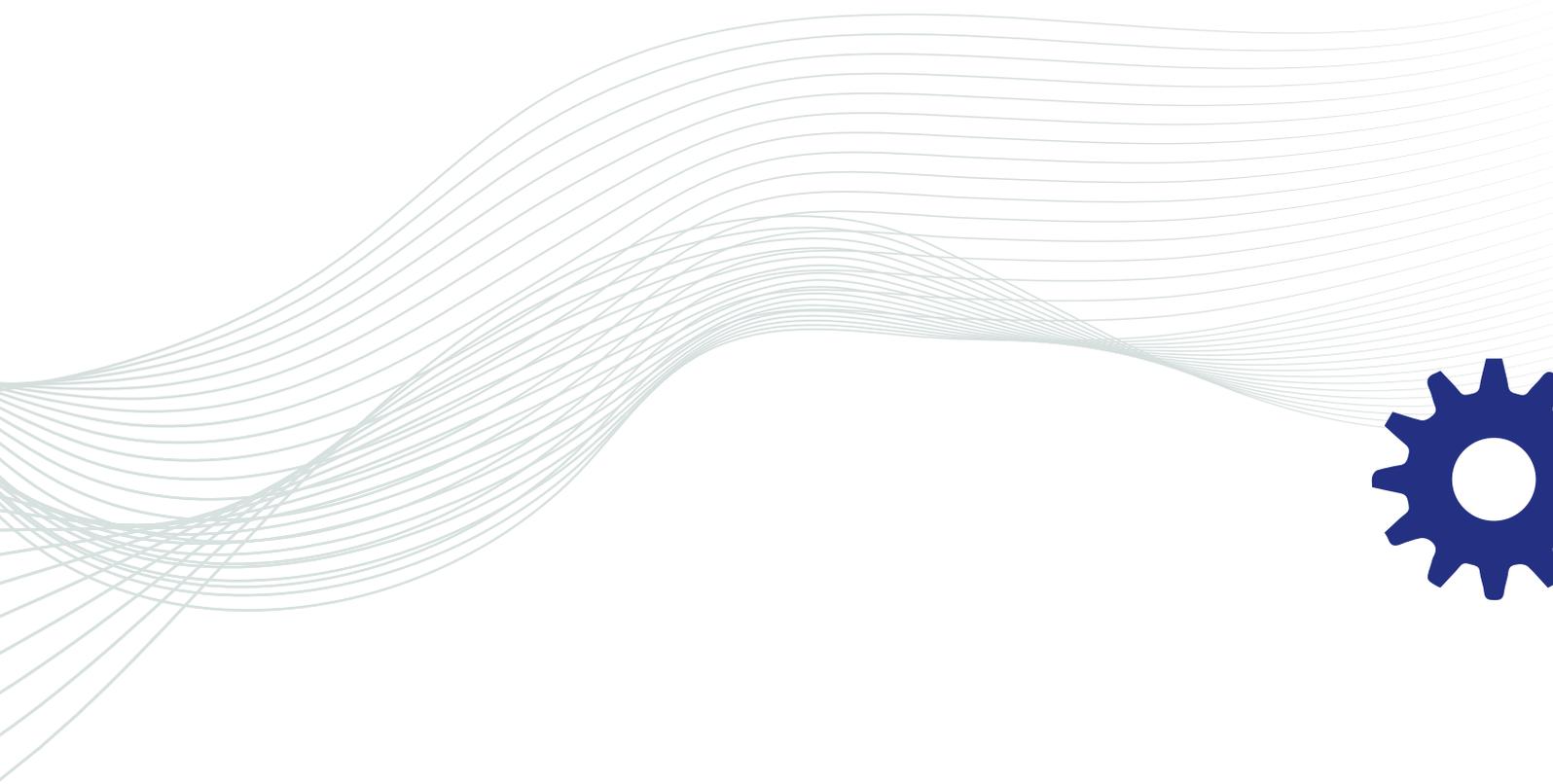
Western Cape Provincial Treasury Department. (2018). Provincial Economic Review and Outlook. Government Printer.

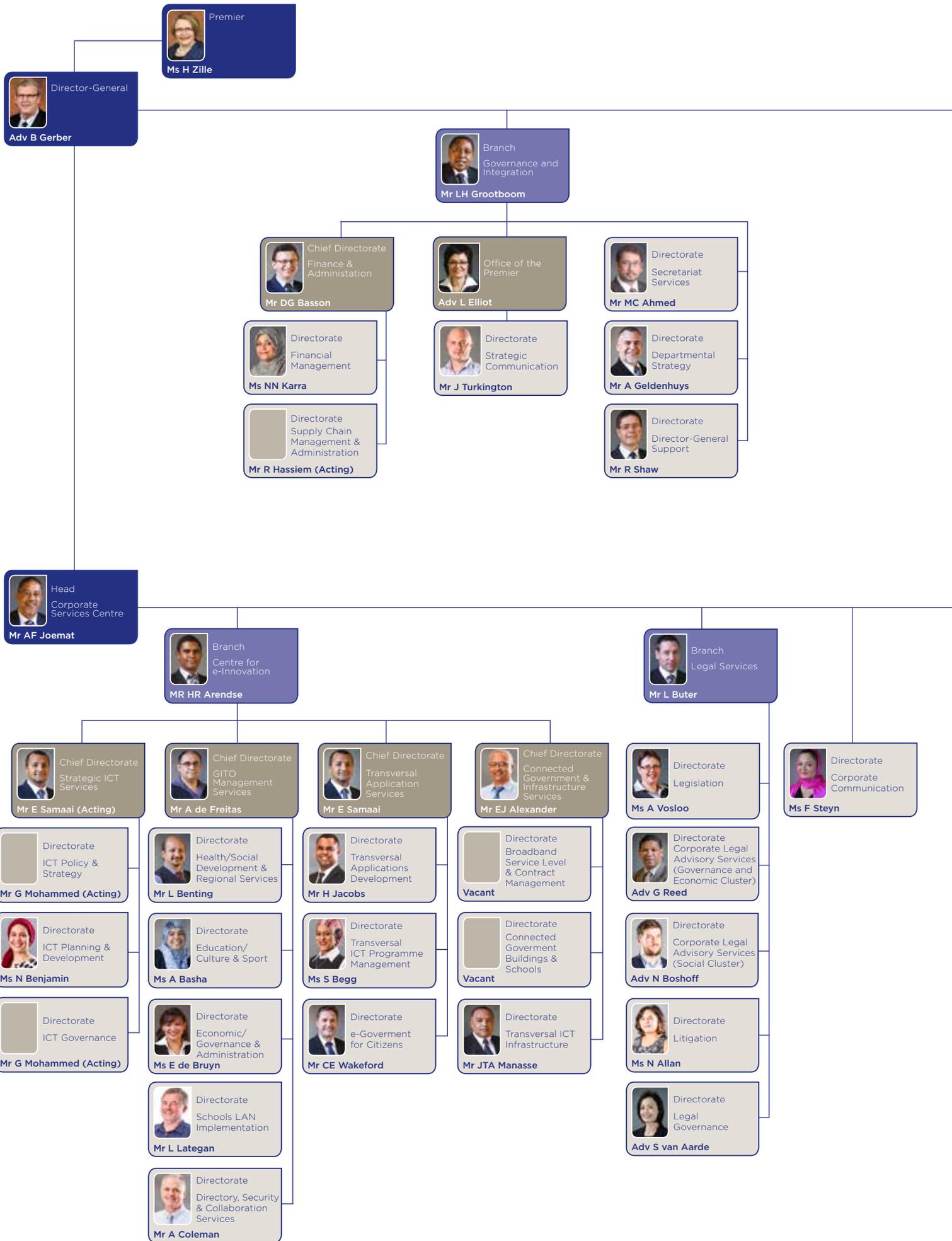
17. ANNEXURES

17.1 Annexure A: Organisational Structure of the Department of the Premier

17.2 Annexure B: Changes to the Strategic Plan

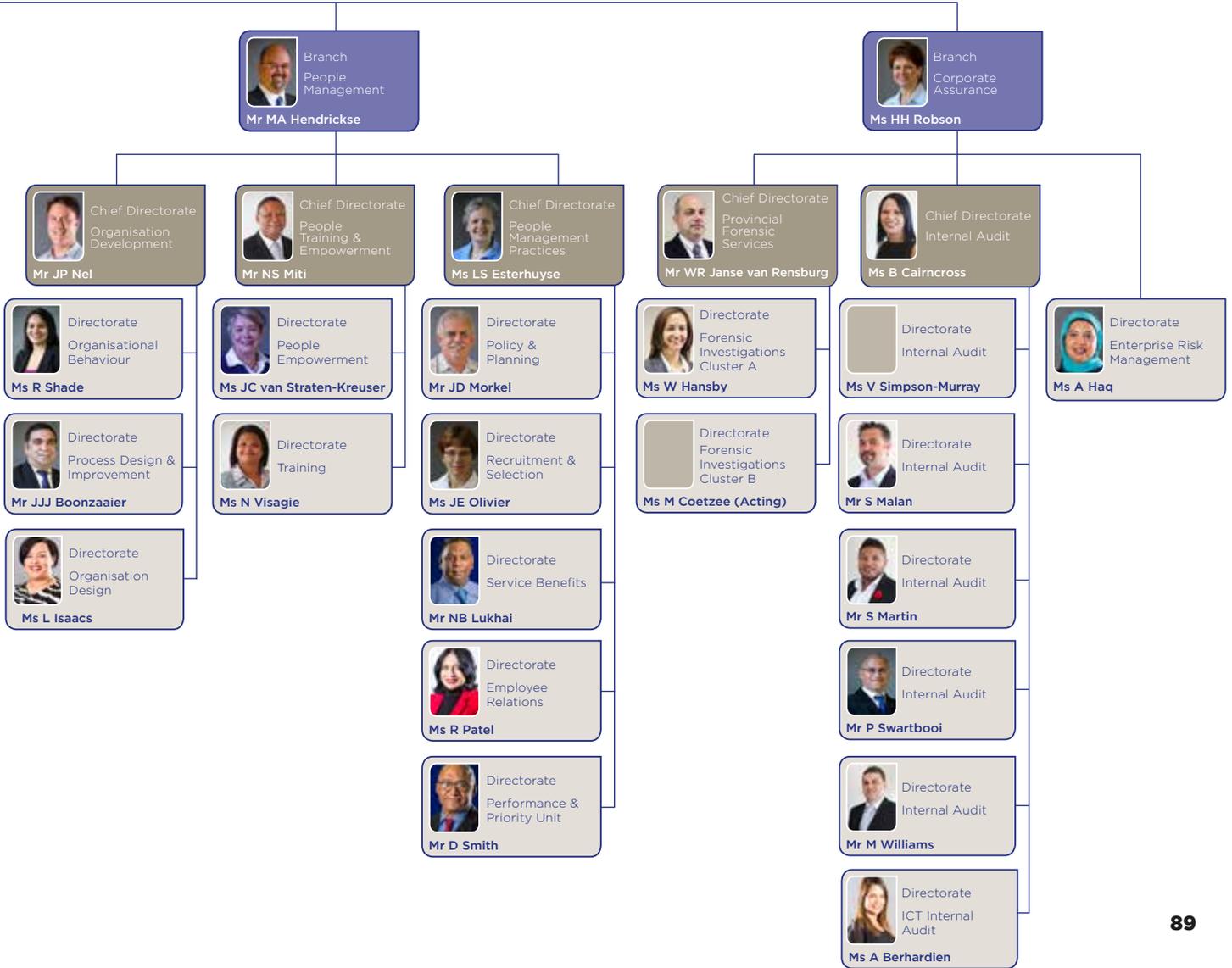
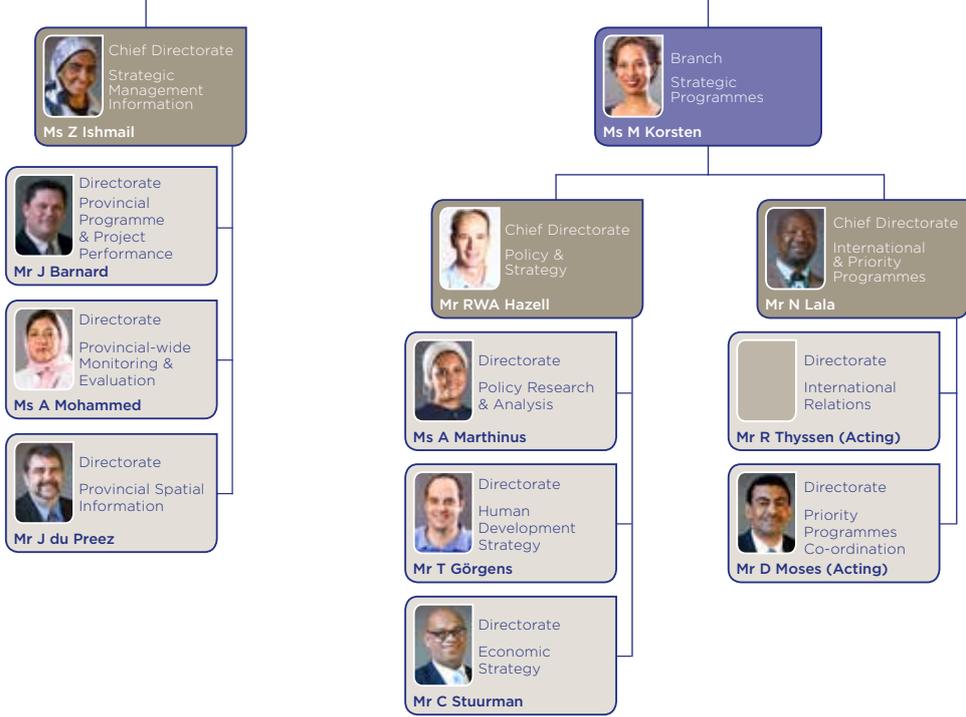
17.3 Annexure C: Technical Indicator Descriptions





ANNEXURE A: ORGANISATIONAL STRUCTURE

Organisational Structure of the Department of the Premier as at 1 March 2019



ANNEXURE B: CHANGES TO STRATEGIC PLAN

There are no changes to the departmental 2015/16 - 2019/20 Strategic Plan.

ANNEXURE C: TECHNICAL INDICATOR DESCRIPTIONS

STRATEGIC OUTCOME-ORIENTED GOALS

Strategic outcome oriented goal 1:

Improved good governance in the Western Cape Government

Strategic outcome oriented goal 2:

Enabled strategic decision making and stakeholder engagement

Strategic outcome oriented goal 3:

Enabled service excellence to the people of the Western Cape with people, technology and processes

STRATEGIC OUTCOME-ORIENTED GOAL INDICATOR NUMBER	A
Indicator title	Level of governance maturity, management and stakeholder engagement attained.
Short definition	This indicator combines the five governance instruments used by DotP to reflect various dimensions of governance namely the People Management Maturity level, the Western Cape Government Governance Maturity Level, Results-based M & E Maturity level and the ICT Governance Maturity level. Stakeholder engagement (five levels).
Purpose/importance	Governance is an elusive concept with many performance dimensions. This composite indicator combines in a single graph measurement from the advanced indicators developed for components of governance as developed in the respective programmes of DotP. The purpose is to provide an overall reflection of governance in DotP and to identify lead and lagging areas in terms of governance.
Source/collection of data	Final measurements from the four maturity models used in DotP: People Management Maturity level, the Western Cape Government Governance Maturity Level, Results-based M & E Maturity level and the ICT Governance Maturity level and stakeholder engagement level
Method of calculation	The calculation of each of the maturity models can be found in the descriptions for indicators 2.2, 3.1, 4.1 and 5.1. Stakeholder engagement will still be developed. A standardised scale is used that recalculates scores from the respective instruments to a common denominator. Scores are recalculated to the corresponding values in the standardised scale. The results are presented as a radar diagram, with the middle of the web representing a 0 value, and each of the four arms representing the maximum value. The recalculated score from each maturity model is presented on a separate arm of the radar diagram.
Data limitations	While the instrument represents four important dimensions of governance, it fails to capture the full complexity of the concept. The respective maturity instruments measure governance maturity within the broader WCG and improvement thereof is only partially within the control of DotP. The respective governance instruments are being developed in various branches. Some instruments are still in the process of being developed and it is expected that a first integrated measurement will only be possible in the 2018/2019 financial year.
Type of indicator	Outcome
Calculation type	Non-cumulative
Reporting cycle	Annual
New indicator	Yes
Desired performance	Higher performance is desirable
Indicator responsibility	Director: Departmental Strategy

STRATEGIC OUTCOME-ORIENTED GOAL INDICATOR NUMBER	B										
Indicator title	MPAT level obtained										
Short definition	This indicator refers to the average score the Department obtained on each of the key performance areas of the Management Performance Assessment Tool (MPAT) as assessed by the Department of Planning Monitoring and Evaluation.										
Purpose/importance	<p>The objective of MPAT level is to determine the following:</p> <ol style="list-style-type: none"> 1. Strategic Management: strategic plans, Annual Performance Plans, and Integration of Monitoring and Evaluation. 2. Governance and accountability: Service delivery improvement mechanisms, assessment of accountability mechanisms, assessment of policies and systems to ensure professional ethics, prevention of fraud and corruption, assessment of internal audit and risk management arrangements, approved EA and HOD delegations for public administration in terms of the PSA and Public Service Regulations, approved HOD delegations for financial administration in terms of the PFMA, corporate governance of ICT and Promotion of Access to Information. 3. Human Resource Management: Human Resource Planning, organisational design and planning, human resources development planning, pay sheet certification, application of recruitment and retention practices, management of diversity, management of employee health, implementation of level 1 to 12 performance management system, implementation of SMS performance management system (excluding HODs), implementation of performance management system for HODs and management of disciplinary cases. 4. Financial management: demand, acquisition, logistics, disposal, asset management, cash flow and expenditure versus budget management, payment of suppliers and management of unauthorised irregular fruitless and wasteful expenditure. 										
Source/collection of data	The DPME MPAT results report										
Method of calculation	<p>The steps in the assessment are as follows:</p> <ol style="list-style-type: none"> 1. Secondary data collection and first-round performance assessments by the department. 2. A self-assessment conducted by the department and submission of data to DPME. 3. A validation process is done by DPME based on the completeness of the self-assessment and the data submitted. 4. A subject matter expert conducts an external moderation on the quality of the findings in the previous steps. The moderator, that is the Assessment Panel or subject experts, will review the information and in engagement with the respective department select its own assessment for each qualitative statement and comment where necessary. 5. The first score is based on secondary data inputs (e.g. Audit Reports), the next score is based on the results of the completed self-assessment questionnaire and the last (final) score, is a moderated score which is the subject expert rating after consideration of secondary data analysis, the self-assessment score and evidence provided by the department. <p>The scores are colour-coded as in the figure below:</p> <table border="1"> <thead> <tr> <th>Level</th> <th>Description</th> </tr> </thead> <tbody> <tr> <td>Level 1</td> <td>Department is non-compliant with legal/regulatory requirements</td> </tr> <tr> <td>Level 2</td> <td>Department is partially compliant with legal/regulatory requirements</td> </tr> <tr> <td>Level 3</td> <td>Department is fully compliant with legal/regulatory requirements</td> </tr> <tr> <td>Level 4</td> <td>Department is fully compliant with legal/regulatory requirements and is doing things smartly.</td> </tr> </tbody> </table> <p>A department that scores at Level 1 or Level 2 for a standard is non-compliant with the minimum legal prescripts in that management area and is performing poorly in terms of its management practices in that management area. On the other hand, a department that scores at Level 3 is compliant with the legal prescripts in that management area. A Level 4 department is compliant and operating smartly in terms of its management practices in that management area.</p>	Level	Description	Level 1	Department is non-compliant with legal/regulatory requirements	Level 2	Department is partially compliant with legal/regulatory requirements	Level 3	Department is fully compliant with legal/regulatory requirements	Level 4	Department is fully compliant with legal/regulatory requirements and is doing things smartly.
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Level 1	Department is non-compliant with legal/regulatory requirements										
Level 2	Department is partially compliant with legal/regulatory requirements										
Level 3	Department is fully compliant with legal/regulatory requirements										
Level 4	Department is fully compliant with legal/regulatory requirements and is doing things smartly.										
Data limitations	Dependency on DPME for moderated scores										
Type of indicator	Qualitative – although it refers to a number, the numbers refer to categories and not values; outcome, effectiveness.										
Calculation type	Non-cumulative										
Reporting cycle	Annual										
New indicator	No										
Desired performance	Higher than targeted performance is desirable										

STRATEGIC OBJECTIVES AND PERFORMANCE INDICATORS

PROGRAMME 1: EXECUTIVE GOVERNANCE AND INTEGRATION

Strategic Objectives

Strategic Objective 1.1: Departmental strategic management enabled.

STRATEGIC OBJECTIVE INDICATOR	1.1										
Indicator title	Strategic management MPAT level obtained										
Short definition	This indicator refers to the score the department obtains on the Strategic Management key performance area of the Management Performance Assessment Tool (MPAT) as assessed by the Department of Performance Monitoring and Evaluation.										
Purpose/importance	<p>The purpose of the indicator is to measure whether the department complies with the nationally accepted standards for strategic management in the public sector. The standards measure compliance of the Strategic Plan and Annual Performance Plan with guidelines. There are three standards that equate to the MPAT level obtained as listed below:</p> <ul style="list-style-type: none"> Strategic Plans: Extent to which strategic planning is 1) based on analysis, 2) aligned with the MTSF and/or PGDS, and with Delivery Agreements, and 3) considered on an annual basis in respect of relevance of the Strategic Plan and performance against the Strategic Plan. Annual Performance Plans: Extent to which the contents of the APP 1) comply with Treasury planning guidelines, 2) are aligned to the departmental Strategic Plan, and 3) are aligned to quarterly performance reporting. Monitoring and evaluation: The department's ability to do monitoring and evaluation, produce useful and reliable information, and use this information to inform performance improvement 										
Source/collection of data	The DPME MPAT results report concluded in the preceding financial year ⁹ and the custodian is the Directorate: Departmental Strategy. Data includes the Strategic Plan, proof of formal performance assessments against the Strategic Plan, documented evidence of review of the Strategic Plan, the Annual Performance Plan, quarterly performance reports, AG findings on predetermined objectives, Internal Audit report on QPR, Programme Manager/Project Manager reports, minutes of management meetings showing evidence of discussion of quarterly reports, the Annual Report (AG Findings on performance information), M&E or Performance Management Information Policy/Framework, proof of a formal departmental performance information source(s), (i.e. departmental Information Plan, Reports drawn from the departmental information mechanism, etc.), a departmental evaluation plan, evaluation reports (if conducted) and/or a progress report of implementation of the improvements from the evaluation report.										
Method of calculation	<p>The steps in the assessment are as follows:</p> <ol style="list-style-type: none"> Secondary data collection and first-round performance assessments by the department. A self-assessment conducted by the department and submission of data to DPME. A validation process is done by DPME based on the completeness of the self-assessment and the data submitted. A subject matter expert conducts an external moderation on the quality of the findings in the previous steps. The moderator, that is the Assessment Panel or subject experts, will review the information and in engagement with the respective department select its own assessment for each qualitative statement and comment where necessary. <p>The first score is based on secondary data inputs (e.g. Audit Reports), the next score is based on the results of the completed self-assessment questionnaire and the last (final) score is a moderated score which is the subject expert rating after consideration of secondary data analysis, the self-assessment score and evidence provided by the department.</p> <p>The scores are colour-coded as in the figure below:</p> <table border="1"> <thead> <tr> <th>Level</th> <th>Description</th> </tr> </thead> <tbody> <tr> <td>Level 1</td> <td>Department is non-compliant with legal/regulatory requirements</td> </tr> <tr> <td>Level 2</td> <td>Department is partially compliant with legal/regulatory requirements</td> </tr> <tr> <td>Level 3</td> <td>Department is fully compliant with legal/regulatory requirements</td> </tr> <tr> <td>Level 4</td> <td>Department is fully compliant with legal/regulatory requirements and is doing things smartly.</td> </tr> </tbody> </table>	Level	Description	Level 1	Department is non-compliant with legal/regulatory requirements	Level 2	Department is partially compliant with legal/regulatory requirements	Level 3	Department is fully compliant with legal/regulatory requirements	Level 4	Department is fully compliant with legal/regulatory requirements and is doing things smartly.
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Method of calculation	A department that scores at Level 1 or Level 2 for a standard is non-compliant with the minimum legal prescripts in that management area and is performing poorly in terms of its management practices in that management area. On the other hand, a department that scores at Level 3 is compliant with the legal prescripts in that management area. A Level 4 department is compliant and operating smartly in terms of its management practices in that management area.
Data limitations	The unmoderated, self-assessed scores will be used as a measure of performance. This will avert the risk of DPME delaying the issuing of moderated scores.
Type of indicator	Qualitative - although it refers to a number, the numbers refer to categories and not values; outcome, effectiveness. (Indirect Service Delivery)
Calculation type	Non-cumulative
Reporting cycle	Annual
New indicator	No
Desired performance	Higher than targeted performance is desirable
Indicator responsibility	Director: Departmental Strategy

Strategic Objective 1.2: Proper departmental financial management enabled

STRATEGIC OBJECTIVE INDICATOR NUMBER	1.2
Indicator title	Audit opinion obtained in respect of the previous financial year
Short definition	This is an indication of audit opinion obtained from the Auditor-General in respect of the preceding financial year. It is recognised that the audit opinion is applicable to all potential audit areas; this sub-programme does not have direct control over the achievement of non-financial performance areas
Purpose/importance	It contributes to ensuring that the audit opinion obtained is unqualified.
Source/collection of data	Management and audit report of the Auditor-General
Method of calculation	Not applicable
Data limitations	No specific limitations
Type of indicator	Output (Indirect Service Delivery)
Calculation type	Non-cumulative
Reporting cycle	Annual
New indicator	No
Desired performance	On target (Unqualified audit reports)
Indicator responsibility	All programme managers

Strategic Objective 1.3: Strategic goals of the Western Cape Government are communicated to the people of the Western Cape

STRATEGIC OBJECTIVE INDICATOR NUMBER	1.3
Indicator title	Number of assessment reports submitted to Cabinet on the Western Cape Government communication environment
Short definition	This indicator refers to the number of assessment reports which highlight: <ol style="list-style-type: none"> 1. the number of media hits in print and broadcast media and the number of proactive media statements and events generated by the Western Cape Government on a monthly basis; 2. how the Western Cape is performing in print and broadcast media on a monthly basis; and 3. Current and possible future media risks/issues, which might require specific action/attention/response by the relevant minister/provincial department.

Purpose/importance	First, to measure and assess how the Western Cape Government is reported to be performing in print and broadcast media, which is a key way in which citizens are informed of the work being done by government and also one of the key platforms used by government to communicate with citizens;
Source/collection of data	A media monitoring agency sends the Directorate of Strategic Communications raw print and broadcast hits on a daily basis. Information is also collated from media liaison officers, head of communications, and Director: Strategic Communication who have direct knowledge of the potential risks faced by departments and who also monitor print and broadcast media on a daily basis. Data source: completed assessment reports
Method of calculation	Simple Count of assessment reports
Data limitations	Dependent on information supplied by media liaison officers, head of communications, changes in the political landscape, coverage in free media
Type of indicator	Output (Indirect Service Delivery)
Calculation type	Non-Cumulative
Reporting cycle	Annually
New indicator	Not new
Desired performance	Not new
Indicator responsibility	Director: Strategic Communication

PROGRAMME 1: EXECUTIVE GOVERNANCE AND INTEGRATION

Performance Indicators

Sub-programme 1.4: Departmental Strategy

PERFORMANCE INDICATOR NUMBER	1.4.1
Indicator title	Number of statutory reports submitted to Provincial Treasury
Short definition	This indicator refers to the number of statutory reports submitted in terms of Provincial Treasury regulations. These include the Annual Performance Plan, four Quarterly Performance Reports and the Annual Report.
Purpose/importance	The indicator measures the performance of the Department against requirements set by Provincial Treasury for the submission of legislatively required reports. This contributes to the strategic objective of "Departmental strategic management enabled", by being MPAT compliant.
Source/collection of data	Signed Annual Performance Plan, signed Quarterly Performance Reports, signed Annual Report, proof of submission to appropriate oversight bodies, technical assessment reports, e-mails for electronic submission.
Method of calculation	Simple count of legislative reports submitted.
Data limitations	Quality and accuracy of data provided by programmes may impact on the credibility of the reported information.
Type of indicator	Quantitative, output (Indirect Service Delivery)
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Not new, but wording changed slightly
Desired performance	Full compliance is the minimum level of performance
Indicator responsibility	Director: Departmental Strategy
New indicator	No
Desired performance	On target (Unqualified audit reports)
Indicator responsibility	All programme managers

Sub-programme 1.6: Financial Management

PERFORMANCE INDICATOR NUMBER	1.6.1
Indicator title	Percentage spend achieved on the budget of the department in respect of the preceding financial year
Short definition	This indicator is an indication of the percentage departmental budget spent to its fullest capacity without under-spending. The norm is 2% on total budget for a particular financial year.
Purpose/importance	Departments are allocated budgets to perform what their mandate requires. Under-spending on the annual budget could indicate that mandates/delivery were not fully realised. It contributes to providing effective departmental financial management and support services.
Source/collection of data	Adjustments Appropriation Act and Annual Financial Statements
Method of calculation	Numerator: Amount expended in a financial year as per the Annual Financial Statements, verified by the Auditor-General Denominator: Approved budget of the Department as per the Adjustments Appropriation Act Calculation: Numerator divided by denominator multiplied by 100
Data limitations	None
Type of indicator	Quantitative/output (Indirect Service Delivery)
Calculation type	Non-cumulative
Reporting cycle	Annual in respect of preceding financial year
New indicator	No
Desired performance	As high a percentage as possible - minimum of 98% with a maximum of 100%
Indicator responsibility	Director: Financial Management
PERFORMANCE INDICATOR NUMBER	1.6.3
Indicator title	Supply chain management MPAT level obtained
Short definition	This indicator refers to the score the Department obtains on the Supply Chain Management standard in the Financial Management key performance area of the Management Performance Assessment Tool (MPAT) as assessed by the Department of Planning Monitoring and Evaluation.
Purpose/importance	To ensure that supply chain management processes are practised at a standard that is mindful of section 217 of the Constitution and to ensure that public resources are utilised efficiently and effectively. The standards for this indicator are: <ul style="list-style-type: none"> • Demand management: to encourage proper procurement planning and compliance with the legislative requirements which are meant to enhance efficiency, value for money, accountability and transparency in state procurement. • Acquisition management: to encourage the Departments to procure its goods and services in a manner that promote constitutional principles of fairness, equity, transparency, competitiveness and cost effectiveness. • Logistics management: to encourage the Department to adopt policies and procedures that promote the principles of efficiency, effectiveness and economy in managing goods held as inventory. • Disposal management: to encourage the Department to adopt disposal techniques which are consistent with the PFMA principles of efficiency, effectiveness and economy, and promote the constitutional principles of fairness, transparency, competitiveness and cost effectiveness.
Source/collection of data	The DPME MPAT results report concluded in the preceding financial year ¹⁰ and the source of data is the Directorate: Supply Chain Management & Administration. Data includes: <ul style="list-style-type: none"> • Demand management: the approved Procurement Plan, proof that the Procurement Plan was submitted on time (30 April), Demand Management Plan, performance/progress review reports on the Procurement Plan, strategic sourcing and proof of implementation, regular reviews and benefits derived;

¹⁰ The performance report reflects on performance achieved in the 2012/13 financial year. The performance report reflects on performance achieved in the 2012/13 financial year

<p>Source/collection of data</p>	<ul style="list-style-type: none"> Acquisition management: sample of supplier database, advertisement to register suppliers during the past 12 months, bid committee appointment letters for all three committees (specification, evaluation and adjudication), sample of three attendance registers or minutes of three meetings per committee and updated supplier report/schedule that reflects supplier performance; Logistics management: documented policy/process on stock holding and distribution, records on receiving and issuing of goods (e.g. LOGIS or equivalent), latest stock-taking report, review reports and report on results of customer survey Disposal management: disposal strategy, disposal reports, appointment letters of disposal committee members, attendance registers and minutes of disposal committee meetings (last three meetings), record on redundant, unserviceable and obsolete assets, and revised policy/strategy or minutes of meetings or decision showing no need to change policy/strategy. Moveable asset management: documented policy/processes on proper asset management and input to financial reporting (AFS). Credibility of the asset register and maintenance thereof. Asset register, policies, SOP's, circulars and processes. 										
<p>Method of calculation</p>	<p>The steps in the assessment are as follows:</p> <ol style="list-style-type: none"> Secondary data collection and first-round performance assessments by the department; A self-assessment conducted by the department and submission of data to DPME; A validation process is done by DPME based on the completeness of the self-assessment and the data submitted; A subject matter expert conducts an external moderation on the quality of the findings in the previous steps. The moderator, that is the Assessment Panel or subject experts, will review the information, and in engagement with the respective department select its own assessment for each qualitative statement and comment where necessary. <p>The first score is based on secondary data inputs (e.g. Audit Reports), the next score is based on the results of the completed self-assessment questionnaire and the last (final) score is a moderated score which is the subject expert rating after consideration of secondary data analysis, the self-assessment score and evidence provided by the department.</p> <p>The scores are colour-coded as in the figure below:</p> <table border="1" data-bbox="555 1104 1356 1361"> <thead> <tr> <th>Level</th> <th>Description</th> </tr> </thead> <tbody> <tr> <td>Level 1</td> <td>Department is non-compliant with legal/regulatory requirements</td> </tr> <tr> <td>Level 2</td> <td>Department is partially compliant with legal/regulatory requirements</td> </tr> <tr> <td>Level 3</td> <td>Department is fully compliant with legal/regulatory requirements</td> </tr> <tr> <td>Level 4</td> <td>Department is fully compliant with legal/regulatory requirements and is doing things smartly.</td> </tr> </tbody> </table> <p>A department that scores at Level 1 or Level 2 for a standard is non-compliant with the minimum legal prescripts in that management area and is performing poorly in terms of its management practices in that management area. On the other hand, a department that scores at Level 3 is compliant with the legal prescripts in that management area. A Level 4 department is compliant and operating smartly in terms of its management practices in that management area.</p>	Level	Description	Level 1	Department is non-compliant with legal/regulatory requirements	Level 2	Department is partially compliant with legal/regulatory requirements	Level 3	Department is fully compliant with legal/regulatory requirements	Level 4	Department is fully compliant with legal/regulatory requirements and is doing things smartly.
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Level 2	Department is partially compliant with legal/regulatory requirements										
Level 3	Department is fully compliant with legal/regulatory requirements										
Level 4	Department is fully compliant with legal/regulatory requirements and is doing things smartly.										
<p>Data limitations</p>	<p>The unmoderated, self-assessed scores will be used as a measure of performance. This will avert the risk of DPME delaying the issuing of moderated scores. Possible record management deficiencies which could cause delays in providing evidence that needs to be assessed.</p>										
<p>Type of indicator</p>	<p>Qualitative - although it refers to a number, the numbers refer to categories and not values; outcome, effectiveness. (Indirect Service Delivery)</p>										
<p>Calculation type</p>	<p>Non-cumulative</p>										
<p>Reporting cycle</p>	<p>Annual</p>										
<p>New indicator</p>	<p>No</p>										
<p>Desired performance</p>	<p>Higher than targeted performance is desirable</p>										
<p>Indicator responsibility</p>	<p>Director: SCM & Administration</p>										

PERFORMANCE INDICATOR NUMBER	1.6.4
Indicator title	Departmental SCM policy and delegations reviewed
Short definition	The annual review of the departmental policy on SCM incorporates any changes in the legislative environment through amendments and additions to the existing policy. The process also reviews existing procedures and up-dates processes as required.
Purpose/importance	Compliant SCM policies and procedures
Source/collection of data	National Treasury Circulars, Practice Notes and Guideline documents Provincial Treasury Instructions, Circulars and Guideline documents Engagements with line function through daily interactions and engagements
Method of calculation	Simple count of updates
Data limitations	SCM Policy documentation is subject to interpretation.
Type of indicator	Quantitative (Indirect Service Delivery)
Calculation type	Non-cumulative
Reporting cycle	Annual
New indicator	No
Desired performance	On target
Indicator responsibility	Director: Departmental Strategy
New indicator	No
Desired performance	On target
Indicator responsibility	Director: Supply Chain Management
PERFORMANCE INDICATOR NUMBER	1.6.5
Indicator title	Number of SCM Capacity-building Interventions
Short definition	SCM capacity-building interventions include training, awareness sessions, eLearning and any other method of building overall understanding of government procurement processes, procedures and legislative frameworks for the procurement of goods and services in the public sector.
Purpose/importance	SCM capacity-building interventions aim to strengthen financial govern-ance and performance in the Department.
Source/collection of data	Simple count of training interventions
Method of calculation	Recording training interventions planned and provided
Data limitations	Quality of training may vary between service providers.
Type of indicator	Quantitative (Indirect Service Delivery)
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	On target
Indicator responsibility	Director: Supply Chain Management

Sub-programme 1.7: Strategic Communication:

PERFORMANCE INDICATOR NUMBER	1.7.1
Indicator title	Number of monthly communication tracking reports produced
Short definition	This indicator refers to the number of tracking reports which highlight: 1. Number of media hits in print and broadcast media and the number of proactive media statements and events generated by the Western Cape Government on a monthly basis; 2. How the Western Cape is performing in print and broadcast media on a monthly basis. These monthly reports track communication and are aggregated into assessment reports for Cabinet whenever they may sit.
Purpose/importance	These reports measure and assess how the Western Cape Government is reported to be performing in print and broadcast media, which is a key way in which citizens are informed of the work being done by government and also one of the key platforms used by government to communicate with citizens. These reports aggregate into monthly reports for Cabinet's consideration.
Source/collection of data	A media monitoring agency sends the Directorate: Strategic Communication raw print and broadcast hits on a daily basis. Information is also collated from media liaison officers, Heads of Communication, and the Director: Strategic Communication, who have direct knowledge of the potential risks faced by departments and who also monitor print and broadcast media on a daily basis. Data source: completed tracking reports
Method of calculation	Simple count of tracking reports
Data limitations	Dependent on information supplied by media liaison officers, Heads of Communication, changes in the political landscape, coverage in free media
Type of indicator	Output (Indirect Service Delivery)
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	On target
Indicator responsibility	Director: Strategic Communication
New indicator	No
Desired performance	On target
Indicator responsibility	Director: Supply Chain Management

PROGRAMME 2: PROVINCIAL STRATEGIC MANAGEMENT (Branch: Strategic Programmes)

Strategic Objectives

Strategic Objective 2.1: Executive policy development and implementation strategically supported.

STRATEGIC OBJECTIVE INDICATOR	2.1
Indicator title	Number of action minutes reflecting decisions taken by Cabinet based on PSP implementation reviews
Short definition	The Provincial Strategic Plan outlines the strategic direction of the WCG. The implementation of the PSP should be monitored and reports have to be written on whether implementation is happening as planned. These reports enable Cabinet to make strategic decisions that will further the key strategic priorities of the Western Cape Government. The indicator measures the number of action minutes capturing key decisions taken at Cabinet Bosberaads.
Purpose/importance	The indicator reflects that key decisions are taken by Cabinet which further the implementation of the PSP.
Source/collection of data	Data source - Progress reports, action minutes
Method of calculation	Simple count of minutes
Data limitations	Indicator assumes that decisions taken in Cabinet are based on PSP progress reviews
Type of indicator	Outcome (Indirect Service Delivery)
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	On target
Indicator responsibility	Chief Director: Policy and Strategy, Director: Human Development Strategy, Director: Economic Strategy and Director: Policy Research and Analysis.

Strategic Objective 2.2: Results-based M&E embedded in the Western Cape Government.

STRATEGIC OBJECTIVE INDICATOR NUMBER	2.2
Indicator title	Level of results-based monitoring and evaluation maturity achieved in the Western Cape Government
Short definition	This indicator refers to the maturity level in RBM&E methodology applied by the Department of the Premier using an internationally acceptable model (World Bank model, IMA) based on the measurement of identified dimensions. Maturity refers to readiness and maintenance of identified dimensions measured for an optimised business environment.
Purpose/importance	The level of maturity assists in benchmarking current levels of RBM&E methodology applied by the Department of the Premier, and provides a road map to enhance the level of maturity for the purpose to standardise the application of RBM&E in the WCG ultimately for the generation of reliable indicator data trends. This supports the Executive with evidence-based decision making for planning, monitoring and evaluation and informed citizenry.
Source/collection of data	Data source: Maturity level testing data base, questionnaire based on dimensions and interview responses.

Method of calculation	<p>Questionnaire based on dimensions and conducting interviews where relevant. The method of calculation involves the following: There are five key performance areas (KPA's) made up of a number of performance standards. Each performance standard is tested and assigned a final rating based on interviews, evidence availability and a peer review. For each KPA the performance standards related to it are weighted equally to provide a rating for the KPA. The KPAs are then weighted equally to finally provide an overall rating for the department tested. The WCG maturity level is then calculated as the average of all departments.</p> <p>Quantitative data analysed will provide a value on a scale of 1-5. Level 1: Initial - at this level, RBM&E processes and practices are performed on an ad hoc basis with no common approach to a specific sequence of steps that is required to build an RBM&E System. Many processes are incomplete and informal. Any pockets of RBM&E maturity that the organisation has are based on the experience and initiatives of individuals. Level 2: Repeatable - at this level, there is limited support for RBM&E across the organisation and there is a consistent basic process/sequence of steps for a RBM&E system that has been developed and has been applied to the policy context. Certain departments are aware of the importance of professional RBM&E and have developed common practices used within their policy domain. Level 3: Defined - at this level, the common approach to RBM&E in the organisation becomes more defined and comprehensive; it has obtained senior management support and is consistently being applied to the policy context. Enterprise awareness, policies, procedures, and standards exist and are generally utilised across all the enterprises. Level 4: Managed - at this level, links to the business planning processes are generated and the common RBM&E methodology is being applied throughout the organisation in a structured manner. A level 4 organisation has many mature and best-in-class practices in RBM&E and utilises audits to ensure compliance. Level 5: Optimising - at this final stage, the organisation is RBM&E-centred and focuses on continuous RBM&E process and practice improvement; at this stage, the organisation also recognises and supports distinct career paths for RBM&E managers. The distinguishing characteristic of a level 5 organisation is the focus on continuous improvement.</p>
Data limitations	Lack of norms and standards for RBME
Type of indicator	Outcome efficiency (Indirect Service Delivery)
Calculation type	Non-cumulative
Reporting cycle	Annual
New indicator	Not new
Desired performance	On target
Indicator responsibility	Chief Director: Strategic Management Information

Strategic Objective 2.3: Strategic partnerships and stakeholder engagements facilitated

PERFORMANCE OBJECTIVE INDICATOR	2.3.
Indicator title	Number of consolidated reports submitted on key partnerships and engagements
Short definition	This indicator refers to the information (report) on all international engagements, priority projects and events managed as well as Human Rights framework implementation for the WCG. The reports will therefore disaggregate the activities of the International Relations Forum, the Human Rights Forum and the Events' Forum.
Purpose/importance	The indicator reflects strategic international engagements, priority projects, as well as events managed for the WCG that are aligned with the PSGs.
Source/collection of data	Quarterly consolidated reports on strategic priority programmes and International Relations would be submitted to the DDG.
Method of calculation	Simple count of the number of reports submitted to the DDG.
Data limitations	Departments not sharing information on international engagements. Example reports from trips taken or hosting international delegations without informing the Directorate: IR. Ad hoc requests for example events to be managed. The fact that the report has been submitted does not mean that significant performance has been achieved or in the case of international relations, that there was alignment to the IR Strategy

Type of indicator	Output (Indirect Service Delivery)
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	Not new
Desired performance	On target
Indicator responsibility	Chief Director: International & Priority Programmes

PROGRAMME 2: PROVINCIAL STRATEGIC MANAGEMENT (Branch: Strategic Programmes)

Performance Indicators

Sub-programme 2.2: Policy and Strategy

PERFORMANCE INDICATOR NUMBER	2.2.1
Indicator title	Number of assessment reports submitted on the alignment and non-alignment of departments' APPs to the Provincial Strategic Plan ¹¹
Short definition	The Provincial Strategic Plan outlines the strategic direction of the WCG. To ensure that this is planned for and achieved, there needs to be alignment between the Provincial Strategic Plan and the APPs of provincial government departments. The indicator is an indication of the number of reports written on the alignment of the APPs of various departments with the Provincial Strategic Plan. These reports will include assessment of departmental APP's alignment with the Game Changers. During previous years, one consolidated was submitted for all departments. Since 2016/2017, a separate report has been submitted for each of the departments. In the 2018/19 financial year progress reports, reflecting the findings on the first draft APPs will be submitted in quarter 3. The final 13 reports will be submitted in the fourth quarter.
Purpose/importance	To measure whether the APPs of various departments are aligned with the Provincial Strategic Plan. An alignment of provincial departments' APPs with that of the provincial Strategic Plan contributes to the planning for achievement of the Provincial Strategic Goals. This is also intended for use in the MTEC 1 budget policy alignment process.
Source/collection of data	Information on APPs collected from WCG departments and summarised in preparation for MTEC1, Data source is 13 Assessment reports for the respective departments.
Method of calculation	Simple count of assessment reports
Data limitations	N/A
Type of indicator	Output (Indirect Service Delivery)
Calculation type	Non-cumulative
Reporting cycle	Annual
New indicator	No
Desired performance	On target would be desired
Indicator responsibility	Chief Director: Policy and Strategy, Director: Human Development Strategy, Director: Economic Strategy and Director: Policy Research and Analysis.

¹¹ These reports will include assessment of departmental APP's alignment with the Game Changers. During previous years, one consolidated report was submitted for all departments. Since 2016/2017, a separate report has been submitted for each of the departments. The Chief Directorate is also introducing an update of the assessment per APP in the fourth quarter on the responses to recommendations and the associated change made to APPs.

PERFORMANCE INDICATOR NUMBER	2.2.2
Indicator title	Number of policy and strategy papers compiled in response to national and provincial strategic imperatives
Short definition	The Provincial Strategic Plan provides a roadmap and strategic direction. In order to guide the WCG, policies and strategies need to be developed in line with the Provincial and National strategic imperatives. This is therefore an indication of the number of policies and strategies written and/or commented upon in response to national and provincial strategic imperatives.
Purpose/importance	To track the number of high-level policy and strategy papers written and commented upon which align with the Provincial and National strategic imperatives and serve as guidelines and frameworks for decision making in the WCG.
Source/collection of data	Schedule of comments, written policies and strategies
Method of calculation	Simple count of signed off policies and strategies and simple count of comments (comments will be dated to ensure that comments are counted in the correct financial year)
Data limitations	Policies developed over several quarters are only counted once signed off. All policies are signed off by the Premier and Cabinet. However, comments are signed off either by the DDG: Strategic Programmes and/or the DG. External factors may extensively delay the sign-off process.
Type of indicator	Output (Demand driven) (Indirect Service Delivery)
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Not new
Desired performance	Higher
Indicator responsibility	Chief Director: Policy and Strategy, Director: Human Development Strategy, Director: Economic Strategy and Director: Policy Research and Analysis.
INDICATOR NUMBER	2.2.3
Indicator title	Number of progress reports submitted to Cabinet on implementation of the Provincial Strategic Plan
Short definition	The Provincial Strategic Plan outlines the strategic direction of the WCG. The implementation of the PSP should be monitored and reports have to be written on whether implementation is happening as planned. The Provincial Transversal Management System consisting of steering committees, executive committees and working groups make up the implementation mechanism of the PSP. This structure is responsible for the coordination and monitoring of the implementation of the PSP. The indicator measures the number of reports written and submitted to Cabinet based on the implementation of the Provincial Strategic Plan through the PTMS.
Purpose/importance	It tracks the number of reports written to inform Cabinet of progress on the implementation of the Provincial Strategic Plan. This allows for the identification of weak areas and development of corrective actions and therefore supports the Executive in the development and implementation of the Provincial Strategic Plan.
Source/collection of data	Quarterly PSG Steering Committee and BizProjects reports
Method of calculation	Simple count of progress reports. This will only include the progress reports submitted to Cabinet. However, all these reports are also submitted to the DDG and DG.
Data limitations	N/A
Type of indicator	Output (Indirect Service Delivery)
Calculation type	Cumulative
Reporting cycle	Annual
New indicator	Not new
Desired performance	On target
Indicator responsibility	Chief Director: Policy and Strategy, Director: Human Development Strategy, Director: Economic Strategy and Director: Policy Research and Analysis.

Sub-programme 2.3: Strategic Management Information

PERFORMANCE INDICATOR NUMBER	2.3.1
Indicator title	Number of annual publications produced on measuring a set of outcome indicators within key policy thematic areas
Short definition	This annual publication provides relevant and accurate data trends on key outcome indicators related to the universal themes for data production with relevance to the Western Cape to support evidence-based decision-making, planning and M&E.
Purpose/importance	The publication provides a product output of strategic management information that measures and monitors development outcome indicators to support evidence-based decision making in line with national and provincial policy imperatives.
Source/collection of data	Data for the publication is collated from data sources (official data from Stats SA, administrative data from various provincial and national departments). The product is produced from the database with indicators and related trends.
Method of calculation	Simple count of number of publications produced
Data limitations	Reliability of source system used to produce the product
Type of indicator	Output (Demand driven) (Indirect Service Delivery)
Calculation type	Non-cumulative
Reporting cycle	Annual
New indicator	No
Desired performance	On target
Indicator responsibility	Chief Directorate: Strategic Management Information
PERFORMANCE INDICATOR NUMBER	2.3.2
Indicator title	Number of project performance reviews produced of strategic projects man-aged through the BizProject System
Short definition	This publication provides relevant and accurate data trends on strategic projects managed through the BizProject System on an annual and quarterly basis.
Purpose/importance	The publication provides strategic management information on the implementation of strategic projects linked to the provincial priorities of the Western Cape Government to support evidence-based decision making in line with national and provincial governance imperatives
Source/collection of data	Project data and information for report is sourced from BizProject System The product is produced based on the BizProject System data.
Method of calculation	Simple count of number of reviews produced.
Data limitations	Includes only strategic projects registered on BizSystem
Type of indicator	Effectiveness (Indirect Service Delivery)
Calculation type	Cumulative
Reporting cycle	Quarterly (1 annual and 3 quarterly reviews)
New indicator	No
Desired performance	On target
Indicator responsibility	Chief Directorate: Strategic Management Information

PERFORMANCE INDICATOR NUMBER	2.3.3
Indicator title	Number of annual reviews produced on implementation of WC Provincial Evaluation Plan
Short definition	This annual publication provides a review of the implementation and progress of all provincial evaluations undertaken that form part of the Provincial Evaluation Plan to support evidence-based decision making, planning and M&E.
Purpose/importance	The publication provides strategic management information on the implementation of evaluations linked to the provincial priorities of the Western Cape Government to support evidence-based decision making in line with national and provincial policy imperatives
Source/collection of data	Provincial evaluation database
Method of calculation	Simple count of number of reviews produced
Data limitations	Only includes review of evaluations conducted through the Provincial Evaluation Plan
Type of indicator	Effectiveness (Indirect Service Delivery)
Calculation type	Non-cumulative
Reporting cycle	Annual
New indicator	No
Desired performance	On target
Indicator responsibility	Chief Directorate: Strategic Management Information

Sub-programme 2.4: Strategic Programmes
(Chief Directorate: International Relations and Priority Programmes)

PERFORMANCE INDICATOR NUMBER	2.4.1
Indicator title	Number of reports submitted on strategic international engagements
Short definition	This indicator refers to the information (report) on all international engagements coordinated for the WCG.
Purpose/importance	The indicator reflects strategic international engagements managed for the WCG that are aligned with the PSGs.
Source/collection of data	Quarterly consolidated reports on International Relations would be submitted to the Chief Director.
Method of calculation	Simple count of the number of reports submitted to the Chief Director.
Data limitations	Departments not sharing information on international engagements, for example, reports from trips undertaken.
Type of indicator	Output (Indirect Service Delivery)
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Not new
Desired performance	On target
Indicator responsibility	Chief Director: International Relations

PERFORMANCE INDICATOR NUMBER	2.4.2
Indicator title	Number of reports submitted on strategic priority projects
Short definition	Quarterly reports submitted to the Chief Director track the progress of strategic priority projects. The report's content is primarily a response to the Integrated Events Strategy and the institutionalisation of Human Rights Mainstreaming.
Purpose/importance	The quarterly report will be disaggregated according to the five Provincial Strategic Goals. The report will highlight the importance of interventions undertaken in specific thematic areas of work.
Source/collection of data	Files will be maintained for all strategic priority projects and this information will form the basis for a consolidated report. Where there is financial support provided to a third party, that party will be required to submit a detailed report.
Method of calculation	Simple count. One quarterly consolidated report on strategic priority projects would be submitted to the Chief Director.
Data limitations	Using common measurements within the report due to the disparate nature of the themes, quality and reliability of data files, dependency on third parties
Type of indicator	Output (Indirect Service Delivery)
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Not new
Desired performance	On target
Indicator responsibility	Director: Priority Programmes Coordination

PROGRAMME 3: PEOPLE MANAGEMENT

Strategic Objective

Strategic Objective 3.1: Enabled service excellence with people

STRATEGIC OBJECTIVE INDICATOR NUMBER	3.1
Indicator title	Level of people management maturity attained
Short definition	The People Management Maturity model is developed to describe the maturity of people management practices in the WCG. The model describes five levels of maturity. An internal people management maturity survey tool is being developed to determine the levels of maturity within each functional area. The results from the internal survey will be utilised to plan for and monitor improvements to people management practices in the WCG. The level of maturity projected for this year is Level 2
Purpose/importance	<p>People are the driving force in achieving the goals set in an organisation's strategic plans. People management consists of practices aimed at creating a coherent system of focused people-related effort to achieve organisational goals. The people management maturity model and survey will assist the Western Cape Government to:</p> <ul style="list-style-type: none"> Assess and track the maturity of its people management practices. Maturity in this context refers to the extent to and manner in which people management in the organisation is integrated in support of the strategic goals of the organisation. The PM3 model describes five levels of maturity, from level 1 referring to an absence of strategic people management (called "Fragmented and Reactive") to level 5, referring to a state of maturity where people management practices are integrated with business practices within Departments and being continuously improved to better support their strategic objectives. Identify priorities for the improvement of specific people management practices for the purpose of strategic people management planning. <p>The people management maturity model can be linked, more specifically, to the Strategic Objective of the Department of the Premier in support of Provincial Strategic Goal 5; "To enable service excellence to the people of the Western Cape with people, technology and processes". The basic premise being that greater People Management maturity enables better service delivery.</p>

Source/collection of data	A assessment written report on the implementation of a People Management Maturity Model submitted to the Superintendent General of the Corporate Service Centre by 30 March 2019.
Method of calculation	Once the Model is implemented, PM3 survey instrument will evaluate people management practices against Rubric statements at five descriptive levels. Each level of maturity in the People Management Maturity Model is described as a set of practices that represent the extent of the integration of people management practices with the strategic business needs of the organisation. The assessment instrument consists of statements of the abovementioned practices and requires respondents to provide proof of the existence of these practices when they indicate that these practices are present. The number of practices present at each level is determined through the assessment. The number of practices present at each level is determined through the survey. The calculated median and modus of practices present vs practices required at each level is utilised to determine the level of maturity attained.
Data limitations	Delay in reporting due to not implementing the pilot timeously. Once the Model is implemented, not submitting survey data timeously might delay the final results.
Type of indicator	Outcome (Indirect Service Delivery)
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	Revised
Desired performance	Higher than target is desirable
Indicator responsibility	Director: Deputy Director-General: People Management

PROGRAMME 3: PEOPLE MANAGEMENT

Performance Indicators

Sub-programme 3.2: Organisation Development

PERFORMANCE INDICATOR NUMBER	3.2.1
Indicator title	Number of departmental Organisational Behaviour reports submitted
Short definition	This indicator refers to the total number of Organisational Behaviour reports submitted annually to each of the respective Heads of Department to account for the Organisational Behaviour interventions that were planned and conducted in each of the departments for the particular financial year. The Organisational Behaviour reports include information on amongst other, leadership support interventions, team development initiatives, culture and values conversations, competency assessments and change navigation deliverables per Department.
Purpose/importance	The services are aimed at fostering a productive work environment by applying the principles of positive psychology that enables employees to flourish and perform optimally in the workplace within the Western Cape Government (WCG).
Source/collection of data	Primary source is Portfolio of evidence file compiled per department; the Chief Directorate: Organisation Development's Project Register contains the scheduled and completed deliverables per department. Auxiliary sources include, but are not limited to, Presentations, Memoranda, Meeting Minutes and resolutions, re-ports. Completion date refers to the date that the service was provided to a department or the date that Chief Directorate: Organisation Development (CD OD) provides deliverable to a department. This is a demand-driven service, therefore the deliverables reported are dependent on requests received from departments.
Method of calculation	Simple count of departmental Organisational Behaviour reports submitted to Heads of Department
Data limitations	Dependent on accuracy of Chief Directorate: Organisation Development's Project Register
Type of indicator	Output (Indirect Service Delivery)
Calculation type	Non-cumulative

Reporting cycle	Annual
New indicator	No
Desired performance	13 Organisational Behaviour Reports (one report per provincial department)
Indicator responsibility	Director: Organisational Behaviour and Director: ICT Change Navigation
PERFORMANCE INDICATOR NUMBER	3.2.2
Indicator title	Number of departmental business process reports submitted
Short definition	Number of departmental business process reports submitted refers to the report that is submitted annually to each of the respective Heads of Department with regard to the business process interventions that were planned and conducted in each of the departments for the particular financial year, bearing in mind that this is also demand driven.
Purpose/importance	The types of deliverables aim to help individuals, components and departments to perform optimally by describing and optimising work processes to manage and continuously improve the way people do their work in the WCG, and may include but is not limited to Business Process Optimisation (BPO) reports, Standard Operational Procedures (SOPs), Process Maps and Transformational Implementation Plans. It therefore contributes to creating an enabling workplace in the WCG.
Source/collection of data	The data source will be utilised: The "Chief Directorate Organisation Development Project Register" which records the scheduling and completion of business process interventions for the particular financial year. Intervention deliverables that are produced include, among others, Business Process Optimisation (BPO) reports, Standard Operational Procedures (SOPs), Process Maps and Transformational Implementation Plans. This register therefore provides the information that is reflected in the content of the departmental business process reports.
Method of calculation	Simple count of business process reports submitted to Heads of Department
Data limitations	Dependent on accuracy of Chief Directorate: Organisation Development Project Register
Type of indicator	Output (Indirect Service Delivery)
Calculation type	Non-cumulative
Reporting cycle	Annual
New indicator	No
Desired performance	13 departmental business Process Reports (one report per provincial department)
Indicator responsibility	Director: Process Design and Improvement
PERFORMANCE INDICATOR NUMBER	3.2.3
Indicator title	Number of transversal service delivery intervention reports submitted bi-annually
Short definition	The transversal service delivery intervention reports are submitted to the DPSA containing information on interventions linked to service delivery that has been planned and or conducted across the WCG. These reports assist in the monitoring of service delivery at provincial as well as national level.
Purpose/importance	Service delivery interventions are conducted and facilitated across all provincial departments to enhance uniformity, consistency and adherence to mandatory requirements (e.g. alignment to DPME and DPSA). It also contributes to creating an enabling workplace in the WCG
Source/collection of data	CD OD Project Register contains information for the report which will include amongst others, service delivery improvement plans published in Annual Report, 3rd yearly Service Delivery Improvement Plans approved, service charters, service excellence awards reported, National and Provincial Forums Agendas, Minutes, Attendance Lists/Registers.
Method of calculation	Simple count of transversal service delivery intervention reports submitted bi-annually to the DPSA of planned and conducted interventions across the WCG. The respective service delivery intervention reports cover the following bi-annual periods: Previous financial year period October - March reported June of the following year; and Current year Period April - September reported December of the current year. Submission is the date that CD: OD provides the report to the DPSA.

Data limitations	Dependent on accuracy of Chief Directorate: Organisation Development Project Register
Type of indicator	Output (Indirect Service Delivery)
Calculation type	Cumulative
Reporting cycle	Bi-annual in Quarter 1 and Quarter 3
New indicator	No
Desired performance	2 Service Delivery Intervention Reports submitted to the DPSA bi-annually
Indicator responsibility	Director: Process Design and Improvement
PERFORMANCE INDICATOR NUMBER	3.2.4
Indicator title	Number of departmental organisation design reports submitted
Short definition	Number of departmental organisation design reports submitted refers to the report that is submitted annually to each of the respective Heads of Department with regard to the organisation design interventions that were planned and conducted in each of the departments for the particular financial year.
Purpose/importance	<p>Organisation design interventions are conducted on a corporate (shared) services basis in the WCG. It is therefore incumbent to account for the completion of organisation design interventions that were planned to be conducted in each of the departments for the particular financial year.</p> <p>Organisation design interventions are conducted at the strategic, tactical and/or operational levels in departments of the WCG. Such interventions include macro- and micro-organisational architecture design, establishment requirement quantification, job design and job evaluation. The interventions aim to optimise organisational structure configurations in relation to statutory and strategic mandates, as well as in relation to operational service delivery capacity requirements. It, therefore, contributes to creating an enabling workplace.</p>
Source/collection of data	Quarterly consolidated reports on International Relations would be submitted to the Chief Director.
Method of calculation	Simple count of organisation design reports submitted to Heads of Department
Data limitations	Dependent on accuracy of the Chief Directorate: Organisation Development's relevant project register
Type of indicator	Output (Indirect Service Delivery)
Calculation type	Non-cumulative
Reporting cycle	Annual
New indicator	No
Desired performance	13 Departmental Organisation Design Reports (one report per provincial department)
Indicator responsibility	Director: Organisation Design

Sub-programme 3.3: People Training and Empowerment

PERFORMANCE INDICATOR NUMBER	3.3.1
Indicator title	Number of learning programmes offered
Short definition	Refers to the number of transversal learning programmes (LPs) that are on offer primarily in terms of the Prospectus to employees of the Western Cape Government
Purpose/importance	The purpose of this Indicator is to illustrate the offerings of the PTE in the WCG that may improve the effectiveness and efficiency of employees and improve service delivery. It contributes to a capable workforce.
Source/collection of data	PTE Prospectus of Learning programmes. Auxiliary sources to the primary source include inter alia: Human Resource Development System; Course Attendance Registers; Registration forms, where applicable.

Method of calculation	Simple count of learning programmes on offer
Data limitations	None
Type of indicator	Output (Demand-driven) (Indirect Service Delivery)
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	Not new
Desired performance	Full compliance is the minimum level of performance
Indicator responsibility	Director: Training
PERFORMANCE INDICATOR NUMBER	3.3.2
Indicator title	Number of learning programmes assessed for training impact
Short definition	Refers to the number of transversal learning programmes that will be assessed to determine impact of training on the workplace, the employee and department
Purpose/importance	The purpose of this Indicator is to measure the number of learning programmes which are being gauged for effectiveness of training. This enables the development of remedial strategies, where necessary. This should contribute to providing a highly capable workforce, resulting in better performance or service delivery.
Source/collection of data	Training Impact Assessment Reports, Auxiliary sources include inter alia: Kirkpatrick Assessment Instruments; Interview Results, Interview questionnaires.
Method of calculation	Simple count of learning programmes assessed
Data limitations	Availability of identified trainees and Supervisors for Interviews
Type of indicator	Output (Indirect Service Delivery)
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	Not new
Desired performance	Higher performance is desirable
Indicator responsibility	Director: People Empowerment
PERFORMANCE INDICATOR NUMBER	3.3.3
Indicator title	Number of projects for Youth Empowerment offered
Short definition	Refers to the number of transversal youth empowerment project(s) that are offered in response to the youth unemployment challenge.
Purpose/importance	The purpose of the project(s) is to enhance the social and economic advancement of youth. An example of such project is the PAY project which is a one-year internship specifically targeting matriculants. The purpose is to better prepare them for the workplace through relevant work experience as well as exposure to skills training and development opportunities in order to make them more employable.
Source/collection of data	Primary source: Close-out report of the Project as submitted to DG by 30 March 2018. Auxiliary sources – Project Business Plan, Minutes of PAY Strategic Management Committee
Method of calculation	Simple count of youth empowerment projects
Data limitations	None
Type of indicator	Output (Direct Service Delivery)
Calculation type	Non-cumulative
Reporting cycle	Annually

New indicator	No
Desired performance	Full compliance is the minimum level of performance
Indicator responsibility	Director: People Empowerment

Sub-programme 3.4: People Management Practices

PERFORMANCE INDICATOR NUMBER	3.4.1
Indicator title	Percentage of planned strategic business partnership initiatives completed
Short definition	Refers to the number of transversal learning programmes that will be assessed to determine impact of training on the workplace, the employee and department
Purpose/importance	The indicator refers to the number of strategic business partnership initiatives completed as a percentage of the number of planned strategic business partnership initiatives. Strategic business partnership initiatives include collective bargaining, people analytics and intelligence, reporting and the development of people policies and plans which enable sound people management decision making.
Source/collection of data	Chief Directorate: People Management Practices Business Plan as well as people policies, plans and reports
Method of calculation	Numerator: Number of completed strategic business partnership initiatives in Chief Directorate: People Management Practices business plan Denominator: Number of planned strategic business partnership initiatives in Chief Directorate: People Management Practices business plan Calculation of percentage: Numerator divided by denominator multiplied by 100
Data limitations	Dependent on accuracy of applicable databases
Type of indicator	Output (Demand-driven) (Indirect Service Delivery)
Calculation type	Non-cumulative
Reporting cycle	Annual
New indicator	No
Desired performance	Higher performance is desirable
Indicator responsibility	Chief Director: People Management Practices
PERFORMANCE INDICATOR NUMBER	3.4.2
Indicator title	Percentage planned innovative people practices initiatives completed
Short definition	The indicator refers to the number of innovative people practices initiatives completed as a percentage of the number of planned innovative people practices initiatives. Innovative people practices initiatives refer to any initiatives that aim to improve the way we do business focusing on people, processes, systems and technology.
Purpose/importance	It refers to the initiatives that drive innovation within the people management practices work environment with the aim to improve efficiency and service excellence.
Source/collection of data	Chief Directorate: People Management Practices business plan, project plans, SLAs, contracts and reports etc.
Method of calculation	Numerator: Number of completed innovative people practices initiatives in Chief Directorate: People Management Practices business plan Denominator: Number of planned innovative people practices initiatives in Chief Directorate: People Management Practices business plan Calculation of percentage: Numerator divided by denominator multiplied by 100
Data limitations	Dependent on accuracy of applicable databases
Type of indicator	Output (Direct Service Delivery)
Calculation type	Non-cumulative

Reporting cycle	Annual
New indicator	No
Desired performance	Higher performance is desirable
Indicator responsibility	Chief Director: People Management Practices
PERFORMANCE INDICATOR NUMBER	3.4.3
Indicator title	Percentage planned transactional excellence initiatives completed
Short definition	The indicator refers to the number of transactional excellence initiatives completed as a percentage of the number of planned transactional excellence initiatives. Transactional excellence initiatives refer to any initiative within the following transactional areas: recruitment and selection, service benefits, performance management, employee relations and contact centre.
Purpose/importance	It refers to initiatives that drive people management practices efficiency. Highly efficient people practices will contribute to employee engagement which in turn will positively impact on employee performance.
Source/collection of data	Chief Directorate: People Management Practices business plan, CSC scorecard, databases, etc.
Method of calculation	Numerator: Number of completed transactional excellence initiatives in Chief Directorate: People Management Practices business plan Denominator: Number of planned transactional excellence initiatives in Chief Directorate: People Management Practices business plan Calculation of percentage: Numerator divided by denominator multiplied by 100
Data limitations	Dependent on accuracy of applicable databases
Type of indicator	Output (Indirect Service Delivery)
Calculation type	Non-cumulative
Reporting cycle	Annual
New indicator	No
Desired performance	Higher performance is desirable
Indicator responsibility	Chief Director: People Management Practices
PERFORMANCE INDICATOR NUMBER	3.4.4
Indicator title	Percentage planned people manager and professional empowerment initiatives completed
Short definition	The indicator refers to the number of people manager and professional empowerment initiatives completed as a percentage of the number of planned people manager and professional empowerment initiatives. People manager and professional empowerment initiatives refer to the initiatives aimed at the development of tools and toolkits and the development of people.
Purpose/importance	The initiatives are contributing to the improvement of the people management maturity within the Western Cape Government through developing the people manager (line manager) and people professional capability.
Source/collection of data	Chief Directorate: People Management Practices business plan, training schedules, toolkits
Method of calculation	Numerator: Number of completed people manager and professional empowerment initiatives in Chief Directorate: People Management Practices business plan Denominator: Number of planned people manager and professional empowerment initiatives in Chief Directorate: People Management Practices business plan Calculation of percentage: Numerator divided by denominator multiplied by 100
Data limitations	Dependent on accuracy of applicable databases
Type of indicator	Output (Direct Service Delivery)
Calculation type	Non-cumulative

Reporting cycle	Annual
New indicator	No
Desired performance	Higher performance is desirable
Indicator responsibility	Chief Director: People Management Practices

PROGRAMME 4: CENTRE FOR E-INNOVATION

Strategic Objectives

Strategic Objective 4.1: ICT governance maturity improved

STRATEGIC OBJECTIVE INDICATOR NUMBER	4.1															
Indicator title	ICT governance maturity rating (COBIT 5)															
Short definition	The indicator measures the level of ICT Governance maturity achieved by the Centre for e-Innovation as measured against the COBIT Framework (which reflects governance maturity in IT organisations).															
Purpose/importance	This indicator reflects how the WCG through the transversal role played by the Ce-I is maturing in terms of the governance and management of ICT technology, people and processes.															
Source/collection of data	Collection of data: An annual assessment is performed by either an external entity or by appropriately skilled internal Ce-I resources. Data source: A report is issued upon completion of the assessment which will contain an overall rating of the ICT governance maturity; COBIT maturity model.															
Method of calculation	<p>The COBIT maturity model, which comprises of a rating from 1 to 5, is used for reporting on this indicator.</p> <table border="1"> <thead> <tr> <th>Process Level</th> <th>Capability</th> </tr> </thead> <tbody> <tr> <td>0 (Incomplete)</td> <td>The process is not implemented or fails to achieve its process purpose. At this level, there is little or no evidence of any systematic achievement of the process purpose,</td> </tr> <tr> <td>1 (Performed)</td> <td>The implemented process achieves its purpose.</td> </tr> <tr> <td>2 (Managed)</td> <td>The performed process is now implemented in a managed fashion (planned, monitored and adjusted) and its work products are appropriately established.</td> </tr> <tr> <td>3 (Established)</td> <td>The managed process is now implemented using a defined process that is capable of achieving its process outcomes.</td> </tr> <tr> <td>4 (Predictable)</td> <td>The established process now operates within defined limits to achieve its process outcomes.</td> </tr> <tr> <td>5 (Optimizing)</td> <td>The predictable process is continuously improved to meet relevant current and projected business goals.</td> </tr> </tbody> </table>		Process Level	Capability	0 (Incomplete)	The process is not implemented or fails to achieve its process purpose. At this level, there is little or no evidence of any systematic achievement of the process purpose,	1 (Performed)	The implemented process achieves its purpose.	2 (Managed)	The performed process is now implemented in a managed fashion (planned, monitored and adjusted) and its work products are appropriately established.	3 (Established)	The managed process is now implemented using a defined process that is capable of achieving its process outcomes.	4 (Predictable)	The established process now operates within defined limits to achieve its process outcomes.	5 (Optimizing)	The predictable process is continuously improved to meet relevant current and projected business goals.
Process Level	Capability															
0 (Incomplete)	The process is not implemented or fails to achieve its process purpose. At this level, there is little or no evidence of any systematic achievement of the process purpose,															
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4 (Predictable)	The established process now operates within defined limits to achieve its process outcomes.															
5 (Optimizing)	The predictable process is continuously improved to meet relevant current and projected business goals.															
Data limitations	None															
Type of indicator	Outcome indicator (Indirect Service Delivery)															
Calculation type	Non-cumulative															
Reporting cycle	Annually															
New indicator	Not new															
Desired performance	Higher than targeted performance is desirable															
Indicator responsibility	CD Strategic ICT Services															

Strategic Objective 4.2: To enable and improve access to Western Cape e-Government services

STRATEGIC OBJECTIVE INDICATOR NUMBER	4.2.
Indicator title	Number of prioritised Western Cape Government citizen-facing services automated
Short definition	This indicator measures the number of services that have been automated during a particular financial year in order to improve services to our citizens.
Purpose/importance	The WCG continually strives to improve its services to citizens. It is therefore important that services are made available on digital platforms that expand the accessibility and reach of services. This indicator reflects on the number of automated services available to citizens which contributes to enabled and improved access to Western Cape e-Government services.
Source/collection of data	An automated citizen-facing service can take various forms such as information being made available electronically, being able to submit information/forms electronically, applying for services online or online transacting. The key criterion that defines a citizen-facing service is the ability for citizens to access the service or information through digital/electronic media or where a manual process affecting directly is automated. Data will be collected to verify the existence of a new service that is functional on a digital platform. Services will be prioritized through a process of consultation with the department and approval of the prioritised initiative(s) by either the ICT MTEC process, the WCG ICT Governance Steercom or the Provincial Top Management Meeting.
Method of calculation	Simple count of the number of digital services made available to citizens.
Data limitations	None
Type of indicator	Output indicator (Direct Service Delivery)
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	Desired performance is higher than targeted performance
Indicator responsibility	CD Strategic ICT Services

Strategic Objective 4.3: To improve ICT services to the Western Cape Government through the provision of ICT infrastructure, applications and services

STRATEGIC OBJECTIVE INDICATOR NUMBER	4.3
Indicator title	Percentage of Ce-I Service Standards met in a given year
Short definition	This indicator refers to the percentage of Ce-I service standards met in accordance with the CSC Service Schedule.
Purpose/importance	It measures the degree to which service standards have been met with regards to reliability and availability of services, systems and applications used across the Western Cape Government which underpin, support and enable service delivery by departments. It contributes to improved ICT services provided to the Western Cape Government.
Source/collection of data	CSC Dashboard system reports
Method of calculation	Numerator: Total number of service standards met in a financial year. Denominator: The 35 Ce-I service standards described in the CSC Service Schedule Data will be calculated on an annual basis from the reports generated by the CSC Dashboard system. The calculation will be as follows: Percentage: numerator/denominator x 100: Annual calculation: Number of service standards met/35 Service Standards x 100 e.g. 30 / 35 x 100 = 85.71%
Data limitations	Availability and accuracy of information obtained from CSC Dashboard system
Type of indicator	Output; accessibility (Indirect Service Delivery)

Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	Not new
Desired performance	Higher than targeted performance is desirable
Indicator responsibility	DDG: Centre for e-Innovation

PROGRAMME 4: CENTRE FOR E-INNOVATION

Performance Indicators

Sub-programme 4.2: Strategic ICT Services

PERFORMANCE INDICATOR NUMBER	4.2.1
Indicator title	Number of departmental ICT plans reviewed
Short definition	This indicator measures the number of ICT implementation plans reviewed in conjunction with the client departments' management teams to enable departments to meet their strategic objectives.
Purpose/importance	The purpose of the indicator is to assist departments to realistically plan their IT initiatives and required resources annually in support of that department's strategic agenda. It also provides Ce-I with an opportunity to ascertain which of the initiatives are cutting across various departments. Importantly, it allows for Ce-I to budget and plan for the service requirements of client departments. It contributes to enhancing ICT governance maturity in the Western Cape Government.
Source/collection of data	Collection of data: Physical ICT Plans are produced, signed off and filed by the Directorate: Planning and Development after sign-off by the relevant Accounting Officer. It is important to note that some departments will not necessarily review their ICT Plans annually, but will provide written confirmation that their ICT plan is valid, relevant and aligned to their departmental Annual Performance Plan. Data source: ICT implementation plans signed off by the Accounting Officer or written confirmations of the validity and relevance of existing ICT plans
Method of calculation	Simple count of ICT implementation plans reviewed/confirmed as valid, relevant and aligned.
Data limitations	Potential delay in sign-off of the report by the HOD of client departments
Type of indicator	Output (Indirect Service Delivery)
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	Not new indicator
Desired performance	On target is desired performance
Indicator responsibility	CD Strategic ICT Services
PERFORMANCE INDICATOR NUMBER	4.2.2
Indicator title	Presidential Hotline resolution rate
Short definition	This indicator measures the number of calls resolved within 36 hours of being logged as a percentage of the total number of calls received at the Western Cape Presidential Hotline.
Purpose/importance	This indicator reflects progress made by the WCG towards e-Services transformation, e-Governance enhancement and digital enablement. It also reflects the Province's responsiveness and commitment to ensuring that calls logged by residents are resolved timeously. It contributes to enabling and improving access to the Western Cape Government services.

Source/collection of data	Collection of data: Reports generated by the nationally administered Call Management System Source of data: National Call Management System
Method of calculation	Resolution rate calculation is based on the percentage of calls resolved that were logged at the Presidential Hotline over a predefined period. Numerator: Cumulative number of calls resolved within 36 hours as at the end of a specific quarter or for annual performance purposes, at the end of the financial year. Denominator: Total number of calls received as at the end of a specific quarter or at the end of the financial year. Percentage: numerator/denominator x 100
Data limitations	None
Type of indicator	Output; efficiency (Demand-driven) (Direct Service Delivery)
Calculation type	Non-cumulative The quarterly and annual performances are calculated by using the total number of calls resolved as numerator and the total number of calls received as the denominator. The annual calculation is the arithmetic average of the four quarters' reported results.
Reporting cycle	Quarterly
New indicator	Not new indicator
Desired performance	Higher than targeted performance is desirable
Indicator responsibility	CD Strategic ICT Services
PERFORMANCE INDICATOR NUMBER	4.2.3
Indicator title	Total number of new Cape Access Centres established
Short definition	This indicator refers to the number of new Cape Access Centres established (defined as operationalised, thus fully equipped and functional) by the Ce-I during the financial year.
Purpose/importance	This indicator shows the number of new Cape Access centres established during the course of the financial year. The purpose of these centres is to provide free access to ICTs and training to citizens in rural areas. It contributes to enabling and improving access to the Western Cape e-Government services.
Source/collection of data	Collection of data: Monitoring of new centres physically established through completion of an observation sheet or checklist. Data source: Before and after photo images of the newly established centres and observation sheets/checklist, monitoring report will be included in the portfolio of evidence.
Method of calculation	Simple count of the number of centres which have been equipped with computers and a server. These centres will not necessarily be open to the public by the end of the financial year, but it will be equipped and functional. A centre is generally functional when it is properly furnished with counters and chairs and has a fully functional Local Area Network.
Data limitations	None
Type of indicator	Output (Direct Service Delivery)
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Not new indicator
Desired performance	Higher than targeted performance is desirable
Indicator responsibility	CD Strategic ICT Services

PERFORMANCE INDICATOR NUMBER	4.2.4
Indicator title	Number of e-government access channels managed through which citizens actively engage government.
Short definition	This indicator measures the number of actively managed channels through which citizens can engage the WCG. Current channels include the WCG walk-in centre, call centre, e-mail, sms, fax, internet, Twitter and Facebook.
Purpose/importance	In order to be responsive to citizens' needs to engage government it is important that as many as possible communication channels are made available to citizens. Taking into account the high gini-coefficient of our Province it is important to provide for managed communication platforms for all citizens. This contributes to enabling and improving access to the Western Cape e-Government services.
Source/collection of data	Reports on the number of contact tickets per channel
Method of calculation	Calculation of this indicator is performed by doing a simple count of the number of active channels in operation - which in turn is substantiated by the reports on the number of contact tickets.
Data limitations	Channels established, but not active, will not be included in the count of active channels
Type of indicator	Output (Direct Service Delivery)
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	Higher than targeted performance is desirable.
Indicator responsibility	CD Strategic ICT Services
PERFORMANCE INDICATOR NUMBER	4.2.5
Indicator title	Number of prioritised Western Cape Government citizen-facing services automated
Short definition	This indicator measures the number of services that have been automated during a particular financial year in order to improve services to our citizens.
Purpose/importance	The WCG continually strives to improve its services to citizens. It is therefore important that services are made available on digital platforms that expand the accessibility and reach of services. This indicator reflects on the number of automated services available to citizens which contributes to enabled and improved access to Western Cape e-Government services.
Source/collection of data	An automated citizen-facing service can take various forms such as information being made available electronically, being able to submit information/forms electronically, applying for services online or online transacting. The key criterion that defines a citizen-facing service is the ability for citizens to access the service or information through digital/electronic media or where a manual process affecting directly is automated. Data will be collected to verify the existence of a new service that is functional on a digital platform.
Method of calculation	Simple count of the number of digital services made available to citizens
Data limitations	None
Type of indicator	Output indicator (Direct Service Delivery)
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Desired performance is higher than targeted performance
Indicator responsibility	CD Strategic ICT Services

Sub-programme 4.3: GITO Management Services

PERFORMANCE INDICATOR NUMBER	4.3.1																																				
Indicator title	Average percentage systems uptime and availability maintained																																				
Short definition	This indicator refers to the average percentage systems uptime and availability maintained over the year for a 24 hours x 7 day per week service. Uptime is defined as time when systems are available for users to utilise. Note: The measurement of required uptime and availability excludes scheduled down-time for maintenance.																																				
Purpose/importance	It measures the reliability and availability of systems and applications used across the Western Cape Government which underpin, support and enable service delivery by departments. It contributes to improved ICT services provided to the Western Cape Government.																																				
Source/collection of data	Systems infrastructure availability reports																																				
Method of calculation	<p>Numerator: Total number of hours uptime required minus the number of hours that systems were down unscheduled. Denominator: Total number of hours uptime required over 24 hours x 7 days per week over a financial year. The down-time caused by Eskom load shedding will not affect the denominator but will be taken off the numerator.</p> <p>Data collected will be calculated on a monthly basis and aggregated on a quarterly and an annual basis as reflected in the table below:</p> <table border="1"> <tr> <td>M</td><td>M</td><td>M</td><td>M</td><td>M</td><td>M</td><td>M</td><td>M</td><td>M</td><td>M</td><td>M</td><td>M</td> </tr> <tr> <td colspan="3">Average for Quarter 1 (Apr - Jun 2014)</td> <td colspan="3">Average for Quarter 2 (Jul - Sep 2014)</td> <td colspan="3">Average for Quarter 3 (Oct - Dec 2014)</td> <td colspan="3">Quarter 4 (Jan - Mar 2014)</td> </tr> <tr> <td colspan="12">Average for the Financial Year (Apr 2014 - Mar 2015)</td> </tr> </table> <p>M = Month</p> <p>Percentage: numerator/denominator x 100 as reflected for the monthly calculation as follows: Monthly calculation: 31 days x 24 hours in a day = 744 hours Total no. hours for the month: 744 Less scheduled downtime for the month: 0.0 Less unscheduled downtime for the month: 0.0 Required uptime for the month: 744 Percentage uptime for the month: 100%</p> <p>Monthly average percentages will be aggregated per quarter and annually for the 12 months of the financial year. The calculations for this indicator exclude any disruptions resulting from continued load shedding by Eskom.</p>	M	M	M	M	M	M	M	M	M	M	M	M	Average for Quarter 1 (Apr - Jun 2014)			Average for Quarter 2 (Jul - Sep 2014)			Average for Quarter 3 (Oct - Dec 2014)			Quarter 4 (Jan - Mar 2014)			Average for the Financial Year (Apr 2014 - Mar 2015)											
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Data limitations	Availability and accuracy of information from both internal reports and reports from the State Information Technology Agency																																				
Type of indicator	Output; accessibility (Indirect Service Delivery)																																				
Calculation type	Non-cumulative																																				
Reporting cycle	Quarterly																																				
New indicator	No																																				
Desired performance	Desired performance is higher than targeted performance																																				
Indicator responsibility	CD Strategic ICT Services																																				

PERFORMANCE INDICATOR NUMBER	4.3.2																																				
Indicator title	Average percentage network uptime and availability maintained																																				
Short definition	This indicator refers to the average percentage network uptime and availability maintained over the year for a 24 hour x 7 per week day service. Uptime is the amount of time when the network is available for users to utilise. Note: The measurement of required uptime excludes scheduled down-time for maintenance.																																				
Purpose/importance	It measures the reliability and availability of the Wide Area Network (WAN) infrastructure, in order to provide better connectivity to systems and applications across the Western Cape Government. This contributes to improved ICT services provided to the Western Cape Government.																																				
Source/collection of data	Network infrastructure availability reports																																				
Method of calculation	<p>Numerator: Total number of hours uptime required less the amount of hours that the Wide Area Network was down unscheduled. Denominator: Total number of hours uptime required over 24 hours x 7 days per week over a financial year. The down-time caused by Eskom load shedding will not affect the denominator but will be taken off the numerator.</p> <p>Data collected will be calculated on an annual basis and aggregated on a quarterly and annually basis as reflected in the table below:</p> <table border="1" style="width: 100%; text-align: center;"> <tr> <td>M</td><td>M</td><td>M</td><td>M</td><td>M</td><td>M</td><td>M</td><td>M</td><td>M</td><td>M</td><td>M</td><td>M</td> </tr> <tr> <td colspan="3">Average for Quarter 1 (Apr - Jun 2014)</td> <td colspan="3">Average for Quarter 2 (Jul - Sep 2014)</td> <td colspan="3">Average for Quarter 3 (Oct - Dec 2014)</td> <td colspan="3">Quarter 4 (Jan - Mar 2014)</td> </tr> <tr> <td colspan="12">Average for the Financial Year (Apr 2014 - Mar 2015)</td> </tr> </table> <p>M = Month</p> <p>Percentage: numerator/denominator x 100 as reflected for the monthly calculation as follows: Monthly calculation: 31 days x 24 hours in a day = 744 Hours Total no. hours for the month: 744 Less scheduled downtime for the month: 0.0 Less unscheduled downtime for the month: Uptime for the month: 744 Percentage uptime for the: 100% Monthly average percentages will be aggregated per quarter and annually for the 12 months of the financial year. The calculations for this indicator exclude any disruptions resulting from continued load shedding by Eskom.</p>	M	M	M	M	M	M	M	M	M	M	M	M	Average for Quarter 1 (Apr - Jun 2014)			Average for Quarter 2 (Jul - Sep 2014)			Average for Quarter 3 (Oct - Dec 2014)			Quarter 4 (Jan - Mar 2014)			Average for the Financial Year (Apr 2014 - Mar 2015)											
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Data limitations	Availability and accuracy of information from both internal reports and reports from the State Information Technology Agency.																																				
Type of indicator	Output; accessibility (Indirect Service Delivery)																																				
Calculation type	Non-cumulative																																				
Reporting cycle	Quarterly																																				
New indicator	Not new																																				
Desired performance	Higher than desired performance is desired																																				
Indicator responsibility	CD GITO Management Services																																				
PERFORMANCE INDICATOR NUMBER	4.3.3																																				
Indicator title	Average turnaround time in days for finalising IT Service Desk requests																																				
Short definition	This indicator refers to the average turnaround time in days to finalise requests reported to the IT Service Desk by users across all departments.																																				
Purpose/importance	It measures the services provided by the IT Service Desk in order to provide efficient problem and incident management to resolve problems, issues and service requests reported by users. It contributes to improved ICT services provided to the Western Cape Government.																																				

Source/collection of data	Service Desk system reports extracted from the database; list of requests resolved and closed.																																																				
Method of calculation	<p>Average number of days taken to resolve requests. Calculation based on the time taken to resolve each request averaged out on the total number requests reported. The down-time caused by Eskom load shedding will not affect the denominator but will be taken off the numerator. Data collected will be calculated on an annual basis and aggregated on a quarterly and annual basis as reflected in the table below:</p> <table border="1"> <tr> <td>M</td><td>M</td><td>M</td><td>M</td><td>M</td><td>M</td><td>M</td><td>M</td><td>M</td><td>M</td><td>M</td><td>M</td> </tr> <tr> <td colspan="3">Average for Quarter 1 (Apr – Jun 2014)</td> <td colspan="3">Average for Quarter 2 (Jul – Sep 2014)</td> <td colspan="3">Average for Quarter 3 (Oct – Dec 2014)</td> <td colspan="3">Quarter 4 (Jan – Mar 2014)</td> </tr> <tr> <td colspan="12">Average for the Financial Year (Apr 2014 – Mar 2015)</td> </tr> </table> <p>M = Month</p> <p>Monthly calculation:</p> <table border="1"> <tr> <td>Request 1</td> <td>Time logged</td> <td>Time resolved</td> <td>Time taken to resolve request</td> </tr> <tr> <td>Request 2</td> <td>Time logged</td> <td>Time resolved</td> <td>Time taken to resolve request</td> </tr> <tr> <td>Request 3</td> <td>Time logged</td> <td>Time resolved</td> <td>Time taken to resolve request</td> </tr> <tr> <td>No of Requests</td> <td>Time logged</td> <td>Time resolved</td> <td>Average time take to resolve request</td> </tr> </table> <p>Monthly average number of days will be aggregated per quarter and annually for the 12 months of the financial year. The calculations for this indicator exclude any disruptions resulting from continued load shedding by Eskom.</p>	M	M	M	M	M	M	M	M	M	M	M	M	Average for Quarter 1 (Apr – Jun 2014)			Average for Quarter 2 (Jul – Sep 2014)			Average for Quarter 3 (Oct – Dec 2014)			Quarter 4 (Jan – Mar 2014)			Average for the Financial Year (Apr 2014 – Mar 2015)												Request 1	Time logged	Time resolved	Time taken to resolve request	Request 2	Time logged	Time resolved	Time taken to resolve request	Request 3	Time logged	Time resolved	Time taken to resolve request	No of Requests	Time logged	Time resolved	Average time take to resolve request
M	M	M	M	M	M	M	M	M	M	M	M																																										
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Data limitations	Availability and accuracy of information of the Service Desk system																																																				
Type of indicator	Output; efficiency (Indirect Service Delivery)																																																				
Calculation type	Non-cumulative																																																				
Reporting cycle	Quarterly																																																				
New indicator	No																																																				
Desired performance	Lower than targeted performance is desirable.																																																				
Indicator responsibility	CD GITO Management Services																																																				

Sub-programme 4.4: Connected Government and Infrastructure Services

PERFORMANCE INDICATOR NUMBER	4.4.1
Indicator title	Number of WCG sites upgraded to broadband connectivity speed of 100Mbps
Short definition	The indicator refers to the number of WCG sites that will be upgraded to the phase 2 broadband connectivity speeds under the WCG Broadband Strategy and Implementation Plan.
Purpose/importance	It measures service roll-out performance against the broadband project plan. Coordinating and integrating government action to radically improve the provision of telecommunication infrastructure, skills and usage within the Province. This indicator reflects the importance of providing every citizen in every town and village with access to affordable high-speed broadband infrastructure and services. This indicator contributes to improved ICT services provided to the Western Cape Government.
Source/collection of data	Service acceptance/hand-over reports

Method of calculation	Simple count of the number of WCG sites provided with Layer 2 connectivity at the phase 2 broadband connectivity speeds as reflected in the service hand-over reports. Layer 2 broadband connectivity means: "Wireless / Fibre broadband infrastructure that has been activated by Liquid Telecom SA".
Data limitations	Availability and dependence on service provider reports
Type of indicator	Output (Indirect Service Delivery)
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	New
Desired performance	Higher than targeted performance is desirable.
Indicator responsibility	CD Connected Government and Infrastructure Services

PERFORMANCE INDICATOR NUMBER	4.4.2
Indicator title	Number of WCG sites provided with Free Public Wi-Fi Hotspots.
Short definition	The indicator refers to the number of WCG sites that will be provided with Free Public Wi-Fi Hotspots under the WCG Broadband Strategy and Implementation Plan.
Purpose/importance	It measures service roll-out performance against the Wi-Fi project plan. Coordinating and integrating government action to radically improve citizen access to broadband and online services within the Province. This indicator reflects the importance of providing every citizen in every town and village with access to high-speed broadband and online services. This indicator contributes to improved ICT services provided to the Western Cape Government.
Source/collection of data	Service acceptance/hand-over reports
Method of calculation	Simple count of the number of WCG sites provided with Free Public Wi-Fi Hotspots.
Data limitations	Availability and dependence on service provider reports
Type of indicator	Output (Indirect Service Delivery)
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	Higher than targeted performance is desirable.
Indicator responsibility	CD Connected Government and Infrastructure Services

Sub-programme 4.5: Transversal Applications Services

PERFORMANCE INDICATOR NUMBER	4.5.1
Indicator title	Percentage of transversal business application solutions implemented
Short definition	This indicator measures the number of transversal business solutions/applications of which the design, development and implementation have been completed, as a percentage of the total number of transversal business solutions/applications as per approved ICT Planning/governance process and as agreed with relevant stakeholders. Note: Includes new development and major enhancements.
Purpose/importance	This indicator reflects on implemented solutions that are geared towards improved decision making, service transformation and effective monitoring. This contributes to improved ICT services provided to the Western Cape Government.
Source/collection of data	Approved initiatives via the relevant governance processes, including the ICT Governance Steercom, ICT Planning and ICT MTEC processes as per the Provincial IT Delivery Plan. Various data sources used for completed solutions including UAT and deployment sign-off documents, as well as project closure reports.
Method of calculation	Number of solutions designed, developed and implemented as a percentage of the total number of requests approved – and agreed – to be delivered within a financial year. Numerator: Total number of solutions implemented. Implemented solutions will be signed off by the client. Denominator: Total number of approved/agreed solutions to be implemented as per the ICT Planning/governance process for the financial year. Calculation: Numerator divided by the denominator multiplied by 100
Data limitations	Various approval processes/sources. Provincial IT Delivery Plan initiatives are prioritised, with funding that does not necessarily cover the full, required implementation. Enhancement requests are primarily demand driven.
Type of indicator	Output (Indirect Service Delivery)
Calculation type	Non-cumulative
Reporting cycle	Annual
New indicator	No
Desired performance	Performance higher than targeted is desirable
Indicator responsibility	CD Transversal Applications Services

PROGRAMME 5: CORPORATE ASSURANCE**Strategic Objectives****Strategic objective 5.1:** WCG governance improved

STRATEGIC OBJECTIVE INDICATOR NUMBER	5.1
Indicator title	Level of WCG governance maturity
Short definition	This indicator refers to the assessments that are conducted to determine governance maturity level per provincial department and for the WCG as a whole.
Purpose/importance	The purpose of the indicator is to measure and monitor the WCG governance maturity against an approved framework. The increase in governance maturity over a period of time indicates that governance principles and processes are embedded in the WCG.
Source/collection of data	Signed report issued to the respective Accounting Officers
Method of calculation	A maturity model, based on the approved governance framework, will be designed and utilised to report on this indicator.
Data limitations	None

Type of indicator	Outcome indicator (Indirect Service Delivery)
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	Higher than targeted performance is desirable
Indicator responsibility	DDG: Corporate Assurance

Strategic objective 5.2: Legally sound executive and administrative decisions and actions promoted

STRATEGIC OBJECTIVE INDICATOR NUMBER	5.2
Indicator title	Number of Legal Services service standards achieved
Short definition	The indicator refers to the number of service standards that must be met in the provision of legal services to client departments.
Purpose/importance	The purpose of this indicator is to provide information on the extent to which Legal Services adheres to the service standards in the service level agreements that have been agreed upon between the Corporate Services Centre (CSC) and client departments.
Source/collection of data	Physical files opened by legal advisers on matters assigned to them, legal advisers' reports on adherence to service standards and CSC dashboard reports
Method of calculation	Legal advisers report on whether service standards have been met with reference to matters assigned to them, and the aggregate of such reports determine whether the standards have been met. Standards are considered to be met if actual achievements translate into "green" on the Corporate Service Centre dashboard, in other words, when achievement equals or exceeds 96%. The method of calculation is a simple count of Legal Services service standards met.
Data limitations	None
Type of indicator	Output (Indirect Service Delivery)
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	Higher than targeted performance is desirable
Indicator responsibility	Head: Legal Services

Strategic Objective 5.3: Strategic goals of the Western Cape Government communicated to the people of the Western Cape

STRATEGIC OBJECTIVE INDICATOR NUMBER	5.3
Indicator title	Number of communication campaign reports issued
Short definition	This indicator refers to the number of reports issued to the Heads of Communication and departments detailing progress on transversal communication campaigns in line with Provincial Strategic Goals.
Purpose/importance	The purpose of the indicator is to provide Heads of Communication and departments with an update on transversal communication campaigns. It is a provincial consolidated report providing an update of communication campaigns conducted across the WCG to communicate strategic goals to the people in the Western Cape.
Source/collection of data	Agency Briefing documents completed by WCG Departments Approved communication plans provided by the various Departments Approved media schedules relating to specific communication campaigns

Method of calculation	Simple count of reports compiled and distributed electronically to Heads of Communication and departments The reports will be issued in the 2nd and 4th Quarter. The report is issued on the last working day the quarter. 1st Report will contain data of April, May, June July, August and September 2nd Report will contain data of October, November, December, January, February and March
Data limitations	Dependent on input from Heads of Communication of departments
Type of indicator	Output (Indirect Service Delivery)
Calculation type	Non-cumulative
Reporting cycle	Bi-annual
New indicator	No
Desired performance	On target is the desired performance
Indicator responsibility	Director: Corporate Communication

PROGRAMME 5: CORPORATE ASSURANCE

Performance Indicators

Sub-programme 5.2: Enterprise Risk Management

PERFORMANCE INDICATOR NUMBER	5.2.1
Indicator title	Number of enterprise risk management implementation plans approved by Accounting Officers
Short definition	This indicator refers to the number of enterprise risk management implementation plans that are compiled within the first quarter of the financial year and approved by the relevant Accounting Officer. Risk management implementation plans are completed for all WCG departments excluding the Department of Health.
Purpose/importance	This indicator reflects the compilation of risk management implementation plans that drive key ERM deliverables that will embed ERM and address key ERM elements that will drive the desired maturity level within departments. This contributes to improved corporate governance.
Source/collection of data	The ERM Implementation Plans of each department are annexed to the approved ERM Strategy of the respective department. The original, signed ERM Strategies, inclusive of the ERM Implementation Plans, are kept with the Accounting Officers and the Directorate: Enterprise Risk Management retains back-up copies.
Method of calculation	Simple count of number of compiled ERM strategies, including ERM implementation plans approved and signed off by the Accounting Officers.
Data limitations	The data does not reflect the quality of risk management implementation plans or actual improvement of risk management maturity in departments.
Type of indicator	Output (Indirect Service Delivery)
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	Not new
Desired performance	On target is desired performance.
Indicator responsibility	Director: Enterprise Risk Management

PERFORMANCE INDICATOR NUMBER	5.2.2
Indicator title	Percentage completion of activities in approved ERM Implementation Plans allocated to D:ERM
Short definition	This indicator refers to the number of risk management activities implemented as a percentage of the number of activities in the approved ERM Implementation Plans allocated to D:ERM. This indicator is impacted by the demand of these services by departments.
Purpose/importance	The purpose of the indicator is to monitor progress with the implementation of risk management activities included in the approved ERM Implementation Plans of departments and which have been allocated to D:ERM. It contributes to improving the corporate governance maturity of the Western Cape Government.
Source/collection of data	ERM Implementation Plans approved by the relevant Accounting Officer and progress on status of implementation as recorded in the fourth quarter ERM progress reports issued to the respective Accounting Officers by 15 April of the following financial year. Excel spreadsheet maintained summarising this information.
Method of calculation	<p>Numerator: Total number of risk management activities allocated to D:ERM finalised. The activities are deemed to have been finalised by D:ERM when the final deliverables are handed over to the department for approval by the respective delegated authority.</p> <p>Denominator: Total number of activities in approved ERM Implementation Plans allocated to D:ERM and indicated for completion by the latest 15 April of the following financial year and indicated as such on the approved ERM Implementation Plan of each department.</p> <p>The numerator is calculated by adding up all completed risk management activities relating to all departments.</p> <p>The denominator is calculated by adding up all approved risk management activities in the ERM Implementation Plans allocated to D:ERM for all departments.</p> <p>Percentage calculation: numerator divided by the denominator multiplied by 100.</p>
Data limitations	None
Type of indicator	Output (Indirect Service Delivery)
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	Not new
Desired performance	A deviation of five percentage points lower than the target or performance higher than the target is desirable
Indicator responsibility	Director: ERM

Sub-programme 5.3: Internal Audit

PERFORMANCE INDICATOR NUMBER	5.3.1
Indicator title	Percentage of internal audit areas completed as per approved internal audit coverage plans
Short definition	The indicator refers to the number of internal audit areas completed as a percentage of the total number of internal audit areas contained in approved coverage plans of all votes, including the Provincial Parliament. It provides an indication of the progress of execution of the approved annual internal audit operational plans. This indicator is driven by the number of significant high risks included in internal audit plans during the annual planning process; therefore the denominator will differ from year to year, depending on the risk profile of departments/votes. Reports that are not issued by the end of the financial year due to valid reasons emanating from the departments non-cooperation (failure to respond to audit findings and provide information during the audit process) will be excluded from the denominator after being formally reported to both the respective Audit Committee and Accounting Officer.
Purpose/importance	This indicator reflects the provision of internal audit services in the Province. It contributes to improved corporate governance through improved business processes.

Source/collection of data	Final internal audit reports issued during the reporting period and reported in the quarterly Audit Committee progress reports. Approved departmental/vote internal audit coverage plans, as might be amended from time to time and subsequently approved by the relevant Audit Committee. Audit Committee and Head of Department memorandums reporting areas not completed or where approval was granted to amend (both to add or reduce number of areas) the internal audit coverage plans.
Method of calculation	Numerator: Total number of final internal audit reports issued subsequent to the completion of the internal audit areas, by the 15th day of the month following the quarter end. Denominator: Total number of IA areas included as per the approved Annual Operational Internal Audit Coverage Plans of all departments/votes less number of areas not completed/removed plus number of areas added reported to the Audit Committee and relevant Head of Department. Calculation of percentage: numerator divided by the denominator multiplied by 100.
Data limitations	N/A
Type of indicator	Output (Indirect Service Delivery)
Calculation type	Non-cumulative
Reporting cycle	Annual
New indicator	Not new
Desired performance	Higher than targeted performance is desirable.
Indicator responsibility	Chief Audit Executive
INDICATOR NUMBER	5.3.2
Indicator title	Percentage internal audit recommendations incorporated into agreed action plans
Short definition	This indicator refers to the number of internal audit recommendations which were incorporated into agreed management action plans as a percentage of the total number of internal audit recommendations made. This indicator is dependent on indicator 5.3.1 (i.e. the number of internal audit reports issued is determined by the approved internal audit coverage plans)
Purpose/importance	The indicator reflects the degree to which recommendations that internal audit is making are incorporated into action plans that may improve the system of control. It serves as an indicator of the quality of recommendations made by internal audit, the extent to which clients are acknowledging the work of internal audit and commitment to good governance. It contributes to improved corporate governance through improved business processes.
Source/collection of data	Recommendations and agreed action plans as recorded in the final issued internal audit reports.
Method of calculation	Numerator: Total number of recommendations included in management action plans as per final internal audit reports issued during the reporting period. Denominator: Total number of internal audit recommendations made in final internal audit reports issued during the reporting period. The numerator is calculated by adding up all recommendations included in agreed action plans. The denominator is calculated by adding up all recommendations made in internal audit reports issued during the reporting period. Percentage calculation: numerator divided by the denominator multiplied by 100.
Data limitations	Incomplete/inaccurate data in management action plans (where there is no precise indication of what is going to be implemented)
Type of indicator	Output (Indirect Service Delivery)
Calculation type	Non-cumulative
Reporting cycle	Annual
New indicator	Not new
Desired performance	Higher than targeted performance is desirable.
Indicator responsibility	Chief Audit Executive

PERFORMANCE INDICATOR NUMBER	5.3.3
Indicator title	Percentage of action plans expired by the end of the third quarter followed up
Short definition	This indicator calculates the number of action plans followed up by Internal Audit at the end of the financial year, as a percentage of the total number of action plans which have expired by 31 December annually.
Purpose/importance	This indicator reflects the extent to which Internal Audit is conducting the follow-up on implementation of expired management action plans. This process further provides information to the client and oversight structures on the rate of implementation of the Internal Audit recommendations. It contributes to improved governance through improved business processes.
Source/collection of data	The final Internal Audit follow-up reports issued indicating the number of management action plans that were followed up. Excel spreadsheet maintained summarising this information, containing all management action plans clearly indicating the expiry dates. <u>Please note:</u> The date of expiry of management action plans is the one reflected as " Internal Audit Expiry Date " on the final issued internal audit reports. The verification process: <ul style="list-style-type: none"> • Confirming the number of expired management action plans reported in the original final internal audit report against that in the Excel spreadsheet; and • Validating the number of management action plans reported in the Excel spreadsheet against management action plans in the individual final Internal Audit follow-up report per internal audit area
Method of calculation	Numerator: Total number of expired management action plans followed up for all departments/votes by the 15th day of the month following the financial year end. Denominator: Total number of management action plans expired as at 31 December annually for all departments/votes The numerator is calculated by adding up all expired management action plans which were followed up by Internal Audit by the 15th day of the month following the financial year end. The denominator is calculated by adding up all management action plans expired by 31 December. Percentage calculation: numerator divided by denominator multiplied by 100
Data limitations	Departments not timeously providing information on the implementation of their action plans
Type of indicator	Output (Indirect Service Delivery)
Calculation type	Non-cumulative
Reporting cycle	Annual
New indicator	Not new
Desired performance	Anything higher than the target will be acceptable.
Indicator responsibility	Chief Audit Executive

Sub-programme 5.4: Provincial Forensic Services

PERFORMANCE INDICATOR NUMBER	5.4.1
Indicator title	Number of fraud and corruption training sessions facilitated or on-line training provided
Short definition	This indicator refers to fraud and corruption awareness training sessions facilitated to WCG to raise awareness amongst WCG employees across all provincial departments.
Purpose/importance	The purpose of the indicator is to reflect the measure of awareness created among employees in the WCG to facilitate an environment in which employees strive to contribute towards a zero tolerance culture towards fraud, theft and corruption.
Source/collection of data	Forensic Progress Reports and attendance registers.
Method of calculation	Simple count of number of completed training sessions or on-line opportunities versus the total number of 100 agreed upon training sessions as evidenced by an attendance register.
Data limitations	None
Type of indicator	Output (Demand driven) (Indirect Service Delivery)
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	A deviation of five percentage points lower than the target is acceptable and higher than the target is desirable.
Indicator responsibility	Chief Director: Provincial Forensic Services
PERFORMANCE INDICATOR NUMBER	5.4.2
Indicator title	Percentage of fraud prevention activities allocated to the PFS implemented
Short definition	The indicator refers to number of fraud prevention activities, excluding training sessions, allocated to PFS which have been implemented, as a percentage of the number of activities, excluding training sessions, in the approved fraud prevention implementation plans of provincial departments. This indicator is demand driven.
Purpose/importance	The purpose of the indicator is to monitor progress with the implementation of fraud and corruption prevention initiatives as approved by the department, excluding the training sessions which is measured in indicator 5.4.1. It contributes to a mature control framework and improved corporate governance through instilling a zero tolerance for fraud and corruption.
Source/collection of data	Fraud and corruption prevention implementation plans agreed with the relevant Accounting Officer, excluding the training sessions, and progress on status of implementation as recorded in quarterly PFS progress reports to the Accounting Officers. Excel spreadsheet maintained summarising this information.
Method of calculation	<p>Numerator: Total number of fraud and corruption prevention activities allocated to the PFS which have been finalised less the number of completed training sessions. The numerator is calculated by adding up all completed fraud prevention activities and deducting the number of completed training sessions. The following explains the stage at which each category of activity is deemed to have been finalised:</p> <ul style="list-style-type: none"> • Update of Fraud Prevention Plans and Fraud Risk Registers - this is considered finalised by the PFS on the day it is submitted to the relevant department for approval by their respective delegated authority; • Fraud and Corruption Prevention Implementation Plans - this is considered finalised by the PFS on the day it is submitted to the relevant department or the Chief Director: PFS; • Publication of newsletters - this is considered finalised by the PFS on the day it is published and circulated electronically by Corporate Communications <p>Denominator: Total number of activities in the approved fraud and corruption prevention implementation plan for each of the departments allocated to PFS, less the total number of completed training sessions, allocated to the PFS.</p> <p>Percentage calculation: numerator divided by denominator multiplied by 100.</p>
Data limitations	Currently manual collection of data from departments

Type of indicator	Output (Indirect Service Delivery)
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	Amended previous indicator
Desired performance	A deviation of five percentage points lower than the target or performance is acceptable and higher than the target is desirable.
Indicator responsibility	Chief Director: Provincial Forensic Services
PERFORMANCE INDICATOR NUMBER	5.4.3
Indicator title	Number of forensic investigations finalised
Short definition	The indicator refers to the number of forensic investigations finalised by PFS for the reporting period.
Purpose/importance	The purpose of the indicator is to indicate progress made with the finalisation of matters reported to and investigated by PFS. It contributes to improved corporate governance through zero tolerance of fraud and corruption and an improved control environment.
Source/collection of data	Cases closed on the Case Management System and evidenced by the Case List report (Excel spreadsheet) and Forensic Progress Reports.
Method of calculation	Simple count of number of finalised PFS investigations for the reporting period.
Data limitations	None
Type of indicator	Output (Demand driven) (Indirect Service Delivery)
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	New
Desired performance	A deviation of ten percentage points lower than the target or performance is acceptable and higher than the target is desirable.
Indicator responsibility	Chief Director: Provincial Forensic Services
PERFORMANCE INDICATOR NUMBER	5.4.4
Indicator title	Percentage of PFS recommendations followed up
Short definition	The indicator refers to the number of "open" or outstanding PFS recommendations followed up as a percentage of the total number of recommendations made by the PFS. These recommendations emanate from the PFS's investigations and are contained in the investigation reports issued by PFS once the investigations are completed. This indicator is impacted by the number of forensic investigations completed within a specific reporting period.
Purpose/importance	The purpose of the indicator is to indicate progress made in departments with the implementation of corrective action recommended subsequent to a forensic investigation. It contributes to improved corporate governance through zero tolerance of fraud and corruption and an improved control environment.
Source/collection of data	Results of follow-ups as recorded in quarterly HoD and audit committee progress reports. An Excel spreadsheet maintained summarising this information.
Method of calculation	Numerator: Number of recommendations followed up in the specific reporting period. The numerator is calculated by adding up all recommendations which were followed up in a quarter. Denominator: Sum of total number of "open" or outstanding recommendations as at end of previous reporting period and total number of recommendations made in reports completed for the specific reporting period. Percentage calculation: numerator divided by denominator multiplied by 100.
Data limitations	Currently manual collection of data from departments
Type of indicator	Output (Indirect Service Delivery)

Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	Not new
Desired performance	A deviation of five percentage points lower than the target or performance is acceptable and higher than the target is desirable.
Indicator responsibility	Chief Director: Provincial Forensic Services

Sub-programme 5.5: Legal Services

PERFORMANCE INDICATOR NUMBER	5.5.1
Indicator title	Number of reports containing an analysis of all provincial litigation matters and associated awards and judgments submitted
Short definition	This indicator refers to the number of reports submitted to Cabinet and provincial departments which contain a proactive analysis of all provincial litigation matters, associated awards and judgments.
Purpose/importance	The purpose of the indicator is to monitor the number of litigation matters that relate to shortcomings in decision-making processes that formed the basis for litigation against the WCG previously. It contributes to WCG executive and administrative decisions and actions that are sound in law.
Source/collection of data	Legal Services sources the data from litigation files, awards and judgments and compiles findings in a report submitted to Cabinet.
Method of calculation	Simple count of analysis reports submitted which contain all provincial litigation matters, associated awards and judgments
Data limitations	None
Type of indicator	Output (Indirect Service Delivery)
Calculation type	Cumulative
Reporting cycle	Bi-annually
New indicator	Not new
Desired performance	Actual performance that is higher than targeted performance is desirable
Indicator responsibility	Director: Litigation and Head: Legal Services
PERFORMANCE INDICATOR NUMBER	5.5.2
Indicator title	Number of legal training opportunities provided to employees of the Western Cape Government, provincial public entities and municipalities
Short definition	The indicator refers to the number of training opportunities provided to employees of the Western Cape Government, provincial public entities and municipalities to raise awareness and increase their knowledge of relevant legislative frameworks. Training opportunities include: functional training courses provided and awareness sessions conducted at various meetings and forums.
Purpose/importance	The purpose is to enable the organisation to improve adherence to legal requirements in decision-making and legislative processes. It contributes to WCG executive and administrative decisions and actions that are sound in law.
Source/collection of data	List of legal training opportunities provided, training programmes and signed attendance registers.
Method of calculation	Simple count of legal training opportunities provided as evidenced in attendance registers completed by attendees of functional training courses provided and awareness sessions conducted at various meetings and forums and recorded cancellations of provided opportunities.
Data limitations	None
Type of indicator	Output (Indirect Service Delivery)

Calculation type	Cumulative
Reporting cycle	Bi-annually
New indicator	Not new indicator
Desired performance	Actual performance that is higher than targeted performance is desirable
Indicator responsibility	Director: Legal Governance and Head: Legal Services
PERFORMANCE INDICATOR NUMBER	5.5.3
Indicator title	Number of requests assigned and attended to by legal advisers.
Short definition	The indicator refers to the number of requests received by Legal Services and assigned to legal advisers to provide assistance in respect of legal matters. This indicator is demand driven.
Purpose/importance	The purpose of the indicator is to provide information on the extent of legal support services provided to the Executive, provincial departments and, in appropriate circumstances, to provincial public entities. It contributes to WCG executive and administrative decisions and actions that are sound in law.
Source/collection of data	File register containing details of assigned requests and physical files
Method of calculation	Simple count of requests assigned and attended to
Data limitations	None
Type of indicator	Output (Demand driven) (Indirect Service Delivery)
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Not new indicator
Desired performance	Actual performance that is higher than targeted performance is desirable
Indicator responsibility	Head: Legal Services
PERFORMANCE INDICATOR NUMBER	5.5.4
Indicator title	Number of reports containing an overview of the provincial legislative drafting programme.
Short definition	This indicator refers to the number of reports submitted to Cabinet which contain an overview of the provincial legislative drafting programme for the financial year.
Purpose/importance	The purpose of the indicator is to inform Cabinet and to provide an overview of the legislative programme of the Western Cape Government, and the progress made regarding these matters. It contributes to improved governance and compliance in relation to the development and implementation of new legislation.
Source/collection of data	The information is sourced internally from the State Law Advisers in the Directorate: Legislation.
Method of calculation	Simple count of reports submitted containing an overview of the provincial legislative drafting programme.
Data limitations	None
Type of indicator	Output (Indirect Service Delivery)
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	Not new
Desired performance	Actual performance that is higher than targeted performance is desirable
Indicator responsibility	Director: Legislation and Head: Legal Services

Sub-programme 5.6: Corporate Communication

PERFORMANCE INDICATOR NUMBER	5.6.1
Indicator title	Number of on-brand creative execution assessment reports issued
Short definition	This indicator refers to the number of reports issued to the Heads of Communication and Heads of Departments to assess whether communication material created/published is on brand and on message, (i.e. correct logo identity and visual language application and Better Together message).
Purpose/importance	The purpose of the indicator is to measure and improve transversal compliance of brand and Better Together concept by WCG departments. It is important because it supports the five PSGs and our objective to have a single organisational brand.
Source/collection of data	Assessment reports compiled, issued and distributed electronically to HoDs and HoCs of the various departments within WCG.
Method of calculation	Simple count of assessment reports issued by the 10th working day of the month following the quarter end. Assessments will be done as follows: Quarter 1 report will contain data of April, May and June Quarter 2 report will contain data of July, August and September Quarter 3 report will contain data of October, November and December Quarter 4 report will contain data of January, February and March
Data limitations	Dependent on input from Heads of Communication of Departments.
Type of indicator	Output (Indirect Service Delivery)
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Not new
Desired performance	On target is the desired performance
Indicator responsibility	Director: Corporate Communication
PERFORMANCE INDICATOR NUMBER	5.6.2
Indicator title	Number of Better Together Magazines published to communicate the vision, values and brand to Western Cape Government employees.
Short definition	This indicator refers to the number of <i>Better Together</i> magazines published and distributed to employees of WCG to engage with them on the vision, values and Better Together brand.
Purpose/importance	The purpose of the indicator is to create awareness of the WCG vision, values and Better Together communication concept in support the PSGs and to build a single, strong organisational brand identity.
Source/collection of data	Printed Better Together magazines.
Method of calculation	Simple count of Better Together magazines published during the reporting period(one per quarter)
Data limitations	Dependent on participation from WCG employees and WCG departments
Type of indicator	Output (Indirect Service Delivery)
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Not new
Desired performance	Performance on target is desirable.
Indicator responsibility	Director: Corporate Communication

PERFORMANCE INDICATOR NUMBER	5.6.3
Indicator title	Number of reports issued on completed client-generated products and services.
Short definition	The Gazette is a statutory requirement and the report measures the number of issues published. Translation and editing are done so as to comply with the three-language policy of the WCG and the report measures the number of translation and/or editing requests completed. The importance of reporting on both is to align resources to the volume of requests received and to understand the extent of complying with the three-language policy of the WCG.
Purpose/importance	Bi-annual reports relating to completed client-generated products and services are submitted to the Director: Corporate Communications. Data is collected by counting the number of Government Gazettes published and the number of briefing requests received for translations and editing.
Source/collection of data	Bi-annual reports relating to completed client-generated products and services and submitted to the Director: Corporate Communications Collected via Government Gazette request from departments and briefing requests for translations and editing Signed and adopted. Bi-annual reports.
Method of calculation	Simple count of reports issued on completed client-generated products and service requests. The report will be issued by the 10th working day of the month following the quarter end.
Data limitations	Dependent on requests received for service
Type of indicator	Output (Indirect Service Delivery)
Calculation type	Cumulative
Reporting cycle	Bi-annual
New indicator	Not new indicator
Desired performance	Targeted performance is desirable.
Indicator responsibility	Director: Corporate Communication

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